

Lincoln University Strategy

2019–2028



LINCOLN
UNIVERSITY

TE WHARE WĀNAKA O AORAKI



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

Ambidextrous Approach - with six goals

Renewal Strategy

- 1 A distinctive Aotearoa New Zealand end-to-end student experience
- 2 Improved assets and sustainable operating models
- 3 A culture which stimulates and inspires staff and students

Shaping Strategy

- 4 A world-class research and teaching precinct
- 5 An organisation focused on meaningful partnerships
- 6 Facilitating growth



Supported by four plans

- 1 **Research**
- 2 **Education**
- 3 **Māori**
- 4 **Partnerships**

Strategy Goals

and priority areas

in 2020-2024



Renewal Strategy

Priority areas

- | | | |
|--|--|---|
| <p>Goal 1</p> <p>A distinctive Aotearoa New Zealand end-to-end student experience</p> | | <p>Campus Living Laboratory</p> <p>Work integrated learning programme</p> |
| <p>Goal 2</p> <p>Improved assets and sustainable operating models</p> | | <p>Campus development</p> <p>Objectives and KPIs for academic and service support</p> <p>New and improved timetable</p> <p>Living standards framework</p> |
| <p>Goal 3</p> <p>A culture which stimulates and inspires staff and students</p> | | <p>Bicultural campus</p> <p>Increased professional development activities</p> <p>Workload allocation model</p> |

Shaping Strategy

Priority areas

- | | | |
|---|--|--|
| <p>Goal 4</p> <p>A world-class research and teaching precinct</p> | | <p>Land-based postgraduate research school</p> <p>Centres of Excellence</p> <p>Online and blended delivery</p> |
| <p>Goal 5</p> <p>An organisation focussed on meaningful partnerships</p> | | <p>Stakeholder engagement</p> <p>Research partnerships</p> |
| <p>Goal 6</p> <p>Facilitating growth</p> | | <p>Education partnerships</p> <p>Scholarships investment</p> |

Our values

Students at our core



Students are our reason for being

We do this by:

- Putting the 'student experience' at the centre of all that we do
- Providing excellent and inspirational learning, teaching and research
- Providing an environment that helps ensure our students' academic and personal success
- Empowering and supporting students to make the right decisions.

Leadership



Taking responsibility as a leader at all levels

We do this by:

- Being decisive and transparent; making and communicating decisions promptly and clearly
- Developing collegial relationships based on tolerance, diversity and fair treatment of others
- Taking personal responsibility for growing oneself as a leader
- Recognising, understanding and managing our own emotions, and demonstrating empathy towards others.

Innovation



Encouraged through collaboration and partnerships

We do this by:

- Building and nurturing existing relationships, and creating new ones
- Developing synergies that provide opportunities we cannot provide on our own
- Being open, flexible and adaptive
- Staying relevant.

Integrity



Doing the right thing in a reliable way

We do this by:

- Doing what we say, when we say we will do it
- Being honest, open and transparent
- Striving to make the right decision, not the easy one
- Communicating respectfully: being inclusive, open, honest and constructive.

Manaakitaka — Looking After People.

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



Goal 1



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

Our students' needs will be anticipated through seamless, genuine, consistent and personalised experiences both on and off campus. They will be given equal opportunities to have the best and distinctive end-to-end experience relevant to their needs and purposes, and can easily and comfortably voice feedback during interactions throughout their journey – from prospective students, current students, through to our alumni. The student experience will provide a strong foundation for life-long learning and prepare students well for future career success, and impact in the land-based sector.

Guiding Principle:

We will instil Lincoln University values in every student, which will enrich their lives and increase their future opportunities. Manaakitaka, wairuataka and whanaukataka will ensure that our engagement enhances the mana of all concerned as we provide a learning and student experience that connects students to the University, as well as the land-based sector.



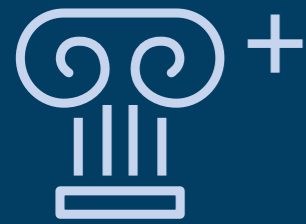
How we will achieve this:

- Develop the campus as a **living laboratory** that allows students to interact with the entire campus, including farms, to develop solutions to the global challenges faced by the land-based sector, such as business and environmental sustainability
- Provide connections to the land-based sector by means of access to **work integrated learning** through strengthened engagement with business, iwi, and government
- Provide enhanced opportunities for students and their families to **work with local communities** including part-time work, mentoring and volunteering
- Source and act on **student feedback**
- Support domestic and international **student activities**, including the creation of an inviting, fun, vibrant, social and cultural experience on and off campus, and provide support structures for diverse student populations
- Provide a **bicultural experience** for staff, students and stakeholders
- Identify and develop new **partnerships with iwi and Māori** entities to increase collaboration with staff and students as part of teaching and learning
- Provide opportunities for Te Awhioraki and the Lincoln University Pacific Island Association to provide relevant cultural activities that engage the **Māori and Pasifika communities**.

Progress indicators:

Blueprint for Living Laboratory established	Increase in number of work-integrated learning programmes
Improvement in metrics of student satisfaction, graduate outcomes, retention and progression	Roadmap in place to support bicultural experiences

Goal 2



Improved assets and sustainable operating models

‘Fit for purpose’ assets for research, education and student experience in the land-based sector will be achieved by freeing up resources, achieving operational excellence and ongoing continuous improvement. We will honour our values of whanaukataka, rakatirataka and manaakitaka to develop cultural diversity.

Guiding Principle:

Through the application of wellbeing principles recognised by Treasury, TEC, iwi and stakeholders.



How we will achieve this:

- Document Lincoln University’s distinctive contribution to intergenerational wellbeing guided by the **Living Standards Framework**
- Implement the **capital plan** to prioritise the delivery of buildings that rejuvenate the campus, creating an improved student experience, developing fit-for-purpose science and teaching facilities, and enhanced collaboration space for interacting with partners
- Make our organisation an **exemplar of sustainable practices**
- Implement a new and improved **timetable** for all academic programmes, and use this timetable to improve student and staff experience, and room utilisation
- Implement a programme to develop a **bicultural campus** that also encourages the use of te reo Māori on campus
- Objectives and KPIs set and monitored for **faculty and research centre operating models** and budgets, consistent with current and future funding levels, as well as identification of clear timeframes and processes to meet those targets
- Objectives and KPIs set and monitored for **service support business units** consistent with current and future funding levels, and identification of clear timeframes and processes to meet those targets. Opportunities for efficiency in service delivery with partners explored and implemented, where appropriate.

Progress indicators:

Living standards framework contribution documented	Capital Plan programme of works on target with budget and timeframe	Plan to phase out use of fossil fuels and achieve carbon neutrality by 2030 developed and on target
New and improved timetable implemented and improvements in room utilisation achieved	Objectives and KPIs set, monitored and reported on across staff, student ratios and service costs	Sustainability action plan mapped

Goal 3



A culture which stimulates and inspires staff and students

Our people are central to our success, and we seek to empower them to thrive. We are committed to cooperation, knowledge sharing and solving global issues. Lincoln University is where people come to grow their career, confident they will reach their full potential as they work towards the long-term success of Aotearoa New Zealand.

Guiding Principle:

Through our values rakatirataka, manaakitaka, tohatoha and whanaukataka, we will invest in organisational development initiatives.



How we will achieve this:

- Ensure that all staff understand and share a commitment to the University's **strategy and values**
- Contribute to Lincoln's success and diversity of the staff profile by recruiting, developing and retaining **quality staff**
- Develop an understanding of our adopted **Māori cultural values**
- Improve **staff engagement** across the University
- Provide **career-development pathways** and opportunities that will attract and retain the highest performing staff
- Continue to maintain high teaching and research quality, while growing student numbers, through the implementation of a **standardised workload allocation** model which manages research and teaching loads consistent with a research-intensive, land-based university
- Develop a **student charter** aligned with Lincoln University's values and goals, which is embraced by students and staff.

Progress indicators:

Improvement in individual awareness of strategy, values and biculturalism	Proportion of staff positive about engagement as measured in our Staff Engagement Survey	Increased number of staff participating in professional development activities
An increase in the number of academics recognised as world leading in their disciplines	Implementation of workload allocation model for staff in faculties and service centres	Student charter developed, socialised, and implemented

Goal 4



A world-class research and teaching precinct

Lincoln University will add value to Aotearoa New Zealand through distinctive and excellent teaching and research dedicated to advancing education, research and technologies that will help solve grand challenges for the land-based sector. We will establish a world-class educational experience that is differentiated, scalable and agile to respond to evolving market demands. We will deliver a wide range of programmes to meet the skill needs of the land-based sector. Our excellent teaching and research will act as the mechanism to encourage more people to study and work in the land-based sector to meet industry demands, increase productivity, and tackle future challenges.

Guiding Principle:

Through our values manaakitaka, wairuataka, kaitiakitaka, and rakatirataka we will ensure the right level of support and engagement is undertaken, using culturally appropriate methodologies that deliver the level of impact required to achieve our goals.



How we will achieve this:

- Design and implement a land-based sector **postgraduate research school** in conjunction with domestic and international universities, Crown Research Institutes (CRIs), and industry
- Build **coherence between research and education** by creating a distinctive land-based sector approach to research-based teaching, drawing on Lincoln University's strong connections with industry and CRI partners
- Through the Lincoln University suite of research Centres of Excellence, **self-invest** in areas that are important to New Zealand, and that will help solve tough, land-based sector challenges. This will be achieved by building our multi-disciplinary research expertise with partners, focussing on areas of significance, both nationally and globally
- **Partner with mana whenua, takata whenua, iwi, hapū** or other communities using appropriate methodologies such as Kaupapa Māori, Rakahau or collaborative pathways that are co-designed and co-delivered with those partners
- **Extend our reach** through partnerships with other tertiary institutions, industry, government and iwi, to develop innovative delivery mechanisms of programmes, particularly those which are new to the teaching portfolio
- Invest in **enhanced support of teaching** to ensure engagement of all staff with quality teaching, response to student feedback, and adoption of successful teaching models. Academic staff will be supported to plan and develop engaging courses that create distinctive teaching programmes, incorporating core aspects of online, blended delivery, research-based and work-integrated learning.

Progress indicators:

Postgraduate research student numbers increase	Improvement in international rankings towards the goal to achieve a top 5 QS land-based subject ranking
Self investment in Centres of Excellence which will become self-funding through time	Improved results against stakeholder survey, determining engagement in design of academic programmes.

Goal 5



An organisation focused on meaningful partnerships

We will grow the University's contribution to the land-based sector through formation of collaborative partnerships in research and education. We will move the role of the University to a platform on which other organisations are also able to succeed, such as research centres, agri industry, business partners and iwi.

Guiding Principle:




Through whanaukataka, kaitiakitaka and tohatoa we will collaborate by seeking partnerships to deliver multi-disciplinary and multi-organisational solutions.



How we will achieve this:

- Move away from being a standalone university to become the **academic heart of the Lincoln Precinct** and a valued partner to organisations with shared goals
- **Establish domestic and international partnerships** to achieve innovative solutions to issues in the land-based sector
- Develop and implement a comprehensive **stakeholder engagement** plan that addresses relationships with, Māori, industry, local government, central government, community, employers and alumni to ensure improved coordination and relationships with external stakeholders
- Work to ensure all major employers and **contributors to the land-based economy** have the opportunity for tangible engagement with the University
- Continue to support the growth and **development of the wider Canterbury** region, including local iwi partnerships
- Develop Māori land-based sector partnerships with iwi, Runanga, Māori incorporations, Ahu Whenuna and Whānau Trusts and Māori landowners
- Build more tangible relationships with industry and other universities for the **delivery of research and teaching programmes** that address critical issues of the land-based sector and improve the number of graduates
- Quantify, highlight and communicate the impact of our research as a key mechanism to show the importance of our role in determining progress in the land-based sector
- **Attract investment** to deliver outcomes for research, education and student experience through innovative use of collaboration and partnerships.

Progress indicators:

 Stakeholder engagement plan developed, and efficacy measured over time through engagement survey results	 Impact measurements are quantified and improve over time, particularly in the area of the Māori economy	 Increased number of formal partnerships in place with other universities and research providers for joint delivery of land-based sector research and education, and increased relevance, quality and quantity from these partnerships.
--	---	--

Goal 6



Facilitating growth

Our sustainability impact and wellbeing will be achieved through boosting education and research productivity, enhanced fundraising activities, and growing student numbers.

Guiding Principle:

Through our values whanaukataka, kaitiakitaka and, tohatoha, we will provide to society and government growth in higher education connected to the land-based sector.



How we will achieve this:

- **Increase the University surplus** by growing teaching, research and business activities (including farms); and invest the surplus into academic staff, new initiatives, facilities and scholarships that promote excellent research and education
- Strengthen **partnerships with other New Zealand and international universities**, and develop approaches including jointly delivered programmes, transferrable majors, and co-operative pathways that smooth transition between undergraduate and postgraduate degrees, and improve accessibility of land-based sector degrees to more students
- Build tangible **partnerships with CRIs** that enhance the quality and quantity of supervisors for postgraduate research, while administering and resourcing supervision relationships consistent with this
- Increase the number and value of **scholarships** available for students to enrol at Lincoln University, focusing on under-represented target groups or academic excellence
- Increase domestic student enrolments by strengthening engagement with primary and secondary schools, and school leavers, through activities such as supporting NCEA with resources, or the Children’s University
- Focus on **marketing** to promote the brand; **people** on the ground to recruit students; and ensure **diversification** across international markets
- Provide more programmes appropriate for **upskilling current employees** in the land-based sector, delivered through distance, face-to-face residential, and online teaching methods
- Increase fundraising for major new initiatives and facilities, as well as leading academic appointments, new scholarships and focus research initiatives.

Progress indicators:

TEC low risk ranking maintained	Student numbers increase in a trajectory consistent with the 10-year model	Higher proportion of domestic students attracted from urban regions.
Increased number of Māori and Pasifika students, including postgraduate students	The number and value of scholarships available increases	

RENEWAL

Goal	Progress Indicator	Māori	Research	Education	Partnerships
1 A distinctive Aotearoa New Zealand end-to-end student experience	Blueprint for Living Laboratory established	✓	✓	✓	✓
	Increase in number of work-integrated learning destinations	✓	✓	✓	✓
	Improvement in metrics of student satisfaction, graduate outcomes, retention and progression	•	✓	✓	•
	Roadmap in place to support bicultural experiences	✓	✓	✓	✓
2 Improved assets and sustainable operating models	Living standards framework contribution documented	•	✓	✓	•
	Capital Plan programme of works on target to budget and timeframe	✓	✓	✓	✓
	Plan to phase out use of fossil fuels and achieve carbon neutrality by 2030 developed and on target.	•	✓	✓	•
	New and improved timetable implemented, and improvements in room utilisation achieved	✓	✓	✓	•
	Objectives and KPIs set, monitored and reported on across staff, student ratios and service costs	✓	✓	✓	•
Sustainability action plan mapped	✓	✓	✓	✓	
3 A culture which stimulates and inspires staff and students	Improvement in individual awareness of strategy, values and biculturalism	✓	✓	✓	✓
	Proportion of staff positive about engagement as measured in our Staff Engagement Survey	•	•	•	•
	Increased number of staff participating in professional development activities	✓	✓	✓	•
	An increase in the number of academics recognised as world-leading in their disciplines	•	✓	•	✓
	Implementation of workload allocation model for staff in faculties and service centres	•	✓	✓	•
	Student charter developed, socialised, and implemented	✓	✓	✓	•

SHAPING

Goal	Progress Indicator	Māori	Research	Education	Partnerships
4 A world-class research and teaching precinct	Postgraduate research student numbers increase	✓	✓	✓	✓
	Improvement in international rankings towards the goal to achieve a top 5 QS land-based subject ranking.	✓	✓	✓	✓
	Self investment in Centres of Excellence, which will become self-funding through time	✓	✓	✓	•
	Improved results against stakeholder survey determining engagement in design of academic programmes	✓	✓	✓	✓
5 An organisation focused on meaningful partnerships	Stakeholder engagement plan developed, and efficacy measured over time through engagement survey results	✓	✓	✓	✓
	Impact measurements quantified and improve overtime, particularly in the area of the Māori economy	✓	✓	✓	✓
	Increased number of formal partnerships in place with other universities and research providers for joint delivery of land-based sector research and education, and increased relevance, quality and quantity from these partnerships	✓	✓	✓	✓
6 Facilitating growth	TEC low-risk ranking maintained	✓	✓	✓	•
	Student numbers increase in a trajectory consistent with the 10-year model	✓	✓	✓	•
	Higher proportion of domestic students are attracted from urban regions	✓	✓	✓	•
	Increased number of Māori and Pasifika students, including postgraduate students	✓	✓	✓	✓
	The number and value of scholarships available increases	✓	✓	✓	✓



LINCOLN

UNIVERSITY

TE WHARE WĀNAKA O AORAKI