



## **LINCOLN UNIVERSITY COUNCIL**

### **AGENDA & PAPERS**

**At 10:15am on Tuesday, 25 March 2025 a meeting of Lincoln University will be held in Memorial Hall, Ivey West Building, Lincoln Campus**

**Click on this link to join the meeting: [Click here to join the meeting](#)**

# Lincoln University Strategy 2019-2028

<b>Vision</b>  <p>To be a globally-ranked, top-five land-based University, unlocking the power of the land to enhance lives and grow the future.</p>	<b>Purpose</b>  <p>To facilitate excellent research and education to grow the knowledge of our students and help shape a world that benefits from a greater understanding of the relationships between land, food and ecosystems.</p>	<b>Strategy 2019-2028</b> <ul style="list-style-type: none"> <li>● A distinctive, Aotearoa New Zealand, end-to-end student experience</li> <li>● Improved assets and sustainable operating models</li> <li>● A culture which stimulates and inspires all staff and students</li> <li>● World-class research and teaching with impact</li> <li>● An organisation focused on meaningful partnerships</li> <li>● Facilitating student growth</li> </ul>
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**Values**  
Manaakitaka – Looking after people



## STRATEGY GOALS

## PRIORITY AREAS 2024-2028

GOAL 1	A distinctive, Aotearoa New Zealand, end-to-end student experience	<ul style="list-style-type: none"> <li>• Provide an enriching and successful experience for all students within an environment that empowers them to thrive and achieve their goals.</li> <li>• Ensure quality streamlined student services that are responsive and focused on supporting wellbeing and success.</li> <li>• Enhance student experiences for postgraduate students.</li> <li>• Develop research-rich graduates.</li> <li>• Grow graduates ready for New Zealand's future workforce</li> </ul>
GOAL 2	Improved assets and sustainable operating models	<ul style="list-style-type: none"> <li>• Establish a clear pathway to carbon neutrality by 2030.</li> <li>• Make our organisation an exemplar of sustainable practices.</li> <li>• Establish a flexible, agile, and effective University operational framework</li> <li>• Digitally enable our University</li> </ul>
GOAL 3	A culture which stimulates and inspires all staff and students	<ul style="list-style-type: none"> <li>• Support and nurture a culturally inclusive campus.</li> <li>• Embed and celebrate our Takata Whenua.</li> <li>• Develop a values-driven culture that fosters a sense of identity, shared purpose and commitment.</li> <li>• Grow our staff through early career development, professional development, and workforce planning.</li> <li>• Manage workloads consistent with a research-intensive, specialist university focused on the land-based sectors.</li> </ul>
GOAL 4	World-class research and teaching with impact	<ul style="list-style-type: none"> <li>• Accelerate research impact and relevance to the land-based sectors through sustained research excellence and collaboration.</li> <li>• Provide innovative academic programmes that anticipate the workforce needs of land-based sectors</li> </ul>
GOAL 5	An organisation focused on meaningful partnerships	<ul style="list-style-type: none"> <li>• Grow our impact through partnerships.</li> <li>• Develop, nurture, and promote a culture of collaboration.</li> <li>• Build coherence between research and education in all partnerships</li> </ul>
GOAL 6	Facilitating student growth	<ul style="list-style-type: none"> <li>• Meet land-based sector workforce needs and challenges</li> <li>• Expand our reach to a wider group of potential students.</li> <li>• Increase participation and engagement of Māori and Pasifika students</li> </ul>

# Council Meeting - 25 March 2025

CONFIDENTIAL



25 March 2025 10:15 AM - 01:30 PM

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13. Moving out of In-Committee

14. Next Meeting

9:00am on Tuesday 29 April 2025, in Memorial Hall, Lincoln Campus.

## **Karakia Timataka**

Kimihia rapuhia

Whaia ki te Uru Tapu nui o Tane

Tane te waioara

Tane te wanaka

Tane te tokoraki

Putā ki te whaiao ki te ao marama

Tu te kana

Tu te maraka

Te tu hi te rarama

E noho te mataara nei

E roko whakairia ake ki ruka

Kia tina! tina! Haumi e! Hui e! Taiki e!

## **Opening Prayer**

Let us pursue and follow Tāne into the highest realms.

The sacred repository of knowledge.

Tāne, the waters of life and wellbeing.

Tāne, the repository of all knowledge and wisdom.

Tāne who propped up the heavens.

Bringing forth the light, the broad daylight so that all life realises its potential.

It is Tū who preserves and protects the sacredness of all.

It is Tū who awakens the path of light within, imbuing his qualities of vigilance.

That our eyes may ever focus on the path ahead, in order that we may pass over the state of tapu to allow the renewal of peace to be suspended from on high. Make it firm, it is firm.

Join it, gather it. It is done!

Council Meeting - 25 March 2025 - Disclosures of Interest

<b>STRICTLY CONFIDENTIAL</b>					
<b>Council Members' Interests Register</b>					
<b>Councillor</b>	<b>Name of Company / Institution</b>	<b>Dates Applicable</b>	<b>Position</b>	<b>Comments</b>	<b>Updated</b>
Janice Fredric	Mainpower Ltd	Current	Director		1 February 2022
Janice Fredric	Aurora Energy Limited	Current	Director		1 July 2022
Janice Fredric	Aviation Security Services	Current	Chairman		24 July 2024
Janice Fredric	Civil Aviation Authority	Current	Chairman		24 July 2024
Janice Fredric	Unity Credit Union	Current	Chair of Audit and Risk Committee	Formerly Credit Union Baywide and Credit Union South Chair role ends on 28 October 2022	1 October 2022
Janice Fredric	Green Power New Zealand Ltd	Current	Director	Reappointed with effect 21 August 2024	26 August 2024
Janice Fredric	Mt Cass Wind Farm Ltd	Current	Director	Reappointed with effect 21 August 2024	26 August 2024
Janice Fredric	Timaru District Council	Current	Independent member of Audit and Risk Committee		
Janice Fredric	NZ Shipwreck Welfare Trust	Current	Trustee		
Janice Fredric	Tregynon charitable Trust	Current	Trustee		
Janice Fredric	NIWA	Current	Director		
Janice Fredric	NIWA Vessel Management Limited	Current	Director		
Janice Fredric	NZ Growth Capital Partners Limited	Current	Director	Ceased directorship 10 September 2024	26 August 2024
Janice Fredric	Aspire NZ Seed Fund Limited	Current	Director	Ceased directorship 10 September 2024	26 August 2024
Janice Fredric	Elevate NZ Venture Fund GP Ltd	Current	Director	Ceased directorship 10 September 2024	26 August 2024
Bruce Gemmell	The Gemmell Group Limited	Current	Director, Shareholder		1 February 2022
Bruce Gemmell	The Highlanders GP Limited	Current	Director		
Bruce Gemmell	Miramar Consolidated Limited	Current	Director	Removed 21 May 2024	21 May 2024
Bruce Gemmell	The Second Little Pig Was Right Limited	Current	Director, Shareholder		
Bruce Gemmell	ATT Trustee Limited & associated subsidiaries	Current	Director	Non-trading	
Bruce Gemmell	Lincoln Agritech Limited	Current	Chair		
Bruce Gemmell	Lincoln University Centennial Trust	Current	Ex-officio Trustee		
Bruce Gemmell	Lincoln University Foundation Trust	Current	Ex-officio Trustee	Formally constituted 12 November 2019	
Bruce Gemmell	Gemmell Finance Limited	Current	Director, Shareholder		
Bruce Gemmell	Nitrolabs Limited & Associated companies	Current	Director		
Bruce Gemmell	Central Plains Water Limited	Current	Director		
Bruce Gemmell	Buller Electricity Limited & associated subsidiaries	Current	Director	Director from 1 September 2021	
Bruce Gemmell	Planz Consultants Ltd	Current	Director		
Bruce Gemmell	Nexia Limited	Current	Director		
Bruce Gemmell	Selwyn District Council	March 2024 - current	Independent member of Audit and Risk Committee	Appointed in March 2024	1 March 2024
Bruce Gemmell	Waldmel Holdings Limited	July 2024 - Current	Director		
Bruce Gemmell	Pioneer Energy Renewables GP Limited	Current	Director	Commenced term 5 December 2024	13 December 2024
Bruce Gemmell	Pioneer Energy Renewables GP Limited	Current	CEO	Appointed until March 2025	18 February 2025
Bruce Gemmell	Universities New Zealand, (Chancellors Committee)	Current	Chair	Appointed for 2025	
James Parsons	Ashgrove Genetics Limited	Current	Director		
James Parsons	Agfirst Northland Limited	Current	Director		
James Parsons	Trevar Limited	Current	Director, Shareholder		
James Parsons	Wools of New Zealand Holdings Limited	Current	Director		
James Parsons	Wools of New Zealand General Partner Limited	Current	Director	Ceased Directorship 14 May 2024	25 July 2024
James Parsons	Ashgrove Limited	Current	Director		
James Parsons	Osprey New Zealand Limited	Current	Director	Ceased Directorship 22 November 2024	
James Parsons	National Animal Identification and Tracing (NAIT) Limited	Current	Director	Ceased Directorship 22 November 2024	
James Parsons	TBFree New Zealand Limited	Current	Director	Ceased Directorship 22 November 2024	
James Parsons	Halter USA Inc	Current	Advisor		1 July 2023
James Parsons	M. Bovis Free New Zealand Limited	July 24	Director	Ceased Directorship 22 November 2024	25 July 2024
David Philip Jensen	Colebrook Kiwifruit Orchard GP Limited	2020-current	Chair	Advised 2 February 2025	1 February 2022
David Philip Jensen	Pongakawa Kiwifruit GP Limited	2020-current	Chair	Advised 2 February 2025	
David Philip Jensen	Riverview Kiwifruit GP Limited	2020-current	Chair	Advised 2 February 2025	

Council Meeting - 25 March 2025 - Disclosures of Interest

Councillor	Name of Company / Institution	Dates Applicable	Position	Comments	Updated
David Philip Jensen	Otamarakau Kiwifruit GP Limited	2020-current	Chair	Advised 2 February 2025	
David Philip Jensen	Awakeri Orchard GP Limited	2019-current	Chair	Advised 2 February 2025	
David Philip Jensen	El Dorado Orchard GP Limited	2018-current	Chair	Advised 2 February 2025	
David Philip Jensen	Expressway Orchard GP Limited	2017-current	Chair	Advised 2 February 2025	
David Philip Jensen	Gold Income GP Limited	2021-current	Chair	Advised 2 February 2025	
David Philip Jensen	MyFarm Kiwifruit Fund	Jun 2024 - current	Chair		1 June 2024
David Philip Jensen	Eastpack Limited	2018-current	Director		
David Philip Jensen	Merrijig Development sLimited	Current	Shareholder		
David Philip Jensen	Figured Limited	Current	Shareholder		
David Philip Jensen	New Zealand Dairy Dessert Company	Current	Shareholder		
David Philip Jensen	Fonterra	Current	Shareholder		
David Philip Jensen	Zespri	Current	Shareholder		
David Philip Jensen	Eastpack Limited	Current	Shareholder		
David Philip Jensen	LIC	Current	Shareholder		
David Philip Jensen	Ballance Agri Limited	Current	Shareholder		
David Philip Jensen	Farmlands Co-operative Society Limited	Current	Shareholder		
David Philip Jensen	Napoli Orchard GP	2018-current	Chair	Advised 2 February 2025	
David Philip Jensen	Eastern Orchards Orchard GP	2019-current	Chair	Advised 2 February 2025	
David Philip Jensen	Chair Gliding NZ Trust	Current	Trustee		
David Philip Jensen	PinPoint Labs	Current	Chair and Director	Elected Chairperson January 2023	Jan-23
David Philip Jensen	Pasture Accelerator	Current	Chair	JV between MPI, PGW, DairyNZ and Barenburg NZ	Apr-23
Professor Grant Edwards	Lincoln University	Current	Vice-Chancellor		1 February 2022
Professor Grant Edwards	Lincoln University Council	Current	Ex-officio Member		
Professor Grant Edwards	Universities New Zealand, (Vice-Chancellors Committee)	Current	Chair		
Professor Grant Edwards	New Zealand Food Innovation Ltd	Current	Director	New Zealand Food Innovation Auckland & New Zealand Food Innovation (South Island) Limited	1 October 2024
Professor Grant Edwards	Lincoln Agritech Limited	Current	Director		
Professor Grant Edwards	Lincoln University Foundation	Current	Ex-officio Trustee		
Professor Grant Edwards	Lincoln University Centennial Trust	Current	Ex-officio Trustee		
Professor Grant Edwards	Lincoln University Alumni Association	Current	Ex-officio Patron		
Professor Grant Edwards	Member of Steering Governance Group, Forage Value Index, 2014-present	Current	Member		
Professor Grant Edwards	South Island Dairying Development Centre Leaders Forum	Current	Chair		
Professor Grant Edwards	Biological Heritage National Science Challenge, Challenge Parties Working Group (Co-Chair as UNZ representative)	Current	Co-Chair		18 February 2025
Professor Grant Edwards	Committee of University Academic Programmes (CUAP)	Current	Chair		
Professor Grant Edwards	Don Hulston Foundation	Current	Ex-officio University Trust		
Professor Grant Edwards	Ivey Hall and Memorial Hall 125th Anniversary Appeal Gifting Trust	Current	Ex-officio University Trust		
Professor Grant Edwards	Ivey Hall and Memorial Hall 125th Anniversary Appeal Taxable Activity Trust	Current	Ex-officio University Trust		
Professor Grant Edwards	John Mowbray Howard Tripp Agricultural Scholarship Trust	Current	Ex-officio University Trust		
Professor Grant Edwards	J W and Carrie McLean Trust	Current	Ex-officio University Trust		
Professor Grant Edwards	Kathleen Ann Stevens Scholarship Trust	Current	Ex-officio University Trust		
Professor Grant Edwards	Leslie John and Lola June Struthers Trust	Current	Ex-officio University Trust		
Professor Grant Edwards	Sir Arthur Sims Scholarship Trust	Current	Ex-officio University Trust		
Professor Grant Edwards	Vernon Willey Trust	Current	Ex-officio University Trust		
Professor Grant Edwards	Academic Quality Agency Board (as UNZ representative)	Current	Member	Ceased in February 2025	18 February 2025
Puamiria Parata-Goodall	Lincoln University	Current	Council Member and Cultural Advisor	Cultural Advisor to Mana Whenua Cultural N	1 March 2024
Puamiria Parata-Goodall	Te Taumutu Rūnanga	Current	Portfolio Leader, Member of Executive		
Puamiria Parata-Goodall	Selwyn District Council	Current	Pou Kaiawhā, Executive Cultural Advisor		
Puamiria Parata-Goodall	AgResearch	Current	Consultant - Cultural Narrative		
Puamiria Parata-Goodall	Te Pakura Limited	Current	Director & Cultural Advisor to Mana Whenua Cultural Narrative		
Puamiria Parata-Goodall	Ngāi Tahu Fund	Current	Chair		

Council Meeting - 25 March 2025 - Disclosures of Interest

Councillor	Name of Company / Institution	Dates Applicable	Position	Comments	Updated
Puamiria Parata-Goodall	Canterbury Museum Board	Current	Member, Kaiurungi - Ohāki o Ngā Tipuna, Cultural Advisor		
Puamiria Parata-Goodall	Te Pae Korako Ngāi Tahu Archives & Whakapap	Current	Member		
Puamiria Parata-Goodall	Rarotoka Management Limited	Current	Director, Shareholder		
Puamiria Parata-Goodall	Arts Council	Current	Member, Co-Chair - Komiti Māori		1 May 2024
Elizabeth Hill-Taiaroa	Te Taumutu Rūnanga	Current	Secretary & Oranga leader		1 April 2023
Professor Derrick Moot	Lincoln University	Current	Professor		1 June 2022
Professor Derrick Moot	Tertiary Education Union	Current	Member		1 June 2022
Professor Derrick Moot	Free Speech Union	Current	Member		1 June 2023
Dr Maria Janna van den Belt	Cogo Connecting Good Limited	Current	Shareholder		1 June 2021
Dr Maria Janna van den Belt	College of Assessors of MBIE	Current	Member		
Dr Maria Janna van den Belt	EHF Fellowship	Current	Fellow		
Dr Maria Janna van den Belt	MPI Fisheries New Zealand	Current	Chief Economist	Updated name of organisation	17 May 2024
Dr Maria Janna van den Belt	Global Research consortium (USA, China, Europe) Safe Seaweed by Design (research project)	Current to Feb 2023	Member of Advisory Board	Research project involving representatives from	1 September 2022
Gabrielle Thompson	Olsen Thompson Limited	Current	Director & Shareholder		
Gabrielle Thompson	Hollyfort Farm Limited	Current	Shareholder		
Gabrielle Thompson	Thompson Family Farm Limited	Current	Shareholder		
Gabrielle Thompson	Silver Fern Farms Co-Operative Limited	Current	Director		
Gabrielle Thompson	Thompson Family Trust	Current	Trustee		
Gabrielle Thompson	Pretty in Pink Charity Trust	Current	Trustee		
Gabrielle Thompson	Ballance	Current	Shareholder		
Gabrielle Thompson	Farmlands Co-Operative Ltd	Current	Shareholder		
Gabrielle Thompson	Thompson Property Trust	Current	Trustee		
Gabrielle Thompson	Ravensdown	Current	Shareholder		
Gabrielle Thompson	Thompson Forestry Limited	Current	Director and Owner	Effective from 15 December 2022	
Zara Weissenstein	Lincoln University Students' Association	Current	President		1 December 2024



**Register of interests – Senior Leadership Team – 2025**

SLT member	Organisation	Date	Position	Notes
<b>Grant Edwards</b>	Lincoln University	Current	Vice-Chancellor	
	Lincoln University Council	Current	Ex-officio Member	
	Universities New Zealand, (Vice-Chancellors Committee)	Current	Chair	
	New Zealand Food Innovation Limited	Current	Director	
	Lincoln Agritech Limited	Current	Director	
	Lincoln University Foundation	Current	Trustee	
	Lincoln University Centennial Trust	Current	Trustee	
	Lincoln University Alumni Association	Current	Ex-officio Patron	
	South Island Dairying Development Centre Leaders Forum Chair	Current	Chair	
	Committee of University Academic Programmes (CUAP)	Current	Chair	
	Don Hulston Foundation	Current	Ex-officio University Trust	
	John Mowbray Howard Tripp Agricultural Scholarship Trust	Current	Ex-officio University Trust	
	J W and Carrie McLean Trust	Current	Ex-officio University Trust	
	Kathleen Ann Stevens Scholarship Trust	Current	Ex-officio University Trust	
	Leslie John and Lola June Struthers Trust	Current	Ex-officio University Trust	
	Sir Arthur Sims Scholarship Trust	Current	Ex-officio University Trust	
	Vernon Willey Trust	Current	Ex-officio University Trust	
<b>Karen McEwan</b>	Lincoln University	2019-	Executive Director, People, Culture, and Wellbeing	
	Senior Leadership Team, Lincoln University	2019-	Member	
	Ceiling Clean WGTN Limited	1982-	Shareholder	
<b>Susie Roulston</b>	Lincoln University	2021-	Chief Operating Officer	
	Senior Leadership Team	2021-	Member	
	Hayden Roulston Limited	2017		Susie's Partner (sports Coaching)
	Lincoln University Property Joint Venture Limited	2022-	Director	From 1 December 2022

Updated July 2024

Council Meeting - 25 March 2025 - Disclosures of Interest

<b>Chad Hewitt</b>	Royal Society of New Zealand	Current	Member	
	Universities New Zealand, DVC Research Committee	Current	Ex-officio member	
	Universities New Zealand, DVC Academic Committee	Current	Ex-officio member	
	<del>Universities New Zealand, CUAP</del>	<del>Current</del>	<del>Ex-officio member</del>	Effective 31/10/2023
	NZ Synchrotron Group Ltd	Current	LU Representative	
	College of Assessors	Current		
	Better Border Biosecurity Collaboration Council	Current	Member	
	LU Senior Management Team	2023-		
	HZAU Lincoln Joint Institute Joint Management Committee	2024-	Vice-Chair	Effective 3/7/24
	Bioprotection Aotearoa Strategic Advisory Board	2024-	Host Representative	Effective 3/7/24
<b>Merata Kawharu</b>	Tūrama Trustees Limited	Current	Director	
	Nukuroa Consulting Limited	Current	Director & Shareholder	
	Takarangi Limited	Current	Director	
	E Mara E Limited	Current	Director & Shareholder	



## LINCOLN UNIVERSITY COUNCIL

Minutes of a meeting held on Tuesday 25 February 2025 at 9am in Memorial Hall, Lincoln University and online via MS Teams

### Meeting Minutes

Present: Bruce Gemmell (Chancellor), Prof. Grant Edwards (Vice Chancellor), Michelle Ash, Janice Fredric, Prof. Derrick Moot, James Parsons, Dr Marjan van den Belt, Liz Hill-Taiaroa, Gabrielle Thompson, and Ms Z Weissenstein (each a Council Member).

Via MS Teams:

In attendance: Mrs S Roulston (Chief Operating Officer)  
Mr N Heslop (Council Secretary)  
Prof C Hewitt (Provost)  
Mrs K McEwan (Executive Director People, Culture, & Wellbeing)  
Damian Lodge (DVC, Student Life)  
Mrs M Kawharu (DVC, Māori)

Meeting started at 9.00am.

#### 1. Welcome/Karakia/Apologies

The Chancellor welcomed Councillors to the meeting and invited Ms Grace O'Shaughnessy to open the meeting with karakia.

#### Resolution

That Council:

**RESOLVE** to receive apologies for absence from Mr D Jensen and Mrs P Parata-Goodall.

*Resolution*

**MOTION CARRIED**

#### 2. Disclosures of interests

The Register of Interests was NOTED.

#### 3. Confirmation of the Previous Meeting Minutes

Council RESOLVED:

To confirm the minutes from the Council meetings held on 17<sup>th</sup> December 2024 as true and correct record.

*Resolution*

**MOTION CARRIED**

**4. Matters arising from the Minutes**

The action register was NOTED.

**5. Notice of items of General Business**

There were no items of general business.

**ESD Faculty Presentation**

Professor's E Stewart and R Montgomery gave a presentation to Council. The slide deck of the presentation is in the Minutes Attachment (**Appendix A**).

The Chancellor thanked staff for the informative presentation. Council noted the stewardship of the academic programmes by faculty management and the development of a course profitability model was strongly endorsed by Council.

Council requested each faculty develop a course profitability model and present this to Council. **Action: Provost**

**6. Chancellors Report**

The report was taken as read.

**Resolution**

That Council:

*Resolution*

1. **RECEIVE** the information in the Chancellor's Report.

**MOTION CARRIED**

**7. Vice Chancellors Report**

The report was taken as read.

Council, noting Lincoln ranks 85<sup>th</sup> in the UI GreenMetric World University Rankings for 2024, received assurances this is promoted to prospective students.

Council reflected on the Campus redevelopment and transition over the past ten years noting that it presently exhibits leading sustainable practices.

**Council Resolution**

That Council:

*Resolution*

1. **RECEIVE** the information in the Vice Chancellor's Report.

**MOTION CARRIED**

**8. LUSA Report**

The report was taken as read. The LUSA President highlighted the following:

- O'Week was an exciting time and events were run well.
- The Community Mitigation Plan used in the Garden Party 2024 event is be held up as an exemplar for other community run events.

#### **Council Resolution**

That Council:

*Resolution*

1. **RECEIVE** the information in the LUSA Report.

**MOTION CARRIED**

#### **9. Conflict of Interest Policy Review**

The report was taken as read.

Council discussed the appropriate approval authority and agreed this should be amended from the Vice Chancellor to Council. With this amendment Council approved the resolution.

#### **Council Resolution**

That Council:

1. **RECEIVE** the information in this report.
2. **NOTE** the provisions in the Council Members Conflict / Disclosures of Interest Policy are redundant as adequate provisions addressing disclosure of a conflict are in the Conflict of Interest Policy and Conflict of Interest Procedure.
3. **REVOKE** the Council Members Conflict / Disclosures of Interest Policy with immediate effect.
4. **APPROVE** the revised Conflict of Interest Policy & Conflict of Interest Procedure as attached in Appendix B & C.

*Resolution*

**MOTION CARRIED**

#### **10. Conferment of Degrees, Certificates, & Qualifications**

The report was taken as read.

#### **Resolution**

That Council:

1. **REVOKE** the **Diploma in University Studies** awarded to **Yuheng Lin (1141682)** on 13 May 2022.
2. **NOTE** Yuheng Lin intends to use the credits from the revoked qualification in 1 above to be awarded the **Diploma in Natural Resources**.
3. **NOTE** awarding the Diploma in Natural Resources to Yuheng Lin is conditional on Yuheng Lin surrendering her Diploma in University Studies parchment to the Graduation Office.

*Resolution*

4. **APPROVE** the granting of the awards the following awards:

**Doctor of Philosophy**

Nor Atiah Binti **Ismail**, in Landscape Architecture (*Conferral date of 6 May 2011*)

**Master of Applied Computing**

Li **Chen**, Distinction  
Menglin **Chen**, Distinction  
Yinghua **Chen**, Distinction  
Dian **Gao**, Distinction  
Wei **Gao**, Distinction  
Astrid Felicitas **Harper**, Distinction  
Yong **He**, Distinction  
Sijia **Hu**, Distinction  
**Hung** Kwun Tong, Distinction  
Jinping **Jiang**, Distinction  
Linjing **Jin**, Distinction  
Zhi Guo **Li**, Distinction  
Ziwen **Li**, Distinction  
Manni **Liu**, Distinction  
Ting **Lyu**, Distinction  
Kieran Blair **McCall**, Distinction  
Jing **Rong**, Distinction  
Junnan **Su**, Distinction  
**Wang** Hankun, Distinction  
Wei **Wang**, Distinction  
Tianyao **Wei**, Distinction  
Fan **Wu**, Distinction  
Jiang **Wu**, Distinction  
Qian **Xu**, Distinction  
Wencong **Xu**, Distinction  
Xiangwei **Zhang**, Distinction  
Wei **Zhao**, Distinction  
Zihe **Zhao**, Distinction  
Wei **Zhou**, Distinction  
Zhipeng **Zou**, Distinction  
Xiaojia **Dou**, Merit  
Chenchen **Duan**, Merit  
Svetlana **Gileva**, Merit  
Bin **Liu**, Merit  
**Low Wei Hong**, Merit  
**Lu** Weidong, Merit  
Jiye **Ma**, Merit  
Yuxuan **Peng**, Merit  
Beibei **Qiang**, Merit  
Dongmei **Shao**, Merit  
Huizhong **Wang**, Merit  
Kang **Wang**, Merit  
Mingming **Wang**, Merit  
Wenjing **Wang**, Merit  
Cang **Xiao**, Merit  
Jia Hua **Xie Cao**, Merit  
Baofeng **Yang**, Merit

Donglin **Yu**, Merit  
Daming **Zhang**, Merit  
Hua **Yang**

**Master of Business in Finance**

Cui **Dai**, Distinction  
Yindi **Lu**, Distinction  
Hanzhou **Qin**, Distinction  
Puchong **Wei**, Distinction  
Farheen Amber **Ayaz**, Merit  
Qing **Wang**, Merit  
Qianao **Zhang**  
Rong **Zhou**

**Master of Business in Global Management and Marketing**

Simone Margaret **Boonekamp**, Distinction  
**Cheng** Yingjia, Distinction  
Bryce Jeffrey **Clark**, Distinction  
Kaiqi **Deng**, Distinction  
**Feng** Shuying, Distinction  
**Murooj Mohammed Moizuddin**, Distinction  
Chenghuan **Wang**, Distinction  
**Wu** Jiabao, Distinction  
Shiyao **Xu**, Distinction  
Heejung **Kim**, Merit  
Arun George **Paul**, Merit  
Lei **Song**, Merit  
Fanqi **Sun**, Merit  
Yunlyu **Zhang**, Merit

**Master of Environmental Policy and Management**

Luke Wisler **Poulsen**, Distinction  
Brittney Sarah **Sutherland**, Distinction  
Joseph William **Edmonds**, Merit

**Master of Fintech and Investment Management**

Ruofan **Huang**, Distinction  
Chih-Ting **Liu**, Distinction  
Vu Tuan **Nguyen**, Distinction  
Mingxuan **Su**, Distinction  
Qian **Hang**, Merit  
Tung Manh **Hoang**, Merit  
Kaiqi **Li**, Merit  
**Li** Yuxuan, Merit  
Viet Toan **Truong**, Merit  
Jiahui **Wang**, Merit  
Yuanxi **Xing**, Merit  
Siyao **Xu**, Merit  
Bing **Ye**, Merit  
Fangshuo **Yu**, Merit  
Daochen **Zhang**, Merit

Jinfeng **Zhang**, Merit  
Jialiang **Liu**

**Master of International Nature Conservation**

*(Jointly awarded with Georg-August-Universität, Göttingen, Germany)*

Shannon Jane Elizabeth **Marshall**  
Catherine Maria **Priemer**  
Sally Lauren **Sinclair**

**Master of Management in Agribusiness**

**Susilawati**, Distinction

**Postgraduate Diploma in Applied Science**

Cai **Cai**  
Yisu **Wang**

**Postgraduate Diploma in Commerce**

Adam Dayle **Fern**  
Qingsong **Wang**  
Chen **Yang**  
Yawen **Yu**

**Postgraduate Diploma in Environmental Management**

Mark **Naudé**, Distinction  
Farheen Amber **Ayaz**  
Caroline Ann **Hadley**  
Eden Jane **McElroy-Thompson**  
Victor Wilhelm **Meyer**

**Postgraduate Diploma in Horticultural Science**

Alexandra Madeleine Gael **Ward**

**Postgraduate Certificate in Applied Science**

Robert Daniel **Barrett**, Distinction  
Xinrong **Guo**, Distinction  
Amy Hannah **Kuipers**, Distinction  
Kate Jasmine **Edens**  
Zixian **Gao**  
**Lu** Weidong  
Donglin **Yu**  
Bowu **Zhang**  
**Zhang** Shaoshuai

**Postgraduate Certificate in Commerce**

Jesse Mackayla **Brennan**, Distinction  
Vikas **Chaubey**, Distinction  
Harriet Shirley Ella **Gibson**, Distinction  
Paul **Godfrey**, Distinction  
Guoquan **Situ**, Distinction



Farheen Amber **Ayaz**  
Mengrao **Dai**  
Hongzhao **Ding**  
Xiaojuan **Hu**  
Richard Scott **Pentreath**  
Hamish Neil **Symons**  
Maria Isabel **Tapia Inzulza**  
Qing **Wang**  
Shu **Xue**  
Xiaoxiong **Yan**  
**Zhou** Shun

Postgraduate Certificate in Environmental Management

Joshua Orion **Leenhouders**, Distinction  
Luke Wisler **Poulsen**

Postgraduate Certificate in Landscape Studies

Rasha Mohamed Ahmed Elsaid **Elgammal**

Graduate Diploma in Commerce

Yihan **Mao**

Graduate Diploma in Property Management

Tse Ki **Chiu**

Graduate Certificate in Resource Studies

Claire Elizabeth **Cumming**

Bachelor of Commerce

**Cheng** Huangqiu, Food and Resource Economics Major  
Houxiong **Fang**, Marketing Major  
Dianpeng **Jin**, Food and Resource Economics Major  
Cara Leigh **Johnson**, Individual Major  
**Li** Zhao, Food and Resource Economics Major  
Yuheng **Lin**, Marketing Major  
Wen **Liu**, Food and Resource Economics Major  
Zhengqi **Liu**, Accounting and Finance Major  
Xiaowu **Ma**, Accounting and Finance Major  
Aditi **Shankar Narayanan**, Accounting and Finance Major  
Peian **Wang**, Food and Resource Economics Major  
Yadan **Xiang**, Food and Resource Economics Major

Bachelor of Environmental Management

Augusta **Castela Soares**

Bachelor of Horticultural Science

Marc James **Hatfield**

Bachelor of Science

Sophie Frances **Early**, Conservation and Ecology Major  
Zeng Shuting, Individual Major

Bachelor of Viticulture and Oenology

Zhang Yanyan

Diploma in Agriculture

Dale Fabian **Potter**

Diploma in Commerce

Harrison Charles **Wimsett**

Diploma in Natural Resources

Yuheng **Lin**

Diploma in University Studies

Christian **Garcia Cedeno**

Xiaowu **Ma**

**MOTION CARRIED**

#### 10. General Business

There were no items of general business.

*The meeting adjourned at 10:15am and reconvened at 10:30am*

#### 11. Motion by the Chancellor for Resolution to Exclude the Public Pursuant to s48 of the Local Government Official Information and Meetings Act 1987

*I move that the public be excluded from the following parts of the proceedings of this meeting, namely:*

General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section
<b>Appointment &amp; Remuneration Committee</b> 1. Report 2. Minutes from meetings on 17 December 2024 and 5 February 2025 3. Vice Chancellor Employment Matters 4. Lincoln Agritech Limited Board Appointments 5. Council Succession Planning	To protect the privacy of natural persons	7(2)(a)
<b>Audit, Risk, &amp; Assurance Committee Report to Council</b> 1. Report 2. Minutes from meeting on 18 February 2025 3. Approve 2024-2027 Internal Audit Plan 4. New Catered Hall Business Case Addendum 5. LAL Preferred Tender and Contract Award 6. Treasury Policy Review 7. Key Accounting Matters, incl. Impairment Assessment, Land & Buildings Fair Value Assessment,	To avoid prejudice or disadvantage to the commercial activities of the University To prevent the disclosure or use of official information for improper gain or improper advantage To maintain legal professional privilege	7(2)(h) 7(2)(j) 7(2)(g)

Going Concern Assessment, and Pay Equity Claim Assessment & Disclosure		
<b>Graduating Year Reviews Report</b>	To protect the privacy of natural persons To avoid prejudice or disadvantage to the commercial activities of the University	7(2)(a) 7(2)(h)
<b>Academic Qualifications Summary Report</b>	To avoid prejudice or disadvantage to the commercial activities of the University	7(2)(h)
<b>Monthly Recruitment Report (verbal)</b>	To avoid prejudice or disadvantage to the commercial activities of the University To prevent the disclosure or use of official information for improper gain or improper advantage	7(2)(h) 7(2)(j)
<b>Finance Report</b>	To avoid prejudice or disadvantage to the commercial activities of the University To prevent the disclosure or use of official information for improper gain or improper advantage	7(2)(h) 7(2)(j)
<b>Health &amp; Safety Report</b>	To avoid prejudice or disadvantage to the commercial activities of the University To prevent the disclosure or use of official information for improper gain or improper advantage	7(2)(h) 7(2)(j)
<b>2024 Q4 Wellbeing Report</b>	To prevent the disclosure or use of official information for improper gain or improper advantage	7(2)(j)
<b>Gender Pay Gap Report and HR Dashboard</b>	To protect the privacy of natural persons	7(2)(a)

*I move also that:* Prof Chad Hewitt (Provost), Mr S Hunter (Health, Safety & Wellbeing Manager), Prof Merata Kawharu (Deputy Vice Chancellor, Māori and Pasifika), Mrs E Rooney (Finance Director), Mrs S Roulston (Chief Operating Officer), Mr D Lodge (Deputy Vice-Chancellor, Student Life), Tumuaki-Takirua Te Awhioraki, Mr D Cooper (LUSA President), Mr A Pearson (Property Director), and Mr Nathaniel Heslop (Council Secretary), be permitted to remain at this meeting after the public has been excluded, because of their knowledge of the various matters being discussed. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because of their involvement in the development of reports to Council on these matters.

## MOTION CARRIED

*The public were readmitted to the meeting at 12.58pm*

*Secretarial Note: following the closed session of Council the Chancellor determined the Q4 2024 Wellbeing, Gender Pay Gap, and HR Dashboard reports should be recorded in the open session. The minutes are recorded below and the reports included in the Minutes Attachment (Appendix A).*

### 12. 2024 Q4 Wellbeing Report

The report was taken as read.

Council noted that skills development was the number one reason for employees using counselling sessions with the University EAP provider.

#### Council Resolution

That Council:

1. **RECEIVE** the information in this report.

**Resolution**

## MOTION CARRIED

### 13. Gender Pay Gap Report and HR Dashboard

The report was taken as read.

Council noted that annual leave liability has decreased.

**Council Resolution**

That Council:

1. **RECEIVE** the information in the HR Dashboard.
2. **RECEIVE** the information in this Pay Gap Report.
3. **NOTE** that Pay Gap analysis will be presented annually with the HR Dashboard in November.

*Resolution*

**MOTION CARRIED**

**14. Closure and next Meeting**

The meeting closed at 12.59pm.

The next meeting is scheduled for Tuesday, 25<sup>th</sup> March 2025 at 10:15am and will be held in Memorial Hall at Lincoln Campus.

CONFIRMED THIS 25<sup>th</sup> DAY OF March 2025

**BRUCE GEMMELL**  
**CHANCELLOR**

# **Lincoln University Council**

## **MINUTES ATTACHMENTS**

### **TABLE OF CONTENTS**

#### **Contents**

- 15. ESD Faculty Presentation Slides
- 16. 2024 Q4 Wellbeing Report
- 17. Gender Pay Gap Report and HR Dashboard

*Te Wāhaka ki*

**Faculty of**

*Te Taiao  
te Hāpori Whānui me  
kā Mahi Hoahoa*

**E**nvironment  
**S**ociety and  
**D**esign

**Professor Emma J. Stewart**

*Incoming Interim Dean*

Presentation to Council, 25<sup>th</sup> February, 2025





## ESD Core to Land-Based Specialist University

- As a specialised land-based institution the University takes a broad view of land:
  - Agriculture, agribusiness, conservation and environmental management, tourism and recreation.
- ESD focuses on the human dimensions of whenua across all these key sectors, and explicitly conservation, environment, tourism and recreation.

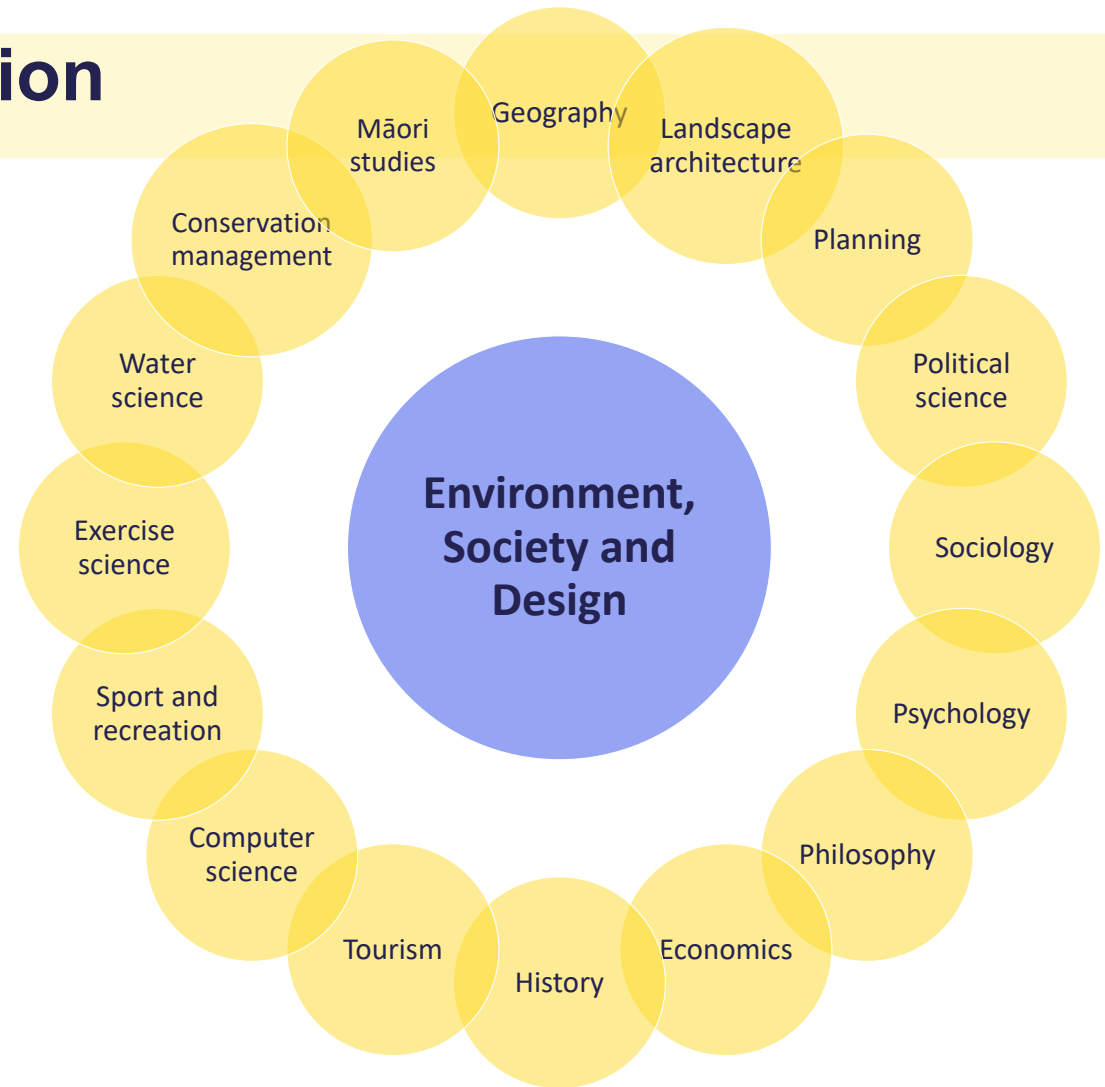


# ESD's Distinctive Contribution

Disciplinary expertise aligns to our land-based sectors:

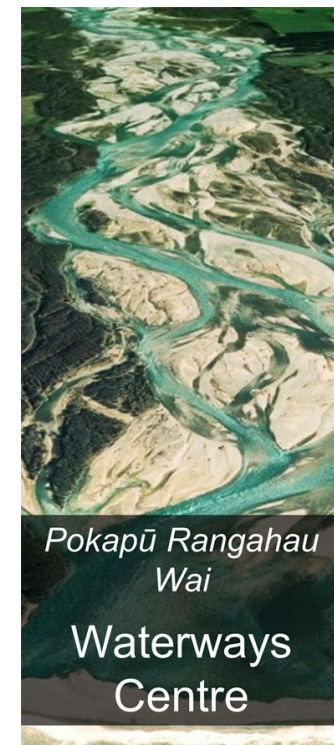
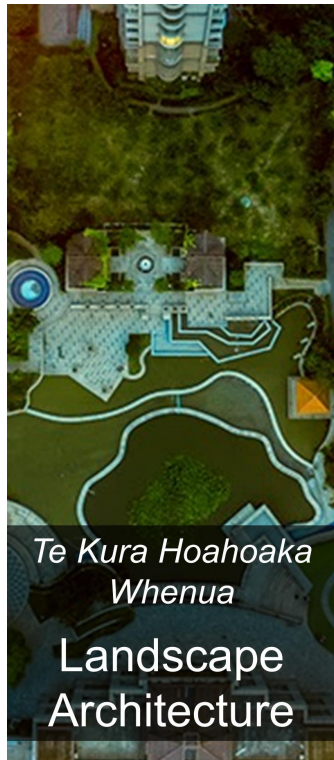
- **Conservation & Environment**
- **Tourism & Recreation**

Support and enable land-based sectors and communities in New Zealand (and beyond) to meet the social and environmental challenges and opportunities of the 21st century.





# Faculty structure



# Workforce data

- **63 Academic Staff**
- **5 Professional Staff**

2025	%	Gender (M/F/NB)	Māori	Pasifika
<b>Professors</b>	20%	55% (m) 45% (f)	1	
<b>Associate Professors</b>	13%	43% (m) 57% (f)		
<b>Senior Lecturers</b>	41%	68% (m) 32% (f)	2	2
<b>Lecturers</b>	26%	64% (m) 36% (f)	1	
<b>Total</b>		<b>61% (m) 39% (f)</b>	<b>4</b>	<b>2</b>

Bachelor's Degrees	Honours Degrees	Graduate / Postgraduate Certificates	Graduate / Postgraduate Diplomas	Research Masters (240cr)	Taught Masters (180cr)	PhD
<b>Bachelor of Environmental Management</b>  <b>Bachelor of Sport and Recreation Management</b>  <b>Bachelor of Sustainable Tourism</b>  <b>Bachelor of Landscape Architecture</b>	B.Env Policy & Planning (Hons)  B.EM (Hons)  B.ES (Hons)  B.SRM (Hons)  B.TM (Hons)  B.LA (Hons)	<b>GCerts:</b> <ul style="list-style-type: none"> <li>Landscape Studies</li> <li>Recreation Management</li> <li>Resource Studies</li> <li>Tourism Management</li> </ul> <b>PGCerts:</b> <ul style="list-style-type: none"> <li>Environmental Management</li> <li>International Rural Development</li> <li>Land and Society</li> <li>Landscape Studies</li> <li>Parks, Recreation &amp; Tourism</li> </ul>	<b>GDips:</b> <ul style="list-style-type: none"> <li>Landscape Studies</li> <li>Recreation Management</li> <li>Resource Studies</li> <li>Tourism Management</li> </ul> <b>PGDips:</b> <ul style="list-style-type: none"> <li>Environmental Management</li> <li>International Rural Development</li> <li>Land and Society</li> <li>Landscape Studies</li> <li>Parks, Recreation and Tourism</li> <li>Water Resource Management</li> </ul>	<b>Master of Applied Science</b> <ul style="list-style-type: none"> <li>Environmental Management</li> <li>International Rural Development</li> <li>Land and Society</li> <li>Parks, Recreation and Tourism</li> </ul> <b>Master of Applied Computing</b> <ul style="list-style-type: none"> <li>Master of Landscape Architecture</li> <li>Master of Water Science and Management (UC)</li> <li>Master of Natural Resources Management and Ecological Engineering (NARMEE, Boku, ELLS partner)</li> </ul>	<ul style="list-style-type: none"> <li>Master of Applied Computing</li> <li>Master of Environment and Agriculture</li> <li>Master of Environmental Policy and Management</li> <li>Master of Parks Management</li> <li>Master of Planning</li> <li>Master of Precision Agriculture</li> <li>Master of Sport and Recreation Management</li> <li>Master of Tourism Management</li> </ul>	
<b>Additional Majors offered across all Bachelor's degrees:</b> Environmental Management; Event Management; Parks and Outdoor Recreation; Tourism Management; Water Management					<b>Key:</b> <b>Online delivery</b> <b>Jointly offered</b> <b>ESD/AGLS</b> <b>Professionally accredited</b>	

## Student numbers and trends

			ESD		LU %
Citizenship	Level	2022	2023	2024	2024
Domestic	Undergraduate	251	223	215	14%
Domestic	Postgraduate	201	467	675	54%
Domestic	Masters – Research	11	10	8	22%
Domestic	PhD	13	13	14	21%
International	Undergraduate	40	47	39	19%
International	Postgraduate	19	54	106	27%
International	Masters – Research	5	15	15	38%
International	PhD	24	20	21	19%
Total		563	849	1093	29%

# Using the LU Strategic Plan to uplift performance

- In response to a suite of challenges ESD undertook a re-fresh across:
  - Academic programmes
  - Partnerships
  - Research
- Underpinned by the wider strategic goals of the University:

**Strategic Goal # 1: A distinctive Aotearoa NZ end-to-end student experience**

**Strategic Goal # 3: A culture that stimulates staff and students**

**Strategic Goal # 4: World-class research and teaching**

**Strategic Goal # 5: An organisation focused on meaningful partnerships**

**Strategic Goal # 6: Facilitating student growth**

# Refresh of Academic Programmes

- **Online Development** (MPlan; MEPM; MTM)
- **Refresh** e.g. BTourism Mgt > BSustTourism Mgt
- **Closure** of low enrolment courses and programmes (BES)
- **Managing** exponential growth (MAC)
  
- **Next 12 months** (led by Associate Dean Academic)
- Course profitability model
- Suite of new Master's programmes
- Joint Masters of Sustainability (UC, ARA)
- HZAU - Master of Environmental Policy and Management (MEPM)



**Strategic Goal # 4:**  
World-class  
research and  
teaching



# Developing meaningful Partnerships

- Signing of key MOUs (ECan/PLF)
  - SDC (Rolleston's New District Park)
  - University of Canterbury (Waterways)
  - Euro League of Life Sciences (Boku)
- 
- **Next 12 months**
  - Visits to key ELLS partners
  - Align with PROs
  - Developing research connections in China (HZAU and elsewhere)

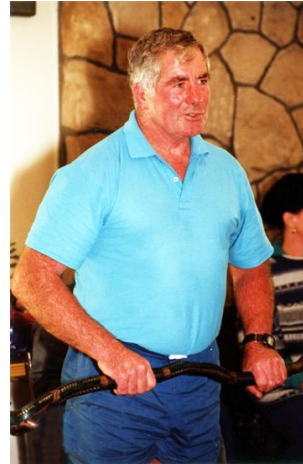


**Strategic Goal # 5:**  
An organisation  
focused on  
meaningful  
partnerships

# Leveraging meaningful conservation partnerships



\$175, 000 for  
DOC  
scholarships  
38 awarded



New Masters in  
Parks Management  
developed in 18  
months in response  
to sector needs





# Uplift in Research Performance

- **Strategic appointments** (bringing \$12m between them)
  - Professors (x2)
  - Research-intensive senior lecturers (x4)
- **Strategic dispersal** of internal research funds (incubates, fellowships etc.)
- **External research income** (e.g. Horizon, Bio-Protection)
- **Research Higher Degree scholarships** (e.g. GEF - Gustavo Fonseca Scholarship; Tait)
- **Recognising success** (Royal Society Companion)
- **Next 12 months (led by Associate Dean Research)**
- Evaluate initiatives aimed at uplifting research performance
- Establishment of flagship Lincoln-based Waterways Lab

**Strategic Goal # 3:**  
A culture that  
stimulates staff and  
students

New Companion: Professor  
Jacky Bowring

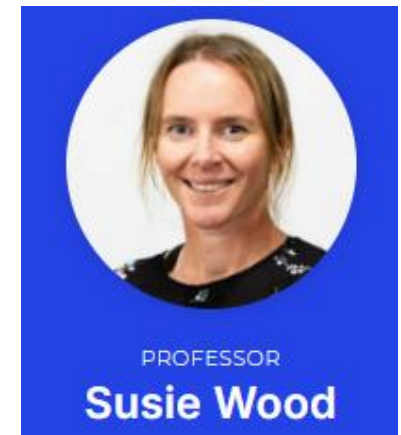


Professor Jacky Bowring has been elected as a Companion of Royal Society Te Apārangi for her innovative career and scholarship in landscape architecture

**Strategic Goal # 4:**  
World-class  
research and  
teaching

# Strategic Appointments – Dr Susie Wood Co-Director of Joint Waterways Centre

- Globally recognised freshwater scientist:
  - Currently the co-programme leader of MBIE Endeavour funded ‘Our lakes, our future’ (\$12M, 5 years)
  - Smart Idea: Advance molecular techniques to help prevent lake degradation (\$1M, 3 years).
- Create a globally significant freshwater research programme at LU
- Co-directorship is an opportunity to re-balance partnership with UC



H-index 58  
230+ journal  
articles  
10,000+  
scholarly  
citations

# Enhance lives and grow the future

- **Faculty Plan (2024 – 2028)**

- Drive Faculty Plan through Associate Dean portfolios
- Workforce Plan
- Alignment to land-based sector bodies

- ESD is core to Lincoln University's vision to be a top-five globally ranked land-based institution

- Under '**one roof**' in line with our shared values



Kia ora  
kia korero tatou!



**LINCOLN**  
UNIVERSITY

TE WHARE WĀNAKA O AORAKI





**LINCOLN**  
**UNIVERSITY**  
TE WHARE WĀNAKA O AORAKI



## Vice-Chancellor's Office

Version: 1

### Quarterly Staff Wellbeing Report – Quarter 4 2024

Author/s: Health, Safety and Wellbeing Manager

SLT Authoriser: Karen McEwan, Executive Director, People, Culture and Wellbeing

Date: 19/02/2025

## 1. Purpose

The purpose of this report is to provide a progress update for the months of October to December 2024 on Staff Wellbeing and upcoming Staff Wellbeing activities in 2025.

## 2. Content

Wellbeing Summary and Dashboard.

## 3. Recommendations

That Council note the information provided.

## 4. Wellbeing Summary

The Health, Safety and Wellbeing team are assessing current wellbeing initiatives and identifying other beneficial wellbeing initiatives which best support our people aligned to the six university Wellbeing Strategy principles. The following statistics provide measurable staff wellbeing data to support positive mental health outcomes in the areas of staff self-reported wellbeing status, absenteeism, staff turnover, use of EAP services, and access to wellbeing programme initiatives. This information is used to identify trends at the earliest opportunity and take appropriate actions.

### Absenteeism

Sick Leave								
	2024 Q1		2024 Q2		2024 Q3		2024 Q4	
Employment Type	Hours	Days (Hrs/7.5)	Hours	Days (Hrs/7.5)	Hours	Days (Hrs/7.5)	Hours	Days (Hrs/7.5)
Academic	1,000	133	1,965	262	1822	243	1386	184
Gen Serv, IEA	6776	903	7737	1032	6716	895	4480	597
<b>Total Uni</b>	<b>7,776</b>	<b>1,036</b>	<b>9702</b>	<b>1294</b>	<b>8538</b>	<b>1138</b>	<b>5866</b>	<b>781</b>

#### *Clearhead EAP Provider*

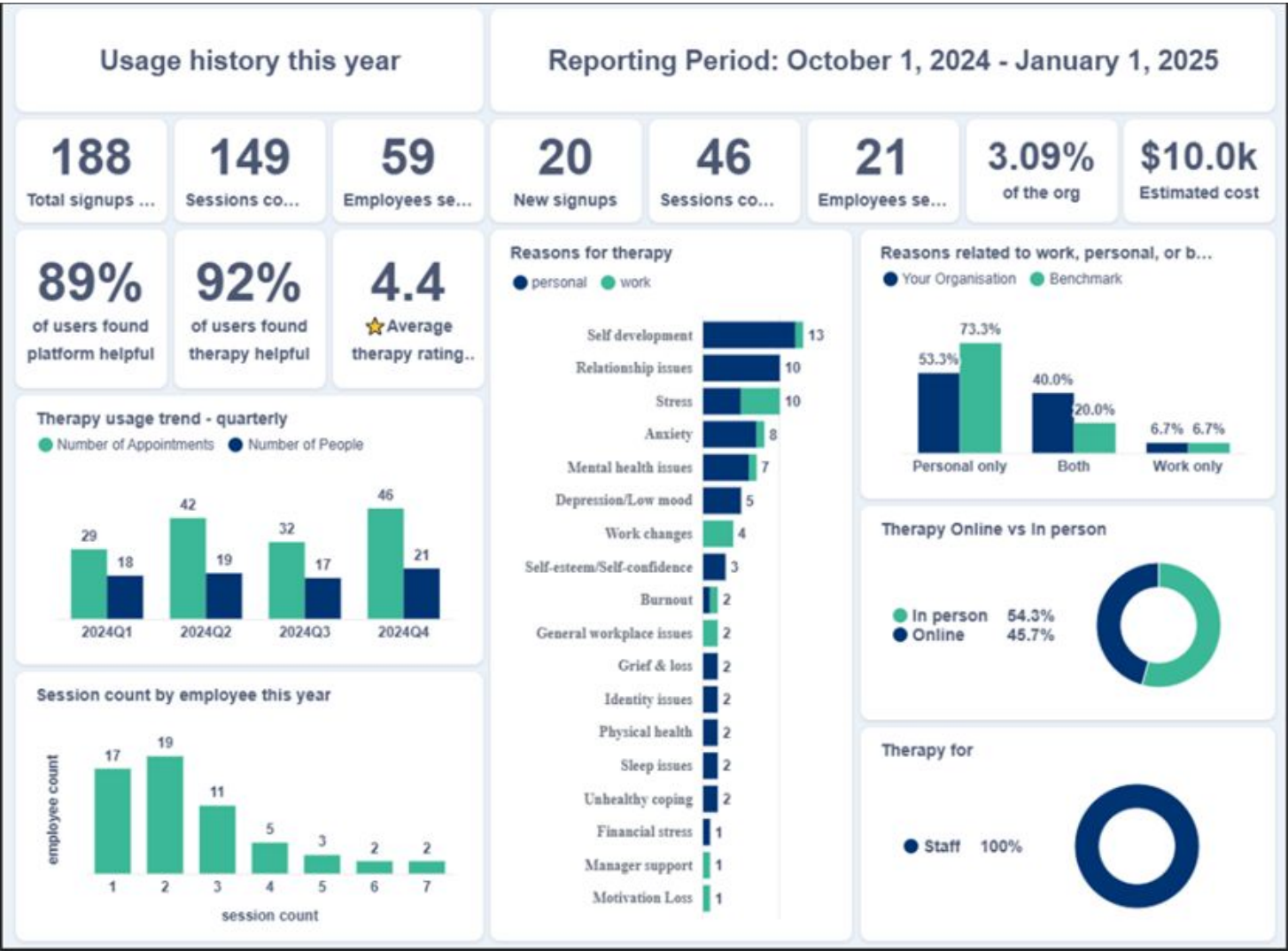
The Health, Safety and Wellbeing team are reviewing data from the Wellbeing dashboard with the intent to provide meaningful insights *behind* the statistics and will work closely with Clearhead to monitor their performance and quality services provided, aligned to staff requirements and university expectations. 21 staff members used *the Clearhead* platform over the reporting period (1 October 2024 to 31 December 2024) identifying the following reasons for seeking support:

- Self-development, relationship issues, mental health issues, anxiety, stress, work changes, burnout, depression/low mood, general workplace issues, identity issues, grief and loss, physical health, sleep issues, unhealthy coping, financial stress, manager support and motivation loss.

The figures below are an *estimate* of therapy received and invoiced in the last quarter, please note this number can therefore change slightly retrospectively due to invoices for the quarter that are processed outside the quarter.



Wellbeing  
Dashboard





### Wellbeing Activities

Please note: The following activities, events and promotions/campaigns where repetitive, may not be included in future reports, we will focus on new initiatives (please refer to Wellbeing annual promotions/campaigns below) and celebrating success stories/achievements where available.

#### 2024 regular wellbeing activities included, but were not limited to the following:

- Online induction for all new permanent and fixed-term staff (emailed to staff on their first day of employment).
- Check-in visit by HR staff within first month of employment.
- Email check-in by HR staff within first month of employment.
- Staff Orientation held on 7 and 8 February and 3 and 4 July 2024.
- Invitation to new staff to the monthly Wellbeing Staff Morning Tea (held the last Wednesday of each month February to November).
- Regular updates on the Wellbeing page of the Hub including monthly resources from *Clearhead* and *Pride Pledge*, posts promoting upcoming staff clubs and activities (e.g. regular Wednesday Walking group, ASAP club, LU Choir, Gym activities etc.) as well as staff acknowledgements and positive LU news stories.
- Wellbeing commentary is captured in the exit interview summary.

#### 2024 wellbeing events on campus included:

- Weekly walking group, small but enthusiastic group, higher number of participants during months with more settled weather.
- Weekly Campus Choir, a small but regular weekly group.
- Monthly Staff Morning Tea at Mrs. O's, with prize draws, subsidised drinks, and snacks provided. The last staff Wellbeing morning tea in November 2024 was very well received by those staff who attended due to the fun Christmas activity of decorating Kiwana themed Christmas Tree decorations.
- ASAP Friday get together in Waimarie, weekly well-attended event.
- LU Staff Book Club. Staff meet informally to connect with colleagues from across the campus over a good book.
- Wellbeing sessions are incorporated into the Staff Bites lunchtime training series. Presenters from Kaitiaki Hauora are introduced and their research interests are promoted on the Hub.

#### Wellbeing annual promotions/campaigns:

Upcoming promotions/campaigns in 2025 will include but are not limited to the following:

- Heart Health Awareness Month – February 2025.
- Ovarian Cancer Awareness Month – February 2025.
- International Day of Women and Girls in Science – 11 February 2025.
- Hearing Awareness Month – March 2025.
- Zero Discrimination Day – 1 March 2025.

- National Children's Day – 2 March 2025.
- International Women's Day – 8 March 2025.
- Christchurch Pride Festival – 1-30 March 2025.
- Brain Awareness Week – 10-16 March 2025.
- Trans Day of Visibility – 31 March 2025.
- International Asexuality Day – 6 April 2025.
- World Day of Safety and Health at Work – 28 April.
- Lesbian Visibility Week – 21-27 April 2025.
- World Smokefree May – 1-31 May 2025.
- New Zealand Sign Language Week – 6-12 May 2025.
- International Day of Families – 15 May 2025.
- International Day Against Homophobia, Biphobia and Transphobia – 17 May 2025.
- Pink Shirt Day (stop bullying) – 16 May 2025.
- International Day for Biological Diversity – 22 May 2025.
- Youth Week – 19-25 May 2025.
- Global Pride Month and Sweat with Pride – all June 2025.
- World Environment Day – 5 June 2025.
- Men's Health Week – 9-15 June 2025.
- National Volunteer Week – 15-21 June 2025.
- Matariki (Māori New Year) – 20 June 2025.
- World Refugee Day – 20 June 2025.
- International Non-Binary People's Day – 14 July 2025.
- International Day of Friendship – 30 July 2025.
- International Day of World's Indigenous Peoples – 9 August
- Women's Health Week/Te Wiki Hauora Wāhine – 11-17 August 2025.
- International Youth Day – 12 August 2025.
- Te Rā Daffodil, Daffodil Day (Cancer Society) – 29 August 2025.
- Random Acts of Kindness Day New Zealand – 1 September 2025.
- World Suicide Prevention Day – 10 September 2025.
- Mental Health Awareness Week – 15-21 September 2025.
- Te Wiki o Te Reo Māori (Māori Language Week) – 15-22 September 2025.
- International Day of Peace – 21 September 2025.
- Cervical Screen Awareness Month – September 2025.
- Blue September, Prostate Cancer Awareness Month – September 2025.
- Gynaecological Cancer Awareness Month – September 2025.
- Conservation Week – 1-7 September 2025.
- Bisexuality Day – 23 September 2025.
- Breast Cancer Awareness Month – October 2025.
- World Teachers Day – 5 October 2025.
- World Mental Health Day – 10 October 2025.
- International Pronouns Day – 15 October 2025.
- Diwali – Festival of Lights – 20 October 2025.
- Asexual Awareness Week – 23-29 October 2025.
- 'Movember' Men's Health Month – November 2025.
- World Kindness Day – 13 November 2025.
- Transgender Awareness Week – 13-19 November.
- World Children's Day – 20 November 2025.
- White Ribbon Day, International Day for the Elimination of Violence Against Women – 25 November 2025.
- World AIDS Day – 1 December 2025.
- World Human Rights Day – 10 December 2025.

#### Staff Wellbeing page of the Hub:

The Staff Wellbeing component, populated by the university HR Administrator, of the HUB has become very active. Based on staff feedback, the component has become a valuable asset for staff to gain insight, resources, and free webinars to attend. News articles and notice of upcoming local events are also posted regularly. The Wellbeing component is also populating information regarding mental health resources provided by Clearhead.

## 5. Policy Framework Implications

### Strategic Alignment

This report supports the University's Strategic Plan 2019-2028:

Goal: A culture which stimulates and inspires staff and students.

### Policy Consistency

The recommendation is consistent with Council's Plans and Policies.

## 6. Strategic and Policy Framework Implications

<i>Strategic alignment with priority objective areas in Lincoln University Strategy 2019-2028</i>	<b>Goal 1</b>	A distinctive Aotearoa New Zealand end-to-end student experience	<input checked="" type="checkbox"/>
	<b>Goal 2</b>	Improved assets and sustainable operating models	<input checked="" type="checkbox"/>
	<b>Goal 3</b>	A culture which stimulates and inspires staff and students	<input checked="" type="checkbox"/>
	<b>Goal 4</b>	A world-class research and teaching precinct	<input checked="" type="checkbox"/>
	<b>Goal 5</b>	An organisation focussed on meaningful partnerships	<input checked="" type="checkbox"/>
	<b>Goal 6</b>	Facilitating Growth	<input checked="" type="checkbox"/>



## Vice-Chancellor's Office

Version:

## Preliminary Gender Pay Gap Report and HR Dashboard

Author/s: Jacinda Hampton

SLT Authoriser: Karen McEwan

Date: Feb 2025

### 1. Purpose

This report was generated by a request from Council to receive a gender pay gap report.

The purpose of this report is to provide Council with information on the level of pay for males and females at Lincoln University.

The purpose of the HR Dashboard is to provide SLT and Council with high level staff demographics, headcount and FTE as well as recruitment and training numbers.

### 2. Content

1. [Appendix 1 – HR Dashboard – Quarter 4 2024](#)
2. [Appendix 2 – Gender Pay Gap statistics in graph and table form.](#)

### 3. Recommendations

That Council:

1. **RECEIVE** the HR Dashboard
2. **RECEIVE** the information in this Pay Gap Report

**NOTE** that Pay Gap analysis will be presented annually with the HR Dashboard in November.

### 4. Executive Summary

The HR Dashboard is reported for Quarter 4 2024. Key highlights include:

#### 2024 Turnover

Quarter 1 remained relatively stable from 2023 with an overall increase of 0.7% including a decrease of 2.1% of staff on IEAs and an increased turnover of 6.1% staff on the Services Collective.

Quarters 2, 3 and 4 saw a decrease in turnover with the highest being 2.8% in Quarter 2 with a decrease of 6% and 4.1% of staff on the Services and General Collectives respectively.

## Recruitment

Overall, the 2024 recruitment numbers decreased around 15 to 20%. New positions decreased 17.7%, replacement positions by 20.4%, casual contracts 16.4% and Contracts for Service 16.7%. The average days open within Snaphire decreased significantly by 53.8% from 331 in 2023 to 153 in 2024.

The University placed 113 adverts with Seek, slightly down from 119 ads placed in 2023.

## Headcount and FTE

2024 has seen an increase in Headcount of 27 and FTE of 24.1. This increase is predominantly made up of Lecturer/Research Officers and staff in positions on the General Collective Agreement (GEN). All other positions have remained stable.

The figures are calculated in Tableau by pulling data from HCM Peoplesoft via a SQL code.

## 2024 L&D Programme

The 2024 L&D programme engagement again saw a significant increase of 5.5% from 2023 with a total of 901 attendees. Again, there was a large increase of 22% in attendance of staff on the General Collective and a decrease of 14.9% in Academic attendees. The Orientation Days introduced in 2023 with the collaboration of LTL, HR and RMO continue to be a great success with a 22% increase in attendance on Day 1. The focus in 2024 continued on the Leadership Development Programme and the Principles of Te Tiriti O Waitangi and Introduction to Basic Reo Māori courses.

## Annual Leave Liability

Annual leave liability has decreased by 21% from the beginning of December 2024 to the end of January 2025. This is a decrease of 21,856 hours and a decreased cost of \$1,132,444. This is due to the Annual closedown period and is a consistent trend each year.

Compared to the same time the previous year (December 2023) the Annual Leave liability was up 9.2% with a financial liability of \$529,785. The leave balance at the end of 2024 sat at 99,180 hours and a financial liability of \$5,193,773. However, as noted above this is currently less due to the leave taken in January 2025 with a current financial liability of \$4,204,393.

## Pay Equity Claims

Lincoln University is currently part of a Multi-Employer Process Agreement (MEPA) with the eight Universities of NZ to two Pay Equity Claims under the Equal Pay Act 1972. These claims were raised in September 2022 and cover Administration and Clerical and Library Assistance workers. The project is managed by Universities NZ and a working party of HR Directors, Data Analysts and Project Managers from all eight Universities meet each month. At present negotiations of what job roles will be included under the two claims are taking place and expected to take some time. The next steps are the assembly and training of a team of interviewers to conduct random interviews with staff in each claim and will be proportioned across the eight Universities according to size. This is expected to take 6 to 12 months and at completion will form the negotiations as to whether there will be any amendments to salaries. There is not expected to be a financial outlay for the Universities until at least the middle of 2026.

### Collective Bargaining

The University, TEU, PSA and Etū ratified early December 2024 on all three Collective Agreements. The Terms of Settlement are as follows:

- Salaries in the Collective Agreements will increase by 4% for employees paid below \$100,000 per annum and 3% for employees paid above \$100,000 per annum. Salary increases will apply to paid and printed rates.
- Allowances where applicable (non-reimbursing) will increase by 3%.
- Salary progression steps will be set at a minimum of \$2,000 (on a full-time equivalent basis).
- Agreed Academic salary scales changes include adjusting the starting scales of Tutor – Senior Lecturer.
- Associate Professor scale is adjusted by \$2,913 increase to not overlap with the top of the Senior Lecturer above the bar scale.
- Professional Teaching Fellows will be included in the salary scales of the Academic Collective Agreement.

The parties also agreed to delay by three calendar months, 1 April 2025, the passing on of terms of settlement to non-union employees of Lincoln University.

Union Member increases were paid on 14 February 2025 effective 1 January 2025.

The Gender Pay Gap report is **attached**. Key highlights include:

- Pay Gap Analysis was conducted. This showed overall that there was a 14.9% higher pay rate for male than female staff members.
- Across the Academic scales the pay rate was higher for male Professors than females (17.8%) and Senior Lecturers (7.52%). For Senior Tutors, the pay rate presented higher for females than males (12.08%).
- The difference in Professors reflects the lack of progression and appointment of female Professors and the long tenure of current male Professors.
- A key focus in this area has been the encouragement from Deans/Directors of female staff to apply for promotion, apply for Appointment to Professor and engage in the University's Leadership Development programme.
- 2024 Promotion data shows the percentage of female staff eligible for promotion was 37% with the percentage of female applicants at 33%. The success rate for females was 95% compared with the success rate for males of 88%.
- The terms Pay Equity and Gender Pay Gap are often confused. The gender pay gap relates to the difference between men and women. Pay Equity or equal pay relates to the question of whether men and women are paid equally for equal work. Most Pay Equity claims are usually in female dominated positions. Lincoln University is currently in the process of two Pay Equity Claims for Admin and Clerical workers and Library Assistance workers.

## 5. Resource Implications

The initial Gender Pay Gap report has taken considerably more time to produce than expected with heavy manual manipulation required and working around BAU. The November report will require additional work to include the extra information and update the figures to the current data which again will require manual manipulation and time to initially set up any automatic processes that can be done. This information report provides historical data on the pay of staff at Lincoln University.

## 6. Strategic and Policy Framework Implications

<i>Strategic alignment with priority objective areas in Lincoln University Strategy 2019-2028</i>	<b>Goal 1</b>	A distinctive Aotearoa New Zealand end-to-end student experience	<input type="checkbox"/>
	<b>Goal 2</b>	Improved assets and sustainable operating models	<input type="checkbox"/>
	<b>Goal 3</b>	A culture which stimulates and inspires staff and students	<input checked="" type="checkbox"/>
	<b>Goal 4</b>	A world-class research and teaching precinct	<input type="checkbox"/>
	<b>Goal 5</b>	An organisation focussed on meaningful partnerships	<input type="checkbox"/>
	<b>Goal 6</b>	Facilitating Student Growth	<input type="checkbox"/>

### Strategic Alignment

This report supports the Lincoln University Strategy 2019-2028 by providing analysis of gender pay gap in the workforce.

### Policy Consistency

This decision is consistent with the University's Plans and Policies.

Several policies touch on the subject of equality, diversity and inclusion including but not limited to, The Recruitment Policy, Equal Opportunity in Employment Policy and Prevention of Bullying and Harassment Policy.

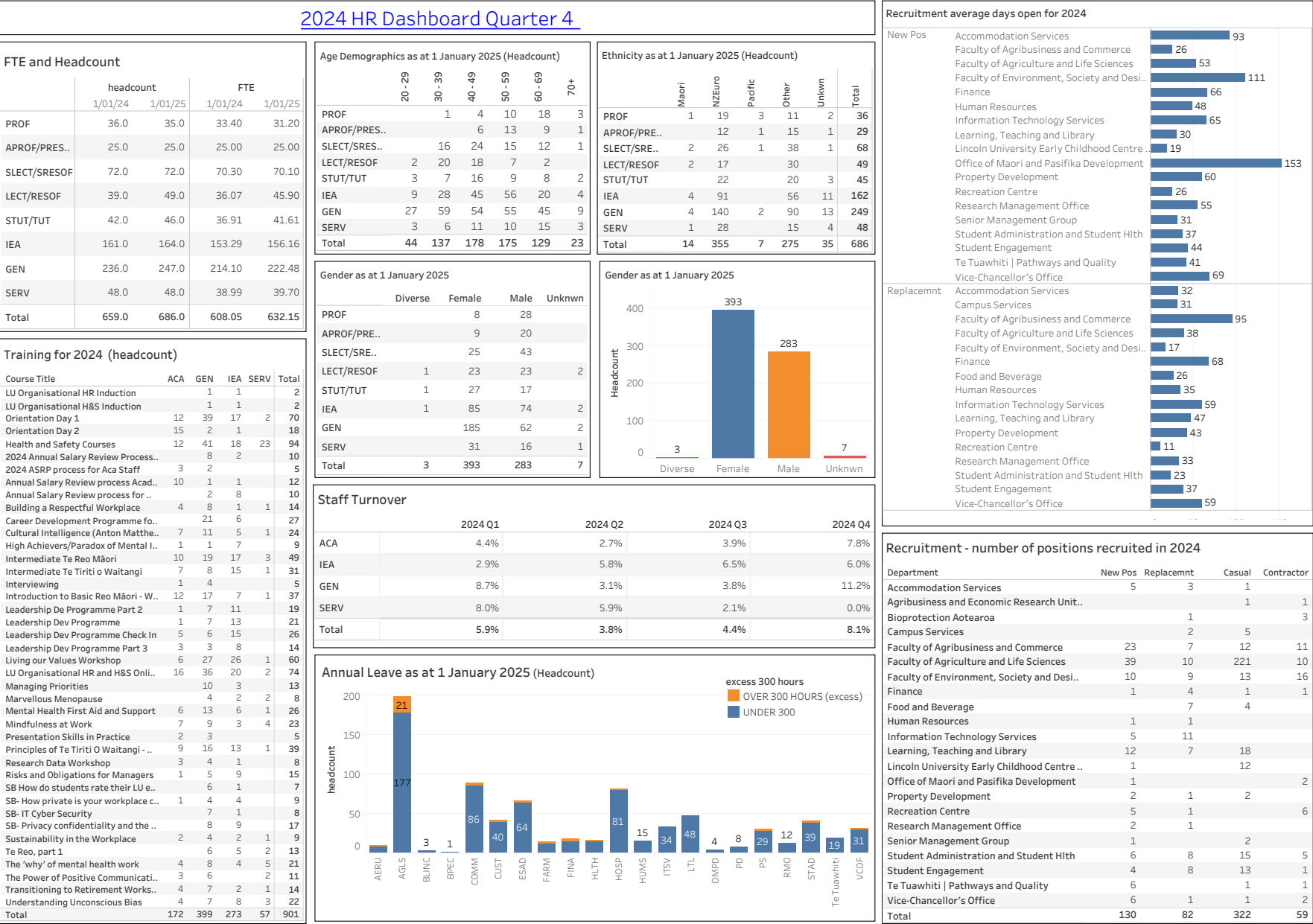
## 7. Next Steps

A comprehensive Gender Pay Gap report to be provided annually covering the following:

- How the policies relate to the Gender Pay Gap
- Plans to address any Gender Pay Gap issues after analysis of the data
- What plans/training we already have in place
- Gender Pay Gap figures by age groups
- Gender composition and pay gap by quartiles
- An update of numbers of the gendered promotion applications and results from the 2025 Annual Salary and Promotions Process

Council Meeting - 25 March 2025 - Confirmation of the Minutes of the Previous Meeting

Appendix 1





## Appendix 2

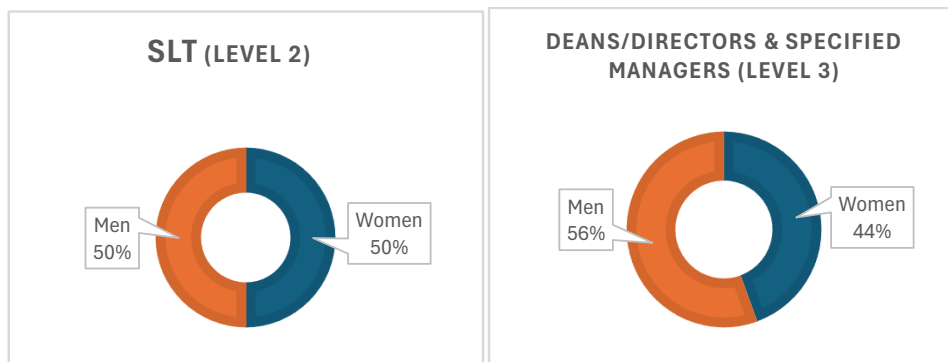
**Median Hourly Rate by Gender at Lincoln University**

		No. of female staff	Female	No. of male staff	Male	Pay Gap
Overall		412	\$40.07	299	\$47.10	<b>14.92%</b>
Academic	PROF	7	\$72.99	30	\$88.89	<b>17.88%</b>
	APROF/PRESOF	10	\$65.08	20	\$66.20	<b>1.68%</b>
	SLECT/SRESOF	27	\$54.14	43	\$58.55	<b>7.52%</b>
	LECT/RESOF	28	\$46.50	24	\$47.10	<b>1.28%</b>
	STUTI	18	\$41.53	14	\$43.24	<b>3.97%</b>
	TUTI	9	\$33.75	4	\$30.12	<b>-12.08%</b>

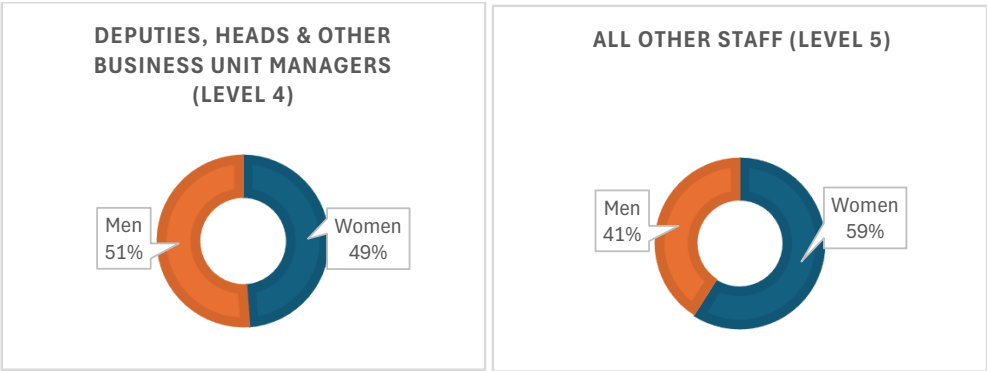
Agreement Type	No. of female staff	Female	No. of male staff	Male	Pay Gap
ACA	99	\$48.33	136	\$58.95	<b>18.02%</b>
GEN	196	\$35.81	74	\$36.17	<b>0.10%</b>
SERV	31	\$27.93	16	\$30.74	<b>9.15%</b>
IEA	86	\$53.95	73	\$52.68	<b>-2.43%</b>

**GENDER COMPOSITION AND PAY GAP BY ROLE**

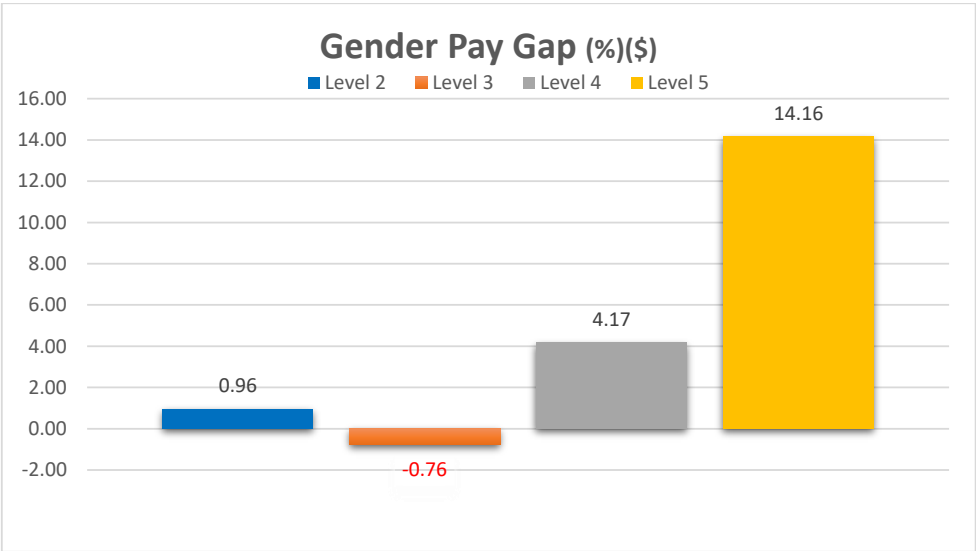
The levels are determined by the Delegations Policy Levels and Descriptions

**Gender Composition (%) (Headcount)**

Appendix 2



The Levels for the Below Graph are the same as above which are Determined by the Delegations Policy Levels and Descriptions (Level 2- Senior Leadership Team, Level 3- Deans, Directors and Specified Managers, Level 4- Deputies, Heads and Other Business Unit Managers, Level 5- All Other Staff)



# Council Meeting - 25 March 2025 - Matters Arising from the Minutes

Action Number	Action Summary	Action Type	Originating Meeting	Destination Meeting	Responsibility	Due Date	Notes
<b>Completed Actions since 25 February 2025</b>							
649	Meaningful Partnerships Program Framework Report	Report	Council	Council	Hewitt, Chad	25/03/2025	Council requested a report to inform what framework the University uses to decide whether to enter a partnership agreement.
<b>In Progress</b>							
643	Improve the information provided in the Health & Safety Report	Update Report	Council	Council	Hunter, Steve		Met Health & Safety Manager and will be updating H&S report throughout 2025.
635	Education Performance Indicators (EPI) Dashboard	Update Report	Council	Council	Lodge, Damian & Pierce, Kelly		Council suggested a dashboard that provides information on Education Performance indicators across all courses & shaping the agenda against strategy so that Council can understand success against strategic initiatives and measures of success.
650	Course Profitability Reports.	Report	Council	Council	Hewitt, Chad		Council requested <i>each Faculty</i> develop a course profitability model and present to Council.



## Chancellor's Office

Version: 1.0

## Chancellor's Meetings & Correspondence

Author/s: Nathaniel Heslop

Date: 17 February 2025

### Purpose

This report summarises the stakeholder meetings undertaken by the Chancellor in between 26 February 2025 through to Council on 25 March 2025.

### Executive Summary

#### Stakeholder meetings

26 February 2025	Lincoln Agritech Limited Board Meeting
4 March 2025	Lincoln University Foundation and LUCT Trustee Meeting
18 March 2025	Audit, Risk, & Assurance Committee

#### Other Engagements

5 February 2025	Meeting with CEO Lincoln Agritech Limited
14 February 2025	Meeting with CEO Lincoln Agritech Limited
5 March 2025	Chair Chancellors Group UNZ Meeting
Various	Meetings with Vice Chancellor

#### Correspondence

19 February 2025	Letter from Prof. Sir John Walker
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## Vice-Chancellor's Office

Version: 2.0

### Proposal to Establish a People and Culture Committee

Author/s: Nathaniel Heslop

Date: 19/03/2025

## Purpose

This report assists Council in deciding whether to establish a People and Culture Committee. The report was prepared by the Council Secretary at the request of Council late 2024.

## Content

1. Recommendations
2. Executive Summary
3. Resource Implications
4. Strategic and Policy Framework Implications
5. Next Steps
6. **Appendix A: Draft People and Culture Committee Terms of Reference**

### 1. Recommendation

That Council **RESOLVE** to:

1. **RECEIVE** the information in this report.
2. **ENDORSE** the proposal to incorporate people and culture functions into a Committee of Council.
3. **APPROVE** renaming the Appointment and Remuneration Committee to the People and Culture Committee, effective immediately.
4. **REFER** the draft terms of reference in Appendix A to the newly named People and Culture Committee for further review.
5. **NOTE** that the People and Culture Committee will bring a recommendation to Council on the terms of reference and membership at a future Council meeting.

### 2. Executive Summary

This report proposes incorporating the functions of a People and Culture Committee into the Appointment and Remuneration Committee and renaming it the People and Culture Committee.

Council currently receives various reports on staff wellbeing and culture, which provide a baseline for evaluating Lincoln University's practices. .

Lincoln University's key strategic priorities include:

- A distinctive, end-to-end student experience.
- A culture that stimulates and inspires all staff and students.
- World-class research and teaching with impact in land-based sectors.
- An organization focused on meaningful partnerships.

Council must decide whether to create a dedicated committee for these functions or allocate more time for these reports during its meetings.

If approved, the People and Culture Committee will meet quarterly and elevate the visibility of these issues, maintaining oversight of the Council's employment relationship with the Vice Chancellor."

### Pros of establishing a People and Culture Committee

**Strategic Alignment:** The committee can ensure that human resources policies and practices are aligned with the university's strategic goals. This alignment helps the university achieve its long-term objectives by fostering a supportive and productive work environment.

**Enhanced Culture:** A positive work environment leads to higher levels of engagement and productivity. A committee can have a more focussed look at systems in place to promote recognition and professional development opportunities. By promoting a positive culture and supporting staff development, the committee enhances the overall experience for both staff and students.

**Risk Mitigation:** The committee can play an important role in identifying and mitigating risks related to human resources. This includes compliance with employment laws, managing workplace conflicts, and addressing issues related to staff well-being.

**Compliance and Best Practice:** The committee can ensure that the university complies with employment laws and regulations, reducing the risk of legal issues. It also promotes best practices in human resources management.

**Employee Engagement & Retention:** A focus on employee engagement and well-being can lead to higher retention rates and lower turnover. Engaged employees are more likely to stay with the university and contribute to its success, lowering 'presenteeism' and engaging our staff in activities that contribute to the University strategic goals.

### Cons of establishing a People and Culture Committee

**Resource Intensive:** Establishing and maintaining a People and Culture Committee requires time and resources. This includes administrative support, meeting time, and potential costs associated with implementing committee recommendations, if adopted by Council.

**Potential for Bureaucracy:** The committee may introduce an additional and unnecessary layer of oversight, which can slow down decision-making processes and create inefficiencies. Committees of Council at Lincoln are not delegated decision making authority. Following a committee meeting a 'Report to Council' will be prepared to inform Council of the business of the committee.

**Risk of Ineffectiveness:** Without clear goals, a clear mandate, effective leadership, and regular evaluation, the committee's efforts may not translate into meaningful changes or improvements. If not well-chaired, the committee may fail to achieve its objectives.

**Resistance to Change:** Staff may resist changes proposed by the committee if following a review of existing systems and processes Council recommend a change(s).

**Overlapping Responsibilities:** The committee's responsibilities may overlap with those of other governance bodies or administrative units, leading to confusion and potential conflicts.

### Balancing the Pros and Cons: Key Considerations

**Scope and Mandate:** To maximize benefits and minimize drawbacks, the committee's scope and terms of reference must be clear. A well-defined term of reference could prevent overlap and bureaucracy.

**Integration with Governance:** Positioning the committee as a committee of Council will streamline authority and resource use while maintaining its visibility. Several reports are already prepared for Council and can be given greater focus and attention at committee than Council.

**Metrics of Success:** Establish measurable outcomes—e.g., improved staff retention rates, higher student satisfaction scores, or reduced cultural incidents—to justify its existence and counter scepticism.

### Proposed terms of reference

**Appendix A** provides a proposed terms of reference for this committee.

Consideration was given to the terms of reference after referring to the Terms of Reference for People and Culture committees from New Zealand companies, Council Controlled Organizations, and a range of universities in New Zealand and Australia.

The proposed terms of reference for the People and Culture Committee focus on strategic oversight rather than duplicating existing operational HR reporting. Key responsibilities include:

- **Succession Planning:** Oversee succession planning for the Vice Chancellor and Senior Leadership Team.
- **Vice Chancellor Recruitment:** Manage the recruitment and employment process for the Vice Chancellor, including conducting interviews and recommending candidates to the Council.
- **Performance Review:** Manage the annual review process for the Vice Chancellor, including:
  - Setting Key Performance Indicators (KPIs).
  - Evaluating performance against KPIs.
  - Recommending any variations to remuneration and employment terms.
- **HR Strategy Endorsement:** Endorse Lincoln University's HR Strategy to the Council and monitor progress against the strategy and cultural aspirations in alignment with university values.
- **Effectiveness Monitoring:** Monitor and evaluate the effectiveness of HR strategies, ensuring they meet strategic goals.
- **Remuneration Practices:** Review Lincoln University's remuneration practices and policies to ensure they support the university's strategies and plans.
- **HR Policy Management:** Manage and review HR policies to ensure compliance and alignment with university strategy and values.

These functions complement existing HR reporting by providing a higher-level, strategic perspective, focusing on policy development, cultural initiatives, and risk management, rather than operational metrics.



### 3. Resource Implications

There are no resource implications with this decision, any additional reporting can be met through existing staffing levels and committees of Council predominantly meet online via MS Teams.

### 4. Strategic and Policy Framework Implications

<i>Strategic alignment with priority objective areas in Lincoln University Strategy 2019-2028</i>	<b>Goal 1</b>	A distinctive Aotearoa New Zealand end-to-end student experience	<input checked="" type="checkbox"/>
	<b>Goal 2</b>	Improved assets and sustainable operating models	<input checked="" type="checkbox"/>
	<b>Goal 3</b>	A culture which stimulates and inspires staff and students	<input checked="" type="checkbox"/>
	<b>Goal 4</b>	A world-class research and teaching precinct	<input checked="" type="checkbox"/>
	<b>Goal 5</b>	An organisation focussed on meaningful partnerships	<input checked="" type="checkbox"/>
	<b>Goal 6</b>	Facilitating Growth	<input checked="" type="checkbox"/>

#### Strategic Alignment

The establishment of a people and culture committee supports the Lincoln University Strategy 2019-2028 by:

#### Goal 1: A Distinctive, Aotearoa New Zealand, End-to-End Student Experience

- **Role of the Committee:** ensuring that staff are well-supported and equipped to provide an enriching student experience. This includes professional development for staff to enhance their teaching and support skills, promoting a culture of student-centred service, and ensuring staff well-being to maintain high levels of engagement and performance.
- **Advancement:** By fostering a supportive and inclusive environment for staff, the committee indirectly enhances the student experience, contributing to higher student satisfaction and success.

#### Goal 2: Improved Assets and Sustainable Operating Models

- **Role of the Committee:** promoting sustainable practices within the university's human resources policies, such as encouraging remote work where feasible, supporting green initiatives, and ensuring that staff are trained in sustainability practices.
- **Advancement:** By embedding sustainability into the university's culture, the committee helps the university achieve its goal of being an exemplar of sustainable practices.

#### Goal 3: A Culture Which Stimulates and Inspires All Staff and Students

- **Role of the Committee:** This is a core area for the People and Culture Committee. The committee can lead initiatives to develop a values-driven culture, support professional development, manage workloads, and promote well-being.
- **Advancement:** By creating a stimulating and inspiring culture, the committee helps attract and retain talented staff and students, fostering a vibrant academic community.

#### Goal 4: World-Class Research and Teaching with Impact

- **Role of the Committee:** supporting research and teaching excellence by ensuring that staff have access to professional development opportunities, promoting a collaborative culture, and recognizing and rewarding outstanding contributions.

- **Advancement:** By supporting staff development and collaboration, the committee enhances the university's research and teaching capabilities, contributing to its reputation and impact.

**Goal 5: An Organisation Focused on Meaningful Partnerships**

- **Role of the Committee:** promoting a collaborative culture within the university, supporting staff in developing partnership skills, and ensuring that the university's values are reflected in its external relationships.
- **Advancement:** By fostering a culture of collaboration, the committee helps the university build and maintain meaningful partnerships, enhancing its impact and reach.

**Goal 6: Facilitating Student Growth**

- **Role of the Committee:** supporting student growth by ensuring that staff are well-equipped to support students, promoting diversity and inclusion, and fostering a culture that values student success.
- **Advancement:** By supporting staff in their roles, the committee indirectly contributes to student growth and success, helping the university meet workforce demands and attract a diverse student body.

**Policy Consistency**

This decision is consistent with the following University's Plans and Policies:

**5. Next Steps**

If Council agrees with the recommendation the Council Secretary will schedule a meeting of the newly named People and Culture Committee to consider the draft terms of reference.

# POLICIES AND PROCEDURES



## People and Culture Committee Term of Reference

<b>Last Modified:</b>	25 March 2025
<b>Review Date:</b>	25 March 2028
<b>Business Owner:</b>	Vice-Chancellor
<b>Approval Authority:</b>	Council

### 1. PURPOSE

The purpose of the Committee is to:

- 1.1. Assist the Lincoln University Council (Council) to carry out its governance function as it relates to remuneration policy, leadership and capability, succession, employment development, employee engagement and culture.
- 1.2. Oversee the appointment, performance and remuneration of the Vice Chancellor and direct reports to the Vice-Chancellor
- 1.3. Oversee the appointment and removal of Directors to the board of any Lincoln University wholly owned subsidiary and/or Associated Board
- 1.4. Oversee the appointment and performance of Council appointed Council members
- 1.5. Recommend remuneration charges for Council members, Council Committee members and members of subsidiary company boards.

### 2. DEFINITIONS

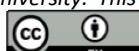
- 2.1 *Associated Board* means the board of any entity, including any trust, where Lincoln University has the right to appoint a representative to that board.
- 2.2 *Vice-Chancellor* in this policy means 'Chief Executive Officer' as referred to in the State Sector Act 1988 and may also be referred to as 'President'.

### 3. AUTHORITY

The Committee does not have authority from Council to make decisions, it is authorized to review information and make recommendations to Council for approval.

### 4. TERMS OF REFERENCE

Reviewing Health and Safety performance is the responsibility of Council and does not form part of this Committees Terms of Reference.



The Committee will help Council in five key areas:

- (a) Committee Governance
- (b) People Strategy
- (c) Vice Chancellor remuneration and performance
- (d) SLT remuneration and performance
- (e) Other Responsibilities that Council considers appropriate from time to time.

### **Committee and Council Governance**

- Review the Committee workplan
- Ensure minutes and papers are provided to Council. The Committee Chair will report to the next Council meeting on the outcomes, findings and recommendations of the People and Culture Committee meeting.
- Evaluate its performance annually and report the outcomes of the evaluation process to Council, including recommendations for any opportunities for improvement.
- Organizing a review of Council, this review is to be conducted for the benefit of the Chancellor
- Initiating advice to the Minister in relation to the specific governance needs of Council in relation to Ministerial appointees.

### **Vice-Chancellor appointment and performance**

- Manage on behalf of Council the recruitment and selection process for the Vice Chancellor including interviewing and recommending to the Board candidates to be appointed as Vice Chancellor.
- Manage the annual review process and make recommendations to the Board in respect of:
  - Key performance objectives for the Vice Chancellor
  - The Vice Chancellor's performance against the key performance objectives; and
  - Any proposed changes and variations to the Vice Chancellor's remuneration and employment terms.
  - The renewal, non-renewal or termination of employment of the Vice Chancellor
  - Mentoring, support or any other personal development from the Vice Chancellor

### **Vice Chancellor Direct Reports**

- Endorse, on the recommendation of the Vice Chancellor, the appointment or termination of a member of the Senior Leadership Team.
- Endorse, on recommendation of the Vice Chancellor, all employment agreements, remuneration policies, remuneration structures and remuneration changes of the senior leadership team.
- Endorse the Vice Chancellors performance evaluation of the Senior Leadership Team and work with the Vice Chancellor to determine the appropriate level and structure of remuneration for the senior leadership team based on the guiding principle that executive remuneration is to be set at levels and structure to attract, motivate, reward, and retain good performers.
- Endorse management, succession planning and development for agreed key roles, including the Vice Chancellor and the Senior Leadership Team.

## People Strategy

- Review Come up with input from the Vice Chancellor., Lincoln University's people strategy and make recommendations to Council.
- Consider adherence to and changes in employer statutory obligations.
- Monitor progress against the university's people related strategies and their implementation, ensuring they continue to be consistent and align to the university strategy.
- As required, receive information on changes in human resource management practises and key matters requiring escalation to Council.
- Annually review Lincoln University's workforce diversity and pay gap analysis and make recommendations to Council, as appropriate.

## Directors of Subsidiary Boards

- The Committee is responsible for the appointment and removal of Directors to the board of any Lincoln University subsidiary in accordance with any relevant policies, including the Appointment of Directors to Lincoln University Subsidiary Boards policy

## Remuneration

- The Committee will recommend to Council remuneration fees for Council members, Council Committee members and members of subsidiary company boards.
- In recommending fees for Council and Council Committee members, the Committee will have regard to the Council Fee and Rebate Policy, the then current Cabinet Fees Framework, and any other applicable policies
- In recommending charges for appointees to subsidiary company boards, the Committee will have regard to the Council Fee and Rebate Policy, the Responsibilities of Individuals appointed by Lincoln University to Subsidiary Company Boards Policy, any other applicable policies.

## 5. MEMBERSHIP AND TENURE

- The Committee will consist of a minimum of three and up to four members of Council, one of whom will be the Chancellor.
- The members of Council who are appointed following an election by staff or students at Lincoln University cannot be a member of this Committee.
- The Chancellor and Pro-Chancellor will be ex-officio members of the Committee
- The Council will appoint and remove the Chair of the Committee.
- If the Committee Chair is unable to attend a meeting, the members present will elect one of themselves to chair the meeting.
- Council may remove and appoint members of the Committee at any time.

## 6. MEETINGS

- Any three members of the Committee may form a quorum.
- The conduct of meetings of the Committee is governed by the Local Government Official Information and Meetings Act 1987.
- The Council Secretary, or nominee, will:

- Act as Secretary to the Committee and attend all meetings.
  - prepare and circulate an agenda and supporting documentation for each meeting to all members of the Committee at least three working days before each meeting.
  - record proceedings of the Committee meetings and the minutes will be circulated to all members and attendees, as appropriate.
  - The Vice Chancellor and Executive Director of People, Culture, & Wellbeing may attend all meetings of the Committee, except where this is inappropriate given the matters discussed.
  - A member of staff may attend a meeting at the invitation of the Committee Chair, and they may collectively or individually be requested to withdraw from meetings of the Committee, if required to do so by the Committee Chair.
  - The Committee will meet four times a year, with authority to convene additional meetings, as circumstances require.
- 

#### [LINKS TO PROCEDURE\(S\) AND OTHER RESOURCES](#)

[Council Fee and Rebate Policy](#)

Appointment of Directors to Lincoln University Subsidiary Boards policy



## Vice-Chancellor's Report to Council

March 2025

### Student Growth and Recruitment

The University year has started positively with a sense of vibrancy around campus with arrival of Semester 1 students. The University's Equivalent Full-time Students (EFTS) numbers are tracking positively for Semester 1. Final EFTS are still to be confirmed but we note domestic Semester 1 enrolments are above target at 0.3%, reaching 1176 EFTS while international EFTS have increased by 27% compared to 2024, to reach 320 EFTS.

The most popular programmes are the Bachelor of Land & Property Management, Master of Applied Computing, Bachelor of Commerce (Agriculture), Bachelor of Commerce, Master of Business (Global Management & Marketing) and Bachelor of Agricultural Science/Agriculture.

The University successfully hosted a highly productive two-day event for school career advisors. The event saw a notable 25% increase in attendance, with 75 advisors from across the country participating. This platform facilitated direct interaction with our programme directors and lecturers, providing a deeper understanding of Lincoln University's unique academic offerings. Importantly, advisors were also briefed on our support systems, scholarships and accommodation. This initiative will translate into improved access to information for prospective students, driving future enrolments. Furthermore, the event fostered stronger relationships between advisors and our Liaison Teams, ensuring effective communication throughout the year.

### Impactful research for land and people

Professor Hong Di, Faculty of Agriculture and Life Sciences research team has been awarded \$800,000 by the [New Zealand Agricultural Greenhouse Gas Research Centre](#). This funding supports a two-year project entitled "Bacteria as N<sub>2</sub>O mitigation tool".

Lincoln University was also successful in research funding from the European Commission's Horizon Europe programme. Distinguished Professor Phillip Hulme was awarded €203,900 for the project: OneSTOP: OneBiosecurity Systems and Technology for People, Places and Pathways. The second project, REDESIGN: Transformative food value networks reshaping resilient urban landscapes, led by Dr Andreas Wesener received funding of €119,890.

Lincoln University has significantly bolstered its postgraduate research and education programmes in freshwater management with the appointment of Professor of Waterways Management Susie Wood. In her new role, Professor Wood is Co-Director of the Waterways Centre for Freshwater Management, a joint programme between Lincoln University and University of Canterbury. Professor Wood, a freshwater scientist and molecular ecologist, Professor Wood's research focuses on revitalising lakes in Aotearoa New Zealand joins Lincoln University after a long-held position at the Cawthron Institute.

Professor Wood co-leads the MBIE-funded Endeavour research programme Our Lakes, Our Future. From 1 March, Lincoln University will host the programme alongside partners Cawthron Institute and GNS Science. The most comprehensive research on lakes being conducted in



Aotearoa New Zealand currently, Our Lakes, Our Future works closely with iwi acknowledging the cultural significance of lakes to Māori and their involvement in many restoration programmes around the country.

#### Growing impact through meaningful partnerships and engagement

Lincoln University's inaugural Ross Fellow, Professor Emeritus Murray Fulton from the University of Saskatchewan, arrived on campus in late February for a three-month residence with the Faculty of Agribusiness and Commerce. Professor Fulton's arrival follows the University's establishment of a 'living memorial' to Emeritus Professor Bruce Ross CNZM, Lincoln University's first Vice-Chancellor and, through earlier terms as Principal, one of its longest-serving heads in modern times. Professor Fulton's fields of scholarly expertise are agricultural policy, agricultural co-operatives and industrial organisation. While at Lincoln, Professor Fulton will work within the Faculty of Agribusiness and Commerce and with the Centre for Transformative Agribusiness. During this time, Professor Fulton will collaborate with Lincoln staff on a course on Indigenous economic development exploring similarities between a North American First Nations model and the context faced in Aotearoa New Zealand. He will also work on co-operatives and agricultural policy and deliver seminars on the political economy of agricultural policy and changes in policy over the last 200 years.

In March Lincoln University welcomed a delegation from the Euroleague for Life Sciences (ELLS), comprising representatives from eleven member universities. This visit strengthened our partnership with this prestigious European network. As one of two partner universities outside Europe, Lincoln University plays a role in the SUSTAIN-LIFE initiative, coordinated by Wageningen University & Research. This initiative which includes the ELLS members, academic partners, and 60 non-academic partners, aims to create a fair, healthy and sustainable agricultural and food systems in Europe and worldwide. The European Commission has recognised the initiative's excellence by awarding it a 'Seal of Excellence' as a part of Erasmus+ programme.

During their two-day visit, the ELLS delegation experienced Lincoln University's impactful land-based research and education programmes. Key discussions focussed on student mobility and research collaboration. The delegation visited Ashley Dene Research Development Station to address farm systems research. They also received presentations from the Faculty Deans and Associate Deans (Research), key academic staff members, student groups, AgResearch, Bioprotection Aotearoa, and Lincoln Agritech Limited.

#### Global rankings

The University has retained its standing amongst 1,747 worldwide institutions, achieving globally ranked placements in the 2025 QS World University Rankings by Subject. The University had three subjects ranked, with two in the top 150. Agriculture and Forestry ranks 101-150 worldwide and is the University's highest-performing subject across all the components. 1,037 institutions were analysed for this subject with only 475 published. Hospitality and Leisure Management ranked 100-150, Economics and Econometrics ranked 451-500.



Kia ora koutou

Since the last council meeting LUSA and Te Awhioraki have finished all our O-week events including but not limited to our Postgrad Morning Tea and International Support Evening. It was awesome to host such a wide range of events to cater to all of our students' different tastes. We had a great turnout at most of these events which was a great start to the year. Our biggest event would have been clubs market day where we had over 1000 students come through (24 for our quiet sensory session) to see all of the clubs and student services that are on offer at Lincoln University and through LUSA. Te Awhioraki's stall served kai and ran a fun golf competition with prizes to win, seeing high levels of engagement from a wide range of students.

On the 26th of February Te Awhioraki hosted, alongside Te Akatoki (University of Canterbury Māori Students Association), our first ever Wiki-Ō event: Māori Influx for our Māori and Pasifika Tauira. This has not only been an opportunity for us to build a closer relationship between the two executives but also give our MPI students a chance to connect to a wider Polynesian community in Ōtautahi.

We have jumped right into the swing of things; LUSA held our first board meeting of the year and the exec team is quickly learning the ropes as we go along. We have held two SGMs, Te Awhioraki to elect their new Kaitiaki Pūtea (congratulations to Matt Donald) and LUSA to get our updated constitution approved by the student body (this is now with the registrar for approval).

We have been hosting various smaller events too and are looking forward to many more. For example, LUSA ran a giveaway of Skittles to kick off Christchurch Pride Week, where students wrote what Pride means to them to get a bag of Skittles and Te Awhioraki ran a Quiz + Burger and Pint night. Both of these events saw a great turnout.

Going forward, the majority of Te Awhioraki's smaller event/workshop planning and communication with Britney will be delegated to the Kaimahi, Kaitiaki Pūtea and Kaituhituhi. This will allow the Tumuaki Takirua to focus on governance, and begin the process of developing a long-term strategic direction for Te Awhioraki. We also plan to collaborate with Sheree to compile the university's collection of waiata, mōteatea, and haka, develop a performance bracket for the year, and have executive-run practices. Our goal is to establish consistent kapa haka practices by the end of the first semester in preparation for Te Huinga Tauira.

The three student executive teams of Te Awhioraki, LUPISA, and LUSA also had a social event to get to know each other more. It was great to chat in a casual environment and work on our connections and thus set up for some fantastic collaborations between the three associations later on in the year.

LUSA has run the first round of Course Rep feedback to the Dean sessions for semester 1 (6 meetings, two for each faculty split into undergrad and postgrad) with some great rep turnout across the faculties.



In some final exciting news, the presidents of New Zealand's student associations and equity groups have been meeting regularly to look into opportunities for collaboration and perhaps setting up a new avenue for national student representation. It appears there are opportunities for collaboration and discussion on a larger scale as well, having spoken to the Euroleague Student Association (ELSA) representative on the European League of Life Sciences Taskforce while the delegation was visiting Lincoln University.

Ngā mihi  
Grace, Zara & Halle



## Vice-Chancellor's Office

Version:

## Academic Board

Author/s: Paula Morrison

SLT Authoriser: Professor Grant Edwards, Chair

Date: 13/03/2025

### 1. Purpose

To provide a summary of the Academic Board meetings held on 30 January and 5 March 2025.

#### Content

1. Executive Summaries
2. **Appendix One:** Full Academic Board Report for March 2025.
3. **Appendix Two:** Report from the Proctor to year ending 31/12/2024
4. **Appendix Three:** Academic Board Terms of Reference

### 2. Recommendations

1. That the Academic Board reports be **NOTED**.
2. That Council **APPROVES** the modification to the Academic Board Terms of Reference.

### 3. Executive Summary

#### 30 January 2025

Academic Board met for the first time in 2025 on Thursday 30 January at Te Pā o Moki Marae.

The Board approve an amendment to the Student Representative Policy.

M Kawharu gave a presentation on the mahi done to date on a proposed comprehensive and multi-focused Bachelor of Indigenous Resilience, with pathways to a major and minor in Māori Studies. This aligns with goals 4 and 6 of the Lincoln University Strategy:

*GOAL 4: WORLD CLASS RESEARCH AND TEACHING WITH IMPACT 2024-2025*

Action: Undertake a Māori academic development project to embed majors or minors in Māori studies in curriculum development.

*GOAL 6: FACILITATING STUDENT GROWTH 2024-2025*

Action: Develop a world-leading flagship Māori academic programme that addresses the big challenges facing our land and water.

M Clayton presented an overview of the Academic Governance Framework. The Board workshopped ideas of stage 1 of the Framework which defines the roles and responsibilities associated with programme convening, major coordination and course advising.

C Hewitt summarised the feedback received on the draft Generative AI Policy, noting three key messages:

- Staff want detail in the guidelines. This will take some time, and the Board is asked to identify specific areas in which guidelines are needed.
- Ensure the GenAI Pol is ratified throughout the policy suite.
- Training strategies for staff and students to be implemented. Ideally a draft training package would be ready by the end of March.

### **5 March 2025**

Academic Board met for the second time in 2025 on Wednesday 5 March, and for the first time in Memorial Hall.

The Proctor presented his annual report which is attached as Appendix Two.

The Board approved the following items:

- Revisions to the Academic Integrity Policy and Procedure
- Revisions to the Teaching Committee's Terms of Reference
- Modifications to RECN 111 Professional Studies in Sport and Recreation Management.
- Proposal to hold a short course in Crop Agronomy.

The Board also endorsed a change to the membership of its Terms of Reference, namely the addition of the Director of the Institute of Kāika Climate Resilience.

## Appendix One

### **Vice-Chancellor's Office**

### **Academic Board Report March 2025**

Academic Board held its second meeting of the year on Wednesday 5 March 2025 in the newly opened Memorial Hall. The agenda included the annual report from the University Proctors which also included revisions to the Academic Integrity Policy and Procedure, standing reports from the Learning and Teaching Committee and Research Committee, and a proposal to offer a long-standing short course in Crop Agronomy.

#### **GOAL 1 - A DISTINCTIVE AOTEAROA NEW ZEALAND END-TO-END STUDENT EXPERIENCE**

##### **Course Modification**

##### **RECN 111 Professional Studies in Sport and Recreation Management**

The proposal to change the title of this course from Professional Studies in Sport and Recreation Management to Leisure Industry Leadership is more inclusive of the leisure industry and allows consideration of a wider range of perspectives than sport and recreation management. In particular, it accommodates the inclusion of tourism content that is closely related to theory and practice in sport and recreation. The change also aligns this course with the new degree, Bachelor of Sustainable Tourism (BST) through the inclusion of related tourism content. The proposal also included updates to the course aims, learning outcomes, content and assessment.

#### **GOAL 3 - A CULTURE WHICH STIMULATES AND INSPIRES STAFF AND STUDENTS**

##### **CUAP Round 1 2025**

CUAP Round One opened on 1 March 2025. Lincoln University submitted its proposals to introduce a Doctor of Humanities and a Doctor of Social Sciences, modifications to the Master of Sport and Recreation Management and the Master of Tourism Management, and notification of the deletion of the Graduate Certificate in Academic English.

##### **Lincoln Connected**

The Lincoln Connected project is now formally completed and a final report is being drafted. Dr Dannenberg, Director LTL, thanked the faculties for their support noting this has been a very successful project.

#### **GOAL 4 - A WORLD-CLASS RESEARCH AND TEACHING PRECINCT**

##### **Annual Report from the University Proctors**

Professor Ryan presented the annual report (year ended 31 December 2024) as an overview of the activities of the Proctors and incidents reported to and investigated by them.

There has been an increase in cases dealt with since the tenure of the present Proctors, due to increased abilities to detect academic integrity breaches and the emergence of AI which has usurped plagiarism as the most reported breach. This is due partly to the willingness of students to use AI and the ease of access, and partly because of the ambiguity around whether or not editing or translation

Appendix Two

Proctor Report to Academic Board for the year ended 31 December 2024

This report is presented to Academic Board as an overview of the activities of the Proctors and incidents reported to and investigated by them for the year ended 31 December 2024.

The Proctors

Lincoln University has two Proctors - Greg Ryan, Proctor (.5fte) and Amrapali Macdonald, Deputy Proctor (.1fte). The last five years have demonstrated the importance of having two Proctors with such matters as (a) conflict of interest, where a Proctor encounters breaches of academic integrity in their own course; (b) situations where a female Proctor is required; (c) situations when the Proctor is absent from campus. On the latter point, I am especially grateful to Pali for covering my four week absence overseas in mid-2024.

Thanks

The work of the Proctor during 2024 was greatly assisted by a number of people in different capacities – the Accommodation Team, Tim Lester, Jamie Threadwell, Iris Wu, Kelly Pierce, and especially Hamish Cochrane and Andrew Sepie.

General Activities

The Proctor was involved in a number of general activities during 2024:

- RA training
- International student orientation
- Advice to teaching staff regarding academic misconduct and appropriate penalties
- Input to University-wide discussion regarding AI and development of AI policy
- Advice to teaching and LTL staff regarding strategies to minimise academic misconduct during online assessment delivery
- Ongoing refinement of the Academic Integrity Policy and Procedure and Student Discipline Regulations
- Input to preparation of responses to various OIA requests from media regarding cheating and ghost writing; and instances of racism within university sector
- Liaison with community, police and University of Canterbury regarding student behaviour

Table 1: Comparison of Incidents and Individuals Reported to / Investigated by the Proctors (other than test / exam invigilation issues)

2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
863	684	408	286	275	144	67	58	102	69	71

The 2024 figure is composed of 215 incidents and alleged incidents involving individual students, groups of students within a particular assessment / course, and groups of students within flats or accommodation. The above also includes matters investigated and not proven.



The significant increase in incidents since the tenure of the present Proctors began in 2019, and the sharp increase in since 2022, reflects an emphasis on more comprehensive reporting and especially, in accordance with the recommendation of the 2018 Academic Audit, centralised reporting of matters previously dealt with in faculties and departments. Our methods for detecting breaches through such things as Turnitin, AI detection and test and exam setup procedures have also improved significantly. However, it is very apparent that not all matters are being reported as they should be. The Proctor frequently hears about issues after the fact – especially where examiners impose minor penalties on students but do not follow due process in terms of centralised reporting or notifying student of their right to appeal.

**Table 2: Reports and Investigations - Domestic (D) v International (I) Students**

	<b>2024</b>		<b>2023</b>		<b>2022</b>		<b>2021</b>	
	<b>D</b>	<b>I</b>	<b>D</b>	<b>I</b>	<b>D</b>	<b>I</b>	<b>D</b>	<b>I</b>
Academic Misconduct	547	258	402	194	229	102	156	65
Behaviour	48	10	85	3	71	6	64	1

Compared to 2023, 2024 reveals a nearly 35% increase in academic misconduct reported to or investigated by the Proctors – and a 142% increase since 2022. Much, but certainly not all, is due to inappropriate use of AI.

- As with 2023, 2024 featured a number of ‘clumps’ where particular assessment revealed multiple breaches of academic integrity in one class.
- A significant number of students classified as ‘domestic’ clearly have English as a second language and struggle with some academic conventions.
- The Proctor has repeatedly observed that the extent of academic misconduct in relation to all courses taken by all students, international or domestic, has been low – perhaps 1-2% of all assessments at most. The easy use of AI has undoubtedly increased this percentage and there is every reason to believe it would have been higher without the strenuous efforts by some examiners to contain it. But as a proportion of all assessments, misconduct remains low.

It was reassuring that for both academic misconduct and behaviour offences, most students committed only one offence and those who did repeat, perhaps 10%, were generally minor offenders. There were also several instances of students committing simultaneous offences – e.g. submitting problematic work in a second course before being identified and reprimanded for doing so the first time. Such cases cannot be treated as repeat offences.

Unfortunately, 2024 featured more instances of students blatantly lying in an effort to avoid penalties. This was particularly evident where students initially flatly denied using any AI in an assignment but then admitted doing so when further questioned. Two students went so far as to appeal penalties for blatant use of generative AI – before admitting during the appeal process that they had done so.

While the Proctor did not receive chocolate fish from any of the students dealt with during the year, the vast majority at least respected the process, and some were very grateful for efforts to help them.

**Table 3: Summary of Proven Academic Misconduct Offences**

	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Plagiarism</b>	99	218	252	128	147
<b>Collusion</b>	57	148	40	51	49
<b>Deceitful behaviour</b>	16	18	39	42	17
<b>Misconduct in test/exam</b>	23	1	-	-	
<b>AI issues</b>	549	186	-	-	
<b>Miscellaneous</b>	2	-	-	-	-
	<b>746</b>	<b>571</b>	<b>331</b>	<b>221</b>	<b>221</b>

Plagiarism has now been comprehensively usurped by AI as the most frequent breach of academic integrity. The shift to online assessment has rendered much of the traditional distinction between internal assessment and formally invigilated tests and exams redundant – although the move back to face-to-face tests and exams for some courses did produce a small number of issues. The distinction between Collusion, Deceitful behaviour and Misconduct in tests / exams is also becoming somewhat difficult to establish.

- Every plagiarism case involved copying of internet content. Most were in the realm of poor academic practice.
- Collusion mainly involved students submitting identical or very similar work for assessments that were supposed to be individual work. Four investigations of collusion were not proven due to insufficient evidence.
- Deceitful behaviour in assessment involved such things as possible use of a ghost writer; submitting work completed in previous years by other students; submitting misleading details in aegrotat applications; completing lab attendance sheets when not actually present, and one student who admitted that her husband had completed group presentations and meetings on her behalf. Six investigations were not proven – including four related cases of alleged use of a ghost writer in a group project.
- Test and exam breaches (distinct from invigilation issues noted below) mainly involved accessing the internet during closed book tests; communicating with others during online exams; accessing and completing online tests when the students were supposed to be invigilated in a test room. Two alleged breaches of test and exam rules were not proven.
- All AI cases involved students either using AI to generate content in assessments or tests without providing any form of referencing to indicate that they had used it, or providing references that were fictitious because they were hallucinated by an AI. 47 cases of alleged use of AI were not proven – either because it could not be established that content had been generated by AI or because the research was that of the student and the indications of AI arose from the use of editing or translation tools such as Grammarly Premium or Quillbot in circumstances where there was ambiguity as to whether students were allowed to use these. This matter is discussed further below.
- The miscellaneous matters involved one case of double dipping and one arising from inconsistencies in explanation arising from technical issues during an exam and subsequent aegrotat application. This student was required to complete a further special exam.
- 22 students appealed penalties to the Chair of the Disciplinary Committee. Of these, one was fully upheld and thirteen partially upheld including a group of ten who were required to undertake a further special exam rather than receiving an F grade. Three

students appeared before the full Disciplinary Committee on 4 February 2025 to appeal penalties imposed from Semester 2 2024. The appeals were dismissed.

- The number of appeals at least partially upheld and the number of cases not proven is a good indication of the fairness of our processes.

Low-level acts of misconduct or poor academic practice that relate to in-course assessment events are generally dealt with by examiners, with only the outcome *notified* to the Proctor. No action is taken by the Proctor unless the student concerned has a previous recorded instance of misconduct. On the other hand, second and subsequent offences and instances of more serious misconduct are *investigated* by the Proctor before a ruling is made.

### **Penalties**

Most cases proven resulted in the student receiving a mark penalty for the assessment or, in some cases where a significant penalty for a substantial piece of work would have consigned the student to failing the course, being able to resubmit an assessment with a capped (50%) mark if they met requirements.

- 12 students were given a final warning – meaning that any further breach of academic integrity will likely result in referral directly to the Lincoln University Disciplinary Committee.
- A total of \$8250 of fines were imposed for academic misconduct offences compared with \$3500 in 2022.

### **Student Behaviour**

The most frequent behaviour issues during 2024 involved damage to university property – usually while intoxicated. There were also continuing issues with behaviour by flats in Lincoln and Riccarton – especially noise complaints. We have responded where a specific complaint has been made to the University identifying our students. The Proctor and Director of Student Administration have worked closely with LUSA and the police to address issues.

- The Accommodation team handled behaviour matters very effectively such that very few needed to be escalated from their domain to the Proctor.
- With the arrival of new management at the Famous Grouse, issues arising from that establishment declined significantly. Only three students were banned for periods during the year. Only one was trespassed from University of Canterbury accommodation.
- Although not (yet) in significant proportions, there is some concern regarding inappropriate use of social media and students filming others without consent.
- One student was fined \$300 for a second behaviour offence. Others were required to make restitution for damage.
- The vast majority of behaviour cases involved male, domestic, undergraduate students.

### **Offences by Academic Level**

The following two sections cover only proven cases where details of individual students were noted. Individual details were not recorded for behaviour incidents involving flats.

**Table 4: Proven Offences by Academic Level**

	<b>2024</b>		<b>2023</b>		<b>2022</b>	
	<b>Acad.</b>	<b>Behav.</b>	<b>Acad.</b>	<b>Behav.</b>	<b>Acad.</b>	<b>Behav.</b>
<b>000</b>	24	9	71	28	27	24
<b>100</b>	114	14	124	36	134	35
<b>200</b>	148	11	110	9	60	7
<b>300</b>	45	3	95	1	55	4
<b>400</b>	1	-	1	-	1	-
<b>600</b>	413	7	170	-	54	4
<b>Thesis</b>	1	1	-	1	1	-
	<b>746</b>	<b>45</b>	<b>571</b>	<b>75</b>	<b>331</b>	<b>74</b>

The most notable feature of the above is the dramatic increase in academic integrity breaches at 600 level:

- a 142% increase from 2023 and a 754% increase since 2022. Most of this relates to inappropriate use of AI.
- these were very largely international students or domestic students with a first degree from a non-English speaking institution.
- a high proportion of offences at 300 level were also international students.
- 111 of the 413 cases at 600 level were from online course delivery. These 111 cases represent 40% of offences in course with on-campus and online delivery options. However, as 67% of students in those courses were enrolled online, it is evident that online students in 2024 were less likely to breach academic integrity. Of course, one year is not a statistically valid sample, and it will be important to monitor this issue as online offerings expand.

#### **Offences by Academic Qualification**

Ideally one would explore the percentage of offences for each qualification against the percentage of all students enrolled in that qualification. But in many cases the small numbers involved make any correlation statistically invalid. The marked decline in offences by diploma students is thanks to considerable dedication by teaching staff.

**Table 5: Proven Offences by Academic Qualification**

(A = Academic B= Behaviour T = Total)

	<b>2024</b>			<b>2023</b>			<b>2022</b>		
	<b>A.</b>	<b>B.</b>	<b>T.</b>	<b>A.</b>	<b>B.</b>	<b>T.</b>	<b>A.</b>	<b>B.</b>	<b>T.</b>
MBus	141	-	141	25	1	26	15	3	18
MSc(Food)	73	1	74	52	-	52	11	-	11
BCom(Ag)	53	10	63	35	8	43	25	-	25
BCom	54	3	57	44	3	47	54	-	54
BLPM	36	6	42	64	12	76	22	2	24
BSRM	36	1	37	14	4	18	8	-	8
MF&IM	34	-	34	10	-	10	-	-	-
PCComm	34	-	34	9	-	9	1	-	1
BAFM	33	-	33	19	5	24	21	4	25
MAppComp	26	3	29	23	-	23	13	1	14
DUS	24	4	28	27	2	29	15	1	16
MEPM	22	-	22	8	-	8	5	-	5

DipAg	17	2	19	68	26	94	24	22	46
PDEnvM	16	-	16	8	-	8	-	-	-
BV&O	9	2	11	12	1	13	13	-	13
BAgr	8	2	10	10	7	17	22	2	24
BAGSc	9	1	10	12	1	13	23	-	23
DipFM	3	7	10	-	-	-	-	-	-
MTM	10	-	10	7	-	7	1	-	1
PCEnvMgt	10	-	10	2	-	2	1	-	1
BEM	9	-	9	8	-	8	4	-	4
GDCom	9	-	9	18	-	18	2	-	2
BLA	8	-	8	16	-	16	9	2	11
BSc	6	2	8	17	1	18	17	-	17
Study Abd	7	-	7	10	-	10	-	-	-
DipHort	5	-	5	4	-	4	2	-	2
MMAg	5	-	5	1	-	1	-	-	-
MPlan	5	-	5	-	-	-	1	-	1
PDAppSc	5	-	5	4	1	5	-	-	-
GDTM	4	-	4	7	-	7	1	-	1
PDCom	4	-	4	-	-	-	1	-	1
MPestM	3	-	3	1	-	1	-	-	-
MW&V	3	-	3	2	-	2	-	-	-
PCPRT	3	-	3	-	-	-	-	-	-
PDLS	3	-	3	-	-	-	-	-	-
BTM	2	-	2	9	1	10	5	-	5
DCom	2	-	2	1	-	1	3	-	3
GDRM	2	-	2	1	-	1	2	-	2
MLA	2	-	2	-	-	-	-	-	-
MPrAg	2	-	2	4	-	4	-	-	-
PCAppSc	2	-	2	6	-	6	3	-	3
PhD	1	1	2	1	1	2	-	-	-
GDAppSc	1	-	1	-	-	-	1	-	1
MCM	1	-	1	-	-	-	-	-	-
MPA	1	-	1	2	-	2	2	-	2
MPkM	1	-	1	-	-	-	-	-	-
MSRM	1	-	1	-	-	-	-	-	-
PCAppComp	1	-	1	-	-	-	-	-	-
BEPP	-	-	-	1	1	2	2	-	2
BES	-	-	-	2	-	2	2	2	4
CProf	-	-	-	1	-	1	-	-	-
CUS	-	-	-	-	-	-	2	-	2
DAppSc.	-	-	-	1	-	1	-	-	-
GDVal	-	-	-	-	-	-	1	-	1
MAppSc	-	-	-	2	-	2	-	-	-
MINC	-	-	-	1	-	1	-	-	-
MSc	-	-	-	1	-	1	-	-	-
PDPR&T	-	-	-	2	-	2	-	-	-

#### Breaches of Exam and Test Rules

The University continued to refine online delivery processes during 2024. Thanks to very hard work by the Exams Office, we were able to identify a large number of students

breaching test or exam invigilation rules (Table 6) – although in almost all cases these were in the realm of failure to follow instructions rather than matters constituting any sort of academic dishonesty.

Students committing a first offence in this regard were warned but not penalised. Students committing a second or subsequent offence will be fined.

**Table 6: Breaches of Test and Exam Rules**

	<b>2024</b>	<b>2023</b>
Breaching rules in in-term tests	239	27
– failing to join invigilation, no camera		
Submitting one or several Teams invigilated exams without logging into the Teams invigilation	334	194
No camera / other infringements	289	156
No ID during in person exam	38	32
Joined Teams with a guest account	10	211
<b>Total</b>	<b>910</b>	<b>620</b>

The dramatic increase in breaches is no doubt due to more thorough monitoring and systems within the Exams Office rather than a simple increase in the number of students not following rules. Having said that, the responses by many students when contacted by the Proctor indicate that they simply did not read and follow instructions as provided.

- The 'other infringements' category includes such things as students wearing headphones during exams, students talking to others during exams, students leaving the screen view without explanation.
- The issue of students joining Teams with guest accounts was resolved by a change to settings such that students can only join with their Lincoln University email and password. In turn, this undoubtedly contributed to an increase in the number of students not joining a Teams invigilation as required.

### **Assessment design**

Since the Covid-induced move to more online assessment and the problematic environment created by students through their inappropriate use of AI, examiners have perhaps understandably become more determined to design assessment to combat academic dishonesty – such things as reverting to face-to-face tests and exams, oral components etc. While these changes are certainly appropriate to some courses, the reconfigured assessments may not be ideal for the vast majority of students who do not cheat. The primary objective must be to design assessment that aligns with the desired aims and learning outcomes for a course. Once this has been done, then discussion can turn to any strategies that may be needed to limit the scope for breaches of academic integrity.

### **Student use of AI**

The position of the Proctor is to uphold the approach to AI determined by individual course examiners. Some disciplines and types of assessment lend themselves to the use of AI – not least to educate students in its strengths, weaknesses and appropriate use. In others it is not appropriate. It follows that while the University must provide policy and guidelines, there can be no overarching 'rule'. However, from a Proctor perspective, there are several concerns.

1. Inappropriate use of AI, especially to generate content, has been by far the most common academic integrity breach since early 2023 – involving almost 10% of all students in 2024. The most frequent offenders are first year undergrads and taught masters students. In many instances these students present generic answers with fictitious or irrelevant references, and they are unable to explain the content of their work when questioned. In no sense have they engaged with the learning outcomes of the assessment. This has also been evident in assessments where students were permitted to use AI for certain aspects.
2. The definition of AI is not understood by many students. They tend to think of it as generative AI / ChatGPT. However, it also includes a range of composition, editing and translation tools. This is an issue because:
  - a. work ‘treated’ with composition, editing and translation tools is often detected as AI although the research is that of the student.
  - b. it is difficult to determine the ability of students overly reliant on composition, editing and translation tools. This is especially the case with international students.
3. AI detection tools are far from perfect and there is something of an arms race afoot between the purveyors of AI and those seeking to detect it. There are several issues.
  - a. Some staff, as with the Turnitin similarity match, are still too inclined to use the detection ‘score’ as a blunt instrument rather than examining the content of the assignment.
  - b. There are false positives in AI detection – estimated at 1%. These instances provide leverage to some students to question the integrity of AI detection results more generally.
  - c. While some students accused and subsequently found to be innocent of inappropriate AI use understand the necessary due diligence in our process, others become decidedly antagonistic. They fail to grasp that this problematic environment has been created entirely by students – in that staff are not responsible for students deciding to use AI inappropriately.
4. It has been suggested in some quarters that if courses / disciplines have different approaches to AI, this is confusing for students and produces mixed messages. To the contrary, different courses and disciplines and, more importantly, different stakeholders in employment require different solutions to a range of issues. A part of our training of students must be to make them adaptable to the different circumstances that will confront them in the workforce.

Experience during 2023-24 suggests a number of points that need to be considered and emphasised to students as the University moves to refine an AI policy and course-specific guidelines.



- To avoid ambiguity, the default position must be that AI is not to be used unless sanctioned by the examiner – as distinct from students assuming they can use it because nobody told them not to.
- It is imperative that all assessment instructions, rather than simply the course outline or Akoraka Learn page as a whole, contain detail as to what AI use is and is not permitted.
- AI use is not immune to conventional academic referencing requirements. However, even in courses where students were permitted to use AI, most failed to reference.
- Use of unreferenced AI to uncritically 'generate' content should be treated as a serious academic offence in the realm of ghost writing. While many instances of plagiarism derive from poor academic practice, one cannot accidentally use an AI.
- Aside from generative AI, we need to think very carefully about its capabilities as an editing and translation tool. When challenged over their use of AI, many students insisted that they had completed their own research and *merely* used the likes of Grammarly Premium or translation software to refine their work. As well as guidelines on the use of generative AI, course examiners must be clear as to whether students are allowed to use editing tools in assessment.
  - If the ability to communicate coherently and with correct terminology is crucial to a particular course or discipline, examiners must be able to adopt strategies that test the ability of students to structure and write rather than to simply use editing tools.
  - The use of translation tools is entirely at odds with the English language policy of the University. Given that our language of instruction and assessment is primarily English, it follows that students should be able to communicate effectively in the language of instruction and assessment.
- Where one can be confident that assessment instructions and other details from an examiner in class and via Akoraka Learn are unambiguous, inappropriate use of AI should be treated as serious misconduct – which generally results in a fine. Leniency should not prevail for first offenders.

### Group Work

2024 revealed a number of significant problems with the use of group work in assessment. The Lincoln University guidelines for group work require that examiners must be able to assess the contribution of individual students within a group.

- There have been instances where group work contains some breach of academic integrity – but the examiner has no way to distinguish whether the breach was committed by one particular student or the group collectively. On some occasions the Proctor has had to contact a group to ask who did which parts of an assessment. That is problematic in that some students have now been alerted that other students in the group have breached academic integrity – which breaches the right to confidentiality for those individual students.
- Some examiners argue that collective responsibility and 'one voice' is essential in a group submission because that is what happens in the 'real world'. But:
  - we are not awarding a collective qualification or a collective course grade and need a means to distinguish between students

- if we discover academic integrity breaches, we can scarcely penalise the entire group for the sins of one person
- it is absolutely NOT the responsibility of students to police the academic integrity of other students in a group. That is the job of the examiner and Proctor.

### **Student Email**

More effort needs to be made to reinforce to students that Lincoln University email is a standard means of communication. It is not appropriate to communicate with students via personal email as one can never be certain who is accessing it. But many of our students do not check University email as frequently as they should.

Greg Ryan  
Lincoln University Proctor

## POLICIES AND PROCEDURES



### Academic Board Terms of Reference

**Last Modified:** 30 July 2024  
**Review Date:** 30 June 2025  
**Business Owner:** Chair, Academic Board  
**Approval Authority:** Council

#### 1. CONSTITUTION

- 1.1 Section 182 of the Education and Training Act 2020 requires the Council to establish an academic board (the "Board") comprising the Vice-Chancellor and members of the staff and students of the University to:
  - 1.1.1 Advise the Council on matters relating to courses of study or training, awards and other academic matters (S182(2)(a)); and
  - 1.1.2 Exercise powers delegated to it by the Council (S182(2)(b)).
- 1.2 The Board is deemed to be a committee of the Council (S182(2)(b)).
- 1.3 The Council is required by S182(4) to request and consider the Board's advice before making any decision or regulation in respect of any academic matter referred to in clause 1.1.1 above.

#### 2. KEY FUNCTIONS / TERMS OF REFERENCE

Having regard to the Lincoln University Strategic Plan, Māori Plan, Education Plan and Council policies:

- 2.1 To monitor, develop and implement academic policy.
- 2.2 To advise the Council via the Vice-Chancellor, on matters relating to programmes of study or training, awards and other academic matters including particularly:
  - 2.2.1 the establishment and disestablishment of academic programmes at the University.
  - 2.2.2 revision of any programme, course, or general regulations.
- 2.3 With regard to programmes of study:
  - 2.3.1 to monitor programme and course quality.
  - 2.3.2 to maintain programme schedules.
  - 2.3.3 to note that the exception to 2.3 and sub-clauses being that the approval of examination results and personal courses of study are within the remit of the Academic Administration Committee.
- 2.4 To recommend to the Council via the Vice-Chancellor, the award of degrees, diplomas and other University qualifications.
- 2.5 To monitor and report to Council via the Vice-Chancellor, on the quality and quantity of research in the University.

- 2.6 To monitor and report to Council via the Vice-Chancellor, on the quality and quantity of teaching in the University.

### 3. BOARD PROTOCOLS

- 3.1 The Board may establish either standing committees and/or ad hoc working groups as appropriate.
- 3.2 The Board will have the power of its own motion or may act on the recommendation of any of its members or of any Vice-Chancellor's or Board committee or working group.
- 3.3 Academic Board meetings are governed by the Local Government Official Information and Meetings Act 1987. Meetings of the Board are public meetings as defined in that Act.

### 4. CONDUCT AT ACADEMIC BOARD MEETINGS

- 4.1 Board members are expected to engage in constructive and collegial debate, contribute their particular expertise and experience, and to make decisions in the best interests of the University as a whole.
- 4.2 No member of the Board shall be disrespectful in speech or use offensive or malicious language.

### 5. MEMBERSHIP

#### 5.1 Ex Officio

- 5.1.1 Vice-Chancellor
- 5.1.2 Deputy Vice-Chancellor, Student Life
- 5.1.3 Deputy Vice-Chancellor Māori, or nominee
- 5.1.4 Provost
- 5.1.5 Dean, Faculty of Agribusiness and Commerce
- 5.1.6 Dean, Faculty of Agriculture and Life Sciences
- 5.1.7 Dean, Faculty of Environment, Society and Design
- 5.1.8 Director, Te Tuawhiti | Pathways and Quality
- 5.1.9 Director, Learning, Teaching and Library
- 5.1.10 Convenor, Academic Administration Committee
- 5.1.11 Chair, Learning and Teaching Committee
- 5.1.12 Chair, Research Committee

5.1.13 Academic staff member of Council

5.1.14 Director, Institute of Kāika Climate Resilience

*If any Ex-Officio member is appointed Chair, their position on the Board may be filled by a nominee.*

#### Elected

5.1.15 One Professor elected by each Faculty (3)

5.1.16 One academic staff member elected by each Faculty (3) (non-professorial)

~~5.1.16~~5.1.17 One academic staff member elected by Academic Preparation and Pathways (1)

~~5.1.17~~5.1.18 Two persons, nominated by LUSA, who should be broadly representative of the student community, and one person from Te Awhioraki (3).

*Note: where an individual member hold more than one position above, membership is only counted once in terms of voting rights and quorum.*

**6. CHAIRPERSON**

The Academic Board will be chaired by the Vice-Chancellor or nominee (as determined by the Vice-Chancellor).

**7. QUORUM**

The Board will be quorate when one more than half of the total current membership is present.

**8. COMMITTEES OF THE ACADEMIC BOARD**

Without limiting clause 3.1, the Committees of the Academic Board are:

- [Learning and Teaching Committee](#)
- [Research Committee](#)
- [Academic Administration Committee](#)

**9. MEETING FREQUENCY**

The Academic Board will determine the frequency with which it meets, with no fewer than six scheduled meetings per academic year.

**10. SECRETARIAT**

Academic Quality and Policy Manager, Te Huka Kouka | Academic Quality



## Vice-Chancellor's Office

Version: 1

## Health and Safety Report

Author/s: Health and Safety

SLT Authoriser: Karen McEwan, Executive Director, People, Culture and Wellbeing

Date: 18/03/2025

### 1. Purpose

This report for the month of February 2025 provides Lincoln University Council with assurance that appropriate arrangements are in place for managing health and safety risks across the University.

### 2. Content

1. Leading and lagging indicators
2. Significant health and safety incidents for the month and updates on past incidents
3. Health and Safety Committee meetings
4. Health and Safety Critical Risk Elements and Mitigations
5. Campus Development Programme and Health and Safety summary

### 3. Recommendations

That the following are noted:

- The Health and Safety team continues to focus on maintaining and improving hazard identification and risk assessments, reviewing and establishing clear safety policies and procedures, align training requirements relevant to roles and work collaboratively with the University community in all areas of health and safety.
- Identifying trends in the health and safety performance of the University and measures taken to improve the robustness of the data.
- The actions being taken to improve the culture of health and safety across the University.

### 4. Executive Summary

This report is under continuous refinement over the coming year with invitations from Council members to provide feedback and any future assurance requirements, it is a summary of health and safety performance and culture across the University.

February produced no serious harm events or significant incidents. There has been a significant reduction in contractor activities which in turn has reduced levels of reporting. The Health and Safety team have commenced a Deep Dive project into our field activities and tours



which is scheduled to be presented to Council in the March report (dependent on Council agenda availability).

We continue to monitor and review all incidents and quality of reporting. University performance is assessed by many tools some of which include: the number and severity of incidents for the period, reporting leading and lagging indicators and keeping informed of the Campus Development Programme.

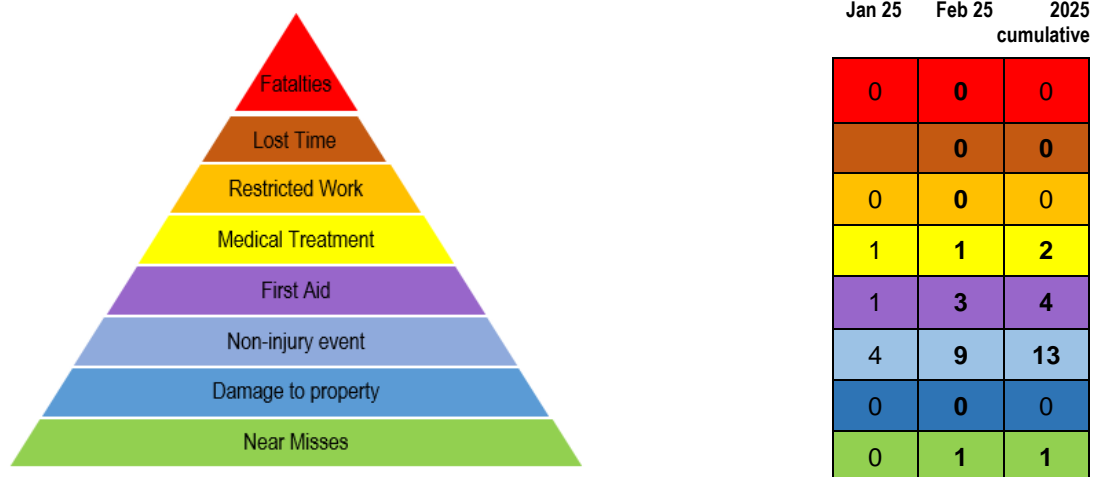
- WorkSafe Interactions:

We are working with departments and WorkSafe to bring our current WorkSafe Improvement Notices (Exposure to welding fumes and 3D printer machine guarding) to successful and compliant outcomes.

### Lagging Indicators

The data below provides an overview of reported workplace incidents at the University (LU and Lincoln Agritech staff), with the exception of main CDP contracts where principal contractors have primary oversight of secure worksites (that data set is reported in the CDP H&S dashboard due to differences in contractor reporting periods).

**Note:** Lagging Performance Indicators indicate the number of events which have already occurred, an indication of where you have been rather than where you are going. Improving Leading indicators significantly reduces Lagging Indicators.



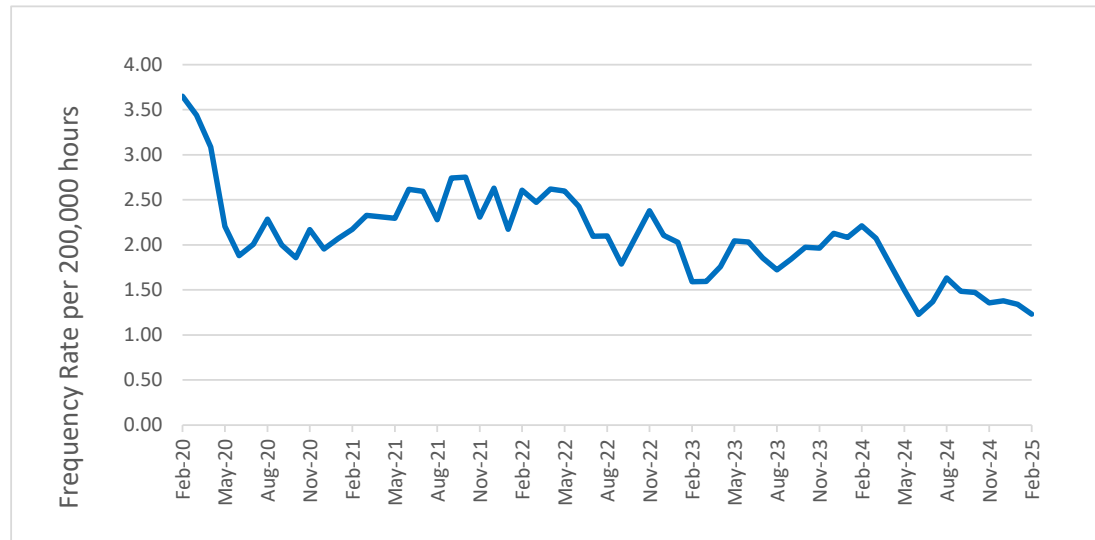
**First aid injury:**

- A member of staff suffered bruising while taking down a marquee and two pieces pinched their wrist.
- Team member from DNZ who was conducting training was hit on the head with a piece of scaffolding while dismantling it.
- Student fell down stairs in student accommodation, resulting in a sprained ankle.

**Medical injury:**

- Student fell and landed on back while doing a back flip, resulting in a spine compression.

## Total Recordable Injury Frequency Rate (LU and Agritech employees)



The above chart shows Total Recordable Injury (TRI) frequency per 200 000 hours worked by our staff. TRI is defined as reported work-place medical injuries, restricted work, lost time injuries, and fatal injuries. Using this measure, which has a wider scope than LTI, provides more detailed reporting on incidents and emerging risks however, it should be noted that TRIFR does not indicate *the severity* of injuries. *Note TRI includes any injuries that occur to staff while on the campus, even if not task/work-related.*

## Leading Indicators

Leading Indicators can be measured without an incident, accident or property damage occurring and are extremely useful in being able to predict or prevent future events. These are favourable statistics where an improvement of health and safety culture is desired

Reporting via Risk Manager	Feb 2025	2025 Total	2025 Target
Total reported safety/hazards observations	8	10	50
- Safety observations related to external contractors	1	2	
Reported opportunities for improvement	1	3	12

Processes	Feb 2025	2025 Total
H&S inductions for new staff (within 4 weeks of start date)	7	21
Contractor inductions (Campus Development Programme)	10	29
Contractor inductions (Property Services)	14	24
Contractor inductions (Faculties and Business Units)	2	2
First Aid training	5	6
Building and Warden training		
Workstation assessments	1	2
Return to work programmes: work-related injuries	1	2
non-work injuries	1	1

## Health and Safety Committees

Committee	Next meeting
University H&S committee (Representation from Faculties, Service Areas, Business Units)	29 April 2025

AGLS sub-committee	26 March 2025
Property Services sub-committee	15 April 2025
Catering sub-committee	TBA

### Health and Safety Critical Risk Elements

The Health and Safety team focus is to ensure that as an organisation we have robust assurances in place to evidence our management of health and safety. We undertake internal audits on a regular basis for our high-risk work areas (laboratories, workshops, farms, JML), along with regular inspections of construction and work sites (Property Group and Property Services). We commission external H&S professionals to audit different areas of the university where residual risk following mitigations remains medium to high.

Throughout the year, the Health and Safety team will focus on deep dive reviews of the following identified Critical Risks:

- Field Trips and Tours - Project update: currently evaluating historic data for trend analysis, reviewing existing procedures and systems.
- Construction Activities – Scheduled to be presented in the April report.
- Farms – Scheduled to be presented in the July report.
- Research Activities – Scheduled to be presented in the October report.

We require and actively encourage reporting of all workplace incidents, events and safety observations to be entered into our Health and Safety Management System (Risk Manager), via the OnSide app for our Farms, or the SAFELU app for students, visitors and contractors.

The following chart indicates current areas of LU critical risk for Health & Safety, and the residual risk where mitigation processes are in place.

4 Critical H&S Risks			
Risk element	Mitigations	Verification	Residual Risk
Construction activities (including infrastructure and landscaping)	Contractor inductions On-boarding processes	Site inspections Audits of lead contractor processes	No change
Farms	Training records Visitor management (OnSide) Farms Compliance Officer Contractor management	Training assessment OnSide reports Internal audits	No change
Post-grad research activities (field-based)	Training – equipment, processes Driver training	Assessment records External providers	NEW
Radiation	Training and Procedures, monitoring	External (MoH)	No change
Events held on Campus	Safety Plans in Risk Manager for LU and external events Events Committee oversight	Sign-off from H&S Post-event reviews	No change
Field Trips & Tours	Health and Safety Deep Dive project underway to review current processes and identify areas for improvement. Safety Plans in Risk Manager	Sign-off from H&S	No change



**Section 1 - Audits completed in last reporting period February 2025**

Project name	Contractor	Audits/inspections				
		Internal Audits	External Audits	Client-led Inspections	H&S Safety Visits	PM Safety Visits
HV Upgrade – various sites	Air Tech				11	
George Forbes Stage 3	Leighs Construction				10	
Glasshouse	D Hillman				10	
Sub-station upgrade	Connectics				10	

**HV Upgrade - Various sites (SoLA, Ross, Accommodation, Te Kete Ika, Forbes) – Air Tech**

- 10 x informal visits past site
- 1 x walk around sites

**George Forbes Stage 3 - Leighs Construction**

- 10 x informal visits past site

**Glasshouse – D Hillman**

- 10 x visits to work area

**Sub-station Upgrade, Ivey Hall - Connetics**

- 10 x visits to work area

Total Contractor Events	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total 2025
Fatalities	0	0	0	0	0	0	0	0	0	0	0	0	0
Lost Time Injury	0	0	0	0	0	0	0	0	0	0	0	0	0
Restricted Work Injury	0	0	0	0	0	0	0	0	0	0	0	0	0
Medical Treatment	0	0	0	0	0	0	0	0	0	0	0	0	0
First Aid	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Injury Incident	5	3	0	0	0	0	0	0	0	0	0	0	8
Damage to Property	0	0	0	0	0	0	0	0	0	0	0	0	0
Near Miss	2	0	0	0	0	0	0	0	0	0	0	0	2
Hazardous / Safety Observations	4	4	0	0	0	0	0	0	0	0	0	0	8

## Section 2 – Summary of events reported February 2025

Project Name	Contractor	Lead Indicators					Lag Indicators										
		Near Misses (NM)	Safety Observations	Hazardous Observations	Opportunity for Improvement	Inspections	Other events, property damage, etc	No Treatment Injury (NTI)	First Aid Injury (FAI)	Medical Treatment Injury (MTI)	Restricted Work Injury (RWI)	Lost Time Injury (LTI)	Property damage	Corrective actions completed	Environmental NM/ incidents	Notifiable illness/ injuries	Notifiable events
HV Upgrade – varied sites	Air Tech			3													
George Forbes – Stage 3	Leighs Construction			1			1										
Substation Upgrade – Ivey Hall	Connectics						2										

### HV Upgrade, Air Tech

A total of 3 events were reported as occurring on a site managed by this PCBU.

- Used personal hygiene items and broken glass sighted in gardens outside accommodations halls.
- Vehicles parked on grass.
- A sub-contractor moved fencing from around another site to better access their nearby work area.

#### What controls were put in place to prevent these re-occurring?

- A request was made to the Accommodation team to have the items in the gardens removed.
- The lead PCBU for this project (Air Tech) was asked to follow-up with the drivers of the parked vehicles, reminding them to at all times consider the campus environment and its pedestrian traffic.
- Reinstate the fencing.

### HV Upgrade, Connetics

A total of 2 events were reported as occurring on a site managed by this PCBU.

- A sub-contractor created a dust hazard whilst pworking on spoil mounds.
- A sign was accidentally knocked over during a turning maneuver.

#### What controls were put in place to prevent these re-occurring?

- The sub-contractor dampened the mounds to control the risk of dust escaping.
- The sign was replaced immediately.

### Forbes Stage 3 (Leighs Construction)

This PCBU continues to report both positive and potentially unsafe health and safety events. Last month there were less numbers of sub-contractors than the previous month present on site. A total of 2 incidents were reported this period:

- 1 x hazardous observation when a sub-contractor working in F206 (meeting room) was observed smoking inside the building/room.

- 1 x a sub-contractor cutting concrete in F206 used a cutting machine that created fumes. The fumes entered offices near F206, affecting the occupants.

**What controls were put in place to prevent these events re-occurring?**

- Leighs Construction spoke to the sub-contractor about smoking inside buildings.
- When advised of the fumes, the PCBU stopped work in F206 immediately. A different work practice was implemented to ensure this did not reoccur. Internal areas affected by fumes were aired and occupants temporarily relocated.

## 5. Strategic and Policy Framework Implications

<i>Strategic alignment with priority objective areas in Lincoln University Strategy 2019-2028</i>	<b>Goal 1</b>	A distinctive Aotearoa New Zealand end-to-end student experience	<input checked="" type="checkbox"/>
	<b>Goal 2</b>	Improved assets and sustainable operating models	<input checked="" type="checkbox"/>
	<b>Goal 3</b>	A culture which stimulates and inspires staff and students	<input checked="" type="checkbox"/>
	<b>Goal 4</b>	A world-class research and teaching precinct	<input checked="" type="checkbox"/>
	<b>Goal 5</b>	An organisation focussed on meaningful partnerships	<input checked="" type="checkbox"/>
	<b>Goal 6</b>	Facilitating Growth	<input checked="" type="checkbox"/>

Motion by the Chancellor for Resolution to Exclude the Public pursuant to s48 of the Local Government Official Information and Meetings Act 1987:

*I move that the public be excluded from the following parts of the proceedings of this meeting, namely:*

<b>General Subject Matter</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Grounds under section</b>
<b>Lincoln Agritech Limited Deep Dive</b>	To avoid prejudice or disadvantage to the commercial activities of the University	7(2)(h)
<b>Executive Committee</b> 1. Report – appointing co-chair HEC	To protect the privacy of natural persons	7(2)(a)
<b>Farms Committee</b> 1. Report – business of Committee 2. Minutes from meeting on 14 March 2025		
<b>Audit, Risk, &amp; Assurance Committee Report to Council</b> 1. Report – business of Committee 2. Minutes from meeting on 18 March 2025 3. Investment Plan (proposed content framework) 4. 2024 Annual Report 5. Strategic Risk Register	To avoid prejudice or disadvantage to the commercial activities of the University To prevent the disclosure or use of official information for improper gain or improper advantage To maintain legal professional privilege	7(2)(h) 7(2)(j) 7(2)(g)
<b>HZAU Update</b>	To avoid prejudice or disadvantage to the commercial activities of the University	7(2)(h)
<b>Monthly Recruitment Report</b>	To avoid prejudice or disadvantage to the commercial activities of the University To prevent the disclosure or use of official information for improper gain or improper advantage	7(2)(h) 7(2)(j)
<b>Finance Report</b>	To avoid prejudice or disadvantage to the commercial activities of the University To prevent the disclosure or use of official information for improper gain or improper advantage	7(2)(h) 7(2)(j)

*I move also that:* Prof Chad Hewitt (Provost), Mr S Hunter (Health, Safety & Wellbeing Manager), Prof Merata Kawharu (Deputy Vice Chancellor, Māori and Pasifika), Mr Travis Glare (CEO, Lincoln Agritech Limited), Mrs E Rooney (Finance Director), Mrs S Roulston (Chief Operating Officer), Mr D Lodge (Deputy Vice-Chancellor, Student Life), Tumuaki-Takirua Te Awhioraki, and Mr Nathaniel Heslop (Council Secretary), be permitted to remain at this meeting after the public has been excluded, because of their knowledge of the various matters being discussed. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because of their involvement in the development of reports to Council on these matters.