

Internationalisation Action Plan 2026–2030



University
of Otago
ŌTĀKOU WHAKAIHU WAKA

Division of Health Sciences



Purpose and context

This Internationalisation Action Plan aligns the Division of Health Science's global engagement activities in teaching, research, partnerships, and student experience with the University's strategic direction as articulated in the Global and Connected domain in Pae Tata: Strategic Plan to 2030.

Pae Tata positions the Global and Connected domain as a core driver of growth, research impact, and international reputation. Within this framework, the Division of Health Sciences plays a pivotal role due to its internationally competitive education programmes, strong research capability, and clinical partnerships.

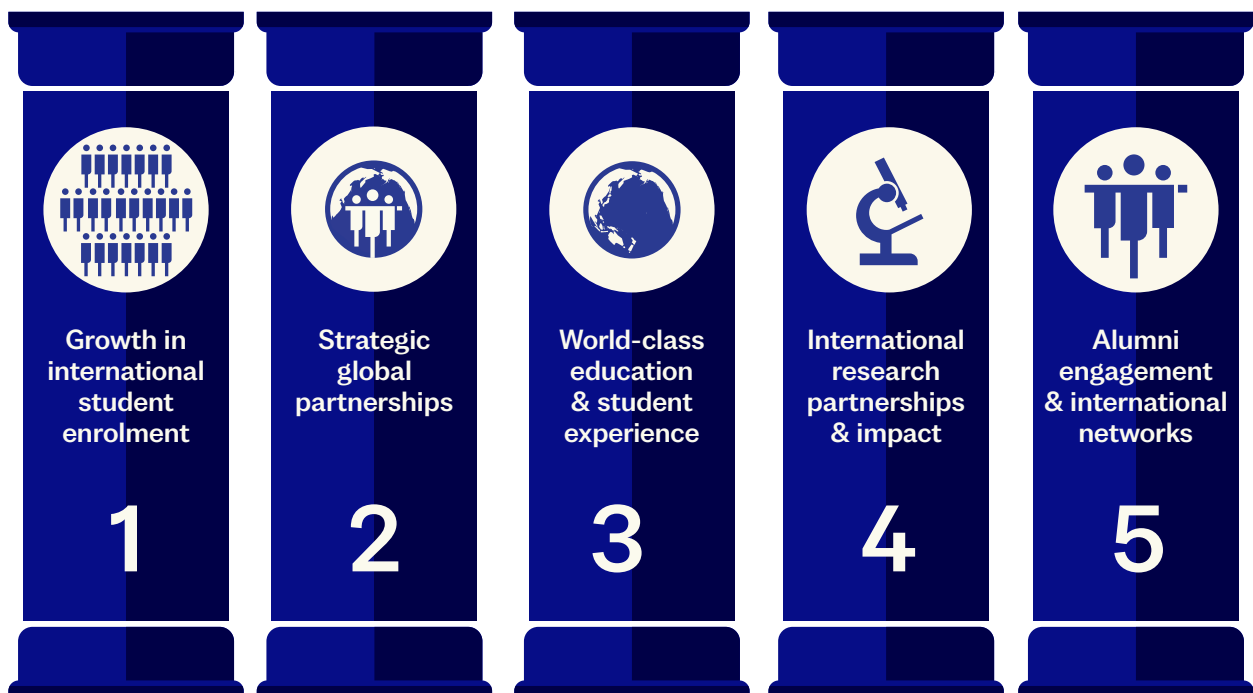
The Division will align its international strategy with University-wide priorities to grow international student cohorts, maximise strategic partnerships, and enhance global engagement while maintaining excellence in teaching, research, and student experience.

Strategic vision for Health Sciences internationalisation

Health Sciences is a globally connected, research-led division that attracts high-quality international students, develops strategic academic partnerships, enhances global health impact, and contributes significantly to Otago's international growth targets. This vision aligns with the University's ambition to become a leading global institution that attracts world-class researchers and diverse students while delivering globally significant teaching and research.

Five strategic pillars

This Internationalisation Action Plan demonstrates how strategic global partnerships drive excellence in education, research, and engagement. By supporting growth in international student enrolments, delivering world-class student experiences, fostering impactful international research partnerships, and strengthening alumni and global networks, the Division of Health Sciences develops future leaders, advances health knowledge, and contributes to improved health outcomes locally and globally.





one

Growth in international student enrolment

Attract and develop a diverse community of international students through world-class education and globally recognised expertise.

Health Sciences will contribute directly to the University's target of expanding international enrolments and strengthening programme market alignment. Pae Tata's Global and Connected domain emphasises application processing efficiency, programme alignment with demand, and co-ordinated presence in priority markets as key growth mechanisms.

Key actions:

- Develop targeted recruitment strategies in priority growth markets that are aligned with institutional marketing strategies.
- Align programme offerings and postgraduate pathways to global workforce demand in biomedical science, public health, and clinical disciplines.
- Identify, facilitate, and be involved in the development of programmes that are scalable and growth-focused in the international market, bringing long-term dividends (e.g. taught masters).

- Strengthen the Division of Health Sciences' visibility during academic roadshows and international engagement activities.

- Support efficient admissions and conversion pathways to improve enrolment outcomes.

Key outcome:

Deliver sustainable international EFTS (equivalent full-time student) growth for Health Sciences by aligning recruitment, academic standards, and student preparedness while enhancing the Division's strategic visibility and influence in the international sector.

Health Sciences will monitor progress through:

- Growth in international enrolments and diversity of markets.

two

Strategic global partnerships

Build meaningful international partnerships that expand opportunities for collaboration, knowledge exchange, and student mobility.

Health Sciences will prioritise partnerships that are high quality and deliver tangible student pathways, research collaboration, and joint programme development.

Key actions:

- Develop high-quality articulation agreements, joint degrees, and research-led partnerships that are selective and aligned with global health priorities.

- Balance partnerships with risk awareness, quality and tangible outputs.

- Strengthen partnerships that support inbound student pipelines and collaborative research.

- Align divisional agreements with institutional partnership frameworks and relationship holder structures.

Health Sciences will monitor progress through:

- Increased strategic partnerships and articulation pathways.

three

World-class education and student experience

Create an inclusive, globally connected learning environment that supports international students' success and lifelong learning.

Internationalisation within the Division of Health Sciences requires both an outstanding student experience and meaningful opportunities for global engagement. Strengthening culturally responsive systems while expanding international mobility pathways will improve retention, academic success, and global connectivity.

Key actions:

- Embed transition and support frameworks for international students, particularly in Health Sciences First Year and professional programmes.
- Foster inclusive, culturally responsive, and globally connected learning environments aligned with Māori and Pacific strategic priorities through intercultural learning, diverse classroom engagement, and internationally informed curricula that reflect global health workforce contexts and career opportunities.
- Promote integrated and embedded support models that connect academic programmes, professional staff, and student support services to enhance international student success.
- Support the development of intercultural capability and professional communication skills required for clinical and health professional contexts.
- Develop clinical, research, and academic exchange opportunities with global partners.
- Encourage participation in indigenous and global mobility programmes.
- Use mobility pathways to enhance recruitment and global engagement.

Key outcome:

Improved recruitment, retention, progression, academic success, career readiness, and sense of belonging for international students through proactive and embedded support structures – alongside expanded global exposure and partnership opportunities for students and staff – strengthening Health Sciences' contribution to the Global and Connected domain within Pae Tata.

Health Sciences will monitor progress through:

- Improved international student satisfaction, success, progression, and retention outcomes.

four

International research partnerships and impact

Enable graduates and researchers to advance health through research and postgraduate opportunities.

Internationalisation will be closely integrated with Health Sciences research priorities. Pae Tata emphasises focused research partnerships and global collaboration as key drivers of research performance and institutional reputation.

Key actions:

- Align global partnerships with divisional research strengths and strategic health priorities.
- Promote collaborative research initiatives addressing global health challenges.
- Leverage international engagement to enhance research visibility and funding opportunities.

Key outcome:

Increased international research collaborations that enhance impact and global recognition.

Health Sciences will monitor progress through:

- Growth in mobility participation and research collaborations.



five

Alumni engagement and international networks

Build lasting connections and create opportunities for collaboration, leadership, and global impact.

Health Sciences will support alumni engagement as ambassadors and strategic partners. Alumni networks are identified as critical for recruitment, partnerships, and global reputation building.

Key actions:

- Strengthening international alumni networks in key recruitment markets.
- Engaging alumni in recruitment, mentoring, and partnership development.
- Aligning alumni activities with broader institutional engagement strategies.

Key outcome:

A strong international alumni ecosystem supporting recruitment, collaboration, and philanthropy.

Health Sciences will monitor progress through:

- Enhanced global visibility and alumni engagement.

Implementation principles

To ensure success, the Division of Health Sciences will adopt the following guiding principles:

- Strategic alignment with Pae Tata and divisional growth priorities.
- Reciprocity and partnership, particularly with Māori, Pacific, and global communities.
- Student-centred, culturally responsive, and globally connected approaches that strengthen transition, belonging, engagement, and academic success for international students.
- Research-led internationalisation to reinforce Otago's global reputation.
- Collaborative governance, working with the associate deans (international), the International Office, and institutional committees.



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Division of Health Sciences International
otago.ac.nz/healthsciences/about/international-admin