

**THINK
NEW[®]**



Education New Zealand

Quarterly Report for 1 January to 31 March 2022

Proactive Release



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Executive summary

Quarter three saw a great deal of change that has created a new operating context for ENZ. The most significant decision was the Government's announcement of the borders opening, which has generated optimism and enthusiasm within the sector about the rebuild of international education. The refresh of the NZIES, in light of the border announcement, has been an opportunity for ENZ to provide timely and critical input on the future shape of New Zealand's international education sector. ENZ will continue to support the Ministry of Education through the consultation and implementation of the finalised strategy, including the delivery of NZIES Actions.

ENZ took a leading role in implementing Cohort 4, in collaboration with the Ministry of Education, building on previous support to implement Cohorts 1, 2 and 3. The cohorts have been a critical part of supporting the rebuild of the sector, and during the quarter our efforts demonstrated the operational and sector expertise and value that ENZ offers. In the fourth quarter, as the Cohorts are concluded, ENZ will continue this approach as we look towards the borders reopening fully in July 2022.

The restart of the Prime Minister's Scholarship Asia and Latin America (PMSA/LA) was another positive impact of the border announcement. It has allowed ENZ to expand its global citizenship efforts in a tangible way and has been very well received by the sector. ENZ will now be implementing outcomes from its review of PMSA/LA systems and processes to ensure the scholarships are leveraged more equitably and strategically to support Global Citizenship.

The border decision also led to the provision of travel advice to the Minister early in the quarter, and ENZ led the organisation of the Minister's visit to the US and Latin America at the end of May/start of June 2022. This was his first international travel since before the onset of the COVID-19 pandemic, and included the first appearance by a New Zealand Education Minister at NAFSA, the world's largest international education coereence. The visit will raise New Zealand's profile as an international education destination, supporting the rebuild of the sector and Phase One of the proposed new NZIES.

A number of significant policy changes were also considered through the quarter. ENZ engaged across government and with the sector about those changes, providing support and clarity about the impacts and opportunities they will create. However, the return of international students to New Zealand has been the focus of ENZ's planning. We are considering initiatives and workstreams that will build back New Zealand's international education sector in the short and long term.

The border announcement, the environmental changes as a result of the COVID-19 pandemic and feedback from staff evidenced the view that the current organisational structure was not fit for purpose to support sector rebuild through Phases One and Two. ENZ completed a six-month structural review with final decisions presented to staff on 6 May 2022 [ENZ 2122-131 refers] by the Chief Executive. Response was positive, with staff endorsing the greater focus of sector and more streamlined leadership structure.

The organisational review is one of a series of changes to ensure ENZ is fit for purpose, which includes elevating learning and development opportunities for staff, reviewing delegations and responsibilities, and developing and improving ENZ's performance management framework. These changes, as well as the Minister's feedback, will be reflected in ENZ's Statement of Intent and Statement of Performance Expectations which are in the process of being finalised.

International education operating context

International education is recovering slowly after two years of significant disruption from the COVID-19 pandemic. Many countries with a strong focus on growing international education are actively creating incentives to welcome back international students, although ongoing impacts from COVID-19 are reflected in the speed of uptake from international students, even with generous incentives in place. As New Zealand seeks to reconnect with the world, we will continue to focus on promoting New Zealand's high-value education offering and monitor developments in other countries, to advise relevant government agencies of their nature and potential impact.

ENZ operating context

We continued to deliver against our strategic four-year plan 2021-2025, which focuses on the following strategic objectives:

- **Tono/invitation:** Aotearoa New Zealand's unique education offerings and services are highly sought after by international learners
- **Pono/integrity:** Aotearoa New Zealand delivers high-quality and diverse education experiences that are sustainable, globally competitive and deliver value to all involved
- **Hono/global connections:** Aotearoa New Zealand makes the best possible use of its international education expertise to improve educational outcomes, establish partnerships and grow global connections
- **Kono/nourishers:** ENZ's core capabilities nourish the organisation and support the delivery of all Strategic Objectives under the Four-year plan.

This report summarises ENZ's performance in delivering its strategic priorities. These priorities align with the current *New Zealand International Education Strategy 2018-2030* (NZIES). ENZ's performance is assessed against ENZ's *Statement of Intent 2019-2023*, *Statement of Performance Expectations 2021/22*, ENZ's Business Plan 2021/22 and the Letter of Expectations from Minister Hipkins.

ENZ delivery of activities

These objectives also incorporate the outcomes of the Government's Strategic Recovery Plan for International Education (the Recovery Plan), embedding the workstreams as part of our 'business-as-usual' as we move towards our new Statement of Intent 2022-2026. ENZ continued to work alongside the sector to support the rebuild, while closely monitoring the dynamic changes of the COVID-19 pandemic:

- **Supporting students:** ENZ provided both direct and indirect support for international students, including sponsorship and attendance at key events; regular information updates across channels. These updates mainly related to government decisions around changing COVID-19 regulations and how they pertain to international students, especially in relation to the border reopening announcement.
- **Supporting the sector:** ENZ has provided guidance and support to the sector, as well as opportunities to engage with government to ensure there is coherent understanding of the main concerns and opportunities. ENZ has also been supporting the MoE's work to refresh the NZIES.
- **Diversifying products and services:** ENZ continued to focus on supporting the sector to diversify its products and services. We are now working with the sector to explore options and opportunities for the sustainable diversification of New Zealand education products and services.

- **Protecting New Zealand’s education brand:** ENZ continued to focus on maintaining profile and connections within international markets, including government-to-government engagement and student-focused activities in line with changes in COVID-19 Alert Levels and the announcement of the borders reopening by the Prime Minister.
- **Global citizens/Social licence in New Zealand:** ENZ is continuing its efforts to promote the benefits of international education within New Zealand. We have also continued to strengthen work around the Prime Minister’s Scholarship scheme as its relaunch was announced in March 2022.

These workstreams will continue to guide our business plan activities, as will the refresh of the NZIES that is currently underway.

ENZ delivery against Letter of Expectations

Our engagement with relevant government agencies this Quarter has focused mainly on providing input to policy considerations in line with the border reopening announcement by the Prime Minister, supporting the refresh of the NZIES and implementing Cohort 4.

Other considerations

The Omicron outbreak and its effects on ENZ staff continued to create challenges for both onshore and offshore staff during this Quarter. We continued our efforts in keeping international students in New Zealand up to date with relevant and accurate information as well as making sure all our staff were supported given a few of them were affected by the virus.

Work undertaken in quarter three

This section outlines activities undertaken throughout the Quarter, linking them to our strategic objectives and Recovery Plan workstreams as outlined in the Executive summary.

Tono

Aotearoa New Zealand’s unique education offerings and services are highly sought after by international learners

Supporting students

Supporting international students in New Zealand continues to be a focus for us. In Quarter three, we continued to engage and provide resources for those students still in New Zealand as well as those committed students who wish to continue their education in New Zealand via border class-exception international student cohorts. This was undertaken via NauMai NZ as well as social channels, and through stakeholders. NauMai NZ is regularly updated to ensure information and resources available are current and accessible.

Cohort 4

ENZ took a lead role in implementing Cohort 4 in collaboration with the Ministry of Education. This work built on previous support provided to the Ministry through staff secondments to implement Cohorts 1, 2 and 3. The work included the allocation of places to education providers, co-developing eligibility criteria, nomination processes, and developing and managing timelines and processes to help ensure the full utilisation of places.

A 'Cohort Team' led by ENZ had been stood up between ENZ and the Ministry of Education to jointly implement the Cohort 4 along with completing Cohort 3. The distribution of the 1,450 university places was finalised in consultation with Universities New Zealand and the eight universities. Following the completion of an internal process, Te Pūkenga finalised its allocation of its 700 places across subsidiary ITPs. The allocation and distribution of places for schools (1,000), PTEs (850) and ELS (1,000) were determined by an assessment panel which included representatives from MoE, ENZ and sector peak bodies.

The redistribution of any unused places will be informed by the size and nature of any underutilisation, both within subsectors and across the subsectors. The reallocation focuses on fulfilling the intent of Cohort 4, to enable 5,000 students to arrive in New Zealand as soon as practicable after 13 April in conjunction with Step 3 of Reconnecting New Zealand. The reallocation considers the information provided by education providers within their applications for places, and their progress in filling allocated places.

Long Term Student Retention Projects

Seven projects involving nine regions (Northland, Auckland, Taranaki, Waikato, Tauranga, Rotorua, Wellington, Dunedin, Christchurch) focus on improving support for school-to-tertiary transition and new study pathway opportunities.

These projects are led by EDAs in partnership with schools and tertiary providers. Two projects (Wellington and Taranaki) have completed their first phase and are looking at implementing key recommendations. The Wellington project will focus on secondary to tertiary study pathways to Engineering and Architecture & Design programmes at Victoria University, Wellington. The Taranaki project will explore new student markets for potential vocational pathways.

Engagement with New Zealand International Students' Association (NZISA)

The 2022 NZISA executives were elected during this quarter. ENZ meets regularly with NZISA. Our aim is ensuring student voice and student concerns are represented and informs government's decision-making. A particular focus with the new executive will be setting priorities for 2022. ENZ has partnered with NZISA to ensure that student voice informs as many projects and workstreams as possible, and to support NZISA to raise its profile across institutions, in particular beyond the university sector, to ensure they are seeking input and engagement across all international education sub-sectors.

Protecting New Zealand's education brand

Take a New Look at New Zealand Education Campaign

The second phase of the Take a New Look Campaign [2122-052 refers] went live at the end of March 2022. This campaign was developed as part of a programme of work to strategically shift from 'Study in New Zealand' to 'Study with New Zealand'. While borders were restricted, the focus was on diversification and short-term conversion opportunities, primarily pathway and online study options. The campaign invites prospective learners who may already have a view of what New Zealand offers, to take a new look. It is an important part of the NZIES and [Strategic Recovery Plan for International Education](#), which aims to diversify New Zealand's education offerings and creates a resilient and sustainable international education sector.

The video-led campaign will be active in China, Germany, India, Japan, South Korea, the USA and Viet Nam and will utilise direct marketing, blogs and paid media via social media channels. The original campaign video, which can be seen here, has been translated into German, Japanese, Korean and Vietnamese.

Pono

Aotearoa New Zealand delivers high-quality and diverse education experiences that are sustainable, globally competitive and deliver value to all involved

Supporting the sector

We provided advice, guidance, support and connection across government, and in delivery of activities within New Zealand, to maintain the profile of international education and ensure the sector's views are well understood across government.

International education peak body forum on 16 March

ENZ hosted the first international education peak bodies forum for 2022 with attendees including representatives of international education peak bodies, Immigration New Zealand (INZ), Ministry of Education (MoE), and New Zealand Qualifications Authority (NZQA).

The agenda included:

- An update on ENZ's work around the relaunch of international education and products and services diversification work programme (an update of which is included later in this report) for the attendees
- An update from ENZ and MoE on Cohort 4 implementation
- Updates from INZ including their preparations for Cohort 4 and border reopening
- A presentation from MoE on the refresh of the Education Data and Digital Strategy
- An update on the Code of Practice for Pastoral Care from NZQA
- A policy update from MoE including the under Year 9 enrolment review, the joint paper with Ministry of Business Innovation and Employment (MBIE) on the Immigration Rebalance and signalling the refresh of the NZIES.

Peak body representatives were positive about ENZ's work and plans to support the sector with their return to market. The sector emphasised the need for support when reengaging with the world, due to a loss of capability and resources over the past two years.

A return to market fund, supporting providers to reengage with international partners and to access and develop key markets, was suggested during the meeting and received support from multiple sector representatives.

ENZ Regional Network Meeting

ENZ hosted the first Regional Network Meeting for 2022 on 17 and 18 March virtually. The aim was to bring the network together for key updates and to discuss common issues and options collectively. The 26 attendees included representatives from regional Economic Development Agencies and councils from across New Zealand, and several attendees from Workforce

Development Councils who were invited to find out more about regional development from an international education perspective.

The two-day meeting included:

- Research and insights on long term student retention, source markets and competitor countries
- Plans for the 'Garb campaign' and opportunities to contribute to blog content on the Study with NZ website
- Highlights of past international engagements and virtual events
- Insights from the International Student Experience Survey 2021
- Work around ENZ's global citizenship strategy, including an interactive workshop segment for participants to explore their perspective of global citizenship
- Social licence research insights and a review of regional stories from late 2021 to March 2022 by PR agency Anthem
- A roundtable discussion on regions' outlook on international education in their regions in the next 3 years
- A presentation from MBIE on Regional Skills Leadership Groups.

Feedback indicated that the sessions were considered valuable in helping attendees shape their plans to welcome back international students. Another Regional Network Meeting is planned for the second half of 2022.

Te Pūkenga

ENZ Board meeting with Te Pūkenga representatives – 22 February

The ENZ Board met with Te Pūkenga's Deputy Chief Executive Delivery and Academic and the Chief Executive of Toi Ohomai who is also the lead for International within Te Pūkenga. They updated the Board on their International Strategy and current international work programme. ENZ has worked closely with Te Pūkenga subsidiary staff on the development of its internationalisation strategy.

Te Pūkenga noted that ENZ's expertise regarding approaches and advice to offshore partnerships was especially valuable, and that working in partnership is also important to raise the profile and value of vocational education and Te Pūkenga on the world stage.

Te Pūkenga International Education Strategy 2022 – 2033

Te Pūkenga subsequently released its [international education strategy](#) at the end of the Quarter. The strategy is to be launched on the international stage at NAFSA in late May 2022; and followed by Te Pūkenga being represented at key global events throughout the year such as EAIE and the Asia Pacific Technical Vocational Education and Training Forum (APAC TVET).

Te Pūkenga is implementing its strategy with a focus on the following workstreams:

- Institutional partnerships and agreements
- Internationals fees, scholarships, and discounts
- Te Pūkenga marketing, branding, and events
- Research working group, and
- Te Pūkenga single-hub and distributive functions determination and structural development.

These workstreams will have two desired outcomes; they will assist in internal change from the previous competitive behaviour to a Te Pūkenga single network in the immediate term while positioning Te Pūkenga's brand and a single network approach in the global marketplace with its international partners.

Diversifying international education products and services

ENZ's leadership role in the Strategic Recovery Plan for International Education (the Recovery Plan) has focused on supporting the sector to diversify its products and services. This workstream is being funded through the COVID Response and Recovery Fund, with the \$8.150m drawdown approved at the end of September 2021. We are now working with the sector to explore options and opportunities for the sustainable diversification of New Zealand education products and services.

New Zealand "owned" and branded online learning platform pilot

ENZ, in partnership with the New Zealand Qualifications Authority (NZQA), has submitted a joint paper to the International Education Chief Executives' Group seeking approval for the exploration of a New Zealand "owned" and branded online learning platform pilot. A particular focus is the opportunities afforded by micro-credentials. Based on the Group's approval, ENZ will seek to commence the process to drawdown of \$1.3m allocated for the platform pilot to be released from the COVID Response and Recovery Funding in May 2022.

New products and services pilot round

The pilot round was designed to stress-test ENZ's intended approach for the development of new international education products and services workstream. This test was done with a small group of innovators to prepare for the "Open to All" application phase, which is the mechanism for allocating product and services diversification exploration funding.

Eight submissions were received from the pilot group of 11 providers [ENZ 2122-076 refers]. Three pilots were approved to progress to a discovery phase and are now underway.

New products and services International Education Product Innovation Fund

The Product Innovation Fund was formally launched on 11 April ([Innovation fund | NPSD | Education New Zealand \(enz.govt.nz\)](#)) with a variety of communication initiatives to spread the message widely.

Acceptance of proposals onto the programme will trigger an applicant's progression into the "Partnership and "Delivery" phases of the process. ENZ is co-designing a model for the delivery phase by exploring additional or alternative potential design partners to support the delivery phase, including iwi design partners who may have the capability/mana/credibility to support, and providers to explore the strategic question around giving best effect to Te Tiriti.

Online learning FutureLearn Pilot

ENZ is running a second online learning pilot with FutureLearn.com, following the successful initial pilot in 2021. The second pilot will test and learn about commercialisation opportunities for online education, including revenue generation via a paywall, and lead generation for further study [ENZ 2122-076 refers].

ENZ held a well-attended information webinar on 31 March for providers interested in participating in this second pilot. Since then, more than 25 providers have indicated their intent to participate in the second pilot, which is scheduled to go live on the 27 June 2022 and run for approximately 12 weeks. These providers represent a mix of sectors including universities, Te Pūkenga subsidiaries, edtech, PTE and English language providers. Current indications are that seven universities are likely to participate. Also notable is interest from several non-traditional providers such as Museum of New Zealand Te Papa Tongarewa.

Hono

Aotearoa New Zealand makes the best possible use of its international education expertise to improve educational outcomes, establish partnerships and grow global connections

Protecting New Zealand's education brand

New Zealand international education at Expo 2020 Dubai

The New Zealand education delegation, led by ENZ's Regional Director, Americas, Middle East, and Europe, took part in a successful programme from 22-25 January. Representatives from the University of Waikato, Victoria University of Wellington and EdTech company ByteEd took part in the delegation. ENZ hosted events at the New Zealand Pavilion to promote New Zealand education, including online and pathway options. Attendees heard from New Zealand's universities and vocational training sectors, learned about government-to-government opportunities, and met with innovative New Zealand EdTech companies working in the region.

The delegation also took part in the launch of NCUK's International Foundation Year (IFY) at the University of Wollongong in Dubai. As part of ENZ's global pathways partnership with NCUK, the IFY programme will provide the opportunity for students to further afield to study at any of New Zealand's eight universities in 2023 and beyond.

Tokyo Embassy hosts Education Cooperation Arrangement affiliated partner

ENZ welcomed Principal Mamoru Takezawa and a delegation from Waseda University Junior and Senior High School to the Tokyo Embassy on 17 January. The school is among the five affiliated schools of Waseda University that signed an Education Cooperation Arrangement with ENZ in 2019. The visit included discussion of future activities including online exchange activities with New Zealand students in 2022, and the possibility of sending Waseda students to New Zealand long-term from 2023 onwards. The visit further builds on the strong existing education relationship between New Zealand and Japan.

Student Reporters – ENZ Korean language blog

ENZ Korea selected six Korean international student reporters (equivalent to Kiwi Ambassadors) who are currently studying in New Zealand. An orientation for the 2022 student reporters was held on 3 Feb. The student reporters' main responsibilities are sharing informative content for ENZ's Korean blog and driving engagement with a Korean audience. All the student reporters are playing a key role in storytelling and facilitating strong audience engagement. The ENZ Korean blog is a key platform in Education New Zealand Korea's market strategy; a channel that creates authentic and engaging content and shares the expertise of current international students with prospective students in their local language.

New Zealand-German Academic Partnership Event

Following the signing of the [Programmes for Project-Related Personal Exchange](#) (PPP) agreement between ENZ and Deutscher Akademischer Austauschdienst (DAAD) [ENZ 2122-076 refers], ENZ hosted a virtual New Zealand-German academic partnership event on 23 February 2022. This event helped New Zealand and German institutions to learn more about the programme and identify areas and opportunities for joint research before opening of call for proposals on 6 April 2022.

More than 70 academics from New Zealand and Germany registered for the virtual event. The Deputy Head of Mission in Berlin, the New Zealand-German Science, and Innovation Coordinator at MBIE and colleagues from DAAD also contributed to the presentation.

The arrangement builds on strong education and science links between Germany and New Zealand and provides an opportunity to support young academics to advance their international research careers. ENZ will fund the New Zealand side of the programme (funding to be finalised in mid-2022) in a hybrid model with New Zealand institutions, while German counterparts will be funded by the DAAD.

New Zealand presenters on the stage with Chinese audiences

- On 30 March, New Zealand's Ambassador to China, Clare Fearnley, presented a keynote speech on "She Empowers: Public Policy for Girls' and Women's Education and Sustainable Development" at CEAIE's Celebration of the International Day of Education. Her speech was well-received by over 800,000 in attendance, both offline and online. The Embassy shared a Weibo post covering the event reaching 16.9k views.
- Professor Tracey McIntosh (Professor in Indigenous Studies at the Faculty of Arts) from the University of Auckland provided the first "Masterclass" on Indigenous Culture, History and Society to over 50 teachers and students from Beijing Foreign Studies University (BFSU) on 17 March. BFSU is directly administered by the China Ministry of Education and is the leading university in China for foreign languages having a strong desire to advance learning of Māori, Pacific language and culture. BFSU approached ENZ in 2021 to facilitate a virtual lecture masterclass series for BFSU students on the indigenous culture of New Zealand or South Pacific Island countries.

Women of the Future event in India

ENZ delivered a virtual 'Women of the Future' event to coincide with International Women's Day on 8 March. Minister Priyanca Radhakrishnan featured as part of the opening of the event. The event concluded with an announcement of a Virtual Exchange Programme for female learners from India and New Zealand, including participation in the NZ Global Competence Certificate (GCC). A GCC cohort will be exclusively open to women students from both countries in June 2022.

A Virtual India Immersion Programme for 16 female students currently studying at New Zealand universities was also opened. Each New Zealand university will nominate two domestic students who will learn about Indian culture as well as key features of the Indian economy and business environment. The University of Auckland also announced 10 virtual Micro Internships exclusively for female students from India.

ENZ Internationalisation Strategy

ENZ attended the American Council on Education (ACE) Internationalisation Lab Milestone Meeting #2: Internationalization Review, on 17 March in Washington, DC. ENZ spoke at the session “Critical Synergies: Internationalisation & Diversity, Equity, & Inclusion”. The invitation to speak was based on ENZ’s approach to the development of the strategy and its commitment to honour Te Tiriti o Waitangi obligations. ACE considers this approach as ground-breaking.

ENZ will undertake external engagement with the sector, related government agencies, iwi and offshore stakeholders in the coming months.

Restart of Prime Minister’s Scholarships for Asia and Latin America (PMSA/LA)

ENZ ran three capability building seminars to support organisations in the process of submitting group applications for the round of the PMSA/LA that you announced on 16 March [ENZ 2122-094 refers]. The re-opening of the scheme has been very well received. ENZ also reviewed systems and processes of the PMSA/LA to ensure that the scholarships can be leveraged more strategically to achieve the Global Citizenship goal of the New Zealand International Education Strategy 2018 – 2030.

Operational management of the Manaaki New Zealand Scholarship Programme (MNZSP)

In June 2021 ENZ and MFAT agreed to undertake exploratory work to assess ENZ’s viability as a partner to take on operational management of the MNZSP from MFAT at MFAT’s invitation [ENZ 2021-250 refers].

As a demonstration of progress and intent, a ‘Joint Statement of Intent on Pursuing a Manaaki New Zealand Scholarship Programme Partnership’ was signed in early February 2022. This document acknowledges a high degree of alignment between MFAT and ENZ’s strategic objectives and values; and the benefits to be gained in consolidating operational management within ENZ.

Benefits expected from the partnership include:

- Enhanced international education relationships with developing country partners
- Better spread of opportunities across NZ tertiary sector, and
- Increased support for scholar wellbeing and improved alignment of education investment across MFAT and ENZ.

Detailed planning is underway to ensure a smooth transition of the MNZSP from MFAT to ENZ in November 2022.

Global Citizenship Wānanga

ENZ continues its work in the creation of an internal Global Citizenship strategy and engagement with the sector to promote services and activities that enable the development of both domestic and international students as Global Citizens.

As part of this work, and in line with Te Tiriti obligations and building partnerships with iwi and Māori providers of education services, ENZ has now held three wānanga with key Māori stakeholders to explore their understanding of international education and ensure the education system delivers with, and for, Māori in the international context.

The wānanga explored a Māori world view of 'global citizenship', and how future iterations of the Prime Minister's Scholarship scheme can attract more Māori applicants and generate greater value and impact for Māori. The sessions were attended by 22 participants from around Aotearoa New Zealand, with representatives from universities, Te Pūkenga, other education providers and the Centres of Asia-Pacific Excellence. Representatives from the Kāhui Kaupapa group, Māori alumni of the Prime Minister's Scholarships for Asia and Latin America, also attended this.

As a result of these meetings a conceptualization of Global Citizenship from a Te ao Māori perspective is starting to emerge. We anticipate this framework will provide a model for the international education sector to implement global citizenship in a way that acknowledges Aotearoa New Zealand's unique position in the world.

Kono

ENZ's core capabilities nourish the organisation and support the delivery of all Strategic Objectives under the Four-year plan

Building social licence

Rebuilding and transforming the international education sector requires support from New Zealand's communities, regions, and decision-makers. During the quarter, we focused on the following social licence projects:

Student Ambassador Programme

More than 100 student ambassadors have been recruited from six regions (Northland, Auckland, Tauranga, Hawke's Bay, Whanganui, Wellington) comprising both domestic and international students from high schools and tertiary institutions. Student ambassadors may undertake the Global Competence Certificate (GCC) training and International Education Association New Zealand's (ISANA NZ) student ambassador leadership training to support their engagement with other students and the wider community. These student ambassadors will also be welcoming returning and new students to New Zealand as the borders re-open and foster a welcoming and inclusive international student community in their regions.

Social Licence Project

14 regions have been funded to receive professional PR support for regional media stories that amplify the benefits of international education to New Zealanders. To date, 22 stories have been published across 10 regions. Stories highlight the contribution of international students' research and achievements to New Zealand, as well as the social and cultural benefits of international students living and working in their communities.

Supporting decision making across government

During the quarter ENZ contributed to, and supported, decision making across government relating to international education. This has included ENZ's input into the Refresh of the New Zealand International Education Strategy 2018 –2030.

Other input has included:

- 2022 Immigration fee Levy Review
- Reconnecting New Zealanders

- Refresh of New Zealand International Education Strategy 2018-2030 and high value international education policy statement
- International Student Enrolments under Year 9
- Reprioritising within New Zealand's network of diplomatic posts
- Organisation for Economic Co-operation and Development (OECD) survey for International Immigration Outlook 2022
- Prime Minister's visit to Singapore and Japan

Within government, we have also outlined the ongoing challenges of maintaining New Zealand's position and profile as an attractive international education destination as other countries implement policies to attract and retain international students.

Since the Government's announcement of border changes on 3 February 2022, we have worked closely with relevant government agencies to ensure key messages and implications are clearly understood across the international education sector.

The International Chief Executives Group

The International Chief Executives Group, established in 2020 as government's response to support the post COVID-19 recovery of the international education sector, were scheduled to meet in early March 2022. The papers for this meeting were circulated ahead of the meeting (which included the Drawdown of the remainder of the CRRF funding of \$1.3 million for the New Zealand owned platform pilot). This meeting was re-scheduled to 20 April 2022 because of the annual Senior Officials Forum, which meant that the agencies and departmental chief executives were unable to attend.

New Zealand offices operating under the red traffic light setting due to COVID-19

ENZ's three New Zealand offices (Wellington, Auckland, and Christchurch) remained open under the red traffic light setting and we continue to operate with good public health practises in place. Employees also have the option to work from home should they feel more comfortable in doing so.

Risks and Issues Management

This section describes ENZ's monitoring and reporting mechanism for managing risks and issues to maintain oversight and provide assurance over the initiatives of ENZ's Business Plan 2021/22.

To maintain high level oversight over ENZ's strategic objectives and manage risks and issues effectively, ENZ's strategic issues and key risks are regularly reviewed by the Audit and Risk Committee which provides independent assurance related to ENZ's strategic risks. ENZ's senior leadership team also undertakes monthly reviews of strategic risks to ensure the mitigation plans are in place, managed and effective.

ENZ's Board recently approved a revised risk management policy which clarifies that everyone (including all staff, contractors, and Board members) is responsible for identifying risk, and for notifying and escalating risk as appropriate. The revised policy highlights that risk is a fundamental part of all of ENZ processes and risk management tools are used to support decision-making. Part of the revision of the risk management policy included separating risk management procedures

from the policy. The new procedure includes a risk management framework and a rating matrix, to help determine the severity of risk. These are valuable strategic tools in the organisation's risk management toolbox to help us to proactively manage risk and minimise any potential negative consequences. The revised policy and new procedure have been provided to, and discussed with, ENZ's monitoring agencies.

We will brief the Minister of Education on decisions about ENZ's strategic risks and will continue to discuss these with our monitoring agencies and other agencies as appropriate.

Proactive Release

Financial performance to 31 March 2022

STATEMENT OF FINANCIAL PERFORMANCE	For the 9 months to 31 March		
\$000s	Actual 2021/22	Budget 2021/22	Actual 2020/21
Operating Revenue			
Revenue from the Crown - Operating	25,209	22,897	23,262
Revenue from the Crown - EEL	2,450	2,450	2,450
Other revenue	127	63	213
Total operating revenue	27,786	25,410	25,925
Scholarship Revenue			
Revenue from the Crown - scholarships	2,813	2,813	1,163
Total scholarship revenue	2,813	2,813	1,163
Operating Expenditure			
Personnel costs	10,811	10,927	9,998
Other expenses	10,337	10,947	9,259
Depreciation & amortisation expenses	154	173	201
Total operating expenditure	21,302	22,046	19,458
Scholarship expenditure			
Scholarship expenses	-	-	168
Total scholarship expenditure	-	-	168
Net surplus	9,297	6,177	7,462
STATEMENT OF FINANCIAL POSITION	As at 31 March		
\$000s	Actual 2021/22	Budget 2021/22	Actual 2020/21
Assets			
Total current assets	14,082	11,843	13,425
Total non-current assets	350	182	397
Total assets	14,432	12,023	13,822
Liabilities			
Total current liabilities	2,121	3,050	3,334
Total non-current liabilities	217	-	216
Total liabilities	2,338	3,050	3,550
Net assets	12,094	8,973	10,272

ENZ operating expenditure of \$21.302m was 3% under year-to-date Budget as of 31 March 2022.

The majority of the remaining forecasted spend relates to:

- delivering all the CRRF funded initiatives for brand, marketing and awareness and the diversification of products and services
- co-investment with regional and agent partners
- awarding the Prime Minister's Scholarships.

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We expect to catch up the year-to-date underspend, deliver the remaining forecasted spend, and record a nil surplus for the financial year.

Proactive Release

ENZ's Impact, Performance and Organisational measures

Impact measures

	Target 2021/22	2019/20 Full Year Result	2020/21 Full Year Result	2021/22 YTD Result	Status ¹	Comment
International student perceptions of education quality.	Increase	7.8 out of 10	7.7		○	The result will be reported in Q4.
The percentage of international students who were satisfied or very satisfied with their overall experience.	Increase	88%	85%		○	ENZ plans to run the survey in semester one 2022.
The economic value from New Zealand's international education sector.	Maintain	\$5.23 billion	\$3.03 billion		✘	COVID-19 and closed borders limited the number of students able to enter New Zealand in 2021.
The economic value per international student.	Increase	\$44,951	\$37,889		✘	Fewer students in the country and assumed reduced spending while in the country (due to lockdown level 4 for example) for those that could enter means that both economic value and economic value per student have decreased. ENZ has commissioned a new broader impact valuation, commencing end of June 2021. The final valuation has been delayed and is now due in Q4 2021/22.
The percentage of international students enrolled to study outside Auckland.	Increase	45%	50%		✘	
The percentage of the international education sector's economic value coming from New Zealand's top two markets.	Decrease	50.4% of the onshore economic value to New Zealand	53%		✘	
Awareness of the contribution of international education to New Zealand.	Increase	Not surveyed ²	New baseline		○	The result will be reported in Q4.

Performance measures

The financial and non-financial information set out in our Statement of Performance Expectations 2020/21 (SPE) were developed prior to COVID-19 and have been impacted by the pandemic. The extent of this impact means that some of the measures set out are no longer relevant / unable to be met or measured, or that new measures are required.

	Target 2021/22	2019/20 Full Year Result	2020/21 Full Year Result	2021/22 YTD Result	On track	Comment
Supporting the rebuild of the international education sector by leading the implementation of the government's Strategic Recovery Plan's 'Transforming to a more sustainable future state' workstream, with:						
● An increase in onshore international student numbers ³	New measure in 2021/22			Establish baseline	○	The result will be reported in Q4.
● Increased ENZ engagement and collaboration with providers and businesses to support a diversified international education sector ⁴	New measure in 2021/22			Establish baseline	○	The result will be reported in Q4.

¹ Key: ✓ on track to achieve full year target ✘ not on track to achieve full year target ○ Not measured in this quarter but expects to be reported in Q4.

² Due to the significant impact of COVID-19, ENZ did not survey New Zealanders about their perceptions.

³ This is a new measure, intended to measure the "early return of students" activity set out in the Recovery Plan. This is focused on the return of students when it is safe to do so as an important part of the sector's recovery. The 2020 international student enrolment numbers will be used as a baseline. Onshore international students are non-residents of New Zealand and have expressly entered New Zealand with the intention of study. This includes international PhD students, exchange students, NZ Aid students, foreign research post-graduate students and full fee-paying international students who have entered New Zealand.

⁴ This is a new measure, intended to reflect ENZ's role in leading the 'Transforming to a more sustainable future state' workstream as set out in the Recovery Plan. ENZ works with the sector to support a diversified international education sector. ENZ plans to survey the New Zealand international education sector to establish the baseline for improved engagement and collaboration. This measure reflects the longer term/multi-year nature of the sector's recovery from the COVID-19 pandemic.

	Target 2021/22	2019/20 Full Year Result	2020/21 Full Year Result	2021/22 YTD Result	On track	Comment
● Facilitate engagement and collaboration via the Chief Executive's Group to ensure greater alignment across government agencies to support the implementation of the Recovery Plan ⁵	New measure in 2021/22			Establish baseline	✓	In February papers for the March meeting was circulated, however, the meeting had to be re-scheduled to 20 April 2022.
Number of students studying towards a New Zealand qualification through ENZ's offshore study partners or partner qualifications. ⁶	New measure in 2021/22			Establish baseline	○	The reintroduction of COVID-19 restrictions within China and some South-East Asia markets has impacted projected enrolment numbers. We will continue to monitor enrolments.
Percentage of facilitated customers that agree ENZ's services and support have added value to their organisation. ⁷	≥ 75%	Not surveyed ⁸	75%		○	The result will be reported in Q4.
Percentage of Active Visits on ENZ's studyinnewzealand.govt.nz website. ⁹	≥ 75%	77%	78%	78%	○	This is data up to 7 December 2021 when the Study in New Zealand website was decommissioned
Percentage of Active Visits on ENZ's studywithnewzealand.govt.nz website. ¹⁰	≥ 75%			62%		This is data from 7 December 2021 when the Study with New Zealand website was commissioned to replace the Study in New Zealand one.
Number of registrations to ENZ's Student Membership Programme through studyinnewzealand.govt.nz website.	55-70,000	93,052	49,435	25,139	○	
Number of registrations to NauMai NZ. ¹¹	2,800	6,263	2,598	780	✓	Efforts to maintain the visibility and value of NauMai NZ, throughout the pandemic, have contributed to the ongoing growth of the NauMai NZ database
Number of key messages about the benefits to New Zealand from international education delivered by third parties.	100	127	133	200	✓	
Percentage of users satisfied with the information and intelligence provided by ENZ.	≥ 87% of users rate it as good or higher	Not surveyed ¹²			○	The result will be reported in Q4.

Organisational capability

	2021/22 Target	2019/20 Full Year Result	2020/21 Full Year Result	2021/22 YTD result	Status	Comment
Employee engagement.	Increase	66% favourable	60% favourable		○	The result will be reported in Q4.

⁵ This is a new measure intended to reflect ENZ's role in supporting the implementation of the Recovery Plan and the expected impacts of the Recovery Plan. ENZ's work with managing the Chief Executives' Group will contribute to the New Zealand education sector rebuild and reset longer-term. This measure reflects the longer term/multi-year nature of the sector's recovery from the COVID-19 pandemic.

⁶ This new measure reflects the NCUK-Universities New Zealand-ENZ partnership that will allow students to begin a New Zealand university qualification without leaving home. This initiative supports the 'Transforming to a more sustainable future state' workstream of the Recovery plan by building the sector's transnational education capability and providing greater resilience to future student mobility impacts.

⁷ 'Facilitated customers' are large education providers, peak bodies, and regional partners that ENZ business development managers work actively with to provide growth-focused services and targeted support.

⁸ Due to the significant impact of COVID-19 on the international education sector and the cross-agency work to provide communications and support to the international education sector, ENZ did not survey the sector about ENZ's work.

⁹ 'Active visits' are defined as those where the visitor engages with the website content, e.g., clicking links, scrolling, and viewing multiple pages or video. It is considered a measure of both the quality of the traffic to the website and the quality of the content on the website.

¹⁰ 'Active visits' are defined as those where the visitor engages with the website content, e.g., clicking links, scrolling, and viewing multiple pages or video. It is considered a measure of both the quality of the traffic to the website and the quality of the content on the website.

¹¹ ENZ's NauMai NZ the official government digital platform tailored for an international student audience to provide clear, timely information for international students. The reduced target is based on the current trend of running at 6% of the year target of the student population and border closures. ENZ will continue to invest into social promotions across all our platforms to promote the content on ENZ's student experience platform and drive this growth, to encourage registrations to NauMai NZ.

¹² Due to the significant impact of COVID-19 on the international education sector and the cross-agency work to provide communications and support to the international education sector, ENZ did not survey the sector about ENZ's work.