



# PROJECT TRANSFORM

**Educational and Organisational  
Renewal at UCOL**

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Deputy Chief Executive Strategy

- Started in 2010
- Organisation-wide
- Multi-dimensional response
- Complete focus on Improving Educational Outcomes – Course Completions Top Priority
- Led by DCE Academic & DCE Strategy
- All parts of UCOL involved
- Co-ordinating group
- Independently chaired Reference group – Ako Aotearoa
- Monitoring and Evaluation a Key Emphasis

# Project Transform

# Particular Challenges & Context

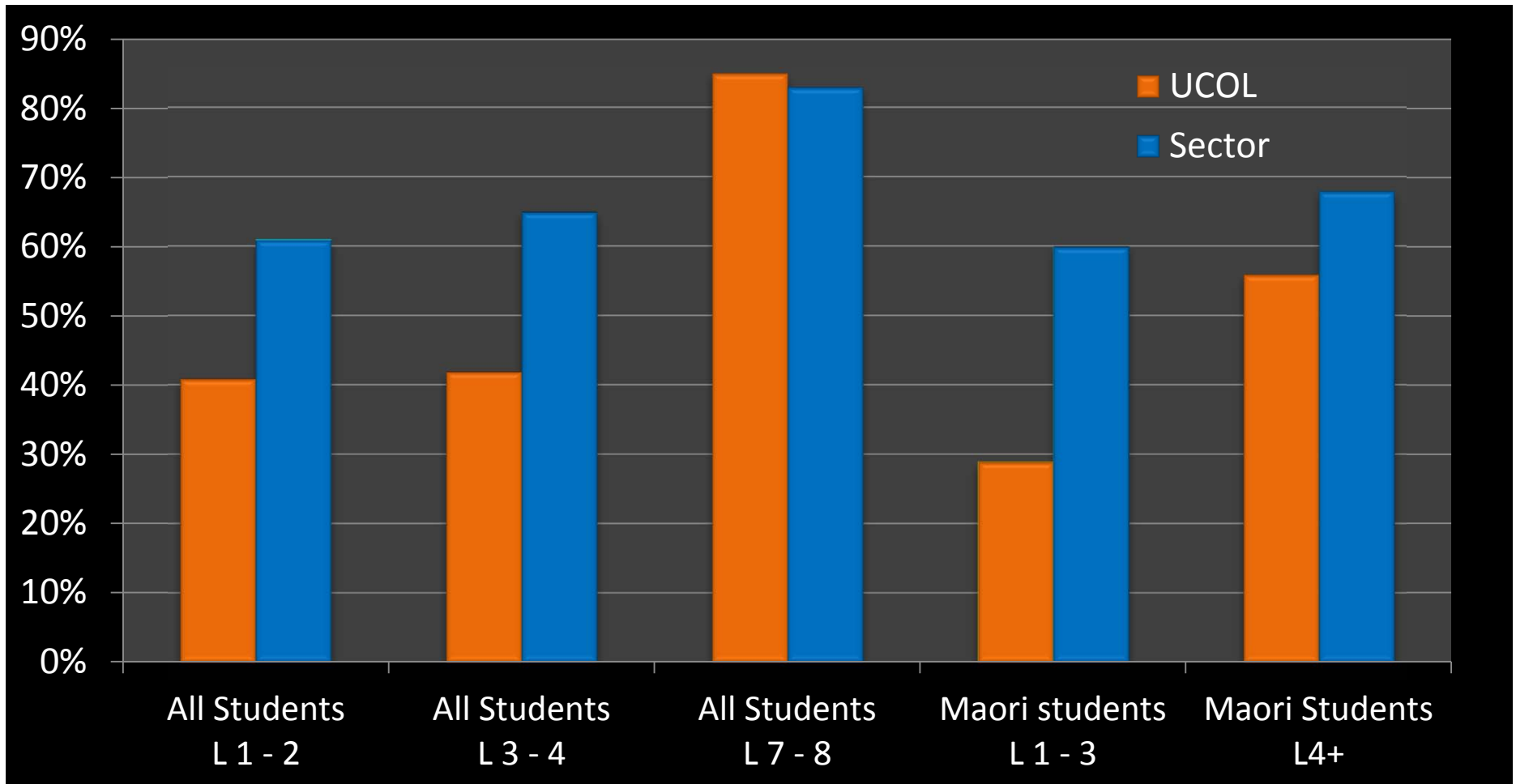
Large geographic region with dispersed population (Taumaranui to Featherston)



- Sizeable portions of population in the most deprived deciles
- High proportions of population with no qualifications compared to NZ (22%) – region ranges from 27% - 32%
- Significant level of school leavers with no qualifications
- 3,953 EFTS (2010)
  - 38% under 25
  - 27% Māori
  - 20% no qualifications

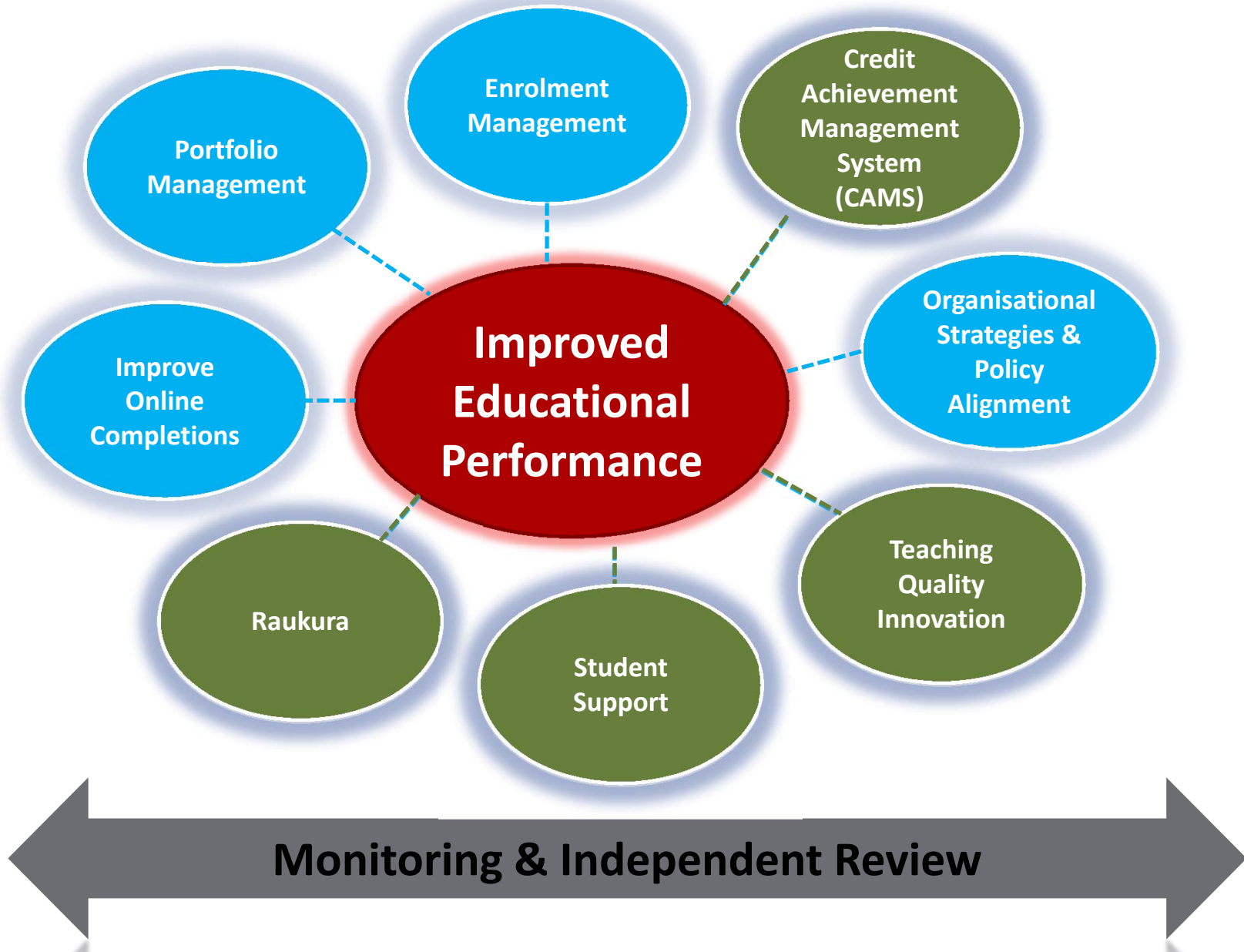
## **Particular Challenges / Context**

# 2009 Course Completion Results



<b>QUALIFICATION completion rate for all students (SAC Eligible EFTS)</b>	<b>UCOL</b>	<b>Sector</b>
<b>Levels 1-2</b>	<b>41%</b>	<b>42%</b>
<b>Levels 3-4</b>	<b>35%</b>	<b>44%</b>
<b>Levels 7-8</b>	<b>65%</b>	<b>70%</b>

# Project Transform




**Credit Achievement  
Management System  
(CAMS)**

## **CHALLENGE**

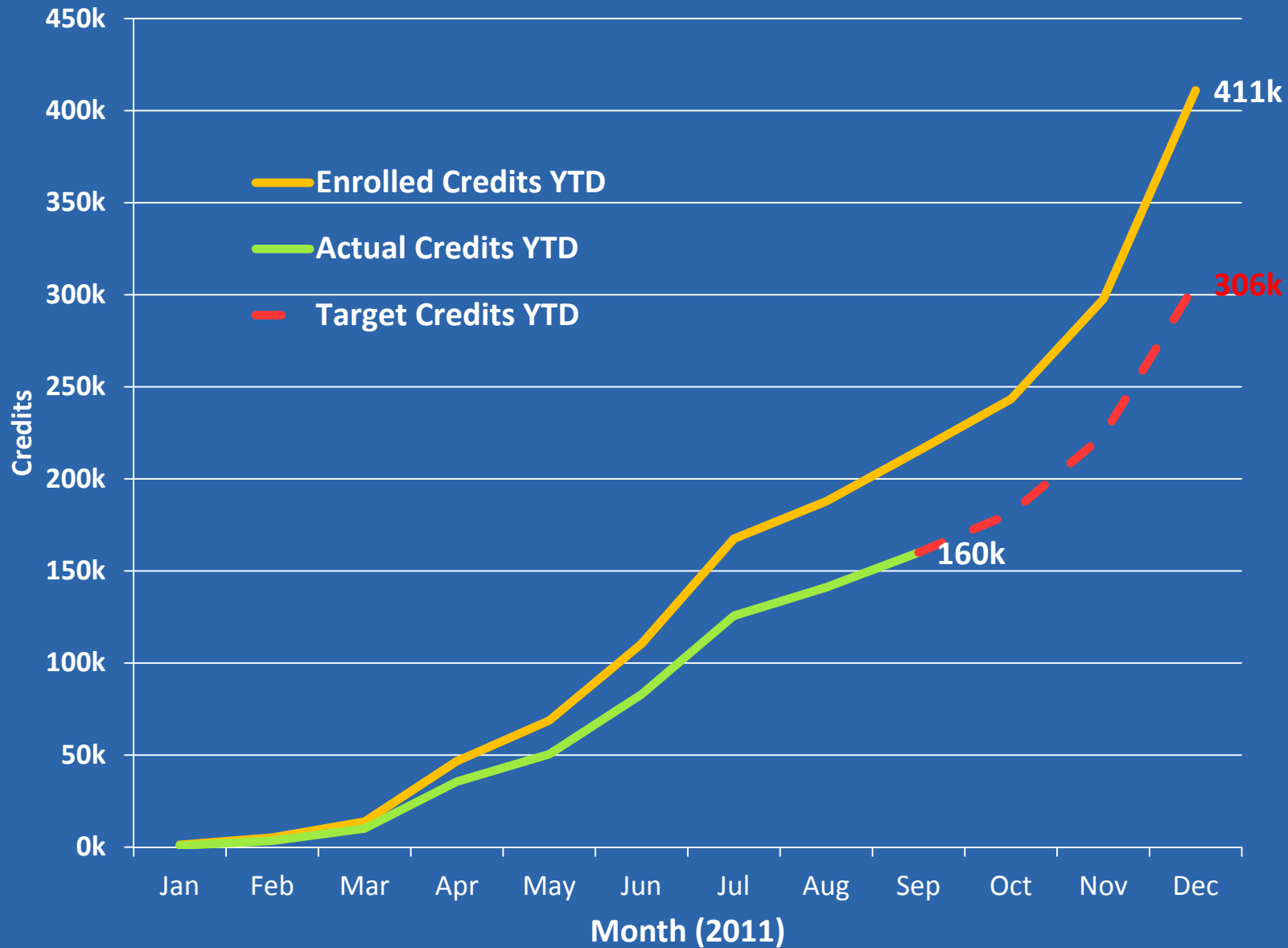
Completion information comes at year end – too late for intervention within the year

# SOLUTION

- Monitor Credit Achievement during the year to inform and enable early intervention
- Create bespoke system to meet specific needs
- Lecturers / Deans monitor all programmes and enrolments against expected credit achievement
- Monthly (or more frequent) variance reporting
  - Identifies courses at risk
  - Identifies students at risk

# Credit Achievement

CAMS YTD as at (30 Sep 2011) and Year End Forecast



# SOLUTION

Enables

- Action plan for students
- Action plan for curriculum review
- Additional tutor support, e.g. numeracy, physics
- Places responsibility with Lecturers/Deans

**Resulted in whole of UCOL discussing educational performance**

- Academic mentoring – new and existing staff
- e-Learning champions – 11 staff share good practice through workshops and one-to-one
- Peer Observation – 35 % staff to participate in 2011
- Commitment to teaching quality by management: *Bonnie's blog, class visits*
- Theory of change - goals and indicators
- Teaching Improvement Leaders Team (TILT)

# Teaching Innovations

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- Unite Student Support, library, International 2010
- New leadership, model of operation that integrates and removes silos
- Admission process, SET key involvement with Conversation process, Welcome sessions 2011
- SET member attached to programme's cohort, working with teaching staff and students to meet learning needs

# Student Experience Team

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Certificate in Fashion & Beauty

Automotive

Targeted Programmes

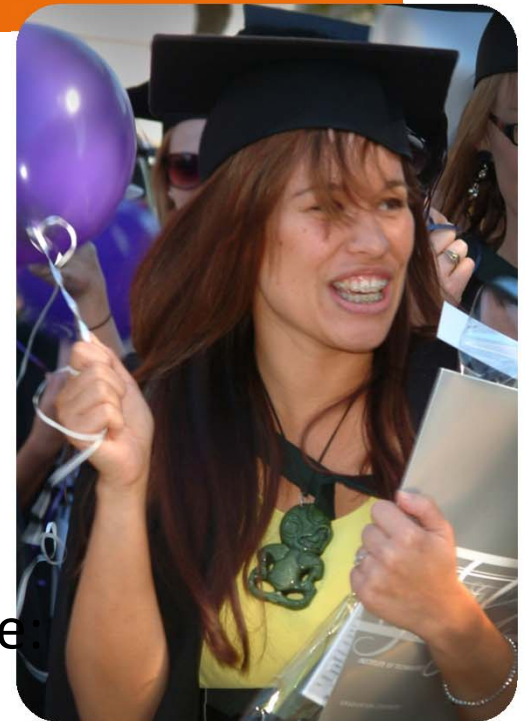
# Raukura

Quality education for Māori with 2 goals:

- Allow greater participation in Te Ao Māori
- And greater participation in Te Ao Whanui

An intensive mobile student support programme

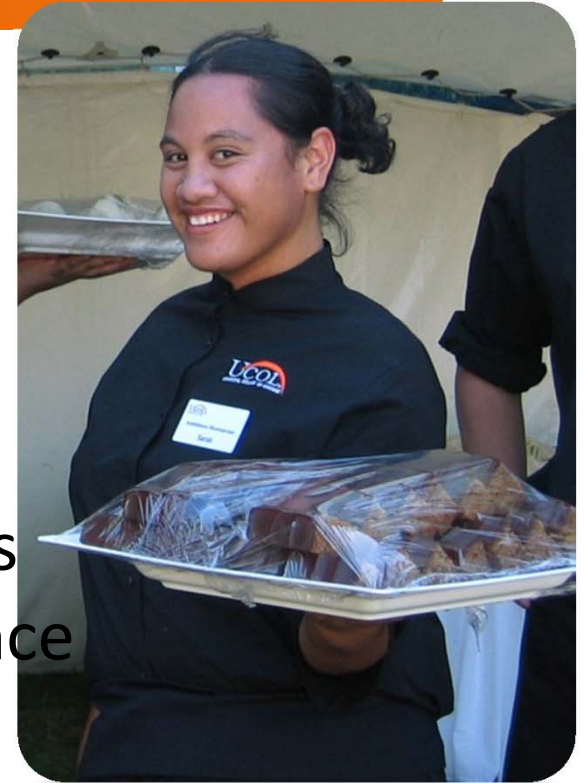
- Dedicated Kaitiaki Akonga
- 50 – 80 students each
- Holistic support based on whanau ora, tikanga Māori practise & values
- High expectation of tauira achievement
- Frequent contact and tracking
- Close relationships with academic and support staff



# Raukura

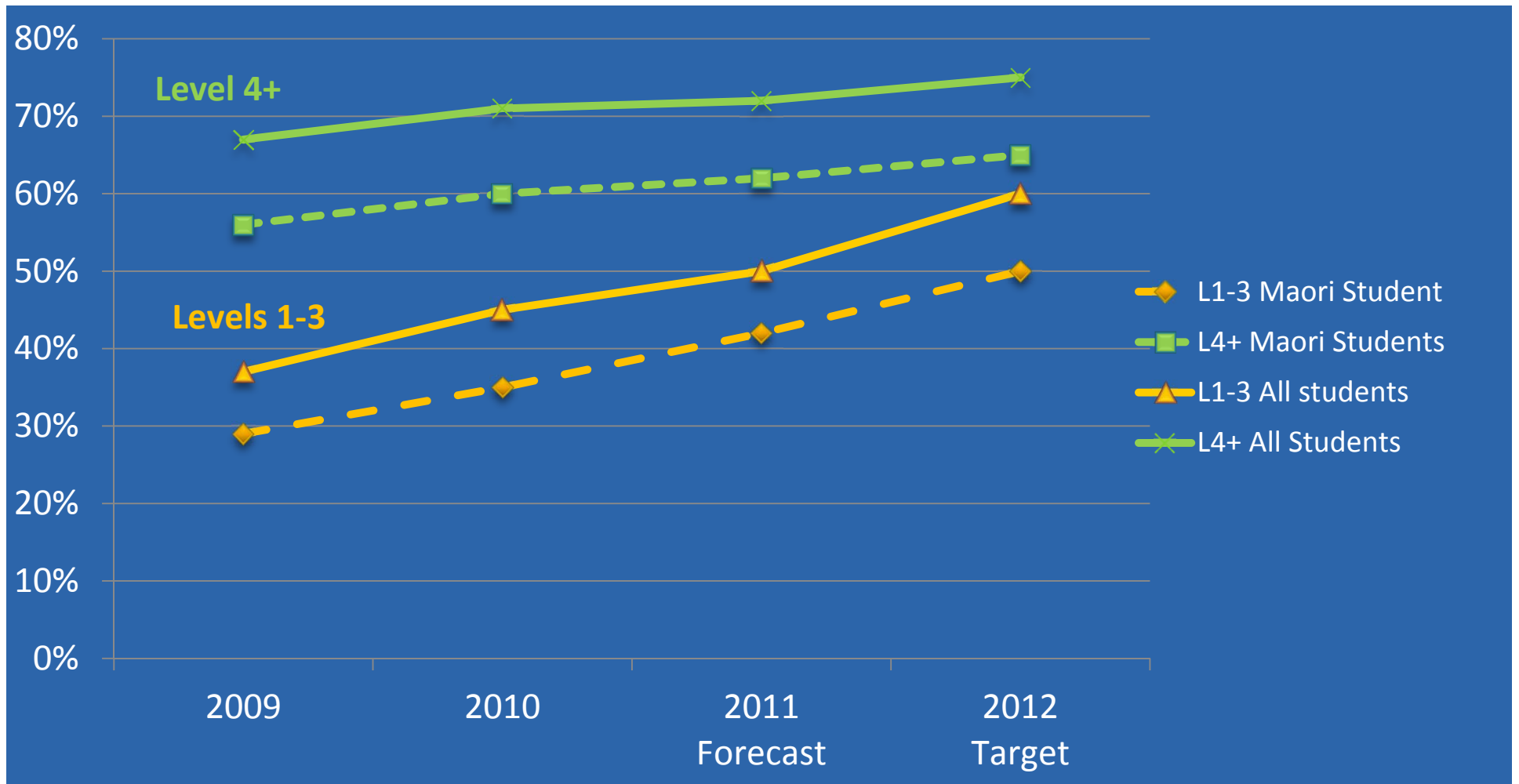
## And

- Strong cross team support for students
- Widening understanding and acceptance of different approaches
- High level of care for vulnerable students
- Dedication
- Changes to teaching and support practices
- Greater use of whanau room
- Shifting from deficit thinking



# Results: Course Completions

## All students & Māori students



## EFTS in courses under 30% completion

2009	2010	2011	2012*
900	340	< 100	0

\* For courses over 2 EFTS

# Whole of UCOL Results

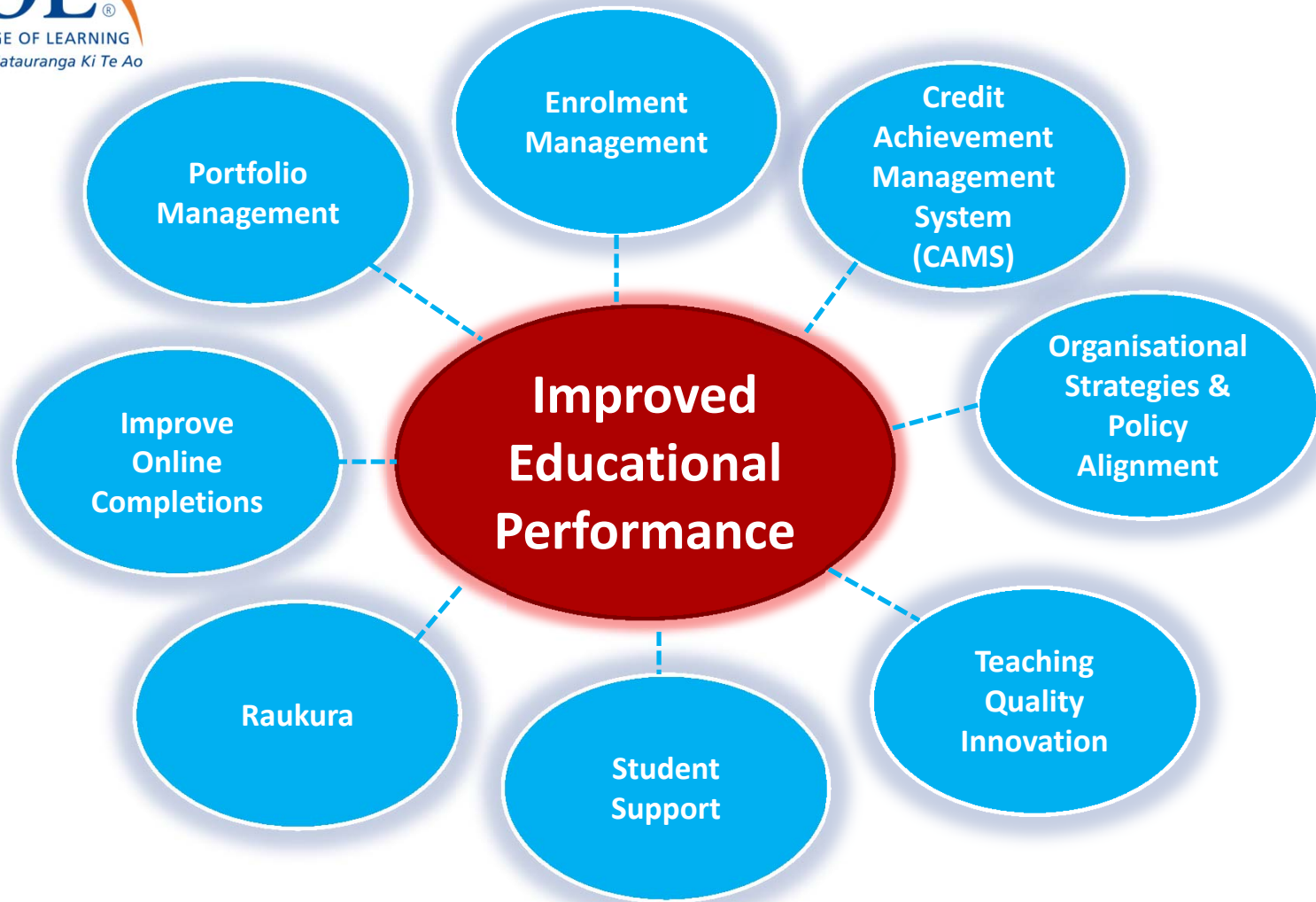
- New programmes to meet specific community needs
- Literacy & Numeracy interventions – effects on staff
- Growth in Innovative Teaching Practice
- Renewed teaching enthusiasm
- Stronger more targeted student support – follows student
- Students feel valued
- Sense of challenge and achievement
- United, whole of organisation response

## **Outcomes: Beyond Completions**

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- Internal & External
- Decisions for 2012
- Self-assessment and evaluation of our own performance
- Sharing with the sector

# Importance of Evaluation



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