

Sent:

15 December 2016 12:14

Subject:

A Christmas message from the Vice-Chancellor

Dear Colleagues,

As this term and 2016 draw to a close, I would like to take this opportunity to thank you all for your continued hard work and enthusiasm on behalf of Durham University. We have achieved much together this year and I am truly grateful for the part that each one of you has played in that collective endeavour.

It has been a busy term, at the end of a busy calendar year, particularly as we have progressed on the Enabling Strategies within our overall University Strategy: namely, People, Durham DOES, Finance and Estates. We are also starting to move from Strategy planning into implementation; more on this later.

Senior Leadership Team

As you will be aware, we have made a number of appointments to the senior leadership team since the summer and our new colleagues will help drive forward our new Strategy. Some senior colleagues have taken up their new roles this term and some will join us in January. I am delighted to welcome Professor Antony Long as Deputy Vice-Chancellor and Provost, Jane Robinson as Chief Operating Officer, Professor Alan Houston as Pro-Vice-Chancellor (Education) and Owen Adams OBE as Pro-Vice-Chancellor (Colleges and Student Experience).

I also wish to express my thanks to Professor Tim Burt and Dr Tony Fawcett for their work this term as Acting Pro-Vice-Chancellor (Colleges and Student Experience) and Acting Pro-Vice-Chancellor (Education), respectively.

More information on the members of the senior leadership team and their responsibilities can be found on our website, at www.durham.ac.uk/about/governance/leadership

Exit from the EU

Following on from the outcome of the EU referendum in June, I would like to emphasise that we as a University remain open, inclusive and outward-facing. We are lobbying through the Russell Group and UUK to press the government for assurances about the rights of EU nationals to work and study in the UK. We are also pressing hard around research funding issues and international student mobility.

Having held Town Hall meetings for staff, I am aware that many colleagues are going through anxious times. I would like to assure all colleagues that the University is here to help and that we (I) are (am) keen to listen to your views on what more we (I) can be doing to support you. Please use the contact form at: www.durham.ac.uk/about/password/eu/staff/feedbackform

As a wider University community, I trust we will show solidarity to all of our colleagues during this period of uncertainty. For more information and further updates on Brexit, visit www.durham.ac.uk/about/eu

Durham DOES

I have been greatly encouraged by progress this term on our Durham DOES (Delivering Operational Excellence Strategy) programme, led by Jane Robinson. This will provide a framework for professional services within which efficient and effective support for the University Strategy can be delivered.

The key principles of Durham DOES have now been established and a project team, comprising five colleagues seconded to the programme, will be in place in the New Year. Progress is being shared via regular bulletins and we will be in a position to say more about this work early in 2017.

Estate Masterplan

It was good to have so many staff and students contributing to the Estate Masterplan consultation events which were held around the University and City in October. These events were also well attended by members of the local community and a range of comments was also submitted through our web pages. We received some useful feedback which has been, and will continue to be, taken into account as our Estate planning continues.

Next term we will continue to develop plans for three priority estate investments – St Mary's Field, Mount Oswald and Maiden Castle – and details of consultations on these projects will be provided in due course.

Ahead of that, we will shortly be signing a contract with the developers of Sheraton Park, which will be the new home for Ustinov from 2017/18. Earlier this month an application was submitted by the developers to enhance the facilities on offer at Sheraton Park and a working group is meeting regularly to ensure a smooth transition for Ustinov staff and students. 2017/18 will be a transitional year for Ustinov and the College will operate from both Howlands and Sheraton Park. In the following year, John Snow and Stephenson will relocate to Howlands.

In 2019/20 it has been agreed by the John Snow and Stephenson JCRs that John Snow will be moving to the Mount Oswald site (adjacent to Van Mildert College) and that Stephenson will remain at Howlands. I would like to take this opportunity to thank the students at Queen's Campus for reaching this decision. It was great to see the two JCRs coming together and taking on the responsibility for making this decision.

Queen's Campus

Good progress is being made on transition plans for staff and students relocating from Queen's Campus. This will allow us to relocate Business and Management, and Marketing Programmes, to Durham City in 2017. The remaining Business School (DUBS) programmes, the Foundation Centre, Education and Psychology (Applied) will relocate in 2018. The Wolfson Institute will also relocate to Durham City and a wider commission is now underway to review our strategy for health research across the University. We are also well underway in developing our plans for repurposing the Queen's Campus, in part as an International Study Centre (ISC).

We have, just this morning, signed a contract to work with Study Group, a highly respected education provider with global experience in preparing international students for university study. Recruitment of students to arrive in September 2017 will begin early in the New Year and a project team has now been established, led by Professor Antony Long, to act as the key point of contact with Study Group as the project moves into its delivery phase. 'Link Tutors' for each pathway programme will be appointed, whose role will be to work with Study Group and colleagues in their own department to jointly develop programmes.

We are presently developing our operational plan with Study Group and the University will continue to operate the estate and provide some services to ISC students. We will provide an update on all of this early in the New Year.

You will have noticed the new name, International Study Centre. We have adopted this because it is a title common to similar schools operated by other universities. It also distinguishes the ISC from our own Foundation Centre, which will continue its excellent work while focusing on home students, and will help ensure that the ISC is not misunderstood to be a College of the University.

The date for the TUPE transfer of SMPH to Newcastle University has been agreed as 1 August 2017. Pharmacy staff will be moving immediately from this date and decisions on the physical relocation of other staff will be made and communicated as soon as possible. We will continue to provide full support to those involved throughout the transition period.

University Strategy

I am delighted to say that the Academic Strategy and the Enabling Strategies were signed off by University Council this week (Tuesday 13 December) – the culmination of a lot of effort by very many colleagues across the University. Along with other members of the senior leadership team, I will be saying more about what this means early in the New Year, with implementation plans being developed and advanced through our well-established governance processes.

Openness and transparency will remain at the core as we begin delivery of our new University Strategy and, as part of this, there will be a staff survey undertaken in 2017. I will also continue to hold termly Town Hall meetings, the next of which will be in Durham City on Monday 30 January and at Queen's Campus on Thursday 2 February. Details of these can be found at:

www.durham.ac.uk/about/local/unistrategy/consultation

Student achievements

As ever, I have thoroughly enjoyed meeting a wide cross section of our students this term and supporting their fantastic achievements. Many congratulations to those who helped us to a 12-1 victory over Loughborough in November's Varsity fixture. It was a great privilege for me to help cheer the men's rugby union side to a 21-20 success and the women's lacrosse team to an 11-3 triumph.

I also greatly enjoyed attending the Durham Opera Ensemble's (DOE) Tenth Anniversary Concert in Castle's Great Hall in November. There were superb performances of songs from DOE shows down the years and both of the two nights deservedly sold out. My congratulations to all involved.

I am also proud that the Durham University Symphony Orchestra played its part in commemorating the centenary of the Battle of the Somme, providing the musical accompaniment to a screening of the film The Battle of the Somme at the Gala Cinema.

Next term, I am looking forward to seeing our students display their talents on the theatre stage and through their volunteering work. I am also looking forward to volunteering myself.

Looking ahead

Finally, my sincere thanks once again to you all for your valued contributions. As 2016 draws to a close, we have much to be positive about. I hope like me you are looking forward to an exciting year ahead as we start delivering our new University Strategy.

With very best wishes for a restful break and a happy 2017.

Stuart



Professor Stuart Corbridge
Vice-Chancellor and Warden

Sent: 17 June 2016 15:58

Subject: An Academic Strategy for Durham University 2017-2027

Dear colleagues,

At its meeting on 15 June 2016, Senate agreed to endorse to Council an Academic Strategy for Durham University, 2017-2027, subject only to some minor drafting changes being made.

I am pleased to say that this new Academic Strategy is now being shared in its entirety – save for some parts which we judge to be commercially sensitive – with the wider Durham University community. The document can be found at <https://www.durham.ac.uk/about/local/unistrategy/academic> where you will also find the changes called for by Senate.

The document will remain on the Strategy web pages for consideration and comment until Friday 1 July at 12 noon. Please use the online form to provide any feedback you may have.

My UEC colleagues and I will then make any further changes to the document as we judge to be required, consistent with the fact that the document must retain a strong sense of coherency and its overall existing architecture, as approved by Senate. The revised document will then be shared with Senators for final sign off before going to Council on 29 July.

I hope very much that the new Academic Strategy meets with the approval of our University community. As ever, I am grateful for the hard work of everyone who has contributed to its development.

I expect the wider University Strategy to be concluded in December 2016 and will of course keep you informed of progress on the enabling strategies in the coming months.

Best wishes,
Stuart Corbridge



Professor Stuart Corbridge
Vice-Chancellor and Warden

Sent: 31 October 2016 13:59

Subject: Brexit town hall meetings

Dear Colleagues,

Further to the Brexit town hall meeting held on 6 July, I would like to invite all EU staff as well as any other interested colleagues to further town hall meetings on **Monday 7 November, 3.15-4.15pm, in ER140, Elvet Riverside, Durham City and Tuesday 8 November, 3-4pm, in F009, Wolfson Building, Queen's Campus.**

Colleagues have already been invited to attend seminars run by Halliday Reeves Law Firm to discuss the immigration implications of Brexit. The purpose of these town hall meetings is to discuss broader areas such as policy developments, research funding and European opportunities.

As places are limited, please email [REDACTED] to confirm your attendance and indicate which meeting you will be attending. Places will be allocated on a first-come-first-served basis up to the capacity of the room.

For anyone who is unable to attend, key questions and messages discussed at the meeting will be made available afterwards, and a video of the presentation will also be made available on the [Brexit microsite](#).

We will be holding separate town hall meetings for students.

Best wishes,

Professor Stuart Corbridge
Vice-Chancellor and Warden



Professor Stuart Corbridge
Vice-Chancellor and Warden

Sent:

10 October 2016 14:00

Subject:

Deputy Vice-Chancellor and Provost

Dear Colleagues,

I am delighted to announce that Professor Antony Long has been appointed as the new Deputy Vice-Chancellor and Provost following a competitive recruitment process. Antony is a Professor in the Department of Geography and, as a member of UEC Plus, is currently the lead for the relocation of activities from Queen's Campus to Durham as well as for the development of our Accommodation and Estates Strategy.

Antony will take up his new position on 1 November 2016. He succeeds Professor Ray Hudson who retired in April this year.

The interview panel and I were extremely impressed with both Antony's academic credentials and his consultative leadership approach. He demonstrates great analytical skills which he combines with an extraordinary work ethic and determination to deliver. Antony is approachable and always acts on the basis of evidence. I am confident that he will be a wonderful addition to our senior leadership team.

In his role as Deputy Vice-Chancellor and Provost, Antony will help lead the delivery of the Academic Strategy and will have particular responsibility for driving forward the University's strategy in relation to equality and diversity, academic planning and faculty affairs. The Dean of Equality and Diversity and the Director of the Strategic Planning Office and their respective teams will report to Antony.

Antony will also deputise for me as appropriate, including chairing UEC in my absence and representing the University in external arenas.

A Physical Geographer, Antony holds both his undergraduate and doctoral degrees from Durham University. His research expertise is in past and future sea-level change, a topic on which he has published extensively. He has also contributed to and led a number of prestigious external working groups and advisory boards.

Within the University, Antony has twice been Head of Department, overseeing significant staff and student growth, curriculum reform and successful performance in two Research Assessment Exercises. He has served on a number of University committees, including Senate and Council, and was Chair of Hild-Bede College Council for four years. He has assumed numerous leadership roles, including most recently as Chair of both the Accommodation and Estates Strategy Programme Board and the Queen's Campus Transition Group.

I am sure you will all join me in congratulating Antony on his new role and on joining our senior leadership team.

With best wishes,

Professor Stuart Corbridge



Professor Stuart Corbridge
Vice-Chancellor and Warden

Sent:

05 October 2016 09:47

Subject:

Estate Masterplan consultation events

Dear Colleagues,

You are warmly invited to contribute your views and ideas on the University's Estate Masterplan at consultation exhibition events taking place next week.

As you will be aware, one of the key enabling strategies under development to support our Academic Strategy is the Accommodation and Estate Strategy. Major investment in our estate is required to accommodate growth, improve the collegiate experience, and bring the condition of some of our existing estate up to the right standard.

The purpose of the Estate Masterplan is to provide a clear spatial framework for the delivery of the Accommodation and Estate Strategy. It sets out a scenario for possible future land use, distribution of activities, flexibility of building use and movement patterns within which individual projects may be taken forward in the future.

The Masterplan is a guide to the possible future development of the University over the next decade and beyond. No individual estates projects will be approved as part of the Masterplan, or indeed the Accommodation and Estate Strategy, but these two documents will provide the framework against which to assess business cases for future developments.

The consultation events will take place over four days for staff and students, with the wider public invited to attend on two of these days:

- Monday 10 October, Holliday Building Rotunda, Queen's Campus (internal only)
- Tuesday 11 October, Cromwell Suite, Marriott Hotel, Durham (internal and external)
- Wednesday 12 October, Maiden Castle Sports Centre Café, Durham (internal and external)
- Thursday 13 October, Palatine Centre ground floor atrium, Durham (internal only)

Representatives from the Estates Team will be on hand to provide detailed information and answer questions from 10.30am to 7.30pm on each of these days.

Information, and a chance to comment on the Masterplan, will also be available on the University Strategy web pages shortly – please look out for a link in this week's Dialogue Signposts email.

These are initial consultations to illustrate some potential developments of the Durham University estate within a Durham City setting. There will be further opportunities to hear more about and engage in the work of the Accommodation and Estates Strategy in the coming months.

I hope that you will take this opportunity to have a look at the exciting possibilities set out in the Masterplan and to provide your feedback on it.

Best wishes,

Stuart



Professor Stuart Corbridge
Vice-Chancellor and Warden

Sent: 19 September 2016 09:58

Subject: Message from the Vice-Chancellor

Dear Colleagues,

It has now been just over a year since I arrived in Durham and began my role as Vice-Chancellor here. As we move towards the start of a new academic year, I felt that this was a good opportunity to reflect back on that year and also, perhaps more crucially, to look forward to what the coming months will bring.

I therefore invite you to view my video message to staff which can be found [here](#). There will also be a written update in the forthcoming edition of Dialogue magazine (out this week) and you will have further opportunities to hear about the development of our new University Strategy at Town Hall meetings later this month, details of which can be found below and on the [University Strategy web pages](#):

- Tuesday 27 September, 11.15am-12.15pm, Room D003, Ebsworth Building, Queen's Campus
- Thursday 29 September, 12pm-1pm, Rosemary Cramp Lecture Theatre, Calman Learning Centre, Durham

Please note that you do not need to book to attend but places will be available on the day on a first-come first-served basis. I look forward to seeing as many of you as possible at these meetings and sharing progress to date.

Best wishes,

Stuart

Professor Stuart Corbridge
Vice-Chancellor and Warden

Sent: 01 September 2016 09:58

Subject: New Pro-Vice-Chancellor (Colleges and Student Experience)

Dear colleagues,

I am delighted to announce that Owen Adams OBE has been appointed Pro-Vice-Chancellor (Colleges and Student Experience) following a competitive appointment process. Owen currently holds the position of Commander at the Royal School of Artillery, British Army. Owen will take up his position at Durham on 5 January 2017. He succeeds Professor Graham Towl, who stood down at the end of August to pursue his academic career.

The interview panel and I were extremely impressed with the breadth and depth of Owen's leadership credentials. His interest in higher education, the resonance between his current position and the Durham PVC role, together with his wealth of experience, will enable him to work effectively across all aspects of his new portfolio, as well as with the University Executive Committee (UEC) and the wider University.

At the Royal School of Artillery, Owen leads a team of 800 across 12 departments. The School is an international centre of excellence, with particular strengths in learning experience and teacher development.

Prior to his current role, Owen was Programme Director at the British Army's Strategic Human Resources Board where he designed and implemented the Army's human resources programme. He was also Director at the UK Defence Academy, where he enhanced the coherence of its leadership programmes through negotiation with King's College London and Cranfield University.

Owen previously commanded 40th Regiment Royal Artillery, which included a demanding tour of Afghanistan in 2009. He has also served in Northern Ireland, Bosnia (where he was awarded a Queen's Commendation for Valuable Service) and Cyprus.

Owen has two Masters Degrees: one in Defence Studies from King's College London and another in Leadership and Management from Portsmouth University. He also has a Postgraduate Diploma in Strategic Management and Leadership from the Chartered Management Institute.

In his free time Owen is a trustee of three charities. He also has a keen interest in sports, including adventure racing, mountain pursuits and canoeing. Owen is delighted to be joining our world-class University and he and his wife, Sonja, and their two children, Ben and Beth, both aged 17, are looking forward to moving to the local area.

I am sure you will all join me in giving Owen a warm welcome to Durham.

Between 1 September 2016 and 5 January 2017, Professor Tim Burt, currently Master of Hatfield College, will assume the PVC role on a temporary basis. As a member of UEC, Tim will lead on the Colleges and Student Experience, taking forward some new activities and programmes of change which UEC will be discussing and hoping to agree with the Durham University community in the autumn. Professor Anthony Bash will take on the role of Acting Master of Hatfield College during this period.

I trust you will all support Tim and Anthony as they take on their interim roles and join me in thanking them for their service to the University.

With best wishes,
Professor Stuart Corbridge



Professor Stuart Corbridge

Sent: 03 October 2016 17:02

Subject: Pro-Vice-Chancellor (Education)

Dear Colleagues,

I am delighted to announce that Professor Alan Houston has been appointed as the new Pro-Vice-Chancellor (Education) following an international recruitment process. Professor Houston, who is currently Director, Academic Strategic Initiatives and Professor of Political Science at the University of California, San Diego, will take up his position at Durham on 5 January 2017.

The interview panel and I were extremely impressed with Alan's strong academic and leadership qualities, his pioneering use of modern technology to enhance learning, his commitment to equality and diversity, and his genuine passion for high quality teaching, education and student support. Professor Houston is well-placed to lead an Education Strategy that will consistently position Durham University as a world-class provider of research-led undergraduate and postgraduate education.

Professor Houston is an award-winning historian of political thought, specialising in early-modern Britain and America. All of his leadership roles have been student-centred or student-facing. He has won awards for his teaching activities and he is still actively teaching.

In his current role, Professor Houston is responsible for designing and launching key academic initiatives including a campus-wide international strategy; rolling out a suite of innovative web-based engaged learning tools for undergraduates; organising summer academies for incoming students from under-represented communities; and formulating an engagement strategy with the San Diego region.

Professor Houston has held several further leadership roles at the University of California, San Diego. Alan was the Interim Vice-Chancellor for Student Affairs, UC San Diego, where he was responsible for 500 staff, a budget of \$80 million (£60 million) and charged with improving student support services. Alan has extensive experience with collegiate universities, having served as the Provost of Eleanor Roosevelt College. And he is well grounded in postgraduate education, having served as Director of Graduate Studies in Political Science.

At Durham, Alan will lead on the delivery of the Education Strategy. He will work with colleagues to implement undergraduate and postgraduate programmes that are intellectually challenging and which promote advanced levels of skills training. He will oversee the development of technology-enhanced learning platforms that are on a par with best practices worldwide and he will be responsible for the development of new forms of learning, assessment and feedback.

Professor Houston has a BA in Mathematics and Political Philosophy from Oberlin College and an MA Government and PhD Government from Harvard University. He is married to Barbara Edwards and has two grown-up children; Kelsey 26 and Benjamin 22.

I am sure you will all join me in giving Professor Alan Houston a warm welcome to Durham.

With best wishes,
Professor Stuart Corbridge



Professor Stuart Corbridge
Vice-Chancellor and Warden

Sent:

20 December 2016 12:15

Subject:

University Strategy 2017-27

Dear Colleagues

I am pleased to let you know that the University Strategy, 2017-27 was approved by the University's Council on 13 December 2016. The Executive will now proceed to consult further with staff and students as we work across the University to deliver the Strategy. The University Strategy Programme Board, which was charged with overseeing the production of the University Strategy, will be dissolved at the end of 2016. From 1 January 2017 it will be replaced by a Strategy Delivery Board that I will Chair and which will report to UEC, Senate and Council as appropriate. Reporting into the Strategy Delivery Board will be a Major Projects Board that will be chaired jointly by Antony Long and Jane Robinson. Further details on strategy delivery roles, responsibilities, timelines and KPIs will be shared with the Durham University community early in the New Year.

It is important to note that the University Strategy, 2017-27 is a living document. Circumstances change, as we found out many times this year. The Strategy is best thought of as a guide to what we will be doing together in key areas such as research, education (where there will be a greater emphasis on widening participation and digital learning technologies), the wider student experience and internationalisation. Academic departments will have a central role to play in the implementation of the University Strategy and significant growth is planned in many subject areas. Delivery also depends on some concerted actions on what we are calling Critical Initiatives (see Appendix A). These Critical Initiatives include actions to support the Faculty, Durham DOES and Equality and Diversity, but there are also some impending capital projects linked to the Queen's Campus transition and some other projects around curriculum reform, student recruitment and admissions and income diversification where we are keen to make early progress. We will also advance work on our Financial and People strategies and our plans for a fundraising Campaign for Durham University.

I should emphasise that, while Council has approved a new Estate Masterplan, it really must be the case in these uncertain times that we will develop the new estate in phases, with each major project being signed off by Finance Committee on the basis of a sound business case. As of the end of 2016, the Executive has a green light to develop large-scale estate projects at Mary's Field (a large student-facing building that will host our Education Laboratory as well as new teaching spaces), at the Science site: new build for Mathematical Sciences and Computer Science, and at Maiden Castle. There will also be some remodelling of the academic estate on the Peninsula to create extra space for Arts and Humanities Departments and construction of two new Colleges at our Mount Oswald site. Council will consider a new home for DUBS and Group B, C and D projects (as listed in the Accommodation and Estates Strategy White Paper) once we get greater clarity on our ability to recruit non-UK students. Throughout, needless to say, capital projects will only be authorised subject to financing being available.

As I said earlier, further details will follow early next year. Thanks once again for all your help with the Strategy. We have a great future ahead of us.

Stuart

[Appendix A](#)

University Strategy Delivery

Academic strategies Overall Leads: Vice Chancellor, Provost			Critical Initiatives	Enabling strategies Overall Leads: COO, CFO		
Strategy	Exec. Lead	Priorities		Strategy	Exec. Lead	Priorities
Research & Engagement	PVC-RE	<ul style="list-style-type: none"> PhD & postdoc funding Conference, seminar and travel support Research and Innovation Services (RIS) restructure Research pricing and incentives 	The Faculty (recruitment, retention, HoD role & support, career tracks, new academic career, mentoring, promotion / probation, reward, professors in practice) Exec. Lead: Provost	Accommodation & Estate	COO	<ul style="list-style-type: none"> Estate Strategy delivery
Education	PVC-E	<ul style="list-style-type: none"> Widening Participation Semesterisation review Digital learning 	Durham DOES (Delivering Operational Excellence Strategy) Exec. Lead: COO	People	COO	<ul style="list-style-type: none"> Optimise staff deployment Talent management Leadership
Wider Student Experience	PVC – Colleges & WSE	<ul style="list-style-type: none"> Durham award Development of existing and new college communities 	Equality and Diversity (cross cuts all areas) Exec. Lead: Provost	Finance	CFO	<ul style="list-style-type: none"> Financing Financial planning, reporting and modelling
International	PVC-Global	<ul style="list-style-type: none"> Strategic partnerships Offices in London and overseas 	Student Recruitment and Admissions Exec. Lead: Provost	Alumni & fundraising	VC	<ul style="list-style-type: none"> Campaign for Durham
			Curriculum Simplification and Reform Exec. Lead: PVC-E	Place & Culture	VC	<ul style="list-style-type: none"> Cultural Framework delivery Develop strategic cultural partnerships e.g. Zurbaran
			Delivery of Estate Masterplan phase 1, Mary's Field, Mt. Oswald, Elvet Waterside, Maths and CS Exec. Lead: COO			
			Queen's campus (associated Exec. Lead) Relocation (Provost) International Study Centre (Provost) SMPH transfer to Newcastle (PVC SSH)			
			Science development Exec. Lead: PVC (Science)			
			Income diversification and commercialisation Exec. Lead: Chief Financial Officer			
Strategies to have annual implementation plans against which progress can be monitored by UEC, Senate and Council			Critical initiatives to have detailed implementation plans. Progress to be monitored by Strategy Delivery Board/ Major Projects Board, UEC, Senate and Council at appropriate frequency.	Strategies to have annual implementation plans against which progress can be monitored by UEC, Senate and Council.		
Delivery underpinned by the development, re-configuration and core business of departments, monitored through the annual planning and (for some items) quarterly performance review						
Key messages to be delivered through a comprehensive communication and engagement plan. Led by Director Marketing and Communications, reporting to COO						



Professor Stuart Corbridge
Vice-Chancellor and Warden