

Education New Zealand Aide Memoire

To: Hon Chris Hipkins, Minister of Education

From: Grant McPherson, Chief Executive, Education New Zealand

Title: Development of ENZ's strategic framework and four-year plan

Date: 3 August 2021 **ENZ ID no:** 2122-001

Purpose

1. This Aide Memoire outlines the development of ENZ's strategic framework and four-year plan. We have engaged with the Ministry of Education and the Ministry of Business, Innovation and Employment in shaping the strategic framework. The framework and the plan reflect the priorities of ENZ as a government agency and the international education sector, to ensure a coherent and consistent approach to the recovery of New Zealand's international education sector.

Overview

2. Education New Zealand Manapou ki te Ao (ENZ) has developed a strategic framework to develop its medium-term outlook and strategic direction. The framework will ensure ENZ can effectively support the rebuild of New Zealand's international education sector towards a more diverse, resilient and sustainable future, in line with the outcomes of the International Education Strategy 2018-2030 (IES). A four-year plan covering 1 July 2021 – 30 June 2025 provides clarity for the operating context and response to evolving strategic priorities for the benefit of New Zealand, and for the international education sector.
3. The framework ensures that the strategic priorities of the four-year plan support ENZ's mission, vision and purpose with a wider system view. It will support the development of ENZ's operational business planning, and ensure it is tied to clear longer-term outcomes.
4. The four-year plan outlines ENZ's desired outcomes from its work programmes and initiatives, and it sits within the strategic framework to ensure that ENZ's outcomes and activities closely align with the IES. After tourism, international education is New Zealand's hardest hit sector by COVID-19, and subsequent border closures have had varying impacts across sub-sectors. It is expected that the international education sector will continue to be affected for many years to come.
5. The development of the strategic framework and four-year plan respond to the mandates and requirements set for ENZ through its legislative requirements, the IES, the Government's Strategic Recovery Plan for International Education and your Letter of Expectations 2021. This strategic alignment is set out at Appendix 1.
6. Within the context of the strategic framework, the four-year plan outlines what success looks like, what strategic initiatives will be delivered to achieve this and how this success will be measured. See Appendix 2 for ENZ's strategic framework.

7. 2020 has seen ENZ adapt to unprecedented change and upheaval. The strategic framework and four-year plan allow ENZ to work with the sector to respond to many global trends that impacted international education prior to COVID-19: the future of work, digital transformation, evolution of education, skills shortages, changing demand for international education and increasing competition. While these trends, and the sector, have been transformed by COVID-19, they will continue to impact the sector and will be relevant to planning for the future.

Next steps


8. The Plan will inform the setting of our Statement of Intent for 2021-2025, which we will provide you with later in the year.
9. ENZ would be happy to share the detailed four-year plan and talk you through this.

Recommendations

Education New Zealand recommends that you

- a. **Note** that ENZ's strategic framework and four-year plan will guide its operational decisions to ensure its activities deliver on the objectives of the International Education Strategy and the International Education Recovery Plan.
- b. **Agree** that this briefing will be proactively released as per your expectation that information be released as soon as possible. Any information which may need to be withheld will be done so in line with the provisions of the Official Information Act 1982.

Agreed Not agreed



p.p. Grant McPherson
Chief Executive
Education New Zealand



Hon Chris Hipkins
Minister of Education

7 / 8 /2021

Appendix One: Alignment of ENZ’s strategic direction with the International Education Strategy

SYSTEM-WIDE CONTRIBUTION	IES Outcome	A thriving and globally connected New Zealand through world-class international education		
	IES Goals	<p>(1) Achieving sustainable Growth International education is a high-value, high-quality sector, sought out for its distinctive New Zealand proposition Regions throughout New Zealand increasingly share the benefits of international education The international education sector flourishes through diversification of markets, people flows and innovative products and services</p>	<p>(2) Delivering an excellent education and student experience International students receive a high-quality education International students are welcome and safe New Zealand delivers an excellent overall international student experience</p>	<p>(3) Global Citizens All students gain the knowledge, skills and capabilities to live, work and learn globally International education provides stronger global connections, research links and partnerships for New Zealand New Zealanders understand and embrace the benefits of international education</p>



ENZs ROLE & CONTRIBUTION	ENZ Purpose	Deliver enduring social, cultural and economic benefits to Aotearoa New Zealand by taking New Zealand education experiences to the world.		
	ENZ Mission	Lead the transformation of international education to a sustainable, diverse, and resilient sector.		
	ENZ Vision	Aotearoa New Zealand’s unique education offering is highly sought after, highly valued and enhances our global reputation for leading new thinking and making contributions of consequence.		
	ENZ Strategic Objectives	<p>(1) Aotearoa New Zealand’s unique education offerings and services are highly sought after by international learners.</p>	<p>(2) Aotearoa New Zealand delivers high-quality and diverse education experiences that are sustainable, globally competitive and deliver value to all involved.</p>	<p>(3) Aotearoa New Zealand makes the best possible use of its international education expertise to improve educational outcomes, establish partnerships and grow global connections.</p>
	We are successful when we see	<ul style="list-style-type: none"> • An increase in the number of learners interested in learning with Aotearoa New Zealand • An increase in the percentage of people being connected with education providers • An increase in timeliness and quality of applications and enrolment. 	<ul style="list-style-type: none"> • An increase in relevance and diversity of New Zealand education programmes and services • Improved learner experience and overall satisfaction while learning with New Zealand • An increase in learner educational attainment and achievement outcomes. 	<ul style="list-style-type: none"> • An increase in transitions to successful future learning, employment and other pathways • An increase in past learners participating in reciprocal research and innovation opportunities • An increase in the maturity and prosperity of global relationships with New Zealand.

Appendix 2: ENZ's Strategic Framework and focus areas

ENZ's Strategic Framework



KONO
Kono is a woven food basket; nourishing the organisation with its range of offerings – the idea that the enablers 'provide' for the whole organisation, and are vital to the well-being of every area.



TONO
Tono is to extend an invitation or request. In this context it is about understanding what we have to offer and what learners and markets need, in order to extend a compelling invitation to learn with Aotearoa New Zealand.



PONO
Pono is about truth, integrity and authenticity. In this context it is about creating and upholding the highest standards of student experience and delivery.



HONO
Hono is to connect and bind. In this context it refers to the myriad networks and relationships we build and draw on to give effect to our role and aspirations.

