

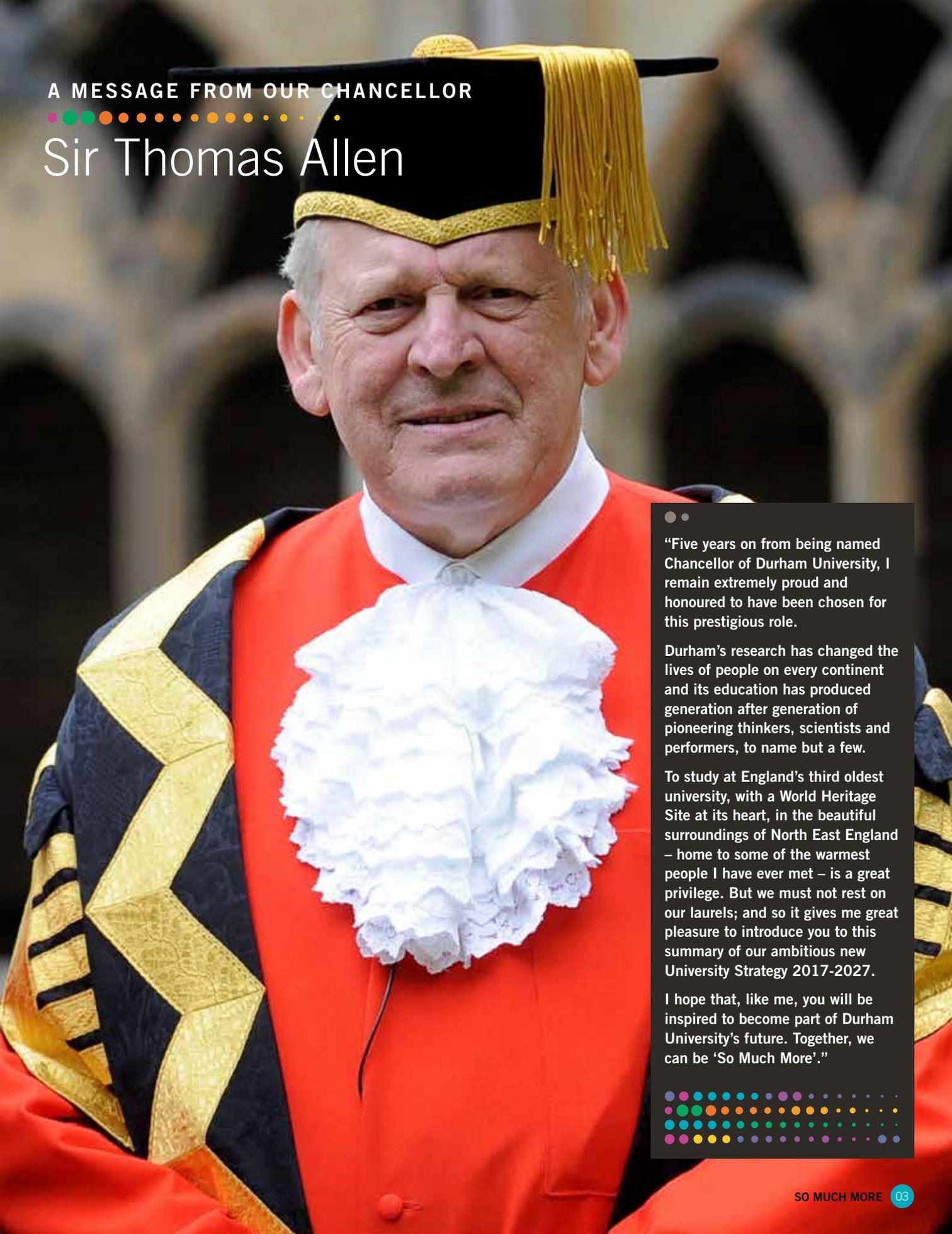


Durham University
Strategy 2017-2027



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A MESSAGE FROM OUR CHANCELLOR

Sir Thomas Allen

“Five years on from being named Chancellor of Durham University, I remain extremely proud and honoured to have been chosen for this prestigious role.

Durham’s research has changed the lives of people on every continent and its education has produced generation after generation of pioneering thinkers, scientists and performers, to name but a few.

To study at England’s third oldest university, with a World Heritage Site at its heart, in the beautiful surroundings of North East England – home to some of the warmest people I have ever met – is a great privilege. But we must not rest on our laurels; and so it gives me great pleasure to introduce you to this summary of our ambitious new University Strategy 2017-2027.

I hope that, like me, you will be inspired to become part of Durham University’s future. Together, we can be ‘So Much More’.”



Building the Strategy

Durham is one of the world's great universities and one of the most distinctive.



Our future is bright. We attract wonderful students from all around the world and we are ready to embrace change.

We built our new University Strategy over the course of 18 months. Vice-Chancellor Ray Hudson began the process and I was privileged to complete it, working with a dedicated team of academics and members of the professional services, as well as students.

Our approach to Strategy building was distinctive in three main ways.

First, we have not been content to state that we will build a stronger faculty, improve our estate, enhance our education offer or make our professional services more efficient. We agreed that we would always link an objective to an action.

Second, the Strategy was developed with a view to engaging the Durham University community as fully as possible. Our governing bodies, Senate and Council, saw all the chapters as Green and White Papers and the wider University community had access to an interactive Strategy website. Consultation outside the University has focused on our Estate Masterplan but nothing has been held back.

Third, the development of the Strategy did not constrain the University from taking some major decisions during its period of gestation. To the contrary: the University community agreed during the course of 2016 to endorse a set of policy proposals that will fundamentally

change the size, shape and mission of the University.

The Strategy starts by declaring that Durham is so much more than a leading research-intensive university. We are a collegiate university, an historic university, a university that values the wider student experience as much as we value education and research.

We then show how we will build on success to shape our future. We have identified some key areas for improvement. And we have proposed actions to put the University on a firm footing as we move forward. Some of these actions involve radical change, as you will see.

Thereafter, the Strategy describes how we will build on our strengths to do so much more in research, education and the wider student experience. We believe strongly that the best is still to come.

We will work hard to globalise Durham and to make it a more significant player

in our region, the UK and beyond. And we will do so most of all by investing in our core asset: our people.

The Strategy concludes with our Estate Masterplan and chapters on alumni relations, our future funding, our characteristics and values and how we will measure our performance.

Along the way, you will meet some of our academics, professional service staff and students and see some of our buildings, new and old. You will also meet some of our members for life, our alumni.

I hope you find the University Strategy 2017-2027 informative. I also hope you enjoy reading it.

Professor Stuart Corbridge
Vice-Chancellor and Warden



DURHAM UNIVERSITY: WE ARE SO MUCH MORE



Leading globally

Durham is a world top 100 university with a global reputation for excellence in research and education.



The QS World University Rankings 2016-17 placed us 74th – and we rose from 3rd to 2nd among UK universities for research citations by faculty member. Additionally, we ranked 39th globally for the employability of our students by blue-chip companies worldwide.

In the UK we are a respected member of the Russell Group of leading research-intensive universities. The 2017 Times and Sunday Times Good University Guide placed us 4th in the UK overall and demand for places to study at Durham is strong and growing.

Proud to be different

But we are so much more than our league table positions and so much more than a research-intensive university which offers outstanding teaching.

Our students benefit from being members for life of one of our sixteen residential Colleges, each of which offers a diverse and supportive community in which they can thrive and develop both personally and academically. Additionally, the Durham Students' Union and Experience Durham, which co-ordinate our renowned drama, music, leadership, sport and volunteering programmes, ensure that our students enjoy an unrivalled student experience.

Durham University combines academic excellence with a commitment to producing the highly motivated, well-rounded and socially engaged leaders of tomorrow. In American parlance, we are a 'Public Ivy'.

OUR GOALS

Accordingly, we have not two but three Strategic Goals, which we weigh equally:



To deliver world-leading and world-changing research across all core academic departments and institutes;



To deliver education that is challenging, enabling, research-led and transformative;



To deliver, through our Colleges, Durham Students' Union and Experience Durham, a wider student experience as good as any in the world.



SO MUCH MORE



Building on strength, shaping our future

Durham University is committed to delivering excellence across the board in research, education and the wider student experience – and in key respects we do this already.



Nevertheless, we can do better and to that end we have reviewed the size, shape and mission of the University. Some major changes are already in train:

- We currently have 15,000 students in Durham City and 2,500 students at our Queen's Campus in Stockton. The Council of the University has taken the decision to base all Durham University students and academics in Durham City from 2018/19. The Queen's Campus will be repurposed in line with its long history as a place of innovation. Starting in 2017 it will host an International Study Centre (ISC) which the University will run in partnership with Study Group.
- The Council of the University has decided that Durham's School of Medicine, Pharmacy and Health, which is currently based in Stockton, will join the medical school at Newcastle University at the start of academic year 2017/18.

- We are committed to building research critical mass in all of our Academic Departments. Following extensive work, Council has agreed to increase the student population at Durham University to 21,500 by 2027. Distinguished faculty members will be recruited in sufficient numbers to improve our staff-student ratios.
- We are committed to housing over 50% of our students in College accommodation by 2027. To meet this objective the University will establish four to six new Colleges in partnership with private sector developers.
- We have set in motion Durham DOES (Delivering Operational Excellence Strategy) to secure improvements in our operating efficiency.
- Two Senate Working Groups have completed reports on academic recruitment and progression. We are enacting new procedures to ensure that we build and support a world class faculty across all our departments.

Taken in the round, these are major changes. It says a lot about the Durham University community that such far reaching decisions can be taken by our governing bodies in one calendar year. This bodes well for Durham's future.

Our fundamentals are strong: we employ outstanding people, work with great students and benefit from a strong infrastructure. We have now reviewed our size, shape and mission. We know who we are and where we are going. We are doing well already, but we are keen to be SO MUCH MORE.

Let us tell you how.



SO MUCH MORE TO COME

People



“The University has provided an excellent working environment for undertaking internationally leading research in the laboratory and then translating these discoveries to globally manufacture consumer electronic devices.”

PROFESSOR JAS PAL BADYAL
PROFESSOR, CHEMISTRY



“The University has allowed me the freedom and flexibility to shape my own research and teaching, embedded in an active and exciting research environment.”

PROFESSOR LOUISE BRACKEN
DIRECTOR, INSTITUTE OF HAZARD, RISK AND RESILIENCE

“We are fortunate at Durham to be a community of highly talented individuals working constructively with each other and our students to improve the world we live in.

But we want to do better still. We want to offer better careers for our academic and professional service staff members. Above all, we want to ensure that we recruit the very best staff members that we can from all around the world. Our future depends on this - on our people.”

PROFESSOR ANTONY LONG
DEPUTY VICE-CHANCELLOR AND PROVOST



OUR GOALS

We will:

- ●
- Recruit and mentor academic and professional service staff members of the very highest quality;

- ●
- Promote job satisfaction, productivity and career progression routes for employees, and create communities of practice within which colleagues can develop their professional expertise;

- ●
- Ensure that an increasingly diverse workforce is treated equally, fairly and with respect, and that all staff are demonstrably valued and actively engaged.



“Following my apprenticeship, the University supported me in gaining my professional qualifications, enabling me to apply for a variety of roles.”

LIAM GLASPER
SENIOR CATEGORY MANAGER, PROCUREMENT

We are already doing well.

- Durham University was the first higher education institution in the country to be awarded the Association of University Administrators' (AUA) Mark of Excellence Award for commitment to continuing professional development of staff.
- Durham University supports flexible and healthy employment practices. We optimise the use of technology to support smart working, provide a creative benefits scheme, provide volunteering opportunities, encourage active lifestyles and provide extensive health and well-being support.
- Durham University is an active supporter of Athena Swan and is an accredited Stonewall Diversity Champion and recipient of the Two Ticks symbol.
- Durham University operates a traditional (one in seven Terms) scheme of sabbatical leave for its academics.



“The international student population and faculty has made me more open-minded and taught me to respect diversity.”

SOUMYA SINGH
UNDERGRADUATE,
COMPUTER SCIENCE

But there is SO MUCH MORE to come.

- We will take all necessary steps to ensure that the workforce is as diverse and inclusive as at top peer institutions.
Delivery: 2017 and continuing
- We will ensure that professional services staff across the University are most appropriately deployed, mentored and supported to deliver our core Strategic Goals.
Delivery: 2017-2020
- We will ensure that our academic recruitment procedures enable us to employ outstanding faculty members from around the world.
Delivery: 2017 and continuing
- We will adopt a probation period of one year. There will be rigorous standards for academic progression guiding promotion from Assistant Professor to Associate Professor to (Full) Professor within a New Academic Career.
Delivery: 2017-19
- We will ensure that all permanent faculty members are allocated to an appropriate career track – Academic, Research, Teaching, Practice. We will bring 100 distinguished Professors of Practice to Durham University, where they will better connect Durham students to the world outside academia and act as ambassadors for the University.
Delivery: 2017-2020 and continuing

Delivering Operational Excellence Strategy (Durham DOES).

Durham DOES provides a framework within which efficient and effective support for the University Strategy can be delivered. Its key principles are:

- A joined up approach to University professional services, regardless of location or line management;
- A strong focus on service-user and co-design, working in partnership to support business need;
- The right people empowered to do the right job at the right level with the right skills and support;
- A culture and practice of continuous improvement;
- A consumer-focused orientation, offering satisfying careers to all our staff.



Current FTE staff numbers



Share of staff who are female

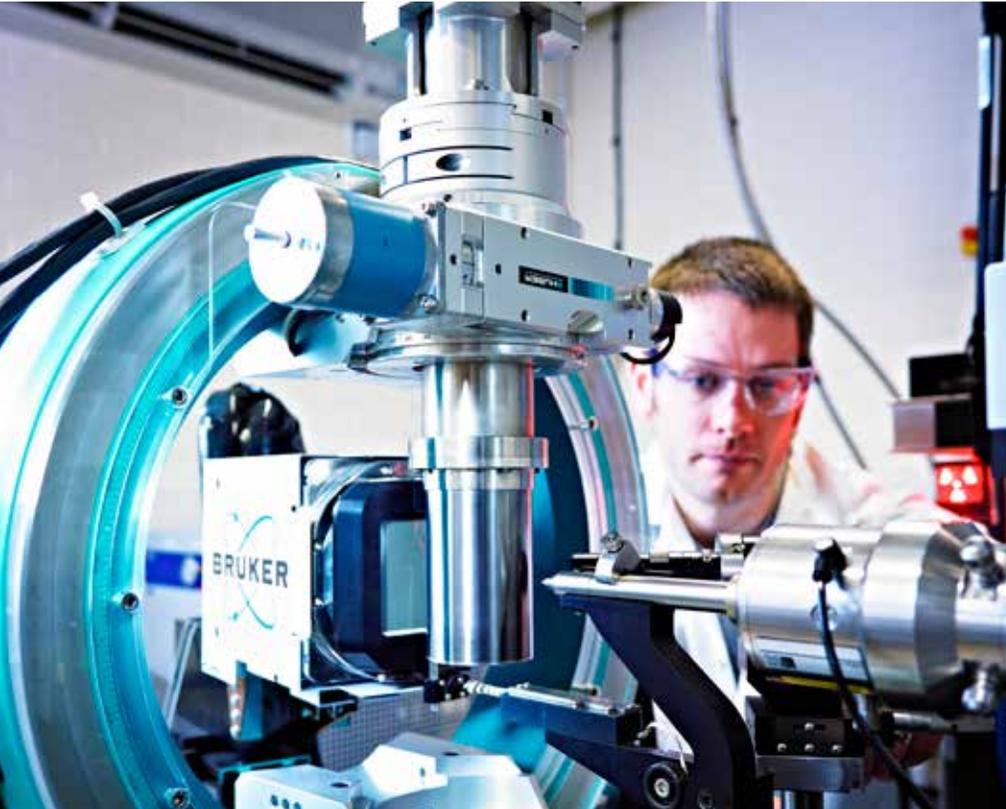


**Planned net growth of full-time
academic staff members to 2027**

SO MUCH MORE TO COME



Research & Engagement



OUR GOALS

We will:



Deliver a critical mass of world-leading research across all academic departments;



Produce and disseminate research that has a positive impact on global, national and regional challenges and which benefits culture, society, health, the economy and the physical environment;



Offer a rewarding research environment and an exceptional research-led learning experience.



“We prize academic independence and curiosity driven research at Durham. We aim to employ the very best people and set them free to pursue their research interests in a cooperative and well supported working environment.

But we want to be better still. We want to deliver research that is world-leading and world-changing across the whole University.”

PROFESSOR CLAIRE WARWICK
PRO-VICE-CHANCELLOR (RESEARCH)



We are already doing well.

- Durham University Departments generally rank in the top tier of Russell Group universities and Archaeology, Geography and Theology and Religion are all ranked in the Top 10 of all Departments globally. Our Arts and Humanities Faculty is in the World Top 50.
- Durham University researchers work across disciplinary boundaries. The University has eight Research Institutes that lead the world in areas including energy; hazard, risk and resilience; particle physics; medieval and early modern studies; and computational cosmology. The Institute of Advanced Study brings external Fellows to Durham to work with our academics on changing research questions.
- Durham University researchers maintain key partnerships with Procter and Gamble, IBM, Dong Energy and the Centre for Process Innovation. Procter and Gamble has recognised the University as a “best in class” academic partner.
- Durham University researchers create new businesses and employment. The University has launched 25 spin out companies since 1997 - including Kromek, P2i and Ikon Science - supporting nearly 1,000 jobs.

But there is SO MUCH MORE to come.

- We will build critical mass across the University, with very significant growth in Mathematics, Computing Sciences, the Business School, the School of Government and International Affairs, Law, English and History. Each newly recruited faculty member will strengthen the Department that she or he joins.
Delivery: New Academic Career by 2018
- We will build new University Research Institutes (URIs) to address key global challenges.
Delivery: by 2027
- We will invest over £2.8 million annually in our new Chancellor’s Scholarships to better resource a high-performing cohort of postgraduate and post-doctoral researchers as we build the next generation of leading academics.
Delivery: 2018 - 2027
- We will work with Business Durham and Durham County Council to develop the third phase of NETPark, North East England’s only science park.
Delivery: by 2027
- We will deliver a high quality academic estate, including targeted investments in buildings, libraries, museums, laboratories and equipment to support a world-leading research culture.
Delivery: in three phases to 2027

Developing an International Residential Research Library at Ushaw College.

One of our most exciting new research projects will see us develop a residential research library at Ushaw College, a 200-year-old facility close to Durham City and home to a library of international significance, including a major collection of medieval and early modern archives and manuscripts. Leading researchers from around the world will visit Ushaw to study and work with its collections, and those of Durham Cathedral and the University’s Palace Green Library. Durham has been a centre of learning since the early seventh century and our new Library will build on foundations both ancient and modern.



In the Research Excellence Framework 2014, 83% of our research was assessed as internationally excellent or world-leading



In 2015 the Procter and Gamble partnership won the Royal Society of Chemistry Teamwork in Innovation Award



In the QS World University Rankings 2016-17 we rose from 3rd to 2nd among UK universities for research citations

SO MUCH MORE TO COME



Education



OUR GOALS

We will:

- •
- Ensure that all our programmes offer intellectual challenge, cohesiveness and a strong sense of progression;
- •
- Offer a first-rate digital learning environment on a par with the best in the UK;
- •
- Significantly improve access from under-represented groups;
- •
- Equip students to transition successfully to the next stage of their lives, as alumni and citizens.



“The education we offer at Durham University is one of our greatest strengths.

But we want to do better still. We want our education to be challenging, enabling, researched and transformative, taking advantage of the latest digital technologies, welcoming talented students from all backgrounds and producing critically and socially engaged global citizens and graduates capable of fulfilling their full career potential.”

PROFESSOR ALAN HOUSTON
PRO-VICE-CHANCELLOR (EDUCATION)



We are already doing well.

- Durham University students are challenged to work with one another and their teachers to solve problems by thinking logically, critically and laterally. We encourage all of our students to lead An Examined Life.
- Durham University is proud that a very high percentage of our staff are Fellows of the Higher Education Academy.
- Durham University has teamed up with private and public sector organisations to establish doctoral training partnerships and centres that provide outstanding training and research opportunities. Subjects include Visual Culture, Environmental and Earth Sciences, Energy and Islamic Finance.
- Durham University's Supported Progression scheme offers talented teenagers free support to help them reach their full potential. Since Supported Progression began in 2011, more than 1,200 young people have taken part, with more than 450 going on to study at Durham.
- Durham University offers a wide range of bursaries and many fully-funded scholarships to support a thriving community of postgraduate taught students.

But there is SO MUCH MORE to come.

- We will build a new Centre for Teaching and Learning that will host a wide range of learning environments and technologies, including new classrooms that will allow students to share courses in real time with students from peer institutions from around the world.
Delivery: 2019
- We will build an Education Laboratory to encourage innovation in classroom pedagogies and assessment. More learning sessions will be 'flipped' and more will be student-led.
Delivery: 2019 and continuing
- We will implement a new University-wide Fair Access Strategy, expand the Supported Progression scheme and work with local schools to ensure greater access to Durham University for under-represented groups.
Delivery: from 2017 and continuing
- We will ensure that Durham graduates are properly equipped to enter labour markets around the globe, where they are already seen as some of the most employable students produced by the world's leading universities.
Delivery: from 2017 and continuing
- We will build a new lifelong learning offer for Durham alumni that will be underpinned by a strong virtual learning environment.
Delivery: 2019 and continuing

Our new Education Laboratory.

Our Education Laboratory will support development of inquiry-based learning and experimentation in pedagogy and assessment. It will also help us better support students from under-represented backgrounds and those disclosing a disability. The Laboratory will open in 2019. Ahead of that, we will appoint an academic lead for the development of new learning technologies, enhance the digital literacy of our staff and develop a Career Teaching Track.



Artist's impression of the new Centre for Teaching and Learning



39TH

We are 39th globally for the employability of our students by blue-chip companies worldwide

(QS World University Rankings 2016/17)



59%

Of our staff 59% have a recognised teaching qualification, well above the sector average of 44%



£38m

Our planned investment in the new Centre for Teaching and Learning

SO MUCH MORE TO COME



The Wider Student Experience



“We are proud that Durham students combine hard work on their degree courses with excellence in sport, music, drama and volunteering. Our Colleges, Durham Students’ Union and Experience Durham combine to produce what we call The Durham Difference.

This has long been a strength for Durham University. But we want to do better still. We believe we can build a wider student experience as good as any in the world.”

OWEN ADAMS OBE
 PRO-VICE-CHANCELLOR
 (COLLEGES AND STUDENT EXPERIENCE)



OUR GOALS

We will:

- •
 Develop the educational mission of our Colleges;
- •
 Ensure that Durham University is top in the UK for sport, music and theatre;
- •
 Ensure that Durham University is top in the UK in volunteering and leadership;
- •
 Learn from and match best practice in Wider Student Experience around the world.



We are already doing well.

- Durham University is a proudly collegiate institution with fourteen Colleges in Durham City and two at the Queen's Campus, Stockton. The variety of our Colleges ensures there is something for everyone.
- Durham University students are active volunteers, giving over 14,000 hours of community support annually.
- Durham University rates of participation in student sport are the highest in the UK for both women and men, while Team Durham ensures that Durham is consistently the Number One Team Sports University in the UK.
- Durham University has enjoyed more success in national Music and Theatre competitions than any other UK university since 2015. Our Brass Band won the national university competition for the first time in 2017.



But there is SO MUCH MORE to come.

- We will develop a Durham Award that will offer all students courses on logical thinking ('the Argument Clinic'), global citizenship and study skills, as well as credits for participation in drama, leadership, music, sport and volunteering.
Delivery: by academic year 2019/20
- We will establish four to six new Colleges in Durham City, in the process ensuring that more than half of our students will live in College accommodation.
Delivery: by 2027
- We will build a large-scale, integrated sports park at Maiden Castle, Durham, that will be widely available beyond the University. We will also develop our annual Varsity Match with Loughborough, with some fixtures being played in London.
Delivery: Maiden Castle, by end 2018
- We will build a new facility for Durham Students' Union and work with the Union and Experience Durham to deliver outstanding student services and societies.
Delivery: by 2027
- We will fundraise for a new concert and performance hall that will benefit Durham City and the wider region. The new hall will enable our students involved in music and drama to perform at the highest levels within the UK.
Delivery: by 2027

World-class student services.

A world-class student experience depends on world-class student services and facilities.

We will bring together our core student services in a new, purpose-built central facility. The new facility will offer much-improved retail facilities, both catering and shopping, and a dedicated Islamic prayer room.

We will also increase study space in our Library and elsewhere, build an effective mobile platform for student use and continue to develop our much admired College system as a key focus for students' pastoral, scholarly and extra-curricular lives.



Artist's impression of developments at Maiden Castle Sports Park



Durham productions selected for the UK's National Student Drama Festivals in 2016 and 2017



Over 75% of our students regularly take part in sport



Our planned investment at Maiden Castle Sports Park

SO MUCH MORE TO COME



Global Durham



“More than a quarter of our students come from outside the UK and there are 150 nationalities represented among our staff and students.

However, we want to do better still. We want Durham to be a globally networked university, recognised around the world as an outstanding place to study and work and a significant contributor to international research and innovation agendas.”

PROFESSOR DANNY DONOGHUE
DEAN FOR INTERNATIONALISATION



OUR GOALS

We will:



Deliver a step-change in Durham's international reputation;



Develop and sustain a range of strategic partnerships with peer institutions;



Attract the best academic staff from around the world to work at or with Durham;



Ensure that more than a third of our students come from outside the UK.



We are already doing well.

- Durham University and its Colleges are home to 4,500 students from outside the UK who are attracted to Durham for its excellence in research, education and the wider student experience.
- Durham University students benefit from a wide range of opportunities to broaden their horizons, with over 240 student exchange agreements under the Erasmus+ and International Exchange programmes.
- Durham University signed a Memorandum of Understanding with the Palace Museum, in Beijing, China, in December 2016, to bring together our two world-renowned centres of research and cultural excellence for the first time.
- Durham University is a member of the Matariki and Coimbra groups of international and European universities, all of which share a commitment to excellence in research and education.
- Every year a group of Durham University students spends six weeks in Zambia working with local communities and schools to help social development through sport and drama.

But there is SO MUCH MORE to come.

- We will increase the number and proportion of non-UK students recruited to the University to a minimum of 35% by 2027. In so doing, we will increase the diversity of our student body and enrich the educational and wider student experience.
Delivery: 2017-2027
- We will work with Study Group at the Queen's Campus, Stockton, to build a robust and high value-added International Study Centre (ISC).
Delivery: the ISC will open in Summer 2017 and will be at scale by 2022
- We will internationalise the curricula of Durham University degrees with a view to increasing the employability of Durham students around the world. We will foster a culture of intellectual inquiry that advances respect for others and which more consistently addresses claims of difference.
Delivery: from 2018
- We will develop University partnerships with eight to ten peer institutions in North America, Europe and East Asia.
Delivery: 2017-2027
- We will establish a presence in key global cities, starting with London and New York, to enable us to better engage partners, alumni, students, staff and potential funders around the world.
Delivery: 2017-2022

International Study Centre.

Our global ambitions are underpinned by a new International Study Centre (ISC) at the Queen's Campus in Stockton-on-Tees.

Students from around the world will develop language and study skills, preparing them for entry onto Durham University undergraduate and taught postgraduate programmes in Durham City.

The ISC is being managed with Study Group, a highly respected education provider with global experience in preparing international students for university study. The ISC welcomes its first intake in summer 2017.



Nationalities are currently represented among our staff and students

Dartmouth College, USA, Queen's University, Canada, University of Otago, New Zealand, University of Tübingen, Germany, University of Western Australia, Australia, Uppsala University, Sweden.

Partners in the Matariki Network of Universities



Planned student numbers at the ISC by 2022

SO MUCH MORE



Global to Local

Durham University's research and education has reach and impact that is truly global. But we are also engaged with the world on our doorstep – from supporting our staff to volunteer for local good causes in work time to opening up our world-class sporting facilities to local clubs and athletes.

Inspiring the next generation.

We are committed to developing the next generation of global leaders, across all fields. Our Science Outreach programme includes running engaging activities in more than 100 schools, helping teachers gain new skills, and supporting our third year undergraduate students to spend a 40-hour placement helping a partner teacher in a local school. The programme also welcomes schools to the annual Durham University Schools Science Festival and stages Celebrate Science, three days of science-themed events and activities which in 2016 attracted 7,000 people.





Zurbarán Centre.

We are proud to be working with the Auckland Castle Trust to create The Zurbarán Centre for Spanish and Latin American Art in Bishop Auckland, County Durham.

Auckland Castle is home to paintings of *Jacob and his twelve sons*, by Spanish master Francisco de Zurbarán, in whose honour the new Centre is named.

The Centre, which is due to open in 2017, will link the University's academic research to the curatorial programme at Auckland Castle's new Spanish Gallery, which is due to open in 2019, and support public engagement and regional regeneration.

The University will support the Centre with £1 million of investment over five years and Santander will donate £600,000 over three years – the largest single donation made by Santander to a UK university.

Conserving our Heritage.

Durham is an historic city of outstanding beauty and the University estate includes part of the Castle and Cathedral UNESCO World Heritage Site. The Castle has been in continuous use since the 11th Century and is now home to Durham's University College. In addition, the University owns a further five Grade 1 or Grade 2* Listed buildings, 68 Grade 2 Listed buildings and two Scheduled Ancient Monuments. We value our shared heritage highly, and play a vital role in protecting and enhancing the natural and built environment for future generations to enjoy.



Our Partners Around the World

SO MUCH MORE



Accommodation & Estates



“Durham is a uniquely beautiful place and we are fortunate as a University community to work and live in many wonderful buildings.

But we want to do better still. In order to deliver our University Strategy, we need a world-class estate. To achieve that we will need to make major investments, both in building new departmental space, teaching space, residential accommodation and student facilities, and in improving the condition of our existing estate.”

JANE ROBINSON
CHIEF OPERATING OFFICER



OUR GOALS

We will:

- ●
Develop an academic estate that will allow the University to deliver world-class education, research and student experience;
- ●
Ensure the long-term availability of suitable residential accommodation;
- ●
Ensure the continuing renewal and maintenance of our estate;
- ●
Improve the environmental sustainability and ease of travel around our estate and city locations.



We are already doing well.

- Durham University's position as a world-leading centre of research in astronomy and cosmology was reaffirmed with the opening of the iconic Ogden Centre for Fundamental Physics in March 2017. The Centre has benefitted from the generous support of The Ogden Trust and The Wolfson Foundation and was designed by Studio Libeskind.
- Durham University's £25 million investment in the New World Computing Programme supports high performance computing of the first rank and will enable new working platforms across the University.
- At Collingwood College major plans are underway to establish a new 200-seat arts centre, a gym extension, a Yoga/ Pilates studio, an enlarged Junior Common Room and a bar conservatory, all thanks to a transformational gift from alumnus Mark Hillery.



Ogden Centre for Fundamental Physics

But there is SO MUCH MORE to come.

- We will deliver a new estate in three phases, beginning with the construction of a Centre for Teaching and Learning, new buildings for Mathematical Sciences and Computer Science, a new sports park at Maiden Castle, two new Colleges at Mount Oswald and some remodelling of our buildings on the Peninsula.
Delivery: by 2019
- We will deliver a second phase of estate development from c.2020-2023. This will begin with a new Business School at Elvet Waterside. There will also be new developments at Elvet Riverside as we build new facilities for our Arts and Humanities Departments.
Delivery: c.2020-2023, on the basis of international architectural competitions
- We will deliver a third phase of estate development at our Science Site to ensure that our laboratory-based science Departments have facilities to match their international reputations.
Delivery: c.2023-2027
- We will deliver repairs to existing buildings (both Collegiate and academic) such that 85% of buildings are of a very high standard by 2027.
Delivery: 2017-2027
- We will establish and nurture four to six new Colleges through the life of the new University Strategy.
Delivery: 2019-2027 (subject to funding and appropriate business cases, as throughout)

Estate Masterplan.

Our Estate Masterplan provides a guide to how we can develop the Durham estate over the long-term. Its development has included extensive consultation and six months' work with Durham County Council to ensure it is consistent with the emerging County Durham Plan.

Through consultation with our local community and partners we have received and responded to feedback in areas such as the early delivery of student residential development, traffic and parking issues and methods of working with partners to achieve our growth targets.

All new developments will be both functional and of high architectural quality. Our approach will secure the City's heritage assets, enhance the community cultural offer and wherever possible open up our facilities for collective use.



325

The current University estate comprises 325 buildings



We share a UNESCO World Heritage Site with Durham Cathedral



£120m

Planned investment in Estate, Phase One

SO MUCH MORE



Beyond Durham University

“Anyone who works for, studies at, employs our graduates or collaborates with Durham University already knows something of the positive external contribution we make, including through our work in partnerships, and recently a major independent study by BiGGAR Economics revealed just how important the University is to Durham City, Stockton, North East England and the UK as a whole. But we want to do better still. We aspire to be a University that brings jobs, innovation and prosperity to the communities that host us and to the wider region and national economy.”

DR TIM HAMMOND

DIRECTOR OF COMMERCIALISATION AND ECONOMIC DEVELOPMENT

DURHAM UNIVERSITY...



Boosts the UK economy by **£1.1 billion** a year and supports nearly **14,000 jobs** – including almost **£650 million** and more than **10,000 jobs** here in the North East



Has launched **25 spin out companies** since 1997, supporting nearly **1,000 jobs**



Graduates add nearly **£300m a year** to the UK economy as a result of having studied here

The University and its culture related activities play a crucial role in making Durham an attractive place to study, work, live, visit and invest.

In 2014/15...



231,270 people visited University attractions



The extra visitors we brought to the North East generated nearly **£8m** for the region's economy



We hosted **602 events**, attracting more than **40,000 people** to the region

Whether it is partnering with innovators in industry, collaborating with cultural leaders in the arts or supporting local good causes, our impact goes way beyond ourselves. We want to be an active partner in regional, national and international debates, tackling issues big and small, locally and globally, for the good of our cities, region, nation and world.



LUMIERE.

Commissioned by Durham County Council and produced by Artichoke, the first LUMIERE event in Durham took place in 2009. Originally planned as a one-off, it has since grown into the UK's largest light festival. LUMIERE 2015 attracted 200,000 people over four nights, generating nearly £10 million for the local economy.

Durham University is a key part of the festival, making its buildings and spaces available for events and displays and contributing to the wonderful art on show.

In 2015, cutting-edge simulations of deep space produced by Professors Carlos Frenk and Richard Bower, from the University's world-leading Institute for Computational Cosmology, formed part of the World Machine, a stunning light display projected onto Durham Cathedral.



Durham University students undertake over 14,000 hours of volunteering each year

SO MUCH MORE



Cultures of Affection



Left to right: George Alagiah, Sheika Abdulla Al-Misnad, Monica Grady and Gabby Logan

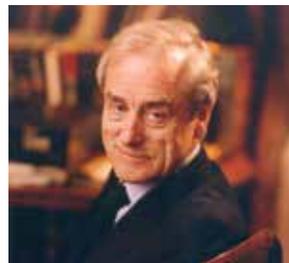
Members of Durham University are members for life. We are delighted to be in regular contact with 128,000 contactable alumni and proud to have so many distinguished members of the Dunelm Society – a society which celebrated its 150th anniversary in 2016.

As many of our alumni members will know, Durham's first alumni society was formed in 1866. It was created originally because, according to the Durham Advertiser of the time:

"There can be no doubt that the University at present harbours a set of slangy, underbred youths, who mistake impatience for wit and vulgarity for humour. These hobbledehoys are to be seen in our streets in the crudest of trousers and coats, with a ragged gown and a dilapidated cap, reminding us of 'Arry of Whitechapel trying to imitate a Piccadilly swell."

We needed to make a better impression!

Happily, times have moved on and Durham alumni are known today for their outstanding contributions to public life, whether in the law, diplomacy, military, or judiciary; in industry, business or finance; in voluntary agencies, academia or the media; in sports, music and theatre, or wherever else that Durham talent shines a light.



Left to right: Gemma Collis, Jeremy Vine and Sir Harold Evans



Moving forward, Durham University is keen to build on the Cultures of Affection which bind our members to the University and to their Colleges.

We will:

- Build an offer for our alumni members that will match the top performers in the UK, while learning also from the US and around the world. The Dunelm community will gain improved access to the intellectual, cultural, and employment-related resources of Durham University as well as bespoke products and opportunities for networking.
Delivery: from 2017 and building up by 2019
- Encourage our alumni members to support the current and future generations of students at Durham University through a properly resourced system of peer to peer mentoring and where appropriate through Scholarship Support.
Delivery: from 2017 and building up by 2019
- Ensure regular meetings for Dunelm Society members in Durham, London and in major cities around the world.
Delivery: annual, building on current practice



The Cathedral Church of Christ,
Blessed Mary the Virgin and
St Catharine of Dunelm

Welcome to Durham
The Cathedral Church of Christ,
Blessed Mary the Virgin and
St Catharine of Dunelm
is a place of worship and
learning. It is a place
where you can find
peace and inspiration.
It is a place where you
can find the answers
you are looking for.

SO MUCH MORE



Funding our Future

“Innovative financial management is crucial, not just to ensure Durham University continues to be sustainable, but also to make possible our ambitious Strategy proposals. The current environment, though fast-changing, presents opportunities to work better and diversify our business model, laying the foundations for innovation and development right across the University.”

SALLY MCGILL

CHIEF FINANCIAL OFFICER

The funding of UK universities has changed markedly over the course of just one generation. Many parents of students at university today will have paid no fees. Some will have received a grant from the government to attend their place of study. Universities received most of their money in the 1980s from government in the form of Block Grants for teaching, research and capital projects.

That world has gone. UK universities still receive funding from government for research, but we are now mainly funded by our students. In academic year 2016/17 undergraduate students from the UK and European Union are paying £9,000 for their course at Durham University, with international students paying substantially more (this is called ‘unregulated fee’ income). Durham

receives other income from commercial and accommodation services, charities and industrial partners. And like all UK universities it is required to use some of its fee income to support widening participation and other access activities.

Durham University is now about to embark on a series of major capital projects and other investments (a new academic career, better IT, more support for PhD students, and so on). Over the next ten years we will invest around £350 million in a new academic estate, around £150 million in repairing our existing estate (academic and residential), around £200 million in four to six new Colleges, and around £150 million on improved IT and other projects.

How will we fund our future?

Firstly, from cash. We will run the University more efficiently and generate the levels of cash we need to support the Strategy.

Second, from borrowing. We will go to the market in 2017 to seek investment funding to support a strong academic and business future.

Third, by working in combination with private developers. The capital cost of our new Colleges will not be borne by the University.

Fourth, from philanthropic and other external sources. We will diversify our revenue streams and are planning a Campaign for Durham University.

£330m

Our total income

50.6%

Share of total income coming from tuition fees and education contracts

£23.2m

Surplus for the year



Our Values

We will deliver the University Strategy 2017-2027 in a manner that accords with the Values that we have agreed best describe Durham University.

We are:



Inspiring

By stimulating an instinct to challenge, encouraging innovative thinking and taking our responsibilities seriously, we foster a culture that inspires the extraordinary.



Challenging

Always curious, we challenge ourselves and each other to answer the big questions and create a positive impact in the world.



Innovative

From creative teaching practices and cutting edge research to new ways of working, innovation is at the heart of what we do.



Responsible

We take our duties as a centre of learning, neighbour and employer seriously, embracing all of our different communities and celebrating the differences that make us stronger together.



Enabling

We create the opportunities, support and freedom for everyone at Durham to become the best they can be now, and for the future.



SO MUCH MORE



Measuring our Performance

Aspect of performance	2027 Target or Milestone
The Times/Sunday Times League Tables	Top 5
Percentage of eligible subject areas in QS World Top 50	50%
UK research assessment exercises	All units in the top third of the Russell Group
Citations per academic staff member	Top three in the UK
PhD students per academic staff member	2 PhDs per FTE academic staff member
Performance in National Student Survey	Top decile overall in the UK
Proportion of Durham students working or studying abroad as part of their degrees	25%
Staff and student volunteering hours	100,000 per annum
Proportion of Durham students gaining the Durham Award	75%
Proportion of international (non-UK) students	35%
Percentage of Faculty members who are female	Top third of the Russell Group
Proportion of estate buildings in Categories A and B ('High standard')	85%
Annual income	Over £500 million
Proportion of annual income from philanthropy	5%
Contactable alumni	185,000

A MESSAGE FROM OUR CHAIR OF COUNCIL

Robert Gillespie



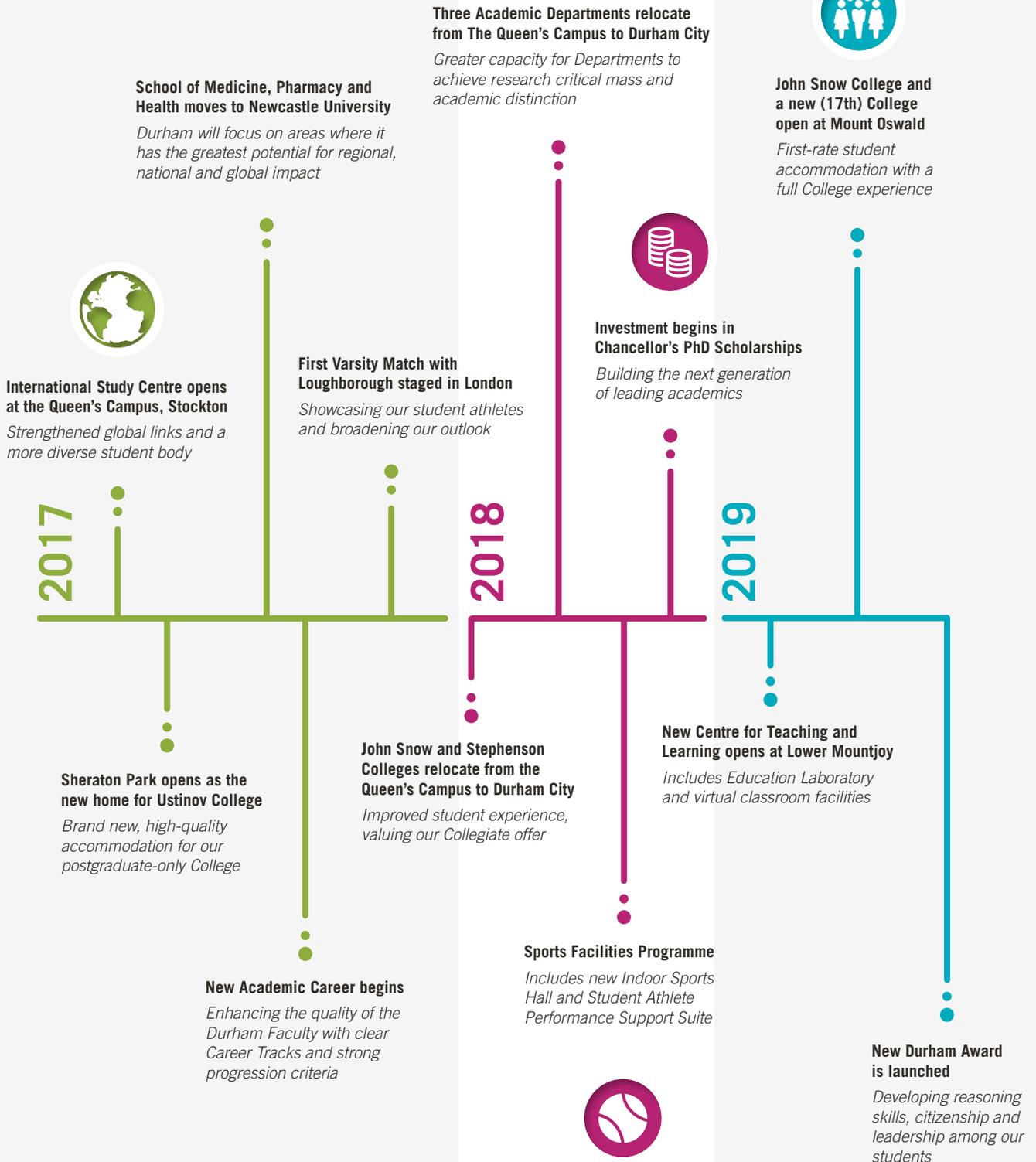
“I count my days as a student at Durham as some of the happiest of my life. I learned so much that helped me enjoy the successful and rewarding career that followed.

But for me, as for so many, the connection with Durham could not end at graduation. Durham gets under one’s skin. And this is not just the case for Durham students. I have seen innumerable people visit Durham having previously had no connection with the City or University and fall in love with it, establishing precious bonds that endure for many years.

Our new University Strategy 2017-2027 is an ambitious yet detailed vision of how we want the University we love and treasure to grow and develop, so that it is sustainable, pioneering and transformational in all areas for decades to come.

I invite you to consider what it means for you.”

A roadmap to 2027





Offices open in London and New York
Enabling better engagement with partners, alumni and potential funders

New Mathematical and Computer Science facilities open
World-class environment for research and teaching

New College development
A home for the growing number of students with a full College experience

2020

2021

2022

2023-
2027

New Business School opens at Elvet Waterside
Supporting the Business School to break into top 20 in Europe



Redeveloped Arts and Humanities facilities start to open at Elvet Riverside
Supporting a step-change in facilities and delivering an improved city centre presence

Further developments to 2027 will include planned investments in Laboratory Science, new Colleges, new Students' Union facility and a Concert Hall.

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**SO MUCH
MORE**