



Plan Guidance for 2023 – Learner Success Plan information sheet

This information sheet provides information and guidance for tertiary education organisations required to complete a Learner Success Plan as part of their investment plan for funding in 2023.

We are updating Learner Success Plans

We know that the current tertiary education system does not work well for many Māori, Pacific, disabled, neurodiverse and learners from low income or low prior achievement backgrounds.

Over the past three years, we have been collating robust evidence about what really makes a difference for **all** learners. What we have seen is that effective investment in learner outcomes requires an intentional, holistic, whole of TEO commitment to action, to put learners at the centre of everything they do.

Based on evidence gathered from international and local best practice we have now designed and tested a Learner Success Framework (the Framework) – a continuous improvement framework with specific learner success elements. The Framework has been trialled with partners from across the tertiary system (including wānanga, universities, polytechnics, and private training establishments).

We are now looking to implement this approach at scale. As part of this implementation we are updating the requirements for the Learner Success Plan (LSP).

We are doing this in order to make the LSP more forward looking rather than a snapshot of the here and now. We are asking TEOs to tell us the plans they have to implement a learner-centric operating model and thereby ensuring equity of participation and achievement for all their learners.

We expect these plans to align with the Framework and informed by the seven capabilities that underpin it. And we want to see specific milestones and goals. Our expectation is that TEOs will be meeting the needs of all their learners, and making the best decisions about how to support them.

The LSPs, and progress towards achieving the milestones contained within them, will form an important part of our regular engagement with TEOs. For a small number of TEOs, achievement of these milestones

will also be tied to payment of the performance element of the Learner Component of the Unified Funding System (UFS).

LSPs will form part of a TEOs' investment plan. TEOs required to submit an investment plan in 2022 (for funding commencing in 2023), will be required to submit an LSP (it will be included as part of the Strategic Intent and Learner Success Plan template previously known as the Investment Plan template).

Council or Board owned and endorsed commitment to learner success

The learner success approach requires an organisation-wide approach personalised to the context of your TEO. This requires you to understand who your learners are and how your whole business needs to operate in order to deliver to these needs and ensure success.

Implementing a learner success operating model is a multi-year process. It is imperative that the Council or Board directs and drive this change and has in place processes that enable it to oversee the progress that is being made against your organisation's LSP.

As part of our update to the LSP, we expect you to articulate how your plan will be governed and lead. Your LSP should clearly explain:

- who will own the learner success approach across your organisation,
- how it will be reported on at governance and senior leadership levels; and
- how it is being managed.

For Council and Boards, you need to have confidence that the LSP you own and endorse is progressing and milestones are being met. A few examples below offer suggestions on how to describe what is being done in your LSP:

- regular reports on the progress your organisation is making on its LSP, including having it as a standard priority agenda item for the Council or Board meetings
 - Does anyone "own" this work at the governance level?
- confidence that the senior leadership has put in place an appropriate project plan, project governance and project management
 - Does your VC or CE have KPIs that relate to delivery of the LSP?
- if your TEO is at the business case stage for organisational change, are you thinking about how you balance the upfront costs from change against the longer term return on investment?

Learner Success Plan requirements

This section sets out our expectations for what you should include in your LSP. You can choose to submit this information in the Strategic Intent and Learner Success Plan template previously known as the Investment Plan template.]

In the LSP we are asking for three main elements:

Section 1 – where do you need to be?

A short vision statement of your long-term goal(s) for achieving equity

- › What does success look like for your organisation and your learners? And how will you achieve equity for all learners?
- › How well does your vision represent the aspirations of your stakeholders?
- › How is the work owned and driven by your Council/Board and senior leadership team?

Section 2 – where are you now?

A snapshot of current learner performance including data/evidence.

- › Problem definition: what are the main issues or areas of concern? [aligned to the seven learner success capabilities]
- › Do you know the cause(s) of these issues? What evidence do you have?
- › What interventions and initiatives have you already tried? Have these been evaluated? Have they worked? Why/why not?
- › What stage of the Learner Success Framework are you at? If you're beyond stage 1 (Preparing for Success) – what specifically have you done (including budget and resourcing)?
- › Who owns this work at the senior leadership level and how it is being managed (i.e. has a project plan, team, and governance structure been set up)?
- › What have been the outcomes of your learner success projects? Is progress reported up to your Council or Board?

Section 3 – how are you going to get there?

Short-term (to end Dec 2023) - a "roadmap" for the short-term (next 18 months) of your learner success journey.

- › What is the next stage of the LSF to be implemented? How have outcomes from previous stages informed next steps?
- › Detail timelines, milestones, deliverables, targets, measures and resources (including budget and support you might need from the TEC and/or other TEOs).
- › How does the roadmap link to problem definition in Section 2 (i.e. why are you doing these specific things)? [The TEC expects that roadmap plans will align with LSF stages and the seven learner success capabilities.]
- › How will progress be monitored? (including who will be accountable for progress and achievement of milestones)

Medium- to long-term (from 2024) - higher level plans beyond 2023.

- › What are your specific medium- to long-term goals, targets and measures
- › Who has been involved in developing the roadmap, targets and measures, including any external stakeholders?

Assessment of Learner Success Plans

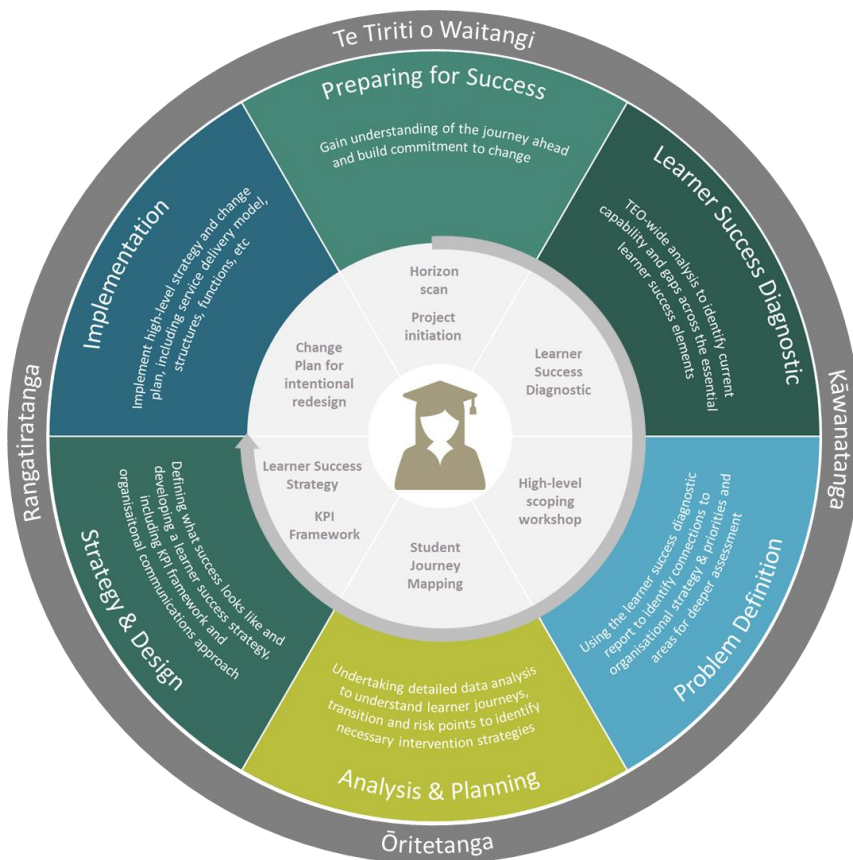
In assessing Learner Success Plans, we will be looking to see:

- › A well-articulated statement of your vision of what learner success looks like for your TEO
- › Clear commitment from governance and senior management to improving outcomes for all learners, and particularly for under-served learner groups in your TEO
- › A clear and detailed understanding of current issues and problems which are resulting in poor outcomes for your learners, or a clear commitment to building this understanding (including how you will achieve this)
- › A coherent road-map for how you will implement your learner success approach, from the present to next 3-5 years. This should include deliverables, timeframes, resourcing and performance measures. This roadmap should demonstrate clear linkages to the TEC's Learner Success Framework and capabilities.

When assessing LSPs we will take into account the size and composition of your TEO.

Appendix – TEC’s Learner Success approach

Learner Success Framework



Learner success capabilities

