

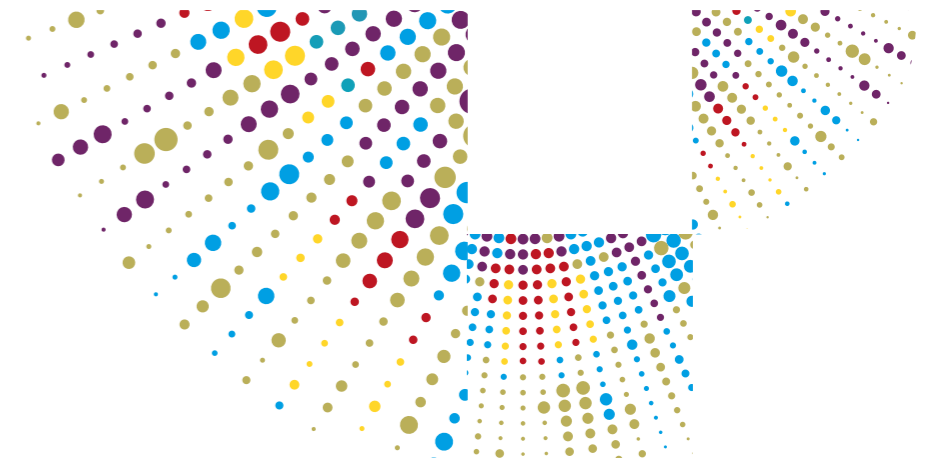


Students in Durham city centre

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A Message from our Vice-Chancellor and Warden
Professor Karen O'Brien

Our University Strategy



As we approach Durham University's 200th anniversary in 2032, we have been taking time to reflect on the University's purpose, mission and objectives, resulting in a revised strategy document.

At the half-way point of our ten-year strategy, our purpose remains the same: to enrich lives and change the world through the advancement of learning – virtually unchanged from when we were founded in 1832. We achieve this through world-leading research and engagement, inspiring our staff and students to create and translate knowledge and providing an inclusive education that promotes social wellbeing and prosperity for the benefit of present and future generations.

Back in 2017, our strategy anticipated some, but not all of the global turbulence of the last few years. We have faced the disruption of a global pandemic, Brexit, high inflation and rising costs. The threat of a climate crisis is even more prominent and visible than we had anticipated. We have dealt with these challenges within a difficult financial environment, which has seen a 21 per cent decrease in 'real terms' value of undergraduate tuition fees. These fees, determined by the UK Government, make up a large percentage of our income and have been capped since 2017.

Sustainability will remain at the heart of our strategy. We are aiming for Net Zero by 2035 – switching to renewable energy sources, minimising waste and promoting recycling, reuse and sustainable transport; and achieving a net biodiversity gain by 2032.

We are determined to continue widening access to Durham University, building on progress made to date in welcoming students from every background and walk of life. As part of this, we plan to relocate our world-leading Business School into the city centre; develop a new science facility; support a specialist sixth form in our city; and are looking to develop an exciting and creative cultural quarter.

In all this, we will be mindful of our place, size and shape. We will manage our student numbers and accommodation whilst considering the impact on our city – adjusting our mix of students so that we have more diversity and higher proportions of postgraduate and international students.

We will do more to drive prosperity in North East England, supporting

commercialisation of research, spin-out companies and innovation, for the economy of tomorrow. We look forward to working with our city and region more closely than ever before.

This refresh has given us all the chance to re-examine the direction of the University and examine our impact as a world-leading institution as well as a key player in the local economy. Our refreshed Strategy will enable us to transform lives through education and deliver long-lasting benefits for our graduates and wider society.





A Message from our Chair of Council

Joe Docherty

After many unexpected external changes and developments, including a global pandemic, it is an opportune time to evaluate and review our ten year Strategy and plan to 2027.

University Council will continue to support the Vice-Chancellor and the University Executive team to take opportunities and achieve outstanding results that have a positive influence on global society and secure the University's long-term financial sustainability. We will also steer the institution through its challenges.

The University purpose and core lived values underpin our commitment to ensuring Durham is a safe, respectful and inclusive place to live, work and study. They set a strong framework for our Strategy and operations. The University is committed to supporting staff, students and our wider community to honour these core lived values and to promote a culture of inclusion.



A Message from our Chancellor

Dr Fiona Hill

Durham University is an international centre of excellence.

The power of the Durham environment is to challenge students to be their best selves academically, civically and socially, to sculpt future leaders in academia, industry, politics and civil society and to inspire the entrepreneurial mindset to tackle the issues that affect our society.

Durham students will personally and collectively shape the United Kingdom and many other parts of the world in the decades ahead.

A great university like Durham is a dynamic ecosystem of ideas, opportunity and talent, where the meeting of like minds spark ideas that change lives. Its research will continue to advance human knowledge and find solutions for many intractable problems.

This is a university that seeks and encourages excellence in all forms and in all domains. I am honoured to represent it.

Refreshing our Strategy

Since the launch of our ten year University Strategy 2017-27 there has been significant change in the external environment. Our fundamental goals, and many other aspects of our University Strategy, continue to be our focus for the remainder of the Strategy period. However, reaching the midway point has provided us with an opportunity to review our progress, celebrate our achievements and refresh our priorities.

Engaging with our University community and gaining their feedback was a key part of refreshing our Strategy, which was approved by Senate and Council in May 2023. We also undertook focused consultation with numerous stakeholder groups to develop our revised statement of purpose and core lived values.

Strategy Updates

Three key business imperatives prompted the review of our Strategy:

- A critical and continued need to ensure long-term financial sustainability following national and global changes outside our control: Brexit, Covid-19 and the war in Ukraine, the inflationary erosion of the value of the static home undergraduate fee and commodity price inflation.
- The further development and embedding of a culture of equity and inclusion across all our activities, from student access to degrees, staff employment and working practices, to engagement with the economy and people of our region. Our inclusive culture of shared responsibility, fairness and trust will inform decisions that also ensure our financial sustainability.
- The need to maintain and enhance our reputation for global excellence in education and research.



Student on Palace Green



Students in the Law School



Graduating students at Congregation



Our refreshed University Strategy is made up of 13 strategic areas (illustrated below) and is our roadmap up until 2027. It includes three academic core strategies, four transversal strategies and six enabling strategies.

Many of our activities are already well developed and will continue to progress as planned. Our core goals remain unchanged, which are to deliver:

- World-leading and world-changing **research and engagement** across all core academic departments and institutes.
- **Education** that is challenging, enabling, research-led and transformative.
- A transformative **wider student experience** delivering long-lasting benefits for graduates and society.

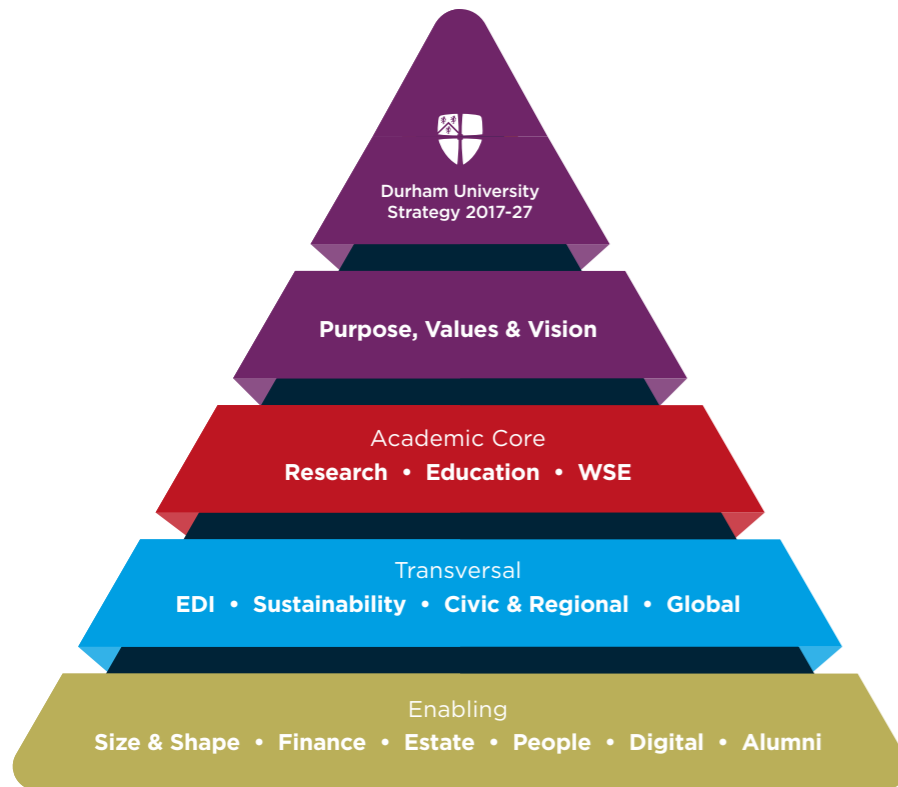
Our Finance Strategy is critical to the success of our refreshed Strategy. We will organise our finances to enable the realisation of our strategic goals on a financially sustainable basis.

Strategies have been developed for new priority areas. These are:

- Equality, Diversity and Inclusion;
- Sustainability;
- Civic and Regional Partnership.

We have strengthened our original focus on the following key areas:

- Research performance, including income and impact;
- Business engagement;
- Widening access;
- Skills for a changing world;
- Student wellbeing;
- Digital;
- Donor, alumni and supporter development.



Engaging with our University community and gaining their feedback was a key part of refreshing our Strategy.

Our Purpose and Values



As part of our Strategy refresh, we have developed a revised statement of institutional purpose. This will guide our strategic direction, operations and decision making.

Alongside this we have developed a new set of core lived values which set out the principles by which we will act across everything we do.

Our purpose:

We enrich lives and change the world through the advancement of learning.

We achieve this by:

- Inspiring and supporting staff and students to create and translate knowledge and enhance understanding, locally and globally.
- Promoting inclusivity, civic responsibility, sustainability, social well-being and prosperity for the benefit of present and future generations.

Our values:

Inclusivity

- together we celebrate difference, value one another, and are each responsible for creating an inclusive community that is respectful and fair to all.

Integrity

- we are open, honest, ethical, lead and manage by example and follow through on our commitments.

Collaboration

- we listen to each other and disagree well, with a commitment to academic freedom, are compassionate and work as a team to achieve our goals.

Commitment to excellence

- we strive for the highest standards of achievement in everything we do with an enthusiasm to learn, succeed, and flourish.

Citizenship

- we develop well-rounded people who make a positive difference to local, national, and international communities and change the world.

Our University Strategy is built on the three pillars of research, education and our wider student experience, but also on our keen sense of community and of inspiring others to achieve their potential.



Dancers at Holi Festival at the Oriental Museum

Research and Engagement



Student on placement

We conduct innovative and impactful research to transform lives and make a difference, globally and locally: research to empower and inspire.

Through our refreshed Strategy we aim to continue increasing our world-leading research outputs across our academic departments, research institutes and centres.

We will have a strengthened focus on our research performance, including income and impact, business engagement and on providing our students with the skills to prepare them for a changing world.

What we are already doing well:

- We have produced high-impact research. Examples include:
 - The Durham Infancy and Sleep Centre (Anthropology), revolutionising research into infant sleep safety and helping to reduce rates of Sudden Infant Death Syndrome.
 - Climate modelling produced by the Conservation Ecology Group (Biosciences), which is helping to understand how different species adapt to the effects of a changing climate.

Our research will have a positive impact on our local region, nationally and globally, while benefiting culture, society, health, the economy and the physical environment.

- We have appointed a new Associate Pro-Vice-Chancellor (PVC) for Postgraduate Research Students, responsible for our postgraduate research (PGR) scholarship strategy and a strategy for the university-wide management of PGR matters.
- Appointed an Associate PVC for Regional Development and Business Engagement and expanded the business innovation team within Research and Innovation Services to support these areas.
- Recruited a Senior Responsible Owner to scope and lead our Science Transformation Project and enhance our strength in science.

We will:

- Continue to strengthen our base for teaching and research across academic disciplines by further bringing together researchers from across different areas of the University to collaborate.
- Set clearer expectations for Durham as a research-intensive university, including research income growth.
- Align staff incentives and rewards to success in research and impact. Continue to develop our new Strategic Research Fund and other internal, response-mode funding.
- Support research success through investment in infrastructure and equipment and the 'Flourish' project, supporting a collaborative research culture (for example through the new Leading Researchers Programme).
- Position ourselves as a UK and International leader for cultural heritage research.

- Deliver our strategy, via the NHS and other partnerships, for Health@Durham, across Science, Social Sciences, Medical Humanities and other related research areas.
- Establish a Doctoral College and a target intake of postgraduate research students and scholarship funding.
- Build on our partnerships with both Durham County Council and the newly formed North East Combined Authority and continue to expand our footprint at the NETPark science and technology park and in other innovation facilities.
- Seek external venture capital to support greater commercialisation of our research and staff and student entrepreneurship.

- Establish our Business School, newly relocated to the heart of Durham City, as the region's premier hub for executive education, informed by its globally influential, horizon-scanning research.
- Develop further our strengths in Science and increase our competitiveness. Our Science Transformation project will scope and establish an investment path for a major new interdisciplinary science facility at Upper Mountjoy, as part of a long-term transformational programme.
- Make ongoing investment in areas of strength in Arts and Humanities and in Social Sciences and Health.



In the **Research Excellence Framework (REF) 2021**, **90 per cent of our research** was assessed as **world-leading or internationally excellent**.



Six Durham subjects - **Geography (1st), Archaeology (2nd), Education (2nd), Classics and Ancient History (4th), Theology and Religion (8th) and Sport and Exercise Sciences (10th)** - were in the **UK top ten** for the **overall quality of their research** according to REF 2021.



Three of our cosmologists - Professors **Carlos Frenk, Adrian Jenkins** and **Tom Theuns** (Physics/ Institute for Computational Cosmology) - were named among the **world's most highly-cited researchers** by Clarivate in 2022.





Students in lecture theatre

Educational Excellence



We are a globally outstanding centre of teaching and research excellence. We believe that inspiring our people to do outstanding things at Durham enables them to do outstanding things in the world.

Our research-led education ensures our students are challenged and inspired, pushing the boundaries of current thinking and research.

What we are already doing well:

- We have increased our investment in support and training for staff to develop their digital teaching skills.
- We have offered funded extensions for our studentships to support those unable to complete research projects due to Covid-19.
- We launched the Durham Centre for Academic Development (DCAD) to deliver sector-leading programmes and bring together development activities across the University.
- We launched Leadership in Learning and Teaching, so our staff have the latest student-centred innovative pedagogical thinking and leadership skills.
- We developed our Access and Participation Plan, agreed with the Office for Students, to improve equality of opportunity for under-represented groups to access and progress from higher education.
- We refined the use of guaranteed contextual offers to students in target categories (neighbourhoods with low participation in higher education and socio-economically disadvantaged areas). This enables us to maximise conversion of applicants to students from under-represented groups.
- We provide access to selected undergraduate degree programmes for students coming from a wide variety of backgrounds through our Foundation Programme.
- We are reviewing and improving our curriculum, looking at how we can optimise use of digital tools and skills and enhance the understanding of sustainable development goals and much more.
- We support student-led projects to develop entrepreneurial skills, including Enactus Durham, which creates social enterprise businesses to address the United Nations Sustainable Development Goals.

We will:

- Continue our step change in widening access. Our aim is to recruit the best students for the courses that the University offers, irrespective of background.
- Continue to support younger learners in regional schools and colleges:
 - * Our Supported Progression Programme for Year 12 students develops key personal skills to help them succeed at university.
 - * We are a partner institution to the Sutton Trust. Together we provide a summer school available to students from under-represented backgrounds to allow them to find out more about applying to university, to meet current students and work with one of our academic departments.
 - * Our Space to Explore Potential programme offers a dedicated space for young students of black heritage to explore their own potential and opportunities at Durham.
- Consolidate our Learning Alliance with further education colleges to encourage pathways into Durham.
- Develop as a global learning community, committed to enabling student interactions through major developments in learning technology.
- Engage students in inquiry-based activities that are intellectually challenging and consistently develop their capacity for high quality independent learning.
- Be a leading university of choice for an increasingly diverse and international student population.
- Promote greater opportunities for our students to study at non-UK universities and to build international placements and internships into degree programmes.
- Optimise the use of institutional resources in doctoral training and supervision to develop highly capable and innovative researchers.
- Establish a roadmap for new educational offerings and pathways, including online learning and degrees, lifelong learning, further education progression partnerships and degree apprenticeships.
- Deliver an outstanding offer in sustainability education, mapped to the United Nations Sustainable Development Goals and to our formidable research in this area.
- Develop Durham's distinctive, stretching and personalised research-led education around key themes of digital skills, authentic learning and assessment and employability.

“I have always believed that education is the beating heart of opportunity. No-one needs to be defined by the circumstances of their birth. Education is both a privilege and a responsibility.”

Dr Fiona Hill,
Chancellor of Durham University

Seminar in the Teaching and Learning Centre



78th

We were ranked **78th** in the **QS World University Rankings 2024**, up 14 places from 2023.



World Top 100

We have **19 subjects** in the **world top 100** in the **QS World University Rankings by Subject 2023 (12 in the world top 50)**.



Our **Business School** is **triple accredited: AACSB, AMBA and EFMD/EQUIS**.



Our Wider Student Experience



Alongside the outstanding education we offer to students, we believe that participating in every aspect of university life is fundamental. The communities created by each of our 17 Colleges ensure that we always have a sense of community at the heart of everything we do. Our students participate actively in sport, theatre, music, volunteering and business enterprise.

We have invested in our Student Support network to ensure our students feel well supported. We offer help through our Colleges, the Students' Union and specialist support teams to enable our students to get the best out of their university experience.

What we are already doing well:

- We have 17 Colleges, each with their own distinct identity. This variety ensures that we have something for everyone.
- Team Durham ensures that we are consistently a leading university for team sports. We were named as Sports University of the Year in The Times and Sunday Times Good University Guide 2023.
- We opened Hazan Venture Lab in 2021 as a dedicated entrepreneurial space designed to help students and alumni explore their business ideas. Over the past five years, we have helped to create 129 new startups – 31 in 2022/23.
- Our large-scale, integrated sports park at Maiden Castle was re-opened in 2019 following an investment of £31.8m. Its world-class facilities support the University and the local community.
- Student involvement in music and theatre continues to flourish. Our student a-cappella group, Northern Lights, reached the International Collegiate A-Cappella Final in New York and our Musical Theatre Troupe won the Inter-University Musical Theatre Festival in 2022.
- Our student team won the BBC University Challenge national competition in 2023.
- The Durham Inspired Award continues to encourage students to focus on their personal development and enrichment through undertaking activities that promote the accelerated development of key graduate skills.



Student in recording studio



Student production of Guys 'n' Dolls

Our transformative wider student experience helps our students develop team working and leadership capabilities.



Student Employee of the Year Awards



College netball

We will:

- Provide a structure for students to develop a range of graduate attributes to help our diverse population of students build on their unique strengths and personalities to thrive in a rapidly changing world.
- Consolidate our strength as a collegiate university, maintaining a sense of community, personalised learning and an exceptionally supportive system for student wellbeing and self-development.
- Have a positive impact on the City of Durham through partnership, volunteering and community access to our facilities and shared activities.
- Seek funding for a step change in the support we offer to student entrepreneurs and start-up businesses to help retain more of our graduates in North East England and develop our students' employability skills.
- Grow Durham University-owned or -managed college accommodation capacity to allow at least 40 per cent of full-time students resident in Durham to benefit from the residential aspects of a Durham college experience.



More than **85 per cent** of our students are involved in sport, music, theatre, volunteering or student enterprise.



Our students are active volunteers, giving over **25,000 hours** of community support annually.



We are **investing** an extra **£1.3m** per year in our student support services.



Global Durham



Students in Durham city centre

We value international collaboration as central to enhancing global knowledge and developing global citizenship. Our staff and students come from over 120 countries, creating an outward-looking, globally minded and inclusive university.

29 per cent of our students are from outside the UK. We have seen an increase of 61 per cent in international student numbers in the last five years.

What we are already doing well:

- We have broadened the base of academics, partners, practitioners, alumni and benefactors who work with and in support of us and established a flourishing network of prestigious academic partner institutions.
- We have launched our first joint seedcorn research competition with the University of Notre Dame, USA.
- In Europe, our established partnerships with Uppsala and Tübingen Universities build on student opportunities, research collaborations and shared membership of the Matariki and Coimbra Group international networks.
- In Asia-Pacific, we are a member of RENKEI, a partnership encouraging academics at universities in Japan and the UK to collaborate on research in climate change and health, amongst other global challenges.
- We have firmly established our presence in London, Beijing and Shanghai and India. More recently, we have also established a presence in Singapore, Malaysia and the USA.
- We have launched the Durham Global Alliance, bringing together the University, Durham County Council, schools, further education providers and representative bodies from arts, culture, sports, charitable and voluntary sectors and industry.

International collaboration is key to Durham's excellence in teaching and research. We work collaboratively across departments, with external partners, networks and consortia globally to contribute positively to societal changes and further develop world-changing research.



Our Vice-Chancellor renewing our Memorandum of Understanding with Uppsala University, Sweden

We will:

- Increase the international impact and reputation of our research by expanding and deepening our relationships with leading partner institutions and engaging with global networks.
- Become a leading university of choice for international students by developing our outstanding on-campus programme and developing new and innovative transnational educational offerings.
- Position Durham University as a globally-networked institution that is widely recognised as an outstanding place to study and work.
- Expand the range of global, unique and career-building opportunities for students and widen access to these regardless of background.
- Develop our global community of alumni through our global presence and by developing new engagement opportunities.
- Embed an ethos of global citizenship by ensuring that all students have an international experience during their time at Durham.



Global Top
10

Our Durham MBA (Full-time) has been placed in the global top 10.



Graduating students with friends and family



113%

We have increased enrolments of Indian students by 113 per cent in the last two years.



In our City and Region

Working with a range of partners and stakeholders, we are actively contributing to the economy, culture, society and reputation of Durham's city and region. Our work with regional schools aims to raise aspirations and extend educational opportunities to all.



What we are already doing well:

- We have Memoranda of Understanding with Durham County Council and County Durham and Darlington NHS Foundation Trust. Other partnerships are with Durham Constabulary and the Darlington Economic Campus, as well as the four other regional universities, local businesses and residents' groups.
- We have a comprehensive programme of school outreach and engagement activity and our museums and attractions are open to the public at little or no cost.
- Our Durham Inspired North East Scholarships is a £1 million programme offering low-income students in North East England support to study at Durham.
- Our School of Education is integrated into the community through its student placements in 300 schools across County Durham and North East England.
- We actively support culture-led regeneration in areas across County Durham.
- We represent five per cent of County Durham's total employment.



Botanic Garden Fun Day

We were a major partner in the County Durham UK City of Culture 2025 bid. We remain engaged in further collaborative activity in culture and heritage, drawing on the expertise of our staff and our internationally-important collections and culturally-significant buildings within a UNESCO World Heritage Site.

We will:

- Embed Durham as an anchor institution in the region and as a key partner in the new North East Mayoral Combined Authority, providing leadership in cultural and economic development, social impact and innovation.
- Build on our work with other universities in North East England and the N8 Research Partnership to greatly increase the ambition, research and impact of our links in the region and beyond.
- Increase our activity in all areas of business and industry engagement through our relocated Business School in Durham city centre.
- Invest in Research and Innovation Services and our regional partnerships to drive innovation and growth in our region and achieve a stronger national policy voice.
- Fundraise for a new cultural centre focused on Arts and Humanities research, education, knowledge exchange and cultural partnerships. We will also seek to establish a new research facility for heritage to drive social and economic opportunities for future generations in North East England and beyond.
- Deliver our new sixth-form Mathematics School, supporting excellence in Science, Technology, Engineering and Mathematics (STEM) subjects.



100

Our Science Outreach programme runs STEM activities in more than 100 schools across the region.



£668 million

In 2020/21 the University contributed £668m and 10,790 jobs to the North East England economy.



Equality, Diversity and Inclusion



We seek out every opportunity to use our research to make a difference in the wider world in challenging areas such as social inequality and injustice. We have already made important strides in addressing fairness, equity, respect, diversity and inclusion, thanks to the significant efforts of our staff and students.

Our commitment is to now build on these foundations by advancing a more progressive and inclusive culture for prospective staff and students to further attract, retain and develop outstanding people from all backgrounds and identities. This includes groups that are currently under-represented, such as those from Ethnic Minority, LGBT+ or Disabled communities and people from communities living in areas of disadvantage.

What we are already doing well:

- We have appointed to the new post of Pro-Vice-Chancellor (EDI), putting equality, diversity and inclusion at the centre of our activities.
- We achieved a Bronze Race Equality Charter (REC) award in 2022. The REC's mission is to improve the representation, experience, progression and success of Black, Asian and Minority Ethnic staff and students within higher education.
- We are reducing pay gaps. We publish information on pay diversity including our ethnicity pay gap data and pay award distribution, along with Gender Pay, Disability and Intersectional Pay gaps.
- We have collaborated with our staff and student networks to develop more focused support for our equality communities.
- We have developed and implemented a workplace passport and resource hub to provide additional support for colleagues with disabilities and long-term health conditions.

We will:

- Embed a more inclusive approach in our structures, decision-making and planning so that it becomes second nature.
- Develop the leadership attributes of our staff to further promote a commitment to excellence and inclusivity.
- Establish a working culture of equity, shared responsibility, working well together, career tracks, recognising and celebrating hard work, success, and achievement.
- Set ambitious goals for widening student access and participation and build a sense of belonging and community.
- Initiate the Durham Mathematics School as a new beacon for access to STEM subjects.

We are working to increase our diversity at all levels and enhance a sense of belonging and community in our staff and students.



Students on Durham riverbanks



40%

Over 40 per cent of our academic staff are of non-UK origin.



LGBT+

In 2023 we were named in the **top three universities** for our work with LGBT+ students.



Graduating student at Congregation

A Sustainable Future



We are committed to making Durham one of the most environmentally sustainable universities in the UK. Alongside major investments in our built environment and our teaching and research activities, we have introduced strong environmental policies and procedures.

We are working to reduce our carbon emissions and to promote increased awareness of environmental issues. We are committed to reducing our environmental impact and improving the local environment for our staff, students and wider community.



Soil taken from the compost at the Botanic Garden

What we are already doing well:

- We are working across faculties and with partners locally, nationally and globally to demonstrate our commitment to the United Nations Sustainable Development Goals.
- Our newest buildings have been built to one of the highest BREEAM specifications for sustainability.
- We have introduced our Biodiversity Strategy as our commitment to creating a sustainable and thriving environment throughout the 251 hectares of our estate.
- Many of our students are actively involved in our Greenspace Movement, which encourages collective, student and staff-led climate action. The Movement has been shortlisted twice as finalist for Green Gown Awards in the Student Engagement Category.
- Over 9.1 tonnes of items were donated to charities across the region following our annual Green Move Out scheme.

We will:

- Embed sustainability at every level in the University, creating a culture where all staff and students can play their part in achieving the University's vision.
- Reduce our greenhouse gas (GHG) emissions to achieve Net Zero by 2035, or before.
- Support world-class and world-changing research that directly addresses issues of environmental sustainability, and to ensure that sustainability is a golden thread that runs through the University Strategy.
- As part of an investment strategy being developed, seek to build a state-of-the-art interdisciplinary Science research facility at our Upper Mountjoy site.
- Maintain momentum towards our agreed target for Net Biodiversity Gain by 2032.

Sustainability is at the heart of our strategy. We are aiming for Net Zero by 2035 – switching to renewable energy sources, minimising waste and promoting recycling, reuse and sustainable transport. We plan to achieve a net biodiversity gain by 2032.



Our annual Greenspace Festival



30th

We achieved joint **30th** for Sustainability in QS World University Rankings 2024.



77th

We ranked **77th** in the Times Higher Education Impact Rankings 2023.



Low Carbon

Our start-up, **Low Carbon Materials**, was one of **three international finalists** in the Fix Our Climate category in The Earthshot Prize 2022.



Building on Strength, Shaping our Future



Hatfield College dining hall

Our city has a limit on the numbers of students that can reasonably be accommodated. We will manage our student numbers and accommodation mindful of our impact on Durham. We remain committed to our collegiate model and aim for 40-45 per cent of our full-time students who are taught in Durham to live in University-managed accommodation.

What we are already doing well:

- We are planning our growth carefully by managing student numbers in target subject areas whilst retaining high entry standards.
- We have become more international and more socially and ethnically diverse.
- We have conducted a thorough review to reprofile our student intake projections and targets at a faculty level.

We will manage our student numbers and accommodation mindful of our impact on Durham – not growing our overall student body significantly but adjusting our mix of students so that we have higher and more diverse proportions of postgraduate and international students.



Students in Durham city centre

We will:

- Undertake dynamic work to keep our programme portfolio under review, with consideration for changing UK and international student demand.
- Carefully align any changes to our programme portfolio with staff-student ratios and with our accommodation strategy.
- Ensure the profile of our students supports our wider strategic goals, including access, research, global, regional engagement and financial.
- Increase and diversify our international student recruitment to a wider range of markets and subjects.
- Adjust our mix of students: 24 per cent of our students will be postgraduate and 36 per cent international by 2026/27.
- Continue to attract a social and international mix of students by further establishing our presences in India, Singapore, Malaysia, the USA and elsewhere.
- Establish a Doctoral College and recruit more Postgraduate Research students, increase greater scholarship funding and introduce an improved Graduate Teaching Assistant scheme.
- Continue to work closely with Durham Students' Union, Durham County Council and the local community on the capacity, quality and price of accommodation within the City of Durham.



7,000

Our number of students from outside the UK has grown from 4,000 in 2015/16 to almost 7,000 in 2021/22.

Funding our Future



Teaching and Learning Centre

The need for financial sustainability drives our Strategy refresh. The financial environment has changed significantly. Almost half of our income is static or declining due to undergraduate fee levels being capped by the UK Government. It is even more competitive to secure research funding.

It is imperative we continue to generate sufficient cash to fund our capital programme (Estate and IT infrastructure and equipment) as well as enhancing our day-to-day operations. We will generate cash from our operational activities and by releasing it from existing assets where viable, whilst seeking the most cost-effective funding solutions for acquiring or developing new assets.

What we are already doing well:

- We secured a £225m private placement to invest in the priorities as identified in the 2017 Strategic Plan (Teaching and Learning Centre; Mathematical Sciences and Computer Science Building; the new Business School; as well as significant refurbishments across both our existing academic and residential estate).
- We have new partnerships with private providers to deliver contemporary residential accommodation, enabling us to invest in the facilities and characteristics that define our college experience.



We will:

- Further rebalance our student population so that at least 26 per cent of students are from outside the UK by 2026/27, enhancing our international recruitment activity.
- Introduce strands of activity which will add to income generation in the medium to long term, such as diversifying our educational programme portfolio.
- Enhance our transnational educational (TNE) offer through new institutes and programmes developed jointly with at least one other institution, and other TNE activities.
- Significantly enhance our programme of fundraising and philanthropic giving through a targeted global campaign.
- Increase income generation from our business enterprise, consultancy and expert services activities, spin-out companies and our intellectual property.
- Have a more intensive focus on generating additional income from industry, collaborative and contract research, continuing professional development (including executive education) and from our commercial partnerships and joint ventures.

The need for financial sustainability is critical to our Strategy refresh. It is imperative we continue to generate sufficient cash to fund our capital programme and further develop and enhance our revenue activities.



£485m

Since 2017, our income has grown by **£124m** (34 per cent) to **£485m** in 2022/23.



Staff outside the Palatine Centre



£364m

£364m - our net cash inflow from operations between 2016/17 and 2021/22.



Our People



Our people are our greatest asset. We are a community of highly-talented individuals working together and with our students to improve the world around us. We want to develop our people to be their very best and to attract the very best.

Student seminar



What we are already doing well:

- We have invested in increasing our core academic and teaching staff by almost 300, strengthening both our research expertise and teaching excellence.
- We launched our first pan-institutional Health and Wellbeing Strategy, with the aim of creating a more responsible, attractive and productive place to work and study.
- A workload project is currently underway to ensure fair, transparent and achievable workloads in the future.
- We have created a Working Principles project to address feedback from staff about work-life balance.
- Steady progress is being made to reduce our Gender Pay Gap (GPG). We have reduced the GPG mean by 4.3 per cent from when statutory reporting began in 2017.
- We offer our staff maternity, adoption and paternity benefits from the start of their employment and we have increased the period of full pay available whilst on maternity or adoption leave from a maximum 16 weeks to 26 weeks. We are one of only four Higher Education institutions in the UK to offer this level of benefit.
- We operate hybrid working, encouraging work-life balance and reducing our carbon footprint.



Together we celebrate difference and value one another. We are each responsible for creating an inclusive community that is respectful and fair to all.



We will:

- Ensure our equity and inclusiveness as an employer through our newly-established People Committee of Council, so staff can flourish in their professional and academic careers.
- Foster an ethos of working well together, mutual respect, wellbeing and a positive working culture which empowers our staff.
- Continue our approach to fixed-term contracts to deliver on our commitments to technicians and researchers.
- Nurture our new academics, focusing recruitment on educational growth and on senior researchers.
- Enhance the teaching-focused career pathway to develop our expert educator capacity in assessment.
- Promote greater diversity and enable the differentiation of roles and working patterns, support large grant winners and incentivise research performance.
- Develop the concept of the 'Durham Professional'. This will support the development of our professional services staff and ensure their contribution and expertise is acknowledged and recognised.
- Develop a Career Development Pathway for our early career staff.



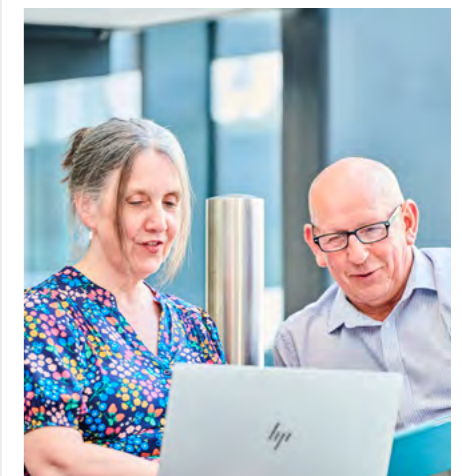
4,300

4,300 current Full Time Equivalent (FTE) staff.



50th

We were ranked 50th for Employer Reputation in the QS World University Rankings 2024.



University colleagues in a meeting

Estates and Accommodation



Our focus is to provide safe and inspiring living and work spaces to enable our staff and students to flourish and achieve their best. Our buildings will minimise adverse impacts on the environment.

We will deliver high-quality new and refurbished academic buildings that provide world-class environments for delivering education and research.



What we are already doing well:

- We have opened a new £42m Mathematical Sciences and Computer Science building providing a world-class research facility.
- Our new £40m state-of-the-art Teaching and Learning Centre has increased teaching space with new technologies.
- The £31.8m redevelopment of Maiden Castle, our Sports and Wellbeing Park, greatly improves our wider student experience offering.
- We have opened South College and have relocated John Snow and Stephenson Colleges from Queen's Campus.
- We have repurposed Queen's Campus into our International Study Centre offering International Foundation Year and pre-Masters study opportunities.
- We have relocated Ustinov College to Sheraton Park, providing high-quality, managed student accommodation.
- We have purchased a new signature building in Durham city centre. The Waterside will be the home for our Business School.
- We have refurbished our space for Psychology.
- We are implementing a project to upgrade our existing buildings to new Building Management System software and hardware.

We will:

- Establish the Waterside as our Business School by the 2024/25 academic year.
- Develop a vision for a new cultural quarter on the old Durham swimming baths site.
- Develop a new research and laboratory facility at our Upper Mountjoy site for interdisciplinary science. This will provide a new infrastructure for the experimental sciences that will facilitate enhanced research performance.
- Continue to refurbish student accommodation in our Colleges to house more of our students (40-45 per cent) in University-managed accommodation.
- Review the options for the development of the Leazes Road site.
- Support our strategy for widening participation by offering accommodation at a greater range of prices.
- Preserve our heritage, ensuring our estate developments are aligned with world heritage requirements using grants and donor contributions where possible.
- Develop our newly-purchased Boldon House, just outside Durham city centre, as a professional services hub. This will support new and flexible ways of working in a modern, sustainable office space.
- Deliver on the first phase of our new Net Zero strategy.

Our Mathematical Sciences and Computer Science building



We share a UNESCO World Heritage Site with Durham Cathedral.



Palace Green Library



The current University estate comprises 383 buildings.



Our Digital Strategy



Our Digital Strategy is an ambitious programme of change and improvement, designed to transform how we work, teach, learn, research, engage and do business. We have invested over £50m in technology infrastructure, including high-availability networking and on-campus datacentre services. We will invest further to enable high-quality, personalised online experiences for our University community, through modern, dynamic and accessible digital environments.

The Strategy will embrace the growing opportunities around the evolving digital landscape, to support and enable the University to develop at the scale and pace to thrive and succeed.

What we are already doing well:

- Our intuitive digital learning environment, Learn Ultra, enables greater engagement with students.
- Our new Library & Collections management system allows users to engage with the full range of physical and digital resources through a single interface.
- We have upgraded our campus-wide network which delivers high-speed and reliable wireless connectivity to our learning and teaching facilities.
- Our new research data storage infrastructure provides scalable and adaptable services to meet the specific needs of research projects.
- We have developed our high-performance and computing and advanced research computing facilities to power research and innovation activity.
- We have extended the capabilities of Oracle Cloud to simplify our finance and procurement services.
- We have introduced a system to manage estate assets effectively and efficiently throughout their lifecycle.
- We have upgraded our audio-visual technology to support hybrid working.
- We have published new strategies for Information and Cyber Security, and Data.
- Our technical debt programme has led to the decommissioning of much of our legacy systems and hardware.



Digital enhancement of Earth's communication networks

Our Digital Strategy will provide a digital environment that enables, inspires, enhances and empowers us to succeed, together.



Digital sound equipment



Interactive control panel



We will:

- Develop a dedicated esports village to support success in the National Student and University Esports Leagues.
- Launch the Durham On-Demand online platform to manage and host live events.
- Launch a Student Information Management System (SIMS), to support the entire student lifecycle.
- Streamline our system portfolio to deliver significant financial, technical, and administrative benefits.
- Review and enhance our timetabling systems and processes for increased flexibility and reliability.
- Deploy more Artificial Intelligence (AI) powered services to benefit the wider student experience and explore opportunities for AI in an education and research setting.
- Continue to pursue advanced air-cooling technologies within our datacentre facilities, to lower energy consumption and reduce electronic waste.
- Use the c£1m in grant funding from UKRI to install Solar Photovoltaic systems on our estate, saving c.161 tonnes of CO2 per year.



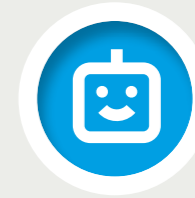
8,000

Our IT Service Desk handles over 8,000 monthly enquiries.



135km

We manage over 135km of fibre-optic cable and over 7,000 wireless access points.



97%

Our AI assistant, Holly, has helped thousands of prospective students on a 24/7 basis with a 97 per cent success rate since 2021.



Donor, Alumni and Supporter Development



Congregation procession

We have over 230,000 alumni and supporters globally. We have 86 alumni and supporter chapters, linked by location or common interest. They communicate with us and each other through regular events and communications. Engagement with our diverse and loyal community is growing.

The sustained generosity of donors ensures we fund an increasing range of transformative scholarships and research projects tackling world issues such as energy transition and Alzheimer's Disease. It funds vital improvements to research, teaching and learning facilities and to our estate which includes a UNESCO World Heritage Site and several listed buildings.

Through the professional expertise and networks of our alumni and supporter community, we offer our students life-changing opportunities, ensuring the continued positive impact of our graduates.

What we are already doing well:

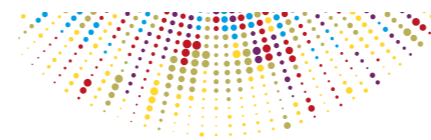
- Our engagement programme has grown to offer 150 in-person and digital events in over 185 countries.
- More than 65 donor-funded scholarship schemes support around 200 scholars, with new scholarships for British students of black heritage.
- Through our community, we can offer diverse student internships and career development, mentoring and networking opportunities.
- Our Durham Inspired fundraising campaign supports major research, scholarships and estates infrastructure.
- We have enhanced our global volunteer and giving programmes: our latest Dunelm Days alumni-led campaign offered 40 events in 20 countries.
- Our Durham Inspired North East Scholarships programme supported exceptional young people from our region to fulfil their potential at Durham, regardless of financial means.
- Our Ogden Centre for Fundamental Physics, with generous donations from alumnus Sir Peter Ogden and supported by further donor generosity, has celebrated its 20th anniversary.
- A donation allowed University scientists to initiate the first UK trial of a game-changing treatment for Alzheimer's Disease.
- We established the Sir Harry Evans Memorial Fund in honour of the late alumnus and legendary newspaper editor, a partnership with Sir Harry's widow, Tina Brown and Reuters.

We will:

- Launch a new fundraising campaign for our 200th anniversary in 2032, focusing on domestic and global scholarships, alongside visionary capital and capacity-building opportunities.
- Secure further transformational philanthropic support to widen access to Durham for under-represented student groups, including students from less privileged backgrounds, from the UK and abroad and at undergraduate and postgraduate level.
- Build stronger relationships sooner in the student, alumni, donor and supporter journey, develop a compelling and comprehensive package of alumni benefits and formalise an international student recruitment alumni ambassador programme.



Students with alumnus Jeremy Vine



We are a thriving and inclusive community of over 230,000 alumni and supporters who have their lifetime relationship with Durham in common.



8,500

More than 8,500 of our community registered for Durham alumni events in 2022/23.



150

More than 150 of our alumni and supporters were named in the UK honours lists in the last three years.



(Left to right) Our Chancellor, alumna Bethany Henderson and our Vice-Chancellor



Durham University

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