



# Division of Health Sciences

## Framework to Support Student Success

Working together in supporting students outside of Dunedin

### Framework to Support Student Success

The Framework to Support Student Success (Framework) applies to students in the Division of Health Sciences who are located at our northern campuses or who travel outside of the Dunedin campus for study, research or placements. This includes domestic and international, undergraduate and postgraduate students studying in the following Schools and Faculties: Bioethics Centre; Faculty of Dentistry; Otago Medical School (Dunedin School of Medicine, School of Biomedical Sciences, University of Otago, Christchurch, University of Otago, Wellington); School of Pharmacy; and School of Physiotherapy. The Framework is equally applicable to staff, in the Schools, Faculties and Departments, and in the Central Service Divisions, who contribute to managing or delivering student support.

The Framework is based on four key concepts (Outstanding Student Experience, Effective Support Services, High-Quality Infrastructure and Leadership). Together, these underpin the Framework's aims to:

- Ensure all students in the Division are supported to fulfil their potential
- Guide the Division's approach to the future development and provision of student support
- Guide the behaviours and actions of staff
- Inform the implementation plan.

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### Vision

To provide effective services and support to enhance student success.

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### Mission

To develop and implement innovative structures, collaborative practices and support services that positively impact student experiences, campus environment and student success.

## CORE Values

**Equity and Accessibility** – the importance of equity is recognised by ensuring support services are available to all students across diverse locations.

**Inclusivity** – support provision, activities, and infrastructure enables students to develop a sense of being part of a Health Sciences, University of Otago community.

**Commitment** – our success in achieving our strategic goals depends on the commitment and contribution of our staff.

**Collaboration and Cooperation** – working environments that promote collaboration and cooperation between service divisions and staff across all our campuses are essential to success.

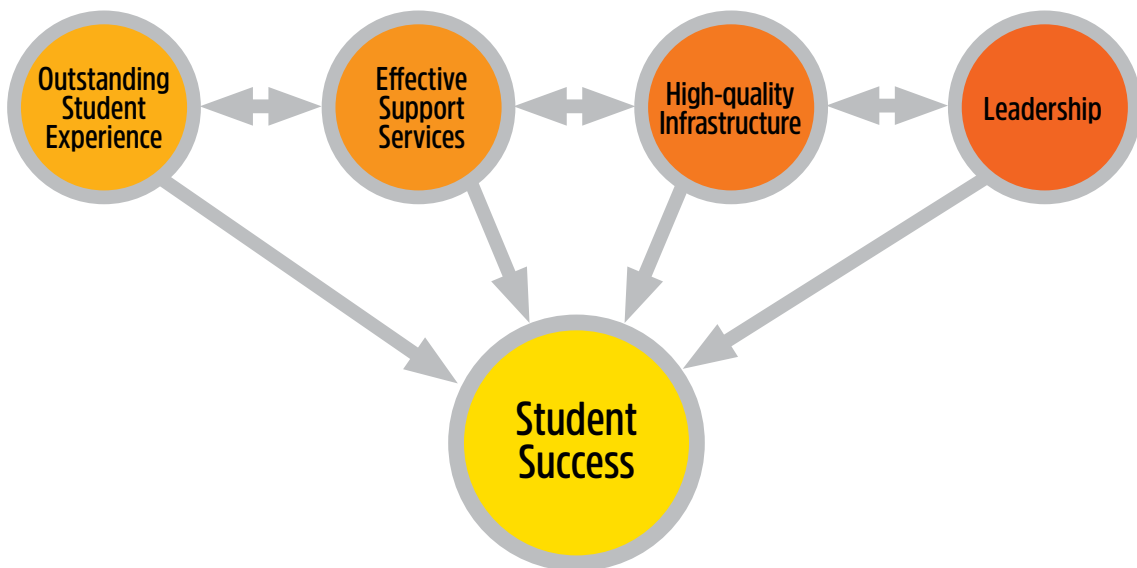
**Consistency in Communication** – having effective and consistent communication is vital, across the University, and to our students.

**Fiscal Sustainability** – a commitment to responsible fiscal sustainability of our resources and transparent decision-making.

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## FRAMEWORK to Support Student Success

Working together in supporting students outside of Dunedin



The purpose of articulating the Framework is to enable staff to see any support provision they are involved in within the context of the overall approach.

# Strategic GOAL

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## OUTSTANDING STUDENT EXPERIENCE

This goal encompasses the opportunities and support available to students in the Health Sciences which contribute towards their outstanding experience.

### AIM

To provide our students outside of the Dunedin campus with a learning experience that is supportive, stimulating, and inspires success.

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#### OBJECTIVES

To meet our aim we will:

- ensure all Health Sciences students outside of Dunedin have equitable access to resources and support
- provide facilities and infrastructure outside of Dunedin that enhance the student experience
- foster inclusive campus (hub or site) communities that create a shared sense of connection and belonging
- ensure that student-oriented information is communicated effectively
- ensure an appropriate balance between Central, Divisional and user-pays funding of services

#### STRATEGIES

We will achieve our objectives by:

- securing Divisional Executive approval to ensure access to resources and support is equitable to all Health Sciences students
- ensuring a basic level of support (academic and non-academic) is available for all students regardless of location
- ensuring dedicated and inclusive social space is available for all students on campuses, in the regional hubs and in placement sites
- providing shared orientation activities in the campuses, in the regional hubs and in placement sites
- providing options for access to healthcare services (eg. GP, Clinical Psychologists, counselling etc.)
- ensuring Māori students, Pacific students, and international students have access to appropriate support
- ensuring the university adheres to its requirements under the Education (Pastoral Care of International Students) Code of Practice 2016
- ensuring facilities and infrastructure are fit-for-purpose for students from all programmes
- informing students about access to support and resources (including healthcare, travel and accommodation)
- developing consistency in information dissemination
- ensuring agreements (MOUs) with DHBs and clinical providers are fit-for-purpose and up-to-date
- implementing software to support and monitor all students on clinical and experiential placements and facilitate more co-ordinated resource planning

# Strategic GOAL

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## EFFECTIVE SUPPORT SERVICES

This goal encompasses fostering opportunities to support collaborative, new and innovative ways of providing support to all students outside of the Dunedin campus

### AIM

To create the conditions for student services and service divisions to work efficiently and collaboratively in the provision of effective, timely and accessible support to all students studying or on placement outside of the Dunedin campus.

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### OBJECTIVES

To meet our aim we will:

- develop collaborative operational practices across service providers
- improve organisational and operational efficiency
- improve communication practices across support services
- improve accountability and fiscal sustainability
- clarify roles and responsibilities of support services provided centrally relating to provision outside of Dunedin
- ensure that an appropriate centrally funded subvention is established to improve the 'Otago experience' outside of the Dunedin campus

### STRATEGIES

We will achieve our objectives by:

- implementing an environmental scan of current support services in the regional hubs and placement sites to identify overlaps or gaps
- working with stakeholders to determine where a collaborative approach would improve accessibility to support services
- encouraging a culture of collaboration, innovation, flexibility and increased accountability in how support services are provided
- increasing resources for support services in locations with evidenced need
- improving the delivery, and consistency, of information about support services to students
- improving the clarity and consistency of communication across Central Services Divisions
- developing Service Level Agreements with Central Service divisions for the provision of support
- encouraging central resource service delivery planning for all campuses
- detailing the roles and responsibilities from the Central Services Divisions for support services outside of Dunedin
- maintaining a sustainable staffing profile which meets our evolving needs
- encouraging a culture of measurement and accountability in support service provision
- providing professional learning opportunities that will inspire all staff to contribute to the advancement of the Framework
- continuing to expand online delivery of student support service programmes

# Strategic GOAL

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## HIGH-QUALITY INFRASTRUCTURE

This goal encompasses the quality, accessibility, and capacity of the built environments and IT infrastructure encountered by our students who study, or go on placements, outside of Dunedin.

### AIM

To provide accessible, up-to-date, and appropriate facilities and infrastructure for learning, teaching and research in campuses, regional hubs and placement sites outside of Dunedin.

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#### OBJECTIVES

To meet our aim we will:

- provide accessible and appropriate learning environments in campuses and regional sites outside of Dunedin

#### STRATEGIES

We will achieve our objectives by:

- conducting an audit of all regional hubs and placement sites outside of Dunedin
- ensuring University resources are available for infrastructure improvements
- identifying and prioritising areas for improvement
- upgrading facilities and infrastructure on a (Division-wide) needs-based rolling schedule
- ensuring facilities represent optimal use of space and best practices in support provision
- ensuring all students and staff, regardless of programme, have access to suitable study, work, or social space
- advocating for the needs of non-Dunedin areas so that Central Services providers can understand needs and therefore respond to requirements
- ensuring that information on facilities improvements are regularly disseminated to all students and staff, including updating UOC and UOW websites

# Strategic GOAL

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## LEADERSHIP

This goal encompasses the leadership required to ensure the success of the Framework

### AIM

To guide and support the vision of the Framework, ensure transparent and collaborative decision-making, collaboration and collegiality, and clear consistent communication.

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#### OBJECTIVES

To meet our aim we will:

- promote the Division's local-national presence
- make decisions in the interests of all students
- ensure governance is responsive to local needs
- support inclusiveness amongst our programmes
- recognise the value of interprofessional education
- foster a democratic, systematic and inclusive process for decision-making
- promote collaboration and collegiality across services
- encourage effective ways of working

#### STRATEGIES

We will achieve our objectives by:

- emphasising and celebrating local-national characteristics of our Divisional identity
- establishing a Divisional leadership role and Governance Group to identify resource levels required to support students, manage budget allocation process, and monitor performance
- ensuring that the multi-campus nature of Health Sciences is not disadvantaged by Dunedin-oriented central resource and service allocation processes
- ensuring both Divisional and Central Services Divisions needs are considered in the decision-making process
- advocating for the needs of students and staff in non-Dunedin areas
- allocating resources equitably to students in all programmes
- clarifying the roles and responsibilities to support all students in non-Dunedin areas
- providing timely information to stakeholders
- establishing and maintaining relationships across all campuses, and support services
- encouraging collaborative ways of providing support services

## Implementation and operational planning

The overall goal of the Framework is to ensure that all students in the Division of Health Sciences, who are located at our northern campuses or who travel outside of the Dunedin campus for study, research or placements, are supported to fulfil their potential. The Framework (above) sets out the goals, strategies and objectives to achieve this. How the Division plans to accomplish these goals, strategies and objectives is set out in the implementation planning section of the Framework.

The Implementation Plan (below) sets out the high-level actions and activities needed to achieve the objectives and strategies, but does not list the finer details. The more detailed actions required to implement the Framework will be developed by the Divisional Leadership Group, in consultation with the support service providers who are the most familiar with the day-to-day operations of supporting students.

The Implementation Plan is set out as a series of steps highlighting the need for leadership to guide the process, then resources and consultation with service providers to develop best practices for collaborative service provision and infrastructure improvement.

### STEPS TOWARDS IMPLEMENTATION



# STEP 1: Leadership

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## GOAL

To establish a Divisional leadership position and Governance Group for the Framework to Support Student Success

## OBJECTIVES

To lead the implementation of the Framework to Support Student Success

## ACTIVITIES

Establish a Divisional leadership position

Establish a Divisional Governance Group

Implement the Framework to Support Student Success

Advocate for the local-national characteristics of the Division

Consult and communicate with stakeholders during implementation process

## OUTCOMES

Implementation of the Framework to Support Student Success

## ACTIONS

- Establish a leadership position and Governance Group to plan for, and lead, the implementation of the Framework to Support Student Success
- Establish a senior academic leadership position to lead the implementation of the Framework
- Develop and submit a proposal to Divisional Executive to ensure equitable access to resources for all Health Sciences students studying outside of Dunedin
- Develop a resourcing plan including a short and medium term budget to achieve requirement actions
- Clarify roles and responsibilities to support the Framework
- Highlight the complexities of local-national characteristics when considering resource allocation
- Ensure the Māori Strategic Framework is included into all implementation although actual implementation will be carried out at a School/Department/Programme level
- Ensure that the principles of Tiriti o Waitangi are embedded into all implementation
- Ensure the Pacific Strategic Framework is included into all implementation although actual implementation will be carried out at a School/Department/Programme level
- Recognise the ethnically-diverse nature of students when planning for implementation, including the requirements of the Education (Pastoral Care of International Students) Code of Practice 2016
- Consult with Regional Associate Deans regarding the provision of non-academic support in regional hubs and placement sites to students from all programmes
- Facilitate the Space Management Plan for placement sites in a timely manner
- Allocate resources in the best interests of students in all programmes
- Establish a detailed implementation plan
- Develop a communication strategy to ensure consistency and clarity in the dissemination of information to stakeholders, including students



## STEP 2: Resources

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### GOALS

To ensure that resources are available to support the implementation of the Framework

To ensure all students in Health Sciences studying outside of Dunedin have access to support resources (includes academic and non-academic support and resources)

### OBJECTIVES

To ensure resourcing for support is available

To ensure support is provided to all students

To ensure all students, regardless of programme or location, have equitable access to support

### ACTIVITIES

Achieve Divisional approval for equitable access to support for all students in Health Sciences studying outside of Dunedin

Achieve Divisional approval for resources to implement equitable access to support for all students in Health Sciences studying outside of Dunedin

Secure University resources to assist with the development of support and facilities that better allow for the 'Otago experience'

Provide equitable support to all students in Health Sciences studying outside of Dunedin

Inform all students in Health Sciences studying outside of Dunedin about available support

### OUTCOMES

All students in Health Sciences studying outside of Dunedin have equal access to support and available infrastructure and resources

### ACTIONS

- Leadership Group will plan for and implement equitable access to support and resources\*
- Leadership Group will manage sustainable funding and budget allocation\*
- University will provide dedicated core funding towards improving student support outside of Dunedin
- Leadership Group will facilitate a transparent approach to resourcing access to healthcare subsidies for all students
- Leadership Group will expedite resourcing for an audit of infrastructure at placement sites\*
- Leadership Group will consult with stakeholders about resourcing including: Providing all students in professional programmes at UOC and UOW with access to, and information about, subsidised visits to approved healthcare options, including GP visits, approved counsellors or clinical psychologists
- Expanding student learning facilities e.g. a group of approved thesis proof readers at UOC and UOW
- Developing or expanding Service Level Agreements with providers that not are already covered by UOC and UOW, e.g. Chaplaincy
- Exploring multi-faith and alternative options for Pastoral Care at UOC and UOW
- Providing students with information about available support services, including for regional hubs and placement sites\*\* Repeat action, i.e. noted as an action on a previous page

## STEP 3: Service Providers

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### GOAL

To support all service providers to work collaboratively

### OBJECTIVES

To ensure that service providers in Central Service Divisions and in the northern campuses work collaboratively to support students in the Health Sciences studying outside of Dunedin

### ACTIVITIES

Consult service providers in all campuses for input on working collaboratively

Identify overlaps and gaps in current service provision

Develop a strategic approach to Central Service Provision to campuses outside of Dunedin

### OUTCOMES

Efficient and effective support to Health Sciences students studying outside of Dunedin

### ACTIONS

- Leadership Group consults with stakeholders to identify potential for collaborative provision of support in campuses, hubs and placements sites
- Conduct an environmental scan of current support services in the regional hubs and placement sites to identify overlaps or gaps in service provision
- Implement a strategic approach to planning for Central Service visits to the northern campuses
- Investigate options to expand online delivery mechanisms for student support
- Collaborative consultation with Accommodation Services to increase options for accommodation advice including an accommodation database with recommendations from students across locations

## STEP 4: Infrastructure and Facilities

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### GOAL

To provide all students in regional hubs and placement sites with accessible, up-to-date and appropriate facilities and infrastructure

### OBJECTIVES

To ensure facilities and infrastructure in regional hubs and placement sites meet the needs of all students

To ensure all students have equitable access to available facilities and infrastructure

To ensure all students are informed about available facilities and infrastructure

### ACTIVITIES

Conduct an audit of facilities and infrastructure

Develop a plan to improve/update facilities and infrastructure so they meet the needs of all students

Achieve approval for all students to have equitable access to facilities and infrastructure

Inform students about access to available facilities and infrastructure

Ensure information is current and provision is timely

### OUTCOMES

All students in Health Sciences studying outside of Dunedin have facilities and infrastructure to support their learning, teaching and social interaction

### ACTIONS

- Leadership Group develops principles for inclusive use of space, and identifies capacity constraints\*
- Leadership Group ensures facilities represent best practices for learning and teaching, and social interaction, for individuals, groups and interprofessional education
- Leadership Group ensures an audit of facilities and infrastructure in placement sites is carried out in a timely manner\*
- Leadership Group identifies and prioritises areas for improvement on a needs-based schedule
- Leadership Group ensures all hubs and sites have available up-to-date IT hardware and software, including videoconferencing facilities
- Leadership Group ensures all students, regardless of programme or location, have equitable access to facilities and infrastructure in regional hubs and placement sites
- Leadership Group develops a communication strategy to ensure consistency and clarity in the dissemination of information about available support to students\*
- Support is provided to enhance communication about available support to students, for example, through a student information portal on the UOC and UOW websites
- Information about access to facilities and infrastructure is disseminated to all students\*
- Explore options with Accommodation Services to increase information about options for accommodation, for example, a database with student recommendations \* Repeat action, i.e. noted as an action on a previous page



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Approved by  
Date  
Plan Sponsor  
Plan Governance  
Reporting requirements

Health Sciences Divisional Executive  
25 May 2017  
Andrea Howard, Director, Policy and Programmes, Health Sciences  
Planning for Future Needs Advisory Group  
Annual Report to Divisional Executive, commencing 12 months from  
approved date with more frequent updates if required.

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