

Subject: Appointment of Executive Deans
Date: 05 July 2019 15:00:00

Message sent on behalf of Professor Stuart Corbridge, Vice-Chancellor and Warden, and Professor Antony Long, Deputy Vice-Chancellor and Provost

Dear Colleagues,

It gives us great pleasure to confirm that we have successfully appointed to the three new Executive Dean roles, to be in post in the 2019/20 academic year.

Along with Professor Susan Hart, the current lead for DUBS which will become the Faculty of Business on 1 August, the new Executive Deans will be key academic leaders for their respective Faculties and integral members of the Executive.

They will have responsibility for the strategic development and financial performance of their Faculty and play an important ambassadorial role for their Faculty and the University as a whole.

Following an extensive external search and recruitment process, we have appointed the following outstanding candidates:

- **Professor Charlotte Clarke – Executive Dean (Social Sciences & Health)**

Charlotte is currently Professor of Health in Social Science at the University of Edinburgh, where she was previously Head of School and now also holds the post of Dean International for the College of Arts, Humanities and Social Sciences. Through her research she has worked to address health inequalities and stigma and has influenced international health and social care policy and practice in relation to dementia.

Charlotte will be starting as Executive Dean (Social Sciences & Health) on 16 September 2019.

- **Professor Jacqui Ramagge – Executive Dean (Science)**

Jacqui is currently Head of the School of Mathematics and Statistics at the University of Sydney. She has won awards for her teaching and for her contributions to the research environment. Her research interests overlap algebra, analysis, and geometry. She is a Fellow (and currently President) of the Australian Mathematical Society and a Fellow of the Royal Society of New South Wales.

Jacqui will be starting as Executive Dean (Science) on 1 January 2020.

- **Professor Janet Stewart – Executive Dean (Arts & Humanities)**

Janet joined Durham in 2014 from the University of Aberdeen as Professor of German and Visual Culture in the School of Modern Languages and Cultures (MLAC). She was the founding Director of the Centre for Visual Arts and Culture and served as Head of School from 2015 to 2018. Her research interests lie in visual culture, the energy humanities and Austrian and German cultural history. Janet will be starting as Executive Dean (Arts & Humanities) on 1 September 2019.

We would like to thank all colleagues and partners involved at each stage of this recruitment campaign; the outcome of which has been so successful.

Further information about the appointments will be available on our web pages shortly. We look forward to Charlotte and Jacqui arriving in Durham in due course and invite you to join us in congratulating all four of the Executive Deans on their new roles.

Professor Stuart Corbridge and Professor Antony Long
Vice-Chancellor and Warden (Deputy Vice-Chancellor and Provost)

Subject: Appointment of five new Heads of College
Date: 05 July 2019 14:50:00

Message sent on behalf of Professor Stuart Corbridge, Vice-Chancellor and Warden, and Professor Martyn Evans, Pro-Vice-Chancellor (Colleges and Student Experience)

Dear Colleagues,

We are delighted to be able to announce the appointment of five new Heads of College to be in post in the academic year 2019/20. Four are replacing existing Heads who are either retiring or moving to a different role within the University; and one is to be the founding Head of our newest college, South College – the first to be added to collegiate Durham for thirteen years.

After conducting a global search to find outstanding individuals to lead these five colleges, we can now confirm the following appointments have been made:

- **Professor Adekunle Adeyeye – Principal of Trevelyan College and Professor of Physics**

Adekunle joins Durham from the National University of Singapore where he is currently Professor of Electrical and Computer Engineering and Master of Ridge View Residential College. He has conducted pioneering research work in the field of nanomagnetism and won many awards, including being named one of the top 100 young innovators in the world by TR100.

Adekunle will be joining us sometime in Michaelmas Term; the exact date is to be confirmed.

- **Professor Maggi Dawn – Principal of St Mary's College and Professor of Theology (Teaching)**

After a successful music career, Maggi began her career in academia as College Chaplain and teaching fellow at the University of Cambridge. She comes to Durham after eight years as Associate Dean, and Associate Professor of Theology and Literature, at Yale Divinity School and the Institute of Sacred Music, Yale University.

Maggi will be starting at St Mary's College on 1 September 2019.

- **Professor Simon Forrest – Principal of the College of St Hild and St Bede and Professor of Sociology**

Simon has 30 years' experience of teaching, research and engagement/impact work associated with the social aspects of HIV/Aids, Sexual and Reproductive Health, Gender and Sexualities, and the social sciences in medicine and health. Between 2009 and 2017, he was Head of the School of Medicine, Pharmacy and Health at Durham University, and led the transfer to Newcastle University.

Simon will start with us on 23 September 2019.

- **Professor Tim Luckhurst – Head of South College and Associate PVC (Engagement)**

Starting out as a political advisor, Tim moved into a distinguished print and broadcast media career, including at the BBC, before going on to take up the role as founding Head of the University of Kent's Centre for Journalism.

Tim will be setting up South College, which is due to open its doors in autumn 2020. He will also be undertaking a portfolio role, focused on developing relationships alongside the PVC Global and will be starting with us on 1 November 2019.

- **Professor Rob Lynes - Head of Stephenson College and Associate PVC (Global)**

A true global leader, Rob has lived and worked all over the world working in leadership roles in NGOs and the British Council. His global experience and networks will set him up for success in his portfolio role as a University ambassador working alongside the PVC Global.

Rob will be starting at Stephenson College on 1 September 2019.

This is a hugely successful outcome from an ambitious recruitment campaign, for which we received many outstanding applications. The outcome and the success of the

process are a tribute to the energies and skills of our colleagues and partners, and also to our reputation and reach as a world-leading University.

Further information about the appointments will be available on our web pages shortly, and the new Heads of College will be in touch when they take up their posts later this year.

We look forward to giving our new colleagues a warm Durham welcome when they start arriving early in the academic year.

With best wishes,

Professor Stuart Corbridge and Professor Martyn Evans
Vice-Chancellor and Warden Pro-Vice-Chancellor (Colleges and Student Experience)

Subject: Appointment of Interim Executive Dean (Science)
Date: 14 August 2019 10:02:00

Dear colleagues,

I am pleased to inform you that we have appointed Professor Stefan Przyborski as Interim Executive Dean (Science) from 1 September 2019. Stefan will oversee the strategic development and financial performance of the Faculty of Science for a period of four months, until Professor Jacqui Ramagge takes up the position in January 2020. Stefan will report to Professor Antony Long, our Provost, and will be a member of the University Executive Committee (UEC).

Stefan is Professor of Cell Technology in our Department of Biosciences and has been Deputy Head of the Faculty of Science for the past four years. His research interests lie in animal cell biology, with specific interests in anatomy, tissue biology, cell differentiation and stem cells, and he has significant experience in assessing research quality as a panel member for REF2014 and 2021.

You can find out more about Stefan and our other recent appointments on the [Senior Leadership web pages](#).

Please join us in congratulating and supporting Stefan as he takes on his new role.

Best wishes,

Professor Stuart Corbridge and Professor Antony Long
Vice-Chancellor and Warden (Deputy Vice-Chancellor and Provost)

Subject: Appointment of new Pro-Vice-Chancellor (Colleges and Student Experience)
Date: 26 March 2019 10:11:00

Dear colleagues,

I am very pleased to announce that Jeremy Cook OBE has been appointed as our new Pro-Vice-Chancellor (Colleges and Student Experience), following a competitive external recruitment process.

Jeremy is currently the Deputy Director of the British Army's Collective Training Transformation Programme and will join us at Durham in September 2019.

Jeremy will be responsible for promoting our wider student experience including the overall strategic direction of our Colleges Division, Student Support and Wellbeing and Experience Durham.

This will involve working closely with Heads of Colleges, officers in [Durham Students' Union](#) and Experience Durham, as well as other key stakeholders.

In addition to championing the student support and development agenda at the highest levels of the University, Jeremy's goal will be to ensure that the wider student experience at Durham is unsurpassed in Europe and on a par with the very best institutions worldwide.

Jeremy has a proven record of success in strategic leadership and I am sure you will join me in welcoming him to his new role.

Professor Martyn Evans will act as Pro-Vice-Chancellor (Colleges and Student Experience) on an interim basis until Jeremy takes up his position.

Best wishes,

Professor Stuart Corbridge
Vice-Chancellor and Warden



Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: Brexit update from the Vice-Chancellor
Date: 26 February 2019 09:12:00

Brexit update from the Vice-Chancellor

This message is to update you on the work we are doing to prepare for the UK's planned departure from the European Union.

We are aware that the current uncertainty around Brexit is causing concern and presenting some of our staff and students with immediate practical problems. It is also causing a number of challenges for us as an institution.

Following the EU referendum in 2016 we set up a Brexit Steering Group. This Group has been considering Brexit issues for nearly three years now. It continues to meet regularly to discuss the latest developments and to help shape planning for the weeks, months and years ahead. The Group has informed University policies in areas including human resources, education, research and estate planning.

Our attention now is focused on the prospect of a No Deal (or Deal) exit from the EU on 29 March. Whether or not this happens is for Parliament to decide. Please be assured, though, that our contingency planning is well advanced.

A March 2019 Brexit was the subject of a detailed discussion at a University Executive Committee (UEC) meeting last week. We considered the potential implications of Brexit for our admissions and immigration processes, research funding, student mobility, participation in the Erasmus+ programme, human resources, procurement, catering, estate development and maintenance, accommodation and commercial operations and various areas of law.

We will be communicating with you all shortly on the major issues that we know are of concern – from Erasmus Plus through to visas and travel arrangements and on to research funding. We want to do everything we can to support our staff and students through this unsettling period.

If you become aware of any Brexit-related issues or risks that might affect you, your colleagues or areas of our work, please surface them through your line managers (staff) or College officers (students). The UEC Lead on Brexit planning is our PVC-Global, Professor Claire O'Malley. It is better for us to hear issues raised repeatedly than to miss something.

You can also raise concerns through the enquiry forms on our [Brexit web pages](#). These web pages are being updated regularly and we will do our best to keep you properly informed in a fast moving environment.

Finally, I remain confident that we are well placed to continue to thrive as a University. We attract extraordinarily talented staff and students from around the world and we take great confidence from our continuing openness, academic distinction and distinctiveness. I trust this will remain the case once Brexit is settled and once government decides how it plans to fund post-18 education in England.

Best wishes,

Stuart Corbridge

Vice-Chancellor and Warden



Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: Brexit update
Date: 22 August 2019 14:33:00

Dear colleagues,

This message is to update you on work we are doing to prepare for the UK's planned departure from the European Union.

Given recent political developments, the University's Brexit Steering Group is now focusing heavily on the implications for DU of a 'No Deal' scenario. It does so, of course, while constantly affirming that the University and its region is a wonderful place to live, study and work; and that top universities worldwide need to embrace a spirit of openness, inclusion and internationalism, as we do here at Durham.

What follows is a list of some key areas for all of us, updated as best we can amid an extraordinary degree of political turbulence:

- **Living and working in the UK**

The EU Settlement Scheme will remain in place for EU colleagues living in the UK prior to Brexit. We would advise that if any of our EU colleagues have not yet registered under the Settlement Scheme, they should do so promptly as it is likely that demand for UK Visa and Immigration services will increase the closer we get to a potential 'No Deal' Brexit on 31 October. Many colleagues have been supported by Human Resources in making their application and such support is readily available.

In the event of a 'No Deal' scenario we expect that new colleagues from the EU will have to obtain a 'temporary' visa within their first three months in the UK and thereafter apply for a further visa.

Colleagues in Human Resources will continue to support all colleagues and candidates with immigration applications and costs. Updates will be published [here](#).

- **European research funding**

Whatever the outcome of the Brexit negotiations, *Horizon 2020* and *Framework 7* projects will continue to receive funding. If the currently proposed Withdrawal Agreement is approved the European Commission will fund current research projects to the end of the project. In a 'No Deal' scenario, European Commission contracts would transition to the UK Government – for research-related projects mostly to the Department for Business, Energy and Industrial Strategy (BEIS), with ownership lying with UK Research and Innovation (UKRI). We expect further information on how the underwrite and transfer of projects to UKRI will operate in early September.

Colleagues in Research and Innovation Services are working to be ready to implement any changes to our research contracts, should they be necessary, and ensure they continue whatever the outcome of the Brexit process. Updates will be published [here](#).

- **Studying in the UK**

Governments across the UK have confirmed that EU students starting a course in 2019/20 or 2020/21 will be eligible for home fee status and for financial support as per the existing rules, and Universities UK has been informed by the Department for Education that for England these commitments would be honoured under a 'No Deal' scenario. The new Government has not yet re-confirmed this advice, but we don't foresee any insurmountable problems for new or returning EU students.

Colleagues in the Academic Office will continue to engage with prospective EU students, and updates will be published [here](#).

- **Student mobility**

The British Council has confirmed that we have secured *Erasmus+* funding for our students going to Europe in the academic year 2019/20. Over 300 will be going to Europe on work and study placements funded by the European Commission.

Meanwhile, we will welcome a similar number of EU students from our partner universities across Europe. In a 'No Deal' scenario, the UK Government has agreed to underwrite *Erasmus+* funding for 2019/20 outbound UK students.

Colleagues in the International Office will keep in touch with all Durham students abroad and ensure any additional requirements resulting from a 'No Deal' Brexit are swiftly communicated. Updates will be published [here](#).

• Travelling to Europe

If the currently proposed Withdrawal Agreement is approved, there would be no immediate changes to travel in the EU. In a 'No Deal' scenario, the rules for passports, driving and EHICs (European Health Insurance Cards) would change. For example, you would need a passport that has at least six months left and is less than ten years old. The latest UK Government advice can be found [here](#). Students should carry their student status letter.

Next steps

We are keen to be aware of any Brexit-related issues or risks that might affect you, your colleagues or areas of our work. The Brexit Steering Group includes colleagues from across the University (membership is viewable via our [Brexit web pages](#)). Please raise any questions, observations or suggestions you have with your representative, or through your line manager.

We are keen to include students in these discussions, and I am pleased to report that Kate McIntosh, the President of Durham Students' Union, has kindly agreed to join the Group.

Additionally, we will be running Brexit Town Hall meetings early in the new Term. These will include an expert panel and provide another chance to ask any questions you may have. Further details will be communicated shortly.

In closing, I want to say again that we are immensely proud of the contributions of all our staff members and students who come from diverse nationalities and cultural backgrounds, and that we flourish because we are inclusive and outward looking community. I hope the updates above show how we are putting these values into action.

Thank you again for your hard work.

Best wishes,

Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: Centre for Evaluation & Monitoring (CEM)
Date: 10 June 2019 12:58:00

Dear Colleagues,

Following my email to you last month, I am now able to let you know that the sale of CEM to the University of Cambridge has been completed.

As I mentioned previously, CEM has grown significantly in size since it was set up over 30 years ago and has a well-earned reputation in its field.

The transition to Cambridge will enable the business to further develop and grow as part of Cambridge Assessment and Cambridge University Press (each departments of the University of Cambridge).

There are promising opportunities for CEM's assessment systems to increase their impact and widen their reach through close alignment with Cambridge's worldwide portfolio of school improvement products and services.

I know you will join me in thanking everyone in CEM for their services to the University and in wishing them the very best for the future as they join the Cambridge family.

With best wishes,

Stuart Corbridge
Vice-Chancellor and Warden



Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: Changes to senior University management
Date: 06 March 2019 14:17:00

Dear colleagues,

I am writing to inform you of a number of changes to the work and membership of the University Executive Committee (UEC). We believe these will help the University run more effectively as we focus on our strategic goals of excellence in research, education and wider student experience.

Why we're changing

- UEC meetings are getting ever busier. The University's senior leadership needs to focus more on strategic thinking, new policy development and monitoring and assurance;
- To acknowledge that senior management extends beyond UEC and ensure powers are delegated appropriately and transparently;
- To allow the Vice-Chancellor and Warden to spend more time on outward-focused work, including our fundraising Campaign for Durham; and
- To assist the Provost in achieving the goals of our Academic Strategy.

What is changing

The membership and roles of UEC will change this summer as follows:

- The Faculty Pro-Vice-Chancellors will become Executive Deans, reporting to the Provost.
- The Pro-Vice-Chancellors for Education and Research will become Vice-Provosts, reporting to the Provost.
- The Pro-Vice-Chancellors for Colleges and Student Experience and Global will continue as Pro-Vice-Chancellors, reporting to the Vice-Chancellor and Warden.
- UEC will also include the Chief Financial Officer, Chief Information Officer, the Director of Human Resources and Organisational Development, the Director of Strategy Delivery and the Director of Estates and Facilities. The University Secretary will be in attendance.
- Two new bodies will be established: a Provost's Board and an Operations Board. Both will be accountable to UEC and thence to Senate and Council.
- The Provost's Board will be chaired by the Provost and will focus on academic matters.
- The following will be Provost's Board members: the Vice-Provosts for Education and Research, the Executive Deans of the Faculties, the Associate Provost, a representative of Durham Students' Union and the Director of Strategic Planning. The University Secretary will be in attendance. The Vice-Chancellor and Warden has a standing invitation but is not expected to attend.
- The Operations Board will be chaired by the Vice-Chancellor and Warden for the first year (or less) and will focus on infrastructure and other operations. Chairing will move in due course to a senior operational lead within UEC.
- The following will be Operations Board members: the Chief Information

Officer, the Chief Financial Officer, the Directors of Strategy Delivery, the Director of Estates and Facilities, the Pro-Vice-Chancellors for Colleges and Student Experience and Global, two Executive Deans of Faculty, a representative of Durham Students' Union. The University Secretary will be in attendance. The Deputy Vice-Chancellor has a standing invitation but is not expected to attend.

This new management structure has been agreed by the University's governing Council and will take effect from August 1. Further work on associated delegations and governance is underway and will be shared with the community next Term.

We are very keen that colleagues across the University are well-informed of the discussions and decisions of UEC and both new Boards. A brief summary of discussions and decisions will be sent to Departmental, Professional Service and College Heads after each meeting, to be cascaded to their teams as appropriate.

Personnel changes

As well as these structural changes, a number of personnel changes are taking place. We have communicated previously that Stephen Willis will take up the post of Chief Financial Officer in April, John Hemingway will take up the post of Chief Information Officer in May, Colin Bain will take up the new post of Vice-Provost (Research) in August and Christine Merrell has been appointed Interim Pro-Vice-Chancellor (Social Sciences and Health).

We hope to announce a new Pro-Vice-Chancellor (Colleges and Student Experience) shortly.

Additionally, Patrick Hussey and David Cowling will be stepping down from their current roles as Pro-Vice-Chancellors for the Faculties of Science and Arts and Humanities, respectively, in summer 2019. I am hugely grateful for their work and contributions (more on this in a later communication), very glad that they are remaining with us here at Durham and wish David and Patrick every success as they return to their academic roles.

We will be recruiting to three Executive Dean of Faculty positions in the near future. The diversity of UEC will be a key consideration in these searches.

We are all aware that the University is in a period of change. You will have received communications recently about the Faculty and Department operations review and the Oracle Cloud implementation project, both very significant initiatives for us as an organisation. I hope this message explains how we are also changing the leadership of the University.

My thanks, as always, for your continued hard work and dedication.

With best wishes

Stuart



Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: Complete University Guide ranking 2020
Date: 01 May 2019 11:38:00

Dear all,

I am delighted to let you know that our University has once again been ranked sixth in the Complete University Guide (2020), maintaining our position from last year and achieving our 12th consecutive year in the top 10 of this prestigious guide.

The five universities placed ahead of Durham are Cambridge, Oxford, St Andrew's, LSE and Imperial. This is good company to be in.

The latest edition of the Complete University Guide recognises our challenging, creative and cutting-edge teaching and research, with 90 per cent of our subjects ranked in the UK top ten and two subjects ranked number one – English and Music.

To achieve this, and our other league table successes, during what continues to be a challenging time for the UK Higher Education Sector, is extremely rewarding.

We are proud to be known globally as a centre of teaching and research excellence. Our continuing high standing is a wonderful testimony to the quality of everyone associated with the University: thank you all.

You can read more about this ranking on our [website](#).

Kind regards,

Professor Stuart Corbridge
Vice-Chancellor and Warden



Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: David Held
Date: 04 March 2019 10:37:00

Dear colleagues,

It is with great sadness that I am writing to inform you of the death of Professor David Held, Master of University College, Durham.

David was a noted political scientist and previously served as the Co-Director of the Centre for the Study of Global Governance at the London School of Economics. He joined Durham in 2012.

David was taken ill and died in hospital on Saturday. Our thoughts are with his family and friends.

Castle staff and students have been informed and are being offered support. The flag at Castle will be flown at half-mast in tribute.

Dr Richard Lawrie, who had been serving as Acting Master while David was on research leave, will continue in this role until further notice.

Details of a memorial service will be communicated in due course.

Yours,

Stuart Corbridge
Vice-Chancellor and Warden



Professor Stuart Corbridge

Vice-Chancellor and Warden

Subject: Pro-Vice-Chancellor (Social Sciences and Health)
Date: 09 January 2019 10:01:00

Dear Colleagues,

I am writing to let you know that Professor Tim Clark has accepted a role as Provost at Singapore Management University and will therefore be leaving Durham in March 2019. Tim joined the University in 2002 as Professor of Organisation Behaviour and has since undertaken the roles of Chair of Board of Studies in the Business School, Dean of Graduate School, Deputy to PVC (Education) and, most recently of course, PVC (Social Sciences and Health).

In his time here Tim has achieved outstanding results, including: overseeing the triple accreditation of the Business School; expansion of PG student numbers and the development of the PG student experience; the launch of credit union loans for our students; the successful transfer of SMPH to Newcastle University; and the move of the SSH Faculty from 60th to 45th in the THE World Rankings. Externally, Tim has been Vice-Chair of the ESRC Training and Skills Committee and was made Fellow of the Academy of Social Science and Fellow of British Academy of Management.

I know you will join me in congratulating Tim on his new role, thanking him for his service to the University and in wishing him well for his future career.

We will shortly begin the process of appointing a successor for Tim.

Best wishes,

Stuart Corbridge

Vice-Chancellor and Warden

Durham University



Professor Stuart Corbridge

Vice-Chancellor and Warden

Subject: QS World University Rankings 2020
Date: 19 June 2019 09:15:00

Good morning,

I am pleased to tell you that Durham has once again been ranked in the World Top 100 in the QS World University Rankings 2020.

We are in 78th place in the league table, slightly down from 74th position last year, but this is still a very strong performance – one that puts us in the top eight per cent of more than 1,000 global universities ranked by the QS. We are also ranked 24th in Europe.

The quality of, and international demand for, Durham's graduates remains strong with the world's leading employers ranking us 44th globally (33rd last year) for employer reputation and ninth nationally.

Although there has been a slight fall, the impact and quality of our research continues to be highly regarded and we are ranked 63rd globally (57th last year) and third in the UK for research citations, which is a huge credit to the hard work and talent of our academics.

Pleasingly our work to attract more leading researchers from around the world to Durham is also recognised with an increase in our international faculty ranking to 113th (up from 125th).

More information about Durham's performance in the QS World University Rankings 2020 can be [read here](#).

As you may know, our latest ranking as one of the world's leading universities follows our significant success in the individual [QS World University Subject Rankings](#), published earlier this year, when a record 18 of Durham subjects were ranked in the World Top 100, including ten in the World Top 50.

As ever, we are not complacent and we trust that our position in the world rankings will be enhanced by our investment in new facilities and our work to attract the very best academic talent from around the world to Durham.

To be recognised as a World Top 100 university is something that we can all be very proud of. It affirms the outstanding quality of Durham's research, education and overall student experience. I would like to thank all of you for your continued hard work and dedication.

You can read more about Durham University's performance in a range of national and international league tables [here](#).

Kind regards

Stuart Corbridge

Vice-Chancellor and Warden



Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: QS World University Rankings by Subject 2019
Date: 27 February 2019 08:33:00

Good morning,

I am delighted to share with you that the [QS World University Rankings by Subject 2019](#) have been published today and Durham University has once again recorded its highest ever number of top ranked subjects.

In this year's rankings we have achieved:

- Three subjects in the World Top 10 – Theology & Religion (fifth in the world), Archaeology (sixth in the world) and Geography (ninth in the world).
- A total of ten subjects in the World Top 50 (up one from last year) – Theology and Religion; Archaeology; Geography, Anthropology; Classics and Ancient History; Earth and Marine Sciences (Earth Sciences); English Language and Literature (English Studies); History; Law; and Philosophy.
- A further eight subjects in the World Top 100 (up one from last year) - Accounting & Finance (Business School); Chemistry; Education; Modern Languages (School of Modern Languages and Cultures); Physics & Astronomy (Physics); Politics & International Studies (School of Government and International Affairs); Psychology; and Social Policy & Administration (Department of Sociology).
- In total, 18 subjects are ranked in the World Top 100, up from 16 last year.
- Across broad subject areas, Durham is ranked in the world top 50 for Arts and Humanities (42nd), while Natural Sciences keeps its place in the top 100 (82nd).

Once again, the rankings highlight our tremendous strengths in research and education, while also recognising the very high quality of both our staff and students.

To put this into context, a total of 1,222 institutions from 78 countries were assessed by QS and the rankings looked at 48 subjects in five broad subject areas.

In total, the rankings take into account the insight of more than 83,000 academics and 42,000 employers around the world, as well as 150 million research citations from 22 million academic papers.

In addition to these subject specific results, we are also ranked 74th in the overall QS World University Rankings, which are published each spring.

All of us can be very proud of this achievement and I would like to offer my sincere thanks to the entire Durham University community for helping to deliver these outstanding results.

To find out more about the QS World University Subject Rankings, visit their website [here](#). You can read more about Durham University's performance in a

range of national and international league tables [here](#).

Kind regards

Stuart Corbridge

Vice-Chancellor and Warden

Durham University



Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: Review of Post-18 Education and Funding
Date: 31 May 2019 11:46:00

Dear colleagues,

As you may know, the Independent Panel Report to the Review of Post-18 Education and Funding – the so-called Augar Review – has now been published. The core message of the Report, according to its authors, is that “the disparity between the 50 per cent of young people attending higher education and the 50 per cent who do not has to be addressed”. Much of the Report is about strengthening technical education and reforming and refunding the Further Education college network.

There is much to discuss in relation to the higher education/further education balance. For universities, of course, and for much of the press, the main headline being picked up from the Report is the recommendation that Home undergraduates in England might in future pay no more than £7500 for a degree, rather than £9250 at present.

I am sure many of you will welcome this. Too much of the cost of a university education is falling on current students, including through interest payments – on which students will be seeking greater clarity in the wake of the Review. Less clear is the extent to which government will use taxpayer funds to make up the gap from £7500 to £9250 across the sector. We expect more information on that in the government’s comprehensive spending review in Autumn 2019.

Needless to say, Universities UK and (for us) the Russell Group will push hard to ensure that higher education in England is properly funded. A cut in the headline fee for students won’t be of great benefit to the student body if higher education as a whole is under-funded. An under-funded university system would hurt UK higher education around the world and could impact on our collective ability to boost UK productivity and our local communities.

As yet, we don’t know how the government will respond to the Augar Review. Uncertainty will linger for a while and we shouldn’t jump to conclusions. Durham University will continue to press the case for higher education and its public and private benefits. The University leadership will also keep all of our communities – staff, students, alumni, Council members, partners and supporters – informed about the post-18 education funding debate as it gathers pace. I will arrange some Town Hall meetings where we can discuss the post-Augar landscape and hear how we are all thinking about its (possible) implications.

In terms of our planning, we need to be prudent. Durham University is strongly placed within the sector and the changes we are making through our Strategy will enhance our standing. Nevertheless, our working assumption must be that funding will get tighter in the years ahead.* Here, too, I will want to listen to how the community is thinking about the new funding landscape and how best we can ensure that Durham remains the truly vital public institution that it is.

With kind regards,

Stuart Corbridge
Vice-Chancellor and Warden

*A link the Review is provided [here](#). The core Proposals of the Panel are set out at pages 9-11. A recommendation on higher education funding in England is set out explicitly on page 10, which, in addition to commending a maximum home undergraduate fee of £7500 a year, asks universities to “find further efficiency savings over the coming years”. There is also a clear steer that “more of the taxpayer funding should come through grants directed to disadvantaged students and to high value and high cost subjects”.

Subject: The Guardian University Guide 2020
Date: 07 June 2019 16:29:00

Dear Colleagues and Students,

I am delighted to let you know that Durham University has today been ranked fifth in The Guardian University Guide, 2020.

At the subject level, English is ranked Top in the UK and a further 18 of the University's subjects are ranked in the Top Ten.

The Guardian University Guide is made up of a number of indicators of overall student experience, including course satisfaction, teaching quality and feedback. Our success in these rankings reflects extremely well on the excellent work being done here at Durham. It also speaks to the extraordinary quality of our students.

I am confident you will join me in extending our congratulations to colleagues and students across the University on these positive results. I would also like to thank everyone for their hard work and commitment to the continuing high standing of Durham University.

You can read more about Durham University's performance in a range of national and international league tables [here](#).

With best wishes,

Stuart Corbridge

Vice-Chancellor and Warden



Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: The Vice-Chancellor's end of year message
Date: 30 July 2019 13:56:00

Dear colleagues,

As the 2018/19 academic year ends, I am delighted to thank you all for your dedication, enthusiasm and hard work throughout the past 12 months. We have been through many changes over the past few years and achieved a great deal together. I am truly grateful for your support and hope you feel, as I do, that the University is in good shape.

Reasons to be optimistic

We have enjoyed several league table successes this year, including:

- Being named in the world top 100 universities in the *THE World Reputation Rankings 2019*; and placed 78th in the *QS World University Rankings 2020*
- Ranking fifth in the UK in the *Guardian University Guide 2020*, and sixth in the *Complete University Guide 2020*
- Having a record 18 of our subjects placed in the world top 100 in the *QS World University Rankings by Subject 2019*, and
- Achieving a Gold rating in the *TEF (Teaching Excellence and Student Outcomes Framework)*.

We have also made very strong appointments to our senior leadership teams, including most recently three new [Executive Deans](#), and five new [Heads of College](#).

The external environment remains uncertain, as we all know. Brexit, the post-18 education and funding review and ongoing pension discussions are just three issues which could have a significant impact on all of UK Higher Education.

At the same time, our offer to prospective students and colleagues, partners and investors remains very attractive. And we have made investments and changes – including to our IT, financial setup and size and shape – that will enable us to make the most of new opportunities.

We are also reviewing our internal structures and processes to make sure they are the best they can be. As we look forward to 2019/20, I believe we are at the start of a very exciting period for the University.

Who we are and aspire to be: our Values

One important project we have completed this year is agreeing our [core values](#): the things that bring us together as a community. These are both aspirational and reflective. I want us to pursue these values and trust they accurately reflect who we are today. So, in reviewing 2018/19, I will have these values firmly in mind: to be inspiring, challenging, innovative, responsible and enabling.

Inspiring

“We nurture the extraordinary”

It is simply not possible to mention here all the achievements of the past 12 months that could be described as inspirational. But, in terms of our staff:

- Profs Harriet Bulkeley and Alec Ryrie have just been elected [Fellows of the British Academy](#)
- Event Durham won gold in the Business Tourism category of the North East England Tourism Awards for the second consecutive year
- Profs Keith Ellis and Simon Cornish deserve our congratulations for winning [prestigious awards](#) from the Institute of Physics
- The Scottish Soldiers project won the Chartered Institute of Public Relations Gold Award for [Issues, Crisis or Reputation Management](#)
- Prof Sue Black is inspiring a new generation of computer scientists, including via the [TechUP programme](#), which offers 100 women the opportunity to retrain in the digital sector
- Colleagues in Marketing and Communications have led on the rollout of a [new University brand](#)
- Prof Jeremy Dibble’s work is allowing us to [hear previously unpublished music](#) by composers Sir Charles Villiers Stanford and Sir Hubert Parry for the first time, and
- Dr Karen Hind’s research into [maintaining healthy bones](#) is a useful read for us all. I look forward to seeing more from our new [Department of Sport and Exercise Sciences](#) in the years to come.

Our students have also inspired us again this past year:

- Our sportswomen and men earned us the BUCS Team University of the Year title once again, while the Durham Wildcats – a joint enterprise of the university and the region – reached the quarter-final of the Women’s FA Cup
- Fourth Wall theatre group’s *Killology* was chosen for the [National Student Drama Festival](#) and many of our students contributed to the inaugural [Summer in the City Festival](#)
- Our musicians staged a superb [14 Days of Christmas Music](#) and supported a highly successful [Durham Vocal Festival](#); and
- There has been much inspirational volunteering, including a [24-hour football challenge](#) at Collingwood to raise money for a charity dedicated to preventing male suicide.

I hope, too, that we will all find our new facilities inspiring. It has been exciting to see major progress this year on projects including the Sports and Wellbeing Park, the Teaching and Learning Centre on South Road and the Assembly Rooms refurbishment on the Bailey, all of which will open shortly, as well as two new Colleges at Mount Oswald and our Mathematical Sciences and Computer Science building at Upper Mountjoy. Do visit our [Estates Developments](#) web pages for the latest updates.

And, of course, we rounded off the year with sixteen Congregations in the inspiring surroundings of Durham Cathedral. As one student website put it: “their graduation shuts everyone else’s down... Durham 1, rest of the country 0”. A big thank you to Vicky Parrish, Anna McDonagh, and all our teams who make these days run so well – and of course to Sir Thomas Allen, our Chancellor.

Challenging

“We are curious, courageous and set high standards”

Being challenging means addressing challenging situations in the world around us and being open to challenge ourselves.

In Arts and Humanities the [Ordered Universe project](#) is questioning our modern understanding of past world-views and experiences; and Dr Clare Mac Cumhail is championing the work of [four 20th Century female philosophers](#).

In Science our astronomers' work on Chameleon Theory is making us re-think our [understanding of gravity](#); and Dr Phil Heron is asking why we haven't taught [science in prisons](#) (and then putting that right).

And in Social Science and Health Prof Clare McGlynn and colleagues are calling for changes to the [law on the sharing of sexual images online](#), while Dr Catherine Turner and Prof Nayanika Mookherjee are working to [speed up gender balance and raise women's voices](#) in the area of international peace and security.

Internally, we have set up a [Commission on Respect, Values and Behaviour](#) to understand different experiences of working and studying with us; we are working hard on cross-departmental curriculum reform; and we are proud to be leading a [project to increase diversity](#) in Engineering and Physical Sciences.

Innovative

“We embrace change and creativity”

Our academic colleagues have long been expert innovators and a quick look around our website shows the past year has been no exception. Prof Steve Lindsay has shown how [dogs could be trained to detect malaria](#); Dr Noam Leshem has used virtual reality and 3D modelling to bring some of the [world's hidden areas to life online](#); and colleagues from English Studies and elsewhere helped bring literature to new audiences through a highly successful [Durham Book Festival](#). Keep an eye out for the 2019 Festival programme announcement shortly.

We have also innovated in teaching, including through the development of the [Encore](#) lecture capture system, and this experimentation will continue when the Teaching and Learning Centre opens in September. Prof Alan Houston, Sophie Daniels, Prof Simon James and colleagues have also been hard at work on a Commission on Creativity in Education: look out for the Report (jointly with Arts Council England) next Term.

Our students are great innovators, too. Over 3,000 students are engaged in enterprise activity and three PhD students recently won Duke of York Young Entrepreneur Awards for [developing a method to turn plastic waste into aggregate for use in concrete](#).

Meanwhile, in Procurement, colleagues have worked hard to bring innovative new health and safety training modules online, with the help of colleagues in ACS, CIS and Legal Services.

Responsible

“We are respectful and promote the public good”

We recognise our responsibilities to our students, staff and neighbours, as well as to society as a whole. I’m proud that we have signed the [Stand Alone Pledge](#) to support estranged students and that we’re looking to enhance footpaths and cycle paths around our campus through our [Infrastructure improvements project](#).

Developing and maintaining positive community relations remains a priority for us and it has been pleasing to see the progress of our [Community Engagement Task Force](#). Our recent [Community Fun Day](#) was a huge success and our summer [Holiday Camps](#) are now underway – a service I know many families find invaluable.

Our students share this responsibility to the City we all love and I am looking forward to our new [Student Pledge](#) being implemented from September.

On the academic side, I would highlight the work of our surface scientists in developing a simple mesh which could [help clean up oil spills](#); Prof Fiona Measham’s tireless work to [reduce drug-related harm](#); and Prof Mathew Guest’s work emphasising the [value of university chaplains](#).

Enabling

“We support people to flourish”

We want to enable young people from all backgrounds to achieve their full potential, which is why we invest so much in access and engagement activities such as our [Sutton Trust and Supported Progression summer schools](#). We’ve recently submitted our new Access and Participation Plan to the Office for Students, and we’re looking forward to receiving more of their feedback.

It’s also important that we enable international students to thrive in a British, and a Durham, education, which is why I’m so pleased that our [International Study Centre](#) continues to grow. Last year, too, saw our [largest ever pre-sessional programme](#), with 750 international students enrolled – many thanks to all colleagues involved.

Enabling also means supporting academic and professional staff to flourish and achieve. I am pleased that over the past twelve months we’ve seen a successful launch of the [Durham Centre for Academic Development \(DCAD\)](#), very good progress on ‘[The Big 3](#)’ programme in IT, and [secured £225 million of borrowing](#) to support delivery of our University Strategy.

Externally, we are helping [women in Nepal](#) have a say in how to reduce the risk of fires and landslides, supporting communities in volcanic areas to protect themselves from the health [impacts of ash](#), and facilitating exploration of Durham’s historic collections through the [Durham Residential Research Library](#).

Inspiring the extraordinary

I hope these few examples illustrate the extraordinary work taking place right the way across our community and will inspire you for the year ahead. Needless to say, there are many more stories that I simply don’t have space to recount.

2019/20 will be another busy year as we complete various projects and begin new ones. But we are now moving to a phase of University life when we can begin to see more clearly the benefits of our collective efforts. A key focus next year will be on telling stories about our achievements, which are many, and further building our reputation at home and around the world. That will bring its own challenges as we seek to deliver a new Website for DU: but we are now well placed to raise our profile. We can also build on a huge amount of hard work right the way across the University.

So, my sincere thanks once again. And may I wish you all an enjoyable summer.

With kind regards,

Stuart Corbridge
Vice-Chancellor and Warden



Professor Stuart Corbridge
Vice-Chancellor and Warden

Subject: Update on travel through the UAE
Date: 08 January 2019 14:40:00

Dear colleagues,

Further to my previous communications regarding travel through the UAE, please be advised that transit through Dubai Airport can now resume although the moratorium for non-transit activities in the UAE (for non-UAE residents) remains in place.

Best wishes,

Stuart Corbridge

Vice-Chancellor and Warden

Durham University



Professor Stuart Corbridge

Vice-Chancellor and Warden

Subject: USS Pension Scheme
Date: 04 September 2019 09:52:00

Dear colleagues

We are emailing to provide an update on the latest developments on the national negotiations in relation to the USS pension scheme. As members of staff will be aware, we are 1 of 341 employers involved in this process and so are bound by the outcome of these national negotiations. The Joint Negotiating Committee (JNC) met on 20 and 22 August 2019 to consider the USS Trustee's 2018 valuation report. It was imperative that the JNC reached a decision to conclude the 2018 valuation before the higher October increases under the 2017 valuation were implemented. The employers supported an alternative option which, importantly, would see no benefit changes in return for a revised total contribution rate (30.7%). This change in the rate would be shared 65:35 between employers and members respectively (21.1% by the employers and 9.6% by the members from October 2019).

This would avoid the higher increases that were planned for October (22.5% from the employers and 10.4% from the members), with further increases scheduled in April 2020.

The employer representatives on the JNC voted in favour of sharing the costs in this way, while UCU voted against. UCU instead proposed a 'no detriment' option where all costs above 8% would be paid by employers, resulting in an employer contribution rate of 22.7% until October 2021. The UCU preferred option was rejected following a casting vote by the independent Chair.

In the spirit of seeking to achieve an agreement, and with the intention of finding a solution to the 2018 valuation which all stakeholders can potentially find acceptable, UUK has made an alternative without prejudice proposal that involves no benefit changes as a result of the 2018 valuation and contribution rates of 21.6% by the employers and a reduced rate of 9.1% by the members. This was on the condition that UCU agreed not to proceed with the planned ballot on industrial action on pensions. This alternative offer is currently rejected by UCU.

Summary of Proposed Changes to Contribution Rates

Current Contribution Rate		Alternative Option from UUK (currently rejected by UCU, and subject to withdrawal of current ballot for strike action)		Alternative Option (if no agreement with UCU)	
Employers	Members	Employers	Members	Employers	Members
19.5%	8.8%	21.6%	9.1%	21.1%	9.6%
Total 28.3 %		Total 30.7%		Total 30.7%	

UUK has made clear to UCU that the Employers remain open to further discussions to avoid the threatened ballot for industrial action and to that end has requested that the JNC reconvene in early September.

A further employer consultation on the schedule of contributions and recovery plan will also need to take place, with the aim of concluding the 2018 valuation at the USS Board meeting on 12 September. Subject to consultation, this conclusion to the 2018 valuation provides a holding position largely in line with the first report of the Joint Expert Panel which was set up following the strike in 2018, with strong representation from both UUK and UCU; its second report which is due in the autumn. It provides a two-year window to explore new options for reforms with USS and UCU to put the scheme on a more sustainable footing for the long term.

Notwithstanding this progress and the without prejudice offer from the employers, UCU is currently planning to go ahead with the ballot for potential strike action related to USS pensions in opposition to a member contribution rate above 8%. The ballot will run from 9 September until 30 October.

At Durham, we understand that a decision to take strike action will not be taken lightly by members of staff. We also recognise that the current apprehension regarding the USS Pension Scheme reflects a broader concern over our employees' post-retirement future.

Most Defined Benefit pension schemes face significant challenges in the current economic and financial environment and the uncertainty currently facing the HE sector makes the position for USS even more difficult. We believe the option on the table is a pragmatic holding position which will allow further options to be explored. The need for the review of further options is essential at this time when the UK Higher Education sector faces unprecedented financial challenges and some of the universities that contribute to the sustainability of USS are having to implement material changes to their operations and in some cases reduce their running costs to ensure their own sustainability.

We have arranged for Mercers (a firm of independent pensions experts) to deliver information sessions in September to explain what the latest proposals would mean to members of staff. To book on one of these sessions please see the [training course booking system](#).

We will also video one of these sessions and make it available for staff who are unable to attend.

We will maintain an on-going dialogue with our local UCU branch on these issues and I hope a

mutually acceptable solution can be achieved.
Further updates will be provided in due course.

Yours sincerely

Stuart Corbridge Joanne Race Stephen Willis

**Vice-Chancellor and Warden Director of Human Resources & Organisational Development
Chief Financial Officer**