Shaped by the past, creating the future
Vice-Chancellor’s Statement

Durham University is simply a great place and it has been a privilege to be the Vice-Chancellor of such a prestigious institution. The strong academic programme and organisational structure have aided the implementation of our clear strategy towards 2010.

I have greatly enjoyed leading the University through such unprecedented change and am proud of all our achievements. Upon joining the University, Durham was 17th in the Sunday Times’ acclaimed University Guide. Through the vision, commitment to quality and hard work of so many we have become established in the top 10, culminating in Sunday Times University of the Year award for 2005/06. This year we reached our highest ever position of 8th in the UK.

I would like to thank all of the staff, the wonderful students and all of our partners over the years for allowing me to be part of such a wonderful University community.

Professor Sir Kenneth Calman
Vice-Chancellor
Durham University University is an institution of complementary strengths.

Among England’s oldest universities, Durham University is ambitious and forward-thinking, celebrating its unrivalled heritage and embracing change. It is a modern university built on a substantial record of education and discovery.

Durham is a research-led institution with world class subjects. It is a collegiate University, widely recognised for its outstanding student experience that combines academic excellence with personal development in our vibrant college communities.

These mutual strengths are key to Durham’s special ‘chemistry’. Durham’s distinctive learning environment continues to attract the highest quality students, bucking national trends for recruitment in subjects such as Science and Modern Languages. Our students are a pleasure to teach, which helps attract and retain the very best academic staff. Such staff are central to our research culture and the strengths of our departments and produce research of international standing as confirmed in the Research Assessment Exercise (RAE) and the latest world league tables. Durham’s excellence is therefore built on firm foundations and provides a good sense of its market position and ensures that it is well placed to meet the challenge of variable fees and a more competitive environment for students and staff.

Durham is a twin campus University. The setting for our community also defines the University, with the modern purpose-built Queen’s Campus in the Tees Valley and our historic estate in the heart of Durham’s cathedral city, where we share the world heritage site.

Looking back on a year of great achievement we must acknowledge the leadership of Professor Sir Kenneth Calman, our Vice-Chancellor. Since his appointment Kenneth’s contribution to the University has been immeasurable over the years having overseen a period of great change and growth and for that we thank him greatly. We look forward to his successor Professor Chris Higgins joining us in 2006/7.

Earlier this year the University strengthened its governance team with the appointment of some of the region’s most respected business leaders. University Council is the governing and executive body with ultimate responsibility for all the affairs of the University. It controls all of the institution’s property and finances and is responsible for setting the strategic direction and maintaining efficiency.

However, the high-profile changes were tempered with genuine sadness following the death of the former Chair of Council, Go-Ahead Chairman Chris Moyes, who died earlier this year after a short illness. He had been a member of Council for 14 years.

Chris Moyes was a dear friend to so many people in the University and we will miss his advice and wise counsel. But we must continue Chris’ great work and look to the future with a global vision for development in our key areas of research, teaching and student experience. With the expertise and drive of our members, Council hopes to serve the University community and guide it towards a bright future.

Anne Galbraith, Chair of Durham University Council.
University Governance and Management Structure

In recent years, the University has been taking steps to review and modernise its governance. From the formation of both Council and Senate (the University’s governing bodies) and a senior management team known as the University Executive Committee (UEC), the University has established a governance and management structure and procedures which enable us to deliver our strategic aim of being a well-managed and sustainable institution.

Council
Council is the governing and executive body of the University, and has the custody, control and disposition of all its property and finances, and is responsible for setting the strategic direction of the institution. Subject to the powers of Senate, as indicated in the University Statutes, it has ultimate responsibility for all the affairs of the University. It is responsible for reviewing the work of the University and taking such steps as it thinks proper for the purpose of advancing and maintaining efficiency and encouraging the prosecution of learning and research.

A statement of Council’s primary responsibilities can be found at www.durham.ac.uk/annualreport

As part of an on-going review of the University’s governance, Council approved changes to its size, membership and sub-committee structure in 2005, facilitating the University’s adoption of the Governance Code of Practice of the Committee of University Chairs (CUC). These changes will enable Council to continue to support the achievement of the University’s strategic aims.

One of the key changes is a revised Council membership, which took effect from August 2006. Ex officio members are: the Chancellor, the Vice-Chancellor, the Deputy Vice-Chancellor, the Dean of Durham; and the President of the Students’ Union. There are additionally twelve lay (independent external) members of Council and seven members appointed from the staff of the University.

Objectives for 2006 include raising the profile of Council and its work, seeking greater participation of members of the University community in the work of Council, and developing a review process for Council members.

Senate
Senate is the University’s supreme governing body in all academic matters. It is chaired by the Vice-Chancellor and draws its membership from senior academic and other staff, and representatives of the University’s student body. Senate’s role is to promote, direct and regulate the teaching and research work of the University.

A review of Senate and its sub-committees is underway. Senate approved the first report of its review group on Senate last summer, including a statement of Senate’s primary responsibilities. During 2006/07 the Review Group will be reconvening to continue its work to finalise proposals for the streamlining of Senate’s sub-committee system and to consider the operation and membership of Senate with the aim of reporting back to Senate later in the year.

A statement of Senate’s primary responsibilities can be found at www.durham.ac.uk/annualreport

Council

Membership of UEC consists of:

- Professor Sir Kenneth Calman (Professor of Clinical Medicine)
- Professor Philip Jones (Deputy-Vice-Chancellor and Sub-Warden)
- Professor Sir Kenneth Calman (Professor of Clinical Medicine)
- Professor Philip Jones (Deputy-Vice-Chancellor and Sub-Warden)
- Professor Sir Kenneth Calman (Professor of Clinical Medicine)
- Professor Philip Jones (Deputy-Vice-Chancellor and Sub-Warden)
- Mr Jack Boyd (Director of Human Resources)
- Professor Tim Burt (Dean of Colleges)
- Professor Alan Bilsborough (Teaching) until 31 December 2006
- Professor G. Nicholls (Student Experience) from 1 January 2007
- Pro-Vice-Chancellors

University Executive Committee (UEC)
UEC was formed in 2002, in order to improve the effectiveness and speed of central decision making. UEC is a joint committee of Council and Senate and is chaired by the Vice-Chancellor. The Committee’s function is to manage the University’s strategy and steer its business; monitor the achievement of the University’s objectives; consider and make recommendations to Senate and Council on important policy initiatives; and to take ownership and management of key risks.
Established in 1832, Durham is England’s third oldest university, and is organised into three academic faculties: Arts and Humanities, Social Sciences and Health, and Science; with 25 departments or schools.

Durham University has a proven track record for international excellence in research and teaching, confirmed in independent rankings.

Our research status stems from excellent results in the 2001 Research Assessment Exercise (RAE) with six subjects on the highest rating (5*) which demonstrates major international quality and 15 subjects graded five. This places Durham joint 10th in the national RAE rankings. This research excellence was reaffirmed in the THES 2005 university world rankings, in which Durham stood 1st in the UK for science impact and 18th in the world.

With over 15,000 students, (of whom 3,500 are postgraduates and 1,900 international) more than 3,000 staff and a turnover of £160 million, Durham is a University of considerable standing.

Competition for undergraduate entry is keen, with up to 19 applicants per place in some subjects and entry standards are high (average 27 A-level points). Durham has one of the highest student completion rates in the UK (98%).

We are a collegiate University. Our 16 Colleges, in conjunction with the excellent teaching and learning provided by academic departments, ensure Durham offers a rich and distinctive student experience.

Colleges are responsible for the general welfare and progress of students through an excellent system of pastoral support. Each college is a vibrant community and offers a range of development opportunities from sport to drama and community volunteering. The University’s newest College, Josephine Butler was completed this year as part of a planned expansion of 1,000 bed spaces.

The University’s Queen’s Campus at Stockton opened in 1992 in purpose-built accommodation of very high quality as a key component in the region’s economic development strategy, and with the aim of making the resources of Durham University more widely available.
Creating the Future

In 2005 University Council agreed a new Strategic Plan to guide the University to 2010.

Durham’s vision
We will be internationally recognised as a world class research university. We will build the research strength necessary to become world leaders in selected subject areas.

• To produce research of international excellence in all our subjects while building the strengths necessary to be recognised as world leaders in selected areas.
• To provide an internationally distinctive learning experience that combines academic excellence with the personal development that comes from college life.
• To further internationalise our staff and student communities, and enhance and promote our reputation internationally.
• To enhance our contribution to the economic, social, cultural and educational life of the North East region through our position as an international research institution.
• To continue to be a sustainable institution, both as a well managed and governed organisation, and through our internationally excellent scholarship.

Underlying the strategy is a commitment to maintaining the high standards which we already demonstrate in many areas of activity. What follows is a deliberately selective list which highlights the key developments we intend to make over the next four years.

Aims:

Priorities to 2010

• To achieve quality profiles which demonstrate significant international research excellence in all academic subject areas in RAE 2008.
• To support and develop a number of research groupings recognised as world leading using, where appropriate, structures such as research institutes.
• To continue to recruit, develop and retain staff of the highest quality.
• To invest in our academic base by diversifying our sources of income and reducing our reliance on public funding.
• To increase both the number and proportion of international students.
• To increase both the number and proportion of postgraduate research students.
• To develop and implement a sustainable infrastructure development programme across the University, including taking advantage of the development opportunity on the North Shore at Queen’s Campus.

This Strategy can be found at www.durham.ac.uk/annualreport
Durham University’s standing as one of the UK’s top universities is founded on a bedrock of world-leading research expertise across a broad range of academic disciplines from criminal law to bio-sciences, renewable energy to public health. This has helped Durham to attract the best staff and students in an increasingly global higher education market and provide an opportunity to extend the international diversity of Durham’s university community.

Many of our researchers work at the cutting edge and at the forefront of their disciplines. With their help we were recognised as the Number 1 UK university and 18th in the world for worldwide “science impact” in the Times Higher Education Supplement (THES) 2005 science report. It ranked Durham at the top of the citation table – the measure that reflects the influence of each university’s research across all fields of science based on references in other researchers’ publications.

The quality of our research generates significant financial resource for the University. In the academic year 2005-06, Durham was awarded over £33.5 million in research grants from a variety of sources and a further £17.6 million of research-related income from the Higher Education Funding Council for England (HEFCE).

Specific research highlights in 2005/06 include the securing of 10 new Fellowships from Research Council UK, the development of major new Research Institutes in Hazard and Risks Research and Stem Cell Science and Technology, the latter in collaboration with Newcastle University. We are also developing future plans for a major Research Institute in Biophysical Sciences, and further research centres in Molecular Engineering & Energy, the latter two in the context of the Science City and Northern Way projects.

In October 2006 the University launched a major new research initiative, the Institute of Advanced Study (IAS). The aim of the Institute is to advance knowledge at the frontier of disciplines by gathering together scholars, intellectuals and public figures of world-class standing from across the full spectrum of the subject base, to address topics of major academic or public and policy interest. Each year the Institute sponsors a series of parallel activities either related to the selected annual theme, which for 2006-07 is The Legacy of Charles Darwin, or independently proposed by academic departments and external sponsors. These activities include public lectures and debates, international conferences, strategic policy briefings, and prestige publications.

Postgraduate research students
A vibrant, sustainable research community also requires postgraduate research students. We have more than 1000, and aim to increase that number by 65% over the period 2005-10. To that end, the University is currently investing more than £1 million each year in Doctoral Fellowships and other awards to attract the best students from the UK and across the world.

Many of our postgraduate students live in purpose-built accommodation at Ustinov College, our unique graduate college, which was established in 2005 as part of a £35 million new student accommodation programme. Through new construction at our Howlands Farm and Dryburn Road sites, the University has more than doubled the number of study bedrooms for postgraduates and dramatically improved the accommodation for couples and families.
Outstanding Research

Research Assessment Exercise
2006/07 is the final year in the current Research Assessment Exercise (RAE) six-year cycle, and preparation for the RAE is currently our highest research priority. RAE performance determines the value of the research part of our HEFCE block grant, and also has a direct impact on our ability to attract staff, students and research income. Our aim is to achieve RAE quality profiles which demonstrate significant international research excellence in all academic subject areas. A detailed simulation exercise was carried out in 2005/06, and will be repeated in 2006/07 prior to the preparation of our final submission. Most of the new world-class academic research staff recruited under our £11 million research investment programme are now in post and already making a significant contribution to our research effort.

Landslide prediction warning system
Durham’s world-class expertise in Geography led to the formation of the unique International Landslide Centre, which provides advice and relief to people in the danger zones. This lifeline expertise is currently being deployed in a number of countries in the developing world, and is also being used to mitigate the impact of landslides by advising on the construction and location of roads in danger areas.

Since then the team, lead by Dr David Petley, has made significant advances in understanding and predicting landslides by developing a method of accurately predicting exactly when a hillside will reach catastrophic failure. In the wake of the Asian disaster, which was caused by an underwater earthquake, attention is now being given to developing a tsunami early warning system. The Durham experts have been working on a similar system to predict where landslides might happen, and when, backed up by a 24-hour standby disaster response team.

After a visit to Japan, team members designed and built their own “back pressure shear box” to simulate conditions within a landslide. Rainfall is the major cause of landslides not caused by earthquakes, and this device gradually increases water pressure within the soil sample and its behaviour is monitored by computer.

Laser scanning is also used to track across a suspected landslide site to build up an exact image. This is then mapped to produce a detailed 3-D model which is used to detect any subsequent movement by comparing new scans.

Dr David Petley said “Our research looks at two key areas for understanding and coping with landslides. One involves the composition of the slopes and the processes and mechanisms that create the conditions for landslides to occur. The other is using that knowledge in trying to detect the problems before the disaster is-triggered. We may not be able to prevent landslides, but with advance knowledge we hope we can help to reduce the human casualties.”

Professor Ruth Gregory receives 2006 Maxwell Medal
The Institute of Physics gave Professor Ruth Gregory its 2006 Maxwell Medal and Prize for her work in furthering our understanding of the underlying structure of the universe. She is the first woman to win this prestigious award.

The Maxwell Medal is among the annual IoP Honours list for physicists who have made important contributions to the subject. It was established in 1951 and is restricted to younger scientists in the first twelve years of their academic careers. Previous winners include Stephen Hawking and Abdus Salam.

Professor Gregory, a Professor in the Departments of Mathematical Sciences and Physics, has made important contributions to cosmic strings, black holes and brane worlds. In the brane world scenario, all matter in the universe is trapped on a surface with three spatial dimensions, like dust particles on soap bubbles. This three-dimensional surface is known as a “brane”, a name derived from a membrane, the two-dimensional equivalent. The brane is embedded in a space of higher dimensions.

Professor Gregory is a member of the University’s Centre for Particle Theory, which draws members from both the Departments of Mathematical Sciences and Physics. It is the largest research group in this area in the UK, and one of the largest in the world. Two of the female members of the Centre, Ruth Gregory and Anne Taormina, were promoted to Chairs in 2006.

Best English Department in the UK
The Good University Guide 2007 recently ranked the University’s English Department as the best in the UK. The top universities league table 2007 ranks university departments by measuring nine key aspects of activity including research rating, student satisfaction, entry standards, student-staff ratio and graduate prospects, amongst others. The department achieved the highest scores possible in the most recent Teaching Quality Assessment and RAE in 2001 and as such has a significant national and international profile.

The department has an international reputation in fields including Old Norse and Medieval, Renaissance, Modern and Postmodern literature, literary theory and science and philosophy with a particular emphasis on Irish literature and medicine.

The North East Irish Culture Network was set up in conjunction with the University of Sunderland in 2005 with the first international conference being held in November of that year. Subsequent events have included an international Joyce symposium in July 2006, and a Beckett exhibition in November 2006. An RCUK fellow in Literature and Medicine was appointed in 2005 and a new North East Network in Medicine and the Arts was launched in 2006.

Teaching draws on a variety of different perspectives, encouraging students to discover new approaches and to develop their own responses to English Literature. Students are taught in lectures, seminars, tutorial groups and one-to-one supervisions, by some of the world’s leading scholars and teachers.

The Department’s ethos is that teaching and research should complement one another at all levels of academic enquiry, from first-year tutorials to the specialised supervision available to MA and doctoral postgraduates.

These achievements firmly place the English Department at the forefront of research and teaching excellence, which has been recently strengthened by Professor Michael O’Neill’s recent invitation to become a Fellow of the Royal Society of Arts.
An outstanding student experience is one of the hallmarks of a Durham education, and our students agree. This year’s National Students Survey showed further improvement on last year’s outstanding results. In the most recent survey we achieved the 4th highest score nationally for overall satisfaction among universities offering a wide range of programmes.

The survey measured student satisfaction with teaching quality, course structure, learning resources, assessment and feedback. Over the full battery of questions we achieved the 11th highest score nationally, placing us within the top 18 universities – up 4 places compared with last year. We obtained higher average scores than other research intensive universities of comparable size and spread, and topped the table in the North East region. And as our period as ‘Sunday Times University of the Year’ drew to a close, we were ranked joint 6th by the BBC and joint 7th by the Times Higher Educational Supplement.

Our students’ university experience is enhanced by our distinctive college system, which complements the academic departments and fosters students’ sense of belonging to an academic community. The colleges are much more than residential accommodation, providing opportunities for students to mix with peers across all subjects, and contributing greatly to their personal development through engagement in a range of activities including sport, music, theatre, and community service. This year we completed two new colleges: Ustinov College for graduates, and Josephine Butler College primarily for undergraduates, together providing 1,000 new study bedrooms.

Pastoral care
Durham’s pastoral care for our students clearly works. 98% of Durham students successfully complete their degree – the UK’s third highest result. And when they leave the University, Durham students succeed in the employment market. 88% of respondents in the 2004 Higher Education Statistics Agency survey of Durham Leavers had found employment or gone onto further study. The majority of the others had taken time out to travel.

Durham Grants Scheme
The University is committed to ensuring that a Durham education is available for anyone who qualifies, regardless of their financial situation. The University launched the Durham Grants Scheme, in conjunction with the introduction of £3,000 fees for students entering in 2006. This provides students from lower-income households up to £11,000 in non-repayable support, making it one of the most generous schemes in the country. We estimate that a quarter of Durham students will qualify for an award. Gratifyingly, Durham has been shortlisted for the Times Higher’s Outstanding Student Financial Support Package.

Durham University is also committed to raising aspirations toward higher education amongst under-represented groups through our widening participation activities. Our access agreement was approved by the Office for Fair Access in March 2005.

Foundation programme
In the last year the University has engaged in a number of activities designed to widen participation and make the University more accessible to students from all backgrounds, these include:

- 4 residential Summer Schools over 5 weeks for 500+ students.
- Over 2500 school students will have attended a week’s summer course since their inception in 2000.
- Mentoring work with Percy Hedley School (students with disabilities), Ringside Trust (Medicine) and the National Aimhigher Mentoring project (aspiration raising).
- Durham Educational Enrichment Programme, where one-off lectures were provided by Durham Academics for gifted young people.
- Creation of links with Duke University in Durham (United States). 15 UK school students travelled to Duke; 5 US school students came to Durham (as part of NAGTY).
- Science outreach work, including teachers on Track, Next Generation Science project with Wageningen University and the British Council in the Netherlands, and North East Science in Partnership with Selpoint North East.
- Formation of DUSAS: Durham University Student Ambassadors Society.

Widening participation
Other developments include continued innovation in teaching and learning that is informed by current research and groups students to make challenging and rewarding contributions to society. Among the ‘flagship’ projects here is our involvement in four CETLs (Centres of Excellence in Teaching & Learning) designed to promote and disseminate innovative practice in student learning: We lead the Computing CETL with Newcastle, Northumbria, Leeds and Leeds Metropolitan Universities, and are partners in the two regional CETLs in Health and in Music with other North Eastern universities. The Computing CETL provides a ‘techup-cafe’ designed to facilitate new ways of student learning and promote group working, expertise highly valued by employers.
Durham City
Durham is a beautiful cathedral city, less than three hours by train from London and close to two international airports – Newcastle International and Durham Tees Valley. Our famous Cathedral and Castle not only dominate the skyline, but they have also been designated a World Heritage site, putting Durham in the same league as the Pyramids and the Great Wall of China.

With tourists travelling to Durham from all over the world every year, there’s no doubt that ours is a beautiful city.

Queen’s Campus, Stockton
Based in Stockton-on-Tees, Queen’s is a modern, waterside campus with a contemporary approach to student life. Combining the tradition of a Durham degree with state-of-the-art facilities, this is an exceptionally friendly and close-knit community. Its purpose-built facilities occupy a stunning waterfront location. Innovative architecture complements a magnificent stretch of water – the location for international water sports events and the annual Tees Regatta.

The campus now has over 2,000 students in Health, Business and Education and engages with many partners in the Tees Valley.
Durham University aims to be recognised as one of the top thirty universities in Europe and the top one hundred in the world.

We are building on our strong national reputation to develop our engagement with international audiences. We recognise this as an important challenge for the University over the planning period and that we have further to go to achieve our strategic goals in this area. To attract the best staff and students in an increasingly global higher education market is important to a research-led institution. A key priority in this task is to extend the international diversity of our staff and students.

The University population has more than 2,100 international students from 130 countries, with China, the United States, Germany, France, Ireland, Greece, Canada and Malaysia particularly well represented. For 2006-07 entry, the University received nearly 2,000 undergraduate applications from overseas students. Overall, we achieved a 17% growth in international students this year.

Our goal is to increase the number of undergraduate and postgraduate international students by at least 40% so that they constitute 15% of the total student population. To that end, we have strengthened the International Office and its outreach activities to overseas markets, including: schools liaison programmes; working with agents; attending exhibitions and recruitment fairs; marketing; and working with alumni overseas to promote the benefits of studying at Durham.

Durham has more than 110 university partners in the Socrates-Erasmus Exchange Programme, which provides students with the opportunity to study in other universities in the European Union. Twenty-two academic departments are involved with this programme, and over 150 Durham students participated in exchanges during the 2005-06 academic year. The University also has direct exchange links with several countries outside the EU, including Russia, Singapore and the USA.

The University has teaching and research links throughout the world, and has taken significant steps towards strengthening its international engagement through the development of working relationships with a number of leading overseas universities. Examples include:

• Duke University and the University of California in the United States
• Renmin University and Fudan University in China
• University of Tokyo in Japan
• University of Otago, New Zealand
• The University of Jordan and the Hashemite University of Jordan

We plan to forge and maintain institutional partnerships with other top research-led universities around the world to foster research collaboration, build our reputation, and leverage funding. In particular we aim to build purposeful global subject networks around our world leading research groups.
Regional Impact

The University enjoys a strong relationship with the local community, and provides numerous contributions to the economic, social, cultural and educational life of the North East of England. Durham’s academic strengths and the flow of its knowledge and people into the economy both regionally and nationally is a key plank of the region’s future strategy.

With a staff of 3,000 and with students in residence for more than half the year – some 12,000 in Durham City and more than 2,000 in Stockton, Durham University has a major part to play in shaping the region’s future.

Supporting the knowledge economy
Our world-class research, combined with an enthusiastic and highly qualified staff and our partnerships with some of the world’s best research universities, place us in an excellent position to support the creation of a knowledge-based economy in the North of England.

The University is a major stakeholder in Newcastle Science City, a region-wide initiative that aims to bring together Science and Innovation with Physical Regeneration. The renowned quality of the University’s teaching and research in the subjects of Chemistry, Physics and Biology make it an ideal choice for the Science City project.

Science City is a unique partnership with Newcastle University, Local Authorities, the Regional Development Agency, the NHS and key North East businesses.

We are a member of the N8 Research Partnership of universities working to apply research excellence to industrial and social needs and help remove the £30 billion output gap between the North and other English regions by 2025.

The world-class quality of our academic research is the key factor that attracts and retains excellent staff, underpins the much-in-demand teaching programmes and increasingly benefits the wider community in terms of engagement with business, industry and cultural life.

Expertise ranges across a broad range of academic disciplines, from photonics, e-science and communications technologies to criminal law and public health; from international relations and global economics to bio-sciences and renewable energy. Advances in the fight against disease and poverty, the protection of the environment, the introduction of new materials and technologies, our understanding of atoms and the universe – all of these, and more, depend on the increase and sharing of knowledge. Indeed, many companies use intellectual property developed at Durham in areas such as electronic microsystems, cell biology and plasma chemistry.

We are a research-intensive institution of international standing with an acknowledged reputation for consistently achieving high standards of excellence in teaching and top-class results.

Business and community
Durham Business School is not only one of Europe’s best, but a leading player in the region, and boasts partnerships with several companies, organisations and institutions, to share its business expertise and knowledge. It is also a provider of high-level skills training through its degree programmes and executive education.

The University has a current portfolio of more than 60 patents, approximately 50% of which have been licensed. The University has ‘spin-out’ 17 companies since 2000 and our staff make many invention disclosures annually – more evidence of the commercial potential generated by our academic research.

Other projects link up with the service sectors in the region to bring social, cultural and economic benefits.

The University’s Health Strategy Board works with the region’s health organisations and care providers to encourage research, teaching and other activities to support the improvement of the health and well-being of people in the North East. The Board is part of the pioneering Wolfson Research Institute, the £10 million purpose-built research facility at Durham’s Queen’s Campus at Stockton.

Culture
We recognise that our Durham City location, with its world heritage site, is one of the defining characteristics of the University. The Castle, museums and the Botanic Garden are among the University’s facilities that provide significant tourist draw to the city.

The University is a major stakeholder in Durham City Council’s 2020 Vision project and following a recent review of our cultural assets, the University will implement an integrated cultural strategy in conjunction with our regional partners in 2007.

The Department of Music plays an active role in enriching the culture of the region through concerts, including its popular Musicon series, pre-cancer talks, workshops, masterclasses and guest lectures, all of which are open to the public. The Centre for Brass Band Studies has a flourishing outreach programme and contributes to the yearly brass band festival.

Outreach and community work
The University has a diverse public outreach programme which aims to improve education across the region. Durham University is a leading partner in Science Learning Centre North East – part of a national network for professional development in science teaching. The Centre’s aim is to improve science teaching and to inspire pupils by providing them with a more exciting, intellectually stimulating and relevant science education.

Many of our students play an active role in the community. The Student Community Action group co-ordinates over 40 volunteer projects, while DUCK (Durham University Charities Kommittee) raised more than £232,000 in 2005/6, which it distributed to over 100 charities. Students also work in the community through mentoring schemes and outreach projects.
Sustainability

Durham University is committed to maintaining its position as a financially stable and well-managed organisation.

In order to sustain our international profile and research excellence, the University must invest continuously in people and in our intellectual and physical resources. Our financial planning is based on the development of income streams, the achievement of target surpluses and investment in the University’s academic base. The Deans and Division Heads who form the University’s Executive Committee are individually accountable to the Vice-Chancellor for the delivery of approved business plans. At the same time they work together to support the University’s objectives and to achieve the financial performance required to deliver the University’s strategy.

Our current priorities for investment include:

- Reinforcing Durham’s international research profile through £11 million of new academic appointments, most of which have now been made.
- Rewarding and retaining our high-performing staff through modernised pay structures, introduced in 2006.
- New facilities to support continuous improvement in our academic quality and to enhance the experience of our students.

In March 2005, University Council gave approval in principle to a series of projects which form part of Durham University’s Estate Strategy. These include:

- Consolidating academic departments into three distinct locations in Durham for Social Studies and Health, Arts and Science.
- Developing academic and sporting facilities at Queen’s Campus.
- Consolidating administrative departments onto a single site in Durham.
- Improving and increasing our stock of residential accommodation.
- Vacating and disposing of properties in Durham which are no longer fit for purpose to reduce operating costs and contribute to the funding of new developments.

In total, more than £15 million is to be spent over the next five years on improving our teaching and learning infrastructure, with a similar sum for research infrastructure. A £35 million project to provide 1,000 new residential places, including the new Josephine Butler College, has continued with £12.8 million being invested this year. In addition, well over 1,000 existing college rooms have now been upgraded through an ongoing refurbishment programme.
Summary of Achievements

The University is rightly proud of many achievements, including our consistent academic excellence; the high quality of our research and teaching; the outstanding student experience we provide; the standards we set on the sports field; and much more.

- 10th in the Times Good University Guide 2007 in the UK.
- Ranked 2nd amongst UK universities for citations per science paper in the Times Higher Education Supplement World Rankings for Science 2006.
- Achieved the 8th highest score in the Sunday Times Heads Survey & Peer Assessment 2006 for the quality of undergraduate provision.
- 73.9% satisfaction score in the Sunday Times University Guide 2006 and achieved the 4th highest score nationally on “overall satisfaction”, up a place from last year in the National Students Survey. Durham was ranked joint 6th overall by the BCC in their analysis of the National Students Survey.
- 8th in the British Universities Sports Association championship.
Summary Income and Expenditure
for the year ended 31 July 2006

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<th>2005-2006</th>
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<td>Income</td>
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<td>Academic fees and support grants</td>
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<td>Research grants and contracts</td>
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<td>Other operating income</td>
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<td>Endowment income and interest receivable</td>
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<tr>
<td><strong>Total Income</strong></td>
<td><strong>177,491</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>£000</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs</td>
<td>100,860</td>
<td>59</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>58,463</td>
<td>34</td>
</tr>
<tr>
<td>Depreciation</td>
<td>8,444</td>
<td>5</td>
</tr>
<tr>
<td>Interest payable</td>
<td>4,518</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>172,285</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Surplus after depreciation of fixed assets at valuation and before tax: £5,206
Profit on disposal of assets: £2,470
Taxation: £19
Surplus after depreciation of assets at valuation and after tax: £7,695
Transfer to specific endowments: £1,047
Surplus after depreciation of assets at valuation and after tax: £6,648

This Summary Income and Expenditure Account does not contain sufficient information to allow a full understanding of the financial performance and state of the University. For further information, the Financial Statements for 2005-06 should be consulted once they are expect that they will be given an unqualified audit option by PricewaterhouseCoopers LLP immediately thereafter. The Financial Statements will then be given to the Treasurer at the University Office from mid-December and will be published on the University website at www.durham.ac.uk.
Facts and Figures

Student numbers

Postgraduate students

Overseas students

Research income (£000)

- Undergraduate students
- Postgraduate students
- Postgraduate taught students
- Postgraduate research students
More information about the University can be found online at www.durham.ac.uk

The Department of Development and Communications holds numerous publications which may also be of interest, such as:
- Facts and Figures booklet
- Strategic Document 2005-2010
- Undergraduate prospectus
- Postgraduate prospectus
- Staff newsletter
- Alumni magazine

To request any of this literature, please contact the Marketing Department on 0191 334 6316, email marketing.team@durham.ac.uk or post your request to Marketing and Communications, Durham University, University Office, Old Elvet, DH1 3HP, UK

For more specific information on:
Research Quality visit: www.durham.ac.uk/research

Durham Business School visit: www.durham.ac.uk/dbs

REDSS (Research and Economic Development Support Service) visit: www.durham.ac.uk/redss

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