



LINCOLN
UNIVERSITY

TE WHARE WĀNAKA O AORAKI

Strategy

2019 – 2028



2024-2028 Midpoint Update on Ten-year Strategy



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Introduction from the Senior Leadership Team

Tēnā koutou katoa,

Lincoln University is a specialist university focused on the land-based sectors. Our purpose is 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. Our graduates are central to our purpose through their work in the land-based sectors in New Zealand and worldwide. Our impactful research positions the University as a significant contributor to major advancements in agriculture, agribusiness, tourism, environmental management, and recreation.

The context in which we operate has been shaped by the global pandemic and impacted by a range of factors including increased competition for students, changing expectations of universities, advancements in artificial intelligence and digital technologies, and financial headwinds for education and research funding. In addition, the challenges facing the land-based sectors including food security, water quality, biodiversity management and climate change are pressing and require skilled graduates and innovative research to solve.

This mid-point update on the Lincoln University Strategy 2019-2028 reinforces our commitment to our vision. Lincoln University has progressed well over the first five years (2019-2023) of our strategy and emerged post-pandemic with a significant increase in student numbers, plans for future growth in both domestic and international enrolments, a strong portfolio of relevant and impactful research and in a financially sound position. Our student population has reached the unique and desirable position of a specialist, research-intensive university, where around half of our students are postgraduate. We have also invested in and advanced our online delivery with 11% of students studying asynchronous online. At the same time, our Campus Development Programme has progressed at pace, leading to a refreshed and transformed campus, with a distinctive modern environment that enables contemporary teaching practices, state-of-the-art research facilities, and a vibrant place where people live, study and work.

In updating our strategy, we have confirmed our Strategic Intent, set

University-wide Priorities and Actions for the 2024-2028 period, and outlined how we will continue to measure our success. The updated strategy sets out how we plan to respond to anticipated challenges while continuing to be firmly committed to our role as a specialist university specifically cultivating work-ready graduates and conducting impactful research that grows the economy and achieves better social outcomes.

We remain committed to our ambitious vision to be a globally ranked, top-five land-based university, unlocking the power of the land to enhance lives and grow the future, and recognise that there is much more work to be done.

We look forward to working with students, staff, and partners to achieve this and shepherding the University on its journey towards our 150th-year celebrations in 2028

Ngā mihi

Professor Grant Edwards
Vice-Chancellor

Professor Merata Kawharu
Deputy Vice-Chancellor, Māori

Professor Chad Hewitt
Provost

Susie Roulston
Chief Operating Officer

Damian Lodge
Deputy Vice-Chancellor Student Life

Karen McEwan
Executive Director People, Culture and Wellbeing

Our Strategic Intent

We are a specialist University focused on advancing knowledge through impactful research and higher education that benefits the land-based sectors in New Zealand and worldwide.

Students at our core



Our students are at the heart of our University. Through our excellence in teaching in a research-rich environment, we empower all our students to reach their full potential, ultimately equipping the next generation of leaders with the skills, knowledge and passion needed to drive transformation in agriculture, agribusiness, tourism, environmental management, and recreation.

Placed at the heart of the Lincoln research precinct



Our campus is at the heart of the Lincoln research precinct, and we work to achieve impact for our partners and communities. Our campus is complemented by a network of university-owned farms and research centres, crucial to combining good education and training with demonstration and skills.

Committed to He Tūtohunga Whakamātau



We are committed to engaging with and collaborating with mana whenua, Ngāi Te Ruahikihiki and Te Taumutu Rūnanga. This is enshrined in the longstanding He Tūtohunga Whakamātau Charter of Understanding. Since 2006 the Charter has provided the basis of the relationship between the University and the Rūnanga, consistent with Te Tiriti o Waitangi, the Treaty of Waitangi and acknowledging the broader Tiriti/Treaty relationship between the University and Ngāi Tahu.

Sustainability



At the heart of Lincoln University's teaching, research and leadership is a commitment to ensuring future generations can flourish and grow. We are firm in our pledge to be an exemplar of sustainable practices for the land-based sectors.

Values



Our values give meaning to our purpose, helping to convey our culture. Each value is underpinned by a set of guiding behaviours.

Our Values

Manaakitaka – Looking After People.

We will pay respect to each other and to all others in accordance with our tikaka (customs).





Strategy Goals and Priority Areas

Vision

To be a globally-ranked, top-five land-based university, unlocking the power of the land to enhance lives and grow the future.

Purpose

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.

Strategy Goals

Priority Areas

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

Priority Areas and Actions 2024-2028

Each goal outlines a set of overarching priorities and actions designed to provide a broad framework that guides the overall strategic direction of the University for 2024 to 2028. The priorities and actions apply across the entire University, including all faculties, departments, and service areas indicating where, University-wide, we will invest our energy to achieve our vision. The Actions are mapped on a timeline, categorised under one year, two years and five years, denoting anticipated completion within the five-year span.

Our measures of success

We will measure our success by:

- Increased commencing and total domestic and international student enrolments
- Increased Māori and Pasifika student enrolments
- Increased postgraduate research student numbers
- Enhanced student satisfaction, retention, and progression
- Enhanced graduate employment outcomes
- Improved world research-based rankings
- Increased research income from external sources
- Improved satisfaction for our workforce
- An attractive, functional, and sustainable campus
- Low-risk ranking maintained on the Tertiary Education Commission Financial Reporting Framework



GOAL 1

A distinctive, Aotearoa New Zealand, end-to-end student experience

A student experience connected to the land is central to Lincoln University’s vision. Manaakitaka, wairuataka and whanaukataka will ensure that our engagement with students enhances the mana of all concerned, as we provide an experience that connects students to the University, as well as the land-based sectors. We will offer students an array of academic, social, and cultural activities that are enriched by fellow students, staff, industry and community interactions at local, national, and global scales. These activities will empower students with the skills needed for success, positively impacting future communities in which they live and work.

Priorities	Actions		
	2024	2024-2025	2024-2028
<p>Provide an enriching and successful experience for all students within an environment that empowers them to thrive and achieve their goals.</p> <p>Ensure quality streamlined student services that are responsive and focused on supporting wellbeing and success.</p> <p>Enhance student experiences for postgraduate students.</p> <p>Develop research-rich graduates.</p> <p>Grow graduates ready for New Zealand’s future workforce.</p>	<p>Provide clear guidelines for the use of artificial intelligence and digital technologies in research, teaching, and learning.</p> <p>Provide clear guidelines for both in-person and online delivery in teaching and learning.</p> <p>Collaborate with taura to develop, implement, and socialise a student partnership and feedback programme.</p> <p>Complete the implementation of student-centric grade-tracking digital technologies, supporting personalised interventions and retention.</p>	<p>Implement the Lincoln University graduate profile.</p> <p>Invest in and coordinate the Lincoln University Work Integrated Learning Programme for all students enriched by collaboration with iwi, government, and industry.</p> <p>Strengthen the Lincoln University Living Laboratory programme, enabling enhanced student interaction with the entire campus, including farms.</p> <p>Enhance and coordinate opportunities for students and their whānau to engage with local communities through part-time work, mentoring and volunteering.</p> <p>Improve opportunities and coordination of inward and outward student mobility with partner universities.</p> <p>Deliver streamlined administrative services for students that provide timely and coordinated responses.</p> <p>Progress the Lincoln University Learning and Teaching model that characterises our distinctive approach.</p>	<p>Develop a comprehensive student experience plan that incorporates the distinctive characteristics of Lincoln University experiences across the on-campus, online and offshore environments.</p> <p>Fully implement Manaaki Tauira, our learner success framework that: elevates outcomes for Māori; grows Pasifika; ensures equity of access for students with disabilities; and supports all taura.</p> <p>Implement a university-wide student transition project.</p> <p>Create a learning, innovation and entrepreneurship hub on campus that brings students, staff and industry together.</p>

GOAL 2

Improved assets and sustainable operating models

Fit-for-purpose assets for education, research and student experience that create impact for the land-based sectors will be achieved through ongoing continuous improvement, freeing up resources and achieving operational excellence. We will honour our values of whanaukataka, rakatirataka and manaakitaka as we commit to being an exemplar in sustainable economic, environmental, cultural, and social practices. We commit to managing our financial resources in a manner that is sustainable and makes the most effective use of our entire resource base.

Priorities	Actions		
	2024	2024-2025	2024-2028
<p>Establish a clear pathway to carbon neutrality by 2030.</p> <p>Make our organisation an exemplar of sustainable practices.</p> <p>Establish a flexible, agile, and effective University operational framework.</p> <p>Digitally enable our University.</p>	<p>Implement asset management and financial planning tools that enable more effective planning, including multi-year budgeting and decision support.</p> <p>Develop a fit-for-purpose performance measurement framework (balanced scorecard) for academic and service support units, and model a culture built on performance, trust, and accountability.</p> <p>Refine academic governance and delegations for improved decision-making and to accelerate the development of academic programmes and collaboration with other universities.</p> <p>Progress enhancement of existing teaching facilities to ensure they are fit for purpose.</p> <p>Develop a digital strategy.</p>	<p>Decommission the coal boiler and deliver the aligned heating infrastructure upgrade project to deliver a modern, efficient, and resilient heating network.</p> <p>Implement and operationalise the Lincoln University Agrivoltaic Energy Farm.</p> <p>Implement operating models for laboratories, teaching spaces and farms, records and collections certified by external bodies, which are directed towards improved sustainability.</p> <p>Equip and support students and staff with digital teaching and research tools, technologies, and literacy to bolster agile and collaborative ways of working.</p> <p>Continue to streamline processes and leverage technology, data, and automation to drive effective allocation of resources and the ability to scale up support services to accommodate student and staff growth.</p> <p>Improve our farms’ usage for teaching and research through better planning, design, use of technology and investment in staff technician support.</p>	<p>Implement the Lincoln University Campus Masterplan and Lincoln University Landscape Master Plan that outlines design principles guiding the development of the University campus over a 10-15-year period including relationships with Lincoln-based Crown Research Institutes.</p> <p>Develop our cybersecurity culture and capabilities to provide protection and mitigation against current and emerging cybersecurity threats.</p> <p>Implement the plan for the University to be carbon neutral by 2030 and carbon zero by 2050.</p>

**GOAL
3**

A culture which stimulates and inspires all staff and students

Lincoln University is enriched by our connections to the land-based sectors in New Zealand and globally and by the interactions of those who choose to study and work here. We are committed to a culturally inclusive environment that places our values at the centre of all we do, enhancing excellence, promoting high performance and productivity, and fostering personal wellbeing. Through our values rakatirataka, manaakitaka and whanaukataka, we will support professional development, workload management and workforce planning that develops all our staff and students, enabling them to reach their full potential and make distinctive contributions to the land-based sectors.

Priorities	Actions		
	2024	2024-2025	2024-2028
<p>Support and nurture a culturally inclusive campus.</p> <p>Embed and celebrate our Takata Whenua.</p> <p>Develop a values-driven culture that fosters a sense of identity, shared purpose, and commitment.</p> <p>Grow our staff through early career development, professional development, and workforce planning.</p> <p>Manage workloads consistent with a research-intensive, specialist focused on the land-based sectors.</p>	<p>Actively model the Lincoln University culture in day-to-day leadership and management practice, reflecting the University's values and its commitment Te Tiriti.</p> <p>Implement a two-way communications and engagement plan that ensures all staff understand the University's strategy and values.</p> <p>Implement initiatives that improve staff (academic and professional) workloads while supporting sustainable growth, including increased access to teaching assistants and tutors, modifications to assessment, access to support services, tools, and improved systems.</p> <p>Provide professional development opportunities that enable staff to grow their careers.</p> <p>Build student and staff resilience, mental fitness and wellbeing through training, workshops, events, physical activities wellbeing pathways and resources.</p> <p>Implement the Lincoln University Mental Health, Mental Fitness and Wellbeing strategy.</p>	<p>Increase cultural experiences for staff, students, and stakeholders, including implementing a programme encouraging the use of te reo Māori on campus.</p> <p>Actively manage early career staff progression, including proactively encouraging high-performing students and staff to continue their careers at Lincoln.</p> <p>Enhance our early career Māori Whanake Ake programme.</p> <p>Promote the Lincoln University Student Charter in alignment with the University's values and goals, ensuring it is embraced by both students and staff.</p>	<p>Manage staff succession and recruitment to ensure the ongoing development of areas of demonstrated strength.</p> <p>Promote cross-unit collaboration through the facilitation of internal secondments, research seminars and the establishment of communities of practice.</p>





**GOAL
4**

World-class research and teaching with impact

Lincoln University will lead education and research for our land-based sectors. Our educational experience will be differentiated, scalable and agile in responding to evolving demands, equipping students with the skills and mindset to make a significant contribution to the future workforce, growth in New Zealand's economic performance, and achievement of better social outcomes. We will develop leading models as a specialist university collaborating with research partners, Māori, industry, and government to tackle present and future challenges, harnessing the value of data, artificial intelligence and other digital technologies for the land-based sectors. Through our values manaakitaka, wairuatika, kaitiakitaka and rakatiratika we will ensure the right level of support and engagement is undertaken, using culturally appropriate methodologies that deliver impact.

Priorities	Actions		
	2024	2024-2025	2024-2028
<p>Accelerate research impact and relevance to the land-based sectors through sustained research excellence and collaboration.</p> <p>Provide innovative academic programmes that anticipate workforce needs of land-based sectors.</p>	<p>Establish a Lincoln University Postgraduate Initiative to coordinate and enhance our taught and research postgraduate programmes.</p> <p>Enhance the collaborative relationships between Lincoln University and research entities such as Lincoln Agritech Limited and Crown Research Institutes to leverage research excellence and impact.</p> <p>Develop a Lincoln University Academic Plan that builds coherence between research and education.</p> <p>Deliver course enhancement programmes to improve all courses and increase recognition of quality outcomes.</p> <p>Strengthen our Protective Security Requirements and Trusted Research culture and capabilities to better manage risks relating to research activities.</p>	<p>Implement a Māori Research Institute that brings together Māori research excellence and oversees transformational research on kāiika climate-resilient futures including mana whenua research priorities.</p> <p>Undertake a Māori academic development project to embed majors or minors in Māori studies in curriculum development.</p> <p>Design and implement new models of postgraduate education that are co-designed and co-delivered with Crown Research Institutes, industry, Māori, government, and partner universities.</p> <p>Design and implement an Impact Framework that demonstrates Lincoln University's contribution to local, national and global needs of the land-based sectors.</p> <p>Strengthen our focus on industry-orientated research programmes.</p> <p>Invest in new business development and commercialisation capabilities including those linked to the Māori economy.</p> <p>Design and implement the Lincoln University Learning and Teaching framework.</p>	<p>Revise our portfolio and delivery mechanism of undergraduate and sub-degree diplomas, with a specific focus on continual renewal to meet the current and future needs of the land-based sectors and the Māori economy.</p> <p>Support the development of stronger alliances with Lincoln-based Crown Research Institutes and mana whenua to facilitate joint research programmes, shared infrastructure, reciprocal exchanges and knowledge transfer for staff and students.</p> <p>Continually monitor and develop the portfolio and capability of our research centres including a focus on application of artificial intelligence and other digital technologies for land-based sectors.</p> <p>Strengthen our research and teaching for the Pacific.</p>

**GOAL
5**

An organisation focused on meaningful partnerships

The land-based sectors face significant challenges nationally and globally, and collaborative approaches are required to address this. Through our values whanaukataka, kaitiakitaka and tohatoha we will collaborate by seeking partnerships in education and research that grow our impact in the land-based sectors. We will move the role of the University to a platform on which other organisations are also able to succeed such as iwi, Crown Research Institutes, businesses, and government. Key to this will be our work to strengthen our distinctive brand and narrative build awareness of land-based challenges and demonstrate the role we play in addressing these alongside our partners.

Priorities	Actions		
	2024	2024-2025	2024-2028
<p>Grow our impact through partnerships.</p> <p>Develop, nurture, and promote a culture of collaboration.</p> <p>Build coherence between research and education in all partnerships.</p>	<p>Implement Lincoln University's Meaningful Partnership Plan that adds value to our partners and strengthens education and research opportunities for staff and students.</p> <p>Present Lincoln University's narrative and impact in a compelling way that strengthens and enhances our reputation in the land-based sectors.</p> <p>Strengthen our coordination of partnerships within Selwyn District and the wider Canterbury region.</p> <p>Enhance activities of Food Transitions 2050, Lincoln University's Joint Postgraduate School with the University of Canterbury, AgResearch, Manaaki Whenua Landcare Research, and Plant and Food Research.</p>	<p>Develop stronger alliances with Euroleague for Life Sciences (ELLS) European partner universities to facilitate joint programmes, reciprocal exchanges, and research collaboration.</p> <p>Initiate Lincoln University State of Land Project – a Synthesis Institute - aimed at working with international parties to accelerate discovery and share knowledge about the land-based sectors.</p> <p>Foster collaboration with strategically aligned businesses and organisations through co-location and hosting on campus.</p> <p>Develop innovative new ways to showcase the success of our alumni and the substantial impact they have on the land-based sectors.</p>	<p>Implement Lincoln University's 150th Anniversary Celebration plan capturing our substantial past and future contributions in partnership with the land-based sectors.</p> <p>Lead and strengthen collaboration through land-based sector partnerships with iwi, Rūnanga, Māori incorporations, Ahu Whenua and Whānau Trusts and Māori landowners.</p> <p>Lead and strengthen our participation in collaborative, jointly awarded qualifications with other New Zealand universities.</p> <p>Strengthen our collaboration with Crown Research Institutes and industry partners, enabling them to build their research, leadership, and staffing capacity to succeed on both a national and global scale.</p>

**GOAL
6**

Facilitating Student Growth

As a specialist University, we are committed to attracting more people to the land-based sectors and meeting workforce demands for our graduates. Through our values of whanaukataka, kaitiakitaka and tohatoha, we will provide society and government growth in higher education connected to the land-based sectors. We are committed to improving the attractiveness and accessibility of our programmes for all students, particularly at the postgraduate level.

Priorities	Actions		
	2024	2024-2025	2024-2028
<p>Meet land-based sector workforce needs and challenges</p> <p>Expand our reach to a wider group of potential students.</p> <p>Increase participation and engagement of Māori and Pasifika students.</p>	<p>Confirm arrangements for the continuation of fee waivers for domestic postgraduate students.</p> <p>Complete the suite of academic programmes in the Lincoln Connected (online) work plan.</p> <p>Develop an institutional-wide approach to scholarships and awards afforded through enhanced fundraising activities.</p> <p>Develop new entry pathways to Lincoln University.</p>	<p>Develop a world-leading flagship Māori academic programme that addresses the big challenges facing our land and water.</p> <p>Develop a coordinated kura kaupapa Lincoln University pathway programme.</p> <p>Confirm and implement arrangements for the offshore delivery of Lincoln programmes through a joint institute approach with Huazhong Agricultural University.</p> <p>Review and invest in the University's regional delivery models for targeted academic programmes, including online.</p> <p>Strengthen collaboration with land-based industries to assist students in developing skills and experience that are crucial to their professional development.</p>	<p>Revise our portfolio and Invest in and coordinate a programme of work to ensure staff and facilities (teaching, research, support services and farms) are aligned to planned growth in student numbers and research excellence.</p> <p>Invest in the delivery of the Student Accommodation Strategy that supports the student experience and growth aspirations.</p> <p>Strengthen and differentiate our school engagement programmes and add value to schools with activities including support for secondary and international education programmes Te Mātāpuna Mātātahi Children's University, STAR, and the Farms Outreach programme.</p> <p>Implement a sustainable international recruitment strategy that includes the development of pipelines, academic pathways, and partnerships with aligned universities.</p> <p>Adopt an agile and coordinated approach in delivering short courses, micro-credential, and modular programme offerings, that embrace changing career paths.</p>



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