**Tertiary Education
Commission**
Te Amorangi Mātauranga Matua

Event backgrounder: Information to support your opening of the Te Pūkenga Subsidiary Chairs and Chief Executives meeting, 14 May 2021

To:	Hon Chris Hipkins, Minister of Education
From:	Panny Litras, Acting Manager, Delivery & Projects
Date:	13 May 2021
Reference:	E-21-00260

Purpose

1. You are opening the Te Pūkenga Subsidiary Chairs and Chief Executives meeting, on Friday 14 May, from 10–10.30am, at Area Events, 1 Oreily Avenue, Te Aro, Wellington.

2. Tertiary Education Commission (TEC) Chief Executive Tim Fowler will also attend the meeting.

3. This backgrounder provides you with a brief summary of Te Pūkenga, including: 2021 enrolment and funding data, progress on Te Pūkenga's operating model development and the transitioning of the Transitional Industry Training Organisations (transitional ITOs). This information should also support the 10 minute Question and Answer session scheduled to happen after your opening speech.

4. The run sheet for the event is attached as Appendix A, and biographies of key attendees are attached as Appendix B. Talking points have been provided separately.

5. We recommend that you release this aide-memoire with some information withheld due to commercial sensitivity and the provision of free and frank advice.

Te Pūkenga is New Zealand's largest vocational education provider

6. Te Pūkenga was established on 1 April 2020 and comprises 16 subsidiaries that were formally independent Institutes of Technology and Polytechnics (ITPs).

7. Te Pūkenga's 2021 Current Approved Allocation is $681.6 million.[1] This includes $40.8 million of funding from the Targeted Training and Apprenticeship Fund (TTAF).[2] Te Pūkenga is funded to deliver approximately 49,489 equivalent full-time students (EFTS) for Student Achievement Component (SAC) Levels 3 and above in 2021.[3]

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[1] Data sourced from QI k as at 12 May 2021, My Allocations and Payments App, using the Summary sheet with filters for reporting year (2021) and TEO type (Institute of Technology or Polytechnic).

[2] Note the quantum will increase as transitional ITOs transition into Te Pūkenga from early August 2021 onwards.

[3] Data sourced from QI k as at 12 May 2021, My Commitments App, using the Summary sheet with filters for reporting year (2021), TEO type (Institute of Technology or Polytechnic), Master appropriation name (Student Achievement Component) and Master fund group name (SAC Level 3+).

Most subsidiaries are reporting growth in domestic EFTS in 2021

April 2021 Enrolment update

8. In April 2021 SAC enrolments at Te Pūkenga had increased by 6,965 EFTS (20%) compared to April 2020. However, Youth Guarantee (YG) has remained stable over the same time period. Overall all subsidiaries reported increases enrolments.

9. All NZSCED subject areas reported growth. The largest growth is in the following subject areas:

Qualification broad field	EFTS Increase	Percentage Increase
Agriculture, Environmental and Related Studies	1,015	82%
Architecture and Building	1,920	49%
Engineering and Related Technologies	1,405	35%

10. In April 2021 enrolments for full-fee paying international students had declined by 4,100 EFTS (57%) compared to April 2020.

The TTAF initiative has supported increased enrolments

11. The TTAF initiative, in particular, has led to significant growth in demand for eligible qualifications. As a result of the growth in enrolments across its subsidiaries Te Pūkenga recently requested additional funding for 2021.

12. TEC has approved Te Pūkenga's in-year request for the release of an additional $33 million of SAC 3+ funding, (the remainder of $35 million which had previously been ring-fenced to address extra demand in areas of strategic importance). Te Pūkenga can now distribute these funds to its subsidiaries in response to their need for additional funding during 2021.

13. In addition to allocation of the $33 million, Te Pūkenga can enrol students up to 103 percent of its funding allocation through utilising the flexible funding mechanism.

TEC has been working with Te Pūkenga on learner success

14. We partnered with the Waikato Institute of Technology (Wintec) in a learner success pilot project in June 2019. The project was part of an initiative involving four tertiary education organisations (Wintec, Waikato University, Te Wānanga o Raukawa and the Manukau Institute of Technology) to trial the TEC's Learner Success Framework (LSF). Wintec's project validated its use and provided valuable recommendations and insights into ways of improving and implementing the LSF.

15. As a result, Wintec developed a blueprint for a new operating model. A number of learner success initiatives have been implemented, including the New Student Enrolment and Retention project, which provides intensive support and guidance for learners in some of the lowest performing courses at Wintec – and is already showing positive results in terms of course completions and retention rates.

16. Lessons from the Wintec pilot have informed Te Pūkenga's Ākonga at the Centre work programme to design an operating model which places learners at the centre of the organisation.

17. Te Pūkenga developed a Learner Success Plan (LSP) as part of its 2021 Investment round documentation. Overall, Te Pūkenga's approach to learner success is demonstrated through its commitment to developing an operating model focused on understanding learners and their specific needs.

Te Pūkenga is a key partner in the RoVE Programme

Governance and delivery

18. As set out in your Letter of Expectations, Te Pūkenga is well integrated into the RoVE Programme from both the transformation and transition perspectives. This includes: governance and management groups, communications, and the planning and delivery of major milestones in 2021. This is working well, as the approach is both transparent and collaborative.

19. Key connections include:

- Stephen Town, who is on the monthly RoVE Programme Board chaired by TEC Chief Executive Tim Fowler.

- A senior Te Pūkenga representative, who sits on the Design Authority. This group considers all aspects of design occurring across RoVE and their alignment with the RoVE outcomes.

- David Strong (Director, RoVE Programme), who is a member of the Te Pūkenga Transformation and Transition Programme Board.

- Te Pūkenga attends monthly meetings with the transitional ITO Chief Executives.

- The Te Pūkenga Programme Management Office attends the RoVE Programme Leadership Group.

Work on Te Pūkenga's operating model is well underway

20. In November 2020, Te Pūkenga appointed Ernst & Young and Ernst & Young (Tahi) to partner it in the development of its operating model. The operating model will cover all aspects of how Te Pūkenga operates and interacts with learners and stakeholders, including how it will give effect to its Charter.

21. A co-design group has been formed which includes learners, employers, and thought leaders. Māori and priority learner group representation comprises 50 percent of the group. This group will play a core role in testing and deciding the direction of the operating model work. Supporting the co-design group will be a large number of reference groups which will provide ideas and feedback to the co-design group.

22. The co-design process has been designed to move beyond collaboration to power-sharing, meaning that decisions on design will be made between Te Pūkenga and its Te Tiriti partners. Three co-design sessions have already been held, as well as a two-day workshop with the Tertiary Education Union and a workshop with transitional ITOs. A further two co-design sessions are planned over coming months. Significant analysis has been undertaken on the Ākonga at the Centre engagements, and ongoing work on the employer journey and experience work stream is underway, which will also input into the development of the operating model.

23. It is planned that the co-design process will deliver a high-level conceptual design of the operating model by the middle of the year. Te Pūkenga then expects to have a draft operating model designed by the beginning of September, which will be consulted on before being finalised by November 2021.

24. The operating model work will be the cornerstone of a Programme Business Case to be submitted to you later this year. Implementation of the operating model is expected to occur over 2022, with the Education and Training Act 2020 (the Act) requiring all previous ITP subsidiaries and transitional ITOs to cease by the end of 2022.

25. The operating model will underpin nearly everything Te Pūkenga does. To truly deliver on the objectives of the reforms and its Charter, Te Pūkenga are being ambitious. However, there are significant challenges to be managed, given extensive planned engagement is occurring with stakeholders within such a short period of time. This will have to be translated into a model which is affordable and achievable, and closely aligned with wider system changes. There will need to be a strong focus on implementation as the timelines will be challenging.

Progress continues on transitioning the transitional ITOs

26. Four transitional ITOs are seeking to transfer their arranging training function into Te Pūkenga in 2021. Competenz, the Building and Construction Industry Training Organisation (BCITO), Connexis and the Motor Industry Training Organisation (MITO) have signed a letter of intent to transfer their arranging training activity into Te Pūkenga in 2021. Collectively they hold 45 percent of the 2021 TEC allocation to transitional ITOs for trainees and apprentices. Competenz, BCITO and Connexis are targeting a transition date between August and October 2021, whilst MITO is aiming for the end of the year.

27. However, Te Wānanga o Aotearoa (TWOA) had also confirmed its interest in taking on arranging training and transitional ITOs have commenced engagement with TWOA as to their transition plans, as well as with some private training establishments (PTEs).

28. On 11 May 2021 Te Pūkenga and TWOA announced they have signed a Memorandum of Understanding (MoU) that commits both organisations to increasing the number of people upskilling in trades and skills-based vocations. This could mean that any arranging training functions transferred from transitional ITOs to Te Pūkenga could be delivered by the two organisations together, or could be transferred from Te Pūkenga to TWOA to deliver.

29. Te Pūkenga is establishing a work-based learning subsidiary company to receive arranging training activity from the transitional ITOs. You recently approved the establishment of this subsidiary as required under the Act (B-21-00074 refers). Subject to the TEC Board approving the individual ITO transition plans, Te Pūkenga plans to transfer the arranging training activity from these transitional ITOs to this new work-based learning subsidiary, with each transitional ITO functioning as a discrete business unit. This transition of activities represents the first step towards enabling the integration of on-job, on-campus, and online training to occur.

30. This approach has been chosen to minimise the impact on learners and the risk of key staff attrition during the transition, as well as ensuring that capability is preserved during the process. It also allows time for the establishment of the operating model, including the information systems best suited to support the business units.

31. The remaining transitional ITOs are required to submit final transition plans to the TEC by the end of September 2021 for approval. These may include a proposed transition to Te Pūkenga, a PTE or wānanga. 9(2)(i) ■ ■ ■ ■ ■ ■ ■ ■ ■ ■

Employer voice – transitional ITO feedback

32. 9(2)(g)(i)

33. 9(2)(j)

9(2)(j)

34. 9(2)(j)

Capital asset and infrastructure management / ISSP strategies

35. In 2020, Te Pūkenga engaged KPMG to assist in the development of a capital asset strategy. You had identified this as a key area of focus.

36. Over recent months KPMG has undertaken a physical site assessment for each subsidiary which has provided a range of information on utilisation, excess capacity, and seismic and maintenance issues. Assessments have also been made on asset management maturity across the network.

37. KPMG is currently providing its initial findings and recommendations to Te Pūkenga. This includes recommendations for projects to implement immediately to lift capability.

38. While this will allow Te Pūkenga to identify priority areas for investment, a longer-term capital asset strategy and plan is unlikely to be available until 2022 – following the completion of the operating model design work.

39. An ISSP – which guides the strategy and planning for new information and communications technology (ICT) – is a requirement of the Crown funding agreement, and some Crown funding was provided for its development. The ISSP will form part of the Programme Business Case due later this year.

Panny Litras

Acting Manager, Delivery & Projects

Tertiary Education Commission

13 May 2021

Hon Chris Hipkins

Minister of Education

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Appendix A: Event run sheet

Office·of·Hon·Chris·Hipkins
Minister·of·Education
Minister·of·State·Services
Minister·Responsible·for·Ministerial·Services

Event·Information·Sheet

- → *Please·provide·as·much·information·as·you·can·now. ·If·some·information·is·not·available·at· this·stage,·please·supply·the·remainder·as·soon·as·possible.*
- → *Please·include·or·attach·additional·information·as·appropriate. ·For·example,·additional· speech·points,·conference·programme,·awards·information,·etc.*
- → *Some·of·the·information·requested·below·may·not·apply·to·your·specific·event—please· indicate·this·by·inserting·'not·applicable'.*
- → *(All·invitations·must·be·authorised·by·the·Minister's·office·before·sending·out)*

Event details

Name of host organisation	Te Pūkenga
Type of event the Minister is being invited to (e.g. conference, launch, cocktail function) and title of event	Te Pūkenga Subsidiary Chairs and CEs Meeting
Day, date and timeframe of Minister's attendance	Friday 14 May 10am – 10.30am (opening meeting)
Venue (exact room, building and full physical address).	The Precinct, Area Events, 1 Oreily Avenue, Te Aro
Purpose of event (objectives, planned outcomes)	To update the Chairs and CEs of the progress of Te Pūkenga, the transition and transformation programme and discuss aligning aspects of RoVE
If the Minister is being asked to make a presentation to someone (e.g. an award), please provide details of what the presentation is, what the Minister is required to do, who the presentation is to	
If a conference, please provide a programme for the full conference (or an indicative outline, with a full programme provided at a later stage), particularly indicating what is scheduled to take place before and after the Minister's speech	
If a launch/function, please provide a run-sheet including timings for the event	
Who will be introducing/thanking the Minister?	Murray Strong, Te Pūkenga Chair

Dress code	Business attire

Facilities

How will the venue be set up? (e.g. lecture style with podium; or informal, people standing)	Banquet style
Please indicate the facilities available to assist the Minister deliver the speech., e.g., Datashow, Overhead Projector, etc	Projector, lectern, microphone

Multi-cultural dimension

Please indicate whether it would be appropriate for the Minister to include a Māori, Pacific or other ethnic greeting at the start of his speech	Māori greeting
Please advise if the Minister is to be involved in a more formal/specific Māori, Pacific or other ethnic dimension to your event (e.g. pōwhiri); the nature and timing of this; will he be required to respond, in English or Māori; and if Māori, can your organisation provide a speaker/singer on the Ministers' behalf?	
Please indicate who the Minister should acknowledge (either as part of his greeting at the start of his speech, or as part of a more formal dimension)	Te Pūkenga Council members and staff, TEC Chief Executive, Subsidiary Board Chairs and CEs

Attendees

Please provide a guest list if possible, or indicate the makeup of the audience	Attached
Are other Ministers and/or MPs being invited to attend? If so, who?	-
Please indicate any other important guests the Minister should be aware of	-
How many people in total are being invited or are expected to attend?	40
Is an admission fee being charged?	No

Speeches

Length of speech requested *(Note the standard length of speech is 5-7 mins.)*	5 minutes
Is there to be a Question and Answer session following the speech? If so, how long will this session be?	Yes, 10 minutes

Who else has been invited to speak? In particular, are other Ministers or MPs being invited to speak?	Tim Fowler, CE TEC
Content of Minister's speech – please indicate what issues you consider will be of interest to the audience [Please be as detailed as possible. You may find it useful to view speeches the Minister has previously delivered. www.beehive.govt.nz will take you to the Government website where you can locate photos and a CV of the Minister]	Acknowledging how busy the ITPs are due the growth and thanking everyone for delivering Encouragement around collaboration and working together

Media

Are media being invited; and if so, who?	No
Will there be a media release issued by the organiser or host of the event? If so, please supply a copy to the Minister's Office one week prior to the event, with information on when it will be released to the media and to who.	No
Will there be invitations sent out, or advertisements for the event? If so, please supply a copy to the Minister's Office at least one week prior to the event.	No – just a calendar event

Contact details

For organisational issues around the Minister's attendance	Name: Gillian Hamilton 9(2)(a) ▮▮▮▮▮▮▮
For the speechwriter to make contact, if required, to discuss content and elicit further information	Name: 9(2)(a) ▮▮▮▮ Tel: Mobile: Email: 9(2)(a) ▮▮▮▮▮
Who will meet the Minister at the venue (mobile number, and land-line number for the venue if possible)	Name: Murray Strong Tel: Mobile: Email: 9(2)(a) ▮▮▮▮
Often photographs are taken during the Minister's visit. If the organisation takes any photos, we would be grateful to receive copies. Often a staff member accompanying the Minister will take photos. In order for us to use/publish any photos taken or obtained from you, we need to obtain consent from the people in the photos. Please supply the Minister's office with an appropriate person to contact,	Name: Gillian Hamilton Tel: 9(2)(a) ▮▮ Mobile: 9(2)(a) ▮▮▮ Email: 9(2)(a) ▮▮▮▮

following the visit, to arrange consent.	
Do you have any questions you need answered in relation to the Minister's attendance?	Confirmation on how long the Minister will stay

Appendix B: Biographies of key attendees

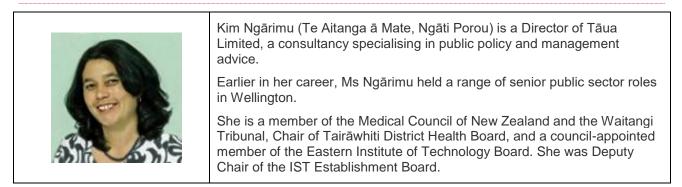### Chair – Te Pūkenga: Murray Strong

Murray Strong is an independent Director and Chair, and a member of the Institute of Directors in New Zealand. He has governance and senior management experience across many sectors including tertiary education.

He was the Institute of Skills and Technology (IST) Establishment Unit Executive Director, and was closely involved with all workstreams, key stakeholders, and direction setting therein.

He is also the chair of the Centre of Digital Excellence in Dunedin.

Deputy Chair – Te Pūkenga: Kim Ngārimu

Kim Ngārimu (Te Aitanga ā Mate, Ngāti Porou) is a Director of Tāua Limited, a consultancy specialising in public policy and management advice.

Earlier in her career, Ms Ngārimu held a range of senior public sector roles in Wellington.

She is a member of the Medical Council of New Zealand and the Waitangi Tribunal, Chair of Tairāwhiti District Health Board, and a council-appointed member of the Eastern Institute of Technology Board. She was Deputy Chair of the IST Establishment Board.

Chief Executive – Te Pūkenga: Stephen Town

Stephen Town has held executive positions for over 20 years in tertiary education, local government, and transport. He is a former Chief Executive of the Auckland City Council.

Previous roles include leading the Franklin District and Tauranga City Councils, and being the Regional Director of the NZTA in Northland/Auckland.

His first Chief Executive role was at Wanganui Regional Community Polytechnic in 1994, making him the youngest CE in New Zealand at the time.

Council Member – Te Pūkenga: Maryann Geddes

Maryann Geddes is the Group Manager Risk & Compliance at Skyline Enterprises, based in Queenstown. She has worked for Skyline since 1994 and is a board member of ServiceIQ.

Other governance roles have included RNZRSA, the Tourism Industry Association, the Otago Southland Employers Association, the Aviation, Tourism and Travel and Training Organisation and the Hospitality Standards Institute.

DCE Operations – Te Pūkenga: Vaughan Payne

Vaughan Payne is from the Bay of Plenty iwi of Whakatōhea (Mataatua) and Ngāi Tai (Tainui). Prior to joining Te Pūkenga he was CE of Waikato Regional Council, working to unlock the region's growth potential while looking after its environment and people.

He has helped lead national system improvements in planning and freshwater management and is a steering group member of He Waka Eke Noa Primary Sector Climate Action Partnership. Vaughan has both public and private sector experience.

DCE Partnerships and Equity – Te Pūkenga: Ana Morrison

Ana Morrison (Ngāti Whakaue, Ngāti Tūwharetoa) joined Te Pūkenga from the Institutes of Technology and Polytechnic sector, where she was Executive Director Strategic Partnerships & Māori Success at Toi Ohomai. She is an executive leader who has experience governing in both the public and private sector.

Ana holds law and science degrees and is an influential advocate for Tiriti excellence, equitable outcomes for Māori, and Aotearoa Inc.

DCE Delivery and Academic – Te Pūkenga: Angela Beaton

Angela Beaton is an academic leader and researcher with a broad range of experience in the public sector. She has delivered large scale, academic innovations, and has collaborated with learners, industry, employers, researchers, communities, iwi, Pacific leaders, and education providers over the course of her career.

She has held academic leadership and governance roles in education, health, and research-based organisations. Prior to joining Te Pūkenga, she was the General Manager of National Women's Health, Auckland DHB.

DCE Learner Journey and Experience – Te Pūkenga: Tania Winslade

Tania Winslade (Ko Ngāti Awa te iwi. Ko Te Patuwai te hapū) joins Te Pūkenga after an executive leadership role at the Auckland City Council. She has worked around the globe as an international commercial lawyer and in international development.

Since returning home, she has held senior leadership roles that focus on supporting Māori and New Zealanders to thrive, and worked in public law, policy, strategy, economic development, governance, organisational performance, and local government.

Director Transformation and Transition – Te Pūkenga: Heather Geddes

Heather Geddes has over 15 years' experience working in different parts of the tertiary education sector. Heather has a passion for aligning parts of organisations together and now specialises in programme management and transformational change.

She previously held roles with Tai Poutini Polytechnic, Ara Institute of Canterbury and Aoraki Polytechnic and joined Te Pūkenga at the start of the IST Establishment phase in August 2019.

Heather has a Bachelor of Business and Marketing and a Master's degree in Advanced Leadership Practice.

Chair – Ara Institute of Canterbury: Therese Arseneau

Dr Thérèse Arseneau was appointed Ara Institute of Canterbury Chair on 1 May 2017.

Thérèse has over 30 years' experience in the tertiary education sector in New Zealand and Canada. In 2011, she received the University of Canterbury Teaching Award for excellence in teaching.

Thérèse was a member of the New Zealand Electoral Commission's Expert Advisory Panel for the 2011 referendum on the electoral system and the post-referendum review of MMP. More recently she has advised the Commission on its voter participation strategy and the flag referendum.

Chief Executive – Ara Institute of Canterbury: Tony Gray

Tony Gray has spent his professional life in education. He came to Ara in 2017 from Nelson Marlborough Institute of Technology (NMIT), where he was CE for 11 years. Tony has 20 years' experience as a Chief Executive in the tertiary sector.

Tony is a Fellow of the NZ Institute of Management; he was part of the NZQA Expert Advisory Group for Quality Assurance reforms for the tertiary sector; he chairs the Tertiary Alliance New Zealand (TANZ) Board; and is a member of the NZQA Institutes of Technology and Polytechnics Advisory Group.

Chair – Eastern Institute of Technology: Hilton Collier

Hilton Collier (Ngāti Porou) was appointed as Chair of the EIT board of directors in April 2020. He is also a Registered Farm Management Consultant with more than 20 years of experience in pastoral farming systems, and a founding shareholder of the Agricultural consultancy firm AgFirst.

His work includes the supervision of several large scale farming businesses as well as working with smaller family owned/managed properties.

He is also Trustee for the Tairāwhiti Land Development Trust and a member of the National Animal Welfare Advisory Committee.

Chief Executive – Eastern Institute of Technology: Chris Collins

Chris Collins took up the role as Chief Executive at EIT in 2004. Prior to this, he spent 17 years employed in the University sector at Victoria and Massey University, before taking up executive roles in the ITP sector in 2002.

Since taking up his role as Chief Executive at EIT, he has subsequently chaired the ITP sector CEO Group, and is on the Board of TANZ, with EIT being a TANZ member institution. He is also on the Board of Business Hawke's Bay.

Chair – Manukau Institute of Technology/Unitec and Council Member – Te Pūkenga: – Peter Winder

Peter Winder has been the Chair of MIT since 2013. Prior to that, he was Chief Executive of the Auckland Regional Council for five years until it became part of the new Auckland Council. He set up a private firm, McGredy Winder & Co Ltd, in 2010 to work on advice and strategies for public organisations.

Peter was also the Regional Council's transport director for a year, Chief Executive of Local Government NZ for two years and spent five years at Tourism NZ as Industry Strategy General Manager.

Previously appointed to the Board of the IST Establishment Unit, Peter is now a member of the Te Pūkenga Council.

Chief Executive – Manukau Institute of Technology/Unitec: Gus Gilmore

Gus Gilmore has been Chief Executive at MIT since September 2016, and was appointed as the joint Chief Executive of Unitec and MIT in August 2020. Previously, Gus worked as the Deputy Chief Executive Operations at the TEC where he was responsible for funding tertiary education in New Zealand and implementing education policy.

Gus works closely with Central Government and is currently working with his peers to transform the ITP sector in New Zealand following the Minister's request for deeper collaboration and some consolidation within the sector.

Earlier roles have included Project Director for Star Alliance and a career at Air NZ in various GM roles.

Chair – Nelson Marlborough Institute of Technology: Tracy Johnston

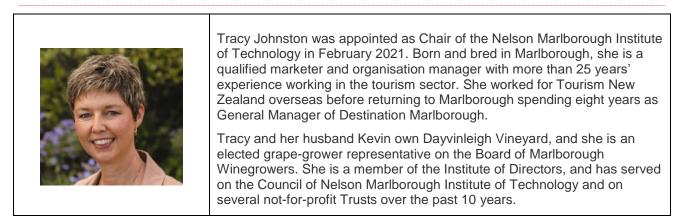Tracy Johnston was appointed as Chair of the Nelson Marlborough Institute of Technology in February 2021. Born and bred in Marlborough, she is a qualified marketer and organisation manager with more than 25 years' experience working in the tourism sector. She worked for Tourism New Zealand overseas before returning to Marlborough spending eight years as General Manager of Destination Marlborough.

Tracy and her husband Kevin own Dayvinleigh Vineyard, and she is an elected grape-grower representative on the Board of Marlborough Winegrowers. She is a member of the Institute of Directors, and has served on the Council of Nelson Marlborough Institute of Technology and on several not-for-profit Trusts over the past 10 years.

Chief Executive – Nelson Marlborough Institute of Technology: Wayne Jackson

Wayne Jackson was appointed Chief Executive in November 2020, after a period as Acting Chief Executive. Prior to this he was Acting Chief Executive at NorthTec, and has a strong leadership background.

Wayne is a former Chief Executive Officer of Grant Thornton NZ and was a Partner with Ernst and Young NZ for 19 years and a Director of its Business Advisory Practice. He has also held several CEO roles and Directorships in New Zealand.

Chair– NorthTec: Ripeka Evans

Ripeka Evans (Ngāpuhi, Ngāti Porou, Te Aupōuri, Ngāti Kahu) has previously held Director, Chair, Chief Executive, and strategic advisor roles. Based in Wellington, she is a consultant who specialises in Treaty partnerships and Māori economic development.

Ripeka began her career with the Māori Economic Development Commission and then Television New Zealand. She has held Chief Executive roles at Te Māngai Paho and Toi Eastern Bay of Plenty Economic Development Agency, as well as Director and Trustee roles at Te Aupōuri Fisheries Limited and Te Rūnanganui o Te Aupōuri. She is a member of the Te Ao Māori Strategy Committee of the Reserve Bank of New Zealand.

Chief Executive – NorthTec: Toa Faneva

Toa Faneva has extensive public and Māori development sector Chief Executive and senior leadership experience in transformational change in national and regional funding and social service delivery.

Prior to being appointed as Chief Executive at NorthTec Toa was Chief Executive of Te Rūnanga o Whaingaroa for five years. Before that he was Chief Executive of Ngā Ngaru Rautahi and the National Urban Māori authority. Toa was also the National Manager of Funding and Contracting at the Ministry of Social Development.

Toa has also been the Iwi Lead for Te Kahu O Taonui, a partnership between the eleven Iwi in Te Tai Tokerau; Co-Chair of the Economic Recovery Leadership Group – the Interim Regional skills Leadership Group; and Te Pai Roa Tika – Te Tai Tokerau Iwi led, impact investment hub.

Toa holds a Master of Business Administration, and Post Graduate Diplomas in Business Management, Arts and Māori Development.

Chair– Open Polytechnic of New Zealand: Vaughan Renner

Vaughan Renner is a director and consultant with extensive board experience, who currently serves on a number of public sector, private sector, and not-for-profit boards.

He is the President of Business New Zealand and Business Central, Chair of the New Zealand Standards Approvals Board, and Director of a number of privately held companies. He was previously a member of the Combined Council of Weltec and Whitireia Polytechnics.

Vaughan has had a 20 year executive career including senior leadership and general management positions in the automotive sector. He holds an MBA, BE (Chem), and a BSc (Chemistry).

Chief Executive – Open Polytechnic of New Zealand: Caroline Seelig

Dr Caroline Seelig took up this role in 2009, and has over 25 years' experience as a senior manager in tertiary education. She has extensive knowledge of the ITP sector, having previously held senior positions in Tai Poutini Polytechnic, Eastern Institute of Technology, and Nelson Marlborough Institute of Technology.

She is a previous Chair of New Zealand Institutes of Technology and Polytechnics and was recently a member of the International Council for Open and Distance Education Task Group on Student Success.

Chair – Otago Polytechnic: Adam La Hood

Adam La Hood was appointed as Chair of the Otago Polytechnic Board of Directors in February 2021. Adam is a Chartered Accountant with extensive financial experience both here in New Zealand and overseas in a diverse range of industries including Construction, Mining, Hospitality, Insurance, Social Housing, and Financial Services.

Along with financial experience, his executive and corporate background brings a skill set in strategy, risk management, health and safety, and internal controls. Adam also serves on the board of Dunedin Venues Management Limited and is the Chief Financial Officer for Cook Brothers Construction.

Chief Executive – Otago Polytechnic: Megan Gibbons

Appointed as Chief Executive in March 2020, Megan Gibbons was previously the Deputy Chief Executive for People and Performance at Otago Polytechnic. She has expertise in academic leadership, and specialises in curriculum and leadership development. Megan completed the Educational Leadership Programme at Harvard University in 2019.

She is also a board member on the Athletics Otago; Otago Boys High School; Wildlife Hospital; Open Education Foundation; and TANZ eCampus boards.

Chair – Southern Institute of Technology: Alison Broad

Alison Broad was appointed Chair in April 2020. She has extensive experience in education, community initiatives and governance. She has a long history with SIT, having been a Business Studies tutor at then Southland Polytechnic followed by an early period on its council.

Alison was the inaugural CEO of Southland REAP, served as a member of the NZ Commission for UNESCO, and has had extensive involvement in innovative education initiatives for women and girls. She is a former chair of Community Trust South and current Deputy Chair of the Southland Conservation Board.

Acting Chief Executive – Southern Institute of Technology: Maree Howden

Maree Howden was appointed Acting Chief Executive in June 2020.

Maree began her career at SIT teaching the bachelor of nursing for 12 years. She then held the role of Faculty Head of Health Humanities and Computing for 22 years, before being appointed Deputy Chief Executive in 2014.

Chair – Tai Poutini Polytechnic: Rebecca Keoghan

Rebecca Keoghan is a professional director based in Westport. She has considerable governance and executive experience across a variety of industries: manufacturing, energy, ports, medical, agriculture, FMCG, forestry, health & safety, and fire and emergency.

Rebecca's current governance portfolio includes: Deputy Chair - Fire & Emergency New Zealand; Director Judicial Control Authority; Director - Gravity Dance Studio; and Director - Keoghan Farm. In 2016, Rebecca was awarded Dairy Woman of the Year, in 2017 she received a New Zealand Order of Merit (MNZM) in the Queen's Birthday Honours for services to business, and in 2018 she was awarded the Rural Westpac Woman of Influence Award.

Rebecca holds a degree in Medical Science from Otago University, Diplomas in Advanced Business Management and Leadership and a Certificate in Company Direction.

Chief Executive – Tai Poutini Polytechnic: Alex Cabrera

TPP Chief Executive Alex Cabrera joined the organisation in June 2016, bringing experience from roles across the Australian and New Zealand tertiary sectors.

Immediately before joining TPP, Alex was Chief Executive of Aoraki Polytechnic prior to, and during, its merger with Christchurch Polytechnic Institute of Technology to create the Ara Institute of Canterbury. He has also held roles as Executive Director Planning and Development at the University of Canberra in Australia and Operations Manager at Weltec.

Chair – Toi Ohomai Institute of Technology: Cathy Cooney

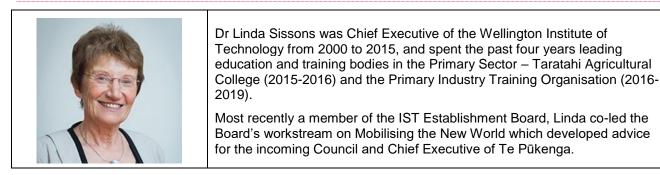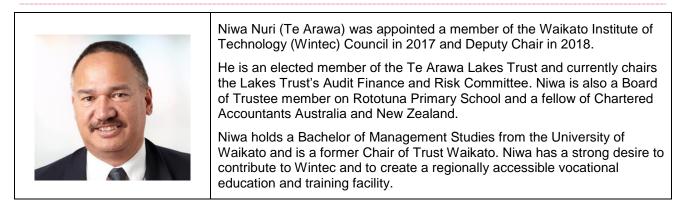|	
	Catherine Cooney has a background in professional and corporate leadership, executive level health management, workforce development, quality systems and accreditation, nursing and community development.
	She has 40 years' experience in the health sector and from 2001–2012 was the Chief Executive of Lakes District Health Board. Ms. Cooney is Director of Kowhai Health Associates and Joint-Chair of Healthy Families Rotorua.
	She is also a Justice of the Peace (JP).

Deputy Chair – Universal College of Learning: Verne Atmore

No image available	Verne Atmore (Ngāti Kahungunu, Ngāi Tahu) has over 20 years of senior executive management experience in private sector companies and is currently Vice President Livestock Management Solutions for Datamars SA. Prior to joining Datamars, she held roles as General Manager NZ for Tru-Test Group; Group Marketing Manager, Gallagher Group; General Manager Sales, AsiaPac-Gallagher Security Management; and Chief Executive Officer Farmworks Precision Farming Systems.
	Verne has been a former UCOL Council member and Chair of Audit and Risk and also served as a Director for Datamars Subsidiary company, AgTrac Services Ltd. She is a graduate of Lincoln University.

Chief Executive – Universal College of Learning: Linda Sissons

	Dr Linda Sissons was Chief Executive of the Wellington Institute of Technology from 2000 to 2015, and spent the past four years leading education and training bodies in the Primary Sector – Taratahi Agricultural College (2015-2016) and the Primary Industry Training Organisation (2016-2019).
	Most recently a member of the IST Establishment Board, Linda co-led the Board's workstream on Mobilising the New World which developed advice for the incoming Council and Chief Executive of Te Pūkenga.

Chair – Waikato Institute of Technology: Niwa Nuri

	Niwa Nuri (Te Arawa) was appointed a member of the Waikato Institute of Technology (Wintec) Council in 2017 and Deputy Chair in 2018.
	He is an elected member of the Te Arawa Lakes Trust and currently chairs the Lakes Trust's Audit Finance and Risk Committee. Niwa is also a Board of Trustee member on Rototuna Primary School and a fellow of Chartered Accountants Australia and New Zealand.
	Niwa holds a Bachelor of Management Studies from the University of Waikato and is a former Chair of Trust Waikato. Niwa has a strong desire to contribute to Wintec and to create a regionally accessible vocational education and training facility.

Chief Executive – Waikato Institute of Technology: David Christiansen

David Christiansen has been at Wintec since 2000. He was appointed Chief Executive in June 2020, after serving as Acting Chief Executive for nearly two years.

Prior to that he was Senior Advisor to the Chief Executive and the Director, International, where he was responsible for Wintec's international strategies and overseeing all of Wintec's international activity.

David has worked within the tertiary education sector for 25 years, holding roles both at Wintec (in quality assurance, planning, and strategy), and the University of Waikato (teaching and learning development).

Chair – Western Institute of Technology at Taranaki: Robin Brockie

Robin Brockie had been Chair of the Western Institute of Technology Council since 2016. He was appointed Chair of the new Board of Directors in April 2020. He is a retired partner of the chartered accounting practice of Staples Rodway Taranaki Limited (formerly with Ernst & Young).

Mr Brockie's governance experience includes roles with the Dame Malvina Major Foundation, Venture Taranaki Trust, Tui Ora Limited, Anglican Diocese of Waikato and Taranaki and the Taranaki Arts Community Trust. He received a Queen's Service Medal in 2016 for services to the community.

Chief Executive – Western Institute of Technology at Taranaki: John Snook

John Snook took up the role of Chief Executive at the start of 2019.

Before this, he was acting Chief Executive of the Waiariki Institute of Technology (Waiariki) during 2011-12. Prior to that he was Deputy Chief Executive (Academic Quality and Strategy). After leaving Waiariki in 2013, he set up Action Consulting Group Ltd and the New Zealand Institute of Business and Technology (NZIBT).

John contributed to the Strategic RoadMap development for New Zealand's international education industry. He was a member of the UCOL council at the time of the Wanganui Polytechnic Merger, when he was Business Development Advisor.

Chair – Whitireia and WelTec: Justin Lester

Justin Lester is a businessman and local government politician who has served as both Mayor and Deputy Mayor of Wellington. He was appointed Chair of the WelTec/Whitireia Board of Directors in April 2020.

An experienced Director, he is currently the Chair of Storbie and Good Bitches Baking. His previous governance roles include Local Government New Zealand National Board, Wellington Waterfront Ltd, The NZ Festival of the Arts, and Zealandia. He is currently working with fast growing businesses Dot Loves Data, Fix & Fogg and Simplicity.

Justin is a 2020 New Zealander of the Year Community Award winner.

Chief Executive – Whitireia and WelTec: Mark Oldershaw

Mark Oldershaw was appointed Chief Executive of WelTec/Whitireia in April 2020. Between 2015 and 2020, he was Deputy Chief Executive at Eastern Institute of Technology (EIT).

Mark's previous roles include Chief Executive of the World of Wearable Art Ltd in Nelson; Chief Executive of the New Zealand Hotel Council; and Chief Executive of the Industry Training Federation.

Mark originally worked as a Chartered Accountant. He also has a Masters in Public Administration from the Australia New Zealand School of Government.