



# About Waikato Institute of Technology



WINTERC (Waikato Institute of Technology), is soon to re-emerge as a standalone Polytechnic institution following the disestablishment of Te Pūkenga, is one of New Zealand's leading polytechnics with a proud 100+ year history of vocational education in the Waikato. It educates approximately 9900 students annually, including a growing international cohort of around 1100 from more than 30 countries. Student success is strong, with historically 65% of graduates employed within six months.

The institution employs around 546 FTE staff, across multiple campuses and regional sites. The staffing profile includes teaching, management, and support, though recent restructuring under Te Pūkenga has altered the mix.

WINTERC's offers certificates, diploma, degree and Masters level qualifications, all approved by NZQA.

Like all polytechnics, WINTERC has operated in a challenging financial environment, with sector-wide deficits leading to a Financial Improvement Plan during the Te Pūkenga reform process. WINTERC is now one of the few already seeing the benefits of these reforms, providing a strong platform for future growth.

The incoming CE will inherit a period of transition as WINTERC prepares for independence in January 2026. Key opportunities lie in international student growth (currently recovering strongly), industry partnerships, and deepening engagement with Māori and Pasifika learners.

## Strategic Framework

Details of Wintec's **values and goals** are outlined on the website.

**Pou:** Wintec's Pou (or pillars) represent enduring commitments, which narrow the organisations focus, help to balance priorities and underpin its strategic initiatives. The six Pou are;

- **Financial Sustainability:** Ensuring the long-term financial wellbeing of Wintec - focusing on resource management, cost control, and financial systems and processes to support growth.
- **Whakaumu:** Driving transformational change that strengthens Wintec, enhances stakeholder confidence, and positions us as the vocational education provider of choice in the Waikato.
- **Culture and Wellbeing:** Ensuring the success and wellbeing of kaimahi and ākonga – focusing on our values, an inclusive and safe culture, engagement and continuous improvement.
- **Te Tiriti and Mana Ōrite:** Honouring the provisions set out by Te Tiriti o Waitangi and ensuring equity for Māori through authentic partnership, engagement and practice.
- **Ākonga Success and Educational Excellence:** Creating an educational environment where all can thrive, achieve and progress, by increasing retention, satisfaction and completion rates.
- **Internationalisation:** Growing and enhancing Wintec's global presence, fostering cultural diversity and strengthening international partnerships.

## Strategic Priorities

These are the current focus areas to accelerate progress on our Pou in the current environment - they are the places where success will define Wintec's future. There are four strategic priorities;

- **Strengthening foundations for a resilient future:** Wintec's ability to deliver quality education depends on our financial health, people's capabilities, and our ability to make sound decisions.
- **Shaping the future of learning** - Relevance, engagement & pathways: Every learner sees a clear path from study to sustainable employment, with relevant and valued skills in the Waikato and beyond.
- **Enhancing our regional delivery and partnerships:** By connecting deeply with our communities, we create learning opportunities that are relevant, accessible, and impactful, ensuring no learner is left behind because of where they live.
- **Health education** - Equity and impact: Health education is a critical driver of wellbeing in our region. By leading in this space, we contribute directly to healthier communities and greater employment opportunities in the health sector.

## Campuses

- Enrolments are spread across two campuses predominantly with the Hamilton City campus and Rotokauri campus continuing to serve as the core hubs of student activity.
- Distance learning is focused across a handful of programmes, highlighting the significance of work-based learning.
- Learning hubs in Otorohanga and Thames deliver only extremely limited provision. There is Trades Academy provision at a site in Kopu.
- Ākonga at the City Campus in Hamilton's CBD study Nursing, Midwifery, Counseling, Social Work, Physiotherapy, Creative Industries and Media Arts, Applied Science, Teacher Education, Business, Information Technology, English Language, Beauty and Hairdressing.
- At the Rotokauri campus ākonga study Trades, Sport Science, Engineering, Hospitality, Horticulture, Landscape Design & the Waikato Trades Academy.
- Delivery at Hamilton Gardens ceased in 2025, and the programmes relocated to the Rotokauri Campus.
- There is small community delivery in Thames, Kopu & Otorohanga and some programmes such as Midwifery utilise community learning hubs across regional sites.
- International offshore delivery. Wintec has established a strong transnational education presence in China through two joint institutions and two joint programmes, enrolling more than 2,300 students.

## Financial Information

- There has been a requirement for WINTEC to create and action structural and cost reforms to allow it to be viable as a standalone ITP by January 2026. WINTEC had faced operating deficits but the Leadership Team implemented a robust Financial Improvement Plan which is in place.
- As of July 2025, Wintec is forecast to achieve an operating surplus.
- The 2026 Budget is projected to achieve an operating surplus. The budget reflects cautious but achievable assumptions, particularly around international student growth, while recognising rising personnel, compliance and delivery costs. Overall revenue is projected to grow, mainly due to government funding growth and student fee growth, offset by costs transferred back to Wintec from the National Office and inflationary growth in expenses.
- International education revenue streams in 2025 have achieved the expected budget with growth in 2026 and then expected year-on-year growth projections.
- International offshore delivery expects 10% growth.
- Total Revenue (including student fees): July 2025 Forecast \$98.4m (2026 Budget \$109.3m)

# Job Advertisement

Chief Executive



- **High-profile Waikato institution**
- **Lead re-establishment and growth**
- **Deep community and iwi connection**

Wintec is an innovative and future-focused polytechnic and a Waikato taonga. With around 10,000 students (including 1,000 international) and over 500 staff, it delivers programmes across Hamilton City and Rotokauri campuses. Wintec has recognised strengths in trades, health, sport science, engineering, and the creative industries, with a strong commitment to Māori achievement. Following the disestablishment of Te Pūkenga, Wintec will re-emerge as a leading standalone polytechnic.

The Establishment Advisory Group is seeking a Chief Executive to lead Wintec into its next phase. The CE will re-establish Wintec as an independent institution, ensuring a smooth transition for staff, students, assets and systems, while retaining confidence in its programmes and outcomes. They will embed and enhance recent initiatives to secure financial sustainability, academic excellence, and strong connections with the Waikato community and industries served.

Applicants will demonstrate senior leadership of substantial, complex organisations, with expertise in optimising performance and growing capability. Financial and commercial acumen, strategic thinking and Board experience are required, alongside exceptional people leadership and relationship-building skills. A strong understanding of te ao Māori, tikanga and iwi relations is essential, while education sector experience is highly desirable.

This is a unique opportunity to lead a high-profile polytechnic and make a lasting contribution to the Waikato region.

**APPLY OR VIEW THE POSITION DESCRIPTION:** [www.jacksonstone.co.nz](http://www.jacksonstone.co.nz)

**APPLICATIONS CLOSE:** Monday 20 October 2025

**REFERENCE:** BH-11432

**FURTHER ENQUIRIES:** Simon Boyes on 04 550 8026 or Donna Williams on 04 550 8020

# Position Description

Chief Executive



## Chief Executive (Designate) - Wintec

**Role Title:** Chief Executive (Designate)

**Institute of Technology and Polytechnic:** Wintec

**Reports to:** Chair, Establishment Advisory Group (until formal Wintec Council is confirmed)

**Delegations:** Executive delegations granted by the Wintec Council, including full operational, financial, academic, and strategic authority as governed by the Education and Training Act 2020, the Crown Entities Act 2004, and the Employment Relations Act 2000.

## Background

### About Institutes & Polytechnics

Institutes of Technology and Polytechnics (ITPs) are public tertiary organisations delivering vocational education across Aotearoa. Following the disestablishment of Te Pūkenga, new legislation has reinstated regional ITPs with strong local governance, community connection, and industry partnerships.

ITPs offer a broad portfolio of learning opportunities: foundation and certificate-level training, diplomas, degrees, work-based learning, and micro-credentials tailored to specific workforce needs. They are large, multi-campus organisations, employing diverse staff and managing significant assets while maintaining high standards of quality assurance, equity of access, and public accountability.

### About Wintec

Wintec has been at the heart of the Waikato for over 100 years. Founded in 1924 as the Hamilton Technical College, it has grown into one of New Zealand's most innovative and future-focused polytechnics. Generations of Waikato whānau have studied at Wintec, going on to build careers in trades, health, technology, the creative industries, and beyond.

Key features of Wintec's distinctiveness include:

- **Scale & Reach:** Over 11,000 learners (including close to 1,000 international students) enrolled annually across more than 130 programmes.
- **Innovation:** Pioneering applied learning models that combine academic study with workplace experience.

# Position Description

## Chief Executive



- Specialisation: Strength in trades, health, sport science, engineering, creative industries, and Māori achievement.
- Partnerships: Deep connections with iwi, industry, and community that ensure programs meet real workforce needs.
- International Links: Collaborations with education providers worldwide, raising Waikato's profile on the global stage.

In 2022, Wintec joined Te Pūkenga as an 'early mover', reflecting its appetite to lead sector change. The subsequent Regional ITP Viability (RIV) plan and Financial Sustainability Plan (2024) have sharpened Wintec's focus on program quality, campus utilisation, and sustainable operations. These steps now place Wintec in a strong position to re-establish itself as an independent and thriving ITP from 1 January 2026.

## About the Waikato

The Waikato is often described as the heartland of New Zealand. It is a region of rich culture, and strong iwi leadership. The mighty Waikato Awa, and its tributaries, irrigates one of the most fertile lands in the world. Its centrepiece, Hamilton, is one of New Zealand's fastest growing and most progressive cities, now home to more than 190,000 people. Over the next decade, Hamilton will become one of the few cities in NZ with more people under 25 than over 65.

The Waikato combines economic dynamism with a superb quality of life. The region leads in agribusiness, logistics, advanced manufacturing, health, and technology. It is also an education hub, home to the University of Waikato, Wintec, and several of New Zealand's top schools, creating a unique ecosystem of learning and research. Over 25% of all of New Zealand's PHD's work in the Waikato.

Centrally located, Hamilton offers strong links to Auckland, Tauranga, Rotorua, and the central North Island. Lifestyle opportunities abound, from west coast surf beaches and Lake Taupō to the ski fields of Ruapehu and the cultural richness of the Waikato River.

For a leader seeking both professional challenge and a great place to call home, Wintec in the Waikato represents a rare opportunity: to help shape the future of vocational education in New Zealand's heartland.

## Role Purpose

The Chief Executive (Designate) will lead Wintec into its second century of service and success. This is a change leadership role with a mandate to re-establish Wintec as an independent institution, reset its culture, and navigate a period of significant transformation. The CE will drive a cultural reset, capability uplift, and transition management to ensure Wintec is financially sustainable, academically excellent, and deeply connected to the communities and industries it serves.

The CE will also oversee the smooth re-establishment of Wintec as an independent entity from 1 January 2026, ensuring that staff, students, assets, and systems transition seamlessly while maintaining confidence in Wintec's programs and outcomes.

# Position Description

Chief Executive



## Key Accountabilities

### Change Leadership & Transition

- Lead Wintec's transition to independence, ensuring compliance with statutory requirements and a seamless transfer of people, systems, assets, and contracts.
- Drive a cultural reset, embedding a high-performance, learner-centric, and collaborative culture.
- Safeguard continuity of teaching, research, and student wellbeing during change

### Strategic & Organisational Leadership

- Set a clear vision and strategy that reflects Wintec's Waikato identity and national role in vocational education.
- Lead and inspire a multi-layered workforce, embedding a culture of collaboration, innovation, and continuous improvement.
- Position Wintec as a partner of choice for iwi, industry, and community.

### Financial Sustainability & Business Model Reform

- Lead business operating model reform to ensure long-term financial resilience.
- Diversify revenue streams, including international partnerships and substantial growth in overseas student numbers.
- Optimise asset utilisation and drive cost-efficiency programs to support financial sustainability.

### Academic & Learner Success

- Champion high-quality teaching and learning, ensuring compliance with NZQA and best practice in academic governance.
- Deliver equitable outcomes for Māori, Pasifika, disabled, and priority learners.
- Foster research and applied learning that add value to industry and community.

### Stakeholder & Sector Engagement

- Build strong, enduring partnerships with iwi, regional industry, government agencies, and community organisations.
- Strengthen workforce pipeline planning to align with regional labour market needs.
- Co-design dual delivery models with employers (eg on-the-job plus classroom learning).
- Anticipate and respond to emerging skills trends (eg digital, AI, health, social care, service industries).



# Position Description

Chief Executive



## Governance & Accountability

- Provide free, frank, and timely advice to the Wintec Council.
- Support the Establishment Advisory Group (EAG) to Council transition, including governance capability building, risk management, and assurance structures.
- Maintain transparent reporting on financial health, learner outcomes, equity, and stakeholder satisfaction.
- Uphold Te Tiriti o Waitangi obligations and model good employer practice.

## Person Specification

### Experience

This role requires an executive with extensive experience leading large public sector or tertiary education organisations, preferably at Chief Executive or equivalent level.

Candidates will ideally demonstrate a thorough understanding of tertiary education delivery, academic governance, and public sector financial management frameworks in the New Zealand context. Experience managing multi-campus, multi-site operations with complex staffing structures are desired.

- Demonstrated track record in leading organisational transformation, including workforce and system change.
- Strong financial and commercial acumen, with experience managing significant budgets, assets, and funding models.
- Skilled at building partnerships across diverse stakeholders, including iwi, industry, government, and community.
- Experienced in working with Boards or Councils, providing strategic advice and enabling effective governance.

### Competencies

- **Inspirational Leadership:** Motivates and empowers teams to achieve ambitious goals.
- **Strategic Agility:** Anticipates trends, connects vision to execution, and adapts with foresight.
- **Results Orientation:** Focused on delivery, quality, and learner success.
- **Resilience & Adaptability:** Effective under pressure, composed through uncertainty and change.
- **Commitment to Te Tiriti:** Demonstrates understanding of Te Tiriti o Waitangi and its application in practice.

### Additional Requirements

- Willingness to travel nationally and work outside regular hours as required.
- Must meet all eligibility requirements under the Crown Entities Act 2004 and Education and Training Act 2020.
- Appointment subject to Police vetting and declaration of any potential or actual conflicts of interest.

# Key Contacts, Timeframes & Links

## Further Enquiries



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