

Strategic Plan 2014 - 2018



**Lincoln
University**

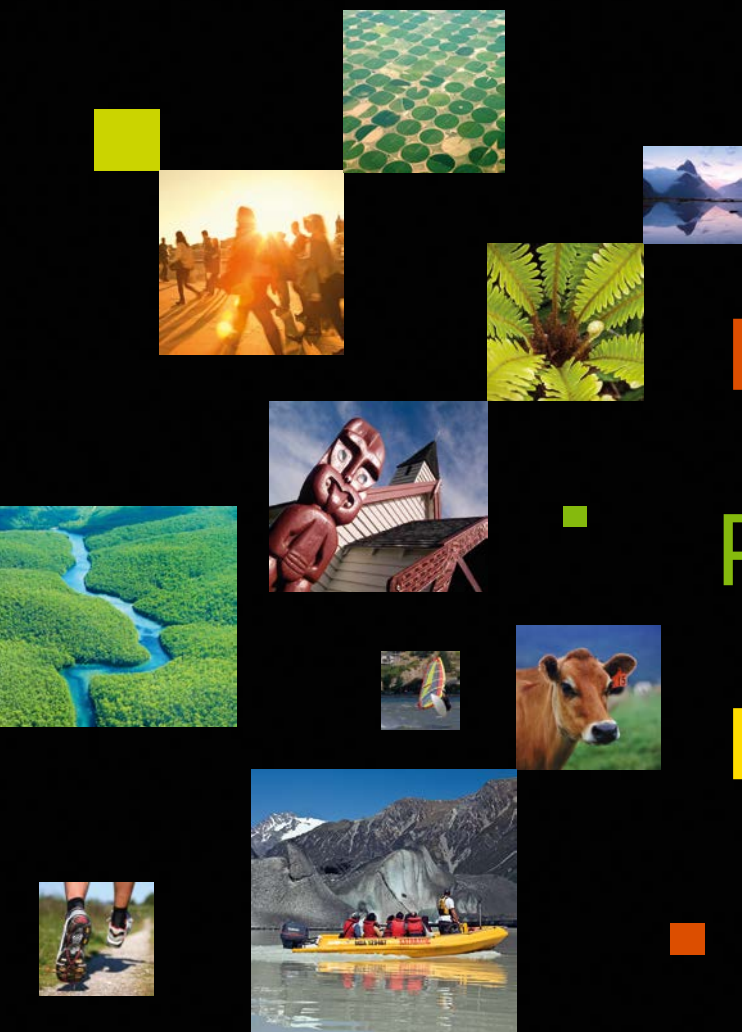
Te Whare Wānaka o Aoraki

AOTEAROA • NEW ZEALAND

New Zealand's specialist
land-based university



Feed the world | Protect the future | Live well



Feed the world

Protect the future

Live well



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Summary

Future environment

External and internal

- Growth in urban demand for animal-derived foods
- Global warming affecting food production
- Huge, latent productivity growth in farming
- Māori commerce a rising star
- Growing competition for domestic and international students
- Global demand for ruminant, pasture and farm systems
- Fresh water pollution, soil erosion and major extinctions
- Substantial growth in tourism, sport and recreation
- Growing competition for land-based academics

Key strategic issues

- Growing global need for land-based skills and research and development (R&D)
- Growing global need to control pollution
- Opportunity to add and capture value in food
- Expand global influence and New Zealand expertise
- Lack of profitability
- Damaged, old buildings
- Better staff rewards and performance environment
- Insufficient student numbers

Strategic themes

2014 - 2015

A.
Restore institutional
viability

2015 - 2016

B.
Grow the performance
of New Zealand's
land-based industries

2016 - 2018

C.
Expand the global
influence of New
Zealand's land-based
expertise

Strategies

- Grow student numbers
- Secure increase in Student Achievement Component (SAC) investment
- Diversify student population
- Start creating the Lincoln Hub
- Commence rebuild of the Te Waihora campus
- Apply the research, branding, capability, **LincolnFirst** and **LincolnPlus** plans
- Restore profitability
- Māori plan implemented
- Pasifika plan implemented
- Commence Te Ika-a-Maui campus(es)
- Consolidate key industry relationships
- Consolidate key entity relationships
- Consolidate key international relationships
- Strengthen capacity for scientific, business and design innovation to add value to New Zealand's land-based value chains
- Complete 50% of Te Waihora campus rebuild
- Complete Lincoln Hub
- Complete Te Ika-a-Maui campus(es)
- Commence first overseas presence
- Expand key entity and industry relationships
- Improve academic rewards and performance
- Grow research revenue and research rankings
- Teach sub-tropical and tropical agriculture and horticulture qualifications

The essence of Lincoln University

Strategic framework

Lincoln University will provide:

High quality education, student support, R&D, and knowledge and technology extension

For:

The primary industries, tourism, sport, conservation, Māori, land-based professions, Pasifika, and other indigenous peoples

Whilst:

Becoming profitable, national and global

Mission

Deliver a great whole-of-university experience for students, clients and staff

Vision

A specialist land-based university that's a great place to learn, discover and share

Objectives

- Vibrant, successful student experience and highly-employable, entrepreneurial graduates, who will embrace life-long learning and continuing professional development
- High engagement with clients
- Energetic, high-performing, well-rewarded staff
- Innovative and responsive curriculum
- Creative, productive, high-yielding research that informs policy and practice
- Modern equipment and facilities
- Culture that engenders quality
- Achieve surplus with annual growth in revenue of 5%



Lincoln University now

Lincoln University educates and trains students who qualify in certificate through to PhD-level qualifications that are of relevance to land-based employers around the world. Topical research and development inform this education and training, while also underpinning the discovery, development and deployment of new technologies in land-based industries. Our fundamental role is to cultivate skills and impart knowledge, achieved with a strong tradition of pastoral care for students and collaboration with land-based industries.

Lincoln University employs 660 full-time equivalent (FTE) staff. There are 360 professional academics and research staff organised into the Faculty of Agriculture and Life Sciences (AGLS), the Faculty of Commerce, the Faculty of Environment, Society and Design (ESD), Telford Vocational Division (Telford), Foundation Studies and English Language (FSEL).

The academic staff are supported by 300 general staff who contribute to the running of the University by providing support in areas such as: business development; events; student liaison; student support; philanthropy and alumni; media relations; student health and well-being; accommodation and catering; recreation; facilities management; information, communication and technology; human resources; finances; and the University's farming operations.

The University also hosts the Bio-Protection Research Centre. This is one of seven government-designated Centres of Research Excellence and involves three partner organisations.

Our people are largely located at two major campuses, these being at Lincoln township (Te Waihora) and Balclutha, with satellites at Feilding, Hamilton and Kaitaia, and also located at, or associated with, 19 farms or blocks of land throughout Te Waipounamu. Lincoln University also operates two wholly-owned subsidiaries, Lincoln Agritech Limited (LAL) and Lincoln Hospitality Limited (LHL), and operates a joint venture property development company with Ngāi Tahu Property Limited. Consolidated finances are termed 'Group' results.



In 2012, Lincoln University educated 8,941 students (3,717 effective full-time students 'EFTS'), with 2,451 EFTS at Lincoln University's Te Waihora campus and 1,266 through Lincoln University's Telford campus (including training in the North Island provided through partner organisations). Of these students (EFTS): 2,283 (62%) study within the faculties; 1,266 (34%) through Telford; and 149 (4%) in FSEL. Breakdown of the EFTS by qualification framework is: 1,654 **LincolnFirst** (pre-undergraduate degree); 1,645 **LincolnDegree** (undergraduate degree), and 418 **LincolnPlus** (postgraduate degree). Of the total student population, 82% were domestic and 18% were international. Education and training represented 52% of total revenue at \$60 million in 2012.

Our fundamental role is to cultivate skills and impart knowledge.



In 2012, research and development represented 23% of total group revenue, at \$27.2 million. The largest single source of research related revenue, \$8.6 million, was from the Tertiary Education Commission's (TEC) Performance-Based Research Fund (PBRF), where Lincoln University ranked seventh of eight universities for overall quality, yet first for research intensity per undergraduate student and second per postgraduate student.

The other principal sources of R&D revenue are from other areas of Government and from a wide range of industry sources. Overall, Lincoln University's research intensity expressed as R&D revenue per academic, sits at \$96,300. Significant areas of research revenue include \$11.4 million in the Bio-Protection Research Centre and \$10.9 million through the faculties.

At the end of 2012 the Group turnover was \$116 million, generating a loss, after depreciation and accruals, of \$4.9 million. The book value of total assets was \$250 million with fixed assets being 78% of this. Net worth was \$211 million and there was no debt in the University.



Who we are and will become

Lincoln University is a distinctive, specialist, land-based university with a global focus and global relevance

	Lincoln University will provide high quality:	Service to our students and our clients
Strategic framework	<ul style="list-style-type: none"> • Education and training • Student assistance • Research and development • Knowledge and technology extension 	
	For:	Outcomes for countries
	<ul style="list-style-type: none"> • Biological primary industries • Tourism, sport and recreation • Landscape and urban environments • Nature conservation • Māori • Land-based professions and services • Pasifika and other indigenous peoples 	
	Whilst being:	Development of our university
	<ul style="list-style-type: none"> • Profitable • Located nationwide • Internationally focused 	
Mission	<ul style="list-style-type: none"> • Deliver a great whole-of-university experience for students, clients and staff 	
Vision	<ul style="list-style-type: none"> • A specialist land-based university that's a great place to learn, discover and share 	
Objectives	<ul style="list-style-type: none"> • Vibrant, successful student experience and <u>highly-employable, entrepreneurial graduates</u>, who will embrace life-long learning and continuing professional development • High engagement with <u>clients</u> • Energetic, high-performing, well-rewarded <u>staff</u> • Innovative and responsive <u>curriculum</u> • Creative, productive, high-yielding <u>research</u> that informs policy and practice • Modern <u>equipment</u> and <u>facilities</u> • Culture that engenders <u>quality</u> • Achieve <u>surplus</u> with annual growth in revenue of 5%. 	
Strap line	Feed the world, protect the future, live well	

Why?

Lincoln University's distinctiveness stems from its accumulated ability to provide systems-based thinking, and technologies and enterprises that build integrated agricultural and other endeavours for land-based communities and industries. This is of increasing significance, given global challenges relevant to feeding the world, protecting the future and living well, as the analysis below denotes.

Human population is estimated to peak between nine and ten billion within 40 to 60 years, with most growth occurring in the city regions of developing nations. Demand for food may rise by over 60% due to both more people to feed and the need for better nutrition overall. However, whilst population could rise by 40%, absolute wealth in India and China has been estimated to rise by over 300% and 400% respectively by 2030. Such prosperity would drive huge urban demand for more ecologically-expensive foods - largely those derived from animals (New Zealand's specialisation) - as well as drive demand for safe, health-promoting and high quality foods that have been produced within constrained ecological footprints and (where relevant) high-welfare animals. Notwithstanding this middle-class demand for ever-more sophisticated foods, a massive global working class will continue to demand, cheap and safe food.

This demand is placing increasing pressure on productive land. In 1960 each hectare of agricultural land on the planet supported 60 people. It currently supports about 140 people and by 2060 each hectare is expected to support 200 people. Moreover, to maintain real food prices at current levels, by 2020 it has been estimated that either productivity has to rise on every farmed hectare by greater than 30%, or 80% of the remaining, viable yet unutilised land must be brought into production. Governments are increasingly troubled about food security and some are seeking to secure imported food supply through accessing farmed land in other countries. Moreover, reconciling growth with ecological sustainability is increasingly hard.

It seems likely that with appropriate skills, knowledge, technologies and capital, food production will rise to meet demand, partly because greater than 25% of all food produced now is wasted (destroyed on farms, in storage or transport, or thrown out from supermarkets, restaurants and home refrigerators). However, feeding ten billion humans nutritiously will come at an ecological price. The background rate of species' extinctions is estimated to now be running at 100 - 1,000 times above the assumed

natural baseline, primarily caused by habitat loss to farming. Farming activity is itself, in aggregate, eroding natural resources such as soils and natural reservoirs of freshwater, and is also polluting large areas; be this with uncontrolled discharge of nutrients, pesticides and herbicides, or emission of potent greenhouse gases.

Concern is gradually rising globally over pollution and extinction caused by agriculture intensification. Reconciling food production with ecological preservation will pose humanity a significant challenge. Unfortunately, this challenge is likely to be greatly exaggerated by uncontrolled global warming. The planet is presently on track to warm an average of 2°C per metre², but reasonably sophisticated climate models now suggest warming could reach as much as 5°C/m², eventually. It is this confluence of possible climatic 'challenge' with ten billion humans seeking sustenance that is worrying some governments. In the face of this, food production systems will increasingly need to demonstrate resilience.

New Zealand is placed extremely favourably in this future world. It is replete with reasonable soils, copious freshwater, favourable temperatures and high luminosity, has a low population density and landmass that can produce food at scale, and enjoys a remoteness that provides a useful degree of biosecurity. Surrounded by vast oceans it will not heat dramatically.

The initial impact of this scenario is the end of a 50 year period of declining real food prices stimulated by massive increases in use of phosphate and synthetic nitrogen fertilisers, and concomitant plant breeding. Significant increases in real food prices are now occurring, albeit prices fluctuate annually. Therefore, just by doing what it currently does, at its current volume New Zealand will earn more export revenue. It can do far better than this, however.



At a production level, irrigation from more storage of freshwater will increase intensification on the east coasts of Te Ika-a-Maui and Te Waipounamu. Improved nutrition of livestock will further (and more substantially) increase production. Beyond volume, a focus on value addition through producing more sophisticated foods and textiles will generate further export revenue. However, an even larger rise in export revenue may well be generated by improved capture by New Zealand firms of the value created at final point of sale through use of instruments like branding, quality standards, safety standards, environmental performance, unique performance or innate attributes of products. The infusion of farming and tourism offers potential, as does the increasing integration of nutrition, health, sport and recreation.

Opportunity also exists to apply New Zealand's expertise in 'pasture plus' farming systems and associated technologies to sub-tropical and tropical agricultural systems, in a form that adapts to local biophysical, economic and cultural realities. Eventually such tropical pasture-plus farming systems may dwarf temperate ones by volume and area, creating a risk that New Zealand's land-based education and research, and to a lesser extent technologies, become less relevant globally.

The largest immediate challenge in New Zealand realising its food and textile potential (along with bioenergy and fibre) is the requirement to meet rapidly-rising environmental standards pertaining to pollution (nutrient discharges) and resource use (freshwater and soils); that is, to reconcile wealth with sustainability and kaitiakitanga. Farmers are not particularly well-equipped to embrace these new standards of performance. In the intermediate timeframe there are, yet-to-be-applied, far more stringent standards in animal welfare, environmental reporting and landscape values. Many of society's demands are reasonable yet arguably some are not.

The swift and large denudation of rural communities into towns (urbanisation) has left rural communities vulnerable, this being accentuated by the mechanisation of farming. A challenge exists to make rural communities more attractive to live in and to recognise challenging social and ethical issues generated by productive activity.

The most significant constraint on realising the potential for New Zealand's biological economy, management of its environment, and improvement in its rural social function is a lack of sufficient skills and knowledge. Indeed, it can be argued this is true of most nations. It is not an exaggeration to say that more and better land-based education and training, supported by more and better research, development and extension, are pivotal to New Zealand's future. Grasp of opportunity or resolution of threat increasingly relies on multidisciplinary research and scholarship that blends biophysical, economic and socio-cultural dimensions of land-based assets, activities and communities.

That is Lincoln University's opportunity, that is why it will remain a specialist, land-based university with a global focus and global relevance, and that is why our strap line is:

- Feed the world
- Protect the future
- Live well.

A challenge exists to make rural communities more attractive to live in and to recognise challenging social and ethical issues generated by productive activity.





Derived, key strategic issues

Opportunities and threats, and strengths and weaknesses are summarised below in groups, and from them are derived the key strategic issues facing Lincoln University.

Opportunities and threats, strengths and weaknesses	Key strategic issue for Lincoln University
Principal opportunities and threats for the land-based sector	
<ul style="list-style-type: none"> • Burgeoning, affluent global middle class seeking safe, healthy and nutritious, high quality food, health and textile products, often derived from animals of high welfare • A massively growing, global, urban population seeking safe, cheap food • Concern in many nations about food security, with some looking to install or access low energy and relatively low input food production systems • Expanding the global influence of New Zealand's land-based expertise, ranging from production systems to Nature conservation • Rising technical, non-tariff trade barriers and increasing competition from lower cost primary production elsewhere • Rising costs of labour, energy, transport, water, regulation and pollution, and limitation of sufficient skills to manage • Global warming presents long-run challenges to food production and human settlements, implying need for greatly increased resilience in food production systems • Major wave of species extinctions creating deepening concerns • New Zealand can escape the commodity trap through re-engineered primary production and differentiated, branded, added-value products for niche markets, designed to better capture a sizeable proportion of value in global value chains • Nevertheless there is a continued focus on commoditisation in areas of New Zealand business • Disease-free status in New Zealand, yet risk of biosecurity incursions by diseases, pests and weeds possibly increasing • Stringent environmental and animal welfare standards alongside the opportunity to create ecologically-reasonable, resilient farming, orcharding, forestry, aquaculture and tourism • Massive latent productivity growth in New Zealand and other nation's farming (e.g., best practice, irrigation, nutrition, genetics) • Growing focus on quality landscapes and built environments • Many people are now seeking quality sport, recreation and tourism • Rapid rates of change in rural communities • Urbanisation changing nature of land-based industries • Urbanisation changing the nature of demand for land-based products 	<ol style="list-style-type: none"> 1. Feeding the world Major, global, food security concerns and related demand for (a) nutritious, safe, environmentally-certified, sophisticated food and textile products (b) cheap, safe foods and (c) sustainability of ecosystems 2. Protecting the future Growing pollution, species extinction and resource depletion driven by food production, and a substantial, long-run threat from global warming, yet opportunity to better understand the contribution of natural and social capital to well-being and a need to progressively regenerate healthy ecosystems 3. Productive farm management systems Opportunity to substantially improve primary production systems that can inform global agricultural practice 4. Value chains Opportunity for New Zealand to add more value and capture more value in food, textile and pharmaceutical value chains 5. Living well Growing challenge to the social fabric of rural and urban communities globally, yet growing demand for sophisticated sport, recreation and tourism associated with the land, and necessity to better understand urban values and needs

Opportunities and threats, strengths and weaknesses

Opportunities and threats in addressing the needs of students and land-based employers

- Major contraction in global market for international students in recent years, and overseas concerns about Canterbury Province's seismic safety
- Domestic demography running against straight-from-school tertiary education volumes, long-run
- However, there is significant growth in domestic student numbers in the golden triangle: Auckland/Tauranga/Hamilton
- The large majority of students seek to study in the triangle and...
- Most land-based students drawn from rural community, which is shrinking in size
- Te Waipounamu has relatively low populations of Māori and Pasifika, limiting opportunity for the University to contribute to these communities
- Māori commerce is a rising star and most of it is natural-resource based, but it can be skills-limited
- Large majority of land-based related employers view attraction and retention of suitably-skilled staff their biggest long-run challenge
- Rapidly growing demand for knowledge and technologies begat by contemporary R&D, implemented in a manner that improves productivity and sustainability
- However, the market to fund technology extension is limited
- Competition from New Zealand and international universities, and other tertiary education entities, is increasing as food security concerns rise and as New Zealand's primary industries grow faster than other domestic industries
- This competition comprises bricks and mortar in wider Asia and electronic/virtual offerings elsewhere (latter suits professional development of the older element of the student population)
- New Zealand Government subsidies for agriculture and horticultural degree-level education are set too low to make them sustainably profitable
- New Zealand Government may not fund growth in student volumes relevant to Lincoln and is unlikely to reprioritise within existing volumes between disciplines or between institutions, in the near future
- The Christchurch rebuild is likely to constrain student accommodation, and lack of social facilities and associated experience is deterring some students from 'destination Christchurch'
- Recruiters are working increasingly to attract away leading academics in the land-based disciplines

Key strategic issue for Lincoln University

6. Student demand

Major contraction in market for international students and domestic growth largely limited to wider Auckland conurbation

7. Employer needs

Significant demand for skills, knowledge and technologies from land-based employers and special possibilities in Māori commerce

8. Competition

Growing domestic and international competition in land-based education and training, and research and development

9. Academic staff

Competent academics enjoying ever-increasing employment choice

10. Student accommodation

Student accommodation may come under pressure in Christchurch and students' social activity can be limited

Opportunities and threats, strengths and weaknesses

Strengths and weaknesses of Lincoln University for its role

- Lincoln University's brand and history are robust and internationally-recognised
- Lincoln University has a network of influential alumni
- Lincoln University is New Zealand's only specialist university, has the sharpest focus on land-based industries and is the only university located in the countryside
- Lincoln University has heavily refocused on land-based curricula and qualifications, and its pedagogy, teaching systems and educational quality are high
- Lincoln University is the only domestic university that will now offer open access to its course materials
- The University has a strong tradition of pastoral care for its students
- Lincoln University has a relatively high percentage of international students
- Student feedback is increasingly positive
- Many of Lincoln University's graduates can readily find jobs
- Lincoln University has the highest research intensity and some of the most relevant research in New Zealand universities
- Lincoln University's research actively supports its education
- Lincoln University has an extensive network of farms representing a variety of farming activity, yet has no land dedicated to nature conservation
- The earthquake rebuild offers an unparalleled opportunity through the Lincoln Hub and a master plan for a 'green' Te Waihora campus
- Lincoln University has a conservative balance sheet
- However, Lincoln University's operations have been making net losses for four years
- Student numbers are too low for the fixed costs and international student numbers have fallen since the earthquakes
- Lincoln University and its offerings are poorly-known in the majority of New Zealand secondary schools
- Lincoln University's staff, particularly its academic staff, can be better rewarded and performance can be better articulated
- Some academic specialisations need strengthening (e.g., animal sciences, tropical agriculture, horticulture, economics, trade relations etc.)
- Lincoln University has insufficient Māori and Pasifika staff capacity
- Greater gender equity across Lincoln University academic staff, is desirable

Key strategic issue for Lincoln University

11. Reputation

Lincoln University's land-based reputation is powerful, its focus is correct and it performs academically in education and research where it really counts, although not evenly

12. Finances

Ongoing losses threaten viability, as does earthquake damage

13. Investment

Rewards, paucity of equipment and old infrastructure limit performance

Opportunities and threats, strengths and weaknesses

Strengths and weaknesses of Lincoln University for its role (cont.)

- Lincoln University's building stock is the oldest relative to other universities, and some facilities are inadequate in scope and scale
- 40% of permanent academic floor area has been evacuated due to earthquake damage
- Lincoln University's research quality is variable; greater encouragement is needed for R&D
- Lincoln University's price set for basic allowances, such as for PhD expenses or study leave, is often wholly inadequate
- Customer relationship management is weak
- There may be too few academics to meet growing demand for some commercial research and knowledge transfer



Strategic themes

We must deal to our key strategic issues by way of three strategic themes.



The first theme is about viability, the second is about delivering locally and the third is about delivering globally. Actions to implement strategies can begin on day one, irrespective of intended completion dates.

Objectives

1. Overall objectives

To achieve our Mission and Vision our objectives are:

- Vibrant, successful student experience and highly-employable, entrepreneurial graduates, who will embrace life-long learning and continuing professional development
- High engagement with clients
- Energetic, high-performing, well-rewarded staff
- Innovative and responsive curriculum
- Creative, productive, high-yielding research that informs policy and practice
- Modern equipment and facilities
- Culture that engenders quality
- Achieve surplus with annual growth in revenue of 5%.

2. Specific financial objectives

The financial objective for Lincoln University is to secure and then maintain financial viability, i.e. achieve a sustaining return on funds and be a successful going concern.

To meet this objective Lincoln University's targets are:

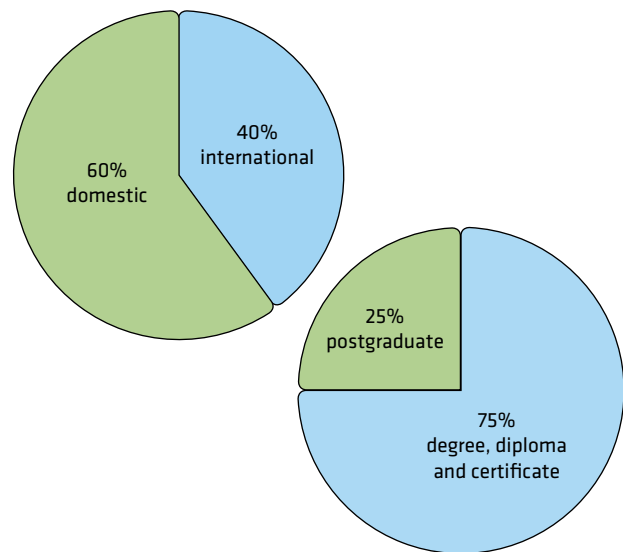
- 5% annual revenue growth on core activities
- Seek to secure the TEC affirmed profit margin, i.e. 3% (noting the effect of increased depreciation expenses due to both earthquakes and from new buildings).

To deliver on these targets Lincoln University needs to ensure that:

- Where possible, education is priced appropriately and contract R&D is always priced to provide the required level of return
- Internal productivity gains are achieved continually, along with restoring academics' and others' rewards, and modernising equipment and facilities
- Its balance sheet is managed actively such that resource deployment is efficient and significant, strategic development is enabled.

3. Specific student profile objectives

The medium-term intention is to achieve 5,000 EFTS with the following mix:



By 2018 the target is 4,400 EFTS enrolled with progress made towards obtaining the desired mix.

4. Specific research objectives

- Increase the University's national ranking within the PBRF in 2018
- Grow research revenue by 5% annually.



Strategies

Theme A: Restore institutional viability; by end of 2015

Strategy	Performance
A.1 Grow student numbers	5% annual growth in student volumes, principally sourced from the unconstrained international market around specialist, land-based education and training, profitably-priced
A.2 Secure increase in Student Achievement Component (SAC) investment	Procurement of a significant rise in subsidy for the unprofitable aspects of core business, particularly domestic agriculture and horticulture degrees
A.3 Diversify student population	Ensure that no international market supplies more than 25% of student volume
A.4 Start creating the Lincoln Hub	The Lincoln Hub begins operating successfully in 2014
A.5 Commence rebuild of the Te Waihora campus	Capital is procured and a profound rebuild of the Te Waihora campus is begun guided by the campus master plan, whilst increased student accommodation is provided/procured
A.6 Apply the research, branding, capability, LincolnFirst and LincolnPlus plans	The new strategies developed in 2013 for research, branding, academic capability development, LincolnFirst education and training, and LincolnPlus professional development education are all fully implemented in 2014
A.7 Restore profitability	Lincoln University returns to surpluses by December 2015



Theme B:

Grow the performance of New Zealand's land-based industries; by end of 2016

Strategy	Performance
B.1 Māori plan implemented	Significant engagement built with Iwi and Māori commercial companies, and internal capacity is sufficient to meet demand
B.2 Pasifika plan implemented	Significant engagement built with Pasifika communities in New Zealand and in the Pacific Islands, and internal capacity is sufficient to meet demand
B.3 Commence Te Ika-a-Maui campus(es)	Creation of at least one pre-degree campus and one degree-level campus commenced in Te Ika-a-Maui
B.4 Consolidate key industry relationships	Enduring education and research partnerships formed with DairyNZ, Beef and Lamb NZ, Horticulture NZ, The Foundation for Arable Research, NZ Forest Owners Association, Aquaculture NZ and the Tourism Industry Association, plus land-based professions
B.5 Consolidate key entity relationships	Enduring education and research partnerships formed with leading, domestic, land-based entities and professions
B.6 Consolidate key international relationships	Enduring education and research partnerships formed with leading, domestic, land-based/ interested governments, companies and professions (e.g. NZIPIM, NZIV, PINZ, NZICA, NZPI etc)
B.7 Strengthen capacity for scientific, business and design innovation to add value to New Zealand's land-based value chains	Capability is built that enables better interaction with commercial partners in value chain management and 'capture'

Theme C:

Expand the global influence of New Zealand's land-based expertise; by end of 2018

Strategy	Performance
C.1 Complete 50% of Te Waihora campus rebuild	Campus master plan 50% implemented
C.2 Complete Lincoln Hub	Hub demonstrably fully functional
C.3 Complete Te Ika-a-Maui campuses	At least one pre-degree campus and one degree-level campus operating in Te Ika-a-Maui
C.4 Commence first overseas presence	First establishment of an overseas presence commenced
C.5 Expand key entity and industry relationships	Partnerships with leading land-based entities and industry groups, nationally and internationally, focused on high-performing land-based systems, backed up by long-term co-investment plans
C.6 Improve academic rewards and performance	Academic and others' salaries >90% of average New Zealand universities' benchmark and performance meets targets 100%
C.7 Grow research revenue and research rankings	Average research quality rises up the PBRF ranking, Lincoln University remains the quality leader in land-based R&D disciplines, and research revenues increase faster than the average for New Zealand universities
C.8 Teach sub-tropical and tropical agriculture and horticulture qualifications	Lincoln University teaching curricula relevant to sub-tropical and tropical land-based systems, as well as temperate ones, based on whole value-chains and underpinning socio-cultural dimensions, expressed under climatic variability



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