



LINCOLN
UNIVERSITY

TE WHARE WĀNAKA O AORAKI

Lincoln University Annual Report

2020







LINCOLN
UNIVERSITY
TE WHARE WĀNAKA O AORAKI

**Ka tipu, ka rea, ka whanake
ake te rākau mātauraka**

**Ko tōna pakiaka,
he waewae haere**

**Ko tōna kaupapa,
he takata ora**

**Nau mai, ki Te Whare
Wānaka o Aoraki**

*Plant, nurture and grow the tree of knowledge
Whose roots allow it to move freely
Whose purpose is to support healthy people*





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Chancellor's Greeting

He mihi nā Te Tumuaki

2020 – Remarkable resiliency and growth in unprecedented times

It is my pleasure to introduce Lincoln University's 2020 Annual Report.

Over the past 12 months Council continued the augmentation of the Lincoln University Strategy 2019-2028, through focused governance and leadership.

The strategy remains the key driver for Lincoln University's growth, financial sustainability and ultimate realisation of becoming a globally-ranked, top-five land-based university. It also provides a robust framework, balancing the here-and-now with a long-term view.

The strategy has been particularly significant following the outbreak of the COVID-19 pandemic and its concomitant challenges and uncertainty.

Council would like to acknowledge Professor Bruce McKenzie for his stalwart leadership and influence as Acting Vice-Chancellor during these extraordinary times. His resolute and unwavering stewardship of the University throughout the fluctuating COVID-19 Alert Level enabled the organisation to navigate through the ongoing uncertainties and disruptions effectively delivering a satisfactory 2020 performance.

Council's highest priority remains the health, safety and wellbeing of all Lincoln University's staff and students.

On behalf of Council I would like to acknowledge the hard work and dedication of our academic and professional staff who remained focused on providing a positive learning experience for our students throughout this challenging year, and thank them for their tireless efforts.

The financial performance in 2020 was very satisfactory, given the

unprecedented circumstances. Our EBITDA to revenue was 10.8% and our cash cover 61.3%.

The ambidextrous approach of the University's Strategy 2019-2028, ensures the University remains operationally excellent and viable through the Renewal Strategy, while looking for ways to grow and enhance our position through our Shaping Strategy.

The Shaping Strategy has been defined in our Moving Forward Programme which acts as a catalyst for transformation. This programme was defined during 2020 and effectively shapes a more collaborative land-based sector approach to our institution by focusing on amplifying research outcomes, enhancing Lincoln's ability to attract and grow graduates and further increasing stakeholder confidence and preference.

The programme is a critical enabler of Lincoln University achieving its strategic goals and priority areas over the next four years. It comprises two interrelated priority areas: construction projects grouped under the Campus Development Programme and non-construction projects referred to as the New Ways of Operating Programme.

Government approval of the University's new flagship science facility, and the subsequent release of funding, was the trigger needed to start construction. Driven by our commitment to offering a globally-ranked education and student experience, supported by a vibrant and futureproofed campus, this was a significant milestone for the University. It also signalled the important role Lincoln continues to play in shaping a more productive and sustainable



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challenging year.**





future for Aotearoa New Zealand. The University has always been a chief driver of innovation in the land-based sector, particularly in the food and fibre industries, and our new science facilities will position us to take an even more prominent role in developing solutions for the world's most pressing environmental challenges.

The Lincoln University Foundation and Centennial Trust remain securely placed in supporting this role through greater investment in scholarships and research. The Lincoln University Foundation, established in 2019, receives and administers all donations and bequests gifted to the University, while the legacy Centennial Trust continues to promote education in the fields of agriculture and related interests across New Zealand. Of note in 2020 was a bequest received from the estate of Ms A E Bascand, whose husband Lawrie was a student at Lincoln. This was a very generous gesture, and the University is very grateful to the Bascand family.

The decision to defer our 2020 graduation ceremony to 2021 due to COVID-19 was one of the most difficult decisions Council has ever had to make; however, the safety of our Lincoln whānau was paramount. While all 573 qualifications were conferred, as

a celebration the 2020 graduate cohort were invited to don their regalia and join me and Professor Bruce McKenzie on campus for a photo session to officially mark their graduation. It was an honour to attend this event and to personally congratulate some of our new graduates.

It was also a privilege to confer honorary degrees on Tony Hall, who received an Honorary Doctor of Commerce degree, and retired agronomist James Douglas, who received an Honorary Doctorate of Science degree.

Awards were also bestowed upon Property Council Chief Executive, and Lincoln alumna, Leonie Freeman who received the Bledisloe Medal, awarded for her outstanding contribution to her field. Dr Nilo Covacevich was awarded the Lincoln Alumni International Medal and student Maui Duley received the University's Ngāti Moki Trophy for Māori Leadership.

During the year, Council welcomed four new members: ministerial appointees Marjan van den Belt and Gabrielle Thompson and Council appointee Rob Hewett, as well as new LUSA President Gregory Fleming.

On behalf of Council, I would like to thank outgoing Lincoln University

Students' Association President, Sam Blackmore as well as retiring Council member, Sir Graeme Harrison.

In closing, I paraphrase a sentiment expressed by Sir Peter Jackson when he is said "New Zealand is not a small country but a large village". Lincoln University is not a small university but a large whānau.

Bruce Gemmell
Chancellor

Acting Vice-Chancellor's Overview

He matapaki nā te Tumu Whakarae

The year began on a strong footing. Grounded by our Strategy 2019-2028, and continuing the growth trajectory from 2019, the University remained focused on providing world-class research and education, reinforced by our six strategic goals.

However, the year unfolded in an unanticipated direction, and in March we found ourselves confronting a global pandemic.

Border restrictions prevented international students from entering the country, and while under Alert Level 4 our campus closed and we moved to emergency remote teaching, including online exams and assessments, to ensure continuity in our teaching and learning pathways for our students.

Throughout this year of unparalleled challenges including fluctuating between alert levels, our academic staff persevered in providing teaching and research of the very highest quality and a student experience exemplifying our value of manaakitaka.

Our professional staff safeguarded the smooth running, maintenance and reputation of the University, and our Senior Management Group was required to make difficult and tough decisions, often at short notice and in the face of uncertainty.

I am deeply proud of how all our whānau rose to the challenges that confronted them in a year like no other.

Lincoln University Students' Association (LUSA) continued to be an excellent advocacy body for our taura. Thank you to Sam Blackmore, LUSA President, for his leadership and support in 2020, and for working closely with me throughout the year in providing an engaging series of videos and messages for our taura.

Despite COVID-19 impacts and the reduction of international students, new domestic student enrolments increased by 7.4% in 2020, which meant we ended the year only 8.3% less than our pre-COVID target.

The notable increase in domestic student numbers can be attributed to the University's nimble ability to move swiftly in a profoundly altered COVID-19 employment market, removing barriers for students to study, and providing a range of options to meet the needs of the thriving food and fibre sector for skilled and qualified graduates.

Lincoln University is proud to be playing an important part in driving the New Zealand economy forward. In discussions with a visiting Ministry for Primary Industries (MPI) delegation in August, Lincoln University articulated its role in supporting New Zealand's economic and environmental recovery in a COVID-19-impacted world, with a particular emphasis on practical steps and short-term goals.

We remain committed to contributing to the Māori economy by developing trained and skilled thought leaders to support maximum performance and growth of Māori assets.

In light of the rapidly evolving global pandemic, and subsequent decline of international student numbers, existing University financial plans and projections were promptly revised. New cost-savings initiatives were implemented in consultation with staff, to ensure the University's financial viability in 2020. These initiatives had a significant contribution towards offsetting the adverse impact of the pandemic on our revenue.

The pandemic also spurred a new online initiative, Lincoln Connected, focused on providing students with a technology-engaged learning ecosystem promoting excellence and success online.

Our unique contribution to research continued in 2020, and the University



Throughout this year of unparalleled challenges including fluctuating between alert levels, our academic staff persevered in providing teaching and research of the very highest quality and a student experience exemplifying our value of manaakitaka.



remains intimately connected to the quality of our research programmes and their application to real-world problems. There was an increase in the number of research degrees completed, and the number of Māori related research projects grew by 5%.

Lincoln University Distinguished Professor Philip Hulme was recognised for three significant achievements including being awarded a Miegunyah Distinguished Visiting Fellowship to spend one month working with Australia's Centre for Excellence in



Biosecurity Risk Analysis (CEBRA); being named as a Highly Cited Researcher for the seventh year in a row and receiving a Marsden Fund grant for a research project investigating why some non-native ornamental plants become environmental weeds.

Emeritus Professor David Simmons became the first-ever university academic to win tourism's most prestigious individual honour, the Sir Jack Newman Award for 2020.

The University also welcomed the Tertiary Education Commission's (TEC) announcement of funding for the Bio-Protection Research Centre (BPRC) for a further seven-and-a-half years, and its move into a new era in 2021 as Bioprotection Aotearoa, with a revised remit to include integrating with mātauraka Māori and the social sciences.

Ministerial endorsement for our new science facilities' Single Stage Business Case and the release of funding to progress the construction provided a massive boost for the University's Campus Development Programme, while also demonstrating the Government's confidence in our chosen direction.

The new Grounded student social space is proving to be the liveliest and

most popular student zone on campus. Formally opened by the Minister for the Community and Voluntary Sector, Hon Poto Williams, the occasion marked an important milestone in our goal to transform our campus into a more modern and inspiring environment for our students.

The University received an allocation of \$4.6 million from the Government's \$200m Clean Powered Public Service Fund allowing us to begin converting our fossil fuel-powered steam heating network to 100% electric and to decommission and demolish our boiler plant and stack by mid-2024.

Our solar energy generating capacity has also been increased, with a second solar array installed in partnership with Meridian Energy. Our total generating capacity is now around 250,000 kWh per annum – enough to power 35 houses for a year or charge 12,500 electric cars.

Lincoln University now ranks 51st on the scale of 912 universities from 84 countries in the 2020 GreenMetric World University rankings.

Lincoln remains committed to building collaborative partnerships with other universities and research providers, industry, private enterprises and iwi to achieve innovative solutions to

some of the world's most pressing land-based challenges.

In partnership with the University of Canterbury (UC), Plant & Food Research, Manaaki Whenua – Landcare Research, and AgResearch, a new Joint Postgraduate School has been launched focusing on food sustainability. This is a first for postgraduate research in Aotearoa New Zealand and the result of a multilateral partnership dedicated to supporting the transition of our regional, national and international food systems.

In conclusion

I am proud of all our Lincoln staff, and remain deeply humbled and eternally grateful for their continued dedication, fortitude and resolve during one of the most difficult, challenging and unpredictable years we have ever had to face. Sadly we said goodbye to 55 staff members in December, who selected to take voluntary redundancy options. Undeterred by all the disruption throughout the year, our staff have shifted swiftly to new ways of working and continue to display a steadfast commitment to supporting our students' educational achievements.

Thank you to the Senior Management Group members for their unwavering leadership support and determination, our academic and professional staff for their dedication and hard work, and Council for their continued guidance and trust. And finally, thank you to all our students; you remain our core reason for being.

Ngā mihi
Professor Bruce A McKenzie
Acting Vice-Chancellor Lincoln University

University Governance

Kā mana whakahaere o te whare wānaka

The Lincoln University Council Constitution, which has been in effect from December 2015, provides for a 12-member council. The council met monthly in 2020. Helena Parsons was Governance Director and Council Secretary at the start of 2020 and was replaced by Amy Cradock as Director, Governance and Legal in March.

Council membership changes

In 2020 the council welcomed ministerial appointees Marjan van den Belt and Gabrielle Thompson and Council appointee Rob Hewett. Samuel Blackmore was the Student Representative on Council, with Gregory Fleming appointed in December 2020 following LUSA elections earlier in the year.



Lincoln University Council

Photo taken November 2020.

Back row (left to right): Mr S Blackmore, Dr C Smith, Mrs P Parata-Goodall, Mrs J Fredric, Ms G Thompson, Ms P Morrison

Front row (left to right): Mr A Macfarlane, Professor Bruce McKenzie (Acting Vice-Chancellor), Mr B Gemmell (Chancellor), Emeritus Professor J McWha (Pro-Chancellor), Mr R Hewett

Absent: Mrs M van den Belt

Council appointments

Bruce Gemmell, Chancellor
Emeritus Professor James McWha, Pro-Chancellor
Rob Hewett

Ngā i Tahu appointment

Puamiria Parata-Goodall

Ministerial appointments

Janice Fredric
Andrew Macfarlane
Gabrielle Thompson
Marjan van den Belt

Staff appointments

Dr Carol Smith, elected by academic staff
Paula Morrison, elected by general staff

Student appointments

Sam Blackmore, LUSA President (*until 14 December 2020*)
Gregory Fleming, LUSA President (*from 15 December 2020*)

Composition of the Senior Management Group

Professor Bruce McKenzie, Acting Vice-Chancellor
Emeritus Professor James McWha, Provost
Professor Grant Edwards, Deputy Vice-Chancellor
Dr Dione Payne, Assistant Vice-Chancellor; Māori and Pasifika
Dr Lorraine Petelo, Assistant Vice-Chancellor; Learning and Teaching
Phillip O'Callaghan, Chief Operating Officer
Karen McEwen, Executive Director; People, Culture and Wellbeing
Stuart Reilly, Executive Director; Campus Life

Composition of Lincoln University Boards

Lincoln Agritech Limited Board

Edward Rogers, Chair
Dr John Hay
Bruce Gemmell
Phillip O'Callaghan
Alan Townsend (*until 21 December 2020*)
Peter Barrowclough (CEO)

Lincoln University Property Joint Venture Limited Board

Edward Rogers, Chair
Murray Frost
Phillip O'Callaghan

Blinc Innovation Limited

Blinc Innovation Limited discontinued as a NZ Limited Company as at 27 July 2020.

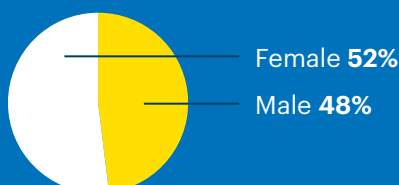
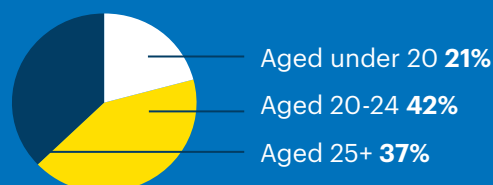
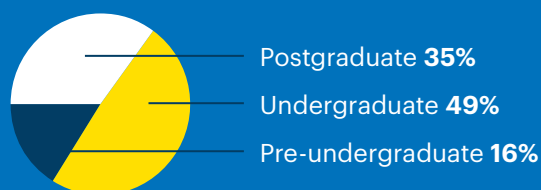
Note: all lists are as at 31 December 2020.

2020 At a glance

Te tau 2020 – he matapaki

Students

 3273



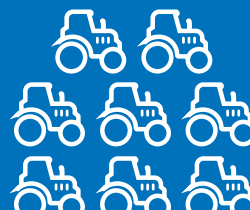
University Structure


3 Faculties


1 Division


2 Subsidiary companies


14 Research centres


8 Farms

Staff (full-time equivalent)
for the group 598.6



Lincoln University – an Introduction

Te Whare Wānaka o Aoraki he kupu whakatau



Established in 1878 as the Southern Hemisphere's first dedicated agricultural college, Lincoln University exists to enhance lives and grow the future.

Our purpose is to facilitate excellent research and education to grow the knowledge of our students and help shape a world that benefits from a greater understanding of the relationship between land, food and ecosystems.

We provide an environment that enables students, researchers and staff to grow into their potential, to become thought leaders who will grow the future and enhance and enrich the lives of others for generations to come. Lincoln has an environment that nurtures and facilitates growth in all areas of development: physical, emotional, intellectual, financial and societal.

Lincoln University facilitates great learning and growth through applied research, cultivation of deep industry relationships, world-class modern learning environments and teaching, global connections and collaborations, and by ensuring that what we teach is relevant today and tomorrow.

We have a global reach, belonging to the Global Challenges University Alliance (GCUA), which includes top universities on every continent and addresses issues relating to food security, bio-energy, sustainable urban development and climate change. This is in addition to a partnership agreement with the Euroleague for Life Sciences (ELLS), an exclusive network of seven leading European universities, with Lincoln being the only full non-European member.



Our response to the global pandemic

Ko ā mātou whakautu ki te mate korona

Through hard work, determination and perseverance the University's response to the pandemic has been swift, consistent and effective. A COVID-19 Critical Incident Management Team (CIMT) was stood up in January 2020, well ahead of other New Zealand universities, with a focus on immediate support for all students and staff.

The University continued to closely monitor the evolving situation throughout the year, guided by the recommendations of the Ministries of Housing and Education and Immigration New Zealand.

Timely alerts to staff and students were communicated through our SAFELU app, which proved a reliable method of reaching everyone quickly, especially when shifting between alert levels. The University remained in constant contact with all students and staff to ensure that everyone had access to the latest information and advice. This included contact with students and staff based offshore. A multi-channel communications approach was adopted, including a dedicated central repository of information – one source of the truth – established on the intranet for staff, and the LU website for students.

Regardless of the alert level, throughout the year, all course material was made available online via LEARN, ensuring an equitable learning experience for all students.



Lincoln University SAFELU app.

Teaching and Learning

The COVID-19 Academic and Student Experience Working Group (CASEWG) was established in response to the COVID-19 pandemic in January 2020. Chaired by the Assistant Vice-Chancellor Learning and Teaching, the pan-university composition of the group and direct reporting allowed for flexible and swift decision making.

From the start, CASEWG developed an academic management plan for all staff involved in teaching and assessment to enable and support students to participate in learning while unable to attend class on campus. The term Emergency Remote Teaching (ERT) was quickly adopted to describe the teaching and assessment delivered under these conditions. The plan provided the parameters by which assessments could be adjusted prior to the start of semester, to ensure equity and access for all students.

The Student Experience Team, a subgroup of CASEWG, focused directly on student needs in three identified priority areas:

- online learning support
- health and wellbeing
- social connectedness.

Initiatives included a **1:1 Student Calling Campaign**. Each phone call was followed up with an email providing pastoral care and online learning resources for students to reference. At the end of the campaign in June 2020, 100% of students had been contacted and 91.4% connections were made.



Feedback from students was overwhelmingly positive and this activity also had an encouraging and uplifting effect on the staff involved.

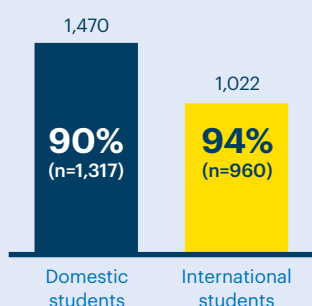
1:1 Student Calling Campaign

Results as at the end of Semester 1

Students contacted

- 2277 / 2492 of contacts completed*
- 100% of students had an attempted or completed contact
- 77% of Māori contacts are completed
- 97% of Pasifika contacts are completed

91.4%
of contacts
completed



*Completed contacts - all students who have completed information on Student Wellbeing form, collected either via phone or email response during the campaign period.

Research

While the University remains committed to supporting the academic success of all students, a focus was placed on providing timely advice to students undertaking research as part of their PhD, MSc, and other research-intensive courses such as Postgraduate Diplomas and Honours degrees. A case by case approach was adopted by the University, and research students were encouraged to remain in close contact with their supervisors to discuss the implication of the restrictions around COVID-19 in terms of their research plans, data collection, fieldwork and laboratory experimentation.

Support for staff and students

**He mahi tautoko
kaimahi, tautoko taurira**

Staff

The immediate concern with staff at the beginning of the lockdown period was to assist their transition to working from home and ensuring they had access to technology, equipment and support.

Consistent and relevant communications were provided and the monthly staff briefings were delivered through Live Teams events, where staff were able to pose direct questions that were answered in session and also recorded for those that could not attend.

A staff survey was conducted to benchmark the University's response to the global pandemic in terms of wellbeing support, communication, decision-making, technology barriers, online learning tutorials and remote tests/exams. The results were largely positive, and used to adapt the University's ongoing COVID-19 response maintaining focus on the student experience and to assist in the University's approach to flexible working arrangements.

Students

The University worked together with the Lincoln University Students' Association (LUSA) to support students during this difficult period. Many students needed additional academic support as the transition to online learning was challenging for staff and students. Support services were quick to respond to the needs of our online learners as they adjusted to online learning by providing ways for students to interact in the following ways:

- Wellbeing support for mental and physical health through digital wellbeing drop in events, and in-person events when able
- Digital resources for at-home workouts and individual 'exercise as medicine' at home
- Learning skills Zoom drop-ins and workshops.

Regular communications were provided to students from the Vice-Chancellor (VC), the Assistant Vice-Chancellor Learning and Teaching and their faculty dean. Videos by the VC and LUSA President were very successful with high reach on social media to our students.

A number of students remained living on campus and were cared for by Accommodation and Catering staff.

Response Barometer survey

The COVID-19 Response Barometer survey was conducted by i-graduate online with fieldwork at Lincoln running from 23 July to 17 August. The survey was conducted at a national level and analysis included 5272 students from seven New Zealand tertiary education institutions, with 272 being Lincoln students. Lincoln University scored highly against the other New Zealand institutions overall satisfaction in their institution's response to COVID-19.

Lincoln students were also very happy with the overall communication and frequency of communication, having a higher satisfaction rate than the other New Zealand institutions in all communication areas except being lower in financial support, and in line with travel restrictions.

Online learning satisfaction for Lincoln students was relatively high at 81% against the national average of 72% and global score of 68%, with all aspects of their online learning experience being

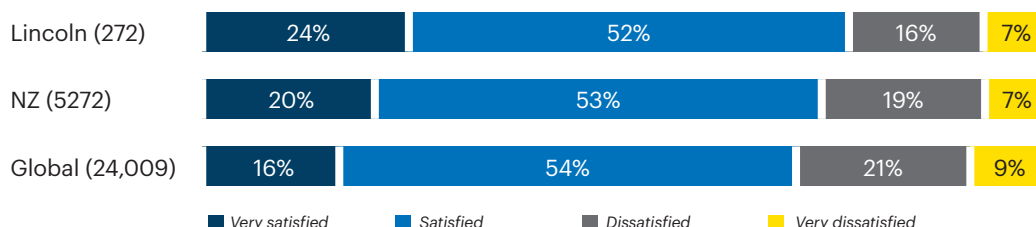
above the New Zealand benchmark, except for assignments and group work. In addition, the desire to continue online activities was notably higher amongst Lincoln students than students nationally.

Overall satisfaction with institutional response

The majority of Lincoln students were satisfied with their university's response to COVID-19: 76% of students were either satisfied or very satisfied. As shown in Figure 1, this is similar to the New Zealand benchmark (73%) and slightly higher than the global benchmark (70%).

Figure 1.

Overall satisfaction with their institution's response to COVID-19

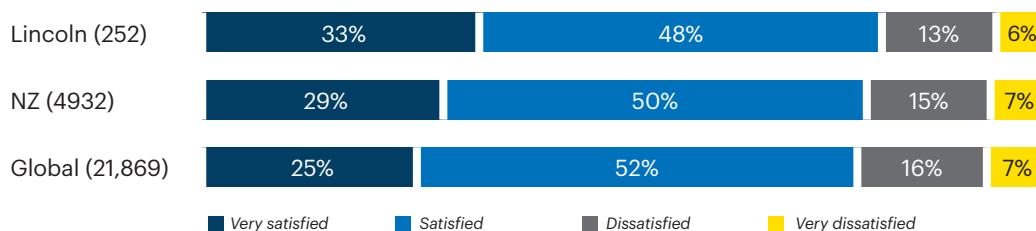


Communication

Overall satisfaction with the communication from Lincoln in response to COVID-19 was relatively high: 81% of students were either satisfied or very satisfied. As shown in Figure 2, again, this was similar to satisfaction amongst students nationally (79%) and slightly higher than satisfaction amongst students globally (77%).

Figure 2.

Overall satisfaction with the communication from their institution in response to COVID-19



Funding for student hardship

Hardship Fund for Learners (HAFL)

The government fund Hardship Fund for Learners (HAFL) was provided to tertiary education organisations to support and provide temporary financial assistance for enrolled tertiary learners facing hardship due to the COVID-19 pandemic. This support was provided to students who encountered suffering, deprivation or financial challenge due to the pandemic and could help them progress with their study during this disruptive period. Over \$100,000 was provided to support Lincoln University students.

Technology Fund for Learners (TAFL)

The Technology Fund for Learners (TAFL) was also a government fund provided to Lincoln University to support students who had difficulty in accessing their learning due to technology challenges. We provided support to students through providing hardware devices, internet connections and technical support. Over \$30,000 was provided to support technology for Lincoln University students.

Both of these funds made an immeasurable difference to those in need and enabled students to stay at university and not have their studies on hold. For many it was being able to study without added financial stress and worry which undoubtedly has had a positive impact on their grades and academic achievements for the year.

Targeted Training and Apprenticeships Fund (TTAF)

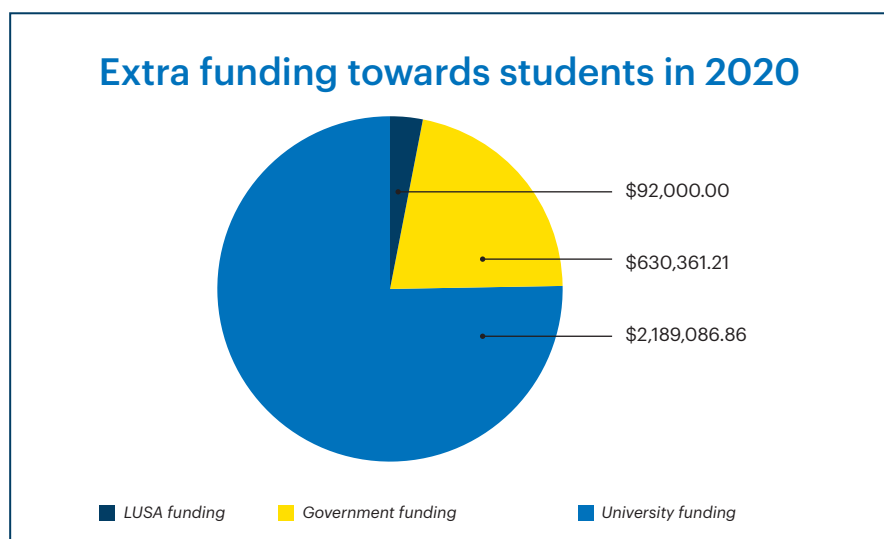
Lincoln provided training under the Government's Targeted Training and Apprenticeship Fund (TTAF), with six qualifications on offer, all of which are classified as food and fibre qualifications. These practical-based courses will produce graduates with the knowledge and skills to hit the ground running and help drive the New Zealand economy.

Lincoln programmes covered by the TTAF fund in 2020 were:

- Diploma in Agriculture
- Diploma in Organic Agri-Food Production
- Diploma in Farm Management
- Diploma in Horticulture
- Diploma in Horticultural Management
- Diploma in Horticultural Business

Students benefit in 2020

In addition to the government funding above, Lincoln University provided financial support to students in a significant way. A rebate for accommodation of over \$1.2m was provided to students who were in the university accommodation, and fee waivers at faculty and university level totalled in excess of \$950k. Additional funding was diverted from the Student Services Levy to LUSA's hardship fund which was in high demand. This pie chart shows the proportion of funding from the various sources that students directly benefitted from.



Our Vision, Purpose and Direction

**Tō mātou tiro whakamua,
kaupapa me te aro whakamua hoki**



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.**

Lincoln University updated its Strategy in 2019 for the period 2019-2028. The vision, purpose and direction incorporates our brand positioning of “**For the world. Protect the future. Live well**”.



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**

Values

Kā uarataka o te whare wānaka

Our four core values, aligned to the Māori Strategy, reflect what is important to us as a university, give meaning to our purpose, and help guide interactions with one another as staff members and with our students and stakeholders.

Manaakitaka — Looking After People.

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



Each value is underpinned by a set of guiding behaviours, helping to convey the University's spirit and character – our culture.

The Moving Forward programme

Ko te aka whakamua

The Moving Forward programme frames the University's plans for the renewed development of modern fit-for-purpose buildings and landscapes on campus, and the shaping and developing of new ways of operating within this environment that will enable a step-change towards progressive yet significant growth.

The programme is a critical enabler of Lincoln University achieving its strategic goals and priority areas for 2020-2024, in particular those focusing on meaningful partnerships and becoming a world-class research and teaching precinct, while at the same time facilitating and enabling growth.

Ultimately the programme provides an agile framework that will enable and inspire:

- New ways of student-focused learning for undergraduates, postgraduates and mid-career professionals
- The growth of the University's research outcomes and reputation to deliver positive changes for Aotearoa New Zealand in the land, food and ecosystems domain
- To become the academic heart of the Lincoln Precinct and a valued partner to institutions with shared goals, as opposed to a standalone institution.

The programme comprises two interrelated priority areas: construction projects grouped under the Campus Development Programme, and non-construction projects referred to as the New Ways of Operating Programme. The benefits of the programme are:

- Increased return on the investment in land-based research and education in New Zealand, and contribution to a sustainable and productive economy
- Improved ability for Lincoln University to attract and grow graduates in the land-based sector
- Increased stakeholder confidence and preference
- Lincoln University collaborates across the Lincoln Precinct to deliver better research outcomes for New Zealand than could be achieved as a standalone institution
- Improvement of financial and efficiency outcomes for Lincoln University.

New ways of operating

Ka whakahaereka hōu

While the ability to attract students, researchers and academic staff is underpinned by a fit-for-purpose campus, the University also recognises that achieving a fit-for-future campus requires strategic decision-making around collaboration, partnering with others and leveraging industry experience and assets to demonstrate significant added value.

The following projects have been identified for their unique contributions that will assist in achieving the benefits listed above. These projects are currently included in the Lincoln University Strategy and six goals and priority areas.

- Lincoln University | AgResearch Partnership
- Te Mātāpuna Mātātahi | Children's University
- Lincoln University – University of Canterbury Partnership
- Tūhono ki Aoraki | Lincoln Connected
- Joint Postgraduate School – Food Transitions 2050
- Lincoln University Centres of Excellence.

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

He huarahi motuhake tauira i Aotearoa nei.



Our students

Ō mātou tauira

Students are at the core of Lincoln's values, and we demonstrate this commitment by putting the 'student experience' at the centre of everything we do. We provide excellent and inspirational learning, teaching and research experiences within an environment that helps ensure our students' academic and personal success while empowering and supporting them to make the right decisions.

Students design the student experience

Each year we involve more students in the design of great Lincoln student experiences. We do this by allowing students to provide feedback on different elements of their journey and using human-centred design techniques to establish ideas for improving their experiences. For instance, second year Bachelor of Commerce student Maddie Emery helped us to better understand the emotive rollercoaster a new student experiences when preparing for university study. The outcome is a series of fun and informative videos produced by Maddie which are presented to new students as they prepare to arrive at Lincoln.

Campus Living Laboratory He pū oraka

Lincoln University is committed to providing students with opportunities to develop their real-world problem-solving skills on campus by interacting with stakeholders and partners through the Living Laboratory. In line with the University's commitment to providing world-class education in the land-based sector, the Living Laboratory provides a mechanism for students to engage with and solve local and global challenges in areas such as environmental sustainability and business. In 2020 a Living Laboratory Steering Group was set up, and the first project was completed in Semester 2, with students from SOCI314 examining the arboretum.

Career and Volunteer Fair

The Career Fair and Volunteering Expo are both held annually in August. In 2020 the Career Fair and Volunteering Expo were combined, and the one event was held in Learning Teaching and Library during the first week of August.

Exhibitors included: Christchurch City Council, Foundation for Arable Research (FAR), Foodstuffs-South Island, South Pacific Sera, Department of Internal Affairs, Southern Woods Nurseries, Christchurch Riding for the Disabled, Chartered Accountants Australia and New Zealand, Landpower New Zealand, ep.education, Defence Careers, Healthcare New Zealand, Online Distribution, CCC Graffiti Programme, Lions of 202e Division, Workbridge, Go Hort, Seasonal Solutions, Naval Club Lyttelton, Garden to Table, Heart Kids Canterbury, Youth Alive Trust, Volunteering Canterbury, IHC, Leech & Partners, ScoutsNZ, Audit New Zealand, and The Village.

The event was well attended by students from all disciplines and levels of study keen to boost their experience and prepare for their professional careers.

Student awards

Global food marketing competition

A group of four Lincoln University students were flying high after coming first in a global food marketing competition in October that pitted them against teams from universities all over the world. Grace Moscrip, Emma Ritchie, Grace Mainwaring and Lincoln Roper won the 2020 International Food Marketing Challenge, run by The Food Distribution Research Society, Inc.

All teams who took part in the challenge were given the same task: to develop a strategy and implementation plan for a Florida-based fruit and vegetable distributor that had been affected by COVID-19 lockdowns. With only a three-week period to develop their solution, the Lincoln team made the bold recommendation to divest from food service channels and implement a digital information system to build better supply.

Kate Sheppard Memorial Trust Award win

Lincoln PhD student Laura Keenan's important agricultural research, which involves protecting crops from drought, won her the 2020 Kate Sheppard Memorial Trust Award in September. The prestigious award was set up to provide an opportunity for a woman to develop her potential by undertaking further education, study, research or training in areas considered to be of value to New Zealand society.

As part of her PhD, Laura is creating a tool to help predict the yield and quality of a number of plants and herbs that are included in pasture mixes across New Zealand to improve drought resilience and feed supply for farmers.



1 Global Food Marketing Challenge winners (from left), Grace Mainwaring, Emma Ritchie, Lincoln Roper and Grace Moscrip.

2 The team work on the challenge.

Student initiatives and events

Respectfully Lincoln

Respectfully Lincoln is a compulsory workshop for all Halls of Residence students and is facilitated by students who have been trained to become peer leaders in the areas of relationships, sex, consent and preventing harmful sexual behaviour. Thought leaders are created in this process and students frequently identify these leaders out on campus as safe people to talk to about wellbeing or where to find help regarding incidents of sexual harm or wellbeing challenges. The student wellbeing assistants can offer basic advice and refer students to the correct support services on campus. A small number of these students also work with the team in co-creating wellbeing programmes in order to ensure that the student voice and diversity are strongly present in wellbeing initiatives.

Thursdays in Black

The Thursdays in Black New Zealand (TIBNZ) movement is coordinated by the New Zealand Union of Students' Associations (NZUSA) and the Lincoln student club has been very active in discussions around moving towards a world without sexual violence and abuse. Information tables are regularly set up in the library foyer and students volunteer their time to attend, share information, raise awareness and provide support. Students from this group have been particularly instrumental in setting up and facilitating the Respectfully Lincoln programme.

Community Day

The Community Day on 8 March presented activities around campus for members of the public to experience and enjoy. These included a petting zoo, sheep shearing, food trucks, fun inflatables and many more. LUSA instigated this event to increase connections with the community and enable students to be more involved in the local community through volunteering. Lincoln University worked alongside LUSA in this successful collaboration.

Clubs and Markets Day

Twice a year, at the beginning of each semester, LUSA runs a Clubs and Markets Day where a variety of stall holders have the opportunity to showcase their offerings to students at the start of the year. Stalls include food and beverage, hospitality, advisory and all the student clubs.



1 Lincoln student Maui Duley shares his weaving skills on Community Day.

2 Clubs and Markets Day draws a crowd.

3 2020 graduates don regalia to celebrate on campus despite their cancelled ceremony.

Graduation 2020

Te Whakapōtaetaka 2020

Due to COVID-19 restrictions our planned graduation ceremonies were unable to take place in 2020, though graduates did have their qualifications conferred in April. However, on October 9, as restrictions eased, we welcomed graduates and their families on-campus, to don their gowns and take photographs with teaching staff and each other and celebrate their achievements.

Doctor of Commerce honoris causa 2020

Anthony Hall (Tony) CZNM

Tony Hall has been a significant contributor to education, sport and business in New Zealand over several decades. He is currently the Governing Director of Community Colleges New Zealand Ltd. He served on Lincoln University's Council from 2004 to 2017, was Pro-Chancellor and then Chancellor during the challenging post-earthquake period, and during this time was also a ministerial appointment to the University of Canterbury Council.

Tony became a board member of the New Zealand Olympic Committee in 2012. In 2007 he was made a Member of the New Zealand Order of Merit for services to the community and sport, and in 2017 was awarded a Companion of the New Zealand Order of Merit for services to education and sport.

Doctor of Science honoris causa 2020

James Alexander Douglas CNZM

In his more than 40 years as an agronomic scientist for the Ministry of Agriculture and Fisheries (MAF) and Crop & Food Research, Jim's work ranged across a diverse field, culminating in him becoming one of the most widely experienced agronomic scientists in New Zealand in both agriculture and horticulture. His long career is inspirational to future generations of agronomic scientists through highlighting the breadth and opportunity to grow and diversify New Zealand's land-based industries. For his lifetime work Jim was made a Companion of the New Zealand Order of Merit in 2007.

Lincoln Alumni International Medal 2020

Dr Nilo Covacevich

Dr Nilo Covacevich is the foremost expert in Chile on native grassland production and the cultural and technological value of his work is raising the living standards of all rural people in Chile. In his present position as Director, Region VI Chile Instituto Nacional de Investigaciones Agropecuarias, (INIA) he is responsible for directing the mainly horticultural research for the Central Valley of Chile, the agricultural and horticultural heartland of much of Chile's primary produce exports. He gained his Doctor of Philosophy degree from Lincoln University in 1990.

The Ngāti Moki Trophy for Māori Leadership 2020

Maui Duley

Maui is a member of the Lincoln University Te Awhioraki Executive Committee, and in his role supports his peers and fellow students by encouraging them to utilise Te Whare Whakakotahi, promoting all Māori events and by being a great promoter of the Te Reo Māori courses at Lincoln. He is a very dedicated, focused and high-achieving student. He is very personable and easily befriends people irrespective of who they are, or where they are from. He is an exemplar to his peers, demonstrating how hard work and dedication to your studies can produce great results.

Bledisloe Medal 2020

Leonie Freeman

Leonie Freeman has held numerous private and public leadership roles in the New Zealand property sector and has wide experience across many property disciplines. She has a Bachelor of Commerce and Master of Commerce with Honours in Valuation and Property Management from Lincoln University.

In 1996, Leonie was the visionary who created the concept of, and launched, RealENZ.co.nz, now realestate.co.nz. She has also contributed to the public sector.

As Chief Executive of the Property Council of New Zealand she is committed to solving some of the challenges facing the property sector – across the commercial, industrial, retail and residential sectors, as well as making a positive impact in diversity and inclusion initiatives.



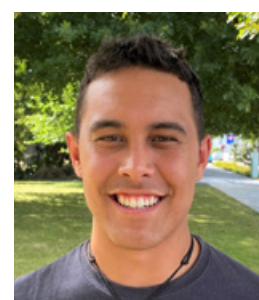
Anthony Hall (Tony) CZNM



James Alexander Douglas CNZM



Dr Nilo Covacevich



Maui Duley



Leonie Freeman

Scholarships - Kā Karahipi

Eighteen Sports Scholars graduated in 2020. They completed the Lincoln University Sports Programme alongside their academic studies, while maintaining high level sporting commitments. Several graduating scholars represent New Zealand internationally in basketball, rugby and Taekwondo (see Our Sport section).

There are 42 Future Leader scholars and eight of these graduated in 2020, having completed a three-year leadership programme alongside their academic studies. Graduates have secured sought-after roles including positions with Kuehne+Nagel in New York. More information on Future Leader Scholars' activities during the year can be found below.

After many years the Global Challenges Scholarship programme has come to an end, with the last scholar graduating in 2020. The scholarship was for students showing a keen focus on the global issues facing the planet.

The inaugural Tihi Kahuraki Scholarship was awarded to four Māori students entering their first year of undergraduate study at Lincoln University and who show strong leadership and engagement in their whānau, hapū, marae or community.

Four Department of Conservation (DOC) Parks and Recreations Scholarships were awarded to graduates in a range of degree programmes with an aspiration to work in conservation, parks, outdoor recreation or related fields.

Lincoln University Centennial Trust

The Lincoln University Foundation was established in 1977, on the centenary of Lincoln College, to advance education in New Zealand in the fields of agriculture and related interests. Now known as the Lincoln University Centennial Trust, the fund supports a range of scholarships and research. Lincoln alumni gift an endowment from which the trustees make a number of awards, including:

- overseas exchanges with other universities
- attendance at the Euroleague for Life Sciences (or ELLS) universities network events
- supporting research PhD students
- Future Leader Scholarships
- the Children's University
- and specific events such as in 2020 an international workshop "Grazing in Future Multi-Scapes" led by the Centre of Excellence.

The Centennial Trust trustees are immensely grateful to Selwyn and Mary Manning for their gifts which enabled the establishment of an endowment fund in their name to fund education and research in seed science and seed technology. Funding has been provided to three PhD students at Lincoln, in one case jointly with the Seed Industry Research Centre for Arable Research.

Lincoln University Foundation

Lincoln University Foundation (the Foundation) helps the University to achieve its vision of being a globally ranked, top-five land-based University. The Lincoln University Foundation is ideally placed to support Lincoln University's goals of providing a world-class teaching and research precinct, along with greater investment in scholarships and research.

The Lincoln University Foundation supports these outcomes through:

- Receiving and stewarding donations and bequests made to the University
- Investing and growing its endowment wisely and well
- Making grants to the University and its students to fund scholarships and awards, or for any other purposes that will allow Lincoln to achieve its aims.

The Foundation administers the Ross, Hogan and Charles Upham Trusts and gratefully receives donations and bequests for supporting the University.



Our sport Kā hākinakina

Blues and Golds

The Lincoln University premier netballers were named as the top team of 2020 at the Blues and Golds Awards in October. These Awards celebrate the sporting achievements of Lincoln students as well as service to the University and the wider community. The netball team finished at the top of the table in the Christchurch competition after overcoming Technical in their final game.

Rugby

Lincoln Rams claimed a 30-29 win over Marist Albion to claim their fifth Metro premier rugby title in six years, at Rugby Park on 13 September.

Netball

COVID-19 disruptions meant no silverware was awarded after Lincoln University beat Technical 53-44 in the final premier netball match of 2020 on 23 September, but their top-of-the-table finish was still celebrated.

Basketball

Lincoln University basketball scholar, Pafe Momoisea, was included in the New Zealand Select team to take on the best of the National Basketball League in the inaugural Schick 3X3 Cup in November. Shooting guard Pafe has already represented Counties Manukau U19s in 2017, Auckland U23 in 2018 and 2019, as well as Coker University (NCAA DII) in the United States, also in 2018 and 2019.



-
- 1 The Premier netball side celebrate being named top team for 2020.
 - 2 Netballers Natasha Ryan left, and Laura Dargan with the Champions Cup, given to the top team.
 - 3 Gold in Service Excellence award winner Jazmynn Hodder-Swain, with Faye White.
-



Future Leader Scholars

The Lincoln University Future Leader Scholars learn about leadership while actively contributing to the community and Lincoln University. In 2020 our scholars spent 338 hours working as ambassadors for Lincoln University. In 2020 the Scholars volunteered 491 hours of their personal time despite the impact of COVID-19.

A Future Leader project 'Primary Focus' with Hororata Primary School was continued for a third year working with the school to promote all-round wellbeing in the rural community. Another project 'Walk for Peace' was an event to raise money for the Fountain of Peace Children's Foundation.

The purpose of the Future Leader project 'The Kaitiakitanga Journey' is to inspire the youth of Selwyn to be guardians of the land and specifically the benefits of the native plants to the area. Learning resources (videos and worksheets) were developed and distributed to 31 schools across the Selwyn area.



- 1 Future Leaders walked 9km in the Port Hills, which represents the distance some children in rural Uganda have to walk to go to school each day. They raised enough money to provide COVID-19 relief packs to 50 impoverished families in rural Uganda.
- 2 Future Leaders Ella Sutherland and McKenzie Frear amongst the flax they used to make harakeke putiputi (flax flowers) in a Future Leader project 'The Kaitiakitanga Journey' to inspire the youth of Selwyn to be guardians of the land.



Lincoln University in the community Kai te hāpori

Lincoln Envirotown Trust (LET)

The MOU that Lincoln University has with Lincoln Envirotown Trust (LET) enables the trust to run several projects, events and initiatives throughout the year, providing a tangible connection between the community of Selwyn and the University.

Staff and students from the University are directly involved in many ongoing projects including:

- Kim Hill Hot Topic - an annual panel discussion on a topical issue. In 2020 the planned topic was "What's My Poison?" examining the use of herbicides and pesticides in agriculture, and considering their effects. Unfortunately, this was cancelled in 2020 due to COVID-19, but will be held in March 2021
- The Selwyn Responsible Business Awards – helping Selwyn businesses be more community and environmentally responsible
- The Mahoe Reserve Native Plant Revegetation Project – used by University staff members for student research and teaching, student projects and volunteer working bees
- Selwyn Community and Environmental groups
- The trust also works with the Lincoln University student groups and staff group Sustainability Action Group for the Environment (SAGE), encouraging active involvement in LET projects.

CultureFest

The Selwyn CultureFest, celebrating the Selwyn District's growing diversity, was held on Sunday 18 October and was a rousing community event. As a leading member of the Selwyn community and an exemplar of promoting diversity, Lincoln University is a sponsor of Selwyn CultureFest, proudly helping to make the event a free-to-attend great day out for the whole family.



Performers on-stage at the Lincoln University sponsored Selwyn CultureFest.

Improved assets and sustainable operating models



New and improved timetable He raraki hōu

Lincoln University's timetable has moved from a blocking system to an automated constraints-based timetable. There was a successful trial of the revised timetable processes for Semester 2 2020 and following this, the 2021 timetable was built using the revised processes and procedures.

The new processes have enabled the University to improve reporting and planning, including scenario and sensitivity planning for the ongoing development of the campus. Although the new processes have been established, there will be ongoing work to develop the pathways and to refine and embed these processes within the faculties.



Campus development Kā mahi whakahou ki te papa wānaka

The Lincoln University Campus Development Programme, formally established in 2019, gained momentum throughout 2020, and celebrated a sequence of landmark achievements during the year.

Science North

In May the University welcomed Ministerial endorsement of its Science North building, including a payment of \$5m. The Science North building is one of two new fit-for-purpose learning and research facilities that will replace earthquake-damaged building stock and provide a platform for the delivery of Lincoln University's globally-recognised land-based education and research.

The endorsement, underwritten by Education Minister Hon Chris Hipkins and Finance Minister Hon Grant Robertson, signalled the Government's confidence in a bright future for Lincoln University and its support for our Campus Development Programme.

This announcement was followed in September by final Government approval for the Science North project and the release of a further \$5m of Crown funding, allowing the University to advance to the construction phase.

Science South

The University marked the commencement of the construction phase of its new Science South building with an official ceremony on 24 June, where Professor Bruce McKenzie turned the first sod in the company of Lincoln staff, local dignitaries and community members.

The construction works progressed swiftly, beginning with a 150m³ floor slab concrete pour delivered by 22 trucks in the early hours of a mid-July morning.

By the end of the year the Science South building had asserted a commanding presence at the south end of campus, with its striking 'manor red' exterior colour and distinctive low-slung profile. The building is on track for its projected completion date in July 2021, at which time designated personnel from the Faculty of Agriculture and Life Sciences will begin moving into their new Science South workspaces.

Student social spaces

When Lincoln taura returned to campus for Semester 2 in late July, after the COVID-19 Alert Level restrictions were lifted, they delighted in the stunning transformation of their dedicated social space on the ground floor of the George Forbes Building.

Concluding a journey that began in 2010 when the September earthquake forced the closure of the Student Union Building, the completion of this project checked off a major milestone in the wider Campus Development Programme.

The design and layout of the new ground floor space, aptly named Grounded, was heavily influenced by student feedback during a comprehensive process of consultation and participation, with the completed zone reflecting the particular needs and preferences of a world-class student



experience. Features of the new social space include a vibrant and bustling café, theatrette, modern comfortable seating areas, informal workspaces and a garden courtyard.

Grounded was officially opened by then-Minister for the Community and Voluntary Sector, Hon Poto Williams on 31 July.

-
- 1 Concept drawing of the Science North facility.
 - 2 Concrete pour for Science South.
 - 3 Science South – science facility due to open in July 2021.
 - 4 Students enjoy the new student space, Grounded.
-

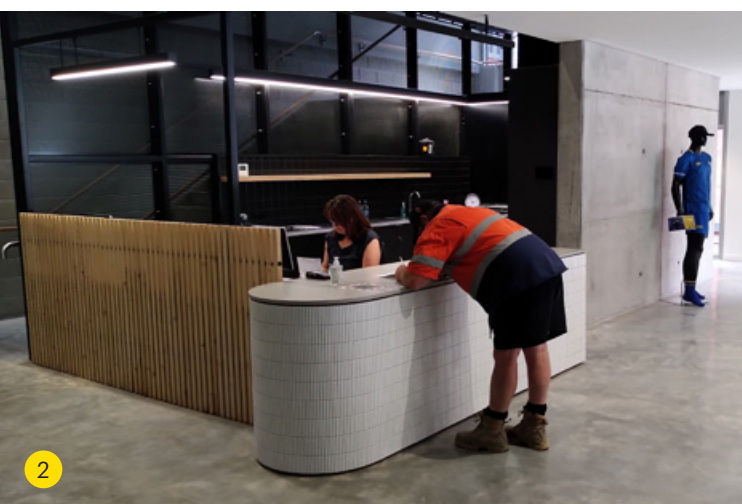


Lincoln University Recreation Centre

The Recreation Centre upgrade progressed at pace throughout the second half of 2020, with the main gym more than doubling in size and the addition of a separate RPM room, external exercise space, multi-use studio and revamped changing facilities.

The Campus Development project team, along with a group of Lincoln and Recreation Centre staff and associated contractors and supplier partners, celebrated the raising of the roof with an informal event in September.

Due for completion in the first quarter of 2021, the Recreation Centre redevelopment will considerably enhance this outstanding facility's status as a wellbeing hub where students, staff, athletes and members of the wider community can gather to advance their fitness and nourish their physical and mental health.



Landscape Masterplan

After an exhaustive and inspirational process of consultation undertaken in 2019 with our staff and students from the School of Landscape Architecture (SoLA), SAGE, our tenants, the wider Lincoln community and our landscape architecture partner, Glasson Huxtable, the first draft of the Lincoln University Landscape Masterplan was delivered in August 2020 and was nearing its final iteration by the end of the year.

Recognising that the campus landscape is much more than just the space between buildings, the Landscape Masterplan will be the glue that binds the site into a whole unit, defining and channelling movement, delivering eye-catching highlights, encouraging activity and providing opportunities for relaxation.



Union Lawn

Formerly occupied by the Union Building, this site enjoyed a longstanding reputation as the hub of student activity at Lincoln until the earthquakes of 2010 and 2011 severely damaged the building, resulting in its demolition in February 2020.

The redeveloped Union Lawn is now a multi-purpose event space where staff and students can gather to stage concerts, show outdoor movies, host barbeques or simply relax and socialise.

-
- 1 Lincoln University Recreation Centre new entrance, due to be completed in April 2021.
 - 2 Lincoln University Recreation Centre new reception area.
 - 3 The Union Lawn lit up by lights - the space where the Union building previously was located before it was condemned from the Christchurch earthquakes.
-



Our sustainability focus

Tā mātou aroka ukauka

Lincoln University, as a specialist land-based university, has a strong focus on sustainability, especially for the environment and enabling healthy ecosystems. Lincoln's newly developed Sustainability Plan goals are to show leadership through our teaching, research and demonstration, whilst focusing on our campus environment becoming carbon neutral by 2030, and well on the way to carbon zero by 2050.

Decarbonisation

The University's goal to be carbon neutral by 2030, and the Campus Development Programme's project to cease the combustion of coal by 2024, received major Government backing in early October, with confirmation of \$4.576m in Crown funding announced by the Minister for Climate Change, Hon James Shaw.

During his announcement of this latest tranche of funding from the Government's \$200m Clean Powered Public Service Fund, which he delivered in person at a media conference hosted at Lincoln University, Minister Shaw said that Lincoln University, as a place where people go to study now and in the future, will be part of the solution to the climate crisis.

The funding boost has positioned the University to be able to advance directly to our end-goal of decommissioning our coal-powered boiler by mid-2024, rather than implementing less-sustainable interim measures such as converting to biomass boilers.

While visiting the Lincoln campus, Minister Shaw was treated to a guided tour of the Campus Development projects and some of the work being undertaken by the University in the sustainability space, including the Lincoln University Energy Farm, ClearTech effluent treatment system and the Te Kete Ika solar array.

Solar arrays

In July the University further boosted its commercial-scale solar energy generating capacity when our second major array, mounted on the roof of the RFH Building, went live.

In combination with the first solar installation, mounted on the roof of Te Kete Ika in 2019, and two smaller roof-mounted arrays installed on University accommodation units, the new RFH array raised our solar energy generating capacity to 250,000 kWh per annum, enough to power 35 average-sized houses for a year or to charge 12,500 electric cars.

The University's solar arrays have been facilitated as another Campus Development Programme project through a collaboration with our energy partner Meridian Energy, and the Lincoln/Meridian partnership will install further roof-mounted solar panels at the University, with a major ground-mounted solar farm also in the planning stages.

Lincoln remains the only New Zealand University capable of generating solar energy at commercial levels and is also the only New Zealand university to achieve a ranking on the UI GreenMetric World's Most Sustainable University scale, rising 97 places in 2020 to take 51st position.



51st

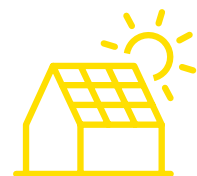
from 912 universities
from 84 countries



Lincoln University ranked

9th

out of 290 global institutions
for SDG2, Zero Hunger in the
THE Impact Ranking.



Lincoln University's
Solar energy generating capacity
is enough to power

35

average-sized houses
for a year



or to charge
12,500
electric cars.

Lincoln’s focus on the SDGs

Lincoln has selected a number of Sustainable Development Goals (SDGs) to focus their attention on for quality purposes. Although attention on all the SDGs is important to Lincoln University, the following are those that have a higher importance around our teaching and research and campus environment.

SDGs goals important to Lincoln University



1 NO POVERTY

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

14 LIFE BELOW WATER

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SDGs goals with particular relevance to Lincoln University



2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

15 LIFE ON LAND

17 PARTNERSHIPS FOR THE GOALS



Lincoln's focus on the United Nations SDGs

Lincoln University is committed to the United Nations Sustainable Development Goals (SDGs). While all 17 SDGs are important, some are of greater relevance to the University and we have selected a number of goals to focus on for quality purposes. The SDG graphic on the previous page displays the SDGs that have higher importance for our teaching, research and campus environment.

SDG summit series

Together with University of Canterbury, Lincoln University has been working on the 2020-2021 Aotearoa New Zealand Sustainable Development Goals Summit Series. The series is centred on the United Nations SDGs, and how communities can work together to achieve them.

The first online hui of the series on 19 November 2020 was themed See the Change and was designed to encourage people to see that change is required. The second session Be the Change is scheduled for 25 March 2021, and the third session Working Together for Change for 24 June 2021. The theme of the final face-to-face hui (2-3 September 2021) is Collaboration for Systemic Change and will include field trips in and around Christchurch (including Lincoln).

National climate change risk assessment

Lincoln University Associate Professor Anita Wreford was part of the project team that produced the National Climate Change Risk Assessment. The report identified 43 risks that could have a major or extreme consequence to New Zealand. Of these, there are 10 risks the report says require urgent action in the next six years. Associate Professor Wreford highlighted the importance of the assessment as it is the first attempt to systematically review the available evidence and identify and prioritise the risks of climate change across the country. She added that New Zealand urgently needs to begin strategically planning for climate change in a coherent way, and this assessment is the first stage in enabling that to occur.

The Sustainability Leaders Project

Professor David Simmons was interviewed for the Sustainability Leaders Project where he shared his thoughts on how popular travel destinations like New Zealand will recover from the coronavirus pandemic and what are the key sustainable tourism challenges our country will need to address in the post-COVID-19 world. The Sustainability Leaders Project is a forum where sustainability leaders from all around the world tell their stories and share their experience of making tourism more responsible and sustainable. In the interview, Professor Simmons addressed some thorny issues like: "In many respects, we need to address the consumption paradox in tourism" and introduced

complex questions like: "Does tourism always need to be consumptive of common property resources? Could, for example, tourism contribute to social and natural capitals by enhancing the concepts of restoration and regeneration?"

VC's Sustainability Taskforce and Sustainability Plan

The Vice-Chancellor's Sustainability Taskforce developed a Sustainability Plan to enforce the direction the University is taking in sustainability action. The Plan's goals are to be sector leaders in our education, research and demonstration, and to become carbon neutral by 2030 and carbon zero by 2050. The Plan is currently going through the consultation phase and will be made public by mid-2021.

Staff and student groups

The Sustainability Action Group for the Environment (SAGE) is an active staff group with subcommittees that work collaboratively to improve sustainability outcomes and instigate and facilitate initiatives on sustainability. SAGE subcommittees include transport, native biodiversity, news, events and promotional material, energy and waste. SAGE supports the student clubs the Lincoln University Climate Change Action Group and Lincoln Environmental Sustainability Society (LESS).

Future Leaders focus on SDGs

Future Leaders after their Bead and Proceed workshop. A major focus for our Future Leader Scholars is awareness and promotion of the SDGs on campus.



A culture which stimulates and inspires staff and students

He ahurea whakapiki wairua



Equity of opportunity in education

He tauritetaka mātauraka me te whiwhi mahi

Lincoln University is committed to equal opportunity in the provision of education and employment. We seek to provide equal access and encouragement to prospective and existing students in areas of recruitment and enrolment by:

- Enhancing the participation and supporting the progress of disadvantaged students or students from community groups that are traditionally under-represented in the student body
- Ensuring the University provides equal access and encouragement to students regardless of race, gender, marital or parental status, age, religious or political belief, country of origin, disability or sexual orientation, on and off campus
- Ensuring the University identifies and develops strategies to overcome institutional barriers affecting equal access and employment
- Monitoring the progress towards realising equal opportunity goals.

The student voice

Lincoln University has consistently maintained a strong relationship with LUSA – which represents the common and collective concerns of students. We actively embrace student participation on university committees, boards and the Council.



Enabling success

He pikika akitūtaka

Support for literacy and numeracy

Literacy and numeracy provision in Student Achievement Component-funded provision at Lincoln University occurs in sub-degree pathways and as part of the transition to degree study for sub-degree students. Students enrolling in sub-degree programmes are prepared for undergraduate and postgraduate study through the successful completion of programmes benchmarked to New Zealand University Entrance and/or IELTS and its equivalents.

The programmes and courses of the University Studies and English Language (USEL) Division enable transitional academic and English-language literacy and/or numeracy development. They prepare students for further study and are complemented by access to the support offered by learning advisors in Learning, Teaching and Library.

Lincoln University's Certificate and Diploma in University Studies include compulsory courses in academic writing and communication along with the Skills for Success programme which includes language, literacy, numeracy and study skills. Similarly, numeracy is embedded in courses across these programmes, with a focus on measurement, mathematics and statistics.



Educational support

He toko i te mātauraka

Learning advisors provide transformational and developmental advice and support to students throughout their learning journey at Lincoln University. Our students come from diverse backgrounds and begin their study along a continuum of differing knowledge levels and abilities. However, they all share in the need to develop new skills, strategies and approaches as they transition into tertiary education, new ways of academic learning and of furthering their careers. Learning advisors help students gain not only the confidence required when encountering difficulties or problems, but also the prerequisite skills to succeed in their studies. By doing so, they contribute directly to student completion and retention.

Academic and career skills courses and advice

The Academic and Career Skills (ACS) team provide teaching and advice in academic learning and language skills, mathematics and statistics, information searching and evaluation, careers and employment skills, and specialised support for students with short and long-term illnesses, disabilities and injuries. This team connects students with employers and employment opportunities as well as employers to student and graduate talent through a variety of events and communications.

In addition to providing generic skills teaching that complements the learning and teaching in courses, specific programmes are provided:

- Orientation and transition sessions, including cross-campus orientation activities and individual faculty orientations for both undergraduate and postgraduate students



- Academic skills preparation sessions, which are more intensive, tailored sessions for Halls Residential Assistants, Sports Scholars, international students, mature students, NZ Aid scholars
- Learning and information skills, an on-line module compulsory for all first-year undergraduate students
- PASS (Peer Assisted Study Sessions), to provide students with the opportunity, to work collaboratively on study material with their peers. Trained peer leaders facilitate pair, group and whole class activities, with the students working together to reinforce key concepts and develop effective study strategies. PASS Coordinators monitor and support the peer leaders in their role
- Inclusive Education, which provides support and assistance to students with long-term and short-term impairments, injuries or illness. Support services include alternative examination arrangements (e.g. reader/writer support), note-taking, transcription, support for field trips, provision of specialist equipment and advocacy.

In 2020, a greater proportion of teaching and advice was provided online, both during the Level 4 lockdown and subsequently. Individual consultations and generic skills workshops, PASS sessions, teaching sessions specific to courses and large employer events were offered online. These programmes were available to both New Zealand-based students and those studying off-shore.

Other impacts of COVID-19 included significant changes in protocols to provide for students requiring Inclusive Education support in light of the changes to on-campus teaching and assessment. An enhanced writing support programme for research students was also offered.

Pastoral support **Kā mahi tautoko tauira**

Lincoln University is committed to providing a wide range of support for all students, including those who are experiencing psychological distress or mental health issues. As international evidence has strengthened regarding the efficacy of early intervention and preventative strategies for mental illness, the University has also been developing supports and programmes to keep students well and strengthen wellbeing. This involves working together with staff, students and LUSA to ensure that support and early intervention services are robust and effective, such as Respectfully Lincoln. We take a holistic approach to mental health, looking at all parts of a student's health and wellbeing, including academic, mental and emotional, cultural, spiritual, social and physical.

Front-line staff support for students

Many staff members across campus, from lecturers to librarians, are trained in psychological first aid and act as the first point of contact for students. In 2020 staff who have psychological first aid training took an active role working alongside the wellbeing team to provide extra support to

students where needed, with careful consideration given to skills and cultural understanding of staff for students in need. Accommodation staff (including Residential Assistants) also receive psychological first aid training, as they play a key role in identifying mental health concerns in students who live on campus.

In terms of academic support, students with mental health issues who have referrals from counsellors or medical clinicians are assisted by the Inclusive Education department with sitting examinations and tests and obtaining important information from lecturers. A Student Support Network is also being developed, which involves the Student Health and Support Centre, Wellbeing and International Support, representatives from LUSA, the University Chaplaincy and staff members from accommodation, pastoral care and Inclusive Education departments. This will be a centralised system focusing on early intervention.

Wellbeing communications and events

Throughout 2020 the Wellbeing and International Support team focused on getting messaging out to staff and students via a variety of media to support and strengthen campus wellbeing, and ran a series of wellbeing-related events.



Wellness, fitness and lifestyle

Lincoln University Recreation Centre has a focus on improving the health and wellbeing of our community on campus, by providing opportunities for us all to live well. Social connections in a safe and fun environment, embracing autonomy and encouraging collaborations that reflect cultural diversity across the campus is the goal of this team. In addition to regular meditation, yoga activities, casual sport teams and gym classes, some of the events in 2020 were:

- Exercise is medicine
- Gumboot Friday
- Recreation Centre staff membership offer
- Mental health in farming
- Postgraduate wellbeing.

International student support

Lincoln University has two dedicated international student support officers and provides support services and strategies consistent with the New Zealand Code of Practice for the Pastoral Care of International Students. The International Advisors were exceptionally busy in 2020 working with large numbers of international students facing very complex situations involving job loss, travel restrictions, visa changes, difficulties in carrying out research and other issues which collectively impacted international student wellbeing in a very major way.

Equal employment opportunity He whakaōrite whiwhika mahi

Lincoln University provides equal opportunity to all staff and prospective staff without regard to a person's sex, gender, marital status, religious belief, ethical belief, colour, race, ethnic or national origins, disability, age, political opinion, employment status, family status or sexual orientation. The University complies with sections 77A and 77D of the State Sector Act 1988 and section 220 of the Education Act 1989 by maintaining and developing equal employment opportunities policies and programmes.

Specific activities and approaches undertaken as part of that programme during 2020 included:

- All staff whose employment was covered by the academic, general or services collective agreements were able to participate in the University's salary review and promotion processes
- Flexible work arrangements for all staff. Family-friendly or flexible work arrangements are a normal 'feature' of the Lincoln University environment with a number of staff having arrangements in place to work part-time, flexible hours, work from home etc. With the coronavirus outbreak, the University's campus was closed for part of the 2020 year and all staff worked from home. Lincoln University's Parental Leave Policy contains provisions more favourable than the legislated minimum
- The Employee Assistance Programme (EAP) provides confidential, short-term counselling at no cost to the individual
- The priority for the Wellbeing team, and the International Support and Student Health teams was to identify and support all students who needed assistance. The Wellbeing team also provided a range of support sessions for staff (coping skills, thinking traps) in the last quarter
- The University supports the New Zealand Women in Leadership Programme and supports academic and professional staff members to be involved
- The University hosted a workshop for academic staff where members of the NZ Women in Leadership Alumni Group shared their career and promotion experiences and offered support to academic women for their own career and promotion journeys
- The Learning and Development Programme 2020 comprised a range of courses promoting the integration of equality and diversity into the University's operations, for example, the Cultural Competence series, Leadership Bites sessions and Grow Talent/Recruitment
- The University is working to strengthen recognition of the Māori language, supporting its acquisition and knowledge in the workplace through various initiatives including celebration of Māori language week and updates in the Senior Management Group's communication to staff each week
- Education and awareness regarding the University's equal employment guidelines and opportunities is provided to managers to:
 - Remove barriers so that all staff have the chance to perform to their best
 - Ensure fair treatment of all staff members
 - Ensure that the best person or team is recruited for specific jobs
 - Motivate staff to be loyal and committed to Lincoln University
 - Promote understanding between their staff, supporting a stronger and more focused team.

Equity Diversity and Inclusiveness (EDI)

An Equity Diversity and Inclusiveness (EDI) Group was set up in July 2020 to recommend effective development, establishment and implementation initiatives of best EDI practice across the University. The group was formed after concerns were raised about the lack of women applying for and currently holding Associate Professor or Professor positions. The group reports directly to the Acting Vice-Chancellor with reports on the group's activity going to the Academic Board.



Bicultural campus He papa tikaka rua

Our journey to biculturalism includes embedding a te reo strategy that prioritises bilingual signage, the utilisation of te reo in official documents, a journey of increased Māori content, greater engagement with external experts in fields relevant to the university, and co-developed Māori research and a focus on mahika kai, te taiao and whenua.

The University is positioned as a key enabler of Māori and Pasifika-relevant teaching and research to support thriving land-based economies, which offer those communities increased opportunities for social, cultural and economic transformation. This position is reinforced by our focus in serving our taura, hapū, whānau, iwi, rūnaka and community.



Workload allocation He tukuka mahi

Lincoln University remains committed to maintaining high teaching and research quality, while growing student numbers. The implementation of a standardised workload allocation model which manages research and teaching loads consistent with a research-intensive, land-based university was instigated in October 2020, with continued roll out of the programme to occur for academic staff in the first half of 2021.





Māori and Pasifika Engagement

Te Ao Māori me te Ao Pasifika

Boosting achievement of Māori and Pasifika

Ka aroka, kā whaika whakakaha i te huka Māori me te huka Pasifika

Lincoln University is committed to engaging with Māori and Pasifika communities. As a specialist land-based university, our teaching and research areas enjoy a natural synergy with the values and key priorities of Māori and Pasifika development. A key strategic outcome for the University is our journey to become a bicultural campus. This outcome is to show our support and commitment to Māori while demonstrating manaakitaka to all cultures on campus.

The Māori and Pasifika Team (Te Manutaki) play a major role in supporting and monitoring student experience and achievement across the University. Ongoing engagement and strong relationships with faculties and the Learning and Teaching department allow for coordinated monitoring of student outcomes and ensuring pastoral programme support is delivered to taura.

Māori knowledge and research

Lincoln University has developed pathways for taura that can assist to build a strong Māori workforce and a new generation of Māori leaders by offering industry-relevant, career-oriented programmes ranging from sub-degree certificates and diplomas to undergraduate and postgraduate degrees. A key component is collaboration with Māori entities to provide internships and workplace experience, teaching opportunities and course development collaboration.

The University is also engaged in Māori research outcomes, both in quantity and quality. A greater engagement in kaupapa and mātauraka Māori aligns with the importance Māori place on whenua, mahika kai and te taiao. The Ministry of Business, Innovation and Employment (MBIE) and other funded projects continue to encapsulate outcomes focused on supporting Māori aspirations in the development of their assets.

Lincoln University also provides Māori-specific courses that complement land-based specialty programmes. Te Reo Māori courses were reintroduced, and while Māori content is increasingly embedded in relevant areas of our degree programmes, there is an intent to have Māori content across all Lincoln University programmes over time.

Pasifika strategy

The Pasifika Achievement Framework provides focused monitoring of Pasifika achievement for those students in their first year of university study in the first instance, and ensures key points of engagement and processes for intervention have been developed.

In 2020, the Motu Working Group was established which includes Pasifika representatives from the Ministry of Education, Ministry of Pacific Peoples, the Pasifika community and a representative who is also connected to a local high school. This group is assisting the University to develop the Motu Plan and provide advice and direction on better understanding the needs of Pasifika students and the Pasifika community.

The Pacific Island Students' Association (LUPISA) supports both domestic and international Pasifika students on campus and is supported by the Assistant Vice-Chancellor, Māori and Pasifika and the Lincoln University Students' Association. Community groups which engage with LUPISA students include the Cook Islands Canterbury Student Association, and Samoan family and business organisations with Samoan students and Papua New Guinea students through the Lincoln University chaplaincy.



Our staff Ō mātou Kaimahi

Lincoln University Medals

Lincoln University Medals for 2020 were awarded to Jon Haggart, Dave Perrin and Sue Bowie for the exceptional support they have provided the University. John and Dave together gave the Lincoln University Rugby Club a high profile in New Zealand, and created a great pathway for young people to develop, between 2011 and 2017. Sue enhanced the student experience for the Ministry of Foreign Affairs and Trade (MFAT) scholars by organising Orientation for their arrival and a Completion Ceremony for a memorable finale to their studies, and her door is always open to them.

- Sue Bowie: In her role of NZ Aid & Postgraduate Scholarship Administrator, Sue looks after the students in her care as if they were all her best friends. She is like their mother, big sister, agony aunt and professional administrator all rolled into one. Sue's door is always open to the students, who have varied and often challenging needs, due to their circumstances.
- John Haggart: Backs and skills coach for the NZ Black Ferns, John Haggart served as the Rams' head coach from 2011 – 2016 and LU Director of Rugby in 2017. Under his voluntary stewardship, the Rams won the Canterbury First Division title twice, completing the 2015 season unbeaten. Together with Dave Perrin, John is responsible for developing the Lincoln University Rugby Football Club into one of the best and most respected clubs in the country.
- Dave Perrin: NZ Rugby coach development manager Dave Perrin served as the Lincoln University Rams' assistant coach from 2011 – 2016 and as head coach in 2017, when the Rams again won the Canterbury First Division title. Not only a great coach but also a great person, Dave is always keen to volunteer his time and skills for the benefit of the LU Rugby Club.

Staff achievements and awards

Prestigious Distinguished Professor title awarded to Caroline Saunders

Major congratulations to Distinguished Professor Caroline Saunders, who was awarded the prestigious title of Distinguished Professor at a conferral ceremony on 18 November. Caroline is Professor of International Trade and Economics and is also Director of the Agribusiness and Economics Research Unit (AERU). Reserved for only four academics at Lincoln at any one time, the Distinguished Professorship was conferred on Professor Saunders in recognition of her international influence, reputation and achievement in her field of trade and environmental economics.

Distinguished Professor Phil Hulme

Congratulations were extended to Distinguished Professor Phil Hulme on three significant achievements including:

- Being awarded a Miegunyah Distinguished Visiting Fellowship to spend one month working with Australia's Centre for Excellence in Biosecurity Risk Analysis (CEBRA). CEBRA has an international reputation for excellent biosecurity research and is leading several contracts from the New Zealand Government
- Being listed as a Highly Cited Researcher for the seventh year in a row. The listing recognises the true pioneers in their fields over the last decade, demonstrated by the production of multiple highly cited papers that rank in the top 1% by citations for field and year in the Web of Science. Only 0.1% of the world's scientists and social scientists (and fewer than 20 researchers in New Zealand) are recognised as Highly Cited Researchers
- Heading a research project investigating why some non-native ornamental plants become environmental weeds, which has been granted \$798,000 to be distributed over the next three years through the Government's 2020 Marsden Fund, which supports world-leading research. The study, "Nursery Crimes: when non-native ornamental plants become environmental weeds", will test the hypothesis that non-native ornamentals become invasive as a result of factors affecting demand for garden plants, including prices, and aims to help forecast and prevent future biological invasions. A clearer understanding of the behavioural and economic drivers of ornamental plant invasions will underpin the development of broader and more successful methods to manage potentially invasive plant species than the current approaches, which are based on sales and import bans.

Top tourism honour awarded to Professor David Simmonds

Lincoln University Emeritus Professor David Simmonds was given tourism's most prestigious individual honour, the Sir Jack Newman Award, in November. The first Lincoln University academic to receive the honour, Professor Simmonds was presented with the award at the Tourism Summit Aotearoa dinner in Wellington.

The Sir Jack Newman Award was established in 1963 and recognises an outstanding industry leader who has completed considerable service to the tourism industry, including a substantial degree of personal involvement over and above what is normally expected.



Distinguished Professor
Caroline Saunders



Lincoln University Emeritus
Professor David Simmons



Distinguished Professor
Phil Hulme

Professor Simmons has been a strong contributor to thinking on the direction of the Aotearoa New Zealand tourism industry over four decades. He was one of only two academics invited to contribute to the New Zealand Government's Tourism 2015 strategy and he was on the group that established the industry's Tourism 2025 Growth Framework.

Professor Simmons retired on 30 June after a singularly distinguished and prolific academic career, joining the staff in 1980 and spending all but three years of his 40-year career at Lincoln.

2020 New Zealand Geographical Society's President's Award

The University extended its congratulations to Associate Professor Hamish Rennie, the recipient of the 2020 New Zealand Geographical Society's President's Award for Graduate Research Supervision in Geography. This award is for New Zealand-based geographers who demonstrate excellence in their supervision of student research over the last five years. Associate Professor Rennie enables students to achieve their research goals and beyond as they progress into academic and professional careers, and is a mentor, colleague and friend to all.

Nature Plants Journal

The University extended its congratulations to Xinglei Cui (AGLS) who recently successfully defended his PhD and has just published the first chapter from his thesis in the leading plant science journal *Nature Plants*, entitled "Shoot flammability of vascular plants is phylogenetically conserved and related to habitat fire-proneness and growth form." Xinglei returned to China where he has been offered an assistant professorship at Sun Yat-sen University.

Appointment to Editorial boards of international journals

Congratulations to Dr Wanglin Ma (Senior Lecturer in Applied Economics), who has been appointed to the following roles on the editorial boards of three international journals:

- Associate Editor of the *Electronic Commerce Research Journal*
- Associate Editor of *Q Open: A Journal of Agricultural, Climate, Environmental, Food, Resource and Rural Development Economics*
- Editorial Board member of the *Agricultural and Resource Economics Review*.

Professor Ian Spellerberg

Many academics aspire to have at least one book published during their academic career. For Emeritus Professor of Nature Conservation, Ian Spellerberg, it was 16 books during his academic career, plus four more in early retirement. That's a remarkable 20 non-fiction books in 39 years. In addition to writing and editing books, Professor Spellerberg has contributed chapters to other books and served on several editorial boards. He has published a great number of scientific papers, as well as writing numerous articles for magazines and many opinion editorials for newspapers.

Managing Editor appointment – Professor Greg Ryan

Professor Greg Ryan was appointed to the role of Managing Editor of the *International Journal of the History of Sport (IJHS)* in 2020. The IJHS is the oldest and most prestigious journal in the field of sport history, with a team of 10 editors overseeing 15 issues per year and truly global coverage. From the beginning of 2021, Professor Ryan's task will be to coordinate the activities of the editors and other contributors to regional and special issues, oversee the production of the journal and liaise with publishers, the Taylor & Francis Group.

Long and successful careers acknowledged

The following members of staff were congratulated on having had long careers at Lincoln University and having performed at the very highest levels of research and education. All have brought huge credit to Lincoln University.

- Professor David Palmer,
Emeritus Professor in Molecular Pathology
- Professor Ravi Gooneratne,
Emeritus Professor in Toxicology
- Professor Brian Jordan,
Emeritus Professor in Plant Biotechnology
- Professor David Simmons,
Emeritus Professor in Tourism
- Professor Keith Cameron,
Emeritus Professor in Soil Science
- Dr Graham Barrell,
Honorary Associate Professor in Animal Science
- Professor Jacqueline Rowarth,
Adjunct Professor, Faculty of Agriculture and Life Sciences.

Promoted to Professor

We are delighted to announce that three academics have been promoted to Professor during this year's Professorial Promotion round. Huge congratulations to Professors Rainer Hofmann, Mick Abbott and Michael Hamlin.

Fire Brigade award

Lincoln University's support for student and staff members of the volunteer fire brigade services was highlighted in a volunteer employer recognition campaign organised by Fire and Emergency New Zealand in November. Three faculty members and one student at Lincoln University are current members of the brigade and each take turns to be on call during work hours. Their presence means that the local brigade has a good knowledge of the campus and student living quarters, which is useful for potential incidents.



Professor David Palmer



Professor Ravi Gooneratne



Professor Brian Jordan



Professor David Simmons



Professor Keith Cameron



Professor Graham Barrell



Professor Jacqueline Rowarth

A world-class research and teaching precinct

He pokapū tihi kahuraki mo kā mahi rakahau me te ako hoki

We are dedicated to advancing education, research and technologies that will help solve grand challenges for the land-based sector in Aotearoa New Zealand and beyond.



Our research **ā mātou mahi rakahau**

The practical nature of our activities is key to our strong ability to take research from the lab to the field. The University's research contributes to both local and international communities, helping shape and inform public policy and social development.

Through our research we grow the knowledge of students, shaping a world that benefits from a greater understanding of the relationship between our land, the food and experiences created from it and the ecosystems within it.

Centres of Excellence **He pokapū tihi kahuraki**

Lincoln University has a suite of Centres of Excellence that intersect agriculture, food, conservation, environment, tourism, recreation and māturaka Māori. The Centres are envelopes of activities aligned to address questions representing Lincoln University's contribution to grand challenges confronting society. They are:

Designing Future Productive Landscapes

The main objective of this Centre's research is to conceptualise, design, create, implement and test alternative agroecosystems and other productive landscape systems that improve ecosystem-societal services, including timely implementation models that utilise māturaka Māori to support and sustain te taiao, while building ecological, economic, health-related and social and cultural wealth.

Sustainable Tourism for Regions, Communities and Landscapes

This is a multidisciplinary research centre hosted in the Faculty of Environment, Society and Design. The mission of Sustainable Tourism for Regions, Landscapes and Communities (CoEST) is to generate and support projects that contribute to the development of a new blueprint for sustainable regional tourism in New Zealand and globally.

Food for Future Consumers

Food for Future Consumers was established to focus on improving the links between provenance (such as place of origin, authenticity, land, agro-ecosystems) and food qualities (such as production values, composition and preference). The benefit of the research to producers will be the potential to capture a greater proportion of the value embedded in their products. The benefit for consumers will be foods that meet individual standards and expectations, whether these be about nutrition and health, quality or sustainability.

Research centres

Lincoln University also owns subsidiary Lincoln Agritech Ltd and hosts two stand-alone centres, the Bio-Protection Research Centre (a Centre of Research Excellence) and the Agribusiness and Economics Research Unit (AERU). Our researchers also work in multi-disciplinary research centres to bring together expertise to focus on specific topics.

Research centres Lincoln University operates are:



Centre for Advanced Computational Solutions (C-fACS)

Centre for Land, Environment and People (LEAP)

Centre for Food Research and Innovation

Centre for Soil and Environmental Research

Centre for Viticulture and Oenology

Centre for Wildlife Management and Conservation

AgVet Controlled Release Lab

Complex Systems, Big Data and Informatics Initiative (CSBII)

Dryland Pastures Research

Lincoln University Centre for International Development (LUCID)

Seed Research Centre

Waterways Centre for Freshwater Management

Yunus Social Business Centre.

Lincoln Agritech Ltd (LAL)

Lincoln Agritech Ltd is a multidisciplinary research and development company owned by Lincoln University, delivering leading-edge science and engineering for the environment, agriculture and industry. It continues to grow and currently has 63 FTE staff, all of whom contribute to making a significant difference to improving the productivity and environmental outcomes for the food, fibre and environmental sectors.

Even faced with an unprecedented global threat from COVID-19, LAL executed its business continuity plans and produced a very positive financial and operational result.

International expansion opportunities IRRICAD™, HydroMetrics™ and CertusBio have had to alter their international strategies as business is conducted without international travel. Despite this, IRRICAD had record revenue up 29% on 2019 sales. The development of the universal nitrate sensor was delayed by lockdown and competing priorities, but domestically sales of the already commercially released HydroMetrics GW50 nitrate sensor went well, with 18 units sold in 2020. CertusBio secured two opportunities with two separate dairy companies in New Zealand and was the recipient of Callaghan Innovation funding to explore new biosensor opportunities using the base technology. They were also in advanced discussions with a venture capital firm for investment for international expansion.

Several of our Ministry of Business, Innovation and Employment (MBIE) funded projects achieved significant milestones in 2020:

- The Braided Rivers programme successfully installed a world-first heat-pulse fibre optic and Electrical Resistivity Tomography (ERT) cable under the Selwyn River to measure the water flux and saturation levels
- The Grape Yield Analyser (GYA) research programme developed sensing technology and tools to support crop load management in grapevine production
- Dr Kim Eccleston assembled a microwave metamaterial lens from 1900 intricate components, which is the major element of the Medical Imaging Scanner programme.

Bio-Protection Research Centre (BPRC)

The Bio-Protection Research Centre, a Centre of Research Excellence (CoRE) based at Lincoln University, is unravelling some of the most difficult questions in plant protection.

The BPRC is a partnership of four universities (Lincoln University, Massey University, University of Canterbury and the University of Otago) and three CRIs (AgResearch, Plant & Food Research and Scion).

The research undertaken is identifying the fundamental science that can lead to real-world solutions. In 2020 BPRC worked on issues such as understanding why some organisms become invasive, how bacteria become



pathogens, why biocontrol can fail, how endophytes colonise plants and how organism interaction affects pest occurrence and control.

The development of the next generation of talented scientists is a cornerstone of CoRE. Their extremely accomplished students and young researchers represent the future of bio-protection in New Zealand.

- Establishing a role for the beneficial fungus *Trichoderma atroviride* in pest and disease control for the export onion industry
- Using microbes as control agents for insect pests – an area of growing need, to provide sustainable solutions in the future.

Agribusiness and Economics Research Unit (AERU)

Since its foundation by Cabinet in 1962, the AERU at Lincoln University has performed world-class research focused on sustainable wellbeing. Under the leadership of its current director, Distinguished Professor Caroline Saunders, the AERU applies sophisticated analytical tools to create knowledge for research partners that include domestic and overseas government departments, international agencies, New Zealand companies and local organisations.

Research by the AERU addresses significant issues affecting New Zealand's economic prosperity and social wellbeing. This includes large programmes financed by the Endeavour Fund and by two of the country's National Science Challenges. Its work also has international impact.

Our teaching ā mātou mahi whakaako

Lincoln University is made up of three faculties that deliver academic teaching and research: Agribusiness and Commerce, Agriculture and Life Sciences, and Environment, Society and Design.

Additionally, the University Studies and English Language Division caters to students who have narrowly missed out on gaining a tertiary entrance qualification, and to those who need to improve their English language and/or study skills.

Lincoln's academic teaching programmes equip graduates with the skills and practical knowledge to help improve productivity in the land-based industries such as agriculture, science, landscape architecture, tourism, finance and property.

Technology-engaged learning

Lincoln University is committed to use technology-enhanced online and blended delivery as the key to both attracting and retaining new students, while also enhancing the student experience. In consideration of the teaching challenges faced in 2020, Lincoln University was well equipped to quickly transition to using technology as a primary delivery mechanism when required.

The commitment to technology-engaged learning was reinforced within the student feedback as a result of the disruption caused by COVID-19. Students appreciated online access to materials and the ability to continue their studies uninterrupted. Also noted was the high level of engagement with both staff and other students during this online time-period. After coming back to campus, staff have continued to make learning materials and content available online in LEARN including all the assessment items for each course.



Lincoln Connected

The use of technology-engaged learning also extends to Lincoln's undertaking to offer online programmes in 2020. The Lincoln Connected Initiative launched with the goal of developing new fully online programmes that build on and resonate with Lincoln's distinctive campus-based teaching programmes (labs, lectures, field trips and work experience), in conjunction with Lincoln's strong staff to student interaction to create an outstanding online learning environment in alignment with our strict academic quality and content standards.

The vision driving Lincoln Connected is to build a technology-engaged learning ecosystem that promotes excellence and success in distance education teaching and learning while providing an inclusive, affordable, engaging, seamless and transformative learning environment. Lincoln University endeavours to provide a greater understanding of the relationships between land, food and ecosystem to students around the world.



Our faculties and division

Ō mātou wāhaka



Faculty of Agriculture and Life Sciences

Agriculture and Life Sciences delivers teaching and undertakes research in the sciences related to food, land and ecosystems. Specifically, its programmes focus on sustainable food production, the development of high-quality food and beverages and the management of natural and agricultural landscapes that provide employment for people, generate wealth for the country, and enhance the environment for future generations. At undergraduate level, AGLS delivers the Bachelor of Agriculture, Bachelor of Agricultural Science, the Bachelor of Viticulture and Oenology and the Bachelor of Science. These are underpinned by access to our own farms, horticultural areas, vineyard and winery.

The Faculty has a strong research ethos with a research income in excess of \$7m on an annual basis. This supports a large cohort (150-200) of postgraduate students, many of whom are embedded within externally funded research programmes. Discipline areas covered by research and postgraduate supervision in the Faculty are wide-ranging, encompassing applied sciences (agricultural systems, viticulture, food science, pest management, conservation, environmental science), physical and life sciences (animal science, plant science, microbiology, soil science) and fundamental sciences (biochemistry, cell biology, molecular biology, ecology). The Faculty maintains strong relationships with external stakeholders, including the Crown Research Institutes (AgResearch, Plant & Food Research, Manaaki Whenua – Landcare Research), DairyNZ, the

Foundation for Arable Research, PGG Wrightson, Pioneer, Ravensdown, the Cawthron Institute, the Food Innovation Network, regional authorities and the Department of Conservation.

These relationships and associated research programmes ensure AGLS is informed of industry trends. They allow the Faculty to incorporate industry insights into an ongoing programme of curriculum development and to deliver relevant graduate attributes through research-led teaching. This approach is exemplified by development of the Master of Science in Food Innovation, a programme which is very popular with international students.

The AGLS Faculty is also developing enduring relationships with relevant international universities of equivalent standing. It has connections with European universities through the Euroleague for Life Sciences (ELLS) partnership and this has resulted in postgraduate student exchanges and summer schools. In line with the University's China Plan, collaborative discussions have led to agreements with three Chinese universities (Zhongkai University of Agriculture and Engineering, Guangzhou; Guangdong Ocean University, Guangdong; and Tianjin University of Commerce, Beijing).



Faculty of Environment, Society and Design

The Faculty of Environment, Society and Design is focused on how humanity takes care of the land, water and people, as encapsulated by the Māori concept of kaitiakitaka. This is achieved through designing, planning and managing, through consideration of activities that produce wellbeing, and above all, ensuring critical thinking about the impact of everything that society does.

The Faculty has strong connections with a range of external stakeholders, particularly the New Zealand Planning Institute (NZPI) and New Zealand Institute of Landscape Architects (NZILA), which accredit several of the Faculty's degrees in planning and landscape architecture. Additionally, all the Faculty's degrees draw on trained professionals for industry expertise from organisations such as the Department of Conservation, Tourism Industry Aotearoa, Recreation Aotearoa and the New Zealand Parks Leaders Forum. It also consults regularly with professionals through advisory boards working in natural disaster management, water management and computer science.

It has pioneered and maintained collaborative and innovative degrees through teaching partnerships that draw on the expertise of Lincoln University and partner universities (the University of Canterbury and the University of Natural Resources and Life Sciences, Vienna (BOKU)).

All the Faculty's teaching programmes draw on ground-breaking and influential research which spans diverse disciplines including geography, sociology, psychology, exercise science, computer science, Māori studies and engineering, and have achieved international rankings in leisure and hospitality and sport science.



Faculty of Agribusiness and Commerce

The Faculty of Agribusiness and Commerce aspires to be Australasia's premier provider of agribusiness research and education, supporting the value chains that underpin the New Zealand economy. Linking people, businesses and economies through an interdisciplinary approach where business studies encompass economic, social, sustainable and biophysical elements is a central theme in the Faculty, as is a global outlook and reach.

The Faculty has a strong national presence, drawing students from around New Zealand to its unique offering of degrees and courses. It also has a strong international presence, including a Joint Education Programme with Yunnan Agriculture University in China that involves Lincoln University staff teaching in China via both distance and on-site learning, with students studying for their final year on the Lincoln campus. It is also engaged with the Australian horticulture industry through the HortAustralia-funded online Global Master Class in Horticulture Business in collaboration with the University of Tasmania.

Strong domestic industry relationships are maintained through research, job placement and interaction with students, particularly on field trips and tours to businesses. Examples include collaboration with the Rural Leadership Consortium and Massey University to credentialise the iconic Kellogg Rural Leader and Nuffield Scholar programmes as pathways to postgraduate qualifications, and an ongoing project to build teaching and research in the dairy futures market in collaboration with the commodity trading group at Fonterra and with NZX. Rural supplies and real estate company Farmlands has also been a key part of a capstone course, providing the business problem that needs to be analysed and providing feedback on proposals. There are also collaborative research projects underway with AgResearch.



University Studies and English Language

The University Studies and English Language Division prepares students to succeed at Lincoln University. Students enrol in English for Academic Purposes to fulfil English language admission requirements for Lincoln University qualifications, while participating in the student experience on campus. Students in the Graduate Certificate in Academic English develop their academic and research skills alongside their language learning for successful postgraduate study.

The division collaborates with departments across the University to deliver customised programmes of short-term study for students from international universities with whom Lincoln University has a relationship. These programmes attract international students and institutions that are interested in an academic experience. These pathways support undergraduate and postgraduate study for students from partner universities abroad. They also build Lincoln University's profile and ability to attract future students.

Online teaching for off-campus students from partner institutions has continued throughout 2020. In 2020 the relationships with the partner institutions supporting these programmes have continued remotely, with programmes for international cohorts in 2021 planned for online delivery while the borders remain closed.

During 2020 staff in the division have provided teaching, academic support, pastoral care and learning advisory to programmes and students in the university faculties and Learning, Teaching and Library. This has strengthened the division's internal relationships and raised its academic profile, while supporting the academic success of undergraduate and postgraduate students across the degree programmes of the University.

The Certificate and Diploma in University Studies offer accelerated pathways to undergraduate study. With multiple academic entry levels, students enrol for as long as they need to successfully complete the first year of a degree. The retention of students from these programmes to a Lincoln University bachelor's degree is high – over 90%. Students are supported academically to the second year of degree study through the Skills for Success programme.

The Diploma in Organic Agri-Food Production is being redeveloped for future distance delivery in partnership with the faculties and will offer a sub-degree introduction to organics in the context of science, management and mātauraka Māori.



Our farms Ō mātou pāmu

Lincoln University's farms are crucial to combining good education and training with first-hand farm experience for students. Our farms provide leading research and development for the primary sector, and practical scientific learnings and demonstrations for farmers to apply key learnings to their own farms.

Mycoplasma bovis was detected on two farms (Lincoln University Dairy Farm and Ashley Dene Research and Development Station) in October 2020. Research operations were minimally affected. The Government's eradication programme was carried out and the farms were restocked for the new season.

Lincoln University has eight farms

- Ashley Dene Research and Development Station
- Ashley Dene Farm
- Mt Grand Farm
- Lincoln University Dairy Farm
- Research Dairy Farm
- Lincoln University Research Farm
- Sheep Breeding Unit
- Mixed Cropping Farm.

Ashley Dene Research and Development Station

The Ashley Dene Research and Development Station, established in 2016, is a dairy farm that supports farm systems research directed toward improving the environmental performance, efficiency and productivity of New Zealand dairy farms. A key project in 2020 investigated the impact of milking frequency and between-milking intervals on animal production and behaviour. Farm system studies examined the effect on farm productivity, profitability and environmental footprint of integrating plantain and Italian ryegrass into a perennial ryegrass-white clover based dairy system. There was also novel research conducted that revealed the genetic disposition of dairy cows themselves could provide farmers with an important tool in reducing nitrate leaching and nitrous oxide emissions.

Lincoln University Dairy Farm (LUDF)

LUDF is managed by the South Island Dairy Development Centre (SIDDC) as a demonstration farm. SIDDC was established in 2001 to help the South Island dairy industry achieve continuous improvements in efficiency and productivity, and to promote innovation. An industry funded partnership of leading dairy sector organisations, these partners work to promote the sustainable development of South Island dairying. This is done through collaborative research, education and training for farmers.

Mt Grand

Mount Grand is a 1643ha high country run located in the Upper Clutha Basin, Central Otago. The farm has stunning views across Hawea Flat towards Lake Hawea. Lincoln University was gifted Mt Grand in 1988 and postgraduate students use Mt Grand for their research on climate and the environment.

An organisation focused on meaningful partnerships

He waka tikaka honoka

Joint Postgraduate School

The joint postgraduate school - Food Transitions 2050, is a new partnership initiative between five research organisations located in the Canterbury region: Lincoln University, University of Canterbury, Plant & Food Research, Manaaki Whenua – Landcare Research and AgResearch.

At the heart of the initiative is a virtual community of PhD students and their supervisory teams conducting research in a set of PhD projects on the following subthemes:

- Food and future landscapes
- Food for a carbon zero future
- Food consumer transitions
- Food governance.

B.linc Innovation, He Puna Karikari (B.linc)

As a business unit within the University, B.linc's objective is to foster and develop innovation in the Canterbury primary industry to deliver tangible impact including delivery on Sustainable Development Goals. B.linc extends its reach to industry, academia and government through its events series, co-working space and the project management and facilitation of research projects.

The research projects B.linc manages or facilitates include a partnership with FoodHQ (where Massey University is a shareholder), based in the Manawatu, to foster innovation in New Zealand within the emerging protein space, the continued work to develop the Lincoln University Energy Farm, and working alongside AgResearch, ChristchurchNZ, UCE and Kiwinet to deliver the innovation challenges (including the 2021 Food, Fibre and Agritech Supernode Challenge).

Joint postgraduate school focusing on food sustainability - Food Transitions 2050

Following an expression of interest process a total of 54 applications were received across projects with lead supervisors at University of Canterbury (15) and Lincoln University (39). Each PhD project involved a University staff member and CRI staff member, and some with supervisors from both universities and multiple CRIs. A total of 15 projects were selected for scholarship funding and a MOU was signed by the five partners, signifying commitment to the establishment principles and overall direction associated with Food Transitions 2050. A workshop was held in November to establish key principles of a cohort, theme-based approach to joint supervision of students, including the commitment to mātauraka Māori.



B.linc Innovation Future Tech award

Congratulations to the St Paul's Collegiate School team of teenagers in Hamilton who won this year's B.linc Innovation Future Tech award for their stock facial recognition app which enables farmers to scan and identify each sheep without using plastic tags. The team, aptly named Ewenique, also sees an exciting future for the app in its almost unlimited ability for flock data management, including sheep behavioural aspects, such as mothering ability or mob position.

Te Mātāpuna Mātātahi | Children's University

It has been a year of growth for Te Mātāpuna Mātātahi | Children's University (CU). Building on the success of the 2019 pilot, the number of schools and rūnaka involved increased from eight to 19, with 557 tamariki joining the programme, an increase of 190%. There are now 35 schools on the waiting list to join the programme. Lockdown restricted members' access to the 122 Learning Destinations across Canterbury; however the CU team successfully rolled out an online portal that allowed members to complete CU activities at home. Academics from Lincoln University, the University of Canterbury and staff from the Learning Destinations developed fun learning activities that tamariki could do at home. This year the programme was given a te reo Māori name and a new promotional video was developed. The year ended with two graduation ceremonies in the Christchurch Town Hall where 362 graduates crossed the stage in front of over 1000 friends and whānau.

University of Canterbury partnership

Lincoln University continues to work with University of Canterbury on a range of research and education initiatives. These include Children's University, the joint postgraduate school Food Transitions 2050, Waterways Centre for Freshwater Management, joint qualifications and joint qualifications and co-hosting the SDG Summit Series.

ELLS General Assembly and student conference

ELLS General Assembly and Student Conference was an online-only event held 19-21 November 2020. The 2020 Student Conference topic was "The World of Tomorrow – a Green and Sustainable Society", and the three Lincoln postgraduate students who presented were:

- Xi Gong – Peptides Derived from Cereal Bran Protein and their Functionality and Characterisation
- Nadeesha Hewa Nadungodage – Gluten-free extruded snack using rice, cowpea and whey protein concentrations: Bioactive compounds, antioxidant properties and predictive glycaemic response
- Ashley Sui – The effect of fortifying rice crackers with oyster and green-lipped mussel powder on the glycaemic impact and protein bio accessibility of gluten-free crackers.

Lincoln University AgResearch Partnership

Lincoln University has partnered with AgResearch to establish a set of initiatives that represent a specific contribution to a grand challenge confronting society linked to the land-based sector.

The first initiative is the establishment of an energy-multi crop farm that will drive sustainability in the primary industry. The farm will merge new technology with new farm systems and capability development to demonstrate to industry that this transition ensures a higher value with a lower environmental footprint in compliance with the zero-carbon legislation. Sustainable Agri-Food-Fibre is key in this effort.

Lincoln University Property Joint Venture Limited Te Whāriki

Te Whāriki is a joint venture between Lincoln University and Ngāi Tahu Property Limited, established in 2007. The 118 hectares set aside for the subdivision was known as 'The Dairy Block', a site rich in agricultural history and of cultural significance to Ngāi Tahu. Prior to 2007 the land was owned by Lincoln University and used as a functioning educational dairy farm, training Lincoln University agricultural students and providing milk for the Christchurch town supply. At least 350,000 of New Zealand's dairy farmers were trained in dairying and animal husbandry on this property.

A total of 177 sections in Te Whāriki were released for sale in 2020, ranging in size from 452m² to 1209m² and starting from \$199,000.

Te Whāriki, when complete, will comprise a community of 2700 people, located on the doorstep of the existing community of Lincoln which features a number of sporting and leisure facilities, excellent educational institutions, a supermarket and a growing array of restaurants, cafes, bars and retail stores.

The subdivision is a long-term investment for both parties, which are passionate about creating a high-quality residential development that is responsive to the environment.



Delivering skills for industry

Whakatau pukeka ahumahi

Lincoln University has a focus on strengthening connections with industry to support innovation and enhance our contribution to the land-based sectors. These relationships also provide our students with the opportunity to form professional relationships during their tertiary education.

Affiliations

Kā pirika

Since Lincoln University's foundation, we have grown and developed to enjoy a national and international reputation. This is in part due to our affiliations and associations with industry and research partners who provide scholarships, work placements and employment for graduates.

Lincoln University has formal industry accreditation with 19 organisations, either as an institution or through individual research and education offerings.

Lincoln joins CFA program

In June, Lincoln University joined an elite group of universities approved to participate in the Chartered Financial Analyst (CFA) University Affiliation Program.

One of only 620 universities worldwide to be accepted to be part of the programme, Lincoln has embedded the CFA's Code of Ethics and Standards of Professional Conduct into its degree curriculum, as well as the CFA Program Candidate Body of Knowledge (CBOK).

The CFA Institute is a global association for investment management professionals and the CFA® credential is described as the gold standard in the investment industry.

Employable students

Kā taura kua rite mō te mahi

Lincoln University enjoys the highest employment rates of all New Zealand universities and our own Post Qualification Outcomes Survey (PQOS) of graduates from 2019 showed that of the 459 respondees (50%) who completed the survey, the majority (360 (84%)) were in paid employment. The survey results show both the broad array of Lincoln University qualifications and the translation of these into a wide range of employment positions as our graduates join the workforce.

Real-world learning is fundamental in delivering work-ready graduates, which is why practical work, through formal internships across a range of industries, is an integral component of our programmes. The PQOS shows that we are providing the majority of our students with that real-world experience and offering considerable assistance in transitioning into the workforce.

This is enabled through:

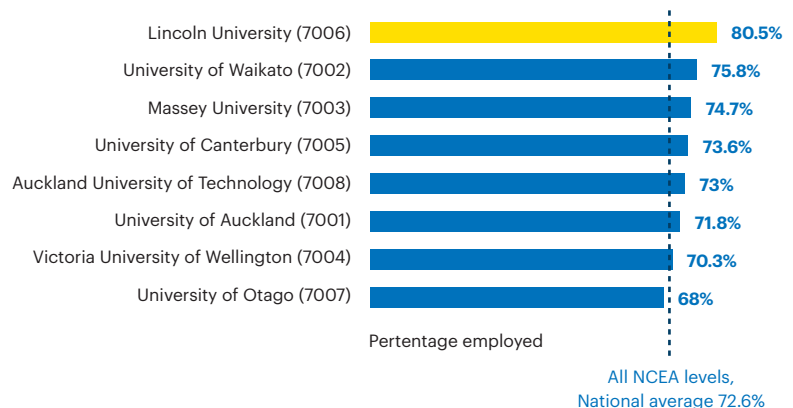
1. The formal industry accreditations that Lincoln University has with New Zealand organisations outlined above
2. The nationwide portfolio of farmland owned by Lincoln University for teaching/research and the sharing of best practice with the land-based sector
3. Lincoln University degrees having a high level of practical work experience.

There is currently strong market demand for skilled recruits in the primary industries in areas such as agriculture, horticulture, accounting, rural accounting, land and property management, supply chain management and water resource management.



Percentage of students in employment

Level 7 Qualifications (under 25 years age) - 3 years Post Study





Research partnerships Kā honoka rakahau

South Island Dairying Demonstration Centre (SIDDC)

Lincoln University partners with DairyNZ, Ravensdown, Livestock Improvement Corporation (LIC), AgResearch and SIDE (a network of South Island Dairy Farmers) in the South Island Dairying Demonstration Centre (SIDDC).

A key feature of the SIDDC partnership is the management of Lincoln University's demonstration dairy farm (LUDF) on the outskirts of the university campus. This farm combines emerging research and the best available technology and systems to demonstrate sustainable, profitable dairy farm practices. The farm has voluntarily sought to meet the future nutrient loss targets for the local catchment, while maintaining current profitability, to enable ongoing reinvestment into the farm.

LUDF is an immensely successful demonstration farm with strong stakeholder engagement. It regularly presents data online and hosts events to share the farm's successes and challenges with both dairy farmers and the wider community, such as school visits and opening to the public. The farm strives to be an industry leader in social, cultural and environmental responsibility.



Lincoln University's demonstration dairy farm.

Facilitating growth

He aheika whakawhanake



Our alumni Kā Akoako o mua

Lincoln University's Alumni and Development Office operates under a number of charters to deliver value for the University through nurturing and managing the institution's relationship with its alumni, and reciprocally to encourage and assist alumni to maintain lifelong engagement with their university. Mutual benefit is the underlying principle.

The Office has a dedicated heritage function, attending to and looking after the University's history, memorabilia and early records. Alumni make significant use of research services available through this area of the office's work.

Reunions and events

The lockdown of 2020 impacted dramatically on the Office's annual work cycle, which usually revolves around class and year reunions, social gatherings, formal university events, anniversary events, chapter gatherings and dinners, heritage work, and philanthropic donor events.

From March until July New Zealand's lockdown and Alert Level restrictions curtailed all face-to-face activities and social contact. Moving to intensive online activity, the Alumni Office networked electronically with and among alumni and was hugely appreciated by alumni isolated in their bubbles.

A highlight in April was the virtual reunion organised resourcefully by the 1968 Wahine Cricketers alumni group to replace their planned get-together in Taupo (see photo below).

With the easing of restrictions from July, Tuesday Lunch Clubs, GOLD events, reunions and other face-to-face gatherings resumed, within the parameters of the relevant guidelines. The 1980 BAgSc/BHortSc class held a reunion in November and former Lincoln Advisory Service members also met on campus that month for a book launch.





Education partnerships – working with other tertiary providers

Kā mahitahi me kā wānaka

Lincoln has a wide range of domestic and international pathways for education. Nine new formal partnerships for full degree programme articulation were formed in 2020, adding to existing partnerships for either scholarship support or programme articulation. Below are a few examples of our domestic and international partnerships:

Christchurch Educated

Christchurch Educated is the region's international education representative body. Its membership is composed of institutions based in Canterbury from primary, intermediate and secondary schools, Public Tertiary Institutions (PTIs), Private Tertiary Establishments (PTEs) and English language schools.

The mission of Christchurch Educated is advancing Canterbury as the foremost region in New Zealand for international education. Christchurch Educated is governed by its Board with the current Chairperson, our International Director Roger Shew.

The Biological Husbandry Unit (BHU) College

The BHU Organic Training College was established in 2007 to deliver hands-on programmes in partnership with Lincoln University. The BHU College is one arm of the BHU Organics Trust, a joint venture between Lincoln University and the New Zealand organic movement, dedicated to providing education, training and research in organic, ecological, permanent and related agriculture and horticulture.

Waterways Centre for Freshwater Management (WCFM)

The Waterways Centre for Freshwater Management (WCFM) is an initiative between Lincoln University and the University of Canterbury (UC), focused on improving knowledge-driven management of freshwater resources in Canterbury and New Zealand.

The annual Waterways Postgraduate Student Conference was held at the University of Canterbury in November, making it one of the few in-person conferences held in 2020.

Stakeholders, academics, students and community leaders heard about the breadth of freshwater-related research taking place at UC and Lincoln.

High school pathway: Ellesmere College

Lincoln University and Ellesmere College signed a pathway Memorandum of Understanding (MOU) in September 2020. This ground-breaking pathway seeks to increase enrolments and smooth the transition of graduating international students from the College to Lincoln University.

A range of subjects taught at Ellesmere College that align with corresponding study programmes offered at Lincoln University have been identified and these options are now being marketed as the Pathway Programme. A pathway approach facilitates much better long-term planning for students and also provides access to a valued pathway visa (a visa which allows for both secondary and tertiary study). Similar pathways are currently in development with several other high schools and expected to launch in 2021.



Harvesting organic potatoes at the Biological Husbandry Unit (BHU) College.



Trans-national pathway: Northern Consortium UK (NCUK)

Lincoln University along with six other New Zealand universities have established a national student pathway with the United Kingdom-headquartered University Consortium (NCUK) and 81 of its accredited Study Centres. This is a “transnational” pathway whereby the programmes are delivered wholly overseas by NCUK. Upon graduation students can gain direct admission to the undergraduate programmes of the seven participating universities. The seven universities, Universities New Zealand and Education New Zealand have worked together over the past 1.5 years on the project. Lincoln has recognised two programmes for admissions to its undergraduate degrees:

- NCUK Foundation Programme providing direct entry into the first year of an undergraduate degree
- NCUK Diploma International Year One providing credit towards the first year of a BCom and direct entry into the second year.

This exciting new pathway was launched in November 2020. With over 70 NCUK study centres around the world, this pathway presents Lincoln University with numerous opportunities to further diversify its undergraduate enrolments.

Kuehne + Nagel

The University’s relationship with Kuehne + Nagel highlights the drive to build international partnerships with not only academic and research institutions, but also with businesses. Lincoln’s Bachelor of Commerce degree majoring in Supply Chain Management is a highly desirable programme in New Zealand as well as overseas as it focuses on relevant industry contexts and mixed delivery of learning, which produces work-ready graduates.

Kuehne + Nagel recruits Lincoln graduates directly for their New York and North American offices, and the University facilitates that process by running seminars for interested students on campus.

Collaboration agreements Kā kawenata whakahoahoa

TupuToa

Lincoln University and TupuToa have signed a tertiary partner agreement to assist Māori and Pasifika students into internships and early career development programmes to deliver sustained support for students and early career graduands to fulfil their career aspirations and become business and community leaders. This partnership agreement also extends to support Pasifika students to gain internships in their home islands and across the Pacific.

Te Rūnanga o Koukourarata

The University has also signed a Mahika Kai collaboration agreement with Te Rūnanga o Koukourarata following their support and engagement in the Mahika Kai Conference at the end of 2019. This collaboration will seek to enhance and develop mahika kai activities, projects and research opportunities amongst the two organisations.

Miraka

In December Lincoln University and Taupō dairy company Miraka jointly announced the signing of a ‘100-year’ Memorandum of Understanding (MOU). The partnership, the first of its kind in New Zealand, will provide a real-world farming context to test innovative new farming practices. Research areas will include Aotearoa-specific regenerative agriculture approaches, emerging agroecosystem and livestock production science, new technologies, and mātauranga Māori (Māori world view) approaches to land management. This will ultimately build resilience within the New Zealand farming community.

Christchurch Foundation

The University announced in February that it has signed a collaboration agreement with the Christchurch Foundation with the aim of working closely to develop initiatives that benefit greater Christchurch and the Canterbury region.



Education rankings highlights

Kā rāraki mātauraka, he whakahirataka

QS ranking

For 2020/21 Lincoln University's ranking was =387 in the Quacquarelli Symonds (QS) World University Rankings overall and in the top 100 in the subject area of Agriculture and Forestry.

Times Higher Education

Lincoln is in the 600-800 bracket of universities worldwide in the 2021 Times Higher Education (THE) rankings.

Impact ranking

Overall Lincoln was again ranked in the top 100-200 in the THE Impact rankings in 2020. The University ranked ninth out of 291 institutions against SDG 2, zero hunger. The University's many research centres focus on areas such as sustainability and land use for food production, as well as food innovation and international development. Lincoln also has strong relationships and collaborations with community groups, indigenous organisations and agribusinesses.

Green Metrics

Lincoln University's commitment to environmental sustainability is receiving international recognition, with an improved placing in the 2020 UI GreenMetric World University Rankings announced in December.

The University is now ranked 51st out of 912 universities worldwide, up a further 97 places from our previous rankings. Lincoln's especially high ranking in the education category recognised that sustainability issues underpin many of our courses, research and publications and acknowledged our commitment to exploring innovative ways of assisting the land-based industries to care for the environment as they carry out their business practices.

We also boosted our performance in the Energy and Climate Change category, as we significantly increased our renewable energy sources on campus this year through our Campus Development Programme.

We are also focusing on increasing our sustainability measures for transport, waste, water and green infrastructure through the Vice-Chancellor's Sustainability Taskforce that has developed a Lincoln University Sustainability Plan.

Education Rankings Highlights

International Rankings



18th

Ranked 18th in QS small university category.

6%

Ranked top 6% in the International Student Ratio section.

387

Ranked out of 1000+

89th

Ranked 89th in Agriculture & Forestry



601–800

Ranked out of 1500+

101–110

Ranked between 101-110 amongst 320 universities in the Asia Pacific University rankings region.



51

Ranked 51 out of 912 universities from 84 countries.

Green Metrics

Lincoln University performed well in the UI Green Metric World University Rankings, announced in December, which measure sustainability. The University's highest score came in the 'education' category, attaining 25th position overall – whilst retaining 51st overall. Our ratio of sustainability courses to total courses, and sustainability related publications and events earned top scores.

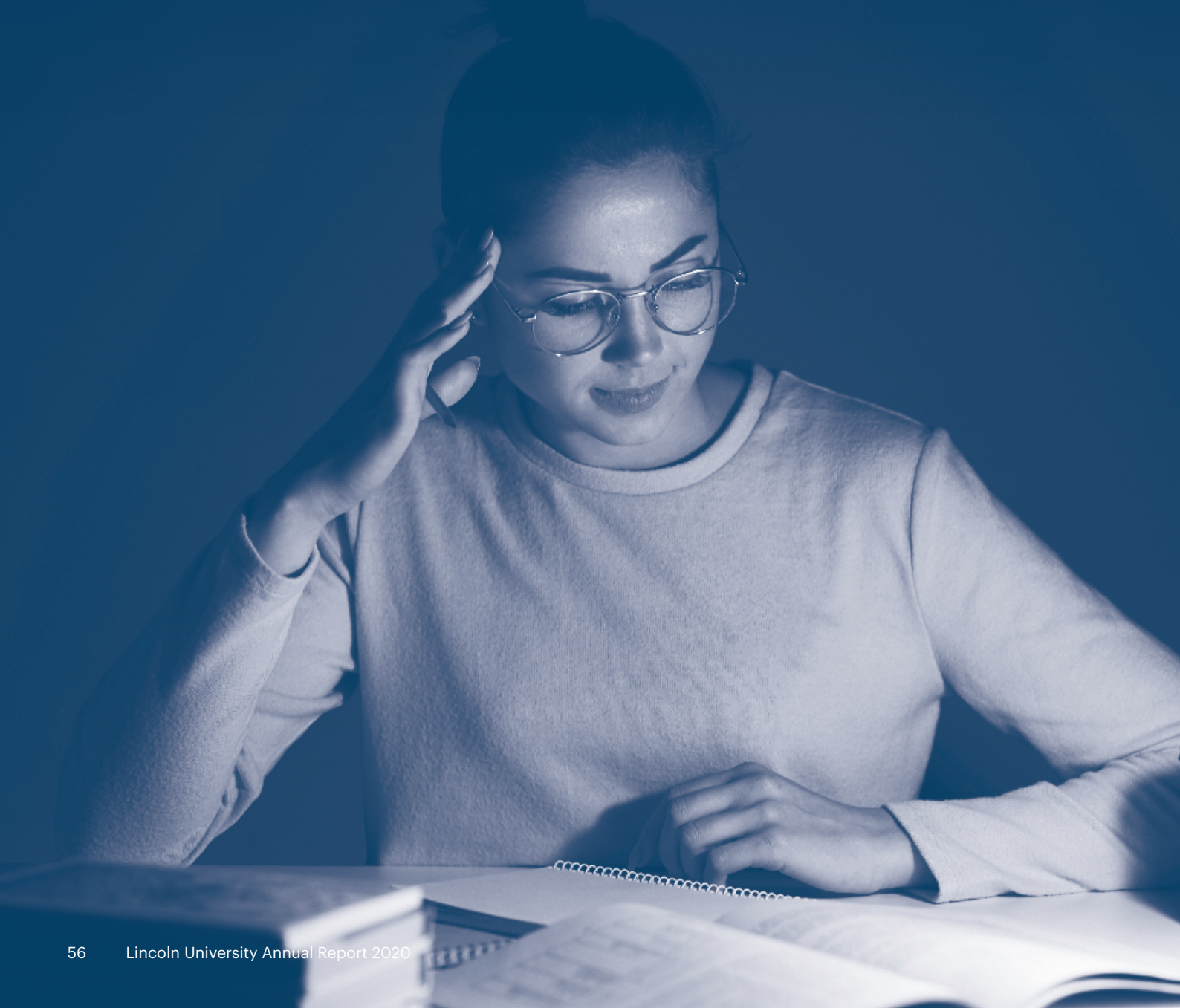


201–300

Ranked in the top universities worldwide of Sport Science Schools and Departments.

Statement of service performance

He whakatauka ratoka ora



This Statement of Service Performance (SSP) provides information on the University's achievements towards non-financial targets.

Measures included in the SSP include both those specified as performance commitments in the Lincoln University Investment Plan 2020-2022 and additional internal measures, to provide a balanced view of performance aligned with our strategy goals.

Commitments have been set by the University and reflect targets aiming to reduce inequities in Māori and Pasifika, acknowledging that in some areas there are gaps. The goal is that if the commitment is not met, the gap needs to be narrowing as a result of intentional activities. The column 'Difference' has been added to reflect this focus, and to clearly indicate progress against the commitment. Where no commitment has been set, the Difference indicates change against the previous year's figures.

Lincoln's purpose is to facilitate excellent research and high-quality education to grow the knowledge of our students and help shape a world that benefits from a greater understanding of the relationship between land, food and ecosystems. The number of postgraduate students at Lincoln, as well as their educational performance, demonstrates our commitment to that aim, as well as its recognition around the globe. Our postgraduate students contribute significantly to the depth of current research in many different areas, from commerce to ecology and beyond.

In the following tables, we will see a number of commitments for 2020 not met, and understandably most of this is due to the impact of the COVID-19 pandemic. However, Lincoln University's marketing campaigns and Fee Waiver Programme have increased our domestic Equivalent Fulltime Students (EFTS) especially at the postgraduate level, exceeding targets.

Note: All financial information is expressed exclusive of GST unless indicated otherwise.

Educational Performance and Participation of Students

Kā mahi mātauraka me kā whiwhika tauira

Participation

Participation is the proportion of students in each cohort as a percentage of the overall population (All Students). Lincoln University tracks this Tertiary Education Commission (TEC) measure to identify how effective the strategies are to increase the participation levels of Māori and Pasifika students.

The proportion of total SAC eligible EFTS

Level	Notes	Ethnicity	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Level 4 to 7 (non-degree)	1	Non-Māori & Non-Pasifika	89.0%	88.7%	90.4%	↑ 1.7%	83.9%	↑ 6.5%
		Māori	8.9%	8.6%	7.6%	↓ 1.0%	12.1%	↓ 4.5%
		Pasifika	2.2%	4.0%	2.9%	↓ 1.1%	4.1%	↓ 1.2%
Level 7 (degree)	2	Non-Māori & Non-Pasifika	89.0%	88.2%	88.1%	↓ 0.1%	86.1%	↑ 2.0%
		Māori	9.6%	10.2%	10.5%	↑ 0.3%	10.8%	↓ 0.3%
		Pasifika	1.5%	1.7%	1.7%	= 0.0%	2.1%	↓ 0.4%
Level 8 to 10	3	Non-Māori & Non-Pasifika	94.9%	94.6%	95.8%	↑ 1.2%	93.8%	↑ 2.0%
		Māori	3.9%	4.1%	3.2%	↓ 0.9%	4.7%	↓ 1.5%
		Pasifika	1.8%	1.7%	1.0%	↓ 0.7%	2.1%	↓ 1.1%

As with the TEC data some students can be counted in both Māori and Pasifika cohorts resulting in over 100%. Participation ratios are calculated across the qualification level, for example the Level 4-7 Non-Māori and Non-Pasifika + Māori + Pasifika all add to 100%. This means it is not possible for all participation rates to be higher than target. When one cohort exceeds target, this will result in another cohort being below target.

Note 1: SAC funded EFTS at level 4 – 7 (non-degree) has seen a small reduction in Māori and Pasifika EFTS in 2020 (a total reduction of -3 EFTS across these two cohorts). This, along with an increase in Non-Māori and Non-Pasifika EFTS in 2020 resulted in the Māori and Pasifika participation lower than 2019 and commitment.

Note 2: A small movement in proportion ratios at level 7 (degree) has resulted in Non-Māori & Non-Pasifika being slightly ahead of 2020 commitments, and the remaining two cohorts slightly behind, once again the reduction in Māori and Pasifika EFTS at this level is small (-4 EFTS).

Note 3: Lincoln has experienced growth in enrolments at the postgraduate level due to the Lincoln University Fee Waiver Programme; this increase has predominately been seen in the Non-Māori & Non-Pasifika cohort, which has resulted in this cohort exceeding target and consequently resulting in Māori and Pasifika being below target.

Student retention

First Year Retention

Level	Note	Ethnicity	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Level 7 degree	1	Non-Māori & Non-Pasifika	82.4%	83.5%	77.6%	↓ 5.9%	84.8%	↓ 7.2%
		Māori	73.1%	92.3%	69.4%	↓ 22.9%	80.2%	↓ 10.8%
		Pasifika	40.0%	66.7%	57.1%	↓ 9.6%	69.3%	↓ 12.2%

Student retention: the proportion of students in a cohort who enrol in a qualification at the same level in the year after they enter the cohort. First year retention rates are measured for students who are enrolled in a qualification of two EFTS or more at level 4 and above.

Years 2018 and 2019 have been updated to reflect reporting only on SAC funded students which our commitments have now been set on.

Note 1: All cohorts have shown a first year retention of lower than 2019 and lower than the planned commitment. A number of factors have contributed to this including the unemployment rate being the lowest since 2008, and the small number of Māori and Pasifika students does result in these retention rates fluctuating.

Successful course completion

Successful course completion (SAC funded students)

Course Completion		2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
All Levels	Non-Māori & Non-Pasifika	88.4%	88.2%	91.2%	↑ 3.0%	90.0%	↑ 1.2%
	Māori	84.3%	84.1%	88.2%	↑ 4.1%	88.2%	0%
	Pasifika	76.3%	73.2%	82.8%	↑ 9.6%	83.7%	↓ 0.9%

The methodology for successful course completion is measured by the EFTS-weighted successful course completion rate (as a percentage) over the proportion of course enrolments ending in a given year that have been successfully completed.

Numerator EFTS delivered for the total number of successfully completed course enrolments ending in year n
Denominator EFTS delivered for the total number of course enrolments ending in year n

Years 2018 and 2019 have been updated to reflect reporting only on SAC funded students which our commitments have now been set on.

Qualification completion rate

Qualification completion rate (SAC funded student)

		2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Qualification Completion Rate							
All Levels	Non-Māori & Non-Pasifika	61.5%	62.6%	69.5%	↑ 6.9%	65.8%	↑ 3.7%
	Māori	42.9%	46.5%	54.1%	↑ 7.6%	49.9%	↑ 4.2%
	Pasifika	38.5%	33.3%	53.8%	↑ 20.5%	40.7%	↑ 13.1%

Qualification completion rate measures the percentage of students in a starting cohort who go on to complete a qualification at the same level at Lincoln University.

All cohorts have shown a noticeable increase on 2020, and are ahead of the planned commitment. This increase has been driven by a higher percentage of students completing qualifications at Level 7 and above.

Pasifika cohort-based qualification completion rates fluctuate greatly due to the small number of students enrolled. For example, in a cohort of four students, one student not completing reduces the completion rate by 25%.

Commencing student numbers

		2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Notes							
Commencing EFTS against 10-year plan		1139.5	1253.4	1189.8	↓ 5.1%	1258.9	↓ 5.5%
Sub-degree	1	294.7	317.6	220.6	↓ 30.5%	295.2	↓ 25.3%
Undergraduate	2	600.0	599.6	579.8	↓ 3.3%	577.0	↑ 0.5%
Postgraduate (Levels 8-9)	3	200.7	308.8	359.5	↑ 16.4%	335.3	↑ 7.2%
PhDs (Level 10)	4	44.1	27.4	29.9	↑ 9.1%	51.4	↓ 41.8%

The 10-year model predicts EFTS growth over the next 10 years. The model forms the base information Lincoln University uses to report to TEC progress against enrolment targets. The model tracks funded domestic and international EFTS.

Years 2018 and 2019 in the undergraduate and postgraduate levels have changed, subsequent to a reclassification of a qualification and its level.

Note 1: Sub-degree EFTS have been boosted by the Government's introduction of the Targeted Training and Apprenticeship Fund, which enables students to study six Lincoln diplomas without fees. However, our sub-degree numbers have been impacted by COVID-19 as historically a large number of international students study at this level.

Note 2: Lincoln has achieved a higher school-leaver market share in 2020, along with increased enrolments in graduate certificates and diplomas due to Lincoln University's Fee Waiver Programme and significant online marketing campaigns. These initiatives have seen our EFTS at the undergraduate level exceed target, despite the reduction in international EFTS due to the global pandemic. More detail is provided in Table 1.

Note 3: Domestic postgraduate numbers have grown in 2020 due to the University's initiative to encourage students into studying in the food and fibre sector by providing the Lincoln University Fee Waiver Programme. International students at this level are lower than target, a direct impact of the global pandemic. More detail is provided in Table 2.

Note 4: Although domestic and international commencing PhD EFTS are higher than 2019, they fell short of the 2020 target that was set after the strong growth of commencing students in 2018. Although the global pandemic did impact international students' ability to commence their PhD at Lincoln in 2020, a significant number of students were able to start, due to being in the country prior to the border closing.

Tables 1-3 below provides further detail from the table above, with a breakdown of domestic and international EFTS at each level.

Table 1

		2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Undergraduate Commencing EFTS							
Undergraduate	Domestic	438.9	412.0	431.0	↑ 4.6%	407.2	↑ 5.8%
	International	161.1	187.6	148.8	↓ 20.7%	169.8	↓ 12.4%

Table 2

		2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Postgraduate Commencing EFTS							
Level 8	Domestic	36.7	29.8	83.0	↑ 178.5%	37.6	↑ 120.7%
	International	28.1	47.7	37.3	↓ 21.8%	53.9	↓ 30.8%
Level 9	Domestic	40.0	43.2	78.0	↑ 80.6%	48.5	↑ 60.8%
	International	95.9	188.1	161.3	↓ 14.2%	195.4	↓ 17.5%

Table 3

		2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Postgraduate Commencing EFTS							
Level 10	Domestic	8.9	5.5	7.6	↑ 38.2%	11.3	↓ 32.7%
	International	35.2	22.0	22.3	↑ 1.4%	40.1	↓ 44.4%

Resources

Kā rauemi

Campus Development Programme

	Notes	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Associated performance indicators							
Capital Asset Management Review	1	63	63	63	0	N/A	0
Energy sustainability – Renewables as % of total energy consumed	2	43.6%	46.3%	60.6%	↑ 14.3%	60%	↑ 0.6%
Health and Safety (LTIF)	3	2.94	4	N/A	N/A	4	N/A

Note 1: Capital Asset Management reviews: This review is a biennial independent Capital Asset Management (CAM) Audit for TEC. The next review is in 2021. The 2019 audit found the university has continued to improve its level of CAM maturity and continues its rate of “intermediate”.

Note 2: Sustainable energy: With a campus goal of becoming carbon-neutral by 2030, the Campus Development Programme is adding more solar and clean energy on campus. With the COVID-19 lockdown and the partial closing of the University through to July, the coal usage was significantly reduced. The Annual Tertiary Education Facilities Management Association (TEFMA) survey is the source of this information.

Note 3: Health and Safety has moved to Total Recordable Injury Frequency Rate (TRIFR) rather than Lost Time Injury Frequency (LTIF) as TRIFR captures reported medical treatment, restricted work, lost time and fatal injuries and is the most comprehensive and reliable lagging measure of performance compared to LTIFR, which only captures reported injuries resulting in at least one shift/day being lost from work after the injury occurred. Adopting TRIFR as the key lag metric results in a wider understanding of the circumstances leading to all workplace injuries within the organisation. Therefore there is no reported LTIF in 2020.

Library services

	Notes	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 Actual and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Associated performance indicators							
Access to Library digital services	1	521,881	682,799	567,808	↓ 16.8%	522,200	↑ 8.7%
Activated copyright items	2	665	398	407	↑ 2.2%	720	↓ 43.5%

Note 1: Digital Services: The quantity of online downloads from digital resources we subscribe to is high, especially for article download. Digital services include combined book and serial usage. Not included are the digital collections of digital resources created at the university and made available through the Research@Lincoln repository, Living Heritage, Journals@Lincoln and the new Data@Lincoln site, which are also increasing steadily.

Note 2: Copyright management: The University operates under the New Zealand Universities Copyright Licence. Activated copyright items are loaded into Equella to provide course access to resources under this licence.

Student satisfaction

He wanea tauira

Prior to COVID-19 it was our intention to run this survey in 2020, but with the additional pressure on our students, Lincoln decided not to carry out the annual Student Satisfaction Survey. However the COVID-19 Response Barometer Survey was carried out by i-Graduate and covered satisfaction. This can be found in the Our response to the global pandemic section. The Student Satisfaction Survey will resume in 2021, and measures from previous years are shown below:

Student satisfaction measures

	2018 Actual	2019 Actual	2020 Target
Students who are satisfied with LU	87%	87%	88%
LU meets or exceeds their expectations	82%	82%	83%
Students who are likely to recommend LU to their friends or colleagues	83%	83%	84%
Students who have already recommended LU as a place to study	72%	72%	73%

Goal 4: A world-class research and teaching precinct

Research

Kā māhi rakahau

Lincoln University conducts world-class research which enriches the learning environment for our students and delivers new knowledge for society and business, in New Zealand and globally. The University makes a unique contribution to creating a greater understanding of the relationship between land, food and ecosystems. Lincoln

University is intimately connected to the quality of our research programmes and their application to real-world problems. We track research progress through revenue generated, postgraduate participation and through the number of research projects undertaken.

Input

	Note	2018 Actual	2019 Actual	2020 Actuals	Difference between 2019 Actual and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Research participation and revenue							
Revenue from PBRF (\$000)	1	\$10,351	\$10,209	\$9,823	↓ 3.8%	\$10,444	↓ 6.0%
Postgraduate research participation (EFTS)		306	279	252	↓ 9.7%	283	↓ 11.0%
External research income (\$000)		\$31,275	\$31,877	\$31,767	↓ 0.4%	\$31,208	↑ 1.8%

Output

	Notes	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Research projects and research degrees completed							
Existing Māori related research projects, currently approved	2	45	39	41	↑ 5.1%	N/A	N/A
The number of research degrees completed	3	80	84	104	↑ 20	86	↑ 19%
Quality research publications	4	443	495	475	↓ 4.0%	465	↓ 2.2%

	Notes	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between 2019 Actual and 2020 Actual
Postgraduate (taught)							
Postgraduate successful course completion	5	95.7%	96.6%	84.4%	↓ 12.2%	98%	↓ 13.6%
Postgraduate satisfaction with overall experience (%)	6	87%	92.7%	77.2%	↓ 15.5%	90%	↓ 12.8%

- Note 1: Performance-based Research Fund (PBRF).
- Note 2: Approved Māori related research projects that were existing and active in 2020. This does not include those applications not yet approved. There is no commitment set for these research projects.
- Note 3: Research degree completions in 2019 increased to 84 from the previous years reporting due to a delayed research degree completion.
- Note 4: Publications affiliated to Lincoln University in Scopus database include articles, reviews, conference papers, book chapters, letters, articles in Press, editorials, notes, books, erratum. Of these 475 publications, 164 (or 34.5%) were open access.
- Note 5: Postgraduate successful course completion is based on provisional results provided by TEC; final results are provided after the submission of the April Single Data Return. The result for 2020 is lower than previous years due to a higher proportion of courses still in progress at the time of submitting the single data return for 2020. Note that this measure is calculated on SAC funded students.
- Note 6: Information collected from the student satisfaction surveys collected at the end of each semester, and answers to the question "Overall, I was satisfied with the quality of this course". This data is extracted from the Explorance Blue evaluations database.

Learning and teaching excellence

Ka tiketiketaka akoako

The Academic and Career Skills (ACS) team provides teaching and advice in academic learning, careers and employment skills, and provides specialised support for students with short and long-term illnesses, disabilities and injuries. Through working directly with students in workshops and individual consultations, we can develop and promote their academic skills to allow them greater independence.

Improving adult literacy and numeracy

Academic and Career Skills (ACS)

	Notes	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 Actual and 2020 Actual
Associated performance indicators					
Number of individual students attending ACS-based programmes	1	1360	1635	1238	↓ 24.3%
Number of individual students attending optional or in-context teaching	2	2052	2305	1994	↓ 13.5%
Percentage of graduates using opt- in services during degree	3	46%	63%	N/A	N/A
Attendance at ACS workshops	3	4368	4832	2941	↓ 39.1%
Attendance at individual consultations	3	2409	2833	2074	↓ 26.8%
Total attendance at workshops and consultations	3	6777	7665	5015	↓ 34.6%

Note 1: ACS-based programmes from the Academic and Career Skills team included face-to-face drop-ins, appointments and workshops to help develop learning for each individual.

Note 2: Number of individual students attending ACS-based (i.e. optional) programmes and/or enrolled in course-based programmes (i.e. in-context teaching) with the Academic and Career Skills team.

Note 3: The Academic and Career Skills team provide a variety of services during a degree such as individual consultations, workshops both tailored and generic resources, and specialised resources and support for students with short and long-term illnesses, disabilities and injuries. The number using opt-in services was not recorded during 2020 due to COVID-19.

Not surprisingly, given the impact of COVID-19, individual engagement with ACS services declined. However, the decline was arguably less than might have been expected, given that usage had increased significantly in 2019. Up to 61% of enrolled students made use of services during 2020, compared to approximately 70% in 2019 and 65% in 2018.

Peer Assisted Study Sessions (PASS)

Learning Teaching and Library provides a Peer Assisted Study Sessions (PASS) programme. PASS is a course-based programme that provides students with transferable study skills that will support their success later in their programmes. PASS is offered in each faculty in Semesters 1 and 2, in (usually large) first-year courses that are identified as benefiting from additional peer-led sessions.

Students	Note	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Attendance of 1+ PASS sessions	1	43%	44%	37%	↓ 7%	52%	↓ 15%

Note 1: Peer Assisted Study Sessions (PASS), a voluntary student-led programme consisting of weekly small group study sessions facilitated by senior students (usually second or third year). These sessions differ from tutorials: they do not re-teach material, but instead encourage discussion and activities that foster active and deep learning. A drop in attendance for 2020 is due to the COVID-19 lockdown period and the 2020 figure is based on an estimate on participation from Semester 1 attendance.

Academic quality

Kōuka ako

	Note	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual
Associated performance indicators					
Graduating Year Reviews	1	13	22	0	N/A

Note 1: Graduating year review(s) (GYR): The review provides assurance to Committee on University Academic Programmes (CUAP) that the programmes are meeting both their original objectives and an acceptable standard of delivery. In 2020 the GYRs were deferred to 2021 as a result of COVID-19.

Goal 5: An organisation focused on meaningful partnerships

Community, industry and partner linkages

Hāpori, ahumahi me kā honoka hoa mai

Community engagement

	Note	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Associated performance indicators							
Community engagement publications and presentations	1	106	170	180	↑ 5.9%	115	↑ 56.5%

Alumni

	Notes	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 Actual and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Associated performance indicators							
Active alumni	2	12,647	12,440	22,600	↑ 81.7%	14,209	↑ 59.1%
Hosted/organised alumni events	3	45	51	22	↓ 56.9%	55	↓ 60%

Consultancy revenue

	Note	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 Actual and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Associated performance indicators							
Revenue from consultancy activities	4	\$145,813	\$64,035	\$51,570	↓ 19.5%	\$100,000	↓ 48.4%

Note 1: Community engagement publications and presentations (extension and popular press) is the number of news articles written and prepared by Lincoln University for media and posted on the University website.

Note 2: Active Alumni are alumni with an active contact address which includes email and mailing addresses for all alumni globally. The figures for 2018 and 2019 reflect only physical addresses for NZ/Australia alumni, due to only being able to confirm Australasian addresses. With a higher demand for electronic contact, email addresses are now included in 2020.

Note 3: There was a significant drop in the number of reunions and events held in 2020 due to the COVID-19 pandemic and subsequent lockdowns restricting gatherings of people.

Note 4: The consultancy revenue was lower in 2020 due to the slowing of consultancy activity after the COVID-19 pandemic.

Delivering skills for industry

Whakataua pukeka ahumahi

Employable students - Kā tauira kua rite mō te mahi

	Notes	2017 Actual	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 Actual 2020 Actual
Associated performance indicators						
Post Qualification Outcomes Survey response rate	1	25%	39%	49%	50%	↑ 1%
Percentage of graduates in paid employment	2	84%	82%	84%	79%	↓ 5%
Percentage of graduates in ideal employment	3	56%	45%	38%	38%	=
Percentage of graduates entering into further study	4	21%	15%	18%	21%	↑ 3%

Accredited programmes

	Notes	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
Associated performance indicators							
Domestic participation in accredited programmes	5	235.9	263.0	289.4	↑ 10.0%	260	↑ 11.3%
Percentage of completed qualifications that contain practical work	6	37.8%	32.6%	26.5%	↓ 6.1%	N/A	N/A

Note 1: The Post Qualification Outcomes Survey (previously known as the Graduate Destinations Survey) shows the year reported, not the year of graduation, i.e., the class of 2019 results are in displayed in 2020 column when the survey was undertaken.

Note 2: This online survey was undertaken during August-September 2020, so a downturn of graduates in paid employment is not unexpected due to the impacts of the COVID-19 pandemic.

Note 3: In addition to 38% of respondents reporting they were "in ideal employment at this stage of my career", 49% of respondents reported their employment to be "a step in the right direction".

Note 4: The percentage of respondents in the annual Post Qualification Outcomes Survey who enrolled for further study after completing their Lincoln University qualification.

Note 5: Accredited programmes offer students the confidence their degree is industry-aligned and meets compulsory standards when seeking professional registration. Accredited programmes are regularly reviewed by the accrediting organisation to assure quality and industry standards. Accredited programmes at Lincoln University include:

- Bachelor of Environmental Policy & Planning (Hons)
- Bachelor of Commerce (Agriculture and Prof Acct)
- Bachelor of Land & Property Management
- Bachelor of Landscape Architecture
- Master of Landscape Architecture
- Master of Planning
- Master of Professional Accounting.

Note 6: Sourced from qualification completion and linked to qualification practical work status. There is no commitment for this metric.

Māori and Pasifika engagement

Te Ao Māori me te Ao Pasifika

In 2020 the University implemented its strategic initiatives toward achieving the planned objectives for the Audit Enhancement Theme: “To improve access, outcomes and opportunities for Māori students and Pasifika students”. Lincoln University has identified four areas for supporting achievement which include:

1. To have 10% of Māori and (domestic) Pasifika students in internships in Māori or Pasifika organisations in 2020, rising to 30% in 2021.
2. To have 75% of Māori and (domestic) Pasifika students in internships within five years.
3. To grow domestic student numbers from the Pacific nations for the next two to three years.
4. To reduce the parity gap in the commencing year of diploma and degree programmes.

Internships

The University was well on its way for placing Māori and Pasifika in internships prior to COVID-19. The contracting of the economy during and post lockdown has seen opportunities constrained for students. Efforts to build back on the momentum in 2020 is ongoing with revised targets to reflect the current economic climate. Our collaboration with TupuToa and Māori entities is still progressing and we remain committed to reaching our goals of 75% of Māori and Pasifika students in internships in five years.

Pasifika enrolments

Although COVID-19 had an impact on the overall percentage of domestic Pasifika enrolments in 2020, the balance between domestic and international students changed for the first time from 48% domestic Pasifika in 2019 to 53% domestic Pasifika in 2020. The creation of a Motu Working Group in 2020 includes members from the Ministry of Pacific Peoples, Ministry of Education and local Pasifika leaders with the focus of leading the University’s strategy and direction for engagement with community.

Parity: Course and qualification completion

Lincoln University’s Māori and Pasifika Achievement Framework has been operating for two years. This Framework focuses on first year students in the first instance and involves early intervention measures to support students with successful course completion in particular. An increasing focus on Māori students enrolling directly into degree programmes to support the evolving nature of the Māori economy and aspirations of Māori has contributed to this.

Māori and Pasifika course completion and retention

	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020	2020 Commitment	Difference between Commitment and Actual
SAC funded students						
Māori						
Successful Course Completion L7+	87.6%	86.1%	90.2%	↑ 4.1%	N/A	N/A
First Year Retention L7	73.1%	92.3%	69.4%	↓ 22.9%	80.2%	↓ 10.8%
Pasifika						
Successful Course Completion L7+	76.2%	78.8%	89.7%	↑ 10.9%	N/A	N/A
First Year Retention L7	40.0%	66.7%	57.1%	↓ 9.6%	69.3%	↓ 12.2%

International Pasifika students

Growth and development of the University's involvement in the NZ Aid programme is reliant on Ministry of Foreign Affairs and Trade (MFAT) priorities, but it is expected the University maintains approximately 30% of Pasifika focus across a growing cohort.

	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
MFAT Students						
New Pasifika Students	14	7	6	↓ 14.3%	12	↓ 50.0%
Other New Students	33	31	26	↓ 16.1%	34	↓ 23.5%
Continuing Pasifika Students	9	18	11	↓ 38.9%	17	↓ 35.3%
Other Continuing Students	49	55	57	↑ 3.6%	54	↑ 5.6%
Total Pasifika Students	23	25	17	↓ 32.0%	29	↓ 41.4%
Total Other Students	82	86	83	↓ 3.5%	88	↓ 5.7%
All MFAT Students	105	111	100	↓ 9.9%	117	↓ 14.5%
Percentage Pasifika	21.9%	22.5%	17.0%	↓ 5.5%	24.8%	↓ 7.8%

Growing international linkages

Kā honoka ki tāwahi

The internationalisation work at the University has been disrupted by the COVID-19 pandemic. The pandemic has affected the University's ability to maintain and develop international relations and the building of a robust "pipeline" of international students coming to the campus. Regardless, the University continues to progress well in both its range and depth of international linkages.

Due to the uncertainty of the New Zealand border and Immigration New Zealand's ongoing position to cease student visa applications (since August 2020), many students applying to Lincoln University are being asked to consider deferring their study to future semesters. However in late 2020, the New Zealand Government made provision to allow 250 enrolled "returning" PhD students to return to New Zealand and resume their studies. Lincoln University received nine of these students.

Although offshore travel and international delegations coming to the campus have ceased, Lincoln University staff have made strides adjusting to working on virtual platforms. Additionally, there has been a sharp focus towards increasing new strategic partnerships which can support student recruitment, teaching and research linkages. As such, high on the international agenda has been:

- Building new articulation (credit recognition) partnerships and maintaining existing relationships which support cohorts of international students coming to the University

- Expansion of teaching and research linkages with top ranked international universities which support the ongoing building of the University's global reputation and knowledge transfer
- Deepening of relationships with offshore scholarship bodies which support sponsored students coming to the University
- Promotion of the University's online and blended programme offerings to students as a viable alternative to on-campus study.

Virtual platforms and events

Lincoln University staff have been very active in their participation in virtual recruitment events. From March to December, the University participated in 251 international and national events. These events are essential towards maintaining a strong presence in the global markets and building student applications for future intakes. One particular highlight of these virtual events has been the collaboration of academic staff working alongside marketing staff to deliver "Master Classes" to potential students and education agents. Of the 251, 39 events had active participation from academic staff.

International student numbers

International Students	Note	2018 Actual	2019 Actual	2020 Actual	Difference between 2019 and 2020 Actual	2020 Commitment	Difference between Actual and Commitment
The number of international student EFTS	1	954	1158	973.8	↓ 15.9%	1221	↓ 20.2%

Note 1: With the effect of the international pandemic COVID-19 and border restrictions, no further international students were expected to join the University after the initial enrolment before the lockdown occurred. Numbers were down due to the international students expected in Semesters 2 and 3 who did not arrive.

Chloe DeSilva, left, and her brother Jacob examine a soil water filter demonstrated by Julie Gillespie, president of the Lincoln University Soil Society at the Lincoln University Community Day.





Group Financial Statements



29 April 2021

We are responsible for the preparation of Lincoln University's financial statements and statement of performance, and for the judgements made in them.

We are responsible for the year end performance information provided by Lincoln University under section 19A of the Public Finance Act 1989.

We have the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In our opinion, these financial statements and statement of performance fairly reflect the financial position and operations of Lincoln University for the year ended 30 December 2020.



Bruce Gemmell
Chancellor



Professor Bruce McKenzie
Acting Vice-Chancellor



Guy Milburn
Chief Financial Officer

Lincoln University Group

Group Statement of Comprehensive Revenue and Expense

For the Year Ended 31 December 2020

		Group			Parent		
		Budget 31 Dec 2020 \$000	Actual 31 Dec 2020 \$000	Actual 31 Dec 2019 \$000	Budget 31 Dec 2020 \$000	Actual 31 Dec 2020 \$000	Actual 31 Dec 2019 \$000
Revenue	Notes						
Government grants	2	34,231	35,498	34,715	34,231	35,498	34,715
Tuition fees	2	31,476	24,299	28,566	31,476	24,299	28,566
Research revenue		34,268	31,758	31,848	19,829	17,473	19,004
Other revenue	2	29,669	26,533	31,747	26,555	22,829	29,934
Total revenue	2	129,644	118,088	126,876	112,091	100,099	112,219
Expenditure							
Personnel costs	6	68,302	64,345	63,225	61,595	57,882	57,394
Depreciation and amortisation expense		9,852	11,454	9,683	9,264	10,872	9,268
Other expenses	3	46,586	40,190	46,601	38,276	33,623	40,450
Total expenditure		124,740	115,989	119,508	109,135	102,377	107,112
Operating Surplus / (deficit) excluding items below		4,904	2,099	7,368	2,956	(2,278)	5,107
Reorganisation costs due to COVID-19	28	0	(3,259)	0	0	(3,259)	0
Building demolition and earthquake expenses		0	(668)	(6,641)	0	(668)	(6,641)
Operating surplus / (deficit) from discontinued operations		0	(64)	(555)	0	(56)	(498)
Surplus/ (deficit) from continuing operations		4,904	(1,892)	172	2,956	(6,261)	(2,032)
Other comprehensive revenue and expense							
Impairment adjustment on buildings	13,32	0	2,346	(4,464)	0	2,346	(4,464)
Investment revaluations		0	154	(263)	0	154	(263)
Fixed asset revaluations	13	0	400	33,089	0	400	33,089
Total other comprehensive revenue and expense		0	2,900	28,362	0	2,900	28,362
Total comprehensive revenue and expense for the year		4,904	1,008	28,534	2,956	(3,361)	26,330

The financial statements are to be read in conjunction with the accompanying notes.

Lincoln University Group

Group Statement of Changes in Equity

For the Year Ended 31 December 2020

Group equity	Notes	Accumulated Funds \$000	Asset Revaluation Reserves \$000	Fair Value Through Other Comprehensive Income Reserves \$000	Trusts \$000	Total Equity \$000
Balance at 1 January 2019		151,710	92,292	272	20,519	264,793
Surplus/(Deficit) 2019		172	0	0	0	172
Other Comprehensive Income		(4,464)	32,372	(272)	726	28,362
Total Comprehensive Income for 2019		(4,292)	32,372	(272)	726	28,534
Non Comprehensive items:						
Share of surplus/(deficit) to Trusts		(490)	0	0	490	0
Argyle Trust distributed to Lincoln University		3,498	0	0	(3,498)	0
SIDDC Partner Distribution		3	0	0	0	3
Blinc Investment		113	0	0	0	113
Group balances at 31 December 2019	19	150,543	124,664	0	18,237	293,444
Surplus/(Deficit) 2020		(1,892)	0	0	0	(1,892)
Other Comprehensive Income		2,346	400	158	(4)	2,900
Total Comprehensive Income for 2020		454	400	158	(4)	1,008
Non Comprehensive items:						
Share of surplus/(deficit) to Trusts		189	0	0	(189)	0
Crown contribution	19	10,000	0	0	0	10,000
Lincoln University Centennial Trust contribution		439	0	0	0	439
Group balances at 31 December 2020	19	161,625	125,064	158	18,044	304,891

Parent equity	Notes	Accumulated Funds \$000	Asset Revaluation Reserves \$000	Fair Value Through Other Comprehensive Income Reserves \$000	Trusts \$000	Total Equity \$000
Parent balances at 1 January 2019		143,014	92,292	272	19,979	255,557
Surplus/(Deficit) 2019		(2,032)	0	0	0	(2,032)
Other Comprehensive Income		(4,464)	32,372	(272)	726	28,362
Total Comprehensive Income for 2019		(6,496)	32,372	(272)	726	26,330
Non Comprehensive items:						
Share of surplus/(deficit) to Trusts		(473)	0	0	473	0
Argyle Trust distributed to LU		3,498	0	0	(3,498)	0
Parent balances at 31 December 2019	19	139,546	124,664	0	17,679	281,889
Surplus/(Deficit) 2020		(6,261)	0	0	0	(6,261)
Other Comprehensive Income		2,346	400	158	(4)	2,900
Total Comprehensive Income for 2020		(3,915)	400	158	(4)	(3,361)
Non Comprehensive items:						
Share of surplus/(deficit) to Trusts		200	0	0	(200)	0
Crown contribution	19	10,000	0	0	0	10,000
Parent balances at 31 December 2020	19	145,831	125,064	158	17,475	288,528

The financial statements are to be read in conjunction with the accompanying notes.

Lincoln University Group

Group Statement of Financial Position

For the Year Ended 31 December 2020

		Group			Parent		
	Notes	Budget 31 Dec 2020 \$000	Actual 31 Dec 2020 \$000	Actual 31 Dec 2019 \$000	Budget 31 Dec 2020 \$000	Actual 31 Dec 2020 \$000	Actual 31 Dec 2019 \$000
Current assets							
Cash and cash equivalents	7,22	57,087	8,056	4,747	55,254	1,914	847
Bank deposits for over 3 months	22	0	59,500	70,007	0	56,000	67,507
Trust term deposits	22	14,999	16,988	16,579	14,999	16,421	16,027
Trade and other receivables	8,22	14,349	13,646	16,966	17,473	23,155	28,271
Prepaid expenses		2,335	3,235	3,376	2,299	3,126	3,269
Agricultural assets	16	2,933	3,164	3,671	2,933	3,164	3,671
Inventories	9	673	674	1,021	626	611	972
Inventory - land held for sale	10	0	7,948	7,292	0	0	0
Non-current assets held for sale	12	0	588	696	0	588	696
Total current assets		92,376	113,799	124,355	93,584	104,979	121,260
Non-current assets							
Investments	11,22	3,778	3,128	2,492	3,991	3,039	2,835
Inventory - land held for sale	10	13,977	3,529	5,951	0	0	0
Intangible assets	15	2,300	3,285	1,830	2,300	2,796	1,364
Property, plant and equipment	13	174,940	205,439	196,161	172,249	202,681	194,141
Assets under construction	14	37,789	24,768	12,242	37,789	24,768	12,242
Total non-current assets		232,784	240,149	218,676	216,329	233,284	210,582
Total assets		325,160	353,948	343,031	309,913	338,263	331,842
Liabilities							
Long term liabilities							
Employee liabilities	17	5,003	5,941	6,103	4,872	5,781	5,951
Provisions	17	5,000	5,200	5,200	5,000	5,200	5,200
Total long term liabilities		10,003	11,141	11,303	9,872	10,981	11,151
Current liabilities							
Trade and other payables	17,22	19,261	18,377	16,519	17,980	21,537	19,427
Revenue in advance	18	11,949	14,074	16,494	11,724	12,526	14,710
Employee liabilities	17	4,661	5,465	5,271	4,101	4,691	4,665
Total current liabilities		35,871	37,916	38,284	33,805	38,754	38,802
Total liabilities		45,874	49,057	49,587	43,677	49,735	49,953
Net assets		279,286	304,891	293,444	266,236	288,528	281,889
Equity							
Accumulated funds		166,241	161,625	150,543	153,600	145,831	139,546
Revaluation reserves		92,292	125,064	124,664	92,292	125,064	124,664
Other reserves		1,569	158	0	1,161	158	0
Trust funds		19,184	18,044	18,237	19,183	17,475	17,679
Total equity	19	279,286	304,891	293,444	266,236	288,528	281,889

The financial statements are to be read in conjunction with the accompanying notes.

Lincoln University Group

Group Statement of Cash Flows

For the Year Ended 31 December 2020

		Group			Parent		
		Budget 31 Dec 2020 \$000	Actual 31 Dec 2020 \$000	Actual 31 Dec 2019 \$000	Budget 31 Dec 2020 \$000	Actual 31 Dec 2020 \$000	Actual 31 Dec 2019 \$000
Cash flows from operating activities	Notes						
Cash was provided from:							
Tertiary Education Commission Grant funding		21,986	23,492	21,717	21,986	23,492	21,717
Tertiary Education Commission PBRF funding		9,811	9,823	10,209	9,811	9,823	10,209
Tertiary Education Fees Free funding		2,434	2,434	2,434	2,434	2,434	2,434
Tuition fees		31,476	19,512	28,628	31,476	20,092	29,004
Revenue from trade and services		55,616	52,232	58,121	43,938	37,435	46,009
Interest and dividends		2,437	2,607	1,901	2,382	2,350	1,560
		123,760	110,100	123,010	112,027	95,626	110,933
Cash was applied to:							
Employees and suppliers		111,473	98,903	110,843	98,687	86,487	99,036
Interest expense		0	0	183	0	0	0
Building demolition expenses		0	650	361	0	650	361
Earthquake costs		0	18	1,388	0	18	1,388
Hub project expenses		0	0	320	0	50	320
Reorganisation costs due to COVID-19		0	3,068	0	0	3,068	0
Net GST paid (received) (*)		0	183	28	0	(11)	584
		111,473	102,822	113,123	98,687	90,262	101,689
Net cash flows from operating activities	21	12,287	7,278	9,887	13,340	5,364	9,244
Cash flows from investing activities							
Cash was provided from:							
Term deposits matured		0	10,507	0	0	11,507	0
Sale of investments		237	0	0	0	0	1,266
Sale of sections		6,958	10,945	5,173	0	0	0
Sales of fixed assets		5,600	4,870	5,085	5,600	4,870	5,085
Insurance recoveries		0	0	45,000	0	0	45,000
		12,795	26,322	55,258	5,600	16,377	51,351
Cash was applied to:							
Increase in term deposits		0	0	51,257	0	0	51,007
Increase in Trust deposits		0	409	176	0	394	154
Development of land		5,300	6,165	5,407	0	0	0
Purchase of investments		100	546	94	100	50	43
Purchase of Intangible assets		0	1,086	1,924	0	1,663	1,480
Purchases of fixed assets		48,754	32,534	13,710	48,426	30,628	12,537
		54,154	40,740	72,568	48,526	32,735	65,221
Net cash flows from investing activities		(41,359)	(14,418)	(17,310)	(42,926)	(16,358)	(13,870)

The financial statements are to be read in conjunction with the accompanying notes

	Group			Parent		
	Budget 31 Dec 2020 \$000	Actual 31 Dec 2020 \$000	Actual 31 Dec 2019 \$000	Budget 31 Dec 2020 \$000	Actual 31 Dec 2020 \$000	Actual 31 Dec 2019 \$000
Cash flows from financing						
Cash was provided from:						
Crown contribution	10,000	10,000	0	10,000	10,000	0
Lincoln University Centennial Trust contribution		438	0	0	0	0
Other financing cash flows	0	0	41	0	2,050	0
	10,000	10,438	41	10,000	12,050	0
Cash was applied to:						
Other financing cash flows	0	0	0	0	0	0
Net cash flows from financing activities	10,000	10,438	41	10,000	12,050	0
Total cash flows	(19,072)	3,298	(7,382)	(19,586)	1,056	(4,626)
Plus opening balances	76,159	4,747	12,107	74,840	847	5,451
Effects of exchange rate changes on the balance of cash held in foreign currencies	0	11	22	0	11	22
Closing cash balances and short term bank deposits	57,087	8,056	4,747	55,254	1,914	847

(*) The GST (net) component of operating activities reflects the net GST paid and received with the Inland Revenue Department. The GST (net) component has been presented on a net basis as the gross amounts do not provide meaningful information for financial reporting purposes.

The financial statements are to be read in conjunction with the accompanying notes.

Notes to the Financial Statements



1. Statement of Accounting Policies

Lincoln University is a Tertiary Educational Institute domiciled in New Zealand and is governed by the Crown Entities Act 2004 and the Education Act 1989.

The Lincoln University Group (the Group) consists of Lincoln University, its wholly controlled subsidiaries Lincoln University Property Joint Venture Limited, Lincoln Agritech Limited, Ivey Hall and Memorial Hall 125th Anniversary Appeal Gifting Trust and Ivey Hall and Memorial Hall 125th Anniversary Appeal Taxable Activity Trust. The Group includes the following jointly controlled entities: the Massey-Lincoln and Agricultural Industry Trust (50%) and South Island Dairy Development Centre (20%). During 2020, the operations, assets and liabilities of Blinc Innovation Limited were transferred to Lincoln University and the company was wound up. All subsidiaries, associates, and jointly controlled entities are incorporated and domiciled in New Zealand.

The primary objective of the University is to provide educational and research services for the benefit of the community rather than making a financial return. Accordingly, the University has designated itself and the Group as public benefit entities (PBE) for financial reporting purposes.

The financial statements of the University and Group are for the year ended 31 December 2020.

The financial statements were authorised by the Council of the University on 29 April 2021.

Basis of Preparation

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period.

Statement of Compliance

The financial statements of the Lincoln University Group have been prepared in accordance with the requirements

of the Crown Entities Act 2004 and the Education Act 1989 which includes the requirement to comply with New Zealand generally accepted accounting practices (NZ GAAP).

The financial statements have been prepared in accordance with Tier 1 PBE accounting standards. These financial statements comply with the PBE accounting standards.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

Measurement Basis

The financial statements have been prepared on the historical cost basis, modified by the revaluation of land and buildings (except for certain infrastructural assets), biological assets and financial instruments (including derivative instruments). The preparation of financial statements in conformity with Public Benefit Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, revenue and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The critical estimates and assumptions in these financial statements are set out at the end of these accounting policies.

Functional and Presentation Currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the University is New Zealand dollars (NZ\$).

Standards issued and not yet effective and not early adopted

Standards and amendments, issued but not yet effective, that have not been early adopted and are possibly relevant to the University are:

PBE IPSAS 41 Financial Instruments

PBE IPSAS 41 replaces PBE IPSAS 29 Financial Instruments: Recognition and Measurement and PBE IFRS 9 Financial Instruments, and is effective on or after 1 January 2022, with early adoption permitted.

The initial assessment has indicated that the impact of this new statement on the University's financial statements is unlikely to be material.

The University intends to adopt PBE IPSAS 41 for the year ended 31 December 2022.

PBE FRS 48 Service Performance Reporting

PBE FRS 48 replaces the service performance reporting requirements of PBE IPSAS 1 and is effective for reporting periods beginning on or after 1 January 2021. The University has not yet determined how the application of PBE FRS 48 will affect the statement of service performance.

Other amendments

While there are other amendments issued and not yet effective, the University and Group does not consider these to be relevant and therefore no information has been disclosed about these amendments.

Summary of Significant Accounting Policies

Significant accounting policies are included in the notes to which they relate.

Significant accounting policies that do not relate to a specific note are outlined below.

Basis of Consolidation

The Group financial statements are prepared by adding together like items of assets, liabilities, equity, income, expenses and cash flows on a line-by-line basis. All significant intragroup balances, transactions, income and expenses are eliminated on consolidation.

The Group financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. The consolidation of an entity begins from the date the University obtains control of the entity and ceases when the University loses control of the entity.

During 2020 the Group adopted PBE IPSAS 2, Cash Flows Statements, which has not resulted in any material changes to the Cash Flow reporting in Group or Parent Statement of Cash Flows.

Foreign Currency Transactions

Foreign currency transactions (including those for which forward foreign exchange contracts are held) are translated into New Zealand dollars (the functional currency) using the spot exchange rate prevailing at the date of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Financial Assets and Liabilities

Financial assets comprise investments in equity and debt securities, trade and other receivables, cash and cash equivalents, loans and borrowings and trade and other payables.

Financial assets are initially recognised at fair value plus transaction costs, unless they are carried at fair value through surplus or deficit, in which case the transaction costs are recognised in the surplus or deficit. Purchases and sales of financial assets are recognised on trade-date, the date on which the University or Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the University or Group has transferred substantially all risks and rewards of ownership.

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets. After initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any provision for impairment. Where an asset is impaired or no longer recognised, the loss is recognised in surplus or deficit.

Financial liabilities are derecognised if the Group's obligations specified in the contract expire or are discharged or cancelled.

Fair Value Through Other Comprehensive Revenue and Expense Financial Assets

The Group's investments in equity securities, with the exception of investments in equity securities of subsidiaries which are measured at cost in the separate financial statements of the University, and certain debt securities are classified at fair value through other comprehensive revenue and expense financial assets. Subsequent to initial recognition, they are measured at fair value and changes, other than impairment losses, are recognised through other comprehensive revenue and expense. When an asset is derecognised, the cumulative gain or loss in equity is transferred to surplus or deficit. The fair value of equity investments classified at fair value through other comprehensive revenue and expense is the market value at the balance sheet date.

Impairment of Financial Assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in surplus or deficit.

Loans and Receivables (including cash and cash equivalents and other receivables)

Impairment of a loan or a receivable is established when there is objective evidence that the University or Group will not be able to collect amounts due according to the original terms of the loan or receivable. Significant financial difficulties of the debtor, and probability that the debtor will enter insolvency, receivership or liquidation, and default in payments are considered indicators that the asset is impaired. The amount of impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due).

Financial assets at fair value through other comprehensive revenue and expense

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered to be objective evidence of impairment.

For debt instruments, significant financial difficulties of the debtor, probability that the debtor will enter into receivership or liquidation, and default in payments are considered to be objective indicators that the asset is impaired.

If impairment exists for investments at fair value through other comprehensive revenue or expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue or expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through surplus or deficit.

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

Goods and Services Tax (GST)

GST is excluded from the financial statements except for Accounts Receivable and Trade Payables which are stated inclusive of GST. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense. The balance of GST payable to the Inland Revenue Department (IRD) is included in Trade and Other Payables.

The net GST paid to or received from the IRD, including GST relating to investing or financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income Tax

The University and its subsidiaries are exempt from income tax. Accordingly, there is no provision for income tax.

Budget Figures

The budget figures for the Parent and for the Group are those approved by the Council with adjustments for some opening balance sheet values at 31 December 2019. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Council in preparing these financial statements.

Critical Accounting Estimates and Assumptions

In preparing these financial statements, the Group has made estimates and assumptions concerning future events. Consequently, these assumptions may differ from the actual results. Estimates and judgements are continually evaluated and are based upon historical experience including expectations of

future events which are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- Estimates made regarding the remaining useful lives of Property, Plant and Equipment – Refer to Note 13.
- Valuation assumptions and impairment assessments regarding Land and Buildings impacted by the Canterbury earthquakes – Refer to Notes 13 and 32.
- Assumptions made impacting the valuation of the non-vesting long service and retirement leave employee entitlements – Refer to Note 17.

Critical Judgements in Applying Accounting Policies

Management has exercised critical judgements in applying accounting policies for the year ended 31 December 2020 as follows:

- Distinction between revenue and capital contributions. Refer to Note 2.
- Distinction between research revenue from exchange and non-exchange transactions. Refer to Note 2.
- Application of the going concern assumption considering the impacts on the University of the COVID-19 pandemic. Refer to Note 28.

2. Revenue

Accounting Policy

Revenue

Revenue is measured at fair value. Specific accounting policies for significant revenue items are noted below.

SAC Grant Funding

Student Achievement Component (SAC) funding is the University's main source of operational funding from the Tertiary Education Commission (TEC).

The University considers SAC funding to be non-exchange, which is recognised when the course withdrawal date has passed and is based on the number of eligible students enrolled at that date and the value of the courses.

The University has a guaranteed amount of SAC funding agreed with TEC. The University's SAC funding is specifically identified by the TEC as being for a funding period as required by section 159YA of the Education Act 1989. The University recognises its SAC funding at the commencement of the specified funding period, which is the same as the University's financial year.

Performance-Based Research Fund (PBRF)

The University considers PBRF funding to be non-exchange in nature. PBRF funding is specifically identified by the TEC as being for a funding period as required by section 159YA of the Education Act 1989. The University recognises its confirmed allocation of PBRF funding at the commencement of the specified funding period, which is the same as the University financial year. PBRF revenue is measured based on the University's funding entitlement adjusted for any expected adjustments as part of the final wash-up process. Indicative funding for future periods is not recognised until confirmed for that future period.

Fees Free Funding

The University considers Fees-Free funding received from the TEC in respect of eligible enrolled students to be non-exchange, which is recognised in revenue on the same basis as domestic student tuition fees.

Other Grants Received

Other grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance when received and recognised as revenue when the conditions of the grant are satisfied.

Grants received from subsidiaries are treated as non-exchange and recognised as revenue on receipt.

Student Tuition fees

Domestic student tuition fees are subsidised by government funding and are considered non-exchange. Revenue is recognised when the course withdrawal date has passed, which is when a student is no longer entitled to a refund for withdrawing from the course.

International student tuition fees are accounted for as exchange transactions and recognised as revenue on a course percentage of completion basis.

The percentage of completion is measured by reference to the days of the course completed as a proportion of the total course days.

Research revenue

The Group exercises its judgement in determining whether funding received under a research contract is received in an exchange or a non-exchange transaction. Refer to the Critical Judgements section of this accounting policies note for factors considered.

For an exchange research contract, revenue is recognised on a percentage completion basis. The percentage of completion is measured by reference to the actual research expenditure incurred as a proportion to total expenditure expected to be incurred.

For a non-exchange research contract, the total funding receivable under the contract is recognised as revenue immediately, unless there are substantive conditions in the contract, in which case the revenue is then recognised when the conditions are satisfied. A condition could include the requirement to complete research to the satisfaction of the funder to retain funding or return unspent funds. Revenue for future periods is not recognised where the contract contains substantive termination/return provisions for failure to comply with the requirements of the contract. Conditions and termination/return provisions need to be substantive, which is assessed by considering

factors such as contract monitoring mechanisms of the funder and the past practice of the funder.

Judgement is often required in determining the timing of revenue recognition for contracts that span a balance date or are multi-year research contracts.

Goods Sold

Revenue from the sale of goods is measured at the fair value of the consideration received or receivable net of returns and allowances, discounts and rebates, and take into account contractually defined terms. Revenue is recognised when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable and there is no continuing management involvement with the goods.

Contracts to fix or otherwise manage milk supply price risk are reflected in the fair value of the related consideration received or receivable, with all period adjustments recognised in revenue.

Inventory – Land Held for Sale

Revenue is recognised when (or as) a performance obligation is satisfied, i.e. when “control” of the goods or services underlying the particular performance obligation is transferred to the customer.

Revenue from the sale of goods is recognised on the delivery of the goods. For the sale of residential property, this occurs when title has been transferred, generally on settlement date. This revenue is recognised at a point in time.

Revenue from the sale of developed residential land also includes revenue in relation to the land held individually by each joint venture partner. The joint venture partners have agreed that the full price for land is attributable to revenue of the joint venture.

Services Performed

Revenue from services performed is recognised in the surplus or deficit in proportion to the stage of completion of the transaction or the percentage of

delivery of the services at the reporting date.

Principal services undertaken include tuition, consulting, research, accommodation, catering and student support services.

Childcare Grants and Fees

The Ministry of Education childcare grants received are considered non-exchange, are dependent on the number of and attendance of eligible children, and are recognised as revenue when the service has been provided. Childcare fees are subsidised by government funding and are therefore considered non-exchange. They are recognised as revenue when they become receivable.

Commissions

When the Group acts in the capacity as an agent rather than as a principal in a transaction, the revenue recognised is the net amount of commission received by the Group.

Donations and Bequests

Unrestricted donations are recognised as revenue upon entitlement. When the University receives a donation with obligations, a liability is recognised.

Once the obligation is discharged, the donation is recognised as revenue

Donated assets are recognised at fair value.

Finance Revenue

Finance revenue comprises interest revenue on funds invested, dividend revenue, gains on the disposal of financial assets and foreign currency gains.

Interest revenue is recognised as it accrues using the effective interest method. Dividend revenue is recognised when received.

Software

Revenue is recognised at the time of sale except for that portion of the sale price which is received for the provision of maintenance and support, this portion is recognised over the maintenance and support period.

Critical Judgements in Applying Accounting Policies

Distinction between revenue and capital contributions

Most Crown funding received is operational in nature and is provided by the Crown under the authority of an expense appropriation and is recognised as revenue. Where funding is received from the Crown under the authority of a capital appropriation, the University and Group accounts for the funding as a capital contribution directly in equity. Information about any capital contributions in equity is disclosed in Note 19.

Research revenue

Management exercises its judgement in determining whether funding received under a research contract is received in an exchange or non-exchange transaction. In determining whether a research contract is exchange or non-exchange, the Group considers factors such as;

- Whether the funder has substantive rights to the research output. This is a persuasive indicator of exchange or non-exchange.

- How the research funds were obtained. For example, whether through a commercial tender process for specified work or from applying to a more general research funding pool.
- Nature of the funder.
- Specificity of the research brief or contract.

Refer to the Research Revenue accounting policy note for the accounting policy applied for exchange and non-exchange research revenue transactions.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
(i) Government Grants				
Student achievement component (SAC) funding	23,567	22,432	23,567	22,432
Performance based research funding	9,823	10,209	9,823	10,209
Fees free	2,108	2,074	2,108	2,074
Total Government Grants	35,498	34,715	35,498	34,715
(ii) Tuition Fees				
Fees from domestic students	5,967	6,381	5,967	6,381
Fees from international students	18,332	22,185	18,332	22,185
Total Tuition Fees	24,299	28,566	24,299	28,566
(iii) Other revenue				
Trading income	19,675	23,532	19,529	23,435
Trusts and scholarships income	997	864	997	864
Donations	2	4	2	4
Interest	2,117	2,576	1,860	2,230
Dividends	153	10	153	10
Gain on sale of developed land	3,302	1,370	0	0
Gain on disposal of fixed assets	249	3,004	249	3,004
Gain from movements in exchange rates	10	22	11	22
Gain in fair value of livestock	0	365	0	365
Investment revaluation surplus	28	0	28	0
Total other revenue	26,533	31,747	22,829	29,934

3. Operating Expenses

Accounting Policy

Finance Expenses

Financial expenses comprise interest expense on borrowings, foreign currency losses, impairment losses recognised on financial assets (except trade receivables), and losses on the disposal of available-for-sale financial assets. All borrowing costs are recognised in the surplus or deficit using the effective interest rate method.

Scholarships

Scholarships awarded by the University that reduce the amount of tuition fees payable by the student are accounted for as an expense and not offset against student tuition fees revenue.

Accounting for Research and Development

Research expenditure is expensed in the period incurred. Development costs are capitalised where future benefits are expected to exceed those costs; otherwise such costs are expensed in the period incurred. Capitalised development costs are amortised over future revenue in each period. Unamortised costs are reviewed at each balance date to determine the amount (if any) that is no longer recoverable. Any amount so identified is written off.

Lease Payments

Payments made under an operating lease are recognised in surplus or deficit on a straight line basis over the term of the lease.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Operating expenses (*) include:				
Repairs & maintenance	2,134	2,947	2,052	2,922
Occupation costs	3,294	3,875	3,252	3,790
Insurances	1,895	1,563	1,870	1,538
Scholarships	2,831	3,761	2,831	3,761
Research sub-contracts	7,515	7,587	3,787	4,244
Contracted services	3,686	4,606	3,328	4,328
Inventories consumed	1,286	2,044	1,199	1,991
Operating lease rental expenses	523	670	69	222
Other expenditure - interest	0	183	0	0

* For Continuing Operations

4. Key Management Personnel Compensation

	Parent	
	2020 \$000	2019 \$000
Council members – Honoraria	206	153
Termination benefits to senior management team	301	0
Senior management team, including the Vice-Chancellor	2,218	2,230
Total key management personnel compensation	2,725	2,383
Council members at year end (head count)*	12	10
Senior management team, including the Vice-Chancellor:		
Full time equivalent members	10	10

*Due to the wide variability of time spent by Council members in preparation for Council and associated meetings, it is difficult to determine an accurate full-time equivalent value. The Council Constitution provides for up to 12 members.

Councillors' Fees

The following fees were paid to members of the University Council during the year. The University Council is part of the key management personnel.

	Parent	
	2020 \$000	2019 \$000
S Blackmore	18	2
J Fredric	18	20
B Gemmell	40	40
G Harrison ⁽¹⁾	0	0
K Havill	0	17
R Hewett	18	0
A Macfarlane ⁽²⁾	0	0
J McWha	19	25
P Morrison	20	17
P Parata-Goodall	20	20
Dr M van der Belt	17	0
C Smith	20	13
G Thompson	13	0
Other amounts	3	0
Total Councillor fees	206	154

⁽¹⁾ Sir G Harrison has waived his entitlement to Council meeting fees.

⁽²⁾ Mr A Macfarlane has waived his entitlement to Council meeting fees.

5. Remuneration of Auditors

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Audit of the financial statements	246	264	223	216
Additional audit fee recoveries	41	43	41	38
Audit of Performance Based Research Fund return	12	12	12	12
Total	299	319	276	266

The auditor of the Group is Audit New Zealand on behalf of the Auditor-General. No other fees are paid to the auditor.

6. Personnel and Sub-Contractor Expenses

Accounting policy

Superannuation Schemes

Defined Contribution Schemes

Employer contributions to KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are accounted for as defined contribution schemes and are recognised as an expense in the surplus or deficit as incurred.

Defined Benefit Schemes

The Group belongs to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the scheme the extent to which the surplus/deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Salaries and wages	61,427	58,745	55,185	53,028
Employer contributions to defined contribution plan	1,857	1,772	1,735	1,666
Increase (decrease) in employee entitlements	(252)	1,091	(351)	1,083
Payments to sub-contractors	1,313	1,617	1,313	1,617
Total personnel and sub-contractor expenses	64,345	63,225	57,882	57,394

7. Cash and Cash Equivalents

Accounting Policy

Cash at banks includes cash on hand and funds on deposit with banks with original maturities of three months or less.

Bank overdrafts which are repayable on demand and which form an integral part of the Groups cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Cash and bank accounts	1,003	206	414	97
Call accounts	7,053	4,541	1,500	750
Total	8,056	4,747	1,914	847

8. Trade and Other Receivables

Accounting Policy

Trade and other receivables are recorded at face value, less any provision for impairment.

A receivable is considered uncollectable when there is evidence that the amount due will not be fully collected. The amount that is uncollectable is the difference between the amount due and the present value of the amount expected to be collected.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Trade and other receivables ⁽¹⁾	14,194	17,491	17,147	20,141
Provision for doubtful debts	(548)	(525)	(548)	(525)
Inter-company advances ⁽²⁾	0	0	6,514	8,512
Other inter-company balances ⁽³⁾	0	0	42	143
Total	13,646	16,966	23,155	28,271

⁽¹⁾ The average credit period on sales of goods and services is 21 days. No interest is charged on overdue trade receivables balances.

⁽²⁾ Inter-company advances include loans by the Parent to Lincoln University Property Joint Venture Limited of \$6.5m (2019 \$8.5m). This loan is subject to interest at the discretion of the Parent. The loan is repayable on demand.

⁽³⁾ Other inter-company balances include amounts owed for the supply of goods and services on normal commercial terms.

Movement in the provision for doubtful debts:

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Balance at start of the period	525	318	525	307
Additional provisions made	169	379	169	379
Receivables written off in the year	(146)	(173)	(146)	(161)
Balance at the end of the period	548	525	548	525

As at 31 December 2020, all overdue receivables have been assessed for impairment and appropriate provisions applied.

The provision for doubtful debtors has been calculated by assessing each debtor based on current knowledge.

	Group					
	2020 \$000 Gross	2020 \$000 Impairment	2020 \$000 Net	2019 \$000 Gross	2019 \$000 Impairment	2019 \$000 Net
Not past due	13,134	(100)	13,034	16,192		16,192
Past due 1-30 days	513		513	449		449
Past due 31-60 days	44		44	97		97
Past due 61-90 days	0		0	54		54
Past due over 91 days	503	(448)	55	698	(525)	174
Total	14,194	(548)	13,646	17,491	(525)	16,966

	Parent					
	2020 \$000 Gross	2020 \$000 Impairment	2020 \$000 Net	2019 \$000 Gross	2019 \$000 Impairment	2019 \$000 Net
Not past due	22,754	(100)	22,654	27,674		27,674
Past due 1-30 days	408		408	328		328
Past due 31-60 days	44		44	81		81
Past due 61-90 days	0		0	54		54
Past due over 91 days	497	(448)	49	658	(525)	134
Total	23,703	(548)	23,155	28,796	(525)	28,271

9. Inventories

Accounting policy

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based upon the first-in-first-out principle and includes expenditure incurred in acquiring the inventories and bring them to the existing location and condition. The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the year of the write-down.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Farm consumables	253	460	253	460
Maintenance inventories	147	159	147	159
Sundry inventories	274	402	211	353
Total	674	1,021	611	972

No inventories are pledged as security for liabilities. Some inventories are subject to retention of title clauses

10. Inventory – Land held for sale

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Land held for sale at cost ⁽¹⁾				
Balance at start of the period	13,243	11,353	0	0
Additions	5,918	5,717	0	0
Gain on consolidation eliminated	795	158	0	0
Cost of sales	(8,479)	(3,985)	0	0
Balance at the end of the period	11,477	13,243	0	0
Land held for sale - Non-current	3,529	5,951	0	0
Land held for sale - Current	7,948	7,292	0	0
Balance at the end of the period	11,477	13,243	0	0

⁽¹⁾ The Group intends to dispose of a parcel of land it no longer utilises over the next 5 years. The property was previously used in the Group's operations. The property is being developed for sale through a joint venture agreement with Ngāi Tahu Property Joint Ventures Limited.

11. Investments

Accounting policy

The University and Group has adopted the accounting standards, PBE IPSAS 34 to 38, in preparing these financial statements. In applying these standards, the accounting policies for investments in subsidiaries, associates and joint ventures have been updated. Disclosures have also been updated for the requirements of PBE IPSAS 38.

Subsidiaries

The University consolidates in the Group financial statements those entities it controls. Control exists where the University has rights or exposures to variable benefits or obligations, whether financial or non-financial, and has the ability to impact the nature and amounts of the benefits or obligations through its power over the entity.

The University measures the cost of a business combination as the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, in exchange for control of the subsidiary plus any costs directly attributable to the business combination. Any excess of the cost of the business combination over the University's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities is recognised as goodwill. If the University's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities exceeds the cost of the business combination, the difference will be recognised immediately in the surplus or deficit.

Investments in subsidiaries are measured at cost in the Parent financial statements.

Joint arrangements, operations and ventures

A joint operation is a joint arrangement whereby the parties that have joint control have rights and exposures to the assets and obligations of the arrangement. Investments in joint operations are measured at cost in the Parent financial statements. The University's interest in the assets, liabilities, revenues and expenses of the joint operation is recognised separately in the Group financial statements.

A joint venture is a joint arrangement whereby the parties that have joint control have rights to the net assets of the arrangement. Investments in joint ventures are measured at cost in the Parent financial statements. Investments in joint ventures are accounted for in the group financial statements using the equity method of accounting.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Investment in subsidiaries ⁽¹⁾	0	0	408	408
Investments in supplier companies ^{(2) (3)}	2,525	2,317	2,525	2,317
Investment in other companies ⁽²⁾	528	100	31	35
Investment in non-quoted companies ⁽³⁾	75	75	75	75
Total	3,128	2,492	3,039	2,835

⁽¹⁾ The investment in subsidiaries is measured at cost.

⁽²⁾ Supplier companies are companies which require the Group to have a shareholding in that company. This shareholding relates to the volume of trade by the Group with that company.

⁽³⁾ Designated as fair value through other comprehensive revenue and expense.

12. Non-Current Assets Held for Sale

Accounting policy

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction, rather than through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Non-Current Assets held for Sale include:

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Farm Lane houses	111	219	111	219
Campus land	477	477	477	477
Total land and buildings for sale	588	696	588	696

These properties were in the market before the balance date and these properties will be sold within the next 12 months.

13. Property, Plant and Equipment

Accounting policy

Recognition and Measurement

Items of property, plant and equipment (PPE) are measured at cost or valuation less accumulated depreciation and impairment losses.

Cost includes expenditure which was directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour costs attributable to bringing the asset to a working condition for its intended use.

Library books and serials include paper based books and serials along with the digital access rights to electronic books and serials. These are valued at cost.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate components.

Revaluation

Land and buildings, with the exception of certain assets designated as infrastructural assets, are revalued on a three yearly cycle. The carrying values of revalued items are reviewed at each balance date to ensure those values are not materially different to fair value.

Infrastructural assets comprise parking areas, roads, sewers and storm drains and are valued at historic cost.

Any revaluation increase arising on the revaluation of land and buildings is credited to the asset revaluation reserve, except to the extent that it reverses a revaluation decrease for the same asset class previously recognised as an expense in the surplus or deficit, in which case the increase is credited to the surplus or deficit to the extent of the decrease previously charged. A decrease in carrying amount arising on the revaluation of land or buildings is charged as an expense in the surplus or deficit to the extent that it exceeds the balance, if any, held in the asset revaluation reserve relating to a previous revaluation of that asset class.

Depreciation on revalued assets is charged to the surplus or deficit. On subsequent sale or retirement of a revalued asset the attributable revaluation surplus remaining in the asset revaluation reserve is transferred directly to accumulated funds.

Subsequent Costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits of the part will flow to the Group and its cost can be reliably measured. The cost of repairs to an item of property, plant and equipment is recognised in surplus or deficit, as they are incurred.

Depreciation

Depreciation is provided on a straight line basis over the estimated useful lives of each part of an item of property, plant and equipment. Leased assets are depreciated over the shorter of the lease term or their useful life.

Land is not depreciated.

The estimated useful lives for the current and comparative periods are:

• Freehold buildings – Structure	40 - 100 years
• Freehold buildings – Fit out	17 - 75 years
• Freehold buildings – Services	20 - 75 years
• Plant and Equipment	5 - 20 years
• Office furniture	5 - 10 years
• Computer equipment and technology systems	3 - 10 years
• Library books and serials	10 - 20 years

Depreciation methods, useful lives and residual values are re-assessed at the reporting date. Assets under construction are not depreciated.

Impairment of Property, Plant and Equipment

The carrying amounts of the Group's assets are reviewed at each balance date to determine whether there is any objective evidence of impairment.

Where indicators of impairment are identified a detailed assessment is made.

An impairment loss is recognised when the carrying amount of an asset is less than its recoverable amount or value in use for assets valued at depreciated replacement cost.

Impairment losses directly reduce the carrying amount of assets and are recognised in the surplus or deficit for assets held at cost. For assets recognised at fair value any impairment is recognised in other comprehensive revenue and expense to the point where this equals revaluation reserves. Any further impairment is recognised in the surplus or deficit.

The reversal of an impairment loss for assets held at cost is recognised in the surplus or deficit for the period.

The reversal of an impairment loss for a revalued asset is recognised in other comprehensive revenue and expense and increases the revaluation reserve for the class of asset. However, to the extent that an impairment loss for a class of assets was previously recognised in the surplus or deficit, a reversal of an impairment loss is recognised in the surplus or deficit.

Critical accounting estimates and assumptions

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of Property, Plant and Equipment within the next financial year are:

Estimating the fair value of land and buildings

An independent valuation of the Group's land and buildings was performed by Ford Baker Valuation Limited, registered independent valuers not related to the Group, to determine the fair value of the land and buildings as at 31 December 2019. The valuations were performed in accordance with the following accounting standards:

PBE IPSAS 17 - Property, Plant and Equipment
PBE IPSAS 21 - Impairment of Non-Cash Generating Assets
PBE IPSAS 26 - Impairment of Cash Generating Assets

New International Valuation Standards became effective from 1 January 2014 and these have been applied in conjunction with the Professional Practice Standards of the Australian and New Zealand Property Institute.

An impairment of buildings has been recognised in other comprehensive revenue and expense in the current year that estimates the change in value of the assets as a result of the earthquake damage incurred.

Land

Land Fair Value is assessed using market based evidence based upon the highest and best use of the land with reference to comparable land values.

Buildings

Specialised buildings are buildings specifically designed for educational purposes. They are valued using depreciated replacement cost because no reliable market data is available for such buildings. All of the University's buildings are deemed to be specialised buildings.

Depreciated replacement cost is determined using a number of significant assumptions. Significant assumptions for the 31 December 2019 valuation include:

- Replacement costs for each of the building assets is based upon similar or relevant buildings costs per square meter of floor area with an allowance for professional fees, council fees and other costs required to bring the relevant asset to its working condition for its intended use.
- The replacement costs of specific assets are adjusted where appropriate for optimisation due to over design or surplus capacity. There have been no optimisation adjustments for the most recent valuations.
- The remaining useful life of assets is estimated after considering factors such as condition of the asset, future maintenance and replacement plans.
- Straight line depreciation has been applied in determining the depreciated replacement cost value of the asset.

The valuation incorporates the impairment assessment resulting from the series of Canterbury Earthquakes to land or buildings, which were made based on advice from structural engineers, quantity surveyors and other experts where necessary. Note 32 further expands the reasons and approach for this and the methodology used.

Estimating the useful lives of Property, Plant and Equipment

Estimates are made when determining the remaining useful lives over which assets will be depreciated. Any change in the useful life of an asset during the year will result in an over or under charge for depreciation. To minimise this risk the Group engages independent valuers to undertake the revaluation of land and buildings.

	Group					
Group cost and valuation	Freehold Land at Fair Value \$000	Buildings at Fair Value \$000	Plant & Machinery at Cost \$000	Furniture & Fittings at Cost \$000	Library Books & Serials at Cost \$000	Total \$000
Gross carrying amount						
Balance at 1 January 2019	56,460	98,596	53,277	3,219	30,095	241,647
Additions	0	4,340	3,037	507	1,680	9,564
Disposals	(2,790)	(854)	(795)	(9)	0	(4,448)
Impairment adjustment	0	(4,464)	0	0	0	(4,464)
Net revaluation increments/(decrements)	5,105	16,675	0	0	0	21,780
Assets transferred to non-current held for sale	(477)	(238)	0	0	0	(715)
Balance at 31 December 2019	58,298	114,055	55,519	3,717	31,775	263,364
Additions	0	11,152	4,784	506	1,462	17,904
Disposals	0	(274)	(1,303)	(489)	(3)	(2,069)
Impairment adjustment	0	2,346	0	0	0	2,346
Net revaluation increments/(decrements)	0	400	0	0	0	400
Assets transferred to non-current held for sale	0	0	0	0	0	0
Balance at 31 December 2020	58,298	127,679	59,000	3,734	33,234	281,945

Group depreciation

Accumulated depreciation/ amortisation and impairment						
Balance at 1 January 2019	0	8,911	42,736	2,109	17,176	70,932
Disposals	0	(568)	(617)	(1)	(2)	(1,188)
Depreciation expense	0	4,913	2,423	171	1,281	8,788
Depreciation recovered upon valuation	0	(11,309)	0	0	0	(11,309)
Assets transferred to Non-current held for sale	0	(19)	0	0	0	(19)
Balance at 31 December 2019	0	1,927	44,543	2,279	18,454	67,203
Disposals	0	13	(1,076)	(394)	(3)	(1,460)
Depreciation expense	0	6,691	2,585	187	1,300	10,763
Assets transferred to Non-current held for sale	0	0	0	0	0	0
Balance at 31 December 2020	0	8,631	46,052	2,072	19,751	76,506

Group net book value

As at 31 December 2019	58,298	112,128	10,976	1,438	13,321	196,161
As at 31 December 2020	58,298	119,048	12,948	1,662	13,483	205,439

Parent

Parent cost and valuation	Freehold Land at Fair Value \$000	Buildings at Fair Value \$000	Plant & Machinery at Cost \$000	Furniture & Fittings at Cost \$000	Library Books & Serials at Cost \$000	Total \$000
Gross carrying amount						
Balance at 1 January 2019	56,460	98,218	50,935	3,195	30,095	238,903
Additions	0	4,112	2,361	368	1,680	8,521
Disposals	(2,790)	(854)	(640)	(8)	0	(4,292)
Impairment adjustment	0	(4,464)	0	0	0	(4,464)
Net revaluation increments/(decrements)	5,105	16,675	0	0	0	21,780
Assets transferred to Non-current held for sale	(477)	(238)	0	0	0	(715)
Balance at 31 December 2019	58,298	113,449	52,656	3,554	31,775	259,733
Additions	0	10,821	3,851	474	1,462	16,607
Disposals	0	(246)	(1,202)	(354)	(3)	(1,805)
Impairment adjustment	0	2,346	0	0	0	2,346
Net revaluation increments/(decrements)	0	400	0	0	0	400
Assets transferred to Non-current held for sale	0	0	0	0	0	0
Balance at 31 December 2020	58,298	126,770	55,305	3,674	33,234	277,281

Parent depreciation

Accumulated depreciation/ amortisation and impairment						
Balance at 1 January 2019	0	8,867	41,427	2,096	17,176	69,566
Disposals	0	(574)	(595)	0	(2)	(1,171)
Depreciation expense	0	4,870	2,236	137	1,281	8,524
Depreciation recovered upon valuation	0	(11,309)	0	0	0	(11,309)
Assets transferred to Non-current held for sale	0	(19)	0	0	0	(19)
Balance at 31 December 2019	0	1,834	43,068	2,234	18,454	65,591
Disposals	0	19	(1,009)	(354)	(3)	(1,347)
Depreciation expense	0	6,630	2,244	182	1,300	10,356
Assets transferred to Non-current held for sale	0	0	0	0	0	0
Balance at 31 December 2020	0	8,483	44,303	2,062	19,751	74,600

Parent net book value

As at 31 December 2019	58,298	111,614	9,588	1,320	13,321	194,141
As at 31 December 2020	58,298	118,287	11,001	1,612	13,483	202,681

14. Assets Under Construction

Accounting policy

Assets under construction are carried at cost, comprising expenditure incurred and any certified progress payment claims up to balance date.

These assets are not in use and have not been depreciated at balance date.

	Group and Parent			
	Buildings \$000	Plant \$000	Intangible Assets \$000	Total \$000
Balance at 1 January 2019	4,363	819	845	6,027
Transfers to PPE, Intangible and Other Assets	(4,112)	(418)	(472)	(5,002)
Additions	9,562	258	1,396	11,217
Balance at 31 December 2019	9,813	659	1,769	12,242
Transfers to PPE, Intangible and Other Assets	(10,958)	(4,834)	(2,918)	(18,710)
Additions	24,551	4,764	1,921	31,236
Balance at 31 December 2020	23,406	589	772	24,768

	Group and Parent			
	2020			
	Buildings \$000	Plant \$000	Intangible Assets \$000	Total \$000
Research	0	43	0	43
Information systems	0	132	772	904
Campus facilities	23,406	415	0	23,821
Total	23,406	590	772	24,768

	Group and Parent			
	2019			
	Buildings \$000	Plant \$000	Intangible Assets \$000	Total \$000
Research	0	117	0	117
Information systems	0	258	1,769	2,027
Campus facilities	9,813	284	0	10,097
Total	9,813	659	1,769	12,242

15. Intangible Assets

Accounting policy

An intangible asset is recognised when it is probable that it will generate future economic benefits to the Group and the cost of the intangible asset can be measured reliably.

Acquired software licenses are capitalised on the basis of the costs incurred to acquire and bring into use the specific software. Costs directly associated with software upgrades are capitalised.

Costs directly associated with the development of educational courses are recognised as an intangible asset to the extent such costs are expected to be recovered by generating future economic benefits.

These costs are amortised over their useful economic lives (three to ten years) on a straight line basis.

	Software	Course Development Costs	Group Total	Software	Course Development Costs	Parent Total
Gross carrying amount	\$000	\$000	\$000	\$000		\$000
Balance at 1 January 2019	12,193		12,193	11,674		11,674
Additions	999		999	555		555
Disposals	(8)		(8)	0		0
Balance at 31 December 2019	13,184		13,184	12,229		12,229
Additions	2,301		2,301	2,103		2,103
Disposals	(1,498)		(1,498)	(1,498)		(1,498)
Balance at 31 December 2020	13,987		13,987	12,834		12,834

Accumulated amortisation & impairment

Balance at 1 January 2019	10,466		10,466	10,121		10,121
Amortisation	896		896	744		744
Disposals	(8)		(8)	0		0
Balance at 31 December 2019	11,354		11,354	10,865		10,865
Amortisation	692		692	516		516
Disposals	(1,344)		(1,344)	(1,343)		(1,343)
Balance at 31 December 2020	10,702		10,702	10,038		10,038

Net book value

As at 31 December 2019	1,830		1,830	1,364		1,364
As at 31 December 2020	3,285		3,285	2,796		2,796

16. Agricultural Assets

Accounting policy

Biological assets are measured at fair value less point-of-sale costs with changes recognised in surplus or deficit. Fair value is deemed to be market price. Point-of-sale costs include all costs necessary to sell the asset. Agricultural produce is included as part of inventory.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Balance at beginning of the year	3,671	3,326	3,671	3,326
Additions from subsequent purchases/ expenditure	210	92	210	92
Increases (decreases) attributable to sales and biological assets classified as held for sale	(265)	(49)	(265)	(49)
Net gain/(loss) from changes in fair value less estimated point of sale costs	(452)	302	(452)	302
Balance at end of the year	3,164	3,671	3,164	3,671

Livestock

The Group owns sheep, cattle and deer. These are held at the Group's farms in the South Island.

At 31 December 2020, the Group owned 8,810 (2019: 9,290) sheep; 1,479 (2019: 1,457) cattle and 60 (2019: 42) deer.

Independent valuers, South Island Dairy Farmers Canterbury Limited (trading as SIDF), Peter Walsh & Associates Ltd and PGG Wrightson Limited, all with the appropriate knowledge and experience in valuing livestock, have valued the livestock assets at 31 December 2020. The significant valuation assumptions adopted in determining the fair value of the livestock assets included current market values net of the selling costs.

Financial Risk Management Strategies

The Group is exposed to financial risks arising from changes in commodity prices, weather and disease. These risk are normal for the industry.

During the year *Mycoplasma Bovis* was discovered on two of the Group's farms that resulted in the Ministry for Primary Industry issuing Notices of Direction to depopulate the farms. At 31 December 2020, 440 cows were held for sale pursuant to the depopulation process and are valued at \$592,000 on the basis of the Ministry for Primary Industry compensation arrangements.

17. Trade and Other Payables, Employee Liabilities and Provisions

Trade and Other Payables

Accounting policy

Trade and other payables are recorded at the amount payable.

	Group		Parent	
Trade and other payables	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Trade payables ⁽¹⁾	3,408	2,515	1,515	871
Accruals and other payables ⁽¹⁾	10,023	8,056	9,540	7,237
Deposits held on behalf of students ⁽²⁾	4,012	5,196	4,012	5,196
Advance from MLAIT ⁽³⁾	0	0	5,850	5,777
Total payables under exchange transactions	17,443	15,767	20,917	19,081
Payables under non-exchange transactions:				
Goods and Services Tax (GST) payable ⁽¹⁾	934	752	620	346
Total	18,377	16,519	21,537	19,427

⁽¹⁾ Trade payables, accruals, GST and other inter-company payables are non-interest bearing and are generally settled within 30 days, with the carrying value approximating fair value. The Group has financial risk management policies in place to ensure that all payables are paid within the credit timeframe.

⁽²⁾ Deposits held on behalf of students are non-interest bearing and the carrying value approximates the amount refundable.

⁽³⁾ The advance from MLAIT is repayable on demand with interest accruing at current market rates.

Employee Liabilities

Accounting policy

Long Term Employee Entitlements

The Group's net obligation in respect of long term employee benefits is the amount of future benefit that employees have earned in respect of the length of service in the current and prior periods, with amounts not expected to settle within 12 months of the year end included in long term.

The obligation for non-vested long service leave and retirement leave are calculated on an actuarial basis. Any increases or decreases in the valuation are recognised in the surplus or deficit. Calculated long service leave and retirement leave are actuarial estimates of the present values of future amounts payable in respect of existing employees incorporating assumptions for rates of disablement, resignation, demise, retirement and salary progression.

Termination Benefits

Termination benefits are recognised as an expense when the Group is demonstrably committed (without realistic possibility of withdrawal) to a formal detailed plan to terminate employment before the usual retirement date. Termination benefits for voluntary redundancies are recognised if the Group has made an offer requesting voluntary redundancy and it is probable that the offer will be accepted and the number of acceptances can be estimated reliably.

Short Term Employee Entitlements

Short term employee entitlements including accrued leave, due to be settled within 12 months of the year end, are measured on an undiscounted basis and are expensed as the related service is provided.

A provision is recognised for the amount to be paid under short term performance based bonus entitlements if the Group has a present legal obligation to pay this amount as a result of past service provided by the employee and this amount can be reliably estimated.

Critical accounting estimates and assumptions

Long service leave and retirement leave

The present value of retirement leave and other employee entitlements depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The key assumptions used in calculating this liability include the discount rate, salary growth factors, and probability of employees retiring and leaving. Any changes in these assumptions impact on the carrying amount of the liability. The valuation was carried out by an independent actuary, Eriksen & Associates Limited, as at 31 December 2020. They have based their valuation on the model recommended by Treasury for the reporting purposes of Crown Entities.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Employee liabilities				
Salary accrual	1,773	1,135	1,398	855
Annual leave	3,458	3,746	3,059	3,420
Long service leave	753	868	593	716
Retirement leave and other employee entitlements	5,422	5,625	5,422	5,625
Total	11,406	11,374	10,472	10,616

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Current liabilities	5,465	5,271	4,691	4,665
Long term liabilities	5,941	6,103	5,781	5,951
Total	11,406	11,374	10,472	10,616

Provisions

Accounting policy

A provision is recognised for future expenditure of uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event;
- it is probable that an outflow of future economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using market yields on Government bonds at the balance date with terms of maturity that reasonably match the estimated future outflows. The increase in the provision due the passage of time is recognised as an interest expense and is included in interest expense.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that recovery will be received and the amount of the receivable can be measured reliably.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Demolition provision	5,200	5,200	5,200	5,200
Total long term liability	5,200	5,200	5,200	5,200

In terms of an agreement for sale and purchase of real estate dated 8 July 2019, between Lincoln University and AgResearch Limited, Lincoln University has agreed to demolish the Burns building at its own cost, by the earlier of 1 June 2025 or 18 months after the date of practical completion of the science facility to be built by the University.

The \$5.2 million demolition provision is an estimate of the present value of this contractual long term obligation.

18. Revenue in Advance

Accounting policy

Tuition fees in advance includes both liabilities recognised for domestic student fees received for which the course withdrawal date has not yet passed and deferred revenue on international student fees which is based on the percentage of completion of the course.

Research revenue in advance includes both liabilities recognised for research funding with unsatisfied conditions (non-exchange) and liabilities for exchange research funding received in excess of costs incurred to date on the required research.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Tuition fees in advance	4,597	6,704	4,597	6,704
Research revenue in advance	9,008	7,434	7,510	6,145
Other	469	2,356	419	1,861
Total	14,074	16,494	12,526	14,710

19. Equity

Accounting policy

Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

Accumulated Funds

This is the sum of surpluses and deficits from the current and prior years.

Revaluation Reserves

This reserve relates to the revaluation of land and buildings to fair value.

Trusts Reserves

This reserve comprises the value of Trusts that have been left to Lincoln University. This includes revaluations on land and buildings within the Trusts as well as the fair value of investments held.

Other Reserves

These reserves comprise the cumulative net change of financial assets classified through other comprehensive revenue and expense.

Trust Funds

Where there is a present obligation to repay trust funds, these amounts have been treated as liabilities. Where there is no present obligation to repay unused funds, the trust funds have been treated as equity.

Group equity	Accumulated Funds \$000	Asset Revaluation Reserves \$000	Fair value Through Other Comprehensive Income Reserves	Trusts \$000	Total Equity \$000
Group balances at 1 January 2019	151,710	92,292	272	20,519	264,793
Surplus (deficit) 2019	172	0	0	0	172
Other comprehensive revenue and expense	(4,464)	32,372	(272)	726	28,362
Total comprehensive revenue and expense for 2019	(4,292)	32,372	(272)	726	28,534
Share of surplus/deficit to trusts	(490)	0	0	490	0
Argyle Trust distribution to LU	3,498	0	0	(3,498)	0
SIDDC partner distribution	3	0	0	0	3
Blinc Innovation investment	113	0	0	0	113
Group balances at 31 December 2019	150,543	124,664	0	18,237	293,444
Surplus (deficit) 2020	(1,892)	0	0	0	(1,892)
Other comprehensive revenue and expense	2,346	400	158	(4)	2,900
Total comprehensive revenue and expense for 2020	454	400	158	(4)	1,008
Share of surplus/deficit to trusts	189	0	0	(189)	0
Crown contribution	10,000	0	0	0	10,000
Lincoln University Centennial Trust	439	0	0	0	439
Group balances at 31 December 2020	161,625	125,064	158	18,044	304,891

Parent equity

Parent balances at 1 January 2019	143,014	92,292	272	19,979	255,557
Surplus (deficit) 2019	(2,032)	0	0	0	(2,032)
Other comprehensive revenue and expense	(4,464)	32,372	(272)	726	28,362
Total comprehensive revenue and expense for 2019	(6,496)	32,372	(272)	726	26,330
Share of surplus/deficit to trusts	(473)	0	0	473	0
Argyle Trust distribution to LU	3,498	0	0	(3,498)	0
Parent balances at 31 December 2019	139,546	124,664	0	17,679	281,889
Surplus (deficit) 2020	(6,261)	0	0	0	(6,261)
Other comprehensive revenue and expense	2,346	400	158	(4)	2,900
Total comprehensive revenue and expense for 2020	(3,915)	400	158	(4)	(3,361)
Share of surplus/deficit to trusts	200	0	0	(200)	0
Crown contribution	10,000	0	0	0	10,000
Parent balances at 31 December 2020	145,831	125,064	158	17,475	288,528

A Crown contribution of \$10 million (2019: nil) was received during the year pursuant to an Agreement for Capital Funding to assist Lincoln University's construction of new science facilities and support its Moving Forward Programme. Refer to Note 24 and Note 25.

20. Related Party Disclosures

(a) Parent Entity

The parent entity of the Group is Lincoln University.

(b) Equity Interests in Related Parties

Equity interests in subsidiaries:

Details of the percentage of ordinary shares held in subsidiaries are disclosed in Note 23 to the financial statements.

Equity interests and joint ventures:

Details of interests in joint ventures are disclosed in Note 27 to the financial statements.

(c) Transactions with Related Parties

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that are reasonable to expect the University would have in dealing with the party at arm's length. Transactions with Government agencies such as TEC, IRD and Crown Research Institutes are not disclosed as related party transactions when they are consistent with the normal operating arrangements with the University and are undertaken on the normal terms and conditions for such transactions.

The University had the following inter-group transactions with its wholly owned subsidiary companies and its joint venture partners.

Transactions during the year	Relationship	Sales by Parent to:		Purchases by Parent from:		Nature of transactions
		2020 \$000	2019 \$000	2020 \$000	2019 \$000	
Lincoln Hospitality Limited	Subsidiary	0	0	0	0	Support services
Lincoln Agritech Limited	Subsidiary	803	813	94	89	Support services
Lincoln University Property Joint Venture Limited	Subsidiary	125	125	0	0	Land development
Blinc Innovation Limited	JV Partner/ Subsidiary	0	0	59	200	Support services

Effective 1 December 2019, Blinc Innovation Limited became a wholly owned subsidiary of Lincoln University. Refer to Note 23 Subsidiaries and Controlled Entities.

Balances at year end	Relationship	Amounts owing to Parent:		Amounts owed by Parent:	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
Lincoln Agritech Limited	Subsidiary	50	149	8	0
Lincoln University Property Joint Venture Limited	Subsidiary	6,514	8,512	0	0
Massey-Lincoln and Agricultural Industry Trust	JV Partner	4,475	4,475	5,850	5,777

During the financial year, the University provided accounting and administration services to some Subsidiaries and Joint Ventures for no consideration.

Directors' Fees

The following directors' fees were paid to directors of subsidiaries:

	2020 \$000	2019 \$000
E Rogers	70	68
J Hay	19	19
A Townsend	19	19
M Frost	27	27
B Gemmell	19	11
Total	154	144

(d) Key Management Personnel Remuneration

Details of key management personnel remuneration are disclosed in Note 4 to the financial statements.

21. Notes to the Cash Flow Statement

Reconciliation of Cash and Cash Equivalents

For the purposes of the cash flow statement, cash and cash equivalents include cash on hand and in bank accounts and investments in money market instruments, net of outstanding bank overdrafts.

Reconciliation of the surplus for the period to net cash flows from operating activities	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Surplus for the period	(1,892)	172	(6,261)	(2,032)
(Gain)/loss on sale of fixed assets	(249)	(3,004)	(249)	(3,004)
(Gain)/loss on sale of developed land	(3,302)	(1,370)	0	0
Unrealised (gain)/loss on exchange movements	(11)	(22)	(11)	(22)
Depreciation and amortisation of non-current assets	11,454	9,683	10,872	9,268
Investment revaluation surplus	(28)	0	(28)	0
Share of Associates Loss	93	0	0	0
Capital WIP impairment	315	0	315	0
LUAgR JF Impairment Costs	6	178	6	178

(Increase)/decrease in assets:

(Increase)/decrease current trade receivables	(1,083)	303	(1,285)	238
(Increase)/decrease current earthquake insurance receivable	0	45,000	0	45,000
(Increase)/decrease prepaid expenses	141	(663)	143	(703)
(Increase)/decrease agricultural assets	507	(345)	507	(345)
(Increase)/decrease current inventories	347	831	361	(191)

Increase/(decrease) in liabilities:

Increase/(decrease) trade and other payables	2,124	(582)	2,079	1,374
Increase/(decrease) revenue in advance	(2,420)	137	(2,184)	(620)
Increase/(decrease) in current employee liabilities	194	25	26	343
Increase/(decrease) in term employee liabilities	(162)	524	(171)	740
Increase/(decrease) in provisions	0	5,200	0	5,200

Items classified as investing activities

Movement in fixed asset creditors	1,244	(1,180)	1,244	(1,180)
Insurance recoveries classed as non-operating	0	(45,000)	0	(45,000)
Net cash from operating activities	7,278	9,887	5,364	9,244

22. Financial Instruments

(a) Financial Risk Management Objectives

The Group's corporate treasury function provides services to the business, co-ordinates access to domestic and international financial markets, and manages the financial risks relating to the operations of the Group.

The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes. The use of financial derivatives is governed by the Group's policies approved by the University Council, which provide principles on the use of financial derivatives.

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates.

(b) Significant Accounting Policies

Details of the significant accounting policies and methods adopted, including the criteria for recognition, and the basis of measurement applied in respect of each class of financial asset, financial liability and equity instrument are disclosed in Note 1 to the financial statements.

(c) Foreign Currency Risk Management

The Group undertakes certain transactions denominated in foreign currencies, hence exposures to exchange rate fluctuations arise. Exchange rate exposures are managed within approved policy parameters utilising forward foreign exchange contracts.

(d) Credit Risk Management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The Group exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded are spread amongst approved counterparties.

The Group Treasury policy limits the amount of credit exposure to any one financial institution for call and short term investments. No counterparty with a Standard & Poor's (S&P) rating category of A is to have in excess of 15% of total funds on deposit at any one time. No counterparty with an S&P rating category of higher than A is to have in excess of 30% of total funds on deposit at any one time. No investment in a counterparty with an S&P rating of less than A will be permitted without Council approval.

Trade and other accounts receivable consist of a large number of customers, spread across diverse industries and geographical areas. On-going credit evaluation is performed on the financial condition of trade and other accounts receivable.

The carrying amount of financial assets recorded in the financial statements, net of any allowance for losses, represents the Group's maximum exposure to credit risk without taking account of the value of any collateral obtained.

The Group does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

(e) Fair Value of Financial Instruments

The University Council considers that the carrying amount of financial assets and financial liabilities recorded in the financial statements approximates their fair values.

The fair values of financial assets and financial liabilities are determined as follows:

- the fair value of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices. No collateral has been granted by the Group on any financial asset.
- the fair value of financial assets not traded on active markets is estimated using various valuation techniques.

(f) Fair Value Interest Rate Risk

Fair value interest rate risk is the risk that the value of a financial instrument will change due to the movement in market interest rates. The Group has minimal exposure to market interest rate risk by, generally, investing in fixed term deposits with maturity dates of less than one year.

(g) Sensitivity Analysis

Investment revenue is subject to interest rate movements which are both volatile and unpredictable. If interest rates should increase or decrease by 1% the estimated effect on the Group surplus or deficit would be \$825,000 - \$850,000.

(h) Cash Flow Interest Rate Risk

Cash flow interest rate risk is the risk that cash flows from a financial instrument will vary due to changes in market rates. Investments made at variable interest rates expose the Group to cash flow interest rate risk. Cash flow interest rate risk is minimised by the use of fixed term deposits.

(i) Credit Quality of Financial Assets

The Group invests only in the major banking institutions. All these institutions are ranked A or better by Standard & Poor's.

(j) Liquidity Risk Management

The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Liquidity risk is the risk that the University or Group will not be able to raise funds to meet commitments as they fall due.

(k) Price Risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. This applies to listed shares held by the Group totalling \$2.30m (2019 \$2.16m). This includes \$2.27m (2019 \$2.10m) of shares in supplier companies that require the Group to have a shareholding in order to engage in trading activities with the entity.

Maturity Profile of Financial Instruments

The following table details the Group's exposure to interest rate risk as at 31 December 2020.

Group 2020 Financial assets:	Weighted Average Effective Interest rate %	Variable Interest rate \$000	Less than 1 year \$000	Non-Interest Bearing \$000	Total
Cash and cash equivalents	0.39%	1,003	7,053	0	8,056
Other financial assets ⁽¹⁾	1.72%	0	76,488	0	76,488
Trade receivables		0	0	13,646	13,646
Parent 2020 Financial assets:					
Cash and cash equivalents	0.20%	414	1,500	0	1,914
Other financial assets ⁽¹⁾	1.75%	0	72,421	0	72,421
Trade receivables		0	0	23,155	23,155
Group 2019 Financial assets:					
Cash and cash equivalents	1.17%	206	4,541	0	4,747
Other financial assets ⁽¹⁾	2.91%	0	86,586	0	86,586
Trade receivables		0	0	16,966	16,966
Parent 2019 Financial assets:					
Cash and cash equivalents	0.89%	97	750	0	847
Other financial assets ⁽¹⁾	2.93%	0	83,534	0	83,534
Trade receivables		0	0	28,271	28,271

⁽¹⁾ Includes Trust Term Deposits. Trust term deposits represent funds held on behalf of University controlled and administered trusts. These funds are restricted use funds generally governed by a trust deed.

Group	2020		2019	
	Loans and Borrowings \$000	Trade Payables \$000	Loans and Borrowings \$000	Trade Payables \$000
Financial liabilities: contractual cash flows				
Less than 1 year	0		0	
1-2 years	0		0	
2-3 years	0		0	
3-4 years	0		0	
4-5 years	0		0	
5+ years	0		0	
Total	0		0	
Weighted average effective interest %				
Non-interest bearing		18,377		16,519

Parent	2020		2019	
	Loans and Borrowings \$000	Trade Payables \$000	Loans and Borrowings \$000	Trade Payables \$000
Financial liabilities: contractual cash flows				
1-2 years	0		0	
2-3 years	0		0	
3-4 years	0		0	
4-5 years	0		0	
5+ years	0		0	
Total	0		0	
Weighted average effective interest %				
Non-interest bearing		21,537		19,427

Financial Instrument Categories

The accounting policies for financial instruments have been applied to the line items below:

	Group		Parent	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
Financial assets				
Loans and receivables				
Cash and cash equivalents	8,056	4,747	1,914	847
Debtors and other receivables	13,646	16,966	16,641	19,759
Other financial assets:				
- Term deposits ⁽¹⁾	76,488	86,586	72,421	83,534
- Loans to related parties	0	0	6,514	8,512
Total loans and receivables	98,190	108,299	97,490	112,652

Fair value through other comprehensive income

Other financial assets:				
- Unlisted shares	801	331	712	674
- Listed shares	2,327	2,161	2,327	2,161
Total fair value through other comprehensive income	3,128	2,492	3,039	2,835

Financial Liabilities

Financial liabilities at amortised cost				
Creditors and other payables	18,377	16,519	21,537	19,427
Total financial liabilities at amortised cost	18,377	16,519	21,537	19,427

⁽¹⁾ Includes Trust Term Deposits, which have restricted use. Refer to Note 1 Statement of Accounting Policies.

Fair Value Hierarchy Disclosures

For those instruments recognised at fair value in the statement of financial position, fair values are determined according to the following hierarchy:

- Quoted market price – financial instruments with quoted prices for identical instruments in active markets.
- Valuation techniques using observable inputs – financial instruments with quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable.
- Valuation techniques with significant non-observable inputs – financial instruments valued using models where one or more significant inputs are not observable.

The following table analyses the basis of valuation of classes of financial instruments measured at fair value in the statement of financial position:

Valuation Techniques				
	Total \$000	Quoted Market Price \$000	Observable Inputs \$000	Significant Non-Observable Inputs \$000
Group 2020				
Financial assets				
- Listed shares	2,237	2,327	0	0
Parent 2020				
Financial assets				
- Listed shares	2,327	2,327	0	0
Group 2019				
Financial assets				
- Listed shares	2,161	2,161	0	0
Parent 2019				
Financial assets				
- Listed shares	2,161	2,161	0	0

23. Subsidiaries

	Ownership Interest		
	Country of Incorporation	2020 %	2019 %
Parent entity			
Lincoln University	New Zealand		
Subsidiaries			
Lincoln Agritech Limited	New Zealand	100	100
Lincoln University Property Joint Venture Limited	New Zealand	100	100
Blinc Innovation Limited	New Zealand		100
Ivey Hall and Memorial Hall 125th Anniversary Appeal Gifting Trust	New Zealand	Control	Control
Ivey Hall and Memorial Hall 125th Anniversary Appeal Taxable Activity Trust	New Zealand	Control	Control
Lincoln University Foundation	New Zealand	Control	Control

The value of the share capital of subsidiaries has been recorded by Lincoln University (the Parent) at cost.

Lincoln Agritech Limited provides research, development and consultancy services to industry as well as local and regional government.

Lincoln Property Joint Venture Limited is involved with the development of surplus University land for residential and commercial purposes, and holds the University's investment in Lincoln Land Development Joint Venture, a joint operation with Ngāi Tahu Property Joint Ventures Limited.

The purpose of Blinc Innovation Limited (Blinc) was to promote collaboration between research, education and industry, and transform productivity and environmental performance of New Zealand's primary industries. Effective 1 December 2019, Blinc became a wholly owned subsidiary of Lincoln University, when all shareholdings other than Lincoln University were cancelled when the other shareholders elected to withdraw from the shareholders' agreement. In April 2020, the operations, assets and liabilities of Blinc were transferred to Lincoln University, and in June 2020 Blinc Innovation Limited was wound up and deregistered.

The Ivey Hall Trusts were established to raise funds for the refurbishment of Ivey Hall and Memorial Hall.

The Lincoln University Foundation was established to raise funds for teaching and research at the University.

24. Commitments

(a) Capital expenditure commitments

Commitment for capital expenditure is the total amount of capital expenditure contracted for the acquisition of property, plant and equipment and intangible assets which have been neither paid for nor recognised as a liability in the balance sheet.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Buildings ⁽¹⁾	78,085	4,337	78,085	4,337
Land development	2,248	1,580	0	0
Library books and serials	1,295	1,160	1,295	1,160
Information systems	0	219	0	219
Total	81,628	7,296	79,380	5,716

⁽¹⁾ In December 2020 Lincoln University entered into a construction contract totalling \$73,156,076 for the construction of a new Science North Building. The Science North Building is largely funded by the Agreement for Capital Funding by the Crown referred to in Note 19 and Note 25.

(b) Lease commitments

The University has commitments under a livestock lease expiring 2026.

Non-cancellable operating lease commitments are disclosed in Note 26 to the financial statements.

25. Contingent Liabilities and Contingent Assets

The University and its Subsidiaries have no contingent assets or liabilities at 31 December 2020 or 31 December 2019, other than as noted below.

Crown Funding Agreement

The University has a contingent asset of up to \$80 million due from the Crown under a 2019 funding agreement, dependent on the successful completion of approved plans and other performance dependencies.

The University has a contingent asset of up to \$70 million due from the Crown under the Agreement for Capital Funding, dependent on the successful completion of approved plans and other performance dependencies. During 2020, the University received a \$10 million capital contribution under this Crown funding agreement. Refer to Note 19 and Note 24.

Grant from the Crown's Clean Powered Public Service Fund

The University has a contingent asset of up to \$4.57 million due from the Crown under a grant funding agreement, which is dependent on the University incurring expenditures up to the funding amount on the decommissioning of its coal fired boilers and on the replacement heating facilities.

National Provident Fund's DBP Contributors Scheme

The University is a past participating employer in the DBP Contributors Scheme ('the Scheme'), which is a multi-employer defined benefit scheme with benefits payable guaranteed by the Crown. Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the Scheme the extent to which the deficit will affect future contributions by employers, as there is no prescribed basis for allocation.

As at 31 March 2020, the Scheme had a past service deficit of \$2.77 million (4.0% of the liabilities). This amount is exclusive of Employer Superannuation Contribution Tax. This deficit was calculated using a discount rate equal to the expected return on the assets, but otherwise the assumptions and methodology were consistent with the requirements of NZ IAS 19.

The Actuary to the Scheme recommended the employer contribution rate be set at 1 times the contributors' contributions from 1 April 2019, increasing to 3 times from 1 April 2020, to 4 times from 1 April 2021, and to 5 times from 1 April 2022.

The funding arrangements for the Scheme are governed by Section 44 of the National Provident Fund Restructuring Act 1990 and by a Trust Deed. This Act requires that any increase or decrease to the employer contribution rate should result in contributions being at a level to achieve neither a surplus nor a deficit when the Scheme no longer has any beneficiaries.

If the other participating employers ceased to participate in the Scheme, the remaining employers could be responsible for any deficit of the Scheme. Similarly, if a number of employers cease to have employees participating in the Scheme, the remaining employers could be responsible for an increased share of the deficit.

At 31 December 2020, the University had no employees participating in the Scheme. Due to the multi-employer participation in the Scheme, no Lincoln University current contribution or participation in the Scheme, and the Crown guarantee of benefits payments, the likelihood of the University being required to fund any Scheme deficit is currently considered remote.

26. Leases

Disclosures for Lessees

Finance Leases

The Group has no finance leases.

Operating Leases

(a) Leasing arrangements

Operating leases relate to office equipment and vehicles. All operating lease contracts contain market review clauses in the event that the Group exercises its option to renew. The Group does not have an option to purchase the leased asset at the expiry of the lease period.

(b) Non-cancellable operating lease payments

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Not later than 1 year	370	428	26	84
Later than 1 year and not later than 5 years	21	355	21	11
Later than 5 years	0	0	0	0
Total	391	783	47	95

27. Jointly Controlled Entities

Accounting policy

The University and Group has adopted the accounting standards, PBE IPSAS 34 to 38, in preparing these financial statements. In applying these standards, the accounting policies for investments in joint ventures have been updated. Disclosures have also been updated for the requirements of PBE IPSAS 38.

Joint arrangements, operations and ventures

A joint operation is a joint arrangement whereby the parties that have joint control have rights and exposures to the assets and obligations of the arrangement. Investments in joint operations are measured at cost in the Parent financial statements. The University's interest in the assets, liabilities, revenues and expenses of the joint operation is recognised separately with like items in the Group financial statements.

A joint venture is a joint arrangement whereby the parties that have joint control have rights to the net assets of the arrangement. Investments in joint ventures are measured at cost in the Parent financial statements. Investments in joint ventures are accounted for in the Group financial statements using the equity method of accounting.

	Ownership Interest	
	2020 %	2019 %
South Island Dairy Development Centre (SIDDC)	20	20
Massey-Lincoln and Agricultural Industry Trust (MLAIT)	50	50
Lincoln Land Development Joint Venture	50	50
Blinc Innovation Limited		100

The purpose of SIDDC is to promote best practice dairy farming. The University's interest in SIDDC is accounted for as a joint operation in the Group financial statements.

The purpose of the joint venture with MLAIT is to provide research funding under the Partnership for Excellence scheme. The University's interest in MLAIT is accounted for as a joint operation in the Group financial statements.

The purpose of the Lincoln Land Development Joint Venture (LLD) with Ngāi Tahu Property Joint Ventures Limited is to develop and sell surplus land. The University's interest in LLD is accounted for as a joint operation through the wholly owned subsidiary Lincoln University Property Joint Venture Limited in the Group financial statements.

The purpose of Blinc Innovation Limited (Blinc) was to promote collaboration between research, education and industry, and transform productivity and environmental performance of New Zealand's primary industries. Effective 1 December 2019, Blinc became a wholly owned subsidiary of Lincoln University, when all shareholdings other than Lincoln University were cancelled when the other shareholders elected to withdraw from the shareholders' agreement. In April 2020, the operations, assets, and liabilities were transferred to Lincoln University, and the company was wound up and deregistered in June 2020.

The following amounts are included in the Group financial statements under their respective categories to reflect the University's interest in the assets, liabilities, revenues and expenses of the joint operations of SIDDC, Massey-Lincoln & Agricultural Industry Trust, and Blinc Innovation Limited (to 30 November 2019 only).

	Group	
	2020 \$000	2019 \$000
Current assets	5,947	6,336
Non-current assets	0	150
Current liabilities	4,477	5,020
Non-current liabilities	0	0
Net assets	1,470	1,466
Revenue	180	592
Expenses	43	410
LUAgR JF project impairment	0	144

The Group is responsible for the accounting and administration of the SIDDC and MLAIT joint operations. For details regarding the LUAgR JF project impairment refer to Note 34.

Contingent Liabilities and Capital Commitments

The capital commitments and contingent liabilities arising from the Group's interests in joint ventures are disclosed in Notes 24 and 25 respectively.

28. Impact of COVID-19

Following the global escalation of COVID-19 the New Zealand government declared an Alert Level 4 lockdown and all activity on campus was ceased from 25 March 2020.

Lock down restrictions included the closing of New Zealand's borders and the requirement for individuals to stay at home.

The most significant impact to Lincoln University was that international students could not gain entry to New Zealand and physical contact learning on campus or other locations could not occur.

A return to campus was implemented on 1 June 2020 when an Alert Level 2 was announced, however the full return of new enrolment international students has not been at targeted levels. It is estimated that there were 277 fewer international student enrolments with a loss in Tuition Fees of approximately \$6.5 million.

In addition it is estimated the University lost approximately \$3.1 million in Other Revenue from the lockdown preventing full operation of the University's catering and accommodation facilities.

The University incurred \$146,612 of expenditure to implement lockdown risk management procedures as well as support students in conjunction with the New Zealand government hardship grants.

Programmes have been implemented to ensure courses can be delivered via a blend of online teaching, campus learning, and various necessary off site field trips and research learning. During 2020 the University invested \$128,387 in developing on line and virtual teaching programmes.

The uncertainty surrounding future international student enrolments continues and in 2020 the University responded with cost reduction measures including a staff reduction proposal. In December 20 the University incurred \$3,259,000 of reorganisation costs associated with a reduction in staff due to COVID-19.

The main impacts on the University's Financial Statements due to COVID-19 are explained below; this includes information about key assumptions concerning the future and other sources of estimation uncertainty due to COVID-19. The main impact of the University's performance measures are explained in the Statement of Service Performance on page 56.

Going concern

Despite the continuing uncertainty over the number of international student enrolments for 2021 and beyond the Financial Statements are prepared on the basis of Going Concern. The University has substantial influence over liquidity measures to combat reduced international student enrolments for at least the next two years, particularly:

- The University has \$67.1 million of cash and term deposits, and \$304.9 million of Net Equity at 31 December 2020 which is sufficient to absorb the reduced international student revenue;
- The University has already implemented cost and staff reduction measures;
- An Agreement for Capital Funding for the Science North Building is in place.

Land and building valuations

There is risk that the COVID-19 pandemic will cause a long term downward movement in asset valuations.

The University has adopted the revaluation method for its land and buildings which were last independently valued at 31 December 2019 by Ford Baker. The valuation of buildings is based upon depreciated replacement costs.

A review of asset values was completed and there has been no material movement in building depreciated replacement costs or land values.

The COVID-19 pandemic has not caused any long term replacement costs escalation.

Further information about the key valuation assumptions used in estimating the fair value of land and buildings at 31 December 2020 can be found in Note 13.

Impairment

Whilst the loss of 277 international students and the disruption to learning in 2020 has had a significant impact, it has not resulted in significant learning space or assets becoming surplus to requirements. At the date of signing of the Financial Statements the pandemic had not caused any impairment due to loss of service potential or reduced utilisation.

The pandemic has not caused any adverse value movement for other assets that would require an impairment assessment.

Any valuation movements as at 31 December 2020 for investments and agricultural assets held at market value include built in market impairment if any.

An impairment assessment has been completed for fixed assets; the result of this assessment was that no impairment loss has been recognised.

Government funding

The TEC confirmed during March 2020 that 2020 funding for Investment Plans and Fees Free will continue and that it will not recover 2020 funding because of either non-achievement of Education Performance Indicators or under-delivery during the 2020 year. This provided the University with certainty that it could continue to deliver to students despite the disruption caused by COVID-19. As a consequence of this, the University has recognised this funding in full as revenue during the financial year.

Capital management

The University has budgeted a deficit of \$864k for 2021 which will be comfortably absorbed by the cash and equity reserves of the University.

The University will continue to review cost control measures and delays in capital expenditure throughout 2021 as the impacts of COVID-19 continue.

The University has no third party debt covenants.

29. Subsequent Events

There have been no other significant events after the balance date.

30. Capital Management

The University's capital is its equity which comprises accumulated funds, revaluation reserves and trust funds. Equity is represented by net assets as disclosed by the Statement of Financial Position.

The University manages its revenues, expenses, assets and liabilities and day to day financial dealings prudently.

The purpose of managing the University's equity is to ensure that the University achieves its goals and objectives whilst remaining a going concern.

Trust funds comprise cash and other assets. On the cessation of the associated trusts, the funds revert to the University.

The University is subject to the financial management and accountability provisions of the Education and Training Act 2020, which includes restrictions in relation to disposing of assets or interests in assets, the ability to mortgage or otherwise charge assets or interests in assets, the granting of leases of land or buildings or parts of buildings, and borrowing.

31. Explanation of Significant Variances Compared with the Group Budget

Revenue

- Government Grant revenue is ahead of budget by \$1.3 million because the Government waived its entitlement to any SAC funding rebate.
- Tuition fees are behind budget by \$7.2 million predominantly due to lower enrolments of international students as a result of the COVID-19 Pandemic.
- Research revenue is behind budget by \$2.5 million mostly due to lower research activity and contracting.
- Other revenue is behind budget by \$3.1 million due to the Alert Level 4 lock down restricting revenue generation from catering and accommodation facilities.

Expenditure

- Personnel and other expenses were below budget by \$10.4 million due to the effort to control and reduce costs and match the revenue decline caused by COVID-19.
- Depreciation and amortisation expense is ahead of budget by \$1.6 million due to the additional depreciation from completed campus development projects.

Balance Sheet

- Current assets are higher than budget predominantly from higher cash and term deposit balances because of capital expenditure timing and delays.
- Non-current assets are largely similar to budget.
- Net Assets and Equity are ahead of budget mostly attributable to the aforementioned current asset variance.

Cash Flow Statement

- The net cash flow from operating activities is lower than budget primarily due to the lower revenue from international students and the general impact of the COVID-19 pandemic. Cost reductions have partially offset the lower revenue.
- The net cash outflow from investing activities was lower than budget primarily due to timing and delay of capital expenditure.

32. Impact of the Earthquakes

The Event

A large earthquake occurred in September 2010 which caused substantial damage to a number of the University's buildings. This was followed by earthquakes in February 2011 and June 2011 which caused further damage.

Assets affected

Land

A number of geotechnical investigations of the University land have taken place which support damage reports and repair schemes being considered by engineers.

Buildings

Several major buildings were severely damaged by the earthquakes, including the Hilgendorf complex, Union, Burns, Memorial Hall and part of the west wing of Ivey Hall. All these buildings were fully impaired. In 2015, the Hilgendorf building was demolished in preparation for campus rebuild initiatives. Further detailed engineering assessments were undertaken during 2014 as a result of which a number of buildings were impaired. These include George Forbes, Hudson Hall, Colombo Hall, Stevens Hall, and Lowrie Hall.

As part of the detailed revaluation undertaken at the end of 2019 with the assistance of Ford Baker, the impairment assessments and resulting provisions have been updated using engineers and quantity surveyors repair cost estimates inflated to December 2019 values.

Plant

No material damage to plant had been sustained. All damaged plant has been previously written off.

Impairment Provisions

During 2020 the significant development of the George Forbes building resulted in a reversal of prior period impairment amounts totalling \$2.3 million.

The impairment related to fully impaired assets is now \$24.3 million at 31 December 2020 (\$26.6 million at 31 December 2019).

Where the cost of repair is less than the current building valuation, the asset has been partially impaired. The impairment related to partially impaired assets is \$26.2 million at 31 December 2020 (\$26.2 million at 31 December 2019).

In total, impairment provisions are \$50.5 million at 31 December 2020, compared to \$52.8 million at 31 December 2019.

Valuation of Buildings

The next revaluation of the buildings is scheduled for 2022.

Treatment of Repair and Other Costs

All expenditure incurred to date relating to the costs of securing acceptable earthquake claims settlements, remediating the impact of the earthquakes and demolishing earthquake damaged buildings has been recognised and separately disclosed in the Statement of Comprehensive Revenue and Expense. Any expenditure on repairing the damage caused by the earthquakes, which has resulted in an increase in the service potential of the assets, has been capitalised to the relevant asset class.

33. Discontinued Entities

The Lincoln University AgResearch Joint Facility Limited Partnership (LUAgR JF LP) was removed from the Limited Partnership Register on 11 June 2020 following a decision by the Partners to wind the Partnership up in 2019.

In September 2019, the Lincoln University nominated trustees of the Lincoln Westoe Trust resigned, as a result of which the University no longer controlled the trust. At the 31 December 2019 balance date, the Group Statement of Financial Position included no assets or liabilities of the LWT.

In April 2020 the operations, assets and liabilities of Blinc Innovation Limited were transferred to Lincoln University, and in June 2020 the company was wound up and deregistered.

The financial impact on Lincoln University of the discontinued entity is summarised below.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Operating surplus/(deficit) from discontinued entities				
Revenue	32	264	0	0
Less Operating expenses	90	290	0	0
Total Operating surplus/(deficit) from discontinued entities	(58)	(26)	0	0

34. LUAgR JF Project

Critical judgement in applying accounting policies

During 2018, the LUAgR JF LP commenced operations, and had as its primary purpose the design and build of the joint teaching, research and office facilities for Lincoln University and AgResearch Limited. To 31 December 2018 Lincoln University had invested \$16,691,114 in the Limited Partnership for its 60.5% partnership contribution.

In January 2019, the LUAgR JF LP Board recommended and it was resolved to discontinue the design and build of the Joint Facility, primarily due to not securing Crown funding and approval for the project. As a result, the Limited Partnership commenced an orderly winding down, with the primary purpose of the Limited Partnership refocused on academic and research collaboration.

As a result, Lincoln University's investment in the Limited Partnership was impaired to a net realisable value of \$1,511,914 at 31 December 2018, determined with reference to the active market and as reflected in the audited financial statements of the Limited Partnership for the period ended 31 December 2018.

In 2019, the partners agreed to wind up the Limited Partnership. As a result, during 2019 the LUAgR JF LP liabilities were settled in full, all assets were realised and surplus cash was distributed to shareholders in proportion to their shareholdings. Refer to Note 33 Discontinued Entities and Note 27 Jointly Controlled Entities.

	Group		Parent	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Total LUAgR JF Project Costs and impairment	6	178	6	178

Lincoln University's proportionate share of the loss for the year in the LUAgR JF LP financial statements to 31 December 2020 is set out below:

	LU Share	LU Share
	2020 \$000	2019 \$000
Employee benefit expenses	0	199
Depreciation expense	0	17
Impairment (Reversal) of property, plant and equipment	6	(257)
Write-down of inventory to net realisable value	0	0
Other expenses	0	219
Total LU share of LUAgR JF LP loss	6	178



Statement of Cost of Outputs

The University's activities contribute to four broad classes of outputs. These outputs are Teaching and Learning, Research, Commercial, and Other Partnerships, Collaboration and Community.

The following table outlines the direct cost (excluding GST) of providing these outputs.

	University	
	2020 \$000	2019 \$000
Teaching and Learning	54,156	55,938
Research	31,481	33,130
Commercial	7,979	8,164
Other Partnerships, Collaboration and Community	8,761	9,880
Total Cost of Outputs	102,377	107,112

Appropriation Statement

Vote Tertiary Education – Support for Lincoln University

Lincoln University is required to present end of year performance information on the 2019/2020 Appropriations. The performance information for 2019/2020 is reported below. This report is for the year ended 30 June 2020.

Scope of Appropriation

This Appropriation is to assist Lincoln University's construction of new science facilities, and to support the University's "Moving Forward" programme.

Purpose of the Appropriation

This Appropriation is to achieve effective investment in rebuilding the science facilities at Lincoln University, and in supporting the University's "Moving Forward" programme. This Appropriation is for \$80 million in financial support paid to Lincoln University, subject to achievement of targets and milestones.

At 30 June 2020, one payment of \$5 million had been made to Lincoln University in terms of this Appropriation.

Performance Measures and Standards – performance for the period to 30 June 2020

Performance Measure	Estimate Standard	Supplementary Estimates Standard	Total Standard	Actual Performance against targets due at 30 June 2020	Commentary
Achieving business case targets and milestones in the rebuild of the science facilities at Lincoln University	New Measure	99.5%	99.5%	53.0%	Final approval for the \$80 million Crown funding agreement was granted by the Ministers of Finance and Education in December 2019. The funding agreement sets out the terms and conditions for the Appropriation payments.

This Appropriation is limited to capital expenditure for the rebuild of the science facilities at Lincoln University. The amount of capital expenditure for the rebuild of the Science North facility is nil for the year to 31 December 2020.

Components of the Appropriation	Budget at 30 June 2020 \$000	Actual at 30 June 2020 \$000	Note
Rebuild of science facilities at Lincoln University	5,000	5,000	1

Note 1: As the University met the agreed milestones, the Ministers for Finance and Education endorsed the single stage business case and approved the first capital funding release, being the 2019/2020 Appropriation of \$5 million, which was received by the University on 8 May 2020. Subsequent to 30 June 2020 the University received a second capital funding release of \$5 million bringing the total capital funding to \$10 million for the year ended 31 December 2020.

Compulsory Student Services Fees

Compulsory Student Services Fees For the Year Ended 31 December 2020	Advocacy and Legal \$000	Careers Information \$000	Financial Support \$000	Counselling \$000	Childcare Support \$000	Health Services \$000	Media \$000	Clubs & Societies \$000	Sport & Recreational Facilities \$000	Total \$000
Revenue										
Compulsory Student Services Fees	217	69	16	21	0	404	86	69	849	1,732
Other income	0	0	148	0	1,105	459	0	0	562	2,274
Total income	217	69	164	21	1,105	863	86	69	1,411	4,006
Expenses										
Expenditure	133	99	141	60	1,099	994	80	86	1,557	4,247
Surplus/ (deficit)	84	(29)	24	(39)	5	(131)	7	(17)	(145)	(241)

All income and expenditure associated with the provision of student services is separately accounted for in the University's accounting system.

For the year ended 31 December 2020:

The compulsory student services fee was set at \$780 (GST inclusive) per full-time student in 2020.

The fee funds key services for students to assist their success, retention and overall well-being while studying at Lincoln, and through further delivery arrangements nationwide.

All students except exchange students must pay the fee and can borrow the amount against their student loan.

Following the introduction of voluntary student unionism and the establishment of the Student Services Fees, Lincoln University (LU) and the Lincoln University Student Association (LUSA) entered into a collaborative partnership signing a Service Level Agreement in December 2013.

This agreement was renewed in December 2016 for the period 2017 to 2021. The Service Level Agreement outlines the delivery and performance of student services to ensure the services are meeting the requirements of students as described below.

Other income comprises fees and charges for childcare, healthcare and sports and recreation services and facilities recovered from other users and members.

Advocacy and legal advice

Advocating on behalf of individual students and groups of students and providing independent support to resolve problems. This includes advocacy and legal advice relating to accommodation.

Careers information, advice and guidance

Supporting students' transition into post-study employment. Including providing information about employment opportunities for students while they are studying.

Financial support and advice

Providing hardship assistance and advice to students.

Counselling

Providing counselling services to students.

Childcare services

Providing affordable childcare services whilst parents are studying.

Health services

Providing health care and related welfare services.

Media

Supporting the production and dissemination of information by students to students, including newspapers, radio, television and internet based media.

Clubs and Societies

Supporting student clubs and societies, including the provision of administrative support and facilities for clubs and societies.

Sports, recreation and cultural activities

Providing sports, recreation and cultural activities for students.



Independent Auditor's Report

To the readers of Lincoln University and group's financial statements and statement of service performance for the year ended 31 December 2020 and Lincoln University's appropriation statement for the year ended 30 June 2020

The Auditor-General is the auditor of Lincoln University (the University) and group. The Auditor-General has appointed me, Julian Tan, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and statement of service performance of the University and group and the University's appropriation statement on his behalf.

Opinion

We have audited:

- the financial statements of the University and group on pages 78 to 122 and 124, that comprise the statement of financial position as at 31 December 2020, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information;
- the statement of service performance of the University and group on pages 57 to 74; and
- the appropriation statement of the University on page 125.

In our opinion:

- the financial statements of the University and group on pages 78 to 122 and 124:
 - present fairly, in all material respects:
 - the financial position as at 31 December 2020; and
 - the financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- the statement of service performance of the University and group on pages 57 to 74:
 - presents fairly, in all material respects, the University and

group's service performance achievements as compared with the forecast outcomes included in the investment plan for the year ended 31 December 2020; and

- complies with generally accepted accounting practice in New Zealand;
- the appropriation statement of the University on page 125 presents fairly, in all material respects, for the year ended 30 June 2020:
 - what has been achieved with the appropriation; and
 - the actual capital expenditure incurred compared to the appropriated capital expenditure.

Our audit was completed on 29 April 2021. This is the date at which our opinion is expressed.

The basis for our opinion is explained below and we draw attention to the impact of Covid-19 on the University and group. In addition, we outline the responsibilities of the Council and our responsibilities relating to the financial statements, the statement of service performance and the appropriation statement, we comment on other information, and we explain our independence.

Emphasis of matter – Impact of Covid-19

Without modifying our opinion, we draw attention to the disclosures about the impact of Covid 19 on the University and group set out in note 28 to the financial statements and pages 57 to 74 of the statement of service performance.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and

appropriate to provide a basis for our opinion.

Responsibilities of the Council for the financial statements, statement of service performance and appropriation statement

The Council is responsible on behalf of the University and group for preparing the financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Council is also responsible on behalf of the University and group for preparing the statement of service performance and an appropriation statement that are fairly presented and that complies with generally accepted accounting practice in New Zealand.

The Council is responsible for such internal control as it determines is necessary to enable it to prepare the financial statements, the statement of service performance and the appropriation statement that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the statement of service performance and the appropriation statement, the Council is responsible on behalf of the University and group for assessing the University and group's ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Council intends to liquidate the University and group or to cease operations, or has no realistic alternative but to do so.

The Council's responsibilities arise from the Education and Training Act 2020, the Crown Entities Act 2004, and the Public Finance Act 1989.

Responsibilities of the auditor for the audit of the financial statements, the statement of service performance and the appropriation statement

Our objectives are to obtain reasonable assurance about whether the financial statements, the statement of service performance and the appropriation statement, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements, statement of service performance and appropriation statement.

For the budget information reported in the financial statements, the statement of service performance and the appropriation statement, our procedures were limited to checking that the information agreed to:

- the University and group's Council approved budget for the financial statements;
- the investment plan for the statement of service performance; and
- the Estimates of Appropriation – Vote Tertiary Education for the appropriation statement.

We did not evaluate the security and controls over the electronic publication of the financial statements, the statement of service performance and the appropriation statement.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements, the statement of service performance and the appropriation statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in

the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University and group's internal control.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University and group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements, the statement of service performance and the appropriation statement or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University and group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements, the statement of service performance and the appropriation statement, including the disclosures, and whether the financial statements, the statement of service performance and the appropriation statement represent the underlying transactions and events in a manner that achieves fair presentation.
- We obtain sufficient appropriate audit evidence regarding the financial statements and the statement of service performance of the entities or business activities within the group to express an opinion on the consolidated financial statements and the consolidated statement of service performance. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Council is responsible for the other information. The other information comprises the information included on pages 1 to 56, 75 to 77, 123, 126 to 127 and 130 to 136 but does not include the financial statements, the statement of service performance and the appropriation statement, and our auditor's report thereon

Our opinion on the financial statements, the statement of service performance and the appropriation statement does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements, the statement of service performance and the appropriation statement, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements, the statement of service performance and the appropriation statement or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the University and group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests in, the University or any of its subsidiaries.



Julian Tan

Audit New Zealand
On behalf of the Auditor General
Christchurch, New Zealand

Quick Reference Facts and Figures

	2020	2019	2018	2017	2016	2015
Lincoln University Enrolled Students (Head Count)	3,273	3,305	3,181	3,107	3,115	2,943
Telford Enrolled Students (Head Count)	0	0	0	1,460	3,164	2,876
Total Enrolled Students (Head Count) *	3,273	3,305	3,181	4,567	6,279	5,819
PhD Degrees	292	311	347	329	312	278
Master's Degrees	677	522	383	330	295	231
Bachelor with Honours	45	38	44	56	56	54
Postgraduate Diplomas and Certificates	214	102	78	64	78	71
Graduate Diplomas and Certificates	146	124	96	89	84	68
Bachelor Degrees	1,387	1,474	1,519	1,577	1,570	1,524
Diplomas	349	397	381	369	383	369
Certificates	40	37	54	703	1374	1595
Certificate of Proficiency Undergrad and Postgraduate	163	150	154	296	771	533
Certificate of Proficiency - Certificate Level	0	0	0	110	586	358
English Language Programmes	162	327	299	234	256	216
STAR	0	0	0	570	808	763

Full Time	1,879	2,022	1,973	1,984	2,055	1,904
Part Time	1,394	1,283	1,208	2,583	4,224	3,915

Male	1,565	1,608	1,548	2,312	3,526	3,144
Female	1,703	1,695	1,632	2,255	2,753	2,675
Diverse	5	2	1			

Domestic head count – Lincoln University	1,952	1,713	1,812	1,860	1,908	1,842
Domestic head count - Telford	0	0	0	1,459	3,161	2,876

International head count – Lincoln University	1,321	1,592	1,369	1,247	1,207	1,101
International head count - Telford	0	0	0	1	3	0

Current Top 10 Countries

China	594	705	631	561	530	506
India	236	261	155	88	60	36
Japan	56	115	113	76	100	98
United States	49	58	62	78	89	97
Malaysia	38	39	34	17	41	43
Indonesia	30	33	33	32	25	19
Viet Nam	29	32	28	37	38	28
Thailand	22	28	20	18	19	13
Papua New Guinea	17	16	19	27	16	14
Pakistan	13	14	16	15	18	18
Rest of the World	237	293	274	292	288	249

* Total enrolled student headcount includes each student once, although a student could be counted under each category in the campus breakdown due to enrolments at each institution

Equivalent Full Time Students - EFTS	2020	2019	2018	2017	2016	2015
Domestic – Lincoln University	1,518	1,475	1,557	1,602	1,618	1,547
Domestic - Telford	0	0	0	219	668	640
International – Non SAC Funded	810	963	713	646	591	565
International – SAC Funded	163	195	241	227	220	182
Total	2,492	2,633	2,511	2,695	3,097	2,934

Qualification Completions

Postgraduate	442	334	290	263	203	208
Undergraduate	456	481	481	418	403	439
Sub-Degree (Combined LU & Telford)	180	174	202	560	564	555

Research Degree Completions

Research Degree Completions	104	83	80	84	73	71
External Research Revenue (\$000)	\$31,767	\$31,877	\$31,275	\$30,236	\$28,829	\$24,703

Staffing (Full-time Equivalents)

All Staff	598.6	666.7	663.2	691.7	673.5	722.3
Academic Staff	196.2	195.3	188.0	200.4	214.9	235.7
Research and Technical Staff	81.6	126.2	135.5	131.9	138.9	146.8
Trading and Operational Staff	63.8	71.0	65.8	72.3	59.7	43.5
Administrative and Support Staff	257.1	274.2	273.9	287.1	260.0	296.3

Financial Performance and Position	\$000	\$000	\$000	\$000	\$000	\$000
Group Revenue	\$118,088	\$126,876	\$118,610	\$116,386	\$123,332	\$111,145
Group Expenditure	\$115,989	\$119,508	\$114,496	\$109,324	\$122,839	\$118,133
Group Operating Surplus/(Deficit) - excluding re-organisation costs due to COVID-19, building demolition expenses, earthquake costs, and profit from discontinued operations	\$2,099	\$7,368	\$4,114	\$7,062	\$493	(\$6,988)
Group Total Assets	\$353,948	\$343,031	\$314,115	\$274,882	\$288,400	\$259,856
Group Total Liabilities	\$49,057	\$49,587	\$49,322	\$45,363	\$50,230	\$47,735
Group Equity/Net Assets	\$304,891	\$293,444	\$264,793	\$229,519	\$238,170	\$212,121

Group Financial Ratios

- EBITDA as % Revenue <i>EBITDA/Revenue (excl. Insurance Revenue) %</i>	10.9%	11.4%	9.0%	13.6%	4.0%	-0.3%
- Operating Surplus (Deficit) as % Revenue <i>Operating Surplus / Total Revenue</i>	1.8%	5.8%	3.5%	6.1%	0.4%	-6.3%
- Cash Cover <i>Cash/Total Operating Cash Inflows %</i>	61.4%	60.6%	25.5%	29.7%	35.4%	27.4%
- Asset Productivity <i>Revenue (excl. Insurance Revenue)/Property, Plant & Equipment %</i>	57.5%	64.7%	69.5%	66.4%	65.7%	64.8%
- Return on Total Assets <i>Operating Surplus (Deficit)/Total Assets %</i>	0.6%	2.1%	1.3%	2.6%	0.2%	-2.7%



Lincoln Grow Manifesto

Potential is a seed.

Its fruition depends on the ground in which it's placed.

And the effort and care with which it's nurtured.

At Lincoln, we champion growth in all its forms.

Intellectual. Emotional. Physical.

Personal and individual, collective and societal.

We believe that character is grown through effort and perseverance.

Relationships through collaboration and respect.

That often, our own well-being grows best when we seek to grow others.

We enable growth by passing on knowledge and concepts.

By adding to the pool of existing knowledge through a steadfast commitment to research.

By allowing each student to grow their own way – by tailoring their learning to their ambitions.

By partnering with industry to prepare our students for the challenges of the real world.

And when the time comes, sending them out.

Ready to enhance lives.

Enrich the world.

And grow the future.

Lincoln University.

Grow.

Grow your own way.



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Find out more at www.lincoln.ac.nz