



LINCOLN UNIVERSITY COUNCIL

AGENDA & PAPERS

**At 9:00am on Tuesday, 24 June 2025 a meeting of Lincoln University will be held
in Whare Auahu, Waimarie, Lincoln Campus**

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

Lincoln University Strategy 2019-2028

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 2019-2028 <ul style="list-style-type: none"> ● A distinctive, Aotearoa New Zealand, end-to-end student experience ● Improved assets and sustainable operating models ● A culture which stimulates and inspires all staff and students ● World-class research and teaching with impact ● An organisation focused on meaningful partnerships ● Facilitating student growth
---	--	--

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"> • 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
GOAL 2	Improved assets and sustainable operating models	<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
GOAL 3	A culture which stimulates and inspires all staff and students	<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 university focused on the land-based sectors.
GOAL 4	World-class research and teaching with impact	<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
GOAL 5	An organisation focused on meaningful partnerships	<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
GOAL 6	Facilitating student growth	<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

Council Meeting - 24 June 2025

CONFIDENTIAL



24 June 2025 09:00 AM - 01:00 PM

Agenda Topic	Page
Cover Page	1
Strategy	2
Opening Karakia	5
1. Welcome and Apologies	
2. Disclosures of Interest	6
Every Council Member has an obligation to declare any actual, potential or perceived conflicts of interest with any Lincoln University activities and to ensure that such conflicts of interest are noted and managed appropriately.	
3. Confirmation of the Minutes of the Previous Meeting	12
4. Matters Arising from the Minutes	18
5. Notice of Items of General Business	
6. Vice-Chancellor's Report	19
7. LUSA Report	21
8. Chancellor's Report	22
9. People and Culture Committee	23
9.1 Appendix A: People and Culture Committee Terms of Reference	27
9.2 Appendix B: People and Culture Committee Terms of Reference – tracked changes	30
10. Academic Board Report	34
11. Academic Audit Cycle 6 Follow Up Report	38
12. Lincoln University Subsidiary Shareholder Resolutions	55
12.1 Appendix 1 – Resolution in lieu of AGM - Lincoln Agritech Limited	56

12.2	<u>Appendix 2 – Resolution in lieu of AGM - Lincoln University Property Joint Venture Limited</u>	57
13.	<u>Freedom of Expression Legislation</u>	58
13.1	<u>Appendix B draft Freedom of Expression Policy</u>	63
14.	General Business	
15.	<u>Moving to In-Committee</u>	68
16.	Moving out of In-Committee	
17.	Next Meeting	
9am on Tuesday 29 July 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!

LINCOLN UNIVERSITY COUNCIL – REGISTER OF INTERESTS

Bruce Gemmell

Entity/Organisation	Nature of Interest
The Gemmell Group Limited	Director, Shareholder
The Highlanders GP Limited	Director
The Second Little Pig Was Right Limited	Director, Shareholder
ATT Trustee Limited & associated subsidiaries	Director
Lincoln Agritech Limited	Chair
Lincoln University Centennial Trust	Ex-officio Trustee
Lincoln University Foundation Trust	Ex-officio Trustee
Gemmell Finance Limited	Director, Shareholder
Nitrolabs Limited & Associated companies	Director
Central Plains Water Limited	Director
Buller Electricity Limited & associated subsidiaries	Director
Planz Consultants Ltd	Director
Nexia Limited	Director
Selwyn District Council	Independent member of Audit and Risk Committee
Waldmel Holdings Limited	Director
Pioneer Energy Renewables GP Limited	Director
Universities New Zealand, (Chancellors Committee)	Chair

David Philip Jensen

Entity/Organisation	Nature of Interest
Puketiro Partnership Limited	Director and Shareholder
MyFarm Kiwifruit Fund	Chair
Eastpack Limited	Director

LINCOLN UNIVERSITY COUNCIL – REGISTER OF INTERESTS

Merrijig Development sLimited	Shareholder
Figured Limited	Shareholder
New Zealand Dairy Dessert Company	Shareholder
Fonterra	Shareholder
Zespri	Shareholder
Livestock Improvement Corporation Limited	Shareholder
Eastpack Limited	Shareholder
Ballance Agri Limited	Shareholder
Farmlands Co-operative Society Limited	Shareholder
Chair Gliding NZ Trust	Trustee
PinPoint Laboratory Services Limited	Chair and Director
Pasture Accelerator	Chair

Dr Maria Janna van den Belt

Entity/Organisation	Nature of Interest
Cogo Connecting Good Limited	Shareholder
College of Assessors of MBIE	Member
EHF Fellowship	Fellow

Elizabeth Hill-Taiaroa

Entity/Organisation	Nature of Interest
Te Taumutu Rūnanga	Secretary & Oranga leader

Gabrielle Thompson

Entity/Organisation	Nature of Interest
Olsen Thompson Limited	Director & Shareholder
Hollyfort Farm Limited	Shareholder
Thompson Family Farm Limited	Shareholder
Silver Fern Farms Co-Operative Limited	Director

LINCOLN UNIVERSITY COUNCIL – REGISTER OF INTERESTS

Thompson Family Trust	Trustee
Pretty in Pink Charity Trust	Trustee
Ballance	Shareholder
Farmlands Co-Operative Ltd	Shareholder
Thompson Property Trust	Trustee
Ravensdown	Shareholder
Thompson Forestry Limited	Director and Owner

James Parsons

Entity/Organisation	Nature of Interest
Ashgrove Genetics Limited	Director
Agfirst Northland Limited	Director
Trevar Limited	Director, Shareholder
Wools of New Zealand Holdings Limited	Director
Ashgrove Limited	Director
Halter USA Inc	Advisor

Janice Fredric

Entity/Organisation	Nature of Interest
Mainpower Ltd	Director
Aurora Energy Limited	Director
Green Power New Zealand Ltd	Director
Mt Cass Wind Farm Ltd	Director
Timaru District Council	Independent member of Audit and Risk Committee
NZ Shipwreck Welfare Trust	Trustee
Tregynon charitable Trust	Trustee
NIWA	Director

LINCOLN UNIVERSITY COUNCIL – REGISTER OF INTERESTS

NIWA Vessel Management Limited	Director
--------------------------------	----------

Professor Derrick Moot

Entity/Organisation	Nature of Interest
Lincoln University	Professor
Tertiary Education Union	Member
Free Speech Union	Member

Professor Grant Edwards

Entity/Organisation	Nature of Interest
Lincoln University	Vice-Chancellor
Lincoln University Council	Ex-officio Member
Universities New Zealand, (Vice-Chancellors Committee)	Chair
New Zealand Food Innovation Ltd	Director
Lincoln Agritech Limited	Director
Lincoln University Foundation	Ex-officio Trustee
Lincoln University Centennial Trust	Ex-officio Trustee
Lincoln University Alumni Association	Ex-officio Patron
South Island Dairying Development Centre Leaders Forum	Chair
Committee of University Academic Programmes (CUAP)	Chair
Don Hulston Foundation	Ex-officio University Trust
Ivey Hall and Memorial Hall 125th Anniversary Appeal Gifting Trust	Ex-officio University Trust
Ivey Hall and Memorial Hall 125th Anniversary Appeal Taxable Activity Trust	Ex-officio University Trust
John Mowbray Howard Tripp Agricultural Scholarship Trust	Ex-officio University Trust

LINCOLN UNIVERSITY COUNCIL – REGISTER OF INTERESTS

J W and Carrie McLean Trust	Ex-officio University Trust
Kathleen Ann Stevens Scholarship Trust	Ex-officio University Trust
Leslie John and Lola June Struthers Trust	Ex-officio University Trust
Sir Arthur Sims Scholarship Trust	Ex-officio University Trust
Vernon Willey Trust	Ex-officio University Trust

Puamiria Parata-Goodall

Entity/Organisation	Nature of Interest
Lincoln University	Council Member and Cultural Advisor
AgResearch	Consultant - Cultural Narrative
Te Taumutu Rūnanga	Chair
Te Māori Manaaki Taonga Trust	Member
Te Pakura Limited	Director & Cultural Advisor to Mana Whenua Cultural Narrative
Ngāi Tahu Fund	Chair
Canterbury Museum Board	Member, Kaiurungi - Ōhākī o Ngā Tipuna, Cultural Advisor
Te Pae Korako Ngāi Tahu Archives & Whakapapa	Member
Rarotoka Management Limited	Director, Shareholder
Arts Council	Member, Co-Chair - Komiti Māori

Zara Weissenstein

Entity/Organisation	Nature of Interest
Lincoln University Students' Association	President
Lincoln University Accommodation Services	Residential Assistant

Register of interests – Senior Leadership Team – 2025

SLT member	Organisation	Date	Position	Notes
Grant Edwards	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	
Merata Kawharu	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 27 May 2025 at 10:15am in Memorial Hall, Lincoln University and online via MS Teams

Meeting Minutes

Present: Bruce Gemmell, Michelle Ash, Janice Fredric, Prof. Derrick Moot, Dr Marjan van den Belt, Gabrielle Thompson, David Jensen, James Parsons and Zara Weissenstein (each a Council Member).

Via MS Teams: Liz Hill-Taiaoroa

In attendance: Mrs S Roulston (Chief Operating Officer)
Mr N Heslop (Council Secretary)
Prof C Hewitt (Provost)
Mrs M Clayton & Prof E Stewart (Item 10)
Mr S Charters (Item 9)
Mrs T Nelson (Item 12)
Mr Damian Lodge (DVC, Student Life)
Mrs M Kawharu (DVC, Māori)
Mr S Hunter (Health & Safety Manager, Item 10)

Apologies: Puamiria Parata-Goodall & Prof. Grant Edwards (Vice Chancellor) for absence, and Prof. Derrick Moot for early departure.

Meeting started at 10.15am.

1. Welcome/Karakia/Apologies

The Pro-Chancellor welcomed Councillors to the meeting and invited Zara Weissenstein to open the meeting with karakia.

Resolution

That Council:

RESOLVE to receive:

1. An apology for absence from Puamiria Parata-Goodall & Prof. Grant Edwards, and
2. An apology for early departure from Prof. Derrick Moot.

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 29th April 2025 as a true and correct record.

Resolution

MOTION CARRIED

4. Matters arising from the Minutes

The action register was NOTED.

The Council Secretary provided a verbal update noting those matters that remained outstanding.

5. Notice of items of General Business

There were no items of general business.

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.

The University Advisory Group (UAG) report is expected to be released late July in conjunction with TEC strategy.

There are high level signals that emphasis on collaboration between institutions and institutions and PRO's will be encouraged.

Council invited conversation on Budget 2025 impact for Lincoln University and noted the course profitability model is imperative in new environment where prioritized areas are funded.

Resolution

Council requested interim updates of the Course Profitability Financial Framework noting it is a complicated equation at course level.

Resolution

That Council:

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:

- Graduation Ball tickets increased in number with change to a larger venue.
- Increased engagement by students in clubs and societies.
- Postgraduate Engagement Representative byelection is ongoing.

Resolution

Council encouraged LUSA Executive to understand the club assets and insurance coverage.

Council Resolution

That Council:

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

MOTION CARRIED

9. Academic Board Report

The report was taken as read which included two major items requesting Council approve proposals to introduce two new qualifications.

The Chancellor invited Stuart Charters (ESD) and Merata Kawharu to talk to the qualifications that are proposed to be introduced.

Stuart Charters talked to high level learning outcomes in the course design that will permit lecturers to adapt teaching and research with developments in a fast-changing area.

Resolution

Council encouraged management to price the qualifications appropriately as there are direct to market routes for enrolments.

Council Resolution

That Council:

1. **RECEIVE** the information in the Academic Board report.
2. **APPROVE** the proposal to introduce the Master of Artificial Intelligence for Land Use to be submitted to CUAP for Round 3, 2025.

MOTION CARRIED

10. Health and Safety Report

The report was taken as read.

Two significant incidents:

1. Smoke emanating from a burn off event caused health issues in a staff occupied area. Lincoln is working with another PCBU to complete a robust investigation. A gap in processes was identified and air intakes with better filters are on backorder.
2. On 30 April 2025 George Forbes suffered a leak on level 2 during a continuous rain event that required staff to work from home. An investigation is underway to identify the root cause.

Management noted there is a repairs and maintenance provision in the budget that is untagged to specific projects to cover events such as the George Forbes leak.

Council Resolution

That Council **NOTE**:

1. 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.
2. Identifying trends in the health and safety performance of the University and measures taken to improve the robustness of the data.
3. The actions being taken to improve the culture of health and safety across the University.

Resolution

MOTION CARRIED

11. Human Ethics Committee 2024 Annual Report

The report was taken as read.

Chancellor expressed gratitude to Prof. Derrick Moot for this longstanding contribution to the Human Ethics Committee.

Resolution

That Council:

1. **RECEIVE** the information in this report.
2. **APPROVE** the Human Ethics Committee 2024 Annual Report and delegate authority to the Vice Chancellor to sign the Annual Report on behalf of Lincoln University.
3. **NOTE** the addition of five members to the HEC in April and the total committee membership as outlined in Appendix B and not appoint a Council member to the Human Ethics Committee.

Resolution

MOTION CARRIED

12. Biocompliance Report

The report was taken as read.

A new risk around research including human body fluids is being monitored.

Council discussed the biohazard and reputational risks attached to this new biocompliance hazard.

Resolution

That Council:

1. remains aware of activities undertaken to eliminate the level of

Resolution

reputational and financial risk that would result from a breach of containment or other critical non-conformance in our Containment Facilities, along with additional compliance requirements for LU research activities.

MOTION CARRIED

13. General Business

There were no items of general business.

The Chancellor invited Dr Marjan van den Belt to email him about the KPMG report previously circulated to consider whether it can be addressed at Council.

14. 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
Lincoln Agritech Limited 1. Statement of Corporate Intent 2. Q1 Dashboard Report	To avoid prejudice or disadvantage to the commercial activities of the University	7(2)(h)
Reports to Council Executive Committee 1. Report – appoint member to Council Appeals Committee	To protect the privacy of natural persons	7(2)(a)
Audit, Risk, & Assurance Committee Report to Council 1. Report – business of Committee 2. Minutes from meeting on 20 May 2025 3. 2026 Draft Investment Plan 4. 3+9 P&L Reforecast 5. PBRF Audit 6. Audit NZ Report to Council 7. Audit Assurance Information 8. Admission & Enrolment Program 9. 3+9 Capex Reforecast New Catered Hall Funding Update and Method to Market Approval 10. Ivey West Memorial Hall Close Out Report 11. Lincoln Connected Close Out Report	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)
Council Appeals Committee	To protect the privacy of natural persons	7(2)(a)
Recruitment Report	To avoid prejudice or disadvantage to the commercial activities of the University	7(2)(h)
Finance Report	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), Prof Merata Kawharu (Deputy Vice Chancellor, Māori and Pasifika), Mr Travis Glare (Lincoln Agritech CEO), Mr Timothy Lester (General Counsel), Yvonne Yang (Audit NZ), Mr Alistair Pearson (Property Director), Mr Justin Greenhalgh (Project Manager), 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.

MOTION CARRIED

14. Closure and next Meeting

Zara Weissenstein led the closing karakia.

The meeting closed at 2:16pm.

The next meeting is scheduled for Tuesday, 24th June 2025 at 9:00am and will be held in Whare Auahu, Waimarie at Lincoln Campus.

CONFIRMED THIS 24th DAY OF June 2025

BRUCE GEMMELL

CHANCELLOR

UNCONFIRMED

Council Meeting - 24 June 2025 - Matters Arising from the Minutes

Action Number	Action Summary	Action Type	Originating Meeting	Destination Meeting	Responsibility	Due Date	Notes
Completed Actions since 27 May 2025							
653	Organise LU Council Visit to Lincoln Agritech	Arrange	Council			27/06/2025	Tour organised for 24 June following Council meeting
635	Education Performance Indicators (EPI) Dashboard	Update Report	Council	Council	Lodge, Damian & Pierce, Kelly	24/06/2025	Presented to Ahumairaki committee and will be considered during closed session of Council on 24 June.
In Progress							
643	Improve the information provided in the Health & Safety Report	Update Report	Council	Council	Hunter, Steve	24/06/2025	Health & Safety Manager will be updating H&S report throughout 2025 and periodically inform Council of changes to report.
650	Course Profitability Reports.	Report	Council	Council	Hewitt, Chad	28/10/2025	Council requested <i>each Faculty</i> develop a course profitability model and present to Council.
654	Update Council on frequency of services use	Report	Council	Council	Weissenstein, Zara	2/12/2025	



Vice-Chancellor's Report to Council

June 2025

Lincoln University's 2024 Annual Report

The Te Whare Wānaka o Aoraki Lincoln University Annual Report for 2024 has been released and is now accessible on both the University's internal Hub and our external website.

The past five years show significant growth for the University, particularly in student enrolments. In 2024, we achieved a significant milestone, surpassing 5,000 students for the first time, with a total student enrolment headcount of 5,484. This represents a remarkable 21% increase over 2023 figures.

This growth, combined with our strategic transition towards becoming more a postgraduate-intensive university, has seen postgraduate enrolments now accounting for 51% our EFTS. This strategic direction firmly establishes Lincoln University as a research-intensive university, leading the advancement of Aotearoa New Zealand's land-based sectors. Our efforts are aimed at fostering a more resilient and sustainable future for these sectors, while also significantly contributing to the growth of New Zealand's bioeconomy.

Despite a challenging tertiary sector landscape, the University remains financially sustainable, demonstrating effective governance and financial management. The 2024 Annual Report provides a comprehensive overview of key facts and figures, underscoring our sustained progress towards achieving the six overarching goals outlined in the Lincoln University Strategy 2019-2028.

Navigating our financial landscape. Focused specialisation paramount

Lincoln University, like the broader tertiary sector, is actively managing a constrained financial landscape following the Government's 2025 Budget announcement. Our Investment Plan is currently being prepared to reflect the new government priorities and guidelines.

Even within this constrained financial landscape, our focused specialisation remains paramount. It enables us to prioritise impactful research and educational programmes directly relevant to the challenges and opportunities facing New Zealand's bioeconomy. Given that biological resources underpin approximately three quarters of New Zealand's export economy, Lincoln University's expertise is not just valuable, but essential for the nation's sustained prosperity and growth.

Recently, Science, Innovation and Technology Minister, Dr Shane Reti, announced the names, Boards and areas of focus of the three new Public Research Organisations. Of relevance to Lincoln University's specialisation is the New Zealand Institute for Bioeconomy Science. This institute will advance innovation in agriculture, aquaculture, forestry, biotechnology and manufacturing; protect ecosystems from biosecurity threats and climate risks; and develop new bio-based technologies and products.

New Report: Optimising Land Use for Economic Growth and Sustainability

A new collaborative report "*The Future Use of Land and How to Fund It*", from ASB and Lincoln University's Centre Of Excellence Transformative Agribusiness, led by Professor Alan Renwick, highlights a critical opportunity: how smarter, more diverse land use can unlock billions in value for New Zealand's farmers and the wider economy.

This report details how optimising land use across the food and fibre sector can significantly boost the country's GDP while delivering crucial social and environmental benefits. Developed with input from leaders across the primary sector - including dairy, horticulture, sheep and beef, agritech, finance, and government - the report explores four extreme future scenarios for New Zealand. Each scenario pushes a single influential factor, such as greenhouse gas emissions targets or export value doubling, to its extreme, underscoring the urgent need for strategic change in how land is utilised.

Lincoln University maintains Top 500 Global Ranking in competitive field

We're pleased to report that Lincoln University has maintained its position within the top 500 of the highly competitive 2026 QS World University Rankings. This is a significant achievement particularly as QS evaluated over 8,467 institutions - a substantial increase of 2,804 from the previous cycle - with only 1,501 making the final published list. While our rank adjusted slightly to 407 (72.9%) from 371 (75.3%) in 2025, our underlying performance shows strong growth, particularly in critical reputation indicators.

We saw notable increases in our Academic Reputation score (from 8.2 to 13.3) and Employer Reputation score (from 5 to 10.7). These gains are a direct result of our new, strategic approach. Lincoln University continues to demonstrate excellence in core areas. We ranked 2nd overall in New Zealand for Faculty-Student Ratio; International Faculty; International Students and Internal Student Diversity. We also ranked 4th overall in New Zealand for Citations per Faculty. Furthermore, Lincoln University performed well above the global median results in most indicators.

The Lincoln University Energy Farm -first in NZ to demonstrate agrivoltaics

Lincoln University Energy Farm has received final consent, allowing the construction project to begin. The site has been cleared, and the civil works, commencing with an upgrade to the site entrance, are anticipated to start withing the next month. As Aotearoa's first high value agrivoltaics installation, this project is a significant development for the University and for many of our research partners and the wider community. Further information regarding the horticulture crops to be grown on the Energy Farm will be shared with the Lincoln University community and the wider public once finalised.

Recognition of Emeritus Professor Alison Stewart

Te Whare Wānaka o Aoraki Lincoln University is proud to announce that Emeritus Professor Alison Stewart CNZM has been appointed a Dame Companion of the New Zealand Order of Merit in the 2025 King's Birthday Honours List. This prestigious honour recognises her services to plant science and the arable sector. Dame Alison appointment marks a historic moment for Lincoln University as she becomes our first academic Dame.

This well-deserved recognition signifies her brilliant career and her outstanding contribution to arable research. Dame Alison joined Lincoln University in 1994 as an Associate Professor of Plant Pathology and became Lincoln University's first female professor in 1999. She was appointed as foundation Director of the Lincoln University-based National Centre for Advanced Bio-Protection Technologies, which Prime Minister Helen Clark officially opened. Since 2018 she has been the Chief Executive of the Foundation for Arable Research (FAR).



Kia ora koutou

For the last couple weeks, Te Awhioraki and LUSA have been a bit quiet as students work through exams and their final assignments for the semester; however, the time before exam period has been quite busy for both associations.

From the 23rd till 24th of May, the LUSA president and a couple other representatives attended the first Aotearoa Tertiary Student Association bi-annual conference at Otago University, hosted by the Otago University Students' Association. The main topic of discussion here was on what the structure of ATSA will be and how it will be governed. There was also discussion on the terms of reference and if this can yet be approved by all associations involved. Furthermore, the structure that will also most likely be accepted (compared to others) appears to have the University of Canterbury Students' Association interested in joining; as of yet they are not members of ATSA. Once the structure is finalised a report will be sent to their president Luc to present to his board.

In the final week of lectures, Te Awhioraki held its Annual General Meeting. The 2024 Financial and Operational Report was presented on behalf of the outgoing Tumuaki, with no constitutional amendments proposed. This hui was also used as a forum to present stage one of a Long-Term Plan the Tumuaki Takirua have been working on. The object of which is to create consistency in the strategic and financial direction of Te Awhioraki over the next 5 years as new executive teams are voted in each year. Following the presentation, a discussion was held, and important feedback was collected to allow the next stage of the consultation process to go ahead. Notable areas our students wanted us to investigate further: Investment in Cultural Assets; Te Awhioraki Scholarships; and advocating for Māori and Pasifika student accommodation.

LUSA also completed our elections process on the 6th June to elect the new Postgraduate Engagement Representative. Our highest polling candidate was Minuk Kang, and we have now started his onboarding process to get him fully up to speed by semester two. This is a great step towards ensuring the postgraduate community thrives and remains social and bustling, even when there are less students on campus during the undergraduate students' breaks.

The Campus Service Council will also be meeting again on the 16th of June, now that we have completed the annual survey to gather feedback on the student services fee from the students.

Both Te Awhioraki and LUSA are also working on O-week to ensure that all new and returning students have a fantastic welcome to campus and student life. There are many events on the way, such as Winter Ball which is already over 50% sold out and Te Pahi Pāti which is almost completely sold out.

Finally, as a list of LUSA's clubs' assets was requested at the last council meeting, I thought I'd take this opportunity to mention that the only club asset beyond some sporting equipment etc. for events is the Lincoln Snow Department Lodge on Craigieburn. This however belongs to Lincoln University, although both parties are working together on the bookings system to make this more accessible to students now that it is reopened and ready to use again.

We hope you are all managing to stay warm in this weather!

Ngā mihi
Grace, Halle, & Zara



Chancellor's Office

Version: 1.0

Chancellor's Meetings & Correspondence

Author/s: Nathaniel Heslop

Date: 18 June 2025

Purpose

This report summarises the stakeholder meetings undertaken by the Chancellor in between 28 May 2025 through to Council on 24 June 2025.

Executive Summary

Stakeholder meetings

12 June 2025	Lincoln University Centennial Trust and Lincoln University Foundation Trust Meetings
10 June 2025	Appointment and Remuneration Committee
17 June 2025	Audit, Risk, & Assurance Committee
19 June 2025	Appointment and Remuneration Committee Interviews
24 June 2025	Vice Chancellor mid-year performance review conversation

Other Engagements

12 June 2025	1:1 meeting with Lincoln Agritech CEO
17 June 2025	1:1 meeting with Vice Chancellor

Vice-Chancellor's Office

Version: 2.0

Proposal to Establish a People and Culture Committee

Author/s: Nathaniel Heslop

SLT Authoriser: Grant Edwards

Date: 10/06/2025

Purpose

This report provides Council with an update on the establishment of a People and Culture Committee.

It outlines the process undertaken since the initial proposal in March 2025, incorporates feedback from a working group of Council members, and recommends final approval of the Committee's establishment and its Terms of Reference (**Appendix A**). It also seeks nominations for membership of the Committee.

Content

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

1. Recommendation

That Council **RESOLVE** to:

1. **RECEIVE** the information in this report.
2. **APPROVE** the establishment of a People and Culture Committee on the terms of reference in Appendix A with immediate effect.
3. **APPOINT** Bruce Gemmell and Grant Edwards as ex officio members of the People and Culture Committee, by virtue of their respective roles as Chancellor and Vice-Chancellor of Lincoln University. These appointments shall remain in effect for the duration of their terms in office.
4. **APPOINT** David Jensen as a member of the People and Culture Committee, by virtue of his role as Chair of the Appointment and Remuneration Committee at Lincoln University. This appointment shall remain in effect for the duration of his chairmanship of the Appointment and Remuneration Committee.

5. **SEEK** nominations from Council members for the remaining three positions on the Committee.

2. Executive Summary

Background and Process

- **Late 2024:** Council requested a report on the potential establishment of a People and Culture Committee.
- **March 2025:** The initial report was presented. Council resolved to refer the draft Terms of Reference to a working group.
- **April–June 2025:** The working group reviewed and provided feedback on the Terms of Reference.
- **June 2025:** the revised terms were provided to the Vice Chancellor and Executive Director of Culture and Wellbeing for comment.
- **June 2025:** Feedback was incorporated into the final version of the Terms of Reference (**Appendix A**), which is now presented for Council approval.

A working group of Council members reviewed the draft Terms of Reference for the proposed People and Culture Committee. The group supported the establishment of a dedicated committee to provide strategic oversight of people and culture matters, recognising that these issues require focused attention beyond what is feasible in full Council meetings.

Key themes from the discussion included:

- **Clarity of Scope:** The Committee should begin with a clear and manageable scope, with flexibility to evolve over time.
- **Governance Alignment:** The Committee should operate independently of the Appointment and Remuneration Committee to ensure a broader focus and clearer governance structure.
- **Strategic Focus:** Emphasis was placed on the importance of social and human capital, and the need to reflect Te Tiriti o Waitangi in the Committee's mandate.
- **Membership and Operations:** The group recommended a balanced membership structure, quarterly meetings, and the use of workshops to support the Committee's work.

The revised Terms of Reference presented in **Appendix A** in this report reflect the feedback provided by the working group. For reference, **Appendix B** includes a version showing tracked changes that highlight the specific amendments made in response to that feedback.

The establishment of the People and Culture Committee directly supports the Lincoln University Strategy 2019–2028, particularly:

- **Goal 1:** Enhancing the student experience through staff development and wellbeing.

- **Goal 3:** Fostering a culture that inspires staff and students.
- **Goal 4:** Supporting research and teaching excellence through strategic HR oversight.
- **Goal 5:** Strengthening partnerships through a developing, nurturing, and promoting a culture of collaboration.

The Committee will ensure that people-related strategies are aligned with institutional goals and that Council maintains effective oversight of staff wellbeing, leadership development, and organisational culture.

Committee meetings will be scheduled at 9am in three-monthly intervals, tentatively scheduled as:

Date	Time	Venue
Thursday 18 th September 2025	9am	Online via MS Teams
Thursday 11 th December 2025	9am	Online via MS Teams
Thursday 12 th March 2026	9am	Online via MS Teams
Thursday 11 th June 2026	9am	Online via MS Teams
Thursday 10 th September 2026	9am	Online via MS Teams
Thursday 10 th December 2026	9am	Online via MS Teams

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>	Goal 1	A distinctive Aotearoa New Zealand end-to-end student experience	<input checked="" type="checkbox"/>
	Goal 2	Improved assets and sustainable operating models	<input type="checkbox"/>
	Goal 3	A culture which stimulates and inspires staff and students	<input checked="" type="checkbox"/>
	Goal 4	A world-class research and teaching precinct	<input checked="" type="checkbox"/>
	Goal 5	An organisation focussed on meaningful partnerships	<input checked="" type="checkbox"/>
	Goal 6	Facilitating Growth	<input 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 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.

Policy Consistency

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

5. Next Steps

If Council agrees to establish the People and Culture Committee the Council Secretary will schedule the meetings as outlined in this report.

POLICIES AND PROCEDURES



People and Culture Committee Term of Reference

Last Modified:	24 June 2025
Review Date:	24 June 2028
Business Owner:	Vice-Chancellor
Approval Authority:	Council

1. PURPOSE

The purpose of the Committee is to assist the Lincoln University Council (Council) in its governance responsibilities relating to staff wellbeing, development and organizational culture. The Committee will recognize Te Tiriti o Waitangi, particularly in areas relating to cultural capability and equity.

2. 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.

3. 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 four key areas:

- (a) Committee Governance
- (b) People Strategy
- (c) Organisational Culture and Wellbeing
- (d) Other Responsibilities that Council considers appropriate from time to time.

Committee Governance

- Prepare an annual 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.
- Evaluate its performance annually and report the outcomes of the evaluation process to Council, including recommendations for any opportunities for improvement.

People Strategy

- Review Lincoln University's people-related policies and initiatives their implementation 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.
- To receive and consider reports from the Vice Chancellor on the University's talent development strategies and programs and progress towards implementation.

Organisational Culture and Wellbeing

- Review the University's staff survey results and implementation of action plan subsequently adopted by SLT
- Monitor the University's succession planning practices
- Consider any other matter relating to people, culture and talent referred to the Committee by Council.
- Receive and consider reports on staff wellbeing initiatives and the associated wellbeing framework
- Receive and consider reports on staff recruitment and retention

5. MEMBERSHIP AND TENURE

- The Committee will consist of up to six members.
- The Chancellor and Vice Chancellor will be ex-officio members of the Committee who can vote on recommendations.
- The Appointment and Remuneration Committee and up to three other members of Council,
- Only one member of Council who is appointed following an election by staff or students at Lincoln University can be a member of this Committee.
- The Council will appoint and remove the Chair of the Committee, and the Vice Chancellor or Chancellor are unable to be appointed Chair of this 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.
- Committee members will be appointed for a term of two years.

6. MEETINGS

- Any four 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 Executive Director of People, Culture, & Wellbeing will 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 up to four times a year, with authority to convene additional meetings, as circumstances require.
-

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

[Disciplinary Policy and Procedure](#)

[Equity, Diversity and Inclusion Policy](#)

[Induction Policy](#)

[Prevention of Bullying and Harassment Policy](#)

[Leave Policy](#)

[Professional Development and Performance Review Procedures](#)

[Recruitment Selection and Appointment Procedure](#)

[Staff Workload Policy](#)

POLICIES AND PROCEDURES



People and Culture Committee Term of Reference

Last Modified: 24 June 2025
Review Date: 24 June 2028
Business Owner: Vice-Chancellor
Approval Authority: Council

Formatted: Right: 0.49"

1. PURPOSE

The purpose of the Committee is to assist the Lincoln University Council (Council) in its governance responsibilities relating to staff wellbeing, development and organizational culture. carry out its governance function as it relates to remuneration policy, leadership and capability, succession, employment development, employee engagement and culture. The Committee will recognize Te Tiriti o Waitangi, particularly in areas relating to cultural capability and equity.

2. 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.

3. 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-four key areas:

- (a) Committee Governance
- (b) People Strategy
- (b)(c) Organisational Culture and Wellbeing
- (c)(d) Other Responsibilities that Council considers appropriate from time to time.

Committee ~~and Council~~ Governance

- ~~Review-Prepare an annual 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~~



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, people-related policies and initiatives and their -and implementation 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.
- To receive and consider reports from the Vice Chancellor on the University's talent development strategies and programs and progress towards implementation.
- Receive and consider reports on staff recruitment and retention.

Organisational Culture and Wellbeing

- Review the University's staff survey results and implementation of action plan subsequently adopted by SLT.
- Monitor the University's succession planning practices.
- Consider any other matter relating to people, culture and talent referred to the Committee by Council.
- Receive and consider reports on staff wellbeing initiatives and the associated wellbeing framework.

5. MEMBERSHIP AND TENURE

- The Committee will consist of up to six members.
- The Chancellor and Vice Chancellor will be ex-officio members of the Committee who can vote on recommendations.
- The Appointment and Remuneration Committee Chairperson and a minimum of three



- and up to ~~four~~ three other members of Council, ~~one of whom will be the Chancellor.~~
- ~~The Only one~~ members of Council who ~~are is~~ appointed following an election by staff or students at Lincoln University ~~can not~~ 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, and the Vice Chancellor or Chancellor are unable to be appointed Chair of this 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.~~
- Committee members will be appointed for a term of two years.

6. MEETINGS

- Any ~~three~~ four 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 will~~ 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 up to four ~~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](#)

[Disciplinary Policy and Procedure](#)

[Equity, Diversity and Inclusion Policy](#)

[Appointment of Directors to Lincoln University Subsidiary Boards policy](#)

[Prevention of Bullying and Harassment Policy](#)

[Induction Policy](#)



[Leave Policy](#)

[Professional Development and Performance Review Procedures](#)

[Recruitment Selection and Appointment Procedure](#)

[Staff Workload Policy](#)





Vice-Chancellor's Office

Version:

Academic Board

Author/s: Paula Morrison

SLT Authoriser: Professor Grant Edwards, Chair

Date: June 2025

Time estimate to present report to Council/Committee

Min:

1. Purpose

To provide a summary of the Academic Board meeting held on 28 May 2025.

Content

1. Executive Summary
2. **Appendix One:** Full Academic Board Report for May 2025.
3. **Appendix Two:** Lincoln University Graduate Profile

2. Recommendations

That the Academic Board report be **NOTED**.

3. Executive Summary

Academic Board met for the fourth time in 2025 on Wednesday 28 May with Dr Megan Clayton chairing the meeting in Professor Edwards' absence.

The Board approved modifications / revisions to the following courses:

- FINC 211 Investments
- MGMT 316 Analysis and Planning in Agricultural Systems
- MGMT 317 Development and Investment in Agricultural Systems

And to the following Policies and Procedures:

- Lincoln University Excellence in Education Awards Procedures
- Special Topic rules, template and process
- Assessment Policy
- Assessment Procedures
- Course Examiner Policy and Procedures
- Delivery of Examinations Procedure
- Examination Moderation Procedures
- Exam and Test Set-up In Akoraka | Learn

The Board approved the introduction of a new Lincoln University Learning and Teaching Award, noting endorsement from SLT, including the budgetary considerations, is also required.

The Board also approved the introduction of the Lincoln University Graduate Profile (refer to **Appendix 2** for details).

Appendix One

Vice-Chancellor's Office Academic Board Report May 2025

Academic Board held its fourth meeting of the year on Wednesday 28 May 2025 in Memorial Hall. The meeting was chaired by Dr Megan Clayton, Deputy Chair, in Professor Edwards' absence.

The agenda included the standing report from the Learning and Teaching Committee (LTC), and the Academic Administration Committee (AAC).

LTC's report included three proposals to modify existing courses, revisions to the Lincoln University Excellence in Education Awards, revisions to the Special Topic rules and process, and the introduction of a new Learning and Teaching Award.

AAC's report included revisions to a suite of assessment and examination policies, procedures and guidelines.

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

Proposals to Modify Existing Courses

FINC 211 Investments

This proposal adds FINC 204 to the prerequisites, and removes it as Recommended Preparation.

MGMT 316 Analysis and Planning in Agricultural Systems

This proposal changed the name of the course to Evaluating Agricultural Systems, and updated to the prescription and the course aims.

MGMT 317 Development and Investment in Agricultural Systems

This proposal changed the name of the course to Strategic Management in Agricultural Systems, and updated the prescription, course aims and learning outcomes.

Revisions to Special Topic rules, template and process

Te Huka Kouka | Academic Quality and the Learning and Teaching Excellence team had collaborated to revise the rules and process for Special Topics. This included requiring the proposer to consult with LTL in the development of the Course Outline and includes a section where the proposer must identify how the course honours the Tiriti responsibilities. Both the HoD and the Dean are included as part of the approval process, with a clear notice to both about specific considerations.

Academic Policy reviews

A series of revisions were made to a suite of assessment and examination policies, procedures and guidelines. These included:

- Assessment Policy
- Assessment Procedures
- Course Examiner Policy and Procedures
- Delivery of Examinations Procedure
- Examination Moderation Procedures
- Exam and Test Set-up In Akoraka | Learn

GOAL 4 - A WORLD-CLASS RESEARCH AND TEACHING PRECINCT

Lincoln University Excellence in Education Awards Procedures

A number of revisions were made to the Lincoln University Excellence in Education Awards Procedures; primarily to address changes as a result of the LTL restructure, dates and editorial amendments.

New Learning and Teaching Award

Currently, there are two main avenues for recognising innovative teaching practices across the University, namely the Lincoln University Excellence in Education Awards (a formal process aligned with Te Whatu Kairangi), and the Teaching Shout-Out and Teaching Shout-Out of the Month (an informal, community-driven initiative run by LTL). The Lincoln University Learning and Teaching Awards sits between the two awards noted above, offering an accessible and meaningful way for teaching staff to be acknowledged. They would also serve as a vehicle for identifying and supporting potential applicants for the Lincoln University Excellence in Education Awards. Staff whose work aligns with the higher-level award criteria would be encouraged and supported to develop the more rigorous formal application. Ultimately, the aim is to increase the number of staff applying for, and receiving, national recognition through Te Whatu Kairangi. The Board approved the introduction of this award, noting endorsement from SLT, including the budgetary considerations, is also required.

Lincoln University Graduate Profile

The Lincoln University Graduate Profile provides a mechanism to articulate what Lincoln University graduates have and are. The Graduate Profile framework is a way that Lincoln University will communicate a shared understanding to students, staff, education partners, and future employers of the outcomes created during their time at Lincoln and provides an engaging and outward focused statement of Lincoln University's contribution and relevance to society and the land-based economy.

It is important to note that the LU Graduate Profile does not replace programme-specific attributes but positions it within a framework that provides an overarching narrative.

The Lincoln University Graduate Profile is comprised of the following five attributes:

- Sustainable
- Employable
- Culturally competent
- Grounded
- Research capable

Learning and Teaching CapEx 2025

The Learning and Teaching Committee report advised that this process is now concluded, with awards communicated to the Deans. The total pool was \$1M which was divided between Learning and Teaching (\$200k), Research (\$500k) and a mixed category (\$300k). The outcomes were: Learning and Teaching awarded \$85k for 4 applications, Research awarded \$322k for 15 applications, and mixed category awarded \$523k for eleven applications.

Appendix Two

Lincoln University Graduate Profile

Attributes

Sustainable: Lincoln University graduates know and understand sustainability specifically in land systems and communities. They are able to apply sustainability principles to their work globally and articulate the benefits of sustainable practice

- Aligns with Goal 1 – A distinctive Aotearoa New Zealand end-to-end student experience
- Aligns with Goal 2 – Improved assets and sustainable operating models
- Aligns with Goal 3 – A culture which stimulates and inspires staff and students
- Contributes to societal needs, staff and student values

Employable: Lincoln University graduates are ready to create value and undertake highly skilled work in land-based sectors

- Aligns with Goal 1 – A distinctive Aotearoa New Zealand end-to-end student experience
- Aligns with Goal 4 – A world class research and teaching precinct
- Aligns with Goal 5 – An organisation focused on meaningful partnerships
- Work Integrated Learning and stakeholder engagement with Teaching and Research outcomes

Culturally competent: Lincoln University graduates can work skillfully with Māori interests in Aotearoa New Zealand and recognise the role of indigenous knowledge in the economies of the world

- Aligns with Goal 1 – A distinctive Aotearoa New Zealand end-to-end student experience
- Aligns with Goal 3 – A culture which stimulates and inspires staff and students
- Aligns with Goal 4 – A world class research and teaching precinct
- Actively embrace Te Tiriti o Waitangi obligations as a responsible and engaged partner in Teaching and Research

Grounded: Lincoln University graduates are capable, determined and practical; they are ready to help solve the problems of the world in the twenty-first century.

- Aligns with Goal 1 – A distinctive Aotearoa New Zealand end-to-end student experience
- Aligns with Goal 3 – A culture which stimulates and inspires staff and students
- Self-starting graduates and staff focused on problem solutions and addressing societal needs through education and research

Research capable: Lincoln University graduates are Research Capable with demonstrable critical analysis skills to understand and assess relevant information

- Aligns with Goal 4 – A world class research and teaching precinct
- Aligns with Goal 5 – An organisation focused on meaningful partnerships
- Shifts from research-informed to research-based teaching



Vice-Chancellor's Office

Version:

One-year follow-up report on the Cycle 6 Academic Audit

Author/s: Paula Morrison

SLT Authoriser: Professor Chad Hewitt

Date: 18/06/2025

1. Purpose

To provide the draft one-year follow-up report on the Cycle 6 Academic Audit to the Transitional Academic Audit Committee.

2. Content

1. Executive Summary
2. **Appendix One:** Draft one-year follow-up report

3. Recommendations

That the draft one-year follow-up report be **APPROVED** by Council for submission to the Transitional Audit Committee.

4. Executive Summary

While a university's progress in addressing the recommendations and progressing its own enhancement initiatives is expected to be ongoing and incorporated within the university's planning activities, there are three specific follow-up points following the release of the audit report. Two of these require a report from the university.

One-year report

This report is the university's response to the recommendations and progress on its enhancement initiatives. The report is submitted ahead of a visit to the university by the Chair of the Audit Panel, Dr Tim Cooper and Kim Allan, Director Education, Universities New Zealand. The draft report is discussed at the meeting and finalised by the university following the meeting. The final one-year report is submitted to the Transitional Audit Committee for approval.

Following acceptance by the Transitional Audit Committee, the university will make its one-year report publicly available.

Two-year follow

An informal follow-up in the form of a visit will occur about two years after the release of the audit report. This will include a general discussion about academic quality developments and the university will provide an information update report on audit recommendations and any developments related to affirmations and commendations.

Mid-cycle report

This report helps to maintain continuity and progress over a longer audit cycle.



**LINCOLN
UNIVERSITY**
TE WHARE WĀNAKA O AORAKI

Cycle 6 Academic Audit One-Year Report

June 2025



Whakaupoko | Introduction

The purpose of this report is to provide an update on progress made by Te Whare Wānaka o Aoraki Lincoln University to the affirmations and recommendations made in the Cycle 6 Academic Audit Report. In that report, the Audit Panel made nine commendations, 13 affirmations and 18 recommendations.

The mechanisms through which we have responded are the most relevant strategies and plans, i.e., the Lincoln University Strategy 2019-2028 including the 2024-2028 Midpoint Update, Manaaki Taura, the Disability Action Plan, the Lincoln University Investment Plan, Whanake Ake and the Academic Governance Framework.

The methodology used to review, analyse and summarise the status of affirmations and recommendations was led by the Academic Quality and Policy Manager with input from the following:

Vice-Chancellor's Office	Professor Grant Edwards, Vice-Chancellor Professor Chad Hewitt, Provost Mr Damian Lodge, Deputy Vice-Chancellor, Student Life
Te Manutaki	Sheree Jahnke-Waitoa, Kaiārahi Māori Director
Postgraduate Research Office	Dr Andrew Holyoake, Director Fiona Bellinger, Postgraduate Operations Coordinator
Te Tuawhiti, Pathways and Quality	Dr Megan Clayton, Director
Learning, Teaching and Library	Dr Dave Danneberg, Director Dr Tracy-Anne De Silva, Manager Learning and Teaching Excellence
Student Administration	Mark Oldham, Reporting Analyst, Student Insights
Information Technology Services	Andrew Sepie, Digital Learning Environment Lead

Several projects mentioned in the report below will be progressed, i.e., project / implementation plans fully designed, once the Academic Governance Framework has been realised, given existing delegations are intended to be built out to incorporate key roles at programme and course level for staff.

Coding rubric for progress reporting

The following codes are used to report on the progress of affirmations and recommendations:

Completed	Completed or substantially completed, or with nothing further to do.
Well advanced	Examples: draft policy or framework developed, substantial work completed, approval path set out, implementation planned.
In progress	The university is addressing the issues raised and progress is underway; or mixed progress in that some aspects are well advanced but other less so with pilots completed.
Early stage	Examples: a) scoping, reviews or reports completed; b) discussion papers or proposals for change developed but work is not underway, or only initial changes made; c) plans for exploring options.
Not yet addressed	No progress made - but there is intention to do so.

1. Leadership and management of teaching, learning and academic quality

1.1 Planning and reporting

The Panel commended the University's relational approaches to the monitoring of student engagement, progress and wellbeing but felt they could be better supported for an anticipated larger cohort through a more integrated approach to data and reporting.

Recommendation 1

The Panel recommends the University develop a more integrated approach to reporting that accesses data from different systems and functions to provide a holistic view of students, courses and staffing; and that it uses this integrated approach to systematise evaluation of impact and reporting on initiatives and processes focused on teaching and learning, and the student experience.

This area is: In progress

Integrated reporting across the student body is one of the initiatives (Data Analytics and Triaging) in Manaaki Taupiri, incorporating Te Manu Tāiko (Te Manutaki's academic monitoring framework for Māori and Pasifika taupiri), Gradebook for the management and tracking of student progress and experience, and Student Health. Data Analytics and Triaging aligns with Goal 1 of the LU Strategy 2024: Complete the implementation of student-centric grade-tracking digital technologies, supporting personalised interventions and retention.

Learning and Teaching Excellence and the Planning Office have undertaken work on the Data Analytics and Triaging pieces. The concept brief is now titled "Supporting Learner Success". It is focused on the data analytics piece.

Work is currently underway on the Academic Monitoring piece (also referred to in the Data Analytics and Triaging work as BAU reporting) with several changes made to the Tableau report. The Manager, Learning and Teaching Excellence is writing a guide on how to use the Tableau report and suggestions for proactive comms with taupiri. A rewrite of the overview for Te Manu Tāiko focuses on proactive academic monitoring for all students rather than identifying at risk Māori and Pasifika taupiri. A hui in mid-July – date yet to be confirmed – will take place with all support teams to discuss where we are at, the changes made to Te Manu Tāiko and the Tableau report and introduce the guide, and training etc.

1.2 Teaching and learning environments

Whilst the Panel acknowledged the University's commitment to online teaching and learning as a strategic priority, it felt there was a lack of clarity about how online teaching and learning was anticipated to move from being a strategic initiative to business as usual. It recommended that, in the Strategic Plan update, the University provides clarity about the place of online learning, the delivery of online programmes, and how the future contribution of 'Lincoln Connected' will be developed.

Recommendation 2

The Panel recommends the University set out the development path and reporting expectations for online teaching and learning in its strategy update.

This area is: Completed

Lincoln University's commitment in the first half of its strategy to be a world class research and teaching precinct (Goal 4) was extended to include all of Aotearoa New Zealand through the Lincoln Connected online learning project. Eleven current Lincoln University programmes are now offered fully online: two at subdegree level and nine at postgraduate level. This enables learners to develop higher level skills and knowledge for the land-based sectors while living and working elsewhere.

Combined with tuition fee waivers for domestic postgraduate study, this initiative has been instrumental in expanding Lincoln University's ability to connect learners nationally with skills and knowledge relevant to their study and career goals, and to the land-based sectors. Twelve percent of Lincoln University learners are currently enrolled in an online programme.

The Lincoln Connected strategic initiative is now BAU.

The Panel acknowledged that work-integrated learning is identified as a priority area under Goal 1 of the LU Strategy and considered the University's intent to review work-integrated learning to ensure consistency of access for students and the quality of their experience to be a positive step.

Affirmation 1

The Panel affirms the University's intent to review work-integrated learning to ensure consistency of access for students and the quality of their experience.

This area is in Early stage

Lincoln University is beginning to progress the development of a Work Integrated Learning (WIL) Plan to ensure students graduate with the practical, industry-relevant skills and experiences needed to thrive in a rapidly evolving employment landscape. This initiative will embed applied learning more deeply into the curriculum, strengthen Lincoln's partnerships with industry and community, and deliver on our strategic goal of providing a distinctive end-to-end student experience.

Under the leadership of Dr Dave Dannenberg, Director, Learning, Teaching & Library, the Plan will focus on creating a systemic and scalable approach to integrating WIL into all Lincoln programmes — including internships, practicums, capstone projects, fieldwork, industry challenges, and co-designed curricula. Dave brings deep sector expertise to this work, drawing on his active engagement with the Work Integrated Learning NZ (WILNZ) network and his commitment to pedagogies that bridge the gap between classroom and career.

1.3 Academic delegations

The Panel considered the University's redevelopment of its model of academic governance to be a useful and enabling piece of work, noting it will need to complement other work in planning and implementing academic policies and procedures to address variations in practice across the University.

Affirmation 2

The Panel affirms the University's enhancement initiative to progress and implement an Academic Governance Framework.

This area is Well advanced.

The University's Academic Governance Framework is planned for publication to the external website and intranet in September 2025. In the final quarter of 2025, further training for key roles will support the implementation of the framework and in particular the roles associated with course and academic advising and academic administration.

1.4 Academic risk management

The Panel noted the Strategic Risk Register is a high-level document but felt that academic risks such as lack of appropriate staff capability for the changing student profile and lack of academic integrity could be expressed more fully in the register.

Recommendation 3

The Panel recommends that the University make academic risks more explicit in its Strategic Risk Register.

This area is Well advanced.

As part of the regular review of the Strategic Risk Register, academic risks were considered in March 2025. Some of the consequences of academic risks were not clear with Academic Integrity declines and mismatches between undergraduate and postgraduate teaching requirements added as consequences. Mitigations to the risk register to address this included *Internal audit of academic integrity; Academic integrity training; Workforce planning to be implemented*

1.5 Progress on the Enhancement Theme (Māori students)

The Panel considered the Manaaki Tauira programme to be comprehensive, addressing multiple perspectives of students, courses, staffing, and the teaching and learning environment; has committed and dedicated staff, appropriate oversight, and provided evidence that the University is making a significant commitment to supporting student success.

Affirmation 3

The Panel affirms the Manaaki Tauira programme and suggests more attention be paid to finer-grained evaluation and reporting of the impact of individual initiatives in the programme for different groups of students.

Progress status: Early stage

We appreciate the Panel's affirmation of the Manaaki Tauira programme and its role in enhancing learner success at Lincoln University. The programme represents a significant strategic commitment to improving academic outcomes, wellbeing, and the overall student experience, particularly for Māori and Pacific learners.

We acknowledge and agree with the Panel's suggestion to strengthen the finer-grained evaluation and reporting of the impact of individual initiatives within the programme. Work has begun on drilling down into specific work streams and initiatives, analysing how we measure success across this suite and how make changes to further enhance the work carried out. A specific example here is the Admission and Enrolment Project under Manaaki Tauira which has its own separate project team and reports against 36 specific deliverables which are tracked at monthly meetings.

1.6 Progress on the Enhancement Theme (Pacific students)

The Panel considered the University's approach to and management of Pacific students to be lacking, and believes the University has a significant journey ahead in positioning itself in the Pacific and addressing Pacific student success in almost everything from curriculum content and delivery to guidance and support.

Recommendation 4

The Panel recommends that the University clarify how and when the Motu Plan is to be progressed, resourced and led.

Progress status: Early stage

Following a paper from the Vice-Chancellor to the Senior Leadership Team in February 2025, the Motu Plan has been redirected with responsibility of the Pacific agenda assigned to Te Manutaki who will progress the work in three focal areas:

Goal 1 LU Strategy: Learner Success, through Manaaki Tauira, with key actions for Te Manutaki | Office of Māori and Pasifika Development clarified.

- Meeting targets of the Manaaki Tauira programme.
- Coordinating scholarship opportunities and advice, through key relationships with:
 - International advisors

- Manaaki Scholarship Advisors
 - Gustavo Fonseca Conservation Scholarships,
 - King’s Small Island State Development Scholarships
- Coordinating key relationships with
 - LUPISA
 - Community

Goal 4 Research: Focus on delivering the action in Goal 4 of the Strategy: *World class research and teaching: Strengthen teaching and research for the Pacific, Action 2024-2028.*

- Appoint leader for Pacific teaching, research, and partnership lead (from Faculty), who reports indirectly to Director Te Manutaki, focusing on:
- Improving participation through:
 - informing development of new programmes of relevance to the Pacific, e.g. Bachelor of Indigenous Studies, Bachelor of Coastal Management.
 - coordination with student recruitment.
- Collating research for the Pacific, current and future
- Defining focal areas for research aligned with our strategy e.g. Biodiversity, Bioprotection, Food Production

Goal 5 Partnership

- Foster relationship opportunities with key Pacific partners:
 - University of the South Pacific
 - The Pacific Community: Sustainable Pacific Development through Science, Knowledge, and Innovation
 - Association of Commonwealth Universities

2. Student life cycle, support and wellbeing

2.1 Access

The Panel noted the University intends to develop a curated pathway for access as part of the Manaaki Tauira programme and given the relatively low participation rates of Māori and Pacific students at the University, affirmed this initiative. It considered this initiative to also be important if the University is to support access for increasing numbers of students who have studied in kura kaupapa.

Affirmation 4

The Panel affirms the development of Manaaki Tauira curated pathways and encourages the University to ensure that its establishment includes plans for evaluating effectiveness.

Progress status: In progress

To support the Panel's affirmation, the University is working towards ensuring that the curated pathways are underpinned by a clear evaluation and impact framework, including:

1. *Baseline and Progress Metrics*
Defining baseline data EPI data (e.g., retention, progression, course success, degree completion) over time.
2. *Cultural and Academic Alignment Review*
Ensuring curated pathways are regularly reviewed for alignment with kaupapa Māori

principles and the aspirations of priority learner groups, in collaboration with our Te Tiriti partner.

3. *Scalability and Iterative Development*

Using early evaluations to identify which elements of the curated pathway model are most impactful, so they can be scaled across programmes and adapted for other learner groups as needed.

2.2 Transitions

The Panel endorsed the University's enhancement initiative to "review mechanisms to measure the experience at different stages of transition to ensure student feedback is informing continuous improvement"; however, it recommended this be consolidated with the transitions to university programme and pursued in line with Recommendation 1. It also suggested the University consider including questions about transition to university in its Student Experience Survey.

Recommendation 5

The Panel recommends the University establish an integrated and holistic approach to monitoring transitions that allows the effectiveness of initiatives for different groups of students at different stages of their study to be evaluated.

Progress status: In progress to Well advanced

This recommendation is being addressed through the following mechanisms:

1. Pathway programme – First Year Pathway Diploma has been implemented from 01 January 2025 with monitoring of student progression and effectiveness of programme. Manaaki Tauiira monitors progression / transition.
2. Advance transitions from Postgraduate Taught to Postgraduate Research students (further details below*).
3. Wheako Tauiira | Student Experience conduct a New-to-Lincoln survey whereby they gather insights into the Transition to Uni experience, measure these against expectations and identify opportunities to enhance the LU experience.
4. An informal collaboration between the Postgraduate Research Office and Wheako Tauiira | Student Experience for students who are moving from the first year of their master's degree into the second-year thesis component are invited to attend a monthly Campus Tour, Cuppa and Kōrero. This has been set up for all new research students, whether they are transitioning from taught to research, or are new to PG research at LU in general.

*Two initiatives in the early stages to facilitate a transition from Postgraduate Taught to Postgraduate Research include:

1. Adding more bifurcating pathways into taught programmes. The Master of Science in Food Innovation is one where this has been done successfully. After semester 1, students doing well are invited to take a research pathway. This gives them a different suite of courses including a 40-credit dissertation, giving them the entry criteria for PhD. An intended self-review of Taught Masters programmes (aligned to the creation of the appendices in the House Rules), will provide the opportunity to create these pathway options for CUAP approval.
2. Noting that some taught masters are more prescriptive, and do not have the flexibility of swapping out two courses for a dissertation, the intent is to also create a 60-credit Postgraduate Certificate bridging programme. This would comprise a 20-credit Research Methods course and a 40-credit dissertation, taken in one semester.

2.3 Academic advice

The Panel felt the ad hoc approach to academic advice was inconsistent with the attention given to other aspects of student support and guidance; similarly, the inclusion of academic progress monitoring in the Manaaki Tauira programmes seemed inconsistent with a lack of commitment to ensuring students receive advice.

Recommendation 6

The Panel recommends the University consider whether the current academic advising arrangements are serving students and the University well and allowing support to be optimally targeted.

Progress status: early stage

Academic advising has been identified as part of the Academic Governance Framework. The new / enhanced role of Course Advisor is dedicated solely to enrolment, programmes of study and course advice. Other roles involved in academic advising will include the Programme Convenor and Major Coordinator.

2.4 Learning support

Whilst the Panel commended the University's commitment to inclusive education and its Disability Action Plan, it noted that advice about the sorts of tools and technologies available for use by disabled students was a topic where guidance seemed to be inconsistent.

Recommendation 7

The Panel recommends that, in monitoring its Disability Action Plan, the University assess how planned support is being implemented consistently and fairly across the University.

Progress status: in progress

This is part of the Disability Action Plan under Manaaki Tauira.

There are two initiatives in the Disability Action Plan that address the availability of tools and technologies: AT1 International Accessibility Standards, and AT3 Assistive Technology. Progress has been made towards identifying a list of existing assistive technologies available to our disabled tauira. A pilot study assessing the accessibility of content on two pages of one of the University's websites, Te Kete Wānaka, has been undertaken. A lessons learnt document has been drafted and will be provided to ITS for consideration as part of their work on AT1.

3. Curriculum, assessment and delivery

3.1 Course/paper and programme monitoring

The Panel affirmed the Manaaki Tauira Course Enhancement Programme as a positive development that should help embed a more systematic approach to course and programme monitoring. However, it felt that several enabling factors required further consideration including a clear articulation of the way in which these elements of quality assurance will work together – and further development of the course appraisal process be reconsidered alongside an assessment of the Manaaki Tauira Course Enhancement Programme, work on improving response rates for course evaluations, and teaching quality.

Affirmation 5

The Panel affirms the Manaaki Tauira Course Enhancement Programme.

Recommendation 8

The Panel recommends the University take an integrated and aligned approach to course monitoring using data that can be validated and cross-referenced.

Progress status: Early Stage

Te Huka Kouka Academic Quality is in the early stages of developing the course appraisal process (with a potential name change to Course Health Check) and will work with staff in the Manaaki Tauiira Course Enhancement Programme to address the recommendation.

The responsibilities and training associated with the implementation of the Academic Governance Framework will provide further tools to support course examiners and course advisors in programme review and monitoring in relation to learner success.

3.2 Review

The Panel observed that Deans are expected to report to the Academic Board on the planned response to an external academic programme review and on progress in implementing the recommendations from those reviews. As with the consolidation of recommended actions arising from the GYR reports, the Panel considers the University could learn from applying the same systematic collation of themes in the external academic programme reviews, professional accreditation reviews and follow-up reports.

Recommendation 9

The Panel recommends the University establish a process for the systematic collation of themes in academic programme and professional accreditation reviews and their associated follow-up reports.

Progress status: in progress

The systematic collation of these was included as part of the 2024 post-GYR process by Te Huka Kouka | Academic Quality and will also be part of the Annual Programme Reflections 2025 onwards.

Themes arising from the 2024 GYRs were collated and provided to the relevant Faculty Deans and Programme/Major Coordinators, and report to the Academic Board.

A review of the procedures for Qualification Reviews (previously external academic programme review) will also consider the collation of themes and actionable next steps.

3.3 Graduate profile

The Panel provided two recommendations in this section.

Firstly, it was unclear about whether curriculum mapping was being undertaken systematically, and if the University was able to assess if specific programme graduate attributes were being achieved.

Secondly, in relation to if the proposed “Bi-cultural competence and confidence” attribute of the (at that time) proposed University Graduate Profile could be meaningfully achieved and assessed across all qualification for all students, and what bi-culturalism meant for the University. In this respect, the Panel considered greater consultation with and reflection of the view of Māori staff was needed before this attribute was finalised.

Recommendation 10

The Panel recommends the University develop a mechanism to assess more directly whether graduate attributes are being achieved.

Progress status: early stage

This will be one of the components of the Lincoln University Graduate Profile project. A project plan for implementation will be submitted to the Senior Leadership Team following the implementation of the Academic Governance Framework.

Recommendation 11

The Panel recommends that, in progressing the development of a University Graduate Profile, the University consult further with Māori staff on the proposed bicultural competence and confidence attribute, and give further thought to the curriculum renewal, resources, systems and capabilities required to implement, maintain, and assess the attainment of the Graduate Profile.

Progress status: In progress

Consultation with the Deputy Vice-Chancellor Māori led to modifying the *Bicultural* attribute to *Cultural*. A paper recommending formal approval of the Lincoln University Graduate Profile was presented to the Academic Board for their May meeting and this was endorsed.

In-house, new programme proposals are already adopting the LU Graduate Profile alongside the programme graduate attributes.

A project to implement the Lincoln University Graduate Profile will commence following the operationalisation of the Academic Governance Framework and will include consultation across the university community.

3.4 Assessment

The Panel noted mixed views about the assessment hui underway to articulate its post-pandemic position on assessment. However, it considered the assessment hui to be a useful initiative and encouraged the University to set out the expectations for the next steps in this space including how it is expected to intersect with the Academic Governance Framework.

Affirmation 6

The Panel affirms the assessment hui initiative and recommends the University communicate the outcomes to date and further expectations for this work.

Progress status: Early stage

The findings of the assessment hui series have been reported to the Senior Leadership Team, together with considerations for future policy setting and review. Subsequent hui on specific topics related to assessment have been initiated at faculty level and made available to all staff of the university as a staff led initiative (such as identifying current challenges and examples of practice in relation to generative AI and assessment). Where consensus from the original hui provides guidance for operational decision-making by management or academic managers, this has been broadly adopted.

3.5 Assessment standards

The Panel noted that, in the Cycle 5 audit, it was recommended that the University explore opportunities for benchmarking academic standards to ensure student achievement is externally validated. In Cycle 6, the Panel recognised that while there is some guidance on benchmarking assessment activities in the academic quality framework, and the University intends to develop further guidance on moderation, it suggested that any further development should include external validation of assessment standards and consider how the effectiveness of this initiative will be evaluated.

Affirmation 7

The Panel affirms the University's plans to develop further guidance on moderation and considers this should include expectations for external validation of assessment outcomes, particularly for taught master degrees.

Progress status: Early stage

Discussions have occurred in Learning and Teaching Excellence, LTL, about the goals for moderation and external moderation was identified as important. Existing documentation has been reviewed and areas for development in future policy, procedure and guidelines have been identified.

3.6 Academic integrity

The Panel commended the University on its centralised approach to management of academic integrity and the reporting and communications from the Proctor. However, in the area of Generative AI, it noted an inconstant understanding of what was permitted and what constituted a Gen-AI tool. Clear guidance is needed, including the potential for Gen-AI tools to support learning for disabled students.

Recommendation 12

The Panel recommends the University urgently develop guidance on the use of Generative-AI tools, including the potential for them to support learning for disabled students.

Progress status: in progress

The Generative AI Policy was open for consultation from December 2024 to February 2025. The Provost has collated feedback and supporting guidelines for Learning and Teaching, and Research and Research Training, are being drafted prior to finalisation.

GenAI Guidelines for Learning and Teaching for both staff and students have been developed by the Manager Learning and Teaching Excellence and Teaching Enhancement.

The existing provision of accessible technology, e.g., Panopto, lecture recordings, transcriptions, is equitably available to all students. Inclusive Education also works to help students identify approaches based on their needs.

4. Teaching quality**4.1 Staff recruitment**

The Panel considered the Whanake Ake programme (as part of Manaaki Taupiri) to be a positive development and recognised that the University was being robust and honest in its assessment of challenges. It noted that early career staff could not be expected to lead curriculum development, undertake primary supervision or lead research grants and centres, and suggested the strategic recruitment of Māori staff be extended to include senior academic staff who could undertake these roles and provide leadership for Whanake Ake.

Affirmation 8

The Panel affirms the development of the Whanake Ake programme and suggests that similar support and protection may be needed for existing Māori staff as well as further attention being required to attract and retain more senior Māori academic staff.

The Panel noted the low numbers of Pacific staff and recommended that further thought be given to how Pacific academic staff could be recruited, supported and retained, if the University is to progress its Pacific agenda.

Progress status: In progress

The primary focus has been in developing a strong Māori academic community through the centrally funded Whanake Ake Early Career Academic appointments process which has now expanded to Faculty based appointments. More recently senior appointments of Māori and Pasifika academics have been made.

Recommendation 13

The Panel recommends the University develop a strategic approach for the recruitment and retention of Pacific academic staff, in line with the aspirations of the Motu plan.

Progress status: In progress

Refer to the response to Recommendation 4.

Note that one academic Pasifika staff member has been employed in the 12 months to May 2025.

4.2 Teaching development

The Panel agreed that the development of a formal programme for developing teaching capabilities (other than the PD&A process) would be valuable but suggested it should occur alongside work to progress a teaching quality framework, which it considered would be an important piece of work that will assist the University to deliver and recognise quality teaching consistent with its particular strengths and priorities, as well as the changing size and shape of the University.

Affirmation 9

The Panel affirms the University's plan to develop a formal teaching programme aligned with the particular characteristics of teaching at the University.

Progress status: Completed

For CUAP Round 2 2025, the University submitted a proposal to introduce a Postgraduate Certificate in Academic Practice. At this time (June 2025) final approval is pending.

Affirmation 10

The Panel affirms the University's intention to develop a teaching quality framework to guide the development of capabilities and attributes that characterise good teaching at the University.

Progress status: Early stage

The Learning and Teaching Committee (a subcommittee of the Academic Board) has signalled its intention to commence work on an LU Teaching Quality Framework in 2025.

Prior to that, a draft of a Learning and Teaching Model has been crafted by the Director, Learning Teaching and Library, Manager Learning and Teaching Excellence, Teaching Enhancement Team Leader, and Director Te Manutaki. The draft is in the consultation phase involving the Provost, Chair of Academic Board, and the Teaching Committees.

4.3 Teaching recognition

The Panel noted its concerns over the quality of the data available to assess good teaching, and if end-of-course student evaluations of teaching are to be used in assessing good teaching, these must reflect the characteristics of what is considered to be good teaching, and with a meaningful response rate.

Recommendation #4

The Panel recommends the University review how appropriate data to assess teaching quality will be collected and presented. If student evaluations of teaching are to contribute, steps need to be taken to improve the usefulness of these data.

Progress status: Early stage / In progress

Course Evaluations

A new course evaluation tool – Watermark – was implemented for semester 2 2024. The overall response rate using Watermark was 37.0%. In comparison, using Qualtrics for Semester 2 2023 the overall response rate was 11.9%. Of particular note, some of the larger undergraduate courses that previously had very low response rates (< 5%) showed 5- to 10-fold increases in response rates with Watermark.

The data are collected using the Watermark tool. Students access the evaluation form (essentially an online survey) through their Akoraka | Learn dashboard.

Course evaluation reports are available for the Course Examiner to download directly from Watermark. Similarly, Heads of Departments and Deans have access to course evaluation data and reports for courses relevant to their portfolios.

The course and lecturer evaluation questions are currently under review with the intention of making the revised format available for Semester Two 2025 evaluations.

Course Enhancement Programme (see Recommendation 8 for details)

Participating academics receive recognition of completion of, or participation in, the Manaaki Tauiira Course Enhancements Programme. As well as the academic staff involved in the full programme, academic staff can self-enrol in part of the full programme – the four-week course – as part of their professional development. This recognition can be included as part of a portfolio of evidence for the PD&A and Promotion process.

5. Supervision of postgraduate research students

The Panel noted the University's intention to establish a Postgraduate School with oversight over all PhD and Master's programmes including taught Master's and considered this would be a positive development to promote greater consistency in the experiences of postgraduate students.

Affirmation 11

The Panel affirms further consideration a proposal (including benefits and costs) to establish a postgraduate school within the University.

Progress status: Early stage / In progress

A phased preliminary proposal has been lodged for discussion with the Senior Leadership Team that aims to meet the objectives of 'enhance and co-ordinate taught and research postgraduate programmes'.

5.1 Supervision quality

The Panel noted its concerns about the appointment of postgraduate supervisors as set out in the PhD House Rules in relation to the currency of that document. It acknowledged that work is underway to address the development of a Register of Supervisors and a programme of supervisor training which will be compulsory. As with other initiatives, the Panel suggested the University seeks feedback on and monitors the effectiveness of these initiatives and recommends that compliance for appointing supervisors, including the completion of training, be reported to an appropriate university-level committee.

Affirmation 12

The Panel affirms the development of a University Register of qualified supervisors and the requirement for supervisor training to be undertaken.

Recommendation 15

The Panel recommends that compliance with requirements of the Register for the appointment of supervisors, including the completion of training, be reported to an appropriate university-level committee.

Progress status: In progress

The current Supervisor Register records background and training, however, it is not shared. The Postgraduate Research Office (PGRO) is working with Student Insights to develop a database that is live and able to be shared with nominated staff in each Faculty (and Senior Leadership). A draft has been produced, and feedback provided. The PGRO is working with ITS on how fields can be updated to enable easy filtering of data for the faculties.

Academics are enrolled into Akoraka | Learn course within 6 weeks of starting work at Lincoln University, based on HR hire reports provided on a monthly basis.

Completion rate as of 26 Feb 2025 is 61% (112/183). The Completion of Training Reports not provided to a university-level committees as yet but can be provided to faculties as requested.

There is currently no procedure to ensure staff have completed the training module prior to being appointed to new supervisor positions.

Confidential concerns

The Panel agreed with the University that postgraduate students have limited opportunity to raise confidential concerns about the quality of their supervision and suggested an online system that was being explored could provide such a channel.

Recommendation 16

The Panel recommends the University implement the option of a confidential online channel through which postgraduate research students can raise complaints. The University should monitor the utility of this channel for students.

Progress status: Completed

The Audit Panel was advised of the existing confidential online channels via SafeLU app and Akoraka | Learn. In addition to Section E in the 6-month reports, there are other confidential channels that students can access.

The University determined not to progress with the online system (Symplicity) as a cloud service it was unable to be funded through CapEx.

5.2 Resourcing of postgraduate research students

The Panel's assessment of the mutual expectations agreement (MEA) was that it is not an adequate tool for managing equity of resourcing for postgraduate research students.

Recommendation 17

The Panel recommends the University consider mechanisms such as 'service level agreements' that can be calibrated to different types and stages of research to minimise inequity in the experience of postgraduate research students.

Progress status: In progress

This recommendation is being addressed through the Postgraduate Initiative which involves the establishment of a Postgraduate School to oversee and coordinate postgraduate programmes across the University, including taught postgraduates; to facilitate and support University-wide initiatives for improving postgraduate research student numbers, quality and experience, and providing leadership on postgraduate research student admission and examination processes, scholarship initiatives, and research quality.

A Service Level Agreement will be established with each faculty and the Postgraduate Research Office.

5.3 Postgraduate research student progress

The Panel observed that not all faculties were complying with the fifteen-month reporting process through which postgraduate research student progress is monitored. With respect to the six-monthly progress reports, they felt these were not an appropriate channel for raising complaints, nor could the University consolidate potentially valuable information through this channel. The University's enhancement initiative to centralise six-monthly progress reporting was seen as a useful first step.

Recommendation 18

The Panel recommends the University confirm that all fifteen-month reports are being completed as expected and, if not, take steps to ensure that they are.

Progress status: Completed

The Postgraduate Research Office confirms that the 15-months reports are being actioned across all faculties.

Affirmation 13

The Panel affirms the University's enhancement initiative to centralise the six-monthly reporting process.

Progress status: Early stage

Business analytics resources have been secured to scope the requirements, such that this project can form part of the strategic asset planning project.



Vice Chancellors Office
PO Box 85084, Lincoln 7647
Christchurch, New Zealand

MEMORANDUM

To: Lincoln University Council

From: Council Secretary

Date: 18 June 2025

Subject: Approval to Sign Resolutions in Lieu of Annual General Meetings for Lincoln Agritech Limited and Lincoln University Property Joint Venture Limited

Purpose

To seek Council approval for the Chancellor and Vice-Chancellor to sign the attached resolutions on behalf of the Lincoln University Council in lieu of holding Annual General Meetings for Lincoln Agritech Limited and Lincoln University Property Joint Venture Limited for the financial year ending 31 December 2025.

Background

As part of the governance requirements for Lincoln Agritech Limited and Lincoln University Property Joint Venture Limited, it is necessary to either hold Annual General Meetings (AGMs) or pass resolutions in lieu of such meetings. In accordance with the Companies Act 1993 and the respective constitutions of the entities, resolutions in lieu of AGMs are permissible with the appropriate authorization.

It is not a legal or constitutional requirement for Lincoln University Council to formally adopt or approve the annual report for Lincoln Agritech Limited and Lincoln University Property Joint Venture Limited. Those reports can be accessed in the Diligent Board Services Resource Centre.

Resolution

That the Lincoln University Council:

AUTHORISE the Chancellor and Vice-Chancellor to sign the attached resolutions on behalf of the Lincoln University Council in lieu of an Annual General Meeting for both Lincoln Agritech Limited and Lincoln University Property Joint Venture Limited for the year ending 31 December 2024.

LINCOLN AGRITECH LIMITED

SHAREHOLDERS'WRITTEN RESOLUTION

IN LIEU OF ANNUAL GENERAL MEETING IN 2025

Pursuant to s122 of the Companies Act 1993 and clauses 11.5 and 11.9 of the Constitution, the shareholders resolve by way of entry in the minute book of the company in lieu of an Annual General Meeting of the company, the following resolutions:

1. Financial Statements

RESOLVED THAT the Lincoln Agritech Limited Annual Report for 2024 and the financial statements and auditor's report included in that report for the year ending 31 December 2024, be adopted.

2. Auditor

RESOLVED THAT the shareholders approve the reappointment of the auditors appointed by the Controller and Auditor-General as auditors of Lincoln Agritech Limited until the conclusion of the next Annual General Meeting and that the auditor's remuneration be determined by Lincoln University.

Shareholders' representative, on behalf of Lincoln University Council:

Dated: _____

Dated: _____

LINCOLN UNIVERSITY PROPERTY JOINT VENTURE LIMITED

SHAREHOLDERS' WRITTEN RESOLUTION IN LIEU OF ANNUAL GENERAL MEETING IN 2025

Pursuant to s122 of the Companies Act 1993 and clauses 11.5 and 11.9 of the Constitution, the shareholders resolve by way of entry in the minute book of the company in lieu of an Annual General Meeting of the company, the following resolutions:

1. Financial Statements

RESOLVED THAT the Lincoln University Property Joint Venture Limited Annual Report for 2024 and the financial statements and auditor's report included in that report for the year ending 31 December 2024, be adopted.

2. Auditor

RESOLVED THAT the shareholders approve the reappointment of the auditors appointed by the Controller and Auditor-General as auditors of Lincoln University Property Joint Venture Limited until the conclusion of the next Annual General Meeting and that the auditor's remuneration be determined by Lincoln University.

Shareholders' representative, on behalf of Lincoln University Council:

Dated: _____

Dated: _____



Vice-Chancellor's Office

Version:

New Freedom of Expression Policy/Statement

Author/s: Prof Grant Edwards, Vice-Chancellor

SLT Authoriser: Vice-Chancellor

Date: April 2025

1. Purpose

A paper was provided to Council to update the Council on the Education and Training Amendment Bill (No. 2) as it relates to new requirements in relation to freedom of expression.

As noted in that paper, responsibility for meeting the requirements for the bill rests with Council. The purpose of this report is to further consider the requirements of the Bill (assuming it becomes law) and how the university can meet the requirements of the Bill.

2. Executive Summary

The key requirements of the Bill can be summarised as the need for the university to develop a Freedom of Expression statement and reporting framework. The reporting needs to be informed by survey and complaint information. Ahead of the Bill becoming law, the university is taking steps to address the requirements.

Council is invited to provide initial feedback on a draft Freedom of Expression Policy/Statement prior to the university commencing wider consultation.

3. Recommendations

That Lincoln University Council:

1. Receives this report.
2. Notes that the Education and Training Amendment Bill (No. 2) with new requirements relating to Freedom of Expression is currently before Parliament.
3. Notes that as part of the consultation process, University's New Zealand (UNZ) made a submission on the Bill to the Select Committee on behalf of universities.

Notes Minister Reti's letter to UNZ asking for standardised university reporting informed by capture of survey and complaint information.

Approve the draft Freedom of Expression policy and statement prior to the university commencing consultation with staff and students.
4. Notes that following consultation with staff and students, the draft Freedom of Expression policy and statement will be brought back to Council for review and approval.

4. Content

The Education and Training Amendment Bill (No. 2) was tabled in Parliament on 7 April 2025.

The most relevant parts for universities is the focus on Freedom of Expression: specifically, sections 281A (Statement), 281B (Complaints), and 306(4)(h) (Reporting).

These sections are below:

Section 281A - Requirement for university council to adopt statement on freedom of expression

- (1) *The council of a university must develop and adopt a statement that sets out the university's approach to freedom of expression.*
- (2) *The statement must be consistent with the following:*
 - (a) *universities should recognise that freedom of expression is critical to maintaining academic freedom:*
 - (b) *universities should actively foster an environment where ideas can be challenged, controversial issues can be discussed, and diverse opinions can be expressed, in a respectful manner consistent with any statute made by the university:*
 - (c) *universities' policies and procedures relating to freedom of expression should be clear, consistently applied, and focused on fostering genuine debate rather than restricting it:*
 - (d) *universities should not take positions on matters that do not directly concern their role or functions:*
 - (e) *universities should not limit the freedom of expression of staff or students, except where the exercise of free expression is likely to be unlawful or to disrupt the ordinary activities of the university:*
 - (f) *universities should seek to uphold their role as critic and conscience of society by providing a platform for invited speakers of diverse viewpoints:*
 - (g) *universities should not deny the use of university premises by an invited speaker because of that speaker's ideas or opinions.*
- (3) *In **subsection (2)(g)**, **invited speaker** means a speaker invited by staff or any student association or student club of the university.*

281B Requirement for university council to establish complaints procedure relating to academic freedom and freedom of expression

- (1) *The council of a university must establish and maintain a complaints procedure relating to academic freedom and freedom of expression.*
- (2) *See also **section 306(4)(h)**, which requires the nature and number of complaints relating to academic freedom and freedom of expression to be included in the council's annual report."*

After S306(4)(g) "Annual Report" insert:

- (h) *in the case of an institution that is a university,—*
- (i) *a report on how the council of the university has complied with its duties to protect and promote academic freedom and freedom of expression set out in **section 281(1)(g)**; and*

(ii) *a report on the number and nature of complaints made under the complaints procedure established under **section 281B** for the year to which the annual report relates; and*

(iii) *a report on any other matters prescribed by regulations made under **section 651B**.*"

*Insert new "**Regulations relating to annual reporting requirements for university council***

(1) The Governor-General may, by Order in Council, make regulations prescribing information relating to academic freedom and freedom of expression that must be included in the annual report of the council of a university, for the purpose of measuring performance and establishing benchmarks.

(2) Regulations made under this section are secondary legislation (see Part 3 of the Legislation Act 2019 for publication requirements)."

Attached as Appendix A is the Universities New Zealand (UNZ) submission on the Bill to the Select Committee on behalf of universities.

Development of a Freedom of Expression Policy/Statement

The Bill requires Lincoln University to develop a Freedom of Expression Statement. The reason for adopting a Policy alongside a Statement is to provide clarity in terms of concepts of Critic and Conscience, Academic Freedom, Freedom of Expression and Institutional Neutrality, and the boundaries between these.

Attached at Appendix B is a discussion draft Freedom of Expression Policy that includes a Statement. This is provided for Council to review prior to being put to staff and students for comment as part of a consultation process.

In drafting the Policy/Statement, the university has had regard to University of Otago's published statement that was widely commended, including by the Free Speech Union.

This process will also necessitate the wider review and alignment of several related policies, including those covering Health and Safety, Events, Communications, Complaints, and both Staff and Student Codes of Conduct.

Development of standardised reporting

Attached at Appendix B is the letter from Hon Minister Reti requesting UNZ to develop a standardised framework addressing the following:

- specify how universities would report against the duty to promote and protect academic freedom and freedom of expression.
- include how reporting would give comparable results over time (for each university and across all the universities).
- indicate how surveying would be utilised, for example: approaches to sample size and selection, and what questions would be asked in surveying staff and students on academic freedom and freedom of expression.
- indicate how the universities would define and quantify the number and nature of complaints.

UNZ is addressing this request through a working group established for this purpose.

As reporting on promotion and protection of academic freedom and freedom of expression is a new requirement arising from the Bill, we will need to implement the reporting protocols agreed between universities and represented to Minister Reti.

Development of a staff/student survey

The university has previously used Xref Engage, formally known as [Voice Project](#) to undertake bi-annual staff engagement surveys. The first survey was conducted in 2019 with subsequent surveys in 2021 and May 2024. No questions have previously been asked about Freedom of Expression or Academic Freedom.

The UNZ working group is currently developing 3 questions to be surveyed annually to meet the requirements of the Bill and expectations in terms of annual reporting. The questions will assess submitters' comfort with exercise of rights associated with (1) Freedom of Expression; (2) Academic Freedom; and (3) raising a grievance under the complaints process. The working group anticipates these survey questions to be asked on a "strongly agree/disagree" scale, with an open field to allow any written comments or feedback to be provided for further consideration. We anticipate the survey questions to be finalised and agreed at the next working group meeting on 25 June.

Development of complaints mechanism

The university needs to develop a complaints regime for issues to be raised about Freedom of Expression and Academic Freedom to meet the requirements of the Bill and expectations. Complaint information will need to be captured to inform the annual reporting requirements of the Bill. The Freedom of Expression Policy/Statement will expressly provide how concerns complaints can be made. Complaints about Freedom of Expression and Academic Freedom will be directed to the university's existing complaints policies and procedures, albeit those policies and procedures will need to be updated so that they are heard and determined by an appropriate authority.

5. Resource Implications

The development of a Freedom of Expression Policy and Statement and the establishment of a survey, complaint and reporting framework requires the allocation of staff resources. There are cost implications in conducting surveys, noting that previous staff engagement surveys have cost circa \$40k each time.

6. Strategic and Policy Framework Implications

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

Strategic Alignment

This report supports the Lincoln University Strategy 2019-2028

Policy Consistency

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

7. Next Steps

- Advance draft Freedom of Expression Policy/Statement
- Consultation with staff, prior to coming back to Council for approval.
- Develop consistent survey questions to be adopted by all 8 universities
- Embed a complaint mechanism within existing complaint policies
- Develop mechanism for capturing survey and complaint data for annual reporting

POLICIES AND PROCEDURES



FREEDOM OF EXPRESSION

Last Modified:	New
Review Date:	01/01/2XXX
Business Owner:	Provost
Approval Authority:	Council

1. AROKA | PURPOSE

This policy affirms Lincoln University's commitment to Freedom of Expression including Academic Freedom as foundational principles of academic life and democratic society. It ensures compliance with Section 281A of the Education and Training Amendment Bill No 2 and supports the University's statutory role as a critic and conscience of society. This is a University-wide policy.

2. KĀ WHAKAMĀRAMA-TAKA | DEFINITIONS

Freedom of Expression: set out in section 14 of the New Zealand Bill of Rights Act 1990 (BORA) as "everyone has the right to freedom of expression, including the right to seek, receive, and impart information and opinions of any kind in any form". Section 5 of BORA provides for justified limitations on rights which states "Subject to section 4 the rights and freedoms contained in this Bill of Rights may be subject only to such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society". Section 4 of BORA also clarifies that BORA does not automatically override other inconsistent law.

Academic Freedom: as defined in Section 267 of the Education and Training Act 2020, means, in relation to the university:

- the freedom of academic staff and students, within the law, to question and test received wisdom, to put forward new ideas, and to state controversial or unpopular opinions;
- the freedom of academic staff and students to engage in research;
- the freedom of the university and its staff to regulate the subject matter of courses taught at the institution;
- the freedom of the university and its staff to teach and assess students in the manner that they consider best promotes learning; and
- the freedom of the university through its Vice-Chancellor to appoint its own staff.

Section 267 also states that "in exercising their academic freedom and autonomy, universities must act in a manner that is consistent with (i) the need to maintain the highest ethical standards and the need to permit public scrutiny to ensure the maintenance of those standards; and (ii) the need for institutions to be accountable and make proper use of resources allocated to them"

Invited Speaker: a speaker invited by Members of the University Community.

Members of the University Community: university staff including adjunct and visiting staff, visiting scholars and professors emeriti, and Lincoln University Students' Association including its affiliated clubs and societies.

3. **KĀ WHAKATAUKA | OUTCOMES**

This policy seeks to:

- uphold the University's legal and ethical obligations to foster Freedom of Expression and the exercise of Academic Freedom;
- clarify concepts of Freedom of Expression and Academic Freedom; and
- promote a culture of respectful, open debate and intellectual inquiry;
- provide a framework for addressing complaints and breaches

4. **KAUPAPA HERE | POLICY**

University Commitment

- a. The University affirms its role as critic and conscience of society and that that recognises that Freedom of Expression is essential to Academic Freedom and the pursuit of knowledge.
- b. The University will foster an environment where ideas can be challenged, controversial issues discussed, and diverse opinions expressed, respectfully and safely.

Role as Critic and Conscience

- c. The University affirms its role as a critic and conscience of society, encouraging staff and students informed by their academic expertise, disciplinary knowledge, and professional experience to share their research and scholarship, engage in respectful public discourse, challenge societal norms, and contribute as public intellectuals to democratic debate.

Freedom of Expression

- d. Freedom of Expression applies to all individuals and protects the right to express views, even if unpopular or controversial.
- e. The right to Freedom of Expression is not an absolute or unlimited right. It does not incur upon anyone an obligation to listen, or to be invited or to be hosted by the University. While there must always be a presumption in favour of free expression, the right may sometimes be justifiably curtailed.

Academic Freedom

- f. Academic Freedom is a subset of Freedom of Expression, specific to academic contexts, and includes the right to teach, research, discuss and publish without undue influence or external pressures.
- g. In exercising Academic Freedom, academic staff and students are expected to act within the law, and observe scholarly and ethical standards. University academics and teachers are expected to align their activities with the standards of their disciplines including the use of evidence, and act in ways which promote respectful dialogue and further understanding.

Use of University Premises

- h. The University will not deny the use of its premises to Invited Speakers based solely on their views or opinions.
- i. Limitations will only be imposed where the expression is likely to be unlawful or disrupt the ordinary activities of the University.
- j. Decisions about the availability of University premises or digital networks and platforms for events, activities, or the hosting of Invited Speakers

should be made in a principled way to ensure:

- the activity is consistent with the academic purposes of the University, including whether it promotes and enhances scholarly pursuit, facilitates the genuine sharing and/or testing of ideas, connects evidence to hypothesis and/or seeks to further understanding;
- that the expression is lawful, respectful and that core activities of staff, students and the University will not unreasonably be disrupted;
- that the expression does not fundamentally undermine the University's character as an institute of higher learning;
- health and safety, security issues and/or the risks of damage to property are able to be appropriately managed;
- relevant laws of New Zealand are followed; and
- University policy and procedure is adhered to.

Institutional Neutrality

- k. The University will not take institutional positions on matters not directly related to its role or functions. The role and function of the University includes, without limitation, matters such as the safety and wellbeing of staff and students; financial and regulatory concerns; sustainability; equity; ethical investment and obligations under Te Tiriti o Waitangi.

Safe Exercise of Rights

- l. Staff and students have a right to work, learn, study and participate in an environment in which they can safely exercise Freedom of Expression and Academic Freedom. The University recognises that the exercise of these rights of expression and the role of critic and conscious of society can lead to negative responses, including harassment. The University has a responsibility for the wellbeing of staff and students, including through health and safety obligations, and to create an environment and mechanisms for staff and students to exercise these rights.

Limitations

- m. University leaders also have health and safety, employment, pastoral care and other legal requirements and obligations, which may place limitations on Freedom of Expression and Academic Freedom.

Complaints and Breaches

- n. A formal complaints and reporting procedure will be maintained to address concerns related to Freedom of Expression and Academic Freedom.
- o. Breaches of this policy will be addressed through the University's compliant procedures, with appropriate avenues for appeal.

5. KĀ HAEPAPA | RESPONSIBILITIES

The authorising body within the University that is required to give final approval to the policy and Freedom of Expression Statement is the University Council.

The Policy Owner and contact person is the Provost.

6. **RAUEMI | LINKS TO PROCEDURE(S) AND OTHER RESOURCES**

Lincoln University's Statement on Freedom of Expression
Health and Safety Policy
Prevention of Bullying, Harassment and Discrimination Policy

Code of Conduct Policy
Communications Policy
Social Media Policy
Event Management Policy
Education and Training Act 2020
Education and Training Amendment Act No 2 (specifically s. 281A)

DRAFT

LINCOLN UNIVERSITY'S STATEMENT ON FREEDOM OF EXPRESSION

Te Whare Wānaka o Aoraki Lincoln University affirms its commitment to the right to freedom of expression as protected under the New Zealand Bill of Rights Act 1990 and the Education and Training Act 2020. The university recognises that freedom of expression is fundamental to the pursuit of knowledge, the advancement of learning, and the health of a democratic society.

As a university, we are committed to fostering an environment where members of the university community can express a wide range of views, including those that may be controversial or unpopular, within the bounds of the law. This commitment is grounded in our statutory role as the critic and conscience of society, which obliges us to challenge prevailing norms, question authority, and contribute to public debate.

Freedom of expression is not absolute. It must be exercised in a manner that respects the rights and safety of others and does not incite violence, hatred, or discrimination. The University may place reasonable and lawful limits on expression where necessary, including:

- speech that incites violence or criminal activity.*
- hate speech as defined under New Zealand law, including speech that incites hostility against individuals or groups based on race, ethnicity, religion, gender, or sexual orientation.*
- defamation or false statements that damage the reputation of individuals or the university.*
- disruption of university operations, including teaching, research, and administrative functions.*
- harassment, bullying, or intimidation, whether verbal, written, or physical.*
- breach of confidentiality or privacy, including the unauthorised disclosure of personal or sensitive information.*
- use of university platforms or facilities for unlawful purposes.*

In all cases, the university will act to protect the right to speak, to listen, and to challenge, while promoting a culture of respectful dialogue and intellectual integrity.

Freedom of Expression

©This document is the property of Lincoln University. Once printed, this document is an uncontrolled version. For the official current version refer to the [Lincoln University Policy Library](#).

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
Reports to Council		
Ahumairaki 1. Report – business of Committee 2. Minutes from meeting on 11 June 2025	To protect the privacy of natural persons To prevent the disclosure or use of official information for improper gain or improper advantage	7(2)(a) 7(2)(j)
Appointment and Remuneration Committee 1. Report – business of Committee 2. Minutes from meeting on 9 April 2025 & 10 June 2025 3. Scheduled Review of Council Elections Statutes and Council Appointments Statute 4. Ministerial Appointments Short List	To protect the privacy of natural persons	7(2)(a)
Audit, Risk, & Assurance Committee Report to Council 1. Report – business of Committee 2. Minutes from meeting on 17 June 2025 3. 2026 Investment Plan 4. Whare Wanaka Procurement and DoA Request 5. Ivey Hall Update 6. 10 Year Financial Model 7. 2026 Fees Setting	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)
Council Appeals Committee	To protect the privacy of natural persons	7(2)(a)
Finance Report	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)
GOG Reports	To avoid prejudice or disadvantage to the commercial activities of the University	7(2)(h)

I move also that: Prof Chad Hewitt (Provost), Prof Merata Kawharu (Deputy Vice Chancellor, Māori and Pasifika), Mr David Bain (Acting Property Director), Mr Andre Cargill (Project Manager), 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.