

Division of Health Sciences



Internationalisation Plan

Vision

A Division of Health Sciences that is fully engaged in and committed to internationalising its teaching, research and service and embedding these attitudes as part of normal university culture.

Mission

The Division of Health Sciences will deliver a sustainable, positive and effective culture of internationalisation based on an equal-partnership approach to cross-boundary relationship-building at student, staff, and institutional levels.

Strategic Plan Goals

Division of Health Sciences Strategy for Internationalisation 2018-2020	
Objectives	Brief Heading
1. To provide a culture in the Division where international students and staff are welcomed, respected and valued for who they are	A positive culture and experience
2. Increase student and staff international engagement in alignment with the University's international strategy and existing international networks	Increased student and staff international engagement
3. Increase recruitment of international students in the programmes offered by the Division, at undergraduate and postgraduate level	Increased recruitment of undergraduate and postgraduate international students
4. Ensure outstanding international student experiences	Outstanding student experience
5. Ensure the preparation and commitment of staff and students as good global citizens	Good global citizenship

6. Increase the internationalisation of the curriculum	Internationalisation of the curriculum
7. To encourage interoperability and cooperation between schools/faculties within the Division and shift away from a silo approach	Greater interoperability and cooperation between schools/faculties
8. Recognise and build on relationships and collaborations with Māori and other indigenous peoples	Positive collaboration with Māori and other indigenous peoples
9. To develop greater functional relationships with Pacific Island countries and ensuring all relevant actions are considered within the University and Divisional Pacific Strategic Framework	Promote and engage in functional relationships with Pacific Island countries
10. To encourage more student leadership and feedback in internationalisation	Greater student involvement and leadership

Objectives

1. A positive culture and experience:

- Understand what internationalisation actually means at university, divisional and individual school/faculty level.
- Understand why internationalisation is important.
- Appreciate staff and students from different cultures and ethnicities, treat them with respect and value them as individuals by avoiding discrimination, stereotyping, and generalising.

Priority: For Deans and senior academics to be positive and proactive role models and be intolerant of behaviours that demean, stereotype or prejudice international staff and students.

2. Increase student and staff international engagement:

- Appoint a representative within each school/faculty of the Division who will be proactive in internationalisation and be a committed member of the Health Sciences Internationalisation Committee, including regular attendance at the committee meetings. These individuals will liaise with their respective school/faculty's international student representative (see below) and their colleagues in similar roles within the Division, be a point of contact for the Associate Dean International (ADI) for Health Sciences and the International Office, and have the delegated authority to speak on behalf of the school/faculty or their dean.
- Appoint an international student representative within each school/faculty of the Division who will liaise with the respective school/faculty's appointed internationalisation representative and the OUSA's elected international student representative. The school/faculty's internationalisation representative will report the student voice to the Health Sciences Internationalisation Committee.
- Work collaboratively with the Division of External Engagement - International Office to identify strategic university partnerships and collaborations.

- Work collaboratively with each of the Health Sciences schools/faculties to identify opportunities to improve staff and student mobility.
- Increase funding opportunities to support increased staff (academic and professional) and student engagement.
- Undertake curricula modifications that will permit university partnerships /collaborations (e.g., student exchange/ student abroad).

Priority: To identify suitable staff as internationalisation representatives in each school/faculty, who will provide clear communication between the Associate Dean International for Health Sciences and the respective school/faculty or dean.

3. Increased recruitment of undergraduate and postgraduate international students:

- Identify programmes that have the potential to be offered internationally.
- Liaise with the Division of External Engagement - International Office to identify strategic opportunities and markets appropriate to the Division.
- Identify within the Division's programmes the desired number of dedicated places available for international students.
- Maximize the use of dedicated places for high quality international students where this growth is desirable in the schools/faculties of the Division.
- Develop and communicate clear admission requirements for dedicated international places to ensure the recruitment of high quality students.
- Develop programmes attractive to international students, such as one- year Master's, collaborative joint degrees and distance learning programmes.
- Provide strategic incentives and rewards for schools/faculties, programmes and departments that host international students.
- Ensure that funding models appropriately recognise schools/faculties that attract international students.
- Perform curricula modifications that will permit university partnerships/collaborations (e.g., student exchange/ student abroad).
- Ensure the student voice reaches the Health Sciences Internationalisation Committee through the establishment of an international student representative in each school who will liaise with the school's Health Sciences Internationalisation Committee member.

Priority: A "State of the Union" summary of existing systems, structures and resources provided by representatives from each school

4. Ensure outstanding international student experiences:

- Ensure staff and students have appropriate bidirectional cultural orientation and competency.
- Provide a comprehensive staff and student bidirectional cultural orientation programme.
- Improve mechanisms to identify and support international and domestic students who are struggling with issues that may be particular to cultural issues.
- Provide high quality academic and pastoral support for all international students.
- Promote the awareness of the benefits of having international students and breakdown stereotyping from staff and students.

Priority: Promoting greater awareness of the richness that different cultures bring to the university to allow international students to feel welcomed into New Zealand society

5. **Good global citizenship:**

- Teach and promote intercultural competence for staff and domestic and international students.
- Increase awareness of the importance and benefits of increased internationalisation.
- Work collaboratively with the Division's Pacific Unit to support staff and students to strengthen their Pacific cultural competencies.

Priority: Identify opportunities to strengthen or build upon existing relationships within the Pacific Region

6. **Internationalisation of the curriculum:**

- Identify, develop and consolidate international partnerships and collaborations.
- Develop curricula to ensure organisations representing the global voice (e.g., WHO) and the voice of individuals bringing international perspectives are incorporated wherever possible.
- Support the development of Pacific curricula aligned with the University's strategic goals in this area.
- Perform curricula modifications that will permit university partnerships and collaborations (e.g., student exchange/student abroad).
- Perform curricula modifications which ensure recognition of learning acquired internationally (portability/ credit mobility).
- Explore the possibility of developing collaborative joint degrees with international partners.

Priority: Continue to support ongoing opportunities and existing relationships between the various schools/faculties and their international collaborators

7. **Greater interoperability and cooperation between schools**

- Provide a reporting process that not only summarises activities but also provides key points of information that lead to success and/or difficulties and how they can be resolved.
- Identify areas of resources and staff that could be shared between schools/faculties including prospective memoranda of understanding, multidisciplinary teaching or interdepartmental collaboration.

Priority: Identify processes and successful behaviours that can be shared between the schools/faculties that promote the successful implementation of internationalisation within the Division

8. **Positive collaboration with Māori and other indigenous peoples' health development**

- Continue to strengthen and develop collaborations with Māori and other indigenous peoples' health groups.
- Identify areas of mutual benefit and support.
- Improve communication and align strategic planning between the groups.

Priority: Continued engagement with Māori and other indigenous peoples Health Groups at HSIC level

9. Greater sharing with Pacific Island health development

- Strengthen relationships with Pacific Island health development groups.
- Identify areas of mutual benefit and support.
- Explore opportunities for equal partnerships in health research, teaching and support.
- Alignment of engagement and approach with the University's Pacific Strategic Framework.

Priority: Have representation on the Health Sciences Internationalisation Committee from the office of the Health Sciences' Associate Dean Pacific, Va'a O Tautai

10. Greater student involvement

- Involve representatives from OUSA and other student groups in implementing and developing internationalisation strategy and goals.
- Seek input and ideas from student representatives as to how internationalisation can be integrated more into the curriculum.
- Appoint within each school/faculty an international student representative to work closely with the staff representative in order to provide more opportunities for international students to voice concerns or ideas.

Priority: Include the OUSA international representative in the Health Sciences Internationalisation Committee and identify student representatives in each school/faculty or campus as liaison officers reporting to the staff member responsible for internationalisation.

Primary Goals of Internationalisation for the Division of Health Sciences

Internationalisation for Health Sciences			
<ul style="list-style-type: none"> • Good global citizens • Student fees • World rankings • Reputational enhancement 			
Recruitment and Retention	Positive Student Experience	Internationalising the curriculum	External Engagement
Undergraduate Postgraduate Technical Continuing Professional Development Marketing Graduates Staff and visitors International Office engagement Scholarships Enrolment process	Pastoral care, including for those on remote clinical placements Opportunities for small group tutorials Identifying needs Orientation Staff cultural competency Colloquial language workshops De-stigmatisation Social groups/events Enrolment process	Staff cultural competency Bridging courses Identifying staff and student leaders Student exchanges Greater involvement of student associations Grants for internationalising curricula	Teaching Research Clinical attachments Observer-ships and electives Student and staff exchanges Multidisciplinary and inter-faculty teams Feedback to Division and University

APPENDIX

SWOT Analysis
Strengths
<p>Diverse, multicultural student and staff population at the University of Otago</p> <p>Full range of Health Science schools and faculties</p> <p>Northern campuses: University of Otago Canterbury and University of Otago Wellington</p> <p>Māori and Pacific Island health development groups</p> <p>Room to grow international student numbers (12% currently, up to 15% capacity)</p> <p>Individual schools/faculties with successful external engagements</p> <p>Existing relationships with international partners e.g. IMU</p> <p>Opportunities for student tutorials/assistance with language</p>
Weaknesses
<p>Lack of University strategic plan for internationalisation</p> <p>Lack of communication and definition of roles and functions of various international offices across the University</p> <p>Poor perception and general ignorance of internationalisation within Division</p> <p>Lack of engagement towards internationalisation – busy staff, workloads, misconceptions, poor communications, lack of direction</p> <p>Numbers, qualifications, equal-partnership approach to internationalisation by University</p> <p>Silo approach within Division’s schools – lack of divisional overview</p> <p>Poor resource allocation for internationalisation</p> <p>Lack of infrastructure and space to accommodate more international students</p> <p>Cultural competency of staff</p> <p>Dunedin as a city may be seen as not attractive nor easy to get to as a destination</p>
Opportunities
<p>Chance to develop a culture of internationalisation within the Division for others to emulate</p> <p>Chance for greater cooperation and interoperability with the Division</p> <p>Chance to identify areas for further development and innovation that may be specific to programmes or schools within the Division</p> <p>Niche marketing and equal partnerships</p> <p>Continuing Professional Development courses</p> <p>Courses in health logistics, management and technical areas of health</p> <p>Increased involvement with Māori and Pacific partners and health programmes</p>
Threats
<p>Other universities within and outside of New Zealand – scholarships, enrolment and marketing</p> <p>Volatile overseas markets</p> <p>Greater University goals not matching the Division’s goals and objectives</p> <p>Poor engagement with internationalisation within the Division</p> <p>Decline in reputation and world rankings due to perceived lack of international culture and competency</p> <p>Poaching of high calibre staff and students by other universities due to above</p> <p>Geography</p>

To be approved by:

Plan Sponsor

Plan Governance

Reporting requirements

Associate Dean International

Health Sciences Internationalisation Committee

Annual Report to Divisional Executive, commencing 12 months from approved date.

More frequent updates as required.

