

BREAKING THE MOULD

THE SURPRISING STORY OF STOCKTON



THE FIRST TEN YEARS
OF THE UNIVERSITY OF DURHAM'S
STOCKTON CAMPUS

JOHN HAYWARD

This book is dedicated to those who dreamed and together made it happen.

This remarkable place, the newest child of England's enterprises : it is an infant, gentlemen, but it is an infant Hercules.

W.E. Gladstone
on a visit to Teesside in 1862

I am very fond in an avuncular way of the Stockton infant whose christening I attended in 1992 and I am immensely proud of its achievements at its coming of age when I opened the new £15m second phase development recently. The next stage of development, research on Teesside, I find very exciting.

Sir Peter Ustinov,
Chancellor
University of Durham
1999

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Foreword by Dari Taylor, MP for Stockton South

It gives me great pleasure to be associated with this book, which details the creation and development of the University of Durham's Campus at Stockton. Since my election to Parliament in 1997 for the constituency of Stockton South I have been a regular visitor to the University, a close observer and positive supporter of the developments taking place at what is now Queen's Campus. Without question I have been proud to identify with its ideology of inclusivity which has informed campus policy, especially the process of student access and selection.

The philosophy of inclusivity requires special mention. This approach, a basic principle, has been the reason for achieving a diverse student body with a mix of young with mature students, non traditional students with those with the highest A level grades and a large number from within the region. This achievement, by an old established university is of significance as it is little seen in institutions of similar status. I am reassured that this diverse student body is as much a pleasure as a challenge to teach. It has proved that there is a great talent and potential in the region despite widespread disadvantage. I hope that this visionary, challenging approach will never be watered down.

My involvement with the Campus since 1997 has resulted in a great number of friendships and knowledge of the personal commitment given by staff to develop an often fragile institution into one of excellence. Whilst there too many staff to mention all, a special reference to one is a must — John Hayward. For five hectic years John divided his time between his duties as Registrar & Secretary of the University of Durham and Principal at Stockton, before taking up the full-time position of Provost in 1999. His leadership was outstanding, always enthusiastic, at all times robust and compulsive. When excellent ideas failed to materialise, and they did, he galvanised the energy of the staff moving them on to the next project. He skilfully secured support within the University of Durham to the benefit of the fledgling Campus, always reassuring this august body that excellence in teaching and research was its aim and to date its achievement. My hope is that, whilst he has now retired, his legacy of a distinctive model of operation, selecting students, and supporting innovative teaching in Higher Education will remain and be adopted by other institutions.

It is important for me to make a further comment about Queen's Campus's modus operandi. From the start, a confident acceptance reflected the hope and belief that this new development would be centrally influential to the economic and physical regeneration of Stockton and the region. This hope is evident and became a visible fact in its initiation and involvement in partnerships with business, development agencies and local authorities. This approach was exciting, absolutely what was required, and very successful in delivering productive enterprise. From this I am bound to say and

welcome the fact that higher education is no longer the ivory tower I studied in but a responsible, proactive and creative part of a community. For me this was an approach where idealism and self interest were partners delivering opportunity and hope to a community hungry for the chance of being a part, but unconfident to believe that it could be a part, of the good society.

I am privileged to write the foreword for a book that describes, in detail, the history of the development of the University of Durham s Campus at Stockton. I watched its creation during a period of economic flux and decline. I saw its growth as visionary, creating a tradition of learning where no tradition existed. I applauded its belief that it was a special distinct local institution which would rekindle and reinforce local pride. I see its development and very existence as a model for others to emulate. It has been a pleasure for me - and without doubt for many others - to see the Campus come of age.

INTRODUCTION AND ACKNOWLEDGEMENTS

There are a number of different books and papers to be written about the first ten years of the University Durham's Campus at Stockton. I find myself writing one of them, my personal views in describing the story of Stockton in which the main character is the rate of change driving us all on, from opportunity to disappointment to opportunity. It is a story about a conservative University acting in a very unconservative manner. It is not the official history; still less a description of curricular and pedagogic developments given free rein in a new environment. Others are better qualified and better placed to give these accounts. No doubt they will do so.

My primary sources have been the University Senate and Council minutes and, on occasions, the minutes of the university committees concerned with policy/strategy, finance, resource allocation, research and staffing. I am aware of the dangers of relying heavily on the official record, not least since over these years I was responsible for much of its production, meeting after meeting. The minutes of the various Stockton Committees and initial Working Parties (*see Appendix 3*) have been particularly useful and there have also been a number of highly relevant papers which are listed in *Appendix 4*. Often they convey the ideas behind the policy and, on occasions, if almost by accident, the flavour of the particular occasion. These too are part of the official record. But frequently they were written not simply to explain but also to persuade. This too has its dangers; the writer (often myself) was writing to a particular agenda. Obviously, I have used my diaries which my Secretary has kept for me over the years which has helped with the chronological framework. I have drawn on the University Staff and Student Statistics to provide a quantitative framework for the development of the Campus. A summary of these can be found in *Appendix 1*. One of the interesting features particularly of early years of Stockton was the way in which it was undershooting against its student targets whereas the University, particularly in the social sciences, was consistently overshooting. So there is a gap between planned and actual numbers and between actual numbers at the beginning of the academic years and numbers at the time of the official returns in December. I also found it useful to chart the build up of capital assets over the period and this together with a plan of the Campus and photographs by Peter Mernagh is given in *Appendix 2*. Obviously I have used the University's official publications, The University Calendar, the Prospectus, the Stockton Handbook and an interesting little flyer *Transforming Teesside* which indicates nerve, if not understatement. Finally, I wrote to all academic and administrative staff at Stockton asking for their views in response to a questionnaire. Their replies have been of great interest and I have drawn on them particularly in my final chapter in which I attempt to bring together the themes and key points underpinning the ten years of adventure.

The University has many to thank for what has been achieved at Stockton; the two Durham Vice-Chancellors, Professor Sir Fred Holliday and Professor Evelyn Ebsworth, the eponymous heroes commemorated in the names of the two large Teaching Buildings at Stockton; and, in the difficult early days, Professor James Barber who as Pro-Vice-Chancellor gave energetic and unwavering support. In my view, Dr. Michael Longfield and Professor Derek Fraser, his successor as Vice-Chancellor of Teesside University for much of this period, are owed a deal of thanks; as is the Teesside Development Corporation and its Chairman and Chief Executive, Sir Ron Norman and Mr. Duncan Hall. I have no wish to get embroiled in controversy; but one point is certain. Without the Corporation and without the backing of its two Senior Officers there would have been no University College, Stockton.

The development of Stockton has had many supporters within the region; Lady (Diana) Eccles, Vice-Chairman of the Durham University Council for the whole of this period; Stockton Borough Council and its Chief Executive, George Garlick; nationally, the Higher Education Funding Council and its Chairmen; and locally members of the Durham University Council especially its three Chairmen over the period. Within the University, the Stockton Campus is what it is largely because of the Academic Directors and the Course Leaders. I will not single out individuals; it would be invidious to do so. But that structure, those on the bridge and in the engine room took the good ship through uncharted waters. As Provost, I had enormous support from my four Vice-Provosts, Jim Lewis over many years, Roy Boyne, Charles Heywood and Adrian Darnell; and from the Bursar, John Bancroft, who led an excellent Administration. Similarly at Durham, as Registrar, I could not have combined the two posts of Registrar and Secretary of Durham University and Principal/Provost at Stockton without the extraordinary support I received, especially from the Academic Registrar, John Hogan, and the Deputy Registrar and Secretary, Ian Stewart. Michael Prestwich, who for seven years as Pro-Vice-Chancellor had as part of his portfolio keeping an eye on Stockton, was a joy to work with. And finally, the two women in my life, my wife, Jennifer, and my secretary, Mary Shaw; their patience with me in the separate spheres was remarkable.

CHAPTER 1 IN THE BEGINNING

The development of the University of Durham's Stockton Campus on a brown field site in a region of significant decay and disadvantage — and therefore of great potential for regeneration — is perhaps one of the surprises of the 1990s. A very traditional University of high quality took on, in part at least, the aspects and wider responsibilities of a New University; it looked beyond and moved outside its collegiate boundaries. The achievement, as will be seen, arose from a potent combination of vision, enterprise, commitment, political manoeuvring and luck. Circumstances which did not favour a conventional development turned out to be highly susceptible to a different kind of approach. The key to success lay in partnership, in stepping outside the constraints of higher education and its restricted funding with the support of a strong academic base and reputation. There were times when success seemed highly unlikely, particularly in the early years. That was when the vision needed to be bolstered by determination, when the commitment needed political support, when the calculated planning needed good fortune. Despite broad ranging support, the development constantly needed to win over opposition both within the University and outside. In brief, it was the management of change in an environment which, like other environments, encountered hesitation when change was proposed or threatened. There are, hopefully, a number of lessons for the development of higher education in the first part of the twenty first century.

The University of Durham was founded in 1832, taking its first students a year later. One of its objectives was to establish in the North of England an Institution which should secure to its inhabitants the advantage of a sound yet not expensive academical education. The University was collegiate from the outset and remained small during the nineteenth and early twentieth centuries. Student numbers in related institutions in Newcastle soon exceeded those in Durham and the original constitution was modified in 1908 to create a federal institution leading in due course to a Durham Colleges Division and a Newcastle Division (King's College, Newcastle) within the University of Durham. Rapid post-war expansion led to the creation of separate universities through the Universities of Durham and Newcastle upon Tyne Act of 1963 in the broader context of the Robbins expansion of higher education at that time. Science teaching at Durham which had been in great difficulty in the early years was renewed in the first half of the twentieth century, then greatly strengthened with the introduction of Applied Science and Engineering. All full-time Durham students are members of one of the sixteen Colleges or Societies including the two new Colleges at the Stockton Campus. The Colleges, unlike at Oxford and Cambridge, are not teaching bodies. In collaboration with departments they admit students and provide communities and a sense of identity within the increasingly large university. Those communities provide a framework for personal development and mutual support generating a sense of identity and considerable loyalty from their

students. Sport is an important factor as one of a large number of student based activities, but so is living together and concern for the community both within the College and outside the University. The instinctive way for Durham in thinking of the proposed development on Teesside was in terms of a College even if such a College was very different from the Durham model.¹ The underlying idea was of an academic community of staff and students, in this case a colony from the mother city.

In 1980 the University had acquired a new and different Vice-Chancellor, Professor Fred Holliday. One of his concerns was to increase the outside world's awareness of Durham and indeed Durham's awareness of the outside world. The University did relate to its local community e.g. the re-establishment of Pure Science teaching and the opening of the Department of Education in 1924 were the result of close collaboration with the County Council and funded in large part by a special rate levied by the latter. But by the 1980s it was recruiting highly qualified students from all parts of the country, with over 20% coming from the south and south east and nearly 30% from the private / independent schools. It was, in Dr. Hogan's telling phrase, widely regarded as being in the region but not of the region.² Academically, it was a good place to be with good students to teach; staff turnover was as low as Durham's reputation was high. It did not, however, fit readily into any of the University groupings within the Higher Education sector, not civic, nor redbrick, and obviously not a new University; isolated both by geography and by outlook. It was the new Vice-Chancellor's aim for the quality to be deployed somewhat differently and to advantage in the changing higher education environment of the 1980s and 1990s. In 1985 he appointed a young Registrar and Secretary, John Hayward with wide experience in other universities. His predecessor had been in post for over twenty years and had spent all his working life in Durham. A year later came a serious test as the second wave of expenditure cuts under the Thatcher Government required the University to shed 120 posts (10%) over four years. Durham had largely escaped the 1981 cuts. This time it was serious; leadership and management were needed, not ceremonial and administration. Durham like a number of long established universities had been well funded by government up to that time; now the University had to effect change in a period of diminishing resource. The Secretary of State for Education in his meeting with Vice-Chancellors set out the conditions for obtaining restructuring funding; greater selectivity in research, continuing rationalisation of small departments, better management of universities, the maintenance of teaching quality, and solutions to the problems arising

¹ Durham was somewhat defensive over its Colleges and their funding. In the context of the 1986 cuts Senate was anxious to reaffirm its view on the importance of the College system to Durham; it noted that the situation should not be seen as posing a threat to the existence of the Colleges although changes would be necessary. Four months later the Registrar was able to report success in his negotiations with the University Grants Committee over its proposed reduction in funding for the Colleges. The College Fee was to be reduced by $\frac{1}{8}$ rather than _ as originally proposed. This was a short term reprieve, though a welcome one

² Dr. J.V. Hogan *Old and New : Durham and Stockton*. The State of UK Higher Education edited by D. Warner and D. Palfreman pp 57 — 66. Society for Research in Higher Education and OU Press.

from lifelong tenure for the majority of staff. At the same time access to universities must be increased and efforts made to meet unsatisfied demands for qualified manpower.

Faced with, and facing up to, this situation the Vice-Chancellor through Policy Committee set out his policy to the Senate and the Council. Essentially he proposed:

- (i) that every effort must be made to balance the budget for the present year and thereafter, taking whatever opportunities presented themselves, where this did not pre-empt longer term decisions such as the closure of a department which needed more time to be worked through.
- (ii) that the University should seek to maintain a balanced spread of subjects where this did not weaken the equally important policy of research selectivity to secure quality.
- (iii) that responsibility should be devolved upon departments / schools acting as budget centres with careful consideration as to which, and how much, University responsibility needed to be maintained under the new arrangements.
- (iv) that, as a general principle, large groupings should be used for resource allocation but small groupings as the unit in which performance and the use of resources would be monitored; research selectively would be based on individual and group programmes.
- (v) that a new financial model drawn up by the University Treasurer illustrating the application of the new University Grants Committee resource model to departments within the University should be a guide to decision making but not used mechanically. The allocations including savings targets must be transparent, reasonable and attainable.
- (vi) that staff contracts should be examined to remove present ambiguities and make clear the obligations of both employer and employee.

Senate and Council concurred and, although not without difficulty³ including the very real prospect of compulsory redundancy, the University achieved its planned reductions without severe damage or loss of morale. The University Grants Committee rightly formed the impression that the University was well run, that the Vice-Chancellor knew what he was doing, that the University had clear and, as will be seen, imaginative policies and that it could be trusted to deliver. These messages were reinforced when the Secretary of the University Grants Committee, at the invitation of the Registrar, and the Chief Executive, at the invitation of the Vice-Chancellor, visited the University in November 1986

³ CM 10.3.87 min 376 The Vice-Chancellor drew attention to the letters which he had received from a number of members of staff indicating their dissatisfaction with the effects of reduced funding upon their departments or e.g. on library funding. He asked for patience in the present difficult period.

and February 1987 respectively. Three months later at the beginning of May when the Vice-Chancellor accompanied by the Registrar and the Treasurer ⁴ in turn visited the Chief Executive in London, the latter declared himself content with the University's plans based on a balanced University within the funding reductions which had been imposed.

The concept of a balanced university is an interesting, not to say contentious matter. The Vice-Chancellor had declared to Senate that Durham did not have a wide range of subjects and those which it had were closely inter-linked. On another occasion he had said somewhat grandly that the University had the guns of a battleship on a destroyer i.e. that it was somewhat small for the clout of its departments. At all events, some restructuring had to be effected and at the same time Durham needed to grow. Restructuring too is an interesting euphemism with a range of meaning from relabelling through to merger and amalgamation, and indeed closure. Such reshaping is not easy to effect amongst a community of scholars. But effected it was in Biological Sciences bringing together Biology and Zoology, and in Engineering and Applied Sciences through the amalgamation of Applied Physics, Computer Science and Engineering within a single school. The School of Oriental Studies was dismembered with some staff going to other universities, some taking early retirement and the remainder dividing into two departments, East Asian Studies and Middle Eastern and Islamic Studies both of which, unlike the old School, were able to attract student numbers. Other departments were strengthened by the transfer of staff from other universities with the assistance of the University Grants Committee. But particularly interesting was the strengthening of the School of Education.

In late December 1986 the opportunity arose of bidding for additional funded student places for a new four year B.Ed. in primary education. This was in the context of a national shortage of well qualified primary teachers. In a number of ways, this anticipated the Teesside Initiative coming as it did fifteen months earlier. It had strong regional characteristics; attracting local students, working with local schools in terms of professional training, accepting students with significantly lower A level qualifications than the star Durham departments where demand for places was almost impossibly strong. Moreover, the demands of teaching including the longer teaching year required for professional training made serious inroads upon research time. For these reasons Education was not the most highly regarded or the strongest of departments within the Durham hierarchy of status. The bid for 360 places went forward to the Grants Committee but the case had to be carefully argued at Senate in a joint paper from the Chairman of the School of Education and the Registrar and Secretary.

⁴ Durham has two statutory University Senior Officers in addition to the Vice-Chancellor, the Registrar & Secretary responsible under the supervision of the Vice-Chancellor for the conduct of University business and the Treasurer who is responsible for the conduct of the financial business of the University. In 1988 at the beginning of the Teesside adventure a new Treasurer was appointed in succession to Alec McWilliam who had served the University as Finance Officer and then Treasurer for 25 years. Paulina Lubacz, the new Treasurer was, like the new Registrar, another young appointment having joined Durham as Deputy Treasurer in 1985.

The paper pointed out that these 360 funded student places were additional in a period of otherwise little growth and possibly some reduction; that just under a third of those numbers would go to departments other than Education through their subject teaching to the Education students (which, however, was not without its difficulties given the quality of intake); and that in any case all the additional student places brought with them overhead contributions to defray the cost of the Central Academic Services and Administration. These were the practical financial arguments addressing self interest. In terms of strategy, the new degree and its students would allow the University to broaden its intake and to increase its regional role in accordance with the objectives approved by Senate and Council in response to Government policy. This combination of high thinking and self interest also propelled the Teesside Initiative in its turn. There was a comparatively small, albeit growing, number of idealists. Recognition of self interest was also patchy. Awareness grew as staff become involved in the new initiatives and learnt at first hand of their benefits. Whatever the internal politics, the Grants Committee indicated that it was pleased to learn of the University's commitment to Primary Education. It was an important, if perhaps unexpected, part of the University's plans for the next four years.

The Vice-Chancellor in this difficult period appealed on a number of occasions to the better feelings of staff. The defence of the University he said would require all staff to be guided not merely by their subject interest but by their belief in, and concern for, the University as a whole. Most academics are loyal to themselves, their subject and their immediate colleagues. Durham's strength was its name, its reputation and its real merit; it was well regarded by applicants and employers. Thus its strength was its students and that strength came from departments and colleges. The key point was morale. Self interest and the consequent infighting could seriously damage that morale. What was needed was agreement as to the way forward and part of that was willingness to move from the University's position of isolation.

In March 1988 the Vice-Chancellor reported on his attendance at the Conference of the Association of Commonwealth Universities and clearly signalled the need to switch attention to European links. This confirmed the University's earlier decision to host the Quinquennial Conference of the Standing, Conference of Rectors, Presidents and Vice-Chancellors of European Universities in 1989 in what turned out to be an exciting occasion, given the events in Central and Eastern Europe.⁵ The Vice-Chancellor had also persuaded the University of the need to set up an Appeal for funds following the University of Oxford's example. Funding was part of it but also the need to make friends and

⁵ Discussions in the Durham Public Houses during the conference were not centred round the usual Durham topics but rather about the Berlin Wall coming down, its effects and where education fitted into these momentous events.

influence people including those concerned with subject reviews. The University, as is its wont, had set up a Committee, this one with the mnemonic EIGER —**E**xternal **I**ncome and the **G**eneration of **E**xternal **R**esource. It was part, and an effective part, of a culture change which, of course, took time. An early example of the new thinking was the establishment on favourable financial terms of a Japanese University branch, Teikyo, in the middle of the Durham site.

So change was in the air, promoted by the Vice-Chancellor and furthered by the need to respond to the funding reductions and to get ahead of the game for the future. Durham with under 5000 students was too small (4936 full-time in 1987, only two hundred more than five years earlier). It needed, in commercial terms, to make more extensive use of its facilities and plant as the unit of government funding per student decreased. In May 1988 the Senate noted

that it might be necessary, indeed advantageous, during the next planning period for the total student population at Durham to be increased beyond the present upper limit of 5000. This would have major implications but would not in Senate's view justify the establishment of a new College; rather, more intensive use would need to be made of the present facilities but with additions to the stock of rooms through the purchase of properties in the City and possibly in outlying areas. This would be a more cost effective way to proceed and had the advantage of flexibility, if student numbers were to fall at some future date.

Thus expansion of Durham University in Durham was on the agenda. It made economic sense to the University if the additional numbers could be provided for largely within the existing physical resources and without a commensurate staffing increase. There would have to be economies as the unit of funding continued to fall and this would be easier by far to deal with if overall the University and its income were increasing. But over and above these considerations, the Vice-Chancellor had a much more ambitious and imaginative scheme in prospect. His experience at Stirling University had shown him what could be achieved on a new site given the funding and sufficient support. Walking back to the Science Site after a meeting of the Durham Senate some years earlier he had mentioned to Professor Ken Bowler the possible creation of a Durham College on Teesside to deliver courses to broaden access particularly in Science and Engineering. For the Biological Sciences he suggested the whole organism approach aware of its attractiveness at that time to potential students. In October 1987 he had responded to a letter from Dr. Williamson, Director of the Department of Adult and Continuing Education with a major idea perhaps not feasible or desirable but worth thinking about! How about building The Middlesbrough College of Durham University as a Centre for Adult and Continuing Education on Teesside! .

In the same month he had addressed the Academic Staff commenting in his presentation that to survive in the 1990s will require us to think thoughts and do things never before contemplated in Durham. I have no doubt that, if we have the will, we certainly have the talent. On 2nd November he was even more explicit in talking to the Academic Electoral Assembly (AEA)⁶ We have he said several unique opportunities and I wish us all to provide some revolutionary thoughts e.g. in our Colleges formal but optional programmes of extra courses in Continuing Education where there may be special opportunities on Teesside of a Birkbeck. Early thoughts; hints and whispers. Now came the opportunity.

⁶ The Academic Electoral Assembly, a statutory body was composed mainly of Academic Staff. A week later the Vice-Chancellor addressed the non academic staff in similar terms and received an enthusiastic response.

CHAPTER 2 1988 — 1991 THE ROLLER COASTER RIDE

The Prime Minister's visit to Teesside in 1987, her much publicised walk in the wilderness the derelict site of the former Head Wrightson Engineering Works, provided the catalyst for the regeneration which was so urgently needed. At a meeting at that time of industrialists and others at Durham Castle (University College, Durham), the Prime Minister had been her usual forthright self. She had also commented off the record to the Vice-Chancellor that his early thoughts for Durham departments on Teesside, as the Birkbeck of the North, were just what the region needed. There had been little investment in the region for over a decade. Unemployment stood at 25%. Health was poor with the mortality rate some 20% worse than the national average. The crime figures were amongst the highest in the Country. Educational achievement overall was low with poor results and low post 16 staying on rates. Self-belief and confidence in the region were weak. Something needed to be done; hence the establishment of the Teesside Development Corporation led by its Chairman, Ron Norman, and Chief Executive, Duncan Hall. Both were men with great drive and vision. They and the Corporation, as they themselves are the first to admit, did not always make friends in the realisation of their vision. However, in its ten years of existence the achievement across the whole of the region for which they were responsible (Middlesbrough, Stockton, Hartlepool and Redcar) was very considerable. According to the Corporation's Final Report some 26,000 jobs were created or protected, £1.3 billion of private investment attracted and £120 million of capital receipts. More obvious were the new buildings of great variety on the various sites across the region. *Si monumentum requiris, circumspice.*

In April 1988 the Vice-Chancellor reported to the Policy Committee⁷ rather mysteriously his conversation and exchange of correspondence with the Teesside Development Corporation Chairman earlier in the year.

Discussions were proceeding in connection with the extension of the University's activities on Teesside and the arrangements which would be entailed by such developments. A selective approach was envisaged aimed at complementing existing provision by other bodies.

⁷ Policy Committee, a joint Committee of the Senate and the Council was as the name implies changed with the consideration of strategic matters prior to their transmission to the Senate and the Council the two major bodies governing the University. The joint membership including the Pro Vice-Chancellors, the Deans and Council members was particularly important. If a matter had the support of the Officers and then Policy Committee it made its approval by Senate and Council so much the easier.

The underlying rationale was not difficult to fathom; it was a combination of interlocking interests if not yet by any means a concordat. The University needed to grow and its growth was severely restricted by physical constraints in the Durham. Moreover, growth on Teesside was likely to attract funding (including funding from outside the Higher Education budget) which was not available for growth in Durham. Teesside was an area where increased access to Higher Education was both urgent and opportune. That growth could change the nature of the University for the better in broadening its scope and reducing its previous isolation. For its part, Teesside, the largest conurbation in Europe without a University would get its University at a stroke, or rather a share of one based in Durham in the same way as the University of Newcastle had originated a hundred and fifty years earlier. The Development Corporation, through Durham's prestige and quality, would have a major attraction for bringing investment into the region through new facilities and relocation. Duncan Hall, the TDC Chief Executive said on the demise of the Corporation in 1998 that, if he was to sum up in a single sentence the achievements over the ten years as someone born and raised on Teesside, it would be that we have widened the quality of choice and opportunity for people to live, work and play in their home region. The involvement of the University in providing greatly increased educational opportunities was a key factor in terms of choice, quality, attractiveness and the retention of talent in the region.

So much for the vision, the questions to be addressed were, what form should that provision take, how should it be delivered and what would this mean for Teesside Polytechnic, a comparatively small institution but one, quite rightly, with its own aspirations. The Vice-Chancellor assembled his Pro Vice-Chancellors, his three Deans (of Arts, Science and Social Sciences), one of the Chemistry Professors and the Head of the University Business School. The rationale was that the Teesside region needed a university, Durham University needed a conurbation (a million as compared with eighty thousand in Durham). Initial thinking was to create three multi-disciplinary centres:

- A Centre for Regional Studies
- A Centre for Transnational Studies
- A Key Technologies Centre

The first of these would build upon existing work focussed on Teesside in a number of Durham departments especially Geography. The second would be concerned with links between Europe and Japan and the Pacific Rim. The third would involve the technologies recently identified by the Engineering Council which were available in Durham departments such as Engineering. The contribution of the School of Education using Teesside as a source of undergraduate recruitment and strengthening the region's teaching provision was also envisaged. None of the three Centres survived further analysis and investigation. They were early thoughts and one had to start somewhere. What

was more interesting was the chance, rarely available, to think through something entirely new, *carte blanche*, and to test that against the needs of the region and the availability of academic resource and funding. The idea of multi-disciplinarity was particularly attractive and appropriate. The Durham departmental structure bolstered by the formation of budget centres following the 1986 funding reductions was not well suited to such an approach.⁸ Here was a chance to remedy that weakness by drawing on a combination of departments with a new and defined focus of study. It was recognised from the outset that a tripartite approach was needed, University, Polytechnic and Development Corporation. That alliance was at times severely tested over the next few years particularly in the relationship between the University of Durham and Teesside Polytechnic which became Teesside University in 1992. Given the nature of universities and territorial ambitions, this was perhaps only to be expected.

These early discussions within the University were taken forward by a formal presentation to Senior Staff of the Development Corporation (who then relayed it back to their Board) and via a written report to the University Senate and the Council. The proposal was for a Durham University College on Teesside with perhaps a thousand full-time equivalent students drawn largely from Teesside and the Tees Valley and a hundred academic and support staff together with the necessary facilities. This would be a major contribution to increased access particularly for mature students studying part-time for a Durham degree whilst living at home, with the prospect for many of them of a full-time final year. The first students would, it was hoped, be admitted in October 1990, two years ahead. If only it had been that easy; in fact, it took twice as long before the first students were admitted. Somewhat unfortunately (and certainly ahead of time) news about the proposal was given a public airing. One of the local MPs made mention of it and another, less well informed, asked the Secretary of State what it was about. He said that he did not know either. In fact, it was decided not to proceed to a public announcement until it was clear what it was that was to be announced.

In 1987 the University had increased the number of Pro Vice-Chancellors from two to three. Their formal role in acting on behalf of the Vice-Chancellor was to undertake such duties as the University Council assigned to them. In fact that role was rapidly changing given the shift to management and the increasing number of substantial projects which the Vice-Chancellor's vision and energy were identifying. The new third Pro-Vice-Chancellor, James Barber, Master of Hatfield College and a political scientist had previous experience with the Open University. His experience of old and new universities, allied to his skills and authority as Pro-Vice-Chancellor, made him an ideal person to lead the new initiative, as Chairman of the two Working Groups which the University established in the

⁸ Although Research Centres linking staff across a number of academic departments were an established and useful mechanism, albeit on a small scale.

autumn of 1988. One was to deal with academic planning, the other with the practicalities of administration, finance and accommodation for the new development. Perhaps, fortunately, the deliberations of the first of these Groups moved more quickly than the second and with considerable enthusiasm. The Working Groups were comparatively large in membership (nineteen and fifteen respectively) both including representatives from Teesside Polytechnic). Their size was important in securing broad interest and support. But in fact the flurry of activity not surprisingly occurred in the work of smaller groups; on the academic side, sub-groups working on proposals in the area of developmental sciences (especially environmental sciences), education and professional training, health and medical support training, and arts and social sciences (in particular degrees in Western European Studies, in Drama and Theatre Studies, and in Human Science). At the same time a small task force chaired by Dr. Barber and with the assistance of an administrator seconded from Cleveland County Council met weekly throughout May and June 1989. This all came together⁹ in a report via Policy Committee to the Senate and the Council at the end of the academic year. En route, the University Grants Committee had been informed of these developments during its visit to the University of Durham at the beginning of February 1989. The feedback to the Vice-Chancellor was that the University's plans and general policies were well received and would be passed on to the incoming University Funding Council¹⁰. Equally important for Durham in the context of the Teesside Initiative was that it was clear that the University Funding Council and the Polytechnic and Colleges Funding Council intended to work closely together, as was evidenced by their plans to share a building. Transbinary collaboration, anticipating the creation of the New Universities from the previous polytechnics some three years later, was very much part of current thinking nationally. The Vice-Chancellor in giving his impressions of the visit to Senate said that it seemed to him that the outcome of the visit would confirm the University's position as a teaching and research institution which was prepared to be innovative whilst maintaining high standards and was eager to expand by taking advantage of opportunities as they arose. Whilst all universities had to be prepared in future to operate with lower teaching costs per student, the particular worry for Durham was that additional funding might be diverted to less viable universities or to assist those universities which had been less successful in their restructuring and to reducing their expenditure in line with the academic plans required and approved by the UGC. At this meeting the Vice-Chancellor also gave notice to Senate of his intention to retire in the year 1990. Obviously this would be a blow to the initiative; on the other hand all seemed to be going well with every prospect of its eventual success.

⁹ Knowledge of Teesside and of its Polytechnic varied considerably amongst the Durham contingent. There were those in the early days at least who experienced some difficulty in finding their way to Teesside.

¹⁰ The University Grants Committee was being replaced by the University Funding Council.

The relationship with Teesside Polytechnic was interesting during this period. Teesside academic staff had been involved in developing the various course proposals through the Durham Academic Planning Group and the various smaller Working Groups which reported to it. Nevertheless, there was some unease despite the apparent cordiality and involvement. The Secretary of State's visit to Teesside in mid April 1989 merited a clear statement from the University and the Polytechnic which read as follows:

The Director of Teesside Polytechnic and the Vice-Chancellor of Durham University announce that together with the Chairmen of their respective Governing Bodies they have agreed that the two institutions should work together in planning a major development in Higher Education in Cleveland and its adjacent areas. It is their view that without duplicating the work or inhibiting the future plans of the two institutions, their independent strengths can be harnessed to provide additional teaching and research through the Polytechnic and through the University's College on Teesside so as to meet the changing needs of the regional community over the next two decades. Teesside Development Corporation is playing a notable part in these initiatives which have received warm support from all parts of the region.

But despite the fair words there were three issues which were to develop into a potentially damaging difference of opinion later in the year; the concept of the development as a Durham College, its physical location as a separate entity and the development by Durham of an Institute of Health Studies as part of the University of Durham outside this development, despite the fact that it was planned that some of its operation would be on Teesside. In the meantime, all went well. In May 1989 a presentation to major employers on Teesside, although low key, was adjudged a success. Discussion with the Regional and District Health Authorities over developments ranging from Nurse Education and other training to postgraduate teaching and research looked promising. All parties seemed enthusiastic and committed.

The Durham Faculty of Social Sciences even expressed a note of impatience urging movement on the academic components of the Initiative particularly the degrees in European Studies, Human Sciences and Environmental Management as a matter of urgency. Dr. Barber's Working Group had proposed that in the initial phase (1989-93) academic activity should concentrate on Health Studies and Education. Phase 2 running from 1992 — 6 would contain the degrees to which the Faculty of Social Sciences drew attention together with Human Biology and Drama and Theatre Studies.

The Chairman of the UGC indicated to the Vice-Chancellor his support for the Initiative whilst adding, as Chairman do in that position, that his Committee had no resources which it might make available within its existing budget. He did, however, offer helpful advice as to how the Initiative and possible funding might be pursued. Within the University there was also some caution that it would be necessary to demonstrate that the Initiative was properly financed so as not to detract from existing resources or prejudice future developments. In other words, fine words but not much butter on the parsnips; a very good idea provided that the money was forthcoming. With such caveats Senate and Council were happy to move forward with preliminary planning for the Durham College on Teesside. The next step, apart from finding the funding, was to set out a clear timetable, identify a site and work with the Polytechnic through a joint planning board.

Came the autumn 1989 and with it the announcement of Professor Holliday's successor who would take up his appointment in a year's time. Professor Evelyn Ebsworth was a chemist, Dean of Science at the University of Edinburgh and prior to that a Fellow of King's College Cambridge. His support for the Teesside Initiative never wavered over the eight years of his Vice-Chancellorship but obviously there would now be a pause and a period of transition. It was during this period that the difficulties arose. The trigger in December 1989 was Durham putting forward to its Senate detailed proposals for a new Institute of Health Studies with virtually no notice to Teesside of the arrangements. This awakened fears that Durham would despite protestations to the contrary simply operate on Teesside as it thought fit, in competition with the Polytechnic. It would be a Durham College controlled by Durham and its physical manifestation would not be shared offices but a new site with new buildings. The Polytechnic had welcomed the Initiative as providing additional educational facilities for the benefit of the region insofar as it was planned in effective partnership with the Polytechnic and insofar as it would complement its work. However, it made clear that it would strongly oppose any Durham developments which would duplicate either substantially or in part the educational and research facilities of the Polytechnic and any plans which impinged upon the Polytechnic's development plan. The Polytechnic's Director, Dr. Michael Longfield, wrote to Professor Holliday informing him that in the circumstances the Polytechnic could not support the proposals for the Institute of Health Studies and asked for further discussions before those proposals went to the Durham Senate. The row became public with letters being widely circulated. The damage was serious, not so much to the relationship between the Senior Officers of the two Institutions which remained perhaps surprisingly cordial, but through the impression given to those involved in the decision to fund the Initiative that the two Institutions were in fundamental disagreement. The essential feature of the proposed transbinary collaboration was agreement on both sides. There was also a nasty problem of timing. A major launch for the Initiative had been arranged for mid February 1990 in Middlesbrough Town Hall. Unless agreement could be reached and partnership restored, that meeting could be a disaster whether it was cancelled or went ahead. There was a further complication. The Senate had approved the

arrangements for the new Institute of Health Studies and this had been confirmed by the subsequent University Council Meeting on 19th December. Senate was due to meet again in Mid February. It was unlikely to consider favourably a situation where it appeared that the two Institutions were in fundamental disagreement or to approve substantial concessions if these were required to effect agreement. To add to the embarrassment the Funding Council had at this time written to Durham with the promise of £100,000 to help with the administrative support necessary for the development of the proposals in 1989-90 and 1990 — 91. It would be comic were it not so serious. Things were falling apart but fortunately the centre did hold. The fact of the matter was that too much was at stake. And just as through the combination of interests all parties would gain if the Initiative went ahead; all would lose, if it did not. The formula which formed the basis for agreement was thrashed out at a meeting on 29th January between the Vice-Chancellor and the Director, the Chairmen of their two Governing Bodies and Dr. Barber and the Deputy Director of the Polytechnic plus the Registrar of Durham. It reasserted the jointness of the Initiative on the following terms.

The concept underlying the present initiative is one of equal partnership in a joint venture to promote academic activities which are judged to be more likely to be successful if pursued jointly both in attracting funding and in the delivery.

There were those who wondered quietly what equal meant. One thing that equal partnership in a joint venture clearly meant is that it was no longer a Durham College on Teesside rather a Joint University College. The question was would the Senate agree to this change. The key mechanism under the new proposals was the creation of the Joint Developments Executive with eight members, four from each Institution and a rotating chairman and secretary, year on year. The two Institutions would, it was proposed, devolve specific powers and responsibilities to the Executive to enable it to perform four functions:

- (a) identification of agreed targets.
- (b) planning of activities to achieve those targets
- (c) management of agreed programmes
- (d) monitoring and oversight of implementation.

The shared academic activities to be funded by UFC, PCFC, other public bodies and the private sector would be delivered through the deployment of Polytechnic and University staff on a part-time basis together with the secondment of staff for fixed periods. It was envisaged that the Joint Developments Executive would become a corporate body employing staff and owning or leasing accommodation. It would not, however, be an academic, validating or examining body; those functions would be a

matter for Boards of Studies or, as appropriate, nominated individuals in the two Institutions which of course would be the degree-awarding bodies. Finally, the Institute of Health Studies, the cause, ostensible or otherwise, of the fracas would through its Academic Board and its Director have a formal reporting relationship to the Joint Developments Executive for those parts of its operation which took place on Teesside. Two questions spring to mind. First, was this disagreement inevitable or could it have been avoided? In my view it was inevitable sooner or later and it was in fact advantageous that it was sooner not least as a test of the strength of the relationship. Second, were the new joint arrangements workable in practice? They were, as will be seen, but only for a limited period.

A fortnight later the debate at the February Senate meeting was lengthy and its conclusion by no means foregone. Unusually for Senate it was decided on a vote. The benefits and timeliness of the joint initiative were rehearsed as were its beneficial effect upon Durham, the fit with Government policy and the advantages of expansion not available in Durham itself. The Funding Council's promise of £100k was an important indicator. However, there were serious objections. Some did not like the shift away from the original concept of a Durham College; some thought the new arrangements could be used as a mechanism for delay; some queried whether an equal partnership in academic activities was in fact realistic or workable; others feared it would drain resource from Durham; some worried that the initiative was politically rather than academically driven and wanted to be assured that decisions of the Joint Developments Executive would be subject to ratification by the Governing Bodies of the two Institutions. The decisive argument was the analysis of the consequences of not going ahead; of cancelling the broadly based public launch which had been arranged and telling the region that Durham was not willing to proceed. Senate was not happy but was not sufficiently unhappy to stop the Vice-Chancellor getting his way. It was his initiative and generally Senate had confidence in him. After extensive discussion Senate agreed that the University should proceed with the initiative on the revised basis which had recently been agreed between the Officers of the two Institutions. The public meeting followed three days later. It was a great success, as Council noted at its meeting at the end of February in endorsing Senate's decision. All in all, it was a momentous month. However, although no-one realised it at the time, the roller coaster ride had another eighteen months to run, success in sight and then hopes dashed. The game was not for those of a nervous disposition.

The months immediately following February 1990 were quiet enough, probably too quiet in fact. The Polytechnic Academic Board despite the best efforts of the Director was not willing to support either the constitution or the terms of reference for the Institute of Health Studies which had been agreed by the Durham Senate and Council. This was neatly circumvented in practice by the three Polytechnic members of the Academic Board for the Institute of Health Studies attending as observers rather than members in the meantime. It was a great irony that the Institute of Health Studies about which there

had been so much difficulty was the one part of the plans which in fact did not go ahead as a major development. The complications and uncertainties were just too great particularly when the Funding Council made it clear that it would not provide funding; that would come through the Department of Health and the Regional Health Authority.

More positively, agreement was reached with the University of Leeds over Continuing Education. The Tees had for many years been regarded as the boundary and both Durham and Leeds had had Adult Education Centres in Stockton and Middlesbrough respectively for over thirty five years. The Heads of the two departments put forward a proposal for future operations in the light of Durham's new Teesside Initiative. This was that the previous external boundary should be abolished; that Leeds should take broad responsibility for Liberal Adult Education on Teesside whilst Durham should be responsible for Science and Technology. Thus the discussion was in terms of subject areas rather than geography. It was pointed out that historically the boundary arrangements had never applied to Continuing Professional Education (CPE) and this would continue on that basis. The important point in this rather confusing set of arrangements was that the two Universities both at departmental and Senior Officer level had, and continued to have, an excellent working relationship. It was not seen at any time in terms of a territorial dispute nor was the Teesside Initiative seen as a threat.

And so, after the interruptions and the conflict over the arrangements for Health Studies, Durham and Teesside came together at last through the Joint Developments Executive, a formal body whose membership included the two newly appointed Co-ordinators seconded half-time one from each Institution. Teesside's secondee was Mr. John Flavell, the Director of Planning and Development; Durham's Mr. Jim Lewis, Senior Lecturer in Geography. The secondments were to run to June 30th 1991. In fact, Mr. Lewis through a succession of posts played a key role for the next ten years until his appointment to a senior position in One NorthEast. The first meeting of the new Executive was held on 11th May 1990, an earlier meeting in March having had to be postponed. Over the next fifteen months the Executive came together almost every month. The meetings were characterised as frank and friendly; in other words the relationship was developing positively as progress was made in pursuing funding. Disappointments were shared and lobbying carried out where necessary by the University and the Polytechnic through complementary networks. The first steps were to exchange and agree the separate statements to the respective Funding Councils; to consider possible sites and their funding; to begin to assemble a support group of industrialists and others with national and regional influence; and to explore the constitutional implications of joint validation and the award of joint degrees. The last of these was perhaps the easiest to achieve and was taken forward by the two Registrars. However, whilst the changes of Durham Statutes by the Privy Council and the approval by the Council for National Academic Awards (CNAA) of the Memorandum of Co-operation for Teesside were not difficult to secure, the operations in practice once the new College opened were

tedious and time consuming. More seriously, the concept of joint degrees of the two universities was not really understood by applicants, students or staff. It was new and certainly worth trying; indeed it seemed the only way forward at the time.

Over the summer of 1990 the bids for funded student numbers were submitted. They were as follows:

	Initial Intake	Total after 3 Years
Health Studies / Nursing	40	120
Human Biology	60	180
Environmental Management	50	150
Human Sciences	50	150
Western European Studies	50	150
Drama & Theatre Studies	<u>30</u>	<u>90</u>
	280	840

These were undergraduate numbers; an additional 50 postgraduate places were requested in Health Studies/Nursing (20), Environmental Management (20) and Western European Studies (10). The courses in this new transbinary development would be modular and also available part-time and on a diploma and certificate basis. There would also be INSET courses in Education and major expansion of Business Management through the Business Schools but in both these areas joint degrees were not envisaged at the present stage. The 890 places with 280 as the first cohort represented the core of the new College's activity on which a decision was expected early in the New Year. Both the timing and the requested allocation turned out to be optimistic. There was no decision until the following June and on a number of occasions in the meantime the decision seemed likely to be a negative one. The University Funding Council asked its Institutional Group to look at the bid. The Group took its time, seemed to be moving to a favourable decision, then asked for more information and cogitated. Meetings at Officer level, lobbying, casual conversations and political pressure all seemed to be achieving little. The gap between interest in the new venture and hard agreement about funding was difficult to bridge. February, March, April, the UFC Main Committee Meetings came and went and never a decision. Informally there was good news; there was bad news; but increasingly no decision was bad news.

Over the same period negotiations and discussions over possible sites also fluctuated. There were in all five possibilities, Middlehaven, the Poole Hospital site, Polytechnic land, Wynyard Hall and Teesdale. Middlehaven was a major redevelopment of the former Middlesbrough docks, close to the town centre and to the polytechnic with good transport links. There were plans and proposals for a

new hospital on the site with which the College could have worked closely. However, the costs of regeneration were very great including almost £50m for relocating two chemical companies and decontaminating the site. The Poole Hospital site was a pleasant parkland setting with low development costs. It was somewhat remote, however, with poor public transport access. Moreover it fell outside the Teesside Development Corporation's area. Most of the same disadvantages applied to the Polytechnic land south of Ormesby although it was a pleasant site with good road access and plenty of space for expansion. The site would not be cheap to develop. Wynyard Hall was one of the major developments of Sir John Hall, a highly successful North Eastern entrepreneur. There seemed at one stage the possibility of this involving an interesting partnership with the Business School of a major North American university; it came to nothing. Although the site was exceedingly pleasant and midway between Durham and Teesside, public transport access would be difficult or very expensive to provide. That left Teesdale, the site adjacent to the old Stockton Race Course on the south bank of the Tees. There were three difficulties which needed to be addressed; it was a restricted site with perhaps as little as eight acres available; the neighbouring properties and activities might not be a good fit with the new College; and the Stockton location could cause difficulties with Middlesbrough not least in that it could kill off any hopes of developing Middlehaven at this stage. On the other hand, Stockton Council would no doubt be very — and turned out to be enormously — supportive. So none of the sites were ideal; each represented different opportunities for the new College and could, no doubt, have had very different influences in the way in which the College would have developed. Middlehaven, if the new Hospital had materialised, would have been particularly interesting given the initial differences between the two Institutions and the medical development at Stockton ten years later. The location much closer to the Polytechnic — a University from 1992 — would also have been interesting in terms of a developing relationship. But these were all might have beens. The Joint Developments Executive kept all its options open; what would always be decisive was availability, timescale and funding. Teesdale, backed by the Development Corporation, became increasingly likely as difficulties over Middlehaven grew. But whatever the preferred option, nothing would happen unless the Funding Councils were willing to offer the funded student numbers. If the site and its funding were in place it would be difficult for the Councils to refuse the numbers; but unless a favourable decision on the numbers was anticipated, funding for the site and support from the private sector were unlikely to ensue.

Evelyn Ebsworth had succeeded Sir Frederick Holliday as Durham Vice-Chancellor in September 1990. It was a further change, however, which finally precipitated a decision on the student numbers; Professor Graeme Davies succeeding Sir Peter Swinnerton-Dyer as Chairman of the Funding Council in the spring of 1991. And thus things began to fall into place. Although no decision was taken at the UFC's May meeting it was hoped that the Council would approve a build up to 225 funded student places at its June meeting as indeed it did. Professor Davies told the Vice-Chancellor that he accepted

the academic and regional case for the development but that he needed to know the answers to a number of questions before final approval could be given. These included the planned growth of student numbers, the eventual size and whether the development would be viable if further growth did not follow the early stages. The questions were satisfactorily answered and the letter dispatched confirming 100 student places in the first year and expansion to 225 by 1994/5. Added to a matching allocation from PCFC this still meant that only half of the requested allocation had in fact been given. The constituent parts of the intake were hastily rethought. Health Studies / Nursing, Human Biology and Drama/Theatre Studies disappeared for the time being at least. Environmental Management/Technology, Human Sciences (led by Durham Anthropology) and Western European Studies (led by Teesside) became the core degrees for the first year of the new College's existence. The Durham Treasurer and the Teesside Director of Finance after careful analysis calculated that what was now on offer was probably a viable proposition but staff / student ratios would have to be much higher than normal; little could be afforded initially in terms of research or support services; equipment funding would have to be found as a matter of urgency. Even with those constraints there would be a negative cash flow over the first two years. It could be managed — just. But clearly the initiative was under-funded and would have to rely very much on the two sponsoring Universities and their supporting services.

On the assumption that the College would now go ahead with a first intake in September 1992, the Academic Planning Group under the chairmanship of James Barber swung into action to co-ordinate the production of detailed syllabuses whose outline had been approved in 1989. If the September 1992 opening was to be achieved admissions material had to be prepared immediately to go out before the end of September. Ideally, indeed normally, there would have been a prospectus and an entry in the UCCA handbook going to press the previous January. The new College also needed a formal structure, not to mention a name. The former, it was suggested, should be a Company Limited by Guarantee with an accompanying Joint Venture Agreement. The latter was kept under wraps but it was hoped that just as Newcastle University had originated as King's College so the University College on Teesside could become Queen's College. It was not to be; there were too many Queen's Colleges already.¹¹ Joint University College on Teesside at least had a pronounceable mnemonic JUCOT. But in fact the new College, opting for simplicity became shortly afterwards University College, Stockton.

One of the reasons for this was its location. The Development Corporation preferred the Teesdale site. If the building was to be completed in time for opening in September 1992, it had to be specified

¹¹ In fact eleven years later through the efforts of the Vice-Chancellor, Sir Kenneth Calman, the Campus (as it had then become) received the title Queen's Campus.

and designed in outline within four weeks at a maximum. The problem was that as the end of July deadline for the contract approached funding had not yet been finally approved by the Department of the Environment following the Minister's visit to Teesside in May. Treasury permission was also required for the overall package which included an eight acre serviced site and a building of some 6000m². Weeks passed. In August the Department of Environment still needed to be satisfied on a couple of points until finally on 10th September 1991 Michael Portillo, as Minister for Local Government and Inner Cities having taken a close interest in the development announced government approval for an £8.4m funding package. As the press put it A dream was finally coming true.

CHAPTER 3 1991 — 1992 THE HEADLONG YEAR

On 3rd October 1991 the new Joint College was launched in Stockton by the Schools Minister and Darlington MP Michael Fallon with a message from the Secretary of State for Education, Kenneth Clarke. The audience invited to the Swallow Hotel, Stockton was made up of employer representatives and heads of schools and colleges in Cleveland, South Durham and North Yorkshire. The Northern Echo wrote a perceptive report pointing out that the Joint Initiative across the binary line was unprecedented.

For over three years academics have been involved in difficult and sometimes fraught debate trying to weld together two very different cultures and give their joint venture a business approach. What seemed an impossible dream stemmed from the desire to plug a huge gap in higher education provision. Take up of higher education by Cleveland school leavers (and the percentage of graduates amongst the work place) is amongst the lowest in Britain . It was only when academics and industrialists took matters into their own hands and decided to create a hybrid college to complement courses at the Polytechnic and Durham University that the dream became a reality. The concept was launched amid a blaze of publicity at the beginning of last year. With no site, no money and dissenting voices in the hallowed halls of academia, the College expected to enrol its first 500 students by September this year. Money was the major stumbling block with two Government Funding Bodies (the UFC and the PCFC) arguing who should pay for the student places. Then there was the problem of where to put the College with several sites dismissed as unsuitable. The outlook was grim until three weeks ago when the College management team were offered a [site] by Teesside Development Corporation across the river from Stockton High Street. It is a site known locally as Teesdale and formerly home to the Head Wrightson engineering works. The race is now on to get the College up and running in less than a year.

Not a bad account of the struggles of the previous three years although it was not quite true to say that the Funding Councils were at odds as to who should pay for the student places; it was rather whether either of them should pay at all. The Northern Echo editorial pointed out that Teesside, the largest conurbation in Europe without a University, would shortly have two; one by the Polytechnic changing its name to University and the other, originally envisaged as a College of Durham University, would now be more of a hybrid, a joint venture between the previous Polytechnic and the University. It is not clear what status the new University College will have except that we are promised something different. Whatever that should be, the changes now taking place must be beneficial to Teesside in the longer term. The editorial thought that the name would be crucial. News had leaked out that it might be called Queen s College which, for some, evoked reference to Newcastle University which started out as King s College within Durham University. The paper pointed out that recent evidence

suggested that those institutions with a clear location in their title had fared better in attracting students; cities were best : regions did less well and rivers badly. Why not therefore a University of Middlesbrough and a University of Stockton-on-Tees or are we not so proud of our towns that we would prefer to disassociate them from important seats of learning?

The Vice-Chancellor put it rather differently at the subsequent meetings of the Durham Senate and Council, informing them that, after protracted delays, events had suddenly moved very quickly. This timescale was putting great pressure on the two institutions and the members of staff working on the initiative. He expressed the hope that all members of the University would be as committed as he himself was to this development which was of great importance to the University in augmenting and widening the level of academic activities and in pursuance of the University's responsibilities to the region. However, he also wished to make clear that the pressures on staff time and the declining unit of resource would be an unremitting feature of the next decade of which this was an early example.

And so despite the difficulties and occasional friction of the recent past, despite the uncertainties over future funding, despite the continuing doubts of some within both institutions who preferred to keep it simple, it was not simple and the race was now on. The next step was to find a Principal for the new College. A Joint Appointing Committee of the two Universities was set up, the post advertised and discreet soundings taken. Just under fifty candidates expressed an interest and six were interviewed including internal candidates. In mid November a name emerged, Professor Robert Parfitt, an ideal candidate, for nine years a Professor of Pharmaceutical and Medicinal Chemistry and Head of School at the University of Bath before becoming Principal of Canberra College of Advanced Technology. For the last five years he had been Deputy Vice-Chancellor (Research) at the University of Western Australia. A strong academic, he had excellent experience and contacts with industry. He was at the stage in his career when he wanted to come back to the UK and the College was lucky to get him. Given the continuing difficulties of the following two and a half years he might in retrospective have felt that he was not quite so lucky to get the College. But that was in the future; for the present it was an exciting and attractive prospect and he gave it his best shot.

Professor Parfitt took up his appointment on 1st January 1992; the following months were to see major changes at a senior level in both institutions. It was very much a time of transition. At Chief Executive level, Professor Evelyn Ebsworth had succeeded Professor Sir Fred Holliday at Durham in September 1990. At Teesside two years later, Dr. Michael Longfield was followed by Dr. Derek Fraser as the new Vice-Chancellor of the new University. Similarly in Durham, Dr (by this time, Professor) James Barber who, as Pro Vice-Chancellor, had been energetically and extensively involved in the Teesside Initiative came to the end of his period of office and was succeeded by Professor Michael Prestwich. His portfolio expressly included the new College and for the next seven

years he played a decisive and strongly supportive part in its development. Sir Ron Dearing who had played, and continued to play, a major role in the regeneration of the North East was unable to take up appointment as Chairman of the Durham University Council for the very simple reason that he became instead Chairman of the soon to be enlarged¹² Universities Funding Council. His place was taken by Dr. Howard Phelps who combined great enthusiasm for 'traditional' Durham with an awareness of how quickly things were changing with the University College as a prime example. As for the College itself the two co-ordinators, one from each University, Jim Lewis and John Flavell, demitted that office having been crucially important at an operational level. The new Principal was given the opportunity to make his own appointments, having reviewed the situation. He duly did so and the two were appointed as Vice-Principals (half time) for three years from 1st June 1992 at no cost to the College. In the meantime, the administration urgently needed to be strengthened. The pairing principle continued fruitfully. Dr. Ian Stewart, Durham's Deputy Registrar and Secretary, and Mr. Stephen Pearson, Teesside's Head of Finance had from 1st January already been seconded for 60% of their time to be primarily responsible for the establishment and initial operation of all administrative procedures for the new College and to lead and co-ordinate all work necessary to establish the College on a sound financial footing. Through their very considerable efforts the College got its new degree regulations and approval via academic Approval Panels for its four new degrees. It also got repeated, and much needed, estimates of the likely costs of what it had taken on as well as the apparatus of a Joint Venture Agreement and a Memorandum and Articles of Association for a Company Limited by guarantee. For its part, the Privy Council approved the change of statute giving Durham the power to 'grant degrees and other qualifications jointly with other higher education institutions having power to grant such qualifications to persons who have pursued a course of study and passed examinations under conditions laid down in regulations approved by the Senate.'

In parallel with the staff changes, new mechanisms were established for governance, direction and financial control. The semi-formal Joint Developments Executive, having replaced the exploratory Working Parties, was itself replaced by a Board of Directors, recognising that the College was now a fact, not simply an aspiration. The Joint College was something quite new in higher education. For the media, 'novel', 'new', 'highly distinctive' or indeed 'unique' make good copy. In practical terms, the vexing question was how on earth to do it. The commercial model was a joint Venture Agreement although there were those who suggested that joint ventures can often end in tears with or without the agreements. The real conundrum was how far was the new venture to be integrated, absorbed, controlled by the two parent institutions. The fact that there were two parents made the question a very interesting one; that the two institutions, a long established traditional University and a developing new University, were so very different made integration particularly difficult. Two

¹² Enlarged by the inclusion of the former Polytechnics on becoming Universities.

Universities, different cultures, different agendas, different systems; yet if the college 'belonged' to neither, that was both a great strength and a great weakness.

The Funding Council was very aware of the need to define clear accountability. Hence the memorandum required by Professor Davies as a condition of funding. The novelty of the development posed very real constitutional, political and operational problems. It was perhaps a blessing that at that stage none of the prime movers had the time to worry about these considerations; getting the College up and running was the urgent task. And so, following the Joint Venture Agreement, a Limited Company was established with a Board of Directors, four from, and appointed by, Teesside Polytechnic, four similarly from Durham and a little later a further category of Director whom the members jointly agree to nominate and appoint. There followed three Committees advising the Board; an Audit Committee, a Finance Committee and, as the College's supreme academic body, the Academic Council. The first two needed to be clearly separated. They were small Committees with membership drawn from the Directors and came into operation immediately. The latter took longer to establish and, since time was pressing, came into being in an interim form with the new Principal as Chairman and three members appointed by the two Universities. The work of examining in detail proposals for the four new degrees was carried out through joint Approval Panels with the Interim Academic Council acting as a conduit to and from the Academic Board of the University of Teesside and the Senate of the University of Durham. Given the urgency, the Academic Council was given authority to act on behalf of those two Bodies on matters of detail which had still to be approved.

It was a fascinating time. New mechanisms for a new situation had to be brought immediately into service. For the most part they worked well; there was not time for them to work badly. The Directors and the Principal meeting at least monthly and often more frequently, particularly through the Finance Committee, were the motive force driving the operation. As Senior Officers of the two Universities they were able either to make it happen themselves or to see to it that it did happen. The implementation was a matter for the Principal and the two Vice-Principals with sections of the Universities' Administrations and Support Services having specific responsibility for operational matters; Teesside for Financial and Legal Services, for Library Provision, for Personnel and Payroll and for Estates and Buildings after the new building was opened; Durham for Building Services during the building phase, for General and Academic Administration¹³ and for Student Admissions. Underpinning this the two Universities were working together to provide the necessary Management Information Services. Teesside provided accommodation for the embryo Administration from

¹³ Interestingly enough the College adopted the Teesside University pattern of semesters and modularisation worked up by the Durham University Academic Registrar, Geoffrey Thrush.

January to September 1992; but undergraduate admissions including the clearing operation in August/September were run from Durham albeit with the benefit of a Teesside telephone number. It was accepted that College Library could not be established on site for the opening of the College. Instead it was to be set up within the University of Teesside for the first year with the new College Library opening at Stockton in the Spring of 1993. Across the board, this shared approach not only worked; it reinforced the commitment of those who were determined to make it work.

It was, however, a period of great pressure and high tension. Simply getting the College up and running in a new building on a very short time scale was hard enough. Add to that the involvement of two and now three partners in an unprecedented joint venture, three partners because the embryo College under its new Principal was neither Durham nor Teesside. Funding and financial control were normally a matter for a single University and a single Funding Council and nationally the culture and the administrative procedures were based on that premise. But the real problem was not simply the uncertainty over funding but the fact that funding was seriously insufficient. The building was a given, its equipment particularly for teaching was not. Nationally, recurrent funding was based on marginal increases in student numbers in existing universities. The system did not envisage new, and certainly not large scale developments of the Stockton kind. It would be awkward politically and a dangerous precedent; if Stockton, why not others? The funding was simply not available.

Matters came to a head at the end of April 1992, by which time the Joint Venture Agreement at Stockton was in place. There were, revealingly, three matters which had delayed its final approval by the two Universities; worries about the position, if there was not parity of effort by the two Universities; worries about the recoverability of loans advanced to the College if one of the institutions were to withdraw; and the need to satisfy the Funding Council's concerns over accountability and procedures with regard to a Financial Memorandum. Agreement was reached on all three but the existence of such worries indicated at least a certain nervousness. At the same time, the Academic Course Approval Panels were largely satisfied with the proposals coming from those working on the new degrees and these were approved via the Interim Academic Council, by the Durham Senate and the Teesside Academic Board. The post of Course Leader was emerging¹⁴ together with a senior member of staff acting as champion for each of the new academic developments, in Durham, Professor Peter Evans for Environmental Management and Dr. Michael Carrithers for Human Sciences. This mechanism was crucial for the success of the College over the following ten years. Within the College, it provided a dynamic and a much needed sense of identity. At Durham it provided support and leadership within the Durham departments where support in the

¹⁴ Two from Durham [Dr. Sandra Bell (Human Sciences), Dr. Nigel Dunstone (Environmental Management)], two from Teesside [Dr. Ken Tomlinson (Environmental Technology) and Mr. Paul Nixon (European Studies)] followed shortly afterwards by an outside appointment, Dr. W.R. Williams (Information Technology)

early days at least was not unanimous. The situation was particularly complicated where the new degrees involved a number of departments. The Durham departmental structure was traditionally strong (the Faculties were not resource centres) and was further strengthened in the second half of the 1980s. Multi-disciplinarity, very much part of the College's plans, however desirable, was not easy to achieve. Human Sciences was an interesting example and had the advantage of being based in a single Durham department, albeit one which included both Social and Biological Anthropology. The proposed degree in Human Sciences was to provide a multi-disciplinary education involving both the social and natural sciences. It was based on five themes — what makes humans human; society and human welfare; society and social values; ways of change; and studying people; an academically interesting approach and one ideally suited to broadening access and attracting non-science students to Science. For the College, perhaps perversely, was very much dedicated not simply to attracting first generation and less traditional students but to offering a portfolio of science based degrees.

The problem was paying for all this. The overall funding appraisals presented from November 1991 onwards did not inspire great confidence; not that they were inaccurate, rather as the Durham Treasurer put it there appears to be little willingness to present the JUCOT Board with solutions rather than problems. And she suggested a number of ways in which positive and lateral thinking might help. Founding a new establishment in a period of marginal expansion was always going to be difficult. A new situation demanded a new and different approach which was, of course, easier said than done. The Durham Vice-Chancellor had to get involved personally in discussions with the Durham departments which were to provide the teaching; for it was clear that, until student numbers grew, much of the teaching would have to be done by existing staff. But what the departments wanted were assurances in a situation where the uncertainty was such that assurances were difficult to provide. Not surprisingly, negotiations by the new Principal with Durham Departments had not been going well, even though some individuals in those departments were highly supportive. The Vice-Chancellor's meeting on 30th April 1992 resulted in not ungenerous 1992/3 budget figures of some £543k in total for the new degrees which included within the Durham figures an element of research funding for the staff involved. (Concern was expressed to the Funding Council about the low level of funding inherent in the funded student numbers provided through the University of Teesside). Professor Ebsworth made clear his personal commitment to the new College and expressed the hope that agreement would now be reached in negotiations with Boards of Studies for academic staff input to the new degrees. The funding could now be projected ahead for the first three years, building up to the Funding Council allocation of 450 students by 1994/5 and would include provision of honoraria for Course Leaders and discretionary payments for other contributing staff (the cost of travel for Durham staff, for example, being not insignificant).

The real crisis was yet to come, however. Whilst as much use as possible had been made of the Teesside Development Corporation's provision within the building for furniture and basic equipment, this did not include teaching equipment and IT. The latter was boosted by a grant of £200k from Sun Corporation to provide a computer laboratory; it was, however, dependent on the purchase from them of a second laboratory of 17 workstations at a cost of £160k. As so often with fund-raising and matching funding, much more than a sprat is required to catch the mackerel.

The new Principal estimated the equipment needs for the new College as £5m over four years. This could be reduced but a minimum of £0.5m would be required from the Funding Council in each of the first two years. Unfortunately for Durham and the new College the Funding Council had moved to a formula funding approach for equipment based on student numbers and was not able to provide one off funding at the level required for the new development. Following fruitless negotiations by the Registrar, the Vice-Chancellor wrote to the Chief Executive about the real struggle to put together a business plan which did not expose the Board to the accusation that it would be trading insolvently. An extraordinary meeting of the Directors on 20th May 1992 approved a revised financial plan on the basis of

- § the amalgamation of the degrees in Environmental Management and Environmental Technology into a degree in Environmental Sciences with a common first year and with the laboratory classes to be conducted in one or other of the parent Universities.
- § Human Sciences and European Studies to be taught in full in the College with the loan of laboratory equipment for the former from Durham.
- § the relocation of the University's Adult Education Office at Stockton and its activity into the College.
- § the relocation of the law degree at Teesside University to the College building for a fixed term.¹⁵
- § minimum library provision at Stockton with students therefore needing to travel to both Durham and Teesside.
- § minimum student services
- § undertakings by the two Universities to raise their financial guarantees from £0.5m to £0.75m i.e. £1.5m in total.
- § the assumption of future special equipment funding from the Funding Council or other sources (It was noted that £1.25m of

¹⁵ which in the event did not happen.

equipment funding had already been found but a further £1m was needed).

And so the College was still in business. Closing before opening would have been an interesting phenomenon, philosophically and politically. It would in fact have been a major disaster for the two Universities, the Development Corporation and for the regeneration of the region. News of the financial difficulties had already begun to leak out and prompt action was needed if there was not to be a crisis of confidence publicly expressed. The Vice-Chancellor had continued to rehearse within the University the importance of the College in broadening the University's base and fulfilling its regional responsibilities. It was for that reason that the University had to be fully committed to its success and be prepared to make a continuing financial commitment to departments for their work in the College for a number of years. One of the ways of easing the financial burden at the outset was through the secondment of three administrative and professional staff from Durham and four from Teesside including a Personal Assistant for the Principal. The new College needed all the help it could get.

However, despite these severe difficulties, the sight of the new building going up largely on schedule was a considerable boost to morale. Sir Peter Ustinov had been installed as Durham Chancellor in May 1992 following the death of Dame Margot Fonteyn and his involvement in a topping out ceremony on 30th June provided much needed cheer as well as welcome publicity. The news of the College's name was, however, not so good. Both Queen's College and Joint University College on Teesside were not acceptable to the Government Departments concerned. University College was a matter of sensitivity given the changes which were occurring elsewhere in the Further and Higher Education systems. After further lobbying and just in time for the Opening, the College became the University College, Stockton with or without -on Tees and UCS it remained for the next six years.

The severe shortage of equipment funding remained a serious worry. The Teesside Development Corporation had included £600,000 for furniture and equipment within its funding package for the new building and a further £170,000 had been raised from the private sector. The Funding Council had provided some £285,000 through a specific allocation of £100,000 and tweaking of the formula funding system. Add to that £165,000 as a loan from the two Universities. But a further £1m was needed to reach the total of £2.25m over the first two years which the Universities had told the Funding Council would be required to set up the College. The problem was compounded by the pressures on recurrent funding nationally. A meeting was finally arranged in early September 1992. A small team from the Funding Council including the new Secretary, Finlay Scott, agreed to visit Stockton. This was thought to be of advantage to the home team since it would provide the opportunity to show off the new building and its environment although the latter was at that stage

pretty bleak.¹⁶ However, the prospects outlined by the new Secretary were even bleaker. The College could not be treated as a separate institution for funding or other purposes. It had to be part of the two Institutions, part of their strategic plans and part of their marginal growth if they managed to secure such growth. Nationally, little money was available and funding for equipment was likely to have a lower priority given other demands on the limited resources. The Higher Education Funding Council for England (HEFCE), the new Funding Council, would obviously honour its predecessor's commitments and hoped to provide 450 places by 1994/5 but any growth over the next three years would be at the margin and likely to go to those universities which could provide the cheapest places. There would be no special funding. The level of HEFCE recurrent funding set out in the College's plans seemed to be unduly optimistic and unlikely to be achieved. The forecasts should be recast at a more optimistic level and, unless the viability of the College could be clearly demonstrated within the plans of the two Universities, HEFCE would be concerned about making even the present level of funding available.

To say that there were long faces is a very considerable understatement. After four years of struggle and with a superb new building just about to open to the first intake of students, this seemed a major disaster. There comes a time when vision, determination and driving optimism are not enough. Fortunately HEFCE relented; the deal reached a few weeks later was that HEFCE would put in £500,000 of equipment funding conditional upon the two Universities putting in £250,000 each and waiving the interest on their outstanding loans to the College during the planning period.

The papers drawn up for the HEFCE Secretary's visit had included a very ambitious student number strategy growing from 180 students in 1992 to 1600 undergraduates by 1996/7 assuming that degrees in Drama and Theatre Studies and in Human Biology would start in 1993 and three further, as yet unspecified, programmes would start the following year. Things turned out rather differently as will be seen. The new degrees after the three initial degrees were in fact in Education and, eventually, in Biomedical Sciences but after that the next crop of new degrees took until 1998 to come into being. A student population of 1500 on the Campus was the minimum required for academic and financial viability — hence the strategy presented for the HEFCE visit — but that was not achieved until eight years later. The papers for the visit also included for the first time a set of aims for the new College. They were as follows:

The primary mission of the Joint University College is to offer a high quality range of relevant courses which will equip its graduates to face the challenge of the modern world.

¹⁶ An Admissions Report a few weeks earlier had commented — it seemed that the bareness of the Teesdale Site had discouraged some applicants.

To achieve this mission the College will:

- seek to blend the best practice and traditions of both the parent Universities
- offer novel courses which draw on the strengths of both of the parent Universities and which will enable the College to increase its student numbers rapidly to an efficient size.
- adopt flexible methods of course delivery which take advantage of modern technology.
- encourage applications from mature students and those with non-traditional qualifications both from the immediate area and elsewhere who wish to study on either a full or part-time basis.
- build up the proportion of overseas students to approximately 10% of the total.
- offer all students the opportunity to study a modern European language.
- enable all students to become computer literate.
- contribute to the locality and the region through support for its industry, commerce and political and cultural life.
- develop a programme of short courses in conjunction with industry.
- join in developing a programme of adult and continuing education courses.
- make every effort to secure the necessary resources from public and private sources.

This was a period of mission statements. They are peculiar documents not always noted for their relevance or realism. The important point, of course, is not what an institution says but whether its staff are committed to carrying it out. In modern parlance whether they have and feel ownership of it. It is worth commenting that virtually all of these aims were achieved over the next few years. The document hastily drawn up for a crisis visit did encompass the vision which most of those involved at Stockton subscribed to as the College developed.

And so a month later on 12th October 1992 the new College opened its new doors, the latest possible start to the term which could be arranged. The students gathered in a large empty space intended for laboratory use but not fitted out until much later. They were warmly welcomed by the staff, although the heating was not working at that time. The staff had been able to get into parts of the new building two weeks earlier but the only

telephone available on that first day, two weeks from the start of term was the personal mobile telephone of one of the Vice-Principals. Equipment took time to arrive, not always in the right order, a shortage of filing cabinets but a huge safe which could have been useful had there been anything to put in it. All this simply reflected the almost impossible timescale of the previous months. It was made to work by the heroics of those concerned. Perhaps as a result of this there was a sense of excitement matching the earlier excitement of trying to get to this point. A new development, by its joint nature very different from its two parent Universities, had finally come into being within a national funding system totally unsuited to such new developments. It remained to be seen whether bucking the system was a strength or a weakness. The final paragraph in the papers for the HEFCE visit had suggested that the College's achievement of its mission depended upon two factors:

- (i) its ability to obtain funding for capital development.
- (ii) its ability to recruit students and the funding associated with those students.

The first of these had, for the time being at least, been solved. The second, securing the funded numbers from HEFCE and the recruiting those students was the struggle to come. But at the beginning of the first year at least the College achieved its targets — 190 students were enrolled, considerably more than the University of Durham in its early years of operation in the 1830s.

CHAPTER 4 1992 — 1994 FUNDING AND OTHER DIFFICULTIES

Very considerable energy and effort over four years had gone into bringing into existence the new College. Given the difficulties that was a considerable achievement. The challenge now was making it work. The dream had been achieved; the reality was rather different. The new, gleaming white building in a prime position on the south bank of the Tees was a clear statement of success and a symbol of the region's regeneration. The students were, at the outset at least, enthusiastic; uncertain perhaps as to what University College Stockton was and even less clear about the concept of a joint degree from two Universities; but nevertheless, many of them mature and local, glad to be at a University, if not two Universities. The College Handbook describes accurately and frankly, the College's approach to the selection of its students.

All applicants are judged on the basis of their enthusiasm and ability to study and also on their motivation to benefit from the range of academic opportunities available within the University College. The selectors will be interested in the breadth of interest and in the contribution that a student can make to the life of the College. In the selection process the various academic criteria of achievement in examinations, development of study skills and independence of thought will be of paramount importance together with all other evidence about the applicant's potential for further development during the proposed period of study.

In other words the staff were very much concerned with the individual and his or her development and with only 190¹⁷ students there was a sense of shared adventure in something new and different. The College was formally opened on 18th May 1993 by Her Majesty the Queen accompanied by the Duke of Edinburgh. Academic and civic formal dress was the order of the day and added considerable colour to the proceedings. The Royal Party was welcomed by Professor Fraser, Vice-Chancellor of Teesside University, as Chairman of the Board of Directors emphasising the joint nature of the new College. Pride in its achievement was palpable. The opportunity was taken to confer four Foundation Fellowships upon Sir Frederick Holliday and Dr. Michael Longfield, as Vice-Chancellor of Durham and Director of Teesside Polytechnic at the time of the conception and gestation of the College; upon Mr. Duncan Hall, the Chief Executive of Teesside Development Corporation and upon

¹⁷ Thanks largely to Ian Stewart, the Durham Registrar and Secretary, excellent degree regulations including provision for appeals and disciplinary matters were firmly in place from the outset, almost sufficient in number, as someone commented, for there to be one for each student.

Sir Ron Dearing, a member of Council of the University of Durham prior to his appointment as Chairman of the Higher Education Funding Council, the successor body to the University Funding Council and the Polytechnics and Colleges Funding Council. The occasion neatly commemorated the College's establishment in its various aspects. But in fact there were major difficulties during the eighteen months following its opening. They were to borrow a phrase funding, funding and funding — or rather the lack of it. This put all parties concerned under considerable pressure, indeed to breaking point.

The December 1992 meeting of the Council of the University of Durham under its new Chairman, Dr. Howard Phelps, took place at Stockton, a break with tradition, and included —perhaps the most important part of the meeting — a tour of the new building so that the Council could see for itself its new joint acquisition. The minutes duly recorded that the Council noted the impressive nature of the buildings and that the dominant concerns of the UCS Board of Directors were with respect to equipment funding and the lack of student residences. It noted too the financial consequences of the Chancellor's Autumn Budget Statement and its implications for the College particularly the need to integrate its Administration and Central Services as far as possible with those of the two parent Universities, each taking the lead in particular areas. It was announced that Sir Peter Ustinov as Chancellor of the University had agreed to join Sir Leon Brittain, the new Chancellor the University of Teesside as patrons of UCS, heading up an external Development Committee. Generally, at the Vice-Chancellor's prompting, the message sent and received was upbeat — the very considerable benefits of the College to the region and to the two Universities; the large capital investment [secured] for the building; the funded numbers from HEFCE and the provision [albeit belatedly] of equipment; and the size and scale of this unique development — none of which would have accrued to the two Universities and the region other than through the mechanism of the new College.

However, even as early as December 1992 there was, perhaps not surprisingly, student discontent. There were very positive reports as far as the teaching was concerned. But the building and its facilities necessarily only became available in stages. Neither the library nor the teaching laboratories were open at the beginning of the session (indeed, the library opened at the beginning of the second semester). This meant bussing and bussing was not surprisingly unpopular. Social facilities were inadequate; no proper residences, no dining room, only a coffee bar closing at four in the afternoon. And the two Student Unions at Durham and at Teesside had cold-shouldered the new College at that stage. Urgent action was needed but urgent action, despite the best efforts of the Principal and his Vice-Principals, was not easy to bring about. The problem was that HEFCE would not release the additional equipment funding until it received acceptable financial and development plans for the College in the context of the financial situation and development plans of the two Universities. Those plans were entirely dependent upon student numbers and their funding at a time when the prospects for

an acceptable level of funding nationally for existing student numbers, never mind growth, were increasingly gloomy. The Pro-Vice-Chancellors of the two Universities together with the two Vice-Principals of the College were given the task of identifying an academically and financially sustainable nucleus of courses which will first secure the College's financial position and then after a period of consolidation act as a springboard for further expansion since the effect of Government cutbacks in the expansion of Higher Education has been to enforce a re-examination of previous plans and a much slower rate of expansion. The paper they produced was realistic. It noted the planning constraints (shortage of equipment and library, and indeed teaching, resources at a time of a declining unit of funding); the difficulty of meeting student targets without adequate social and other facilities and particularly the absence of residential accommodation; and the need to provide cost effective courses, attractive both to mature, local students as well as to candidates nationally. The cost effectiveness had to come from large teaching groups¹⁸, common modules and the maximum use of IT and other alternatives to large reading lists in the use of the library as a multi-media resource. Much of this in fact fitted with the College's existing goals. The discipline of taking advantage of modern technology in course delivery and drawing extensively upon the existing resources of the two Universities was certainly no bad thing. The paper proposed a consolidation of the academic programme;

- Environmental Sciences with a common core of modules in all three years for the two existing streams of Environmental Management and Environmental Technology to which was added, from 1993, Environmental Development / Economics.
- Human Sciences consisting of Human Sciences and, from 1993 onwards, Health and Human Sciences.
- Biomedical Sciences (rather than Human Biology) probably from 1994
- European Studies offering French, German and Spanish.

These courses would provide for just over 800 students by 1995/6. Business Studies was suggested as a fourth major subject area for future development; in fact, despite extensive, if spasmodic, discussions, this did not come about.¹⁹ Instead Education both as a discipline and as professional training became a cornerstone of the College's development, beginning with a two year Diploma in Science in 1993 (approval finally being obtained in September of that year) and the course for Specialist Teaching Assistants a year later. Education was very much part of the University's contribution to the region and was entirely consistent with UCS's goals. Nationally, the establishment of the Teaching Training Agency as a separate body from HEFCE controlling its own

¹⁸ The building had assumed class sizes of 60 as a cohort in each degree.

¹⁹ But may finally do so as a result of the Review in 2002 (see Chapter 8)

student numbers for the purposes of teacher training offered a much needed alternative source of development to the College.

On the basis of this revised approach, built into new corporate and financial plans for the College approved by the UCS Board of Directors and the two Universities, the Durham Vice-Chancellor was able to write to HEFCE, thus satisfying the conditions set for the release of equipment funding; it also levered out the two Universities' contribution bolstered by interest foregone of £750k for the period up to 1996/7. Now there remained the problem of providing residential accommodation. The temporary relief offered by the use of Victoria House and St. James House through the assistance of Stockton Borough Council could not be extended. Not only was the accommodation unsatisfactory; security was a major problem and it would also be expensive because of Health and Safety requirements if its use continued into 1994/5. The effect upon student recruitment and retention of unsatisfactory residential accommodation was a matter of considerable importance. If targets were not met, not only was there an immediate loss of income, the effect upon the reputation of the new College could be devastating. But the finances for residential accommodation did not add up. Neither University wanted to fund it and the cost of private funding was prohibitive. It was hoped that a Developer might be sufficiently interested to take the risk. Various introductions were made; various discussions were held; various expressions of interest came forward; but all came to nothing. Meeting after meeting, scheme after scheme, all to no result except a mounting sense of frustration within the College and amongst the Directors. Durham University has an exceptionally low wastage rate of students dropping out either during the year or between one year and another of their course. In part this is the result of the highly developed College system; in part the fact that Durham attracts highly qualified students from families well used to higher education. At the new College the converse was the case, less than 85% of the initial intake made it into the second year and a disproportionate number of these had left after the first semester. Recruitment and student support were obviously crucial. Even so, no decision could be reached over the residences. No more money was available; yet unless it was made available, the effect on the College's recurrent funding would be very serious indeed. Stalemate, alleviated only by the University of Teesside being able to provide 108 places in its residences in October 1993 and the efforts of Mrs. Margaret Kuby, the College's new Accommodation Officer seconded from Teesside, in finding 100 places through Head Tenancies. But neither of these measures offered more than temporary relief. With hindsight it is now clear that the protracted residential accommodation discussions were only part of a much larger problem. The problem was that of under-funding from the point of view of the College and of financial risk as far as the Universities were concerned. These are of course the two sides of the same coin.

The College had advertised for, and failed to appoint, a College Secretary when the Durham Deputy Registrar and Secretary and the Teesside Director of Finance were due to return to their institutions in December 1992 after their period of secondment. Re-advertisement and a revised job description attracted over 30 applicants and from a shortlist of five a new Secretary, Clare Rose, was appointed in May 1993. She was not, however, a qualified accountant and the two Universities felt impelled to draw up a clear statement of responsibilities with regard to financial matters : financial strategy would be a matter for the Finance Officers of the two Universities working with the College Principal, budgetary and financial control a matter for the Principal and College Secretary (in both cases via the Board of Directors and its Finance Committee); financial administration was the responsibility of the College Secretary working to the Principal. This was welcome clarification but it also served to indicate some apprehensiveness and loss of confidence on both sides.

The 1993/4 academic session appeared to start well enough; all areas recruited satisfactorily taking the total student population to 430. This included the Diploma in Higher Education in Science, a last minute addition for which HEFCE had invited bids as a way of increasing the pool of science literate students. The School of Education was likely to suffer a substantial loss of teaching income at Durham under the new arrangements for ITT announced by the Secretary of State in January 1992. Teesside was an area with a shortage of teachers. The solution was to secure additional Initial Teacher Training places. The Diploma was a way of getting the School of Education involved at UCS, as the incoming Chair of the Board of Studies, Professor David Galloway immediately recognised.

For the 430 students one hundred and eight residential places were provided by the University of Teesside in their brand new Hall of Residence which, whilst not an ideal arrangement, was a very generous offer and much better than no places at all. The Accounts for the first year of operation, showed a deficit of some £900k which was £150k better than estimated. The balance sheet also showed the new building including land and furniture and equipment valued at £8.7m, a major addition to the Universities stock. However, support staffing was a problem and a contentious matter. By October 1993 the College had a Principal and two Vice-Principals, a Technical and External Relations Manager (by courtesy of ICI), a Librarian (as part of the University of Teesside s arrangements for the Library), strong IT support and three Laboratory Technicians under a new Chief Technician (again thanks to ICI). There was also a part-time Student Counsellor and within the Administration the new Secretary and nine administrative and secretarial staff including the Accommodation Officer and the Careers Officer. There was even, thanks to the Esm Fairburn Trust an IT Research project with three staff, an important development for the College. Add to that the

five Course Leaders.²⁰ But despite this, it was still a struggle operationally, the result essentially of the diseconomies of a small operation that was neither Durham nor Teesside. The Board of Directors at its meeting on 18th November 1993 noted the very serious staffing situation at the College which the Principal had described to them. Short term measures set in place by the Principal were keeping the College running but in his view a quite different level of provision was needed for the future. This turned out to be the last straw. At that meeting on 18th November, the Principal had no items to report under his business : he also indicated that he would be absent from the next Board Meeting. Once again there was a major crisis. Informal meetings were immediately held at the highest level. At one of these held on Teesside the unavoidably late arrival of Professor Ebsworth meant discussions late into the night over very well warmed beef and potatoes. However, the indigestible was digested. Teesside was persuaded that Durham was in a better position to fund the operation given Teesside's ambitious plans to develop its Middlesbrough site.

A special meeting of the Durham University Council was held on 24th January 1994; it received a paper approved by the Stockton Board of Directors and by the University's Policy and Resources Committee on the future management of the College. The paper pointed out that much had changed in the economic and higher education climate since JUCOT was first conceived and then successfully launched. Government policy had changed dramatically : the rush for growth in student places had been abruptly halted and this had seriously affected the College's aspirations to achieve rapid growth in order to secure financial viability. The report continued:

The carefully constructed joint management arrangements with shared responsibilities and oversight by the parent universities were essential for planning and developing the College. However, in practice the joint administration has led to disproportionate demands upon senior managers in each institution, together with some ambiguities in the triangular responsibilities between the College management and the two Universities. The Board of Directors has drawn attention to the unduly high management / administration overhead costs in relation to the recurrent revenue flow. Yet at the same time the Principal has stressed the need for even more administrative support. Since there is no prospect of rapid growth in recurrent revenues through large increases in student numbers, any further augmentation of College administration will only worsen the deficit. It is clear to the two Universities that the current arrangements are not working effectively and need to be changed.

It is now apparent, in the light of two years experience, that for economical and efficient management the College's administration must be integrated within the organisational arrangements of *one* of the parent Universities. It is proposed that the University of Durham should assume administrative and financial responsibility for the College on behalf of the joint partners. The

²⁰ Dr. Sandra Bell (Human Sciences), Dr. Richard Gott (Education), Mr. Paul Nixon (European Studies), Dr. Ken Tomlinson (Environmental Sciences) and Dr. Bob Williams (Information Technology).

College will continue to be responsible to the Board of Directors, it will remain a joint venture, jointly planned and delivered. It is believed that the new arrangements will be conducive to the future welfare of the College and its students.

Elements in the new joint arrangements:

- (i) A slightly augmented Board of Directors under the chairmanship of the Vice-Chancellor of the University of Durham with a small majority of Durham members.
- (ii) Joint academic planning through the [College] Academic Council reporting to the Board of Directors.
- (iii) The development of new joint academic programmes as suggested in the outline Academic Plan.
- (iv) The development of joint research activities as appropriate to the work of UCS.

Safeguards for the University of Teesside:

The continued role of the University of Teesside and the protection of its strategic interests will be secured by the following:

- (a) the maintenance of its existing level of membership on the Board of Directors
- (b) continued representation on the [College] Academic Council and the assurance that the College's academic profile and plans will complement and not compete with those of the two Universities.
- (c) continued participation of Teesside academics in courses offered by the College.
- (d) agreement that bids for funding from EC or other non HEFCE sources on behalf of UCS will be co-ordinated by, and involve, both Universities.
- (e) the assumption in the Academic Plan that the College will not grow beyond 1,500 students before the next century.

Financial arrangements:

- (i) From 1 August 1994 HEFCE and other funding for UCS will come through the University of Durham, not, as previously, through the two Universities.
- (ii) With the agreement of the Teesside Development Corporation, Teesside's interest in the lease of the College building will be assigned wholly to the University of Durham with effect from 1st August 1994.
- (iii) The University of Durham agrees to reimburse the University of Teesside for the capital and recurrent funds advanced by Teesside as a loan to the College to the order of £700,000 together with Teesside's

share of equipment money as agreed by both Universities and the HEFCE in January 1994 (Teesside's share being £250,000). The reimbursement of the loan will comprise the capital and revenue sums as audited and agreed between the Finance Officers.

- (iv) The transfer of the total sum to be reimbursed will be in six equal instalments payable on 31 January and 31 July each year over the three year period starting with the financial year 1994/95. In accordance with the undertakings given to HEFCE for funding by the two Universities over the period, it will not include any interest payment.

The UCS Board of Directors was unanimous in its support for these proposals. The Teesside University Board of Governors was, however, divided; the arguments in favour finally won the day outweighing the doubts which some members expressed in a lengthy and at times heated debate. HEFCE was then consulted and was in agreement. It was a done deal with which the Durham University Council was glad to agree. They were informed that the new arrangements were not expected to impede other planned developments within the University of Durham itself and that, whilst the integration of UCS within the Durham administrative systems would be cost effective, it was intended to preserve the College's distinctive character and special role with respect to mature and local students. Transitional arrangements would be put in place as soon as possible with a view to the new systems operating in full no later than 1st August 1994.

As part of the package presented to the University Council the two Pro-Vice-Chancellors, Professor Prestwich from Durham and Mr. Crispin from Teesside again looked at the College's academic provision, this time with increased caution. It was the mixture as before but without development into a fourth academic area for the time being at least. Urban Studies might develop from the Geography / European Studies base and collaboration in youth and community work between the two Universities was a possibility at some future stage. Business Studies now seemed less likely and Nursing even more contentious. It was not therefore envisaged that in the event of either Durham or Teesside winning and successfully negotiating a contract with the Regional Health Authority any major role would be played by UCS in Nursing. Thus an earlier ghost was laid to rest.

There was a further interesting postscript to the new arrangements. The Durham Vice-Chancellor wrote to his Teesside opposite number at the latter's request confirming that in the extremely unlikely event of the University of Durham seeking to dispose of its interest in the (College) building to a third party for educational purpose, we would expect the University of Teesside to be given first refusal for taking over the lease. Bankrupt stock could be very attractive to Teesside in its future expansion.

There was one other long delayed item of business at the January 1994 meeting of the Council, the proposal finally to go ahead with the Student Residences. These were to be located on a nearby site purchased from the Teesside Development Corporation and built by Taylor Woodrow. They would provide on a self catering basis 234 en suite bedrooms, a guest room, a Warden's flat, a bar, a shop, a laundry and an office. A Sub-Committee of the Board of Directors chaired by Dr. Grant,²¹ was clear that the likely damage arising from the absence of residential provision was greater than the financial risk in building the residences. In fact, given Durham's borrowing powers (and therefore the cost) and the new arrangement for the College, there was little or no risk; the calculations were helped by the fact that the UCS teaching year was significantly longer than Durham's. The Council warmly endorsed the proposal and, at a stroke, the College had its residences and its student facilities, albeit in an embryonic form.

An immediate consequence of the new arrangements was the retirement of Professor Parfitt from 15th April 1994. He had worked long and hard to make the new College work. It was an arduous task and in the end he was overtaken by events, the changes in government policy and the realisation that the College simply could not continue in its present form. Unlike all the other senior players involved he had no powerbase in either University. He had experience in neither and was known in neither and so his achievements over his two year period of office in getting the new College up and running were all the more remarkable.

His successor, the Durham Registrar and Secretary, John Hayward, was very different. His whole career had been spent in University management, coming to Durham as Registrar and Secretary in 1985. At the time of his appointment he was on the point of taking up a senior post in another University but Stockton was too interesting and attractive a proposition to resist. That proposition was a dual appointment continuing as the Head of the University's Administration and combining this with his duties as Principal of the new College. His detailed knowledge of Durham and its networks and his authority as Head of Administration were of great importance in protecting Stockton where necessary and in identifying opportunities and alliances.

The first task, a housekeeping, but significant, operation was to establish from 1st August 1994 the four existing academic areas as Boards of Studies, the Durham term for Academic Departments which since 1988 were also Budget or Resource Centres. This was important in recognising that resource came to those academic areas in Stockton in their own right and not as sub-sections of Durham Departments bearing in mind that one of the important features of the degrees taught at Stockton was their multi-disciplinary nature. At the same time, the Company was wound up and the Board of

²¹ The previous Chairman of the University of Durham Council, a University of Teesside Governor and a member of the Stockton Board of Directors

Directors replaced by a Board of Governors. Clearly the Company was obsolete under the new arrangements. The thinking behind Board of Governors was the nomenclature used for a Durham College (and coincidentally the previous Polytechnics). New situations may require new mechanisms although within the University there was a precedent in the Business School. The Board of Governors did not fit readily into the Durham structure, but then neither did Stockton. Its membership closely resembled what had gone before but with a shift in the balance to reflect Durham's new accountability, five members appointed by the University of Durham including the Principal, three appointed by the University of Teesside and two other members including one member appointed by the Teesside Development Corporation. The Student Union previously established at the College now became part of the Durham arrangements analogous to a Durham College Junior Common Room with the Stockton students, like their Durham counterparts, also having automatic membership of Durham Student Union. For Sports, the College now also came under the Durham Athletic Union. The parallel with a Durham College was of course only partial. Unlike Stockton and Oxbridge, the Durham Colleges are not teaching bodies.

These changes, having been approved by the Board of Directors, were confirmed by the University Council at its meeting on 5th May 1994. At the meeting of the Directors, Professor Parfitt had presented his final report as Principal. His successor explained the intention to have two further meetings of the Board, the first to put forward to Council a revised development plan via Policy and Resources Committee, to examine the present budgetary position and the estimates for the following year and to proceed with formally winding up the Company; the second and final meeting would be to consider the final audited accounts. Thus the governance of the Stockton experiment changed again from the initial Working Groups, to the Joint Developments Executive, to a Limited Company with a Board of Directors to a Board of Governors within the University of Durham but with Teesside representation. Three major changes in four years may be taken as a willingness to experiment; it also reflected uncertainty as how best to legislate for the highly distinctive nature of the new institution and its hybrid origin. The fact of the matter is that the changes of governance reflect the changes of operation and accountability; the interesting point is the rapidity of those changes.

There are two further matters which should be emphasised in the first two years of the College's existence. The first is the efforts and achievements of the staff, particularly the work of the two Vice-Principals, Jim Lewis and John Flavell. The consequences of under funding, the uncertainties and the protracted delays in coming to major decisions added very considerably to the pressures of setting up a new College and making it work. It was exciting and nerve wracking and stressful and, despite the frustrations, a very considerable achievement by all concerned. The second point is the very strong support given by the University of Teesside with a clear lead by the Vice-Chancellor himself but with major contributions at an operational level, academically in European Studies and Environmental

Technology but also in the Library and through the secondment of staff within the Administration. The administrative, clerical and technical staff at the College previously employed by the University of Teesside were, with their consent, transferred to the University of Durham as from 1st May 1994 which was a clear note of confidence in Stockton's future. By no means all the University of Teesside, just as by no means all of the University of Durham, were in support of what was happening at Stockton; in some cases there was clear distrust. But the contribution of the University of Teesside which to some might be thought to have the most to lose should not go unrecognised. The break was not a break in the relationship. It was the recognition on both sides that the existing model was too expensive largely because of its complexity especially given its size and funding. From the University of Teesside's perspective the funding released could be put to good effect in its build-up as a New University; some indeed suggested that in any case it was by no means unlikely in the longer term that the College, if its difficulties continued, would return to the Teesside fold. It was operating on Teesside for the benefit of Teesside and in many ways was doing so like a New University.

CHAPTER 5 1994 — 1996 A NEW MODEL AND A FRESH START

The new Principal, spending three quarters of his time in Durham as Registrar and the other three quarters as Principal at Stockton, settled in. It was the only period over the next seven years when there was time for anything to settle and that respite was short lived. Change needs impetus to move things along but at times that impetus seemed a little too headlong. It was certainly exciting. Settling in for the Principal meant getting to know and getting known both in the College and in the region, concentrating on Stockton rather than the broader region so as not to conflict or compete as far as was possible with the University of Teesside. One of the strengths of a University if it cares to play to it is that it opens doors, provides access to most of the regional players and can bring together to advantage those who might not otherwise make the connection. The external meetings, not through a committee network, but usually informally were with the University of Teesside, with the Teesside Development Corporation, with Stockton Borough Council, with politicians and ministers as they visited the College, with Further Education Institutions particularly Stockton and Billingham F.E. College and Stockton Sixth Form College, with local firms particularly those relocating on to Teesdale and with bodies such as Government Office North East, and the Teesside Training and Enterprise Council. Regeneration and inward investment was an underlying aim. The College's main business was undergraduate education and regular conversations with, and visits to, its main funders, the Higher Education Funding Council and, significantly as will be seen, the Teacher Training Agency were obviously important.

It was for the new Principal a rapid learning curve which was not without its humorous moments. Immediately before the arrival of Tim Boswell, the Minister for Higher and Further Education in May 1994, the Principal was at pains to ask the small group gathered at the entrance to be vocal if they so wished but please not to throw things at the Minister (well aware of the effects of adverse publicity at this stage in the College's development). The students looked at him in some amazement as he did at them. They were not protesters but smokers, huddled together outside the College with its non-smoking policy.

The Principal had a key role to play in publicising the College and its potential. The script for those discussions were the strategic and operational plans which the Senate and the Council approved in June / July 1994 on the recommendation of the outgoing Board of Directors. The combination of strategy and operations was important. Rhetoric only gets you so far; an institution is judged finally on its delivery. The plans, therefore, were fully discussed by, and had the approval of, those who would be responsible for achieving them, initially the staff at the College and in particular the Course Leaders and the support staff. They may have been surprised at the text which emerged but

they were prepared to go along with the new Principal which for him was a good, if somewhat nerve wracking, start. The Board of Directors pronounced the plan a pragmatic, yet imaginative, approach for the development of the College in the immediate future. The University Council thought it a realistic and comprehensive plan. The responsibility of the Registrar and his staff for minute writing was certainly helpful in this regard. The main elements in the plan were as follows:

1. Its starting point was three key documents previously agreed: The *Corporate Plan 1992-6* drawn up in February 1993 and approved by the two Universities and by HEFCE; the new *Management Arrangements* recently approved by the two Universities; and the *Administrative and Support Arrangements* which had the blessing of the Board of Directors and the Senior University Officers.
2. With regard to the Teaching and Learning Process there was an important new development; Education and Adult Education were formally added to the three previous subject areas and indeed became a cornerstone of the College's academic provision, initially in Education through converting the Diploma in Science into a three year degree course in 1995 and securing substantial Initial Teaching Training places the following year from the Teacher Training Agency. Teacher Training as in Durham is important in attracting good students to the region and to the teaching profession and the University's links with the schools both during the training and thereafter are a valuable partnership. The Department of Adult and Continuing Education, whose mission overlapped considerably with that of UCS, planned to offer from 1994/5 onwards the newly developed Certificates of Higher Education, the Science Access Programme, the Computer Literacy Certificate and the Certificate in Counselling as well as a small non-award bearing programme. There were also continuing discussions about the possibility of introducing Business Studies as a subject area but for various reasons these discussions came to nothing. In any case the present plan made clear that growth over and above the figure of 900 fte envisaged for 1996/7 three years hence would either comprise combinations of existing subjects or developments such as Biomedical Sciences largely from the existing academic clusters. The reason was made clear. These and any other future developments will need to be fully discussed with both Universities whose support and positive participation in the planning process is extremely important. In other words, the College was not to duplicate provision or compete with either of them. It did, however, have four distinctive elements; excellent IT and multimedia facilities to be used to ensure that all its students were computer literate and to develop teaching packages (important for a remote site); concentration on broadening access through access routes and the encouragement of non-traditional applicants; the study of European languages available to all students and providing links with an extensive European university network; and a young and enthusiastic staff whose commitment was fortunately infectious. Some of these elements existed elsewhere but the combination of all four was something special.
3. The development of research (which was new for the College) and in particular joint research activities as appropriate to the work of UCS. Most of the academic staff were highly research active but that research had to be conducted in most cases at the parent University. Providing for such research at Stockton would be expensive and took some years to achieve but a branch of a university Campus without research (and therefore research facilities) was unthinkable. Specialist research would be linked with the teaching process for some years at least and therefore limited by the range of undergraduate provision but links with local industry, where such industry did not exist in Durham, could be used to good effect.

4. The goals of both parent Universities included broadening the student base and facilitating access. This was the primary objective of UCS; over 45% of its students were drawn from a wide range of non-traditional entrants; mature women and those with young children; unemployed people of all ages and both genders seeking to improve their chances of employment; people aged between mid twenties and the early forties giving up their jobs and entering Higher Education because they wanted a change of career; people aged from the late forties onwards who have been made redundant or have taken early retirement. The school leavers cohort was also diverse; those who performed well at school, those who for various reasons did not reach their full potential at A level; and local school leavers who wanted to study in the locality. The document continues the commitment and thirst for knowledge are immediately apparent even to the casual visitor and the quality of the student learning experience and the level of achievement reflected in assessed and examined work are remarkable. If anything expressed the core belief of those engaged at UCS at that time it was that statement. That involvement made considerable demands on the staff and eroded their research time. The plan asked the two Universities to recognise this, to offer whatever support was possible and to take this into account in terms of career progression. The University of Durham in its special research awards open to annual competition gave four awards that year to staff working at UCS.
5. The new arrangements for Stockton entailed a shift to more devolved operational systems. The problems were those of the diseconomies of the smaller scale; ingenuity and positive help wherever possible from the two Universities were very much needed. The new arrangements were much simpler than the previous model; funding would come via Durham and the Durham Resources Allocation Model (DRAM). The College would henceforth draw its support from Durham based systems and services. It would also follow Durham academic and administrative procedures, adapted as and when necessary. But it still remained a joint academic partnership with jointly accredited and jointly awarded degrees. Exploiting computer systems to the full could help and consultants from whom advice was sought suggested the convergence of Library and IT support. This came into operation in 1996 at Stockton although not at Durham and therefore not without some difficulty. Student Support Services at Stockton were minimal at this stage. The first step in providing what was needed was the appointment of one of the Course Leaders as a part-time Senior Tutor for the College. Careers Advice would be provided by a member of staff seconded from the University of Teesside for the following two years.
6. The plans spelt out the benefits which both Universities could expect from the development of UCS : *first*, their share in the success of a unique development in Higher Education in the UK — the new Principal's confidence was infectious; *second*, hopefully, the continuing investment from outside Higher Education in the College and in the region which would not otherwise have come about; *third*, a means of extending modes and delivery of teaching which might have been difficult to develop at the parent University but which, once developed, could be transferred²²; *fourth*, the attraction of research funding from which both Universities and the College would benefit.²³
7. The plans also emphasised that, whilst the College was an important regional resource in the renewal and regeneration of Teesside, it was also very much part of Durham University and therefore a national resource deployed to make a major regional contribution. The

²² This achievement was recognised by the Quality Assurance Agency Report in January 1999;

²³ Which culminated in the opening of the Wolfson Research Building some seven years later.

international dimension was also important. The college had already developed links with thirty-five universities in nine European countries with over 5% of its students involved in exchanges for a period of their study. Other important links with universities such as Duke University, North Carolina developed over time.

Having approved the development plan, the Board of Directors at its June meeting went on, not without some concerns²⁴ to approve the budget for 1994/5. It was in the Board's view realistic, prudent and sustainable — in other words the best that could be realistically hoped for. But it was also an important part of what was perhaps the most important immediate objective, to secure confidence within the College and within the two Universities particularly Durham as accountable paymaster. Confidence was the crucial currency which urgently needed strengthening and this was the primary task for the new Principal. Finance was obviously a major problem and the new Principal with his experience of dealing with funding cuts in two universities²⁵ was well aware that the immediate priority must be to bring recurrent income and expenditure into balance. In fact, growth was the only way out of the problem and essential to ensure viability. But this was likely to be tightly constrained over the next two years. Alternative sources of income (such as Initial Teacher Training places from the Teacher Training Agency) and of equipment and other funding would therefore be important and were feasible. In the meantime, keeping expenditure down and morale up was the order of the day.

One immediate set of possibilities to be pursued was involvement, indeed partnership with other bodies in particular, the Research and Development operations of Davy Process Technology, the possible relocation of Stockton and Billingham College (at that stage operating on two sites, one in Stockton and the other in the centre of Billingham) and a sixth form for the recently created MacMillan City Technology College. These were dreams given a context in a paper by the Principal somewhat quixotically entitled the *Non Campus Campus* and attached as an Appendix to the plans. This, as will be seen, became a fundamental part of the College's development. It is worth therefore quoting in full.

Universities and Colleges generally in the UK are self-contained. They open their doors: students and others come and learn. Staff go out and teach elsewhere and carry out consultancy work. But generally, the activity is campus based. The extreme form of this development is the green field site. Some specific mechanisms have been developed over the years to

²⁴ Such as the achievement of student targets in October 1994 and the avoidance of the clawback of funding by HEFCE if these were not achieved.

²⁵ In Durham in 1986 and in the University of Hull in 1981.

reach out into the community e.g. the Department of Adult and Continuing Education and Student Community Action including teaching assistance within schools and colleges.

An exciting possibility for UCS would be to develop partnership arrangements with firms or other bodies which move into nearby accommodation. The partnership would be of various kinds reflecting the nature of the firm / organisation and the common ground between them and UCS: in some cases it would be a research partnership: in others a link with teaching or other involvement in the transmission of knowledge; again it could be social or a wish simply to be associated with the College and its work.

The resources which UCS can make available include:

- research facilities in its laboratories
- access to first rate IT and multi-media facilities
- social facilities including a University Club
- residential and conference facilities
- library facilities
- access to expertise and to staff in UCS and in the founding Universities
- the possibility of Associate Membership of UCS for designated staff

In return, UCS might look to its neighbourhood partners for:

- access to research facilities
- teaching accommodation, including lecturing and seminar rooms
- social facilities such as a refectory or a canteen
- support funding for teaching and research under specific partnership arrangements and / or in recognition of services and facilities made available by UCS.

The mutual benefits for those directly involved and for the region would be:

- the development of a more open University College (the non campus campus)
- a broader partnership between the College and the industrial and commercial community
- more rapid growth and development than would otherwise be the case.

- the attraction of outside investment to Teesside and to a College firmly rooted in the region but with a national and, in due course, an international reputation for high quality.

The new Principal also resolved for the moment at least the differences of opinion between the previous Principal who argued that the management was too small for the task in hand and the Directors, mindful of the budget, who would not agree to it being any bigger. Both were right which was the classic opportunity for a reshuffle of the existing pack. In the event, one of the Vice-Principals, John Flavell, took up a senior appointment in the University of Glamorgan and the new Principal himself would be half-time as compared with his full-time predecessor. This provided some headroom to strengthen the services and support. An experienced and energetic Head of Administration, Cheryl Penna, was appointed from the Faculty of Science in Durham replacing the previous College Secretary who had been an outside appointment. There was a new appointment from within the College as (part-time) Senior Tutor and Head of Student Services which were also strengthened by other part-time appointments. The full-time post of Director of Information Services was approved and filled from 1st November 1994 by the retiring Head of the Information Technology Service at Durham. With the transfer of responsibility for the Library to Durham the post of Librarian was filled by the secondment of the Head of the Institute of Education Library at Durham. Jim Lewis, the remaining Vice-Principal became part-time Director of Educational Partnerships both European and regionally.²⁶ But the key development perhaps was the formal appointment of four Academic Directors in the four academic areas. Their support both in the College and particularly in Durham was of immense value. Linked appointments like that of the Principal / Registrar himself were not only cost effective, they were a very important part of the Durham / UCS relationship which prior to this had been at times in some difficulty. If the UCS Academic Director was also Chair of the Durham Department, the situation was greatly eased.

And so, strengthened and now largely under Durham ownership, the College and the initial student intake entered their third academic year. The surroundings were changing. Teesdale was filling up as was the river itself through the creation of the new barrage just downstream from the College. The result, was a broad stretch of increasingly clean water in place of the tidal mud. This was not only more attractive but offered considerable potential for water based sports. The first step was the Teesside Development Corporation's white water canoe / rafting course immediately next to the Barrage. Within the College the increase in student numbers to nearly 700 meant that the previous facilities such as a small snack bar in the main rotunda were totally inadequate. A large refectory (or

²⁶ His contribution over the years was of great importance, initially in setting up the new College, then in numerous external links throughout the region and internally both as a Senior College Officer and within European Studies. Despite the pressures he never lost his bounce or enthusiasm.

dining room or canteen depending on one's background) was created in a large laboratory space which had not been equipped as such through shortage of funding and which for the moment could be put to better use to feed the students. It should be said that the teaching, laboratory and IT facilities thanks to a combination of public and private funding were, as was the building itself, of a very high order and provided an excellent working environment. The new residential accommodation, 234 en suite rooms plus a bar, was ready on time, filled with students and formally opened by the Earl of Stockton whose father, the Prime Minister Harold Macmillan, had been MP for Stockton for nineteen years.

The Vice-Chancellor now half way through his term of office had spent the summer reviewing the plans which he drew up for discussion in 1990 when he entered office. In *Durham 2000 Revisited* he commented on Stockton as follows:

The most significant change in our regional activities has been the establishment of University College, Stockton — what was called in *Durham 2000* the Teesside Initiative. UCS is about to start its third year. It has splendid new buildings, and it has proved a considerable success, despite the difficulties involved in setting up what amounts to a new institution on the basis of marginal funding. It provides Durham with an additional dimension, with a way to try new things in a different context, and with an opportunity to contribute to the provision of higher education in a different style and context where it is most needed in the north-east. The management of the College is now in Durham's hands, but the degrees awarded by UCS will still be awarded jointly with Teesside University, and Teesside University are both represented on the relevant Boards and involved in the teaching at UCS. UCS represents one of the few points of immediate and potential further growth in our academic programmes.

The Committee of Vice-Chancellors and Principals had also been musing at its September residential meeting, this time on the question of the structure of the academic year; semesters or terms. Not surprisingly or for the first time, no majority view emerged. One third of universities did not wish to change to semesters; others were adopting a two semester pattern superimposed on the traditional three terms. Durham would continue with its three term systems : UCS continued on a semester basis. The difference continued until 2001 when UCS came into line. But the coming into line of Stockton is a later part of this story : for the moment it continued in the words of the Vice-Chancellor to provide Durham with a new dimension and with a way to try new things in a different context.

Growth was crucial to the new College. It was simply not viable at its present size, given the services and support which were needed for what was essentially a satellite operation. But even the present targets were not easy to achieve. In September 1994 the first year numbers were actually down on the previous year. The addition in 1993 of Health and Human Sciences to Human Sciences, and of Environmental Development to Environmental Management / Technology had helped recruitment.

But Environmental Technology was not popular. European Studies had a much smaller intake in 1994 and the Science Diploma because of uncertainty over its future did not admit a second cohort of students. The problem was, however, more deep-seated. Students and those who advised them did not know what this new Stockton experiment amounted to and the jointly awarded Durham / Teesside degrees added to the confusion. It takes time to acquire a reputation and to develop access routes and, in retrospect, the College or rather the Principal was wrong to wait until 1996 to appoint an energetic student recruitment team headed by Richard Taylor who, as a Barnsley lad and former President of Durham Student Union, possessed an ideal combination of inside knowledge and external perspective. The worries over achieving the intakes were compounded by the high percentage of non-traditional students which inevitably led to higher numbers dropping out. It was not simply the mechanics of admissions which needed attention, not simply more publicity and targeted marketing; the College needed a wider range of courses. But it could not broaden the portfolio without securing additional funded numbers. Redistributing the existing numbers would lead to smaller class sizes and therefore even more expensive teaching.

There were two solutions; to persuade the Funding Council, despite the situation nationally, to let the College have more funded places and / or to find an alternative source of funded places. Special pleading combined with political lobbying was unlikely to win the day with the Funding Council; every region could provide a special case and argue a particular interest. If, however, the College could find £10 — 15m for a second building from outside the Higher Education budget, then the case for additional student numbers was likely to be more persuasive. The second possibility was to secure funded places other than from HEFCE. The College's recently approved strategic plan had singled out Education and Adult Education as a new growth area very much in the interests of the region and its regeneration. Adult Education throughout the country was in the midst of comprehensive re-organisation with the shift from liberal arts to award bearing courses. Durham's Adult Education had a long history including its work on Teesside which had now been brought into the new College. Both Education and Adult Education were some way down the hierarchy of Durham departments which admitted typical Durham students to mainstream single honours degrees. However, the University's attempts to bring the two areas within a single school as a means of strengthening the two related activities foundered after a year of discussions. How related the subjects were was one question. How compatible were the individuals concerned was finally the more important consideration. Both areas, however, continued to flourish at Stockton. Indeed, both were central to what the College was trying to achieve. Within three years, over twenty-five per cent of students at Stockton were studying Education and, as the College continued to grow, Education continued to be the largest academic area. This, as might be guessed, was not without some difficulty. The incoming Chairman of the Durham School of Education, Professor David Galloway, appointed a year earlier from the University of Lancaster, combined strong determination with a clear view of the School's

interests and prospects and sympathy for what Stockton was trying to achieve. The interests overlapped. The Diploma in Higher Education in Science was a way into Stockton and a means of attracting additional student numbers. It was not, however, attractive to students even after its conversion to a three year B.Sc. A new degree, Childhood in Society, followed later by Childhood and the Arts (the previous science modules turned out to be a strong disincentive to many potential students) were, however, highly successful. They recruited more local non-traditional students than did any other academic area at Stockton. That was perhaps their undoing. Non-traditional students and wider access conflict with league tables based on A level scores. The degree had its final intake in September 2001.

Initial Teacher Training was successfully introduced in 1996 through a two year B.Sc.Ed. enabling mature students possessing some successful Higher Education experience to train as science specialists. There had been no initial teaching training in the south of the region for the previous fifteen years and discussions with the Teacher Training Agency and others by the Principal and Professor Galloway opened up a number of other possibilities. The B.Sc.Ed. was followed by quotas for PGCE (Secondary) in English, Geography and Science and a three year B.Sc.Ed. for intending primary ICT Specialists. A particularly interesting, highly appropriate but, at the time, bold initiative was the early introduction of the part-time course for Specialist Teaching Assistants run by two former Headteachers; bold because it was not Higher Education. Moreover, at the time when the DFEE first invited bids in 1994 the Teaching Unions were far from happy at this development, and advised their members to boycott the course. After positive discussions with the Unions regionally, the College went ahead and its bid was successful. The course has never been advertised : instead each year head teachers were invited to nominate those whom they thought would benefit from the course. Each year the College bid successfully for renewal of funding : each year it has been oversubscribed. Four hundred students have now passed through the course to the benefit of the College and of schools in the region. The quality of the course and of the students are very high; the extent of their development, the clear realisation of their previously untapped potential, is very much part of which Stockton aimed to achieve.

The introduction of a fifth academic area, Biomedical Sciences, was part of the growth strategy involving, once again, the College and the Development Corporation. As it happened Biomedical Sciences anticipated by some six years the introduction of pre-clinical medicine at Stockton which might be thought a tribute to the clear vision of those concerned. In fact, its origin was the need for high quality sports science within a £120m Development Corporation proposal for the whole of the North Bank across the river from the College covering some 40 acres between the Barrage and the new Princess Diana Bridge. £70m of private funding was said to be available as part of the bid for £50m of Millennium Funding. If successful, this would pay for a large Research Centre in Sports

Science. In fact, as the Chair of the Department of Biological Sciences at Durham pointed out, a much better way of achieving the same aims and many other benefits would be a new sub-department of Biomedical Sciences. All that was needed to establish the new degree was £200,000 annually for five years plus equipment funding amounting to £150,000 and academic accommodation. At a stroke it would greatly strengthen the Durham Department of Biological Sciences and provide urgently needed expansion at Stockton. The overall bid to the Millennium Commission of which this was part was nothing if not imaginative. It included a 12,000 seat arena, an ice pad, a popular science centre, (Earth View), the biomedical science facilities plus other academic space for the College's expansion totalling 20,000 m², 600 student bedrooms and associated facilities, a 1000 m² Centre of Sports excellence and an indoor racquets facility.²⁷ In hindsight the TDC bid was highly unrealistic; at the time there was great confidence. The College promptly increased its forward planning targets to 1500 student places which the University then discussed with HEFCE in January 1995. It was, however, not to be. The bid was sent off at the end of April 1995 for consideration under the first round of Millennium Funding. By mid June, the results were announced; the bid had been unsuccessful. Protests followed to no avail. A revised submission for the next round of funding was prepared in the autumn. It included a stunning Millennium Building providing one of the largest spaces enclosed (33 acres) under a single roof in Europe. The elements included academic accommodation for the second stage of UCS's development (from 700 to 2000 students by the year 2000), the Biomedical Sciences Research Centre; the arena, slightly reduced in size; the ice pad and the racquets centre as before; a 240 metres indoor water course (the first indoor rowing course in the world); a Centre of Excellence for Watersports; a Research Centre for Building, Mechanical and Electrical Services; a visitor attraction linked with the environmental work at the College; and, as living space, 1000 units of residential accommodation for students, researchers, sports coaches and administrators. It also included a pedestrian bridge linking the new building with the present Campus. The bid met a similar fate to its predecessor and its failure was announced in April 1996. Similar protests, similarly to no avail. It was clearly not to be; not by this route anyway. The bids were simply too big in terms of an equitable financial and political share out throughout the regions; the elements in it were too disparate; and there must have been doubts about delivery. Add to that, Higher Education was not meant to be funded through the Millennium Commission, however novel and broadly based the proposal in partnership terms.

But where did all this leave Biomedical Sciences? In some difficulty, if truth be known, neatly illustrating the gulf between what was needed to introduce a new degree course and the gamble of entrepreneurial funding — the higher the prize the greater the gulf. On the basis of the assurances he

²⁷ The latter was finally achieved when in 1997 the David Lloyd Centre announced its plans for nine indoor and seven outdoor tennis courts, indoor and outdoor training pools, three squash and four badminton courts, a fitness suite and an aerobics centre (15,000 m² in total).

had been given, the Vice-Chancellor had felt confident enough to assure the University Council in February 1995 that resources were now available to initiate a Biomedical Science course at Stockton in October 1995 which it was hoped would in due course include staff research facilities. In the event, despite the failure of the Millennium Bids and of other bids to provide special funding through regional bodies, it was still possible to secure funded places from the Funding Council as part of the College's overall growth. But equipment was a serious headache. £100k was eventually raised for teaching equipment from outside the Higher Education budget but not without considerable difficulty. The lack of research facilities for the staff teaching at Stockton was also a serious problem solved only in part by the new Psychology / Biomedical Sciences Building in Durham. Nevertheless, Biomedical Sciences went ahead with an intake of 28 in September 1995, thereafter achieving its planned intake of 60 each year. It has proved a popular and useful course of high quality, fitting well with the region and its needs.

One of the benefits of these various discussions at this time was the development of educational partnerships involving relocation onto Teesdale, one of which took eight years to realise, the other finally being achieved in a different way on a different site. The latter, a broadly based sixth form for the Macmillan City Technology College but also attracting overseas students, located next to University College would have been an imaginative, indeed, fascinating development. The former based on the relocation next to the College of the split site Stockton and Billingham FE College was dogged by political problems and the very real concern over the affect upon the centre of Billingham if the existing College premises were closed down. The relocation did, however, make sense for two reasons; the very poor state of the Billingham buildings and the benefits to be achieved by putting Higher Education and Further Education side by side in high quality accommodation. The statement signed by the two Principals at the end of May 1995 set out the aims and the expected benefits;

1. Partnerships between Higher and Further Education in terms of access routes to the former and franchising arrangements with the latter are not uncommon. The present paper attempts to set out a different kind of partnership, a special relationship between two Institutions located next to each other on a new site dedicated to urban regeneration and renewal. The total concept is to establish an educational campus incorporating a broad range of provision of teaching and learning opportunities and of high quality research focusing on the needs of the region.
2. We plan to work together in the expectation that by so doing more can be achieved in partnership than could otherwise be achieved by the two Institutions acting separately.
3. The benefits which can be expected to accrue are:

- (i) **Shared facilities and services.** Economies of scale in the shared provision of facilities and services can be expected. A canteen and a refectory are obvious examples. Joint use of a pool of academic accommodation and collaboration in the development of Library and IT facilities would be developments of major importance.
- (ii) **Academic partnership.** Access routes, validation and franchising are common features of FE / HE links but a cursory examination of existing provision and immediate plans of both Institutions suggests many other possibilities for teaching and research, short courses and for extending links with schools and with industry.
- (iii) **Relationship with the region and the local community.** An immediate focus of attention for University College, Stockton and Stockton and Billingham FE College is the new unitary authority [Stockton Borough Council] with the need to define the new partnership in offering mutual support and assistance as both the College and the Authority develop their roles. A particular example might be sport for the community, funded and delivered on a partnership basis.
- (iv) **Funding.** The unit of funding both for HE and for FE is likely to continue to decline. This implies a reduction in quality, or in opportunities, unless alternative sources of funding can be secured. It is expected that a joint approval will open up many more possibilities of regional, national and European funding than each of the partners might expect to achieve separately.
- (v) **Developmental.** University College, Stockton has already been recognised as a unique development in Higher Education in the UK. The partnership as set out above, would also be a development of major importance exploring possibilities and taking forward a model which others could then follow. As such, it would expect to attract special recognition and funding.

The University College had been set up and equipped largely for undergraduate teaching. One of the new Principal's first meetings was with Mr. Barrie Scuffham of Davy Process Technology. It was from this and subsequent meetings that the concept and application of the Non Campus Campus were developed. Davy Process Technology was a successful part of the Teesside Chemical Industry. Its R & D facilities were located in Stockton but in accommodation not best suited to the purpose. Relocation to Teesdale on a site next to the next College could have much to offer. On adjacent sites, Higher Education, Further Education and high quality Applied Research would be an interesting combination. At that stage a further possibility presented itself. In May 1993 the White Paper *Realising our Potential* included the Technology Foresight Programme. A year later the Foresight

Chemistry Panel announced proposals for an Institute of Applied Catalysis. In anticipation of this, there was a flurry of meetings at Durham involving the Vice-Chancellor, the Heads of a number of Durham Science Departments, the Principal of UCS and a number of senior industrialists including representatives from Davy. The proposal in the context of the relocation of the Davy R & D facilities was for an Institute of Applied Catalysis on an adjacent five acre site. The building and its equipment would cost in the region of £10m. A first step in the new partnership was the announcement of the Davy/Durham Research Centre in Reactor Engineering in May 1995. This took effect the following September with joint research and some teaching for the Durham Chemistry Department. Professor Ken Wade FRS, and Mr. Barrie Scuffham became the joint Directors a year later; the M.Sc programme had to await the eventual opening of Davy's new building on Teesside in 1998. By that time much had happened. Davy was part of the Trafalgar House Group taken over by Kvaerner in 1996. The takeover occurred on precisely the day when the Vice-Chancellor and the Principal with somewhat unfortunate timing finally got to see the Group Chief Executive of Trafalgar House. In fact the takeover proved helpful in bringing about the relocation of the R & D facilities which had been under discussion for some time. Terms were agreed, planning permission given and European / regional funding obtained towards the end of 1996. As part of the close partnership Kvaerner Process Technology, as it now was, gave £100k to the College which, just in time, enabled a laboratory to be extended and equipped for Biomedical Sciences. In an ideal world that and other funding should have been used to develop joint research. But obviously it was not an ideal world; HEFCE had recently announced cuts in capital and equipment funding of over 30% for 1996/7 and over 50% the following year. It was even less ideal when, in the event, little funding was forthcoming from the Government or Industry for the Institute of Applied Catalysis which then became not a research laboratory but a virtual Institute.

Three other research initiatives were explored during this period. A proposal from outside the University for the College to establish a Centre for Industrial Safety came to nothing. From within the University, there was a largely and somewhat unlikely bid under the ESRC Learning Society Initiative linking staff in Anthropology and Adult Education with colleagues in a number of European Universities; and a proposal for an M.Sc in Landscape Design with staff drawn from the Durham Department of Geography augmented by an outside funded lectureship. The Learning Society bid was, like the TDC bids, too large, too expensive, too ambitious; it was unsuccessful. The M.Sc came to nothing when the academic member of staff concerned took up a chair at another University. However, one other University Research Centre was successfully set up at Stockton, at this time, the Centre for Research in Urban Education under the direction of Professor Richard Gott with three colleagues from the Durham School of Education including Professor David Galloway. Its work was very much focused on the region, seeing educational opportunity as a key part of the region's

regeneration and aiming to provide baseline information for the development of appropriate regional strategies.

What was life like at Stockton during this period? Obviously at a senior level it was exciting and frustrating in turn as major opportunities were pursued and then for the most part failed to materialise. But success was not simply a bonus; the College had to grow and develop and a way had to be found of achieving this. Amongst the teaching staff there was not surprisingly similarly mixed feelings. Travel was a problem, a burden not shared by departmental colleagues who stayed in Durham. The new facilities were excellent but because they were new there were some initial problems. There were real worries about the erosion of research time and the effect, particularly for the young staff, upon their careers and there were on occasions hints from colleagues that Stockton was not really Durham. At the same time there was freedom to experiment in developing new courses; there were the rewards of teaching a more broadly based and, for the most part, highly committed student body; and there was a growing sense of strong commitment to the new College and its aims. The new Principal was generally approved of by those who bothered to think about the new Principal. He appeared at least to know what he was doing even if at times it was not clear what that was. Equally important he was willing to listen. Communications did improve. The fortnightly meetings of the Course Leaders and other senior staff became an important mechanism, the dynamo which drove the College and at least generated some light. The annual away days served as a reassurance mechanism and a useful forum for putting together what was otherwise passed on in corridors in the intervening period. Staff, though under pressure, felt valued. Indeed, in a number of cases over the years staff whose careers at Durham had got stuck found new life and energy in new appointments at Stockton. Relationships with the local community also improved; many of the students, of course, were the local community and the shared excitement at the novelty of Stockton for a time at least compensated for the absence of sports and collegiate facilities which were taken for granted in Durham. In political terms, the College seen initially as a creation of the Development Corporation, a Conservative quango, was unpopular with some locally given the composition and political views of the local Councils and other bodies. But this was offset by the growing awareness fostered by meetings with officers and elected members that, whatever the College's origin, it was a resource very much available to the region and the local community. The appointment of a new Chief Executive at Stockton, Mr. George Garlick in 1995 and the positive working relationship between him and the Principal very much helped in this regard. The growing confidence and shared sense of identity found expression in the College's first Degree Ceremony in July 1995, a splendid occasion with the graduates and academic staff colourfully processing from the Town Hall to the Parish Church stopping Stockton or at least its traffic in its tracks. The ceremony itself was presided over with great good humour by the two University Chancellors, Sir Peter Ustinov of Durham and Sir Leon Brittain of

Teesside, conferring honorary degrees upon David Bellamy and Angela Cooper in recognition of the strong environmental sciences connection.

The degrees were, of course, joint degrees of the two Universities but by 1996 a further major shift occurred. The intake that October, after two years of consolidation, was again on a growth path; (in fact the number of first year students was equal to the number of second and third years combined). But the jointly-awarded degrees were an unwelcome and, to some, an unattractive complication. Moreover, Durham agreed, and Teesside accepted, that the composition of the Board of Governors failed to reflect the changed relationship with the University of Teesside now that the College had become an integral part of Durham. It also needed to reflect the new partnerships which the College had built up, with Kvaerner Process Technology, with Stockton and Billingham FE College, with the Borough Council and with the Training and Enterprise Council. And so it was agreed by the two Universities that students graduating from 1998 onwards would be awarded degrees of the University of Durham; and that with immediate effect, in addition to the Durham and UCS ex officio membership four members of the Board of Governors should be appointed by the Durham University Council, two nominated by the University of Teesside and up to five members appointed by the Durham Council on the recommendation of the Board of Governors. The Board's revised terms of reference were;

To keep under review the operation of the College and take such steps as it thinks fit for:

- advancing the College's interests and academic development
- maintaining its efficiency
- providing facilities for the support and wellbeing of its staff and students

To consider and make recommendations on:

- major policy issues
- the College's future development
- annual estimate and accounts

It has to be said that the position of the Board of Governors was anomalous. In effect, since it had confidence in the Principal, it was a support mechanism for the College and the Principal, unlike the agonised and agonising discussions in the earlier days of the College when confidence was low, not least over the College's future. But of course the College was itself an anomaly. The model was a Durham College but UCS, unlike the Durham Colleges, was a teaching as well as a residential entity. Given the emergence of University Colleges throughout the country of a different type, University College was in any case not an appropriate title. At the same meeting of the Board of Governors in November 1996 as the other changes were approved, it was agreed that, whilst the formal name *University College Stockton* should be retained for the time being, *University of Durham at Stockton* should be added by way of amplification. The thinking behind the somewhat cumbersome double

title was that it would retain the College name which was becoming more widely known regionally and nationally but it would also in marketing terms draw on the established name and reputation of the University of Durham. The next step taken a couple of years later was a change of name to *University of Durham Stockton Campus (UDSC)*, recognising that Stockton was a Campus not a College.

There was, it has to be admitted, some confusion about the arrangements for UCS which were, it again has to be admitted, subject to not infrequent changes. The Registrar was asked to write a paper clarifying matters. *Question:* when is a College not a College? *Answer:* When it is a Faculty. *Question:* When is a Faculty not a Faculty? *Answer:* When it is a College. There were, however, two serious points; first, responsibility for quality assurance had to be clearly defined (and clearly exercised); second, University of Durham regulations and procedures must for the future apply at UCS except when there were good reasons why they should not. There needed, however, to be some give and take. UCS was a constituent part of Durham; it was not, however, the same as Durham. The difference at that stage at least was the main reason for its existence. So it was for the University to recognise the distinctive function and nature of UCS and for UCS to recognise what was entailed in being part of the University of Durham. As for quality assurance although UCS was not a Faculty, it like the three Faculties now had looking after it (and into it) a sub-Committee of the University Teaching and Learning Committee which reported to the University Teaching and Learning Committee. The Academic Council, at Stockton which had been originally conceived in terms of a Senate / Faculty Board was now left to look at policy questions, reporting on and when appropriate to the Policy and Resources Committee. The UCS equivalent of the Durham Department or Board of Studies was the Subject Management Board at Stockton, one for each of the academic clusters made up of staff from the various Durham departments teaching on the degree or degrees in that area and chaired by the Academic Director / Course Leader. When the degrees and the staff were largely contained within a single Durham Department as in Anthropology / Human Science, or in Education the arrangements were relatively simple and in practical terms the Board of Management became a subset of the Board of Studies. In the case of multi-disciplinary degrees such as Environmental Sciences it was more complicated; and in the case of European Studies more complicated still as staff teaching in European Studies had been transferred earlier in the year from the University of Teesside to three Durham Departments, History, Politics and Sociology.

The Principal, filling the post on a part-time basis, was considerably stretched : but so were his colleagues upon whom he relied so heavily for support. Nevertheless, much had been accomplished in two years : above all there was greater confidence in the College and its future. It was a good environment for staff and students. Major funding bids had proved unsuccessful but their very failure had paradoxically encouraged the College to increase the scope of its activities and its external

network. And for the first time since the College opened it was finally able in 1995/6 to show a small surplus on its recurrent funding.

CHAPTER 6 1996 — 1998 TOWARDS PHASE 2 AND VIABILITY

One of the attributes remarked upon in the Principal was his cheerfulness and his commitment to the College and its future development. He talked as if major difficulties simply did not exist or were irrelevant and the growth of the College was simply a matter of time to be announced shortly. Shortly became rather longer than the period usually denoted by that word. A further bid was prepared by the Development Corporation, this time for Sports Lottery Funding built around water-based sports particularly rowing (at which Durham University excelled) and the new 1000 metre course created by the Barrage immediately next to the College. It was submitted in November 1996. The commercial sector would, in addition, provide what it intended to provide previously out of the £70m of private funding. Neither the Sports Lottery bid nor the private sector schemes would provide a new teaching building for the College. It was therefore far from clear where this was to come from. Various possibilities were indeed possibilities. But for large schemes there could be a long lead time. Student numbers were now increasing rapidly and a further 225 full-time students were expected in September 1997. On the other hand, the Sports Lottery bid, if successful, would at least offer partial relief in providing accommodation for Biological Sciences within the research facilities and thus at least a further year's grace. The Development Corporation was highly conscious of the College's urgent needs and very supportive. We fail? said the Principal, at a meeting when nervous doubts were expressed, but screw your courage to the sticking point and we'll not fail, realising just too late that *The Scottish Play* and himself as *Lady Macbeth* was probably not a happy parallel. In July 1996, the Principal and the Academic Directors, met two of the Pro-Vice-Chancellors and the Deans at the Principal's request to discuss the future development of UCS. The position paper for that meeting argued that the College of some 900 students by 1997/8 must grow quickly to 2000 students for reasons of regional regeneration, educational opportunity, cost-effective delivery and simply to maintain the impetus and excitement to take this development forward. Experience showed that once stuck in the mud, it is extremely difficult to get out again. Cost effective teaching, educational opportunity, applied research and the relocation of the FE College were all cited, the latter to create an educational area of 17,000 students, of which at least 3500 would be full-time. The new feature was the establishment of a large regional centre for water-based sports as a crucial regional partnership funded largely by the Sports Lottery to provide opportunities for the local community as part of the larger process of regeneration and transformation. Those ideas and their operational implications were then taken up in a planning statement approved by the University later in 1996 and discussed with the new Secretary of HEFCE when he visited the University in January 1997. A number of new or expanded subject areas were identified; Applied Psychology (following abortive discussions in early 1995 over the possibility of establishing a Doctorate in Clinical Psychology which in the event

went to the University of Teesside), Sports Science, Reactor Technology (within an integrated M.Sc course for Durham Engineering undergraduates), Business Finance, Urban Studies and two Arts subjects — Performing Arts and a Combined Literary Studies, History and Philosophy course focusing on the Industrial Revolution. The numbers of part-time Continuing Education students were expected to reach 1000 as compared with the 2000 full-time students. The expanded plans were accompanied by an expanded mission statement which, although a mission statement, was both realistic and a statement of real conviction by those involved. For that reason, it is worth quoting in full : it encapsulates the essential philosophy and operation of UCS at that time for those concerned:

The mission of the College, as an integral part of the University of Durham, is to attain excellence in teaching and research to be deployed, as appropriate, for the benefit of the region.

GOAL 1 *Teaching and Learning:* to maintain and further develop high quality innovative teaching to a wide range of students.

Objectives

- 1.1 Extend the range of subject provision, building upon present courses and introducing new subject areas.
- 1.2 Encourage innovation in the teaching/learning process and extend the use of technology, computer aided learning and multimedia techniques.
- 1.3 Provide explicitly for the acquisition of defined competencies/ transferable skills within the curriculum.
- 1.4 Keep under review the admissions policy to ensure a broadly based student mix and specifically encourage increased regional take up of Higher Education by both full-time and part-time students.
- 1.5 Introduce postgraduate studies at UCS both by research and taught courses.
- 1.6 Provide appropriate support mechanisms to encourage and assist students to develop their potential as fully as possible.

GOAL 2 *Staff:* to attract and retain high quality staff who are committed to the aims and development of UCS.

Objectives

- 2.1 Create for all staff an environment which encourages, recognises and rewards innovative, high quality work in taking forward the College s goals.
- 2.2 Provide explicitly for staff development by assistance with career planning and access to training courses and, for academic staff, by the encouragement of research and the protection of research time.

- 2.3. Enable staff to share in the development of the College through their involvement in the formulation and implementation of the College's forward plans.

GOAL 3 *Research: to encourage first class research where possible focusing on the region and the local community*

Objectives

- 3.1 Encourage staff and students to focus their research on the College and the region.
- 3.2 Establish research support mechanisms such as Research Centres and Research Partners associated with the College.
- 3.3 Seek funding to provide research support and equipment at the College.

GOAL 4 *Partnership: to pursue a partnership approach to provide mutual support and promote the regeneration of the region.*

Objectives

- 4.1 Seek educational, industrial, cultural and sports related partnerships to be located, where appropriate, on sites adjacent to the College in order to create a broadly based campus.
- 4.2 Develop, through specific Continuing Education and Continuing Vocational Education arrangements, increased access routes for non-traditional candidates and a more comprehensive and co-ordinated provision of lifetime learning across the education spectrum.
- 4.3 Work with the Stockton [Borough's] Elected Members and Officers and with other Agencies to establish the identity of the College as a resource for the community.

Three components underpinned the nature of the College and the achievement of its goals:

- **quality** : the quality of Durham University, its staff and its degrees : without this the College and its development could not proceed and would not succeed.
- **community** : the creation within the College of a learning environment within which diverse potential could develop through mutual support; involvement within the larger community in identifying and encouraging talent which would otherwise be underutilised; and making a major contribution to the economic and physical regeneration of the region.
- **partnership** : with the local community and its elected representatives; with industry through joint research; with further education principally through Stockton and Billingham College; with higher education principally through the University of Teesside; with schools through access and initial teacher training; with development agencies and regional bodies; and now in sport principally through the opportunities presented by the River Tees.

So this was what the College intended to do and, in terms of objectives how, it intended to do it. All that was needed now was the resource since the College's future was predicated on growth. The

establishment of the College had so far created some fifty new academic posts; the expansion now envisaged would more than double that figure. This would be an important resource in regional terms not simply in teaching and greatly increased educational opportunities in an underprovided region but also in the research which those appointments could provide for the benefit of the region in addressing its problems. The support services were subject to particular scrutiny. The process of Durhamisation could be expected to continue through increasing convergence between the College's services and those at Durham to provide a more cost-effective operation. Virtually all the Stockton services were now provided by Durham staff through secondment from Durham or by staff transferring to Durham appointments. A report had been commissioned from the ex Treasurer of Durham, Alec McWilliam, a highly experienced and financially-aware senior manager and this provided a helpful blueprint for that convergence. The Heads of the Administration and Academic Services at Stockton were now the Bursar/Head of Administration, Stephen Palmer; the Academic Registrar, Anna Gray working closely with the Durham Academic Office; Peter Harbord²⁸ who, as the new Director of Information Services, headed up a combined service working closely with both the Durham University Librarian and the Durham Director of IT Services; and Rob Lowe, Head of Student Services. The Careers Service was now provided through a member of staff of the Careers Service at Durham.²⁹

And so the College developed its philosophy, strengthened its position, worked on and with its partners, came more closely into line with Durham in its academic and administrative services, set out its plans and their justification, consulted, lobbied and pestered where this might be helpful. But the new building seemed no nearer. In Durham where a gallant attempt had been made to establish a new traditional College through the attraction of substantial funding from a benefactor or trust, it was recognised that this was simply not going to happen. The Howlands Farm site owned by the University, for which planning permission had been given, might well be the University's only obvious growth point in Durham. If that planning permission was not used it might not be possible to develop that site at a future date. After a lengthy discussion the University Council agreed to proceed on the Howlands Farm site not with a large new College but with a postgraduate accommodation incorporating social and administrative facilities on a modest scale managed by one of the existing

²⁸ Peter Harbord who joined the Durham University Library in 1976 took over responsibility for the UCS Library in 1995 after the post had been filled for a year by the secondment of Joyce Adams from the Durham School of Education's Library. Similarly, from 1994 to 1997 the previous Head of Durham IT Service had moved to Stockton as Director of Information Services. Following a report by an outside consultant, the Library and IT Services at UCS were merged in 1997. After some debate, the University of Durham decided not to move to a merged system in Durham.

²⁹ Mrs. Sharon Richardson who was appointed from outside the University to that post in 1999 has provided a fascinating account of the Durham/Stockton relationship in her MA thesis *A marriage made in heaven or a marriage of convenience?*

Colleges / Societies on a self-financing basis with a set up cost which could be bridged by University funding. It was a time of difficulty and disappointment. In May 1997 the Development Corporation was informed that the Water Sports Centre of Excellence bid had been unsuccessful. The Vice-Chancellor passed on the information to the University Council at the end of May adding somewhat enigmatically Whilst he was not asking the Council to make any commitment at this stage, he hoped that members would be able to consider other proposals for the expansion of the University of Durham at Stockton shortly. Council agreed to await further proposals. The financial situation throughout the University was worrying. Many departments were finding it difficult to get down to the targets posited by the Resource Model: on aggregate this amounted to an over-commitment of £1.3m which translated to 45 academic posts. It was, the minute reads becoming increasingly harder to identify where further redundancies could be achieved by voluntary means. A significant number of people had already gone — those who were left were in the younger age group and generally did not wish to retire yet. It might be that the University was getting close to what could be achieved simply by reducing staffing based on the existing range and pattern of activities. It would then be necessary to consider stopping doing some things altogether. If this was to be done in a planned and controlled way the University might have to face up to the possibility of some compulsory redundancies.

As required by the Statutes, a Redundancy Committee was set up at the next meeting and Council agreed that, in the light of the position revealed by the financial forecasts, it was desirable that there should be a reduction in the academic staff of the University. A General Election might have brought a change of Government but for the Universities it was very much, business as before. The Council, however, took what might be thought in the circumstances to be a very bold step. In the context of the financial forecasts to the year 2001 accompanying the University's strategic plans, in this the last year of Professor Ebsworth's Vice-Chancellorship, it recognised that Stockton was the only possible area of major growth over the forecast period and that growth was all the more important given the likely funding reductions; that there was the prospect of raising significant capital sums from external sources; and that the Development Corporation, in this its last year of operation, had pledged a suitable site adjacent to the College rather than across the river with a capital value in excess of £1m. This was an offer which was unlikely to recur; it was now or never. The land was the key to unlocking other funding both capital and recurrent, if HEFCE could be persuaded to provide funded student numbers. The partnership approach and the broadening of access was likely to be attractive both to HEFCE and to the new Government. The plans necessarily included student residences. These would have to be self-funding and that could be achieved either through a Housing Association or by the University itself providing the bridging funding.³⁰ A detailed business case for the total project would have to be worked up over the summer. In the meantime, Council authorised the

³⁰ i.e. meeting the initial costs in advance of the recurrent income from student rents.

University Officers to do all things necessary to progress the acquisition of the land and the reclamation of the proposed expansion site. The College's future, if not assured, was certainly looking rosier. Even the Principal had been worried; and when the Principal was worried, it was certainly time to worry. But the initial investment in the College, its present achievements (it had even balanced its books by 1996/7) and its future potential were sufficient to persuade the Council to invest substantially in a very major project. Growing your way out of contraction had been a lesson learnt by the successful universities in the 1980s and was not lost on Durham now.

The new academic year commenced with a special joint meeting of the Senate and the Council on 3rd October 1997. Dr. Robert Hawley, the incoming Chairman of Council replacing Dr. Howard Phelps, announced to the meeting the recommendation for the appointment of Professor Sir Kenneth Calman, the Government Chief Medical Officer, as Vice-Chancellor and Warden from 1st October 1998. The recommendation was warmly and unanimously approved. Changes in the two most senior University posts, the non-executive Chairman of the Council and the Chief Executive Officer coincided with the major change at Stockton from a small College of some 900 students to a clear progression to over twice that number with a second building matching that of its initial creation in 1992. There were four other significant developments as far as UCS was concerned. Despite the general financial situation the College showed a surplus on its recurrent expenditure of £100k in 1996/7 followed by an £80k surplus in 1997/98; at last even in recurrent terms it was not a drain on Durham's resources but a contributor. In terms of capital assets and the benefits of increased activity (the fifty additional academic staff) it was a major contribution. The 1997/8 academic year also saw the first year of the Foundation Programme, designed and implemented by Mrs. Jane Inman in the Centre of Lifelong Learning. This has been a very important route for attracting and preparing non-traditional students building on the earlier Women into Science and Technology and Wednesday for Women programmes. Some 270 students have now progressed through the Foundation Year to the first year of degree and in many cases have achieved outstanding academic success. The other important academic development was the announcement in November that Durham was discussing with the University of Newcastle upon Tyne the possibility of a joint bid for the additional medical student places likely to be on offer following the report by the Medical Workforce Standing Advisory Committee under the chairmanship of Professor Sir Colin Campbell. The suggestion at that stage, a good suggestion, was that Durham should admit perhaps 75 students to a three year Durham B.Sc in Medical Science as part of an integrated medical course, the final stages of which would be taken at Newcastle. The development of Biomedical Sciences at Stockton meant that the University already had the basis for much of the teaching required. The fourth point of significance was the appointment on 1st August 1997 of Mr. John Bancroft as Bursar. A Durham Physics Graduate, Mr. Bancroft had for some years been Deputy Director of the Cleveland Research and Intelligence Unit. An unlikely preparation perhaps for a Bursar, but this was no ordinary Bursarship and Mr. Bancroft has been no ordinary Bursar. He

greatly strengthened the College administration during a period of growth and stress, and did so primarily by the way in which he encouraged, developed, trained and led his staff.³¹

The University Council through Policy and Resources Committee and through Finance Committee looked very carefully at the Stockton building project. The initial assessment of £12m was an underestimate; given the value for money which it was demonstrated could be achieved within the main building through an increased cost limit Council approved an increased cost limit of £14.5m in March 1998. Student amenities and facilities had for some time been insufficient and unsatisfactory and were totally inadequate if student numbers were to be doubled. The addition of a fourth floor to the new building would allow the Library to be moved from the ground floor of the existing building, thus releasing that space for dining facilities for student and, in the vacation, conference use. This in turn would allow the existing cramped facilities to revert to their initially intended use as a laboratory. There was then the problem of providing a student bar and social facilities. Fortunately, a somewhat dilapidated Working Men's Club which had seen better days when heavy engineering had prospered on the site, came on the market at a very reasonable price. It was reasonably close to the land which the University now proposed to acquire for the new residences and next to Thornaby Town Hall and the Railway Station. Assistance to the tune of £500k was secured from outside the University and the problem of the inadequate student amenities was solved — or almost solved since, as will be seen, nothing at UCS is quite that simple. The increase in the original cost limit for the project was not good practice and some eyebrows were raised but the value for money arguments won the day or perhaps, for those not of a nervous disposition, it was a case of in for a penny, in for a pound. The revised proposal amounted to 10 acres of land, 8000m² of teaching accommodation including large lecture theatres on the first floor with the new Library (or rather Information Resource Centre) housed on the third floor and staff offices for the most part on the fourth floor.³² In addition the student residential accommodation on a self-funding basis would provide 200 en suite bedrooms (which was increased a year later by a further 80 rooms). The student facilities were to be provided not at the residences in the manner of a Durham College but by the conversion of the Working Men's Club. Leaving aside the self-funded residences and the student facilities, just over £2m of outside funding was secured leaving the University to invest £9m. It also had to find the initial funding for the Stockton Student Residences, for the Howlands Farm Graduate Centre in Durham and for the extension of the Mountjoy Centre on the University Science Park. This amounted to £20m in total.

³¹ Mrs. Avril Brown, who reported to the Bursar had been Office Manager from the early days of the College. Her duties were later extended to include conferences and catering. In addition, the Bursar was responsible for the Finance Section, Student Accommodation, General Administration and Building/Site Services.

³² Finances demanded that offices were shared by at least three staff. This arrangement did not encourage staff to spend time at Stockton other than to carry out their teaching and tutorials. Two years later it was proposed that staff should not have an office or indeed access to an office on both sites. Whilst this was understandable in resource terms it was counterproductive to the attempts to strengthen the academic culture on the new Campus.

The Treasurer assured the University that it could be done; but it meant that the University had to seek HEFCE's permission for raising its borrowing to a level of above 5% of its income. Permission was given. In fact there was another major claim on the University's resources at this time. The University's Administrative Computer Systems were inadequate and in urgent need of upgrading. The cost and the effort involved were far from trivial. It had to be done but, as many firms have found, the difficulties and the associated costs continued for much longer than originally envisaged. After much discussion it was agreed to go ahead, albeit with some unhappiness expressed. Those complaining included (perhaps ungraciously) staff at Stockton. Stockton was well served by its existing computer system. The Course Leaders and indeed the Bursar were not in favour of changing to what they felt would be an inferior system. They could not therefore, support the proposed new computer system because of its decreased functionality, additional local costs, failure to address issues specific to UCS and a number of important uncertainties (including the failure to answer repeated questions about delivery). However, UCS had to come into line with Durham, had to be part of the integrated system and could not risk its present systems being unsupported. There was no real choice.

There was in any case quite enough going on in the efforts to have the new building ready for use by September 1998 when student numbers bolstered by a further 250 places from HEFCE (10% of the national total worth over £1m annually) would increase to over 1200 with three entirely new undergraduate degrees in Applied Psychology, Business Finance³³ and the B.Sc in Information Communication Technology. The transfer of the land which it was hoped could be completed before the Christmas break was finalised on 19th January 1998. Shepherd Construction came on site the same day with phased completion now planned for between 19th September and 19th October 1998. Land remediation works funded by English Partnerships had already been completed prior to 19th January thanks to the good offices of the Development Corporation. If they had not, the situation would have become impossible. As it was the programme was extremely tight.

At the end of March 1998, the Development Corporation reached the end of its allotted span, making one final grant to the University, of £800,000 to establish a Chair and an International Research Centre for Regional Regeneration and Development Studies. This was both timely and appropriate. The Research Centre was linked with the Durham Department of Geography, Durham's most highly rated research department whose staff had already produced much good work relating to the region. At the same time, the new Kvaerner Research and Development Building next to the College was nearing completion. In addition to the joint research, a new M.Sc located for the most part in the Kvaerner Building, (a novel development, too novel as it finally turned out, for Durham University) was due to

³³ The brainchild largely of Professor Adrian Darnell designed on an applied multidisciplinary basis and likely to be attractive to potential applicants combining economics, finance, accounting and management.

commence in September 1998. The Research Centre in Urban Education at UCS had opened in October 1997 as had a new Centre for the Study of Contraceptive Issues led by Dr. Andrew Russell in Human Sciences following a highly successful international conference *Changing Contraceptives : Technologies, Choices and Constraints* held at UCS the previous year. One of the other members of staff in Human Sciences, Dr. Helen Ball had begun to attract significant funding for her work at the College into cot deaths and infant sleep patterns. Slowly research was beginning to build up and the new Chair, funded by the Development Corporation, was important both in its subject area and in adding to the range and volume of research at Stockton at this time. However, the Corporation's financial assistance with the new building, with the student facilities and with the chair were thrown into doubt as questions were raised as to its legitimacy. These concerns were conveyed to the College via Government Office North East and threw the University's carefully laid plans into disarray. There was, fortunately for the College, a favourable resolution of these doubts; the funding was allowed to go ahead and with it the University's plans.

During this period the University was looking closely at part-time degree work and the future of the Department of Continuing Education. A Working Party on part-time degrees concluded that the University should promote part-time degrees; that such part-time degrees should be based on the current modules/semester structures in place at UCS : that the systems already in place at UCS should be used to support such developments; and that UCS should be responsible for the initial consideration of all part-time degree proposals. A Centre for Life Long Learning based at UCS should replace the present Department of Continuing Education co-ordinated through a UCS Board of Management. Hardly revolutionary stuff but very much in accordance with the aims and approach of UCS. The Centre would, it was hoped, have a lead role to play in the Stockton On-Line project recently launched as a partnership project by the Borough and in developments such as the Learning City Initiative³⁴. In fact it was not to be. With a few important exceptions, the Durham departments did not wish to get involved in part-time degree work themselves, and moreover, did not want others to get involved in such work in what they considered to be their subject area. Given the worries about academic audit and the rates of funding for part-time degree work, there was some logic, the logic of self interest, in the position adopted by the majority of Durham departments. But this did not accord with broader University strategy or regional need. It was a sad development or rather lack of development over the next few years, particularly since the demand was there; student numbers on certificate/degree modules had increased from 227 in 1994/5 to 851 in 1998/9.

³⁴ The UCS Vice-Principal, Jim Lewis, was chair elect of the national Learning City Network.

For the moment there were happier occasions such as the Stockton Degree Congregations held on 30th June 1998, the first at which Durham Degrees were conferred, which also saw the award of Honorary Degrees, to the novelists, Pat Barker and PD James, and to Richard Griffiths, (the actor spent his early years in Stockton). It was a splendid, relaxed and happy occasion presided over by the Chancellor, Sir Peter Ustinov,³⁵ the last such occasion for Evelyn Ebsworth before his retirement in September. Durham University had prospered greatly during his Vice-Chancellorship and he had done much to ensure the success of Stockton through difficult times. Shortly before his retirement Stockton was once again renamed. *University of Durham at Stockton* like *University College Stockton* before it was thought not to convey the nature of the Institution. And so it became *University of Durham Stockton Campus* with the clear implication that there would then be the need to establish at the Campus the Stockton equivalent of two Durham Colleges based on the two sets of residences. With a second academic building opening shortly there was also the need to name the two academic buildings. Fittingly, the original building became the Holliday Building and the one about to open, the Ebsworth Building, thus commemorating the two Vice-Chancellors responsible in their different ways for the creation of Stockton, first the dream and then, still dreaming, the difficult implementation.

One further concern during the year was the Quality Audit visit at the beginning of May 1998 by the Quality Assurance Agency for Higher Education. This looked at the whole University including Stockton, focusing on four main topics: strategy, standards, infrastructure and communications. The last such visit had been in 1992/3, too early for Stockton to be included. Prior to the present visit some worries had been expressed at Durham about standards at UCS and whether Durhamisation had gone far enough. These were shown to be entirely unfounded. The report concludes:

The University's boldness of vision in assuming sole responsibility for the College and its readiness to make substantial resources available to sustain its teaching and learning environment at an appropriate level deserve acknowledgement. The passage of time has shown the systems and arrangements of quality assurance at UCS to be fit for their purpose; the device of the dual appointment of the Registrar & Secretary to the position of Principal has proved helpful in keeping the University and the College closely aligned, whilst a significant contribution to the vitality of the enterprise has been made by the enthusiasm and commitment of individual staff and students.

In accepting academic and managerial responsibility, the University might have risked compromising the reputation for academic solidity it had worked over decades to attain. The University itself was not unaware of such a possibility but through well chosen strategies and devices, good academic

³⁵ These were colourful occasions bringing together Town & Gown as the academic and civic parties in full regalia processed from Stockton Town Hall to the Parish Church where the Degree Congregations took place. Traffic was held up and one bewildered bystander asking what it was all about was informed by her neighbour that she thought it was a gypsy funeral.

leadership in both Durham and Stockton and not least through the efforts of its students and staff, its work at Stockton has served to enhance the academic reputation of the University rather than the reverse. The University asked QAA to offer it a view on the appropriateness of its current strategy for the maintenance of the academic standards of its awards and the quality of its provision at UCS. The Audit Team is confident that the steps taken by the University to safeguard the academic standards of its awards have been well judged. As it embarks upon the development work it has set itself the University will be assisted by its access to the valuable experience of UCS and the Business School to augment its more traditional strengths.

With this report the Vice-Chancellor could retire a happy man. The combination of Durham's traditional strengths with the new and different culture at UCS without loss of quality might well sum up the Vice-Chancellor as well as his achievement. And, assuming the Academic Auditors were right, Durham might actually learn something from Stockton, if it cared to do so.

CHAPTER 7 1998 — 2000 Research and Other Facilities

Sir Kenneth Calman took up his vice-chancellorship just as the large new building at Stockton, named after his predecessor, was nearing completion. With some 7900m² of space it brought the value of the University's assets at Stockton — the University now had the freehold for the initial building from the Development Corporation — to over £27m towards which it had had to find some £10m, excluding the initial funding on the student residences. The ground floor of the new building with the large lecture theatres and seminar rooms was handed over on the very day on which the new students arrived, the other floors coming into commission over the following few weeks. The new degrees recruited well, 61 in Applied Psychology, and 75 in Business Finance, final approval for the new courses having been given over the summer vacation. This was carrying a just-in-time approach to extremes. However, there was a shortfall against targets in the three long established subject areas; 40 mature students who had been expected to register failed to do so largely it was thought because of the cost of tuition fees under the new arrangements. The financial situation for the Campus was, however, good news; an expected deficit of almost £100k in the previous session had been turned round to a £80k surplus. The improvement was spread across many different income and expenditure headings but the new Bursar in this his first year of office clearly knew a thing or two about good housekeeping.

With a new Vice-Chancellor it was a time for taking stock and for redefining the strategy. At Stockton, in addition to the two large academic buildings, there were now two residences providing between them 435 en suite rooms, excellent for conference use during the vacation particularly when the new dining facilities opened overlooking the river. Unfortunately, its opening was delayed by a combination of circumstances. First the Library had to move into the new Ebsworth Building which could not happen until the New Year.³⁶ There was also the uncertainty over the TDC / Government Funding which took time to resolve. And, finally, negotiations and tendering with catering firms threw up major difficulties which were finally (and lengthily) solved only by the University providing additional set up funding of £300k and the Campus taking on catering in-house. The opening of the new catering facility was delayed until March 2000 but has proved extremely successful. By that time the Administration had developed its expertise to the required level for managing that operation. The Principal in a paper to the Board of Governors set out a number of possible developments to be pursued. The new degree in Sport, Health and Exercise would commence in 1999 followed a year or two later by the pre-clinical medical intake in collaboration with Newcastle if the joint bid was successful. Performing Arts probably in Music and perhaps involving Arts Management was a

³⁶ It was formally (and fittingly) opened by Professor Brian Fender, Chief Executive of HEFCE on 29th March 1999

possible option given the success locally in obtaining very substantial Arts Lottery funding to replace the Dovecote Arts Centre by the ARC. But research and a research building inspired by the Duke University model and the Research Triangle in North Carolina was the major development if substantial funding could be secured. Glaxo, Wellcome, the Wolfson Trust and Landfill Tax Credits were being explored as possibilities. The Principal's paper confidently suggested that it might well be easier to secure funding in the region of £10m than a more modest sum. That should not be taken as meaning that it would be easy to find £10m. The research would need to complement and not duplicate research activity in Durham. It would need to attract funding which would not be available in Durham and be achieved without cost to the University. It would be different in other ways, following the Duke University multi-disciplinary model and focusing on the region and its needs. The focus, the Principal suggested to the Governors, should be on health including medicine, sport and environment as well as the regeneration and the social and economic well-being of the region in helping to address social factors such as unemployment, poor housing, poverty and pollution.³⁷ A good set of ideas, but very difficult to achieve, although its distinctiveness and the regional focus could be valuable in attracting funding. Council and Senate endorsed the idea noting that the research would be undertaken by Durham staff from Durham departments taking advantage of opportunities available in Stockton. One aspect of the multi-disciplinary approach would be, as the Principal put it, to put hard science in a social science context. Two entirely new Research Centres were proposed for further consideration, one looking at Land Recovery (i.e. the re-use of contaminated land of which there was certainly plenty in Stockton including the north bank just across the river); and, in collaboration with Kvaerner, a Clean Technology Research Centre. The north bank was an important part of these proposals. The location there of a new Research Building, if funding could also be found for a bridge linking with the Campus, would accelerate the opening up the site. The David Lloyd Sports Centre and the White Water Centre on each side of the Barrage had begun this process and discussions led by the Principal at the River Tees Users Trust would, it was hoped, lead to a Water Sports Centre catering for a wide range of such sports. A bid was slowly being drawn up in consultation not only with the users but also with the various Sports Governing Bodies. If successful, the Sports Lottery would provide up to 65% of the total of £1.5m. That left over £500k of matching funding to be raised. The University of Durham promised £80k. As always a number of possibilities were pursued including the proposal, energetically pursued, but unfortunately to no effect, for a Stadium which would provide a new home for the West Hartlepool Rugby Union Club. The sites on the south side of the River were filling up rapidly and, where land was available the, cost was high given the demand. A further option for expanding the Campus which might, if necessary, serve

³⁷ At that time unemployment on Teesside was almost twice the national average, the educational achievement of 16 year olds and the percentage of 18 year olds proceeding to tertiary education was amongst the lowest in the UK. The crime rate was the third highest in the UK and the proportion of single parents was 45% higher than the national average. Business start ups were less than 50% of the national average.

as a fall back was provided by Thornaby Town Hall, a fine listed building next to the railway station about five minutes walk from the Campus. Its renovation had been costed in the early days of the College and the possibility of a bid for Single Regeneration Budget funding was being explored. As such it could be an excellent partnership project either for teaching or social science research as well as for services such as advice for potential University entrants, work placement and careers advice. Care obviously needed to be taken in that as a smaller and, therefore, cheaper option it did detract from the north bank strategy. In the event it provided ideal accommodation for e-Tees Valley with IT courses developed by staff of the Centre for Life Long Learning at UDSC working with the Durham Department of Computer Science with funding from ESF/ERDF in partnership with Stockton Borough Council.

Thus there was a lot to play for particularly in developing research. The first step was to appoint Professor Charles Heywood an eminent neuro-psychologist in the Department of Psychology, as Vice-Principal (Research). The introduction of Applied Psychology at undergraduate level was already attracting interest in the development of research in that area. Time as always for UDSC was of the essence. The newly announced national initiative, the Joint Infrastructure Fund (JIF) was one possible, if unlikely, source of funding for the new building : the first round of bids had to be in by the beginning of December, the second by April 1999.

It was at this point that the Architects, Dennis Lister Associates, who had been responsible for the Ebsworth Building proved particularly helpful. One of the problems with the JIF bids apart from the timescale was the need to provide detailed plans and costs for any new building work involved. The University's Estates and Buildings Department was overwhelmed; bids had come forward from within the University in Astronomy, Biological Sciences, Chemistry, Engineering, Geological Sciences as well as at Stockton. At the request of the Principal, Listers drew up detailed plans for a research building on the north bank efficiently and quickly. In the event, the JIF bid was unsuccessful although the JIF buildings visiting team very much liked the building plans; it had been a long shot. But the work carried out for that bid was put to good use in other bids and in selling the idea within the University. Obviously it is the idea and its evaluation which are important; but sketches and a model help. They also indicate that the idea is a serious proposal and show how it might be realised.

The Treasurer and Finance Committee meantime had the financial viability and risk of two major projects to worry about. A special meeting of the Committee on 8th March 1999 concluded after lengthy discussions that on balance the financial consequences for the University of the joint bid for medical numbers were acceptable and that on that basis the bid could go ahead. It reserved its position for further consideration if the bid was only partially successful. It was even more worried about the uncertainties surrounding the proposed research building at Stockton. Would the University

be able to attract additional income to fill the building and pay for the overheads? Did the proposed research match Research Council priorities? Certainly, whilst on the optimistic assumptions underlying the feasibility study the projected deficits in the early years could be justified by the projected surplus when the building was full, none of the adverse sensitivities could be afforded. There was also a division of opinion even at this stage over the implications for the University's research strategy. There were those who argued that the University's priority should be to strengthen core research in Durham by building up critical mass and that the Stockton facility would dilute and disperse the University's strengths when what was needed was a better focus on Durham. On the other hand, the Stockton Campus could provide additional opportunities. The staff researching at Stockton (where many of them would also do their teaching) would also remain an integral part of their Durham Department and would increase and enhance the Department's total research performance. This was really a matter which Senate needed to debate (as it did shortly afterwards). Finance Committee agreed that the bid could proceed to the next stage on the understanding that this did not commit the University to undertaking the development. A final decision to proceed would need a much greater degree of assurance about recurrent income streams. This was difficult to provide but if it could not be provided, the project would be abandoned in its present form and the bid being made to the Wolfson Foundation withdrawn. Yet again Stockton was coming to a critical point in its development.

There were other worries too. Part-time undergraduate degrees were still generally a cause for concern, the concern being that, under the academic audit arrangements, departments were clearly held responsible for part-time degrees; but, if they were provided by the Centre for Life Long Learning, the departments would not be discharging that responsibility. Similarly, the Centre for Life Long Learning was in an impossible position being given the responsibility without the appropriate power and authority to exercise it. The Vice-Chancellor asked a Working Group to advise him on the present difficulties and future arrangements. The Working Group concluded that the University must be involved in part-time degrees which are recognised as essential part of Higher Education's ability to widen participation. Durham could not afford to be perceived as a elitist institution and it would be disastrous to abandon part-time education provision. Disastrous it might be but it was not very clear how it was to be avoided. The recommendation of the Working Group was that the Boards of Studies must be responsible; that the Centre for Life Long Learning's role would be to promote and co-ordinate the implementation of part-time degree provision; and that the management structure for Combined Studies in Arts and in Social Sciences and for Honours Natural Sciences should be extended to include part-time undergraduate degrees. If anything, this complicated the position, whilst failing to solve the problem. However, there was some hope in one important area, that of IT where the staff in the Centre for Life Long Learning were working closely with the Department of Computer Science in Durham to provide the e-Tees Valley development.

The other change at this time concerned the Principal. John Hayward had been Registrar and Secretary of the University since 1985 and since 1994 had also acted as Principal of Stockton. There had been benefits from combining the two posts but the time had come when both should really be filled on a full-time basis. Council therefore agreed at its meeting on 16th February 1999 that a full-time post should be created, that of Provost of UDSC being neither a Pro Vice-Chancellor nor a Principal and that John Hayward should be appointed to that post from 1st August 1999. As Provost, he would be responsible to the Vice-Chancellor (as the Vice-Chancellor himself was responsible to Council under the Statutes) for maintaining and promoting the efficiency and good order of UDSC and for such other duties as might be agreed between the Vice-Chancellor and the Provost. Similarly, the three Vice-Principals, Roy Boyne, Jim Lewis and Charles Heywood became Vice-Provosts (Academic), (Educational Partnerships), and (Research) respectively. And to complete the arrangements Senate on 17th March and Council on 25th May approved the appointment of Dr. John Hogan, the Academic Registrar, as Durham's new Registrar and Secretary. The Provost became an elected Member of Council and had ex officio membership of the major Committees, (Senate, Policy and Resources Committee, the Strategic Planning Group, Finance Committee and Academic Staffing Committee) to which he previously had access as Registrar.³⁸ There was one other change affecting the balance amongst Senior Officers of the University. Professor Michael Prestwich came to the end of his period of office as Pro-Vice-Chancellor. He had been involved at Stockton almost from the beginning, chairing the subject groups discussions within JUCOT, liaising tactfully with his opposite number at Teesside University, acting most positively over seven years as Pro Vice-Chancellor with special responsibility for Stockton, a tower of strength to the Principal in difficult times including the negotiation with the University of Newcastle over the bid for increased medical numbers. He had been part of the team making the crucial presentation at the Department of Health on 20th April. The news of the success of the bid for 70 pre-clinical students (later increased to 95) on a two year course commencing in September 2001 came just before he demitted office at the end of July 1999.

In July the Council met, as it had in 1992, at Stockton. It looked favourably on the proposal to build a further 80 student bedrooms on the East Drive site bringing the total number on that site to 282 and asked the Project Implementation Team to prepare a business case which was approved over the summer so that the new residences could be in place for September 2000. But the major item of business for Council was Research on Teesside on which the Provost made a presentation. There were, he said, five reasons for developing research in the way now proposed:

³⁸ These new arrangements did not last long. Within three years the posts of Provost and Vice-Provost had been abolished and the new Registrar had left to become Registrar of the University of Newcastle.

1. The needs of the region. Teesside was an area of high unemployment and of considerable disadvantage. Health and the environment presented major problems. If this disadvantage was to be tackled, high quality research would be a major contributor.
2. Durham was a comparatively small University given its quality and aspirations and the growth of UDSC was important in increasing the overall size of the University. Two thousand full-time students would have created some 140 additional academic posts over ten years and an eventual full-time student population of 3,000 would bring a further 60 academics plus support staff.
3. Whilst the University would continue to draw upon funding from the Higher Education sector (and indeed would have to seek to increase its market share) that in itself was not sufficient. It would become increasingly important to identify and secure new funding streams and the development of research on Teesside was one way of doing this.
4. After overcoming major difficulties in the mid-1990s, UDSC had achieved considerable success through growth. However, the development of a research culture and its delivery on the Campus had now become crucial to any further development. The separation of teaching and research would run directly counter to the University's strategy.
5. The development of multi-disciplinary research along the lines pioneered in Duke University in 1994 would, in HEFCE terminology, be sufficiently innovative to be of general benefit to the sector. The extensive partnerships which this entailed would also be helpful both in changing the internal culture and in improving the external perception of the Campus.

The research would be located on the north bank of the Tees in a building of some 4300 m² designed to complement the existing campus buildings and to act as a starter for the regeneration of the surrounding 35 acres on the north bank through the attraction of private sector funding. The developments had the strong and enthusiastic support of the local and regional authorities and of UDSC's industrial partners. The main thrust of the research would be in health and environment carried out initially in ten Research Centres.

Health: Bio Sciences : Biomedical Engineering : Neurological Testing and Rehabilitation

Environment: Clean Technology : Re-use of Contaminated Land

Social Sciences: Regional Regeneration : Environmental Thinking and Awareness : Public Policy : Ethics, Science and Family Life : Arts and Medicine.

Capital costs including the bridge were estimated at just under £12m which would, it was hoped, be funded by a combination of the Wolfson Foundation, the Joint Infrastructure Fund, European and Regional Funding and Industry. As for recurrent funding it was assumed that research income would be at the same level as that achieved by staff in existing areas in Durham. This was a conservative assumption since the staff working in the new building would be Durham University staff working in a new and exciting environment close to a large industrial conurbation. The Research Centres and their plans were in line with the thematic priorities of the Research Councils and would also be well

placed to attract non-Research Council Funding. Finally, the expected growth of student numbers would bring with it funding for some further 50 academic staff including medical staff who would add very considerably to the level of research activity. Having looked at the risk analysis, the financial appraisal, a sensitivity analysis and the cost of borrowing if some of the capital funding failed to materialise, Council approved the business plan. Now all that was left to do was to find £12m preferably within the next six months.

At the beginning of October the newly established University Strategy Committee reviewed the Vice-Chancellor's new university strategy. There were two areas where, the Committee was told, progress was less than satisfactory. The implementation of the management information system and the development of part-time undergraduate degrees. With regard to the former it was perhaps only to be expected in the implementation of what was a large and complex integrated system. The latter, however, was entirely in the University's hands and work had been proceeding within the Centre for Life Long Learning to redesign programmes for October 2000; unfortunately it was no longer the Centre's responsibility under the new arrangements. Finance Committee, reviewing the situation eight months later, expecting there to be a clawback of funding by HEFCE in 2000/1 because of under recruitment of part-time students. This led one member of the Committee to observe that it was regrettable that the University permitted its Departments the option of not recruiting part-time students. At the same time Professor Boyne, the UDSC Vice-Provost, was losing the battle to retain half year modules within the full-time degree structure. Their flexibility and size offered inexpensive innovation and links to Europe and the USA through ERASMUS and other schemes. But the Stockton system thus developed was, for the future, rejected in favour of Durham's year-long academic units. A distinctive initiative which the Director of the Centre for Life Long Learning was still pursuing enthusiastically was the establishment of the Durham Award for Key Skills for undergraduates based on the highly successful scheme at the University of York. A pilot scheme was launched but it fell upon stony ground, not from the students' point of view, but the necessary funding for its continuance was not forthcoming.

Meanwhile, funding for the Research Building was being pursued apace. The Vice-Chancellor and the Provost with the Vice-Provost (Research) met the Wolfson's Trust's Medical and Scientific Committee on 5th November 1999. The Committee appeared to be sympathetic and hoped to come to a decision by the end of the year. Although the bid to the Joint Infrastructure Fund (JIF) had not been successful, there appeared to be a good chance of substantial support from the European Regional Development Fund. Stockton Borough Council was also strongly supportive and prepared to offer £0.5m and One NorthEast / English Partnerships were prepared to provide a similar amount for site preparation. Unfortunately, ERDF funding required the contract to be let and indeed a start made before 31st December 1999. This meant that all the other funding had to be in place and the

University willing to commit itself by that date; and finally, the building had to be completed at the latest by 31st December 2001. Once again nerve racking stuff, which seemed to be the modus operandi of UDSC from the earliest JUCOT days. It was impossible for a building on the north bank to meet this time scale. There was simply too much uncertainty, some would say inertia, over the north bank; it was too early and the extent of contamination and the costs of dealing with it were unknown. Moreover, the funding likely to be available would not run to a bridge which could well cost £2m. So with a great deal of reluctance (opening up the north bank and securing an expansion site for UDSC were two prime objectives), the site was switched to the car park between the river and the Ebsworth Building. The idea came from Dennis Lister & Associates and very timely it was too. (It was highly unfortunate that when the time came they were excluded from the final short list for the contract.) If all these various strings could be tied together it was just possible that there would be a contract in time for the deadline. The meeting of Council on 14th December 1999 was at just the right time. The Wolfson Trustees were able to indicate that they had firmly in mind a grant of £4m. In all, the funding was as follows as set out in a paper tabled at the Council Meeting having been pulled together the previous evening.

<u>External Funding</u>	£m
Wolfson Foundation	4.0
European Regional Development Fund	3.5
Stockton Borough Council	0.5
One NorthEast / English Partnerships	0.5
HEFCE Medical Development	<u>0.5</u>
Total:	9.0
 <u>Estimated Costs</u>	 £m
Site Preparation / External Works	0.85
Research Building (4740 m ²)	6.30
Residential Building	0.60
Fees	0.75
Furniture & Equipment	<u>1.50</u>
Total:	10.00
 <u>Contingency</u>	 <u>1.00</u>
Total:	11.00

This left the University to underwrite £2.0m including the contingency of £1m. It was hoped that the Wellcome Trust would provide £0.5m of equipment funding; the Trust had agreed to receive a bid on which a decision was expected in April 2000. In the event that bid was not followed up; other ways were found of securing the equipment funding. However, the proposed residential building (24 flats

for visiting researchers) included in the proposal was a casualty. The University would not go ahead with it, given the tightness of the budget. Nevertheless, it was an incredible achievement; the largest sum for a single project ever raised by the University, taking the value of the University's capital assets on the Stockton Campus to £38m of which it had itself invested less than one third. Council, with the Provost's huge sigh of relief, gave approval for the building to go ahead, establishing a Company³⁹ to deliver the building on the University's site. At last there would be major research on the Campus to the great benefit of all concerned on a scale unbelievable ten years earlier. In the New Year there was further good news, the Sports Lottery had agreed to provide just under £1m for the building of the Water Sports Centre on the north bank. All was indeed going swimmingly.

In the meantime, there was work to be done. In November 1998, just over a year previously, Policy and Resources Committee had noted, as had the University Council in December, that the process of the Durhamisation of the Stockton Campus was very nearly complete (This was in the context of the Quality Assurance Agency's visit and complimentary report). It now appeared that this was not the case. The new Registrar had put a paper to the Teaching and Learning Committee proposing that the position of Subject Management Boards be formally recognised as having delegated authority from Durham Boards of Studies for matters relating to the planning of programmes of study and for the organisation and implementation of effective teaching for programmes at UDSC. However, despite the QAAs favourable comments, the UDSC Teaching and Learning Committee was to be abolished and its work integrated with that of the three Durham Faculty TLCs; and although the meeting of Academic Directors / Course Leaders was to act as the Planning Committee for UDSC, UDSC as a kind of fourth Faculty disappeared. By this time the Provost was no longer Budget Officer for academic expenditure at UDSC. The Durham Resource Allocation Model gave the funding directly to the Durham Departments which provided the teaching. A month later the UDSC Planning Committee was also abolished; it was in fact redundant under the increasingly integrated arrangements with Durham. The Vice-Chancellor proposed, and Council approved, one further change (perhaps ironically, it did so at the same meeting as the Research Building was approved) that the UDSC Board of Governors be replaced by an Advisory Board. A similar change was being made in respect of the Business School. At Stockton a Board of Governors was appropriate for a College. But Stockton was no longer a College; it was a Campus. In fact, the Board of Governors faced with this proposal and its irrefutable logic rebelled. If they were to continue, albeit in a modified form, they wished to be a Development Board not an Advisory Board. This modification was accepted by Council, although it made clear that the function of the Board was advisory. What was more, in future the Board would not report regularly to the Council but to the Resource Planning Group on

³⁹ The name of the Company was Durham University Developments which had a somewhat unfortunate mnemonic.

matters relating to resource allocation and planning and to whichever other Committee was appropriate depending on the business concerned. The terms of reference of the Board would henceforth be to advise the Provost and, as appropriate, the University Council on:

- The development and implementation of UDSC S strategic objectives including a financial and estates strategy to take due account of regional needs and objectives.
- UDSC S delivery of the University s strategy
- Present and proposed teaching and learning programmes including part time and short course provision
- Research and liaison with industry
- Staffing and staff development
- Finance and income generation

The autumn of 1999 was quite a time for constitutional changes. The Vice-Chancellor put a paper to Senate proposing the establishment of a School of Public Health comprising the new undergraduate medical development (which Professor John Hamilton was appointed to head up from 1st September 2000), the BA in Sport Health and Exercise, the Centre for Health Studies and two new Centres; the Centre in Public Sector Management and the Centre for the Arts and Humanities in Health and Medicine. A Working Party of those concerned was set up to prepare detailed proposals. It did so, but by that time a new fourth Faculty had emerged, the Faculty of Health, Medicine and Environment within which the School for Health was the new Budget Centre. The problem was that there was virtually no budget. Funding for teaching the new medical students went (in theory at least) to the contributing departments in other Faculties and their teaching was bought in by the new Director for Phase 1 Medical course. The Wolfson Research Institute (for the new building was to have an Institute, an Advisory Board and an Executive Director, Professor Charles Heywood) was a further complication which a paper from the Provost attempted to clarify. In truth, matters were at that stage in a state of flux. The new Faculty was totally out of balance, even as a marketing tool, with the other three Faculties, and was abolished within two years. The Provost was rather given to discussion papers if not clarification at that time. It was, said the Vice-Chancellor, time for UDSC to be reviewed as part of the University s strategy. The Provost obliged, with a lengthy paper entitled UDSC Development, Operations and Accountability . It was a descriptive statement of the present position, the philosophy underpinning the Campus and his view of the potential for future development particularly the development of the north bank. As it happened, the Senate had agreed to meet at Stockton on 1st February 2000 and this provided the opportunity for the Provost to present the statement and for Senate to receive it at first hand. Stockton had been a developmental model as

was clear from the numerous changes it had gone through. After initial difficulties it had clearly flourished. The conundrum of Stockton was, the Provost suggested, how to integrate the development fully into the University, whilst retaining the features which had created its success. The problems and challenges of operating an effectively devolved management structure predated UDSC with the establishment of academic budget centres in the second half of the 1980s and, before that, in the operation of the Colleges within the University. The success, or otherwise, of the complex relationships between devolved budget centres and central management was, as had been recognised, a key factor in the success or otherwise of a modern university. Obviously, that success depended not only on the quality of management but also on the quality of its academics in their teaching and research. The organisation of the academic community, managerial responsibility and accountability and the creation of an environment in which teaching and research would flourish was essentially the conundrum to be solved.

By the Spring of 2000 it might be thought that as far as UDSC was concerned there had been quite enough excitement for one academic session. There was one further shock. Although the new Ebsworth Building had gone ahead with the full knowledge and encouragement of HEFCE, its Officers had not been able to commit the Funding Council to an appropriate increase in funded numbers over the planning period since at that time the Council not knowing its future allocations was only providing increased numbers each year, year by year. That was a risk which the University had to take. For 1998/9 the Funding Council was able to give Stockton the numbers requested for that year which amounted to 10% of the total increase nationally. The following year Stockton, perhaps not surprisingly fared less well receiving one hundred additional student places which was less than requested (although this was largely offset by the allocation of £157k from the special HEFCE initiative to widen participation of students from disadvantaged backgrounds). In inviting bids for 2000/1 HEFCE provided the possibility in special cases for bidding for three years rather than a single year. The University therefore requested 910 funded places over three years of which 610 would be in Stockton. As the due date for the announcement of the decision approached it was rumoured, although not confirmed, that the University's bid had been rejected. That would have been calamitous for the University financially and for Stockton and the surrounding region in terms of the growth of the Campus and educational opportunity. Eventually the successful outcome of the bid was announced.

Durham's finances were already in some difficulty. Not a crisis, as the Vice-Chancellor, explained to the Council, but rather a potential overspend has been identified which I wish to be corrected. The Resource Allocation Model helped to identify overspending and underspending departments against the model allocation. The underspending departments naturally wanted to spend what they perceived as their rightful allocation; the overspenders were considerably less keen to reduce their

expenditure. (Some of that overspending, it could be argued, was investment for the forthcoming national Research Assessment Exercise). Moreover, the University's capital programme was largely loan financed and necessarily funded in advance of increased recurrent income provided by increased activity e.g. additional student numbers as at UDSC. UDSC certainly paid for the earlier investment, this time round. Funded student number at Stockton were due to increase by 270 (20.5%) in 2000/2001. Despite the Provost's vehement protests, the best that the University was willing to provide for the Stockton Central Services budget was an increase of 5%, which meant that the University had at a stroke achieved over £450k of savings. The same thing happened the following year since the University's finances had, if anything, deteriorated further. This time funded student numbers at UDSC increased by 15%; there was no increase in funding for academic and administrative services. In retrospect, the University in its time of need was calling in payment for its earlier investment but the perspective was somewhat different at Stockton which had at last achieved major expansion only to see its funding lost, not only for a year, but lost for ever from the baseline. As might be expected in an entrepreneurial environment such as Stockton every effort was made to offset this loss by securing income from other sources. The number of overseas students, for example, rose from under 40 in 1999/00 to 73 in 2001/2. But this could not compensate for the substantial funding which had been withheld. The Provost some years earlier had suggested, in jest and somewhat tactlessly, that now that the College was beginning to solve many of its problems the only problem which remained was Durham. Those words now came back to haunt him.

CHAPTER 8 2000 — 2002 Colleges, Medicine and Consolidation

The transformation of University College, Stockton into a Campus in 1998 had laid the way open for the creation of one or more colleges. Constitutionally, the University College still existed but it had always been a rather odd College in comparison with its Durham counterparts. Student Support Services had by this time been well developed under the Head of Student Services, Mr. Rob Lowe who himself spent a very considerable amount of time and effort in offering support and advice to students in difficulty. The Student Counsellors played their part and the Chaplain whose role developed considerably during Philip Ashdown's tenure was also an important resource. Jessica Powley dividing her time between International Office duties and her work as Student Support Officer laboured valiantly to encourage student based activities through sport and the emerging JCR. But the JCR and its Officers with a few exceptions had not over the years lead the development of a more proactive student culture and indeed frequently did not enjoy the confidence of the student body. Now, with the student population on the Campus becoming far larger than any Durham College, it was time to create small sub-communities as at Durham. Accordingly Professor Adrian Darnell, Vice-Provost (Student Services) produced a paper in May 2000 setting out the position as he saw it.

There are now around 1350 full-time students at UDSC and planned growth will take this number towards 2000 within three years. This growth has two consequences; first, while the Campus was small it had generated its own identity, but now the bonds which hold the student body together are becoming less effective. Second, the pastoral care arrangements are under increasing strain. These issues could be addressed by creating smaller units of organisation at UDSC based on, but not simply replicating, the Durham Collegiate model.

He therefore proposed the establishment of two new Colleges at UDSC with the aim of:

- providing smaller groupings of students which would facilitate the creation of identities and allegiances.
- providing an improved system of pastoral care outside the academic structures.
- enabling students to take more ownership of their own communities and to organise events at a college level (social, sporting, musical etc) for themselves.
- enabling incoming students to settle quickly into new surroundings and to settle quickly into academic and social activities.

- facilitating staff-staff, staff-student and student-student interactions.
- ensuring that all students of the University Durham enjoy similar, and excellent, support throughout their period of study.
- facilitating university-community relationships.
- embedding students at UDSC more firmly within the collegiate structure of the university

These aims would be met by:

- A structured system of pastoral care which would include a student mentoring scheme
- The creation of two JCR Executives with associated JCR officers and sub-committees
- The establishment of college dining arrangements in the Waterside Dining Room in the Holliday Building on a regular basis.
- The establishment of sport at a college, rather than a campus, level.
- Bringing the best of the Durham collegiate structure to UDSC (and recognising that not all aspects of Durham Colleges could, or should, be transferred to Stockton)

There were a number of implications which needed to be addressed in particular:

- In the medium term the provision of physical amenities at UDSC would have to be addressed in order to give the Colleges a physical presence. In the short term it would seem sensible to establish two new Colleges based physically on the Sorbonne Close and East Drive Halls of Residence. The facilities of the Colleges and the Campus in general needed significant enhancement, but it might be advisable to consult the student body via the vehicle of the new Colleges on the means by which to take this further (this would demonstrate an immediate role for the Colleges in improving the student experience at Stockton).
- The Colleges would comprise not only students but also staff and would become a medium by which the University could foster its all-important relationships with the local community, members of which might wish to be associated with a College and to dine occasionally as a Senior Common Room member. In addition, some members of the local community might have the skills and inclination to become College Tutors.
- At Durham some roles were located within each College and duplicated across all Colleges: e.g. Bursar, accountant, conference manager and porters. At UDSC those and other roles were centralised and there was no intention of disturbing existing successful arrangements.

There were three or four early meetings with the students to discuss the proposals. It must be said that the imminent onset of the end of year examinations was not the best time for concentrated discussion. The students were, however, enthusiastic. Durham after all was a collegiate university and better facilities seemed a good idea. And at Durham the sub-division also seemed a good idea. UDSC with its weight of student numbers had been winning rather too many intercollegiate sport competitions. One improvement could be made immediately. The College bar in the original residences was not doing well financially with the opening of the student facilities at the Rocket Union in the converted Working Men's Club. With the help of the University Director of Sport a scheme

was put forward to replace the bar by a well equipped fitness suite at a cost of £52k, an updated version perhaps of swords into ploughshares. It was immediately approved by Finance Committee, welcomed by most of the students (except perhaps by some who did not like to have to walk to get a drink) and opened at the beginning of the new academic year. The conversion of the land adjacent to the other residences into a playing surface suitable for sport took longer (it was very stony) but was eventually completed. More amenities were needed but the Water Sports Centre and the river itself provided much better facilities than anything in Durham. And the Waterside Dining Room in the Holliday Building was an excellent facility.

Now the Colleges had to be approved, and named and staffed and implemented. Colleges Board was happy with the proposal pointing out that a key to the success of the new Colleges would be the leadership provided by their Principals. Council readily gave its approval provided that the necessary funding was available. The proposal was to establish shadow Colleges from October 2000 with the full operation coming into effect the following September. It was just not possible, even for Stockton, to do this any earlier and it had to be done properly. Temporary or transitional arrangements are one thing but a College intended for real which was in fact merely a shadow of the Durham model would not be acceptable either to Stockton or to Durham. There was another advantage. Delaying for a year would not make any significant calls upon the 2000-2001 Budget; for appointments made in April, if they were from within the University, would not be replaced in the department from which they came until the following session. So as far as 2000/2001 was concerned, there was no need for extra funding; and thereafter, the Resource Planning Group concluded, the staffing and other costs seemed not unreasonable.

Names for the two Colleges took some time. The Provost back in 1998 had suggested naming each of the two Residences after individuals who had made very considerable contributions to the College over the years. The students disliked the proposals and the proposals were postponed. The Vice-Chancellor two years later was more cautious. He consulted and asked for proposals and consulted and considered. Two names emerging at the end of the year, George Stephenson (the North Eastern Engineer) and John Snow (not the cricketer, as some students thought, but the doctor from the region who became Royal Physician and a notable public health reformer). It was perhaps unfortunate that outside the University buildings in Stockton and Durham already bore their names. But John Snow and George Stephenson it was. The appointments process for the senior staff of the new Colleges was protracted, worryingly so as September 2001 approached. A Principal and Vice-Principal for Stephenson College, Adrian Darnell and Jessica Powley and a Vice-Principal for Snow College, Ann MacNamara were appointed with effect from 1st April 2001, the latter becoming Acting Principal from September 2001. An external appointment, that of Professor Martyn Evans, was made to the post a year later. Governing Bodies were established and their Chairmen appointed. And so the two new

Colleges came formally and substantively into being in September 2001. Their creation and development represented a major opportunity and an interesting task for the Campus. It is after all not every day that Durham gets one, never mind two, new Colleges even if they are at Stockton.

The Development Board Meeting in early November 2000 provided the opportunity for a progress report on the various activities going forward at this time. Each was presented by the member of staff responsible. It rather resembled a roll call; the Provost, as ever, on the general situation on which he had recently written to staff and students; the Chairmen of the new Faculty and the new School, Professor Barry Gower and Professor Andrew Gray;⁴⁰ the Vice-Provost (Student Services), Professor Adrian Darnell, on the new Colleges (it was not until six months later that he became Principal of Stephenson College); the Vice-Provost (Research), Professor Charles Heywood, on the Wolfson Building (all going well and within budget) and the Wolfson Institute. Also a report from Professor Hamilton on his struggles with drawing up the curriculum and securing funding for the medical degree due to open the following September for which a further bid was now going in to increase the intake from 70 to 100 (in fact, 95 was finally allocated by HEFCE). It was not surprising that it was at this time that the University decided that the Project Implementation Team normally established for each capital project should at UDSC become a Standing Committee with responsibility to consider additional new projects at the Campus as they came forward.

There was no doubt about the Vice-Chancellor's interest in, and support for the development of Health and Medicine at Stockton. The new undergraduate degree was central to this. The question was how far and how quickly could it be further developed and that, of course, was at the heart of the relationship between Durham and Newcastle and in particular with its newly appointed Vice-Chancellor, the former Dean of Imperial College Medical School. For the moment getting the new course up and running was a difficult enough task. Professor Hamilton was a new appointment but with vast experience of medical schools and of initiatives aimed at broadening the intake into medicine. His problem was a constant struggle for funding at a time when the University was in some financial difficulty. An early battle had been lost; the teaching staff for the most part were to be in the Department of Biological Sciences, shortly to become the School of Biological and Biomedical Sciences. Not only was there not a Medical School, there was not even a Medical department. Professor Hamilton as Foundation Academic Director of Phase 1 Medicine (his revised title) and Dr. Manning who had been responsible for launching and developing the BSc in Biomedical Sciences but

⁴⁰ Professor Gower a philosopher and previous Pro-Vice-Chancellor was extremely supportive of the Stockton developments during his time as Chairman of the University's Teaching and Learning Committee and later after the retirement of Professor Prestwich as Pro-Vice-Chancellor. Professor Gray from the Durham University Business School was highly sympathetic to the further development of the new School and well aware of its potential.

was now Programme Manager Phase 1 Medicine, the two of them with a Secretary, were the extent of the medical development within the Board of Studies in Health; the teaching came from other departments in other Faculties. It would be true to say that many in the University viewed the introduction of medicine with some suspicion aware of its value to the region but fearing, as many originally feared about the development of Stockton, that it would be a drain on the University's resources which it could ill afford; that the University instead of concentrating on its strengths was stretching itself too thinly over too many academic areas. If one thing was certain it was that medicine was an expensive discipline. The Stockton course was funded at the science rate and additional funding depended upon the University of Newcastle. Nor was everyone in Medicine entirely happy with the plans for a more broadly based entry. In theory it sounded fine; in practice some saw it as lowering standards. But Professor Hamilton was determined and completely committed to the task he had taken on. He had three strengths to which he played; overwhelming support from the hospital and medical staff in the region; excellent students recruited in September 2001 and the Stockton Campus itself. It was in fact the early days of Stockton all over again; he was encountering the opposition, the pressures, the support and the rewards as had his predecessors. Even the time pressures of getting an entirely new course and its curriculum in place on an extremely tight time scale were very much the Stockton just-in-time model.

Stockton's academic shape was being carefully modified. Obviously the introduction of medicine was a major factor. But Education, a core subject, was changing too. The Education degrees, Childhood in Society and Childhood in the Arts which had proved so attractive to the non-traditional students had their last intake in 2001; the funded numbers were transferred to Durham and allocated to new joint degrees combining education with various subjects (Sport, English, History, Music, Geography and Biological Science were initially suggested). In return, UDSC would become the focus of the University's initial teacher training in primary education with the transfer of 180 BA.Ed places from Durham to Stockton for two new degrees in Early Years and Primary Education. This would strengthen the School of Education's work in the Teesside region as well as enabling staff to carry out active research in local schools. It fitted with both the School's and the University's strategy but it was a pity to lose the two degrees which attracted so many local mature students. In European Studies there were major changes too. From 2002 onwards the degree was to be moved to Durham with a shift in focus and ownership. This too was a readily understandable change. European Studies originating from the University of Teesside did not really fit into the Durham pattern; it spanned three departments (History, Politics and Sociology) and three languages (French, German and Spanish) although the Durham School of Modern European Languages was not involved. But its transfer meant that a Campus whose future plans had been predicated on growth would in fact lose some 180 student places, originally allocated by HEFCE to Durham for Stockton. It meant that the academic range of the Campus decreased and, some feared, it meant that health and medicine

would become a larger part of the total provision, thus reduced. Two Durham departments did take the opportunity through part-time degree work to become involved at UDSC, Sociology through Community and Youth Work Studies and Computer Science through a large increase in IT courses in the e-Tees Valley programmes located in refurbished accommodation in Thornaby Town Hall. But the plans to introduce a full-time Computer Science Degree, and full-time degrees in Chemistry / Engineering and in Music were quietly dropped, even though HEFCE had provided student numbers for the Music degree in response to the University's bid for 610 places spread over three years. Music was a good fit. The department at Durham needed to expand; it was just too small at its present size and needed an influx of new blood. On Teesside there was a strong musical tradition; there were also potential feeder courses in Further Education. But the department at Durham simply did not move quickly enough and some of the Senior University Officers were not keen. The numbers were, therefore, switched to Durham in particular for the establishment of an undergraduate degree in Business Studies.

Circumstances change. If opportunities are not taken up they are lost. But it was a pity that the impetus of undergraduate expansion was lost particularly when the development of the north bank once again offered such tempting possibilities. Regional meetings in which the Provost was involved had been going on for some time. Finally, in the spring of 2001 came the announcement by the Government that funding for the decontamination and infrastructure of the north bank including the bridge to the Stockton Campus had been approved. The scheme included ten acres for the University to provide a second campus linked by the bridge. In the longer term this was crucial for the development of the Campus since virtually all the land on the south side had by now been committed and at a high price. Fortunately, the relocation of Stockton and Billingham FE College had been secured, albeit belatedly, for completion by early 2003. With regard to the north bank, however, the fear is on the basis of that experience that once the impetus for development is lost it is very difficult to regain.

Durham itself was in the grip of wholesale academic restructuring at this time, that mania which from time to time afflicts most institutions. A paper originally from the Registrar on the future academic organisation of the University argued the case for changes. Durham had too many, and too many small, units. It also had, as the paper pointed out, a reluctance to change. The options (apart from doing nothing which was not much of an option) were either to make the Faculties into Resource Centres or to have 10 — 15 Schools as Budget Centres. The latter option which would mean major territorial changes (i.e. academic territory) for many staff and their existing departments was rejected. At the time of writing it remains to be seen whether the new Faculty model and the new style Deans

will be successfully implemented.⁴¹ The scheme presently approved is for three Faculties, Arts, Science and Social Sciences with the nomadic School for Health becoming part of the Faculty of Social Sciences. Thus the new Faculty of Health, Medicine and Environment proved to be extremely short-lived.

Research at Stockton was however booming with the completion of the Wolfson Building in the autumn of 2001. The Vice-Chancellor's presentation to Council in November 2001 on the School for Health in a wider research context was impressive and the outcome for the University 2002 Research Assessment Exercise more impressive still — six 5*, fourteen grade 5, twelve grade 4 with only the Business School a 3a. All the main departments involved at UDSC were graded 5* or 5. Medicine had not been submitted; it was too early in its development. But, as with teaching, the range of subjects originally envisaged for the Wolfson Institute was now considerably diminished. Geography including the new Centre for Regional Regeneration and Development Studies was heavily involved, Psychology with three new Chairs in Cognitive Neuro-Science was developing rapidly and, under the leadership of Professor Heywood and Professor Milner, was rapidly becoming a centre of international importance with the award of £1.2m of Research Council Funds and the award to two units within it of MRC Co-operative Group Status. But the Chair in the Use of Contaminated Land failed to materialise. A funding package put together by the Provost was in the event unsuccessful. The combination of the University's financial situation and the multi-disciplinary nature of the proposed Centre made the proposal too complicated and it fell apart. Similarly, extensive discussions with Kvaerner Process Technology for a Centre in Clean Technology based both in the Kvaerner R & D Building and within the Wolfson Institute led to the offer of a Chair which was not taken up. The opportunities created by an entrepreneurial approach fell foul of what the Registrar in his paper on the future academic organisation of the University called the reluctance of Durham University to change; in this case not simply a reluctance to change but a reluctance to extend beyond departmental boundaries or to widen the range of provision beyond a narrow and firmly held agenda.

The period 2000 — 2002 was marked by celebrations. The opening of the Water Sports Centre by the Sports Minister, Richard Caborn, in December 2001, the Duke of Edinburgh's visit to the Campus in May 2002 with the renaming of the Campus as Queen's Campus Stockton, the formal opening of the Wolfson Building by Professor Susan Greenwood in June that year, an occasion marked by the award of Honorary Degrees to the two Vice-Chancellors so closely involved with the development of UCS / UDSC, Professor Sir Frederick Holliday and Professor Evelyn Ebsworth. The Principal / Provost, John Hayward, had also been awarded an Honorary Degree at the normal Degree Congregation at Stockton in June the previous year. It was not, however, an entirely normal ceremony in that it was

⁴¹ In the event two of the three existing Deans have been appointed to the new style Deanships.

the last ceremony to be held at Stockton. Those ceremonies over the years had become part of the Stockton scene as the academic procession wound its way from the Town Hall to the Parish Church. Presided over by the Durham Chancellor, Sir Peter Ustinov, with great charm, a real sense of occasion and an equally great sense of fun, the ceremonies had seen the conferral of some 1600 degrees including eleven honorary degrees. But increasing Durhamisation of a rather different kind had led to a significant number of students, perhaps a majority by 2001, wanting to graduate in Durham. This feature of Durhamisation sprang from the increasing proportion of normal Durham students studying at Stockton, increasing involvement with Durham particularly in sport, the emerging Colleges and the feeling that, if a Durham degree was to be awarded, it should be awarded in Durham. In any case, a review of the arrangements for the degree ceremonies in Durham itself was long overdue. In June / July 2001 there were twenty-four degree ceremonies including the three at Stockton, an impossible load over four days for the Chancellor who, quite rightly, would not hear of only presiding some of them. So the shift of the Stockton ceremonies to Durham was part of the larger changes from twenty-four to twelve ceremonies held not in the Castle but in the Cathedral with 250 students graduating at each ceremony. It could also, however, be seen as a symbol of the change which affected the very nature of the Campus built up over the previous ten years. Closer integration with Durham made perfect sense just as the split with the University of Teesside was entirely logical. Both made economic and organisational sense; both were, in the circumstances, seen as unavoidable. It was the right thing to do. But something was lost; in this case the distinctiveness of the Stockton development, some of its vitality and energy and excitement.

Something else was lost at this time as well. The initial budget for the University for 2001/2 drawn up by the Resource Planning Group was for a deficit of £1m. That was unacceptable. There had to be a surplus of at least £1m, preferably more. For the future (and built into the University's financial forecasts) the University needed to show an amount of surplus of £4-5m if it was to be able to develop as it should. It was time for another cull. Generous early retirement arrangements were put in place and found willing takers. That might say something about morale and exhaustion in Higher Education and, of course, about the consequences for the institution since the essence of the scheme was that the posts were not to be replaced. The Treasurer announced the take up of the scheme and its costs to Council in November 2001; ninety-six academic and administrative staff would depart and their posts abolished over the period (over half in 2001/2 and most of the rest the following year). It would cost £5.3m but produce annual savings of £4m in due course.

As far as UDSC was concerned, the Provost, John Hayward, announced in February 2001 his intention to retire the following September. He was succeeded as Provost by the Vice-Chancellor taking on both posts as the Provost himself had in combining that post with his duties as Registrar and Secretary. Professor Boyne continued as Vice-Provost (Academic) with an extended role, ably assisted by the

Bursar, John Bancroft. There were the Principals of the two new Colleges and the Chairmen of their Governing Bodies. There was Professor Heywood as Executive Director of the Wolfson Institute. But none of the Academic Directors who shaped the development of Stockton remained. (Professor Peter Evans sadly died in September 2001, a great loss to the University and greatly missed by his colleagues). The Head of Information Services, Peter Harbord, and the Chief Technician, Harry Pinnegar, took early retirement. Jim Lewis, the long serving Vice-Provost who had been closely involved since the very beginning had left some months earlier to take up a senior post with One NorthEast. Professor Andrew Gray, the Chair of the School for Health, took early retirement. Within the new Colleges, the Acting Principal of John Snow College, Ann MacNamara and the Vice-Principal of George Stephenson College, Jessica Powley moved on and, in Continuing Education, the Director Vivian Shelley took early retirement and the creator of the Foundation Programme, Mrs. Jane Inman, moved to a post elsewhere. In the Central Administration, John Hayward's successor as Registrar and Secretary of the University, John Hogan (previously Academic Registrar from 1993-1999) moved to the University of Newcastle. Ian Stewart, Deputy Registrar and Secretary for many years finally retired and Peter Slee, John Hogan's Deputy and a highly successful Director of Corporate Communications, moved to the post of Pro-Vice-Chancellor in the University of Northumbria. A few months later Richard Taylor who had done so much in enabling Stockton to recruit a very wide range of students also moved on, becoming Director of Marketing at the University of Leicester.

Obviously, then a time of change; it was in fact the end of an era, fitting neatly into a decade. The Vice-Chancellor established a Working Group to review the Stockton Campus. After four meetings in May and June 2002, the Group under the chairmanship of the Senior Pro-Vice-Chancellor reported to the end of session meetings of the Senate and Council. The Working Group's recommendations were approved. Teaching at Stockton would in future focus on three disciplinary areas in developing more of a professional studies approach:

- Education
- Business and Finance
- Medicine and Health related studies including Applied Psychology, Human Sciences, Sport, Health and Exercise and Biomedical Sciences

The multi-disciplinary Environmental Sciences degree which had struggled to recruit would be closed as would the new Geography of Cities degree. There was to be no growth in the undergraduate quota, no new degrees. Indeed, the student numbers on the Campus specifically funded by the Higher Education Funding Council would fall significantly with the transfer of European Studies to Durham, the closure of Environmental Sciences and the failure to implement the proposed new degrees set out in the earlier development plans. More worryingly for those at Stockton committed to its distinctive

mission in terms of increased educational opportunities, whilst the Foundation Programme would continue, the intention would be to raise entry grades at Stockton to Durham standards. The report concluded that all teaching programmes on both campuses should work to a series of common Durham standards for teaching quality, learning outcomes and, over time, admissions standards. If this means standard offers to candidates which does not take account of their differing backgrounds and schooling, then the admission of increasing numbers from outside the region will improve the University's league table entry statistics but do little to broaden access within the region. Stockton has built up an excellent record of taking students with non-traditional entry requirements or whose A level performance did not reflect their potential. Many such students responded remarkably to the teaching quality and support they received. The range of students at Stockton in terms not of potential but rather of home background and the diverse quality of their schooling (and certainly the high proportion of mature non-traditional students) made them a challenge and a delight to teach. It is ironical that at the time when it seems the University is moving away from this approach, the new medical initiative and the methods being developed by Professor John Hamilton are shifting medical education in the opposite direction. This for two reasons, the insufficient number of highly qualified applicants as the number of places expands rapidly; but more importantly the recognition that high A level achievement is not in itself a good guide to what is needed to produce first rate doctors for the twenty-first century. Experience at Stockton has shown that there is great talent and potential in the region despite widespread disadvantage.

As for research, there was to be a new clearly defined strategic plan setting out how research which will contribute to 5/5* ratings can be developed at the Campus concentrating on business, education, health and medicine. There was no mention of environmental research which was at the heart of the original proposals for the Wolfson Institute; no mention of many of the proposed Research Centres which had secured the building's funding; no mention of the focused multi-disciplinarity of the kind which Duke University had pioneered; no mention of industrial and commercial partnerships; no mention of the crucial interplay of pure and applied research. Hopefully, these key issues will be taken up in the Strategic Plan and brought forward at a later date.

The Working Group noted that the development plans for the north bank of the Tees across the river from the existing Campus are an important part of a regional flagship development in which the University is a key player. It recommended that the University should negotiate to acquire land on the North Bank and to develop it for educational use over the long term. Responsibility for Estates and Buildings at the Campus was to revert to the University Estates and Buildings Department. A bid had already been made to the Higher Education Funding Council for funding for a 230 seat lecture theatre. If that bid was successful, the Group concluded, further development of academic facilities at

the Campus would not be required in the short term. Indeed how could they be, when the intention was to reduce student numbers very significantly for the next few years.

Most interesting of all (or worrying depending on one's viewpoint) were the Report's recommendations on management issues. The key objective, the Pro-Vice-Chancellor chairing the review told the Council, was to forward proposals which would ensure the continued integration of the Campus into the University. Staff in Durham, the University Officers, the Deans, the Heads of Departments would assume full line management responsibility for all aspects of academic and administrative work. The post of Bursar at Stockton would be retained; and indeed enhanced as the key administrator on the Campus within the Durham Structure. But there would be no Provost nor, despite some protests at the July meeting of the Council, a Vice-Provost. The Working Group, it was explained, had been concerned that the retention of separate groupings and individuals [with responsibility for the Campus] would continue to militate against responsibility for delivery of teaching and research activity at Queen's Campus being effectively discharged by Boards of Studies at Durham. Thus the process of Durhamisation came to its logical conclusion. John Hayward, when he was both Registrar of Durham and Principal/Provost of the Stockton Campus had been particularly interested in the effect which Stockton might have on Durham in terms of spreading the new entrepreneurial approach more widely.⁴² On a number of occasions he described this publicly as an infection which he hoped Durham might catch. In fact, it turned out that Durham's immune system was strong enough to resist. Thus, after ten years, the Campus came of age.

Already very much part of Durham, there is now the strong likelihood that Stockton will become much more like Durham since it will be managed by those with a Durham perspective based in Durham. There are however two other factors. First, the effect of the physical environment and the close involvement with the region. For the immediate future at least, many of the staff and students will continue to be part of the local community. Second, whilst many staff, particularly senior staff at Stockton have left or retired and others will go, yet there will still be a significant number shaped by the events and experiences of establishing the new Campus and very much committed to the successful achievement of its aims. It will be interesting to see how it turns out over the next decade.

⁴² The Quality Assurance Agency in its 1998 visit had commented favourably on this very point.

CHAPTER 9

Achievements, Failures And Future Potential

What then has been achieved at Stockton? Certainly, a great deal of time and effort has been expended on it including expensive senior management time as the various models were tried, tested and replaced. Universities are essentially conservative institutions. In comparison the experience at Stockton has been a veritable whirligig of change and experiment. But what is there to show for it? First, in effect a new institution which for a time became a new institution within an old university. In the early 1990s it was unique but it has now been followed by similar developments elsewhere in the UK. Its immediate and obvious manifestation is the new Campus in the centre of the dramatic regeneration and regrowth on Teesdale initiated by the Development Corporation. Where there was a waste land, there is now a township of dramatic, if not homogeneous, new buildings, bringing together on a single site housing, and commerce, educational and sports facilities and both public and private sector operations. In the midst of this sits the Queen's Campus as UDSC is now called, two very large teaching buildings, the gleaming white research building and the student residences. The total investment in buildings and land on the University Campus has been to the order of £38m, creating badly needed jobs both in their construction and later in their servicing; close by are the state-of-the-art Research Facilities of Davy (formerly Kvaerner) Process Technology and the new home for Stockton and Billingham FE College bringing the total to over £66m. Of course, the facilities and the use to which they are put is the purpose behind the investment. But the visual impact is a symbol of the area's regeneration. Where, asked the overseas visitor to the University of Oxford Where amongst all these buildings is the University? On the Teesdale site the answer to the question is obvious. This, the Holliday and Ebsworth Buildings; this, the Wolfson Building; this, the two Colleges, Snow and Stephenson; this is the University of Durham on Teesside. Building that University, bringing together the various parties, securing the funding is the first and obvious achievement.

But the use to which the buildings are put, and the quality of the product i.e. the teaching and the research are what is important. For this was why the buildings were built. Stockton was initially at least a teaching institution, drawing its strength from the Universities of which it was part and focusing that teaching particularly on local and non-traditional students, many of whom would not otherwise have expected to find themselves in Higher Education. Its student numbers are at present just under 2000⁴³; of the full-time students two-thirds are female, 45% are from the North East, nearly 40% have non-traditional entry qualifications and 30% are mature entrants. They are a joy to teach perhaps because of the commitment to learn particularly of the non-traditional students. Their high academic achievements often from an unprepossessing beginning show how much potential lies outside the

⁴³ But are likely to decrease at least in the short to medium term.

narrower range of entrants still waiting to blossom. It will be interesting to see what happens to the composition of the student body at Stockton over the next few years. The Government agenda continues to be increased access to Higher Education as does the policy of the University. The mechanisms of student admission and the demand for places from outside the region may, however, pull in a different direction, unless checked. In the meantime, over 2000⁴⁴ students have graduated over ten years many of whom, given the composition of the student body, will have remained in the region in public and private sector jobs. Progress is slow but the region is becoming better educated.

Despite the recent staffing reductions as the University was forced to reduce its expenditure, between 100 and 130 academic posts have been created (or preserved when they would otherwise have been lost) together with approximately 75 supporting posts of all kinds. Some of the Durham Departments such as Anthropology, Economics and Psychology which were comparatively small have by this means achieved major growth. Others such as Biological Sciences, Education and Geography have benefited very considerably. For the individuals concerned just as the student numbers represent educational opportunity, so the academic posts offered a way into Higher Education which would not otherwise have been available. The young staff, despite the division of their time between the two sites, and sometimes of their loyalties, have responded wonderfully to the challenge of Stockton. For them teaching new courses to a broader range of students has been extremely rewarding. This has created pressures upon their research time and not always been to the benefit of their careers within a traditional university; but, as many have commented, it has given them an opportunity and one which they have very much enjoyed. The support staff similarly have been highly committed to Stockton and to the contribution which they provide. It is clear that despite the pressures, it has been a good environment in which to work. Part of the reason no doubt, was the comparatively small size of the operation where all knew each other and the excitement of growth in a new institution. This is obviously something to bear in mind if the next phase is one of consolidation within the University of Durham.

The prime purpose of the new Campus was to provide increased regional access to undergraduate education. But even though Durham and Stockton are only twenty-three miles, at most forty-five minutes, apart it became obvious that the Campus had to have research and, therefore, research facilities. The Wolfson Building has provided those facilities to the benefit of the Campus and the region. Putting them to good use and organising them to best effect within the research strategy of a high quality established University will need careful thought and strong commitment which cannot simply be left to the academic market and departmental interests. But the facilities are there to be

⁴⁴ Plus a further 630 if PGCE and the Specialist Teacher Assistants course is included; the number of graduates excluding these two courses is now growing at the rate of 450 a year.

used. Such facilities were unthinkable at the outset or even five years ago and are very much part of the achievement.

The other distinctive area of achievement set out as one of the Campus main objectives is that of partnership with Further Education and with local schools, with industry, in sport and with the local community. Once again the buildings provide a clear manifestation; the Stockton and Billingham College buildings immediately adjacent to the Holliday and Ebsworth Buildings, the Davy Research and Development Laboratories⁴⁵ next to the Wolfson Institute, the joint Water Sports Centre on the north bank and the refurbishment of part of Thornaby Town Hall as a home for the thriving e-Tees Valley development. Some of the links are more successful than others, some will take time to develop but the hard won facilities are there and partnerships have been established. Health and Medicine is the latest of these. Its success on a broader scale will depend on the success and strength of the relationships with the University of Newcastle and the region. But the work done by Professor Hamilton and others has been an excellent start.

It may seem strange at this stage to ask why the Teesside Initiative was set up and taken forward. But why it was done necessarily precedes the examination of how it was done and whether it has been a success. It is also a pointer to the future. Durham's, or rather Professor Holliday's, reasons, are clear enough. It would be a growth point for the University which was not available in Durham. It would involve Durham with a larger conurbation, decrease its isolation and change for the better the somewhat conservative culture within the University. It would improve Durham's reputation by extending it and providing a better fit with present and likely future Government policy. It would open up new funding possibilities both within Higher Education and outside. All these objectives have continued to hold good and most of them have been achieved. The effect upon the pre-existing culture is more difficult to gauge; so many factors are involved including the leadership and values of senior management and the relationships with the devolved budget centres. But at the very least there are now more staff who have engaged with a broader range of students and who have carried out their teaching in a new environment outside the immediate confines of Durham. Doubts were expressed particularly in the early days about the quality of what was being done at Stockton, certainly when measured against the gold standard of high A level entry grades obtained in good schools known to the selectors. Academic audit both at subject and institutional level has shown this fear to be groundless. It is true that, because of time pressures of rapid expansion and the establishment of new courses, some academic appointments had at times to be made in haste in order to meet teaching commitments. It is also true that a significant number of staff whose careers were at a standstill in Durham found new

⁴⁵ Following the sale by Kvaerner of its Process Technology Group to Yukos in November 2001 the Company has reverted to its previous name of Davy Process Technology.

opportunities and fresh enthusiasm at Stockton. Their contribution both in their own academic area and more widely was of very great benefit to the development of the College/Campus. There is no evidence overall that the quality of staff involved in teaching and in the Stockton Boards of Management is worse than the overall staffing of Durham Boards of Studies. And the management of staff bringing the best out of them in a positive, if pressurised, working environment is something of which Stockton and those responsible can justifiably be proud.

The policy objectives for the region are perhaps more complicated simply because the region is more complicated. Clearly there were fundamental beliefs; that educational opportunity had to be increased on the grounds of social justice, equity and the financial benefits of a better educated population and workforce; that education and research were the key to tackling high unemployment and the ills of deprivation, crime and poor health; that education and research were essential to regional regeneration and the attraction of inward investment; and, perhaps less tangibly, that involvement and identification with higher education were an important part of the pride and self esteem both of the community and of its individual members. The effects upon the region in terms of the achievement of these objectives is difficult to measure. Increases in employment in terms of job creation is perhaps the easiest; certainly the output targets which were the requirements of European and other funding have been met in full. Inward investment is perhaps less clear although Teesdale has in those terms been an outstanding success. It has resulted in over 4500 jobs, many more than under the previous site occupant, Head Wrightson.⁴⁶ But much remains to be done. The Campus is a very small part of the region and many of the tasks which the region has set for itself will take a considerable time to achieve. An output of some 675⁴⁷ graduates year on year many of whom will stay in the region, the work of the Wolfson Institute and the partnerships which are seen in terms of long-term relationships of mutual benefit represent a fair start.

The growth of Stockton and its development has been neither straightforward nor easy. How was it made to happen? What facilitated and what impeded progress? There needed to be a good fit, the right combination and this in three respects; first, the very potent combination of idealism and self interest. To many people the initiative seemed the right thing to do; it had worthy objectives in which they really believed and to which they were prepared to commit themselves. At the same time it offered many advantages and opportunities in terms of funding, benefit to the University and, for some, personal advancement including career advancement. Second, there was congruity between the

⁴⁶ 2700 in 1965 some twenty years before its eventual closure in 1984. Teesdale Business Park Survey. A.R. Townsend and J. Tully, ICRRDS 2002.

⁴⁷ The figure includes PGCE, STA and medical students.

internal environment and interests of Durham (in particular the advantages of growth and additional resources) and the opportunities and demands of the external environment both regionally and nationally. This may, at first thought, appear surprising. Certainly the Higher Education system was not geared to funding significant new initiatives like Stockton in terms either of the availability of funding or of the balance of political forces responsible for that funding and its claimants. But increased access was high on the political agenda and diverse mechanisms were in place to facilitate broadly based regional funding. Since it was broadly based, partnerships were not only desirable in themselves, they were essential. And this fitted very well indeed with Professor Holliday's prime objective of addressing the comparative isolation of Durham. The third essential fit was the combination of good leadership and a clear sense of direction with broadly based commitment and support. In part, this was a matter of shared values and common interests; in part, the creation — no easy matter — of an environment in which the staff could and did flourish. In managerial terms this meant letting individuals get on with the job and making sure that their efforts meshed together. Academically, the composition of the student body made teaching a rewarding experience.

There was, of course, opposition to the various plans and proposals and some crises where that opposition was particularly strong and not easy to overcome. It arose from three sources or circumstances; from misjudgements or misreadings of the situation; from false starts or rapid changes of direction or of operational mechanisms; from opposing interests e.g. when those in Teesside University or in Durham-centred departments thought that their own interests were threatened and that Stockton's gain was their loss. But, as with all management of change, the main opposing force was inertia and the most difficult task was overcoming inertia and getting things moving. The Teesside Initiative took an enormous amount of senior management time, of patient effort, of explanation and of persuasion. It had to be senior management time particularly in the early days since without the clear and indeed unremitting support at the most senior level the complexities and the inertia would never have been overcome. An interesting measurement of the progress of the new initiative would be the speed and extent at which involvement in the initiative permeated the institution; how quickly the Vice-Chancellor's vision became a shared vision. Professor Holliday was extremely skilful in securing support within the University and through external networks. And perhaps the most important task in 1994 facing the new Principal and the Vice-Chancellor was increasing that support in terms of involvement within the University and of Stockton's reputation externally. With regard to the latter it was a matter of extending the networking and careful positioning and repositioning.

At the outset Stockton was a joint initiative. It had to be; otherwise it could not have proceeded, given the territory and the politics. But this is to understate the position. The Joint Developments Executive was chaired alternatively by the two Vice-Chancellors. They were very different personalities but both set great store by what was being developed. In the year prior to, and the year

immediately after, the opening in 1992 each partner University put a very considerable amount of administrative and operational effort into making it work sometimes on a virtually impossible timescale with inadequate resources. The fact that the joint basis did not survive once the project needed to develop further is no reason to undervalue the remarkable shared approach of the first six years.

A crucial, if obvious, factor as the operation developed was the appointment of key individuals, not simply those who could carry out the immediate task but who would grow and develop and take others along with them. These appointments were of various kinds, obviously the Principal himself (and combining the dual responsibilities of Registrar and Principal was extremely important at the time); but also the Vice-Principals, the Academic Directors, the Course Leaders⁴⁸ and individuals such as the new Schools/Access Liaison Officer. Binding all these efforts together was a *sine qua non*. Shared values and objectives helped as did the fact that the initiative was in the early days at least comparatively small. Necessarily, the team knew each other and worked closely together.⁴⁹ The fact that it was moving quickly added to the excitement as well as enabling those concerned to see clear evidence of progress. In terms of mechanisms, fortnightly meetings on an informal and mutually supportive basis although time consuming, carried considerable benefit augmented by the occasional away day, away that is from everyday duties and concerns. The staff were made to feel valued, their contribution appreciated and their involvement in decision taking encouraged; almost an academic democracy but one which also involved the administrative and support staff. The trust and confidence once secured was perhaps the most important feature in creating an entrepreneurial culture, entrepreneurial because this was what the circumstances and external environment demanded. The entrepreneurial style, in a nutshell, is the ability to see and to seize opportunities. A great deal of it is confidence, confidence to seize the opportunity and having the confidence of those with whom, through whom or from whom the opportunity is seized. The entrepreneurial culture is one in which such a style is understood and flourishes. Building up the reputation and the confidence is the hardest part. At countless meetings with the Development Corporation and others the Principal made it clear that he did not have financial resources to put into a particular project; but that, if others could put in the funding, the University could bring its reputation to bear and deliver educational opportunity

⁴⁸ The post of Course Leader as it developed at UCS was both novel and of fundamental importance in three respects; first, in leading the development of highly distinctive degrees in the various academic areas; second, as the crucial link between the Centre and the academic staff in terms of mutual confidence and a joint contribution (the absence of a hierarchy in this respect remarkable); and, third, as a dynamic group, meeting fortnightly with the Principal and at Away Days two or three times a year moving the College forward. Some of the Course Leaders were young staff gaining considerable experience in this way; others further on in their career were finding a new means of personal development not available to them in Durham.

⁴⁹ Two concrete examples: from the outset the laboratories were in most cases multi user and serviced by College not departmental technicians; and in the early days cross subsidies of recurrent funding were agreed and implemented by those involved. Both are quite alien to Durham practice and are unlikely to continue.

and research experience. Without this joint entrepreneurial approach it was clear that it would not have happened or rather could not have been made to happen; there would not have been a Stockton.

All this would argue that Stockton has been a success, the splendid new buildings, the broadly based student population, the new and distinctive courses, the committed staff, the excellent environment and support, the balanced budget, the partnerships and, less easy to measure, the effect upon the region. What then have been the failures or, to put it less dramatically, underperformance or opportunities missed? Externally, the partnership with Davy Process Technology, despite very considerable efforts by Professor Ken Wade and Mr. Barrie Scuffham, as Directors of the Joint Research Centre, has not fulfilled the expectations of either party. It is at present an opportunity missed. Four reasons may be adduced: *first* changes at a senior level on both sides eroded the original vision and dissipated the initial impetus; *second* the new research facilities once provided became an end in themselves rather than a springboard to further achievements; *third* the links with Durham, particularly the Chemistry Department, were not productive (the inheritors of other people's strategies do not usually take them forward with enthusiasm); and *fourth* both sides tended to see the collaboration in terms of short-term income rather than a long-term vision with long-term rewards. Yet the model was right. The Company is now developing links elsewhere in the North East of England. It has also transferred the innovative M.Sc course to Moscow and a university/industry Research Institute on the Stockton model is being developed there. Despite this, the situation at Stockton can be retrieved but only if both sides are determined to do so.

Multi-disciplinarity was one of the Stockton objectives. It has not been achieved as was hoped and is now probably weaker than when the objectives were first formulated. It has foundered on the rock of Durham departmental barriers both in teaching and research. The B.Sc in Environmental Sciences shared by two Durham departments, Geography and Biological Sciences (and with two other departments, Chemistry and Geological Sciences involved) is taking its final intake in October 2002. The BA in European Studies involving History, Politics and Sociology as well as three modern European languages is already being rewritten and transferred to Durham with a radically reduced entry quota. Within the Wolfson Institute the original vision⁵⁰ has still to be achieved. Much needs to be done if the Institute is to move to the multi-disciplinary real world approach advocated by the Chief Executive of the Economic and Social Research Council and indeed by the Wolfson Foundation in providing the major funding for the new building. The situation has not been helped by the failure to

⁵⁰ This was the vision of Duke University creating in the Levine Building as a multi-disciplinary Research Centre focused, although not exclusively, towards the needs and problems of the region and thus complementing the work of the highly successful Research Triangle a joint enterprise of University, Commerce, Industry and Local Authority.

proceed with the two new Research Centres in Clean Technology and the Re-use of Contaminated Land. There is strong research being built up such as that in Neuro-Psychology but this is very much on a departmental basis reflecting the Durham realpolitik.

The shift from expansion to consolidation which now seems to be occurring also may be thought to come into the category of missed opportunity; it may well reflect the present difficulties and uncertainties at Durham. These were, however, equally if not more threatening in Durham in the second half of the 1980s when the Teesside Initiative was first conceived and taken forward; and the option of growth is more available now than it was then. The relationship with Further Education consistent with the ethos of UDSC and with Government policy in broadening access is there to be developed with the relocation of Stockton and Billingham College immediately next to the Campus. Undergraduate expansion and the development of the Campus on the north bank would be very much encouraged by the region and of considerable benefit to the University. And the Wolfson Institute and a revitalised relationship with Davy Process Technology with shared use of Research and Development facilities are capable of development; indeed waiting to happen.

The Review of Stockton signalled a major change for the Campus, a shift from a developmental model shaped to the needs of the region to an integral part of Durham operating in Durham mode. The clear intention was that the Campus in its philosophy and operations should become much more like Durham and that it would henceforth be managed from Durham. These are two sides of the same coin. If it was tightly controlled by Durham, naturally it would increasingly resemble Durham, since those controlling it are steeped in the Durham ethos. This, of course, raised an even more basic question which was recently raised by an external examiner. He very much admired what was being achieved at Stockton and had no doubts about its quality and value. He did not understand, however, how it was that the University could operate in two such distinct ways. As it turned out, he was right to be puzzled. It is worth reflecting why after ten years such a major change is now coming about. Was it inevitable? Let us consider the underlying changes. Obviously the circumstances have changed from a small rapidly expanding College to a larger and more stable operation with well funded facilities and a balanced budget. The crises and the immediate objectives which drove the College along no longer have the same force. Success diminished the excitement and with it the shared commitment to succeed in the face of very real difficulties. At the same time the senior staff have changed. Almost all of those who played a major part in Stockton's development over the previous decade, in particular Evelyn Ebsworth and John Hayward have retired or left. They are no longer there to defend and develop what they had achieved. Many organisations have difficulty in taking forward inherited strategies. The successors naturally want to formulate and develop their own strategies. The question is how well do they understand the situation and the constraints. Stockton in the early 1990s was in effect a clean sheet; that was a great strength and a reason for its success. Ten

years later the situation is much more complicated and the consequences of the presently planned changes need to be carefully worked through.

The present Stockton, as countless visitors have observed, is very un-Durham; different kinds of students, different and specifically designed degree courses, a different environment, different relationships within and outside the Campus and above all the freedom for staff to experiment with, and take charge of, their teaching. Awareness of the Stockton difference was very much part of the dynamic driving its development. But that of course was a matter of concern to many at Durham who were not part of its development and did not share in its success. Envy was certainly a factor, for example of the excellent facilities. Worries as to quality proved to be groundless, but the fact that it was so different to Durham, that it revelled in that difference and that to some it seemed out of control, these all contributed to the eventual day of reckoning. One way of expressing this is that the Campus failed to get its message across, failed to persuade Durham of the importance and the value of what it was doing. It was difficult to see what more could be done to achieve this. As the good book has it, he who has ears to hear, let him hear .

So the Review and its ready acceptance by Durham was hardly surprising and readily understandable. Were all these changes inevitable? In my view they were not. But the difference between the two Campuses, if it is to continue, requires an imaginative and sophisticated managerial approach. It also requires a clear recognition of the importance of Stockton in itself, as a development model and as a means of developing the University particularly in its regional operations. Two characteristics of the University's management over the previous decade were the willingness to take risks and the maturity to leave Stockton to get on with it. Both were much easier when it was a comparatively small operation.

There are of course risks in the changes now agreed or rather in their implementation. Just as the success of Stockton was seen by some in Durham as a reproach, so the abrupt shift now agreed will be seen by many in Stockton as an even greater reproach. The effect on morale is serious. What was previously a very positive working environment, albeit one with increasing uncertainty, is suddenly seen as a mistake. Inevitably so; if not a mistake, why change it? Damaged morale requires careful leadership if it is to be restored. That leadership at Stockton is being removed. The second adverse consequence are the views of the region. The region greatly approved of what had been developed; indeed it has been very much part of those developments. Durhamisation is seen by some as a reversion to an elite and remote Durham, a view which the Campus itself had worked so hard to overcome. The absence of senior staff clearly identified with, and readily available at, the Campus will be damaging. The arrangements now being put in place for the Colleges, for teaching and learning and research must seem fragmentary to those outside the Campus.

All this may seem, to some at least, depressing. What cannot be taken away are the very considerable assets, the buildings, the location, the excellent facilities, the staff, the external relationships and the broadly based student body. There is a fundamental difference between the two Campuses. Durham itself with its tradition and long history is essentially *university-centred*; Stockton largely because of the way it has developed is very much a *university within society*. As such, it was seen by some as an agent of change through the ideas which were being developed and implemented. The interesting question is whether that difference will be sustained. Stockton is now to be run from Durham and by those who subscribe to the *university-centred* approach. Yet its history over the fifteen years of its formation and the continuing beliefs of those working at Stockton are also potent factors. Universities and their internal communities endure; deeply held beliefs are not lightly jettisoned. It will be interesting to see what is made of those assets and what becomes of Stockton over the next ten years. Given the extent of change over the last decade, it would be a foolish person who thought he or she could predict the next.

APPENDIX 1**STUDENT NUMBERS****1992-3 to 2001-2 Student Numbers**

Full-time undergraduates	92 / 3	93 / 4	94 / 5	95 / 6	96 / 7
Environmental Sciences	60	110	166	157	129
European Studies	64	122	161	143	129
Human Sciences	61	157	247	238	238
Education ITT	-	-	-	-	27
Non ITT	-	27	26	45	76
Biomedical Sciences	-	-	-	28	66
Specialist Teaching Assistants	-	-	53	55	47
ERASMUS Programme	-	-	19	23	24
Other Part-time	6	14	19	30	27
TOTAL:	<u>191</u>	<u>430</u>	<u>691</u>	<u>719</u>	<u>763</u>

Full-time undergraduates	97 / 8	98 / 9	99 / 00	00 / 01	01 / 02
Environmental Sciences	117	124	142	137	139
European Studies	160	183	200	183	177
Human Sciences	244	223	200	162	167
Education ITT	104	125	150	174	177
Non ITT	107	123	122	116	116
Biomedical Sciences	118	152	160	161	176
Foundation Programme	39	35	52	67	76
Applied Psychology	-	61	122	175	189
Business Finance	-	75	146	237	256
Sport, Health & Exercise	-	-	42	79	121
Phase 1 Medicine	-	-	-	-	70
M.Sc Chemical Process Technology	-	10	10	9	11
Specialist Teaching Assistants	52	48	45	48	44
ERASMUS Programme	21	32	31	33	30
Other Part-time	13	14	20	64	248
TOTAL:	<u>975</u>	<u>1205</u>	<u>1442</u>	<u>1645</u>	<u>1997</u>

Notes:

1. With the exception of the 1992/3 figures which are as at the end of October, the figures are as at the beginning of December in each year and are taken from *the University Student and Staff Statistics*.
2. The Education Initial Teacher Training figures include PGCE.
3. Geography and Cities which had its first intake in 2000/1 is included under Environmental Sciences (5 in 2000/1 : 15 in 2001/2).
4. Short courses in e-Tees Valley are not included in these figures.
5. The 2001/2 other category includes two part-time certificates/diplomas included for the first time - Information Technology (186) and Community and Youth Work Studies (24)
6. Since 2001/2 the University has decided or is planning to close the following degrees: Environmental Sciences, European Studies and Sport, Health and Exercise together with the M.Sc in Chemical Process Technology (a reduction of 448 on the 2001/2 figures).

Student Profile 2001-2

	<u>UDSC</u>		<u>Durham</u>	
	Nos	%	Nos	%
Full-time undergraduates	1607	-	7977	
Female	1011	62.9	4124	51.7
Mature students	422	26.2	419	5.3
From the North East	703	43.7	1147	14.4
Overseas	72	4.5	265	3.3
Part-time undergraduates	286	17.8	146	1.8
Full-time undergraduate entrants	643	-	2713	-
Mature students	185	28.8	178	6.6
Non-traditional qualification	240	37.3	236	8.7
From Further Education	110	17.1	130	4.8

Average A-level Score

19

26

Wastage Rates

Year 1 _ 2

74

14.0

114

4.6

Year 2 _ 3

10

2.3

59

2.7

Degree Results

1

27

6.2

244

10.8

2.1

204

47.1

1288

57.3

2.2

176

40.7

600

26.7

3

24

5.5

95

4.2

Pass

2

0.5

23

1.0

APPENDIX 2

BUILDINGS

Phase 1	Date	See Note	Cost £m
First Teaching Building	1992	1	9.5
Residences	1994	2	<u>3.0</u>
			12.5

Phase 2

Second Teaching Building	1998	3	11.0
Residences	1998	4	4.0
Student Amenities Building	1998	5	0.5
Wolfson Research Building	2001	6	<u>10.0</u>
			25.5

Partnership Buildings

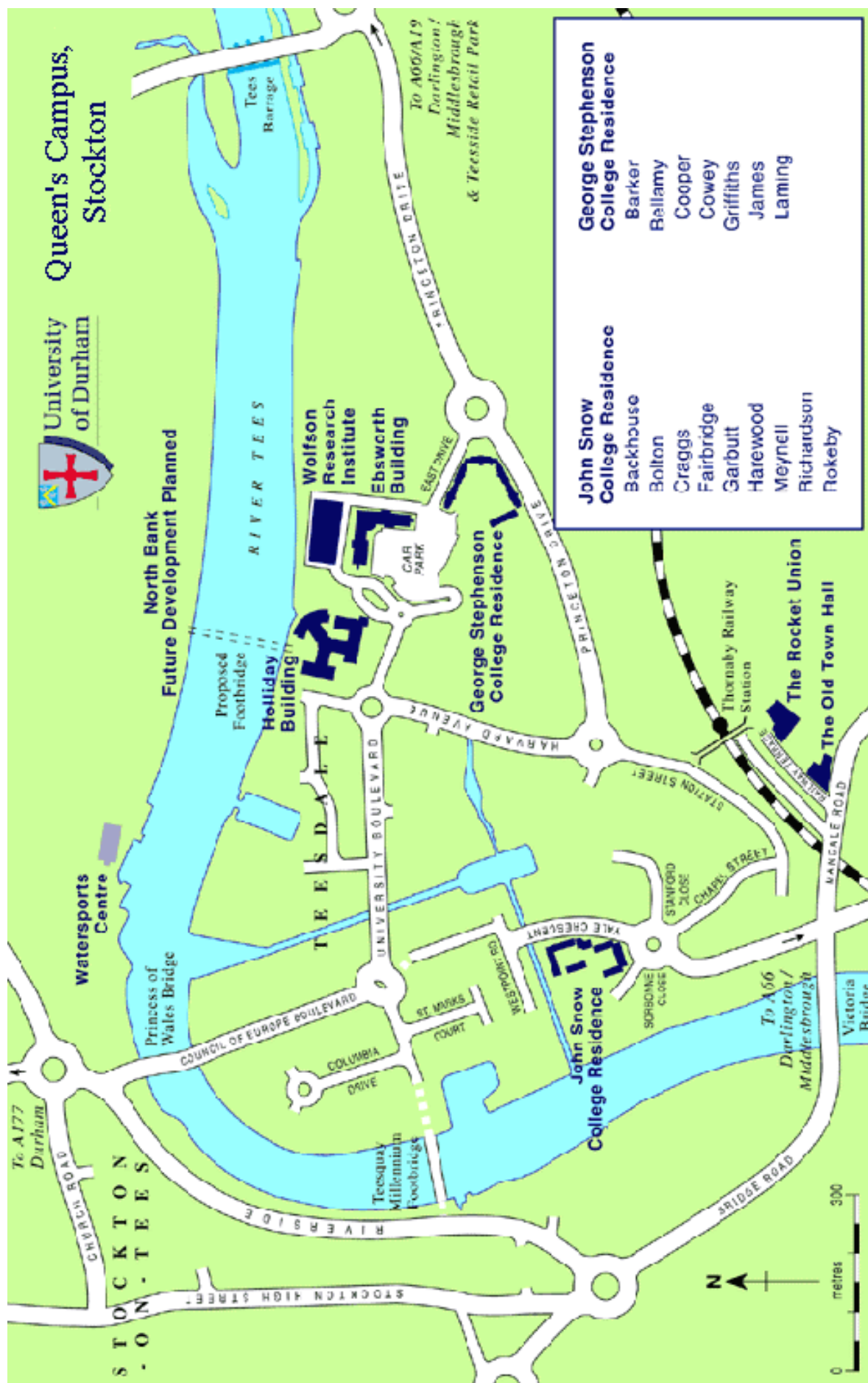
Kvaerner Process Technology	1999	7	10.0
Thornaby Town Hall (renovation)	2000	8	0.1
Watersports Centre	2001	9	1.5
Stockton & Billingham F.E. College	2002	10	<u>17.0</u>
			28.6

Notes

1. The original teaching building provided 7100m² of space at a cost of £9.5 funded largely through the Teesside Development Corporation. The Architects were Halliday Meecham. It was later named the Holliday Building. In addition to lecture/seminar rooms and laboratories it provides administrative and teaching staff offices and a large staff and student dining room overlooking the Tees.
2. These purpose built residences some five minutes walk from the main teaching building provide 234 en suite bedrooms divided into 6 bedroom flats; each flat has a kitchen/dining area and full self-catering facilities. The Architects for this development were Fletcher Joseph Leeds and its cost was £3.0m on a self funding basis. In 2001 it became the core accommodation for the new John Snow College. Its facilities include the Campus Health & Fitness Suite.

3. The second teaching building, the Ebsworth Building, provided some 7900m² of space at a cost including land of some £11m. The accommodation included large lecture theatres, seminar rooms, the Learning Resource Centre on the whole of the third floor and staff offices. The Architects were Dennis Lister & Associates.
4. The second set of residences immediately adjacent to the teaching buildings provided 282 en suite rooms (202 in 1998 and a further 80 a year later) divided into 6/7 bedroom flats with similar facilities to the earlier residences at a capital cost of £4.0m met on a self funding basis. The Architect was Dennis Lister & Associates. In 2001 the residences became the core accommodation for the new George Stephenson College.
5. The Student Amenities building, the Rocket Union, was formerly a Working Men s Club adjacent to Thornaby Railway Station. It was purchased and renovated at a cost of £0.5m with the aid of a grant from the Teesside Development Corporation / Commission for New Towns. The Architects for the conversion were Dennis Lister & Associates.
6. The Wolfson Research Building (4500m²) provides 14 heavily serviced and 8 lightly serviced laboratories, 60 staff offices and an 80 seater seminar room. It is in a prime position immediately overlooking the river adjacent to the two teaching buildings. Its cost of £10m was met largely by the Wolfson Foundation (£4m) and through European Funding (£3.5m) with further assistance from English Partnerships and Stockton Borough Council. The University invested some £1m. The original plans for the building during the period of fund-raising were drawn up by Dennis Lister & Associates. The design finally adopted was by The Austin Company.
7. The Kvaerner (later Davy) Process Technology building comprises 4200 m² of Research and Development space immediately adjacent to the Ebsworth Building overlooking the river. Its cost was some £10m. The building was designed in-house and built by Kvaerner Construction Ltd.
8. Thornaby Town Hall, a listed building in need of extensive repair and renovation is situated next to Thornaby Railway Station and the Rocket Union. European and Stockton Borough Council funding was used to renovate part of the ground floor to provide accommodation for the University led e-Tees Valley development.

9. After many years of effort, some £1.5m of funding was finally raised to provide appropriate facilities for the development of water sports on the river where a 1000m rowing course was created by the new barrage. A close partnership has developed between the various Water Sports Clubs (particularly Tees Rowing Club), the Local Authority, UDSC, Durham University and Teesside University. The Architects for the development were Dennis Lister & Associates.
10. Stockton and Billingham College which on its relocation was renamed Stockton Riverside College. Initial discussions starting in 1994 for the relocation of the College from its existing two-centre sites finally came to fruition in 2002/3 on a site immediately next to Queen's Campus. The buildings provide 10,000 m² of teaching and support space at a cost of £17m. The Architects were Waring and Netts.





The Holliday Building



The Ebsworth Building



**Aerial view showing the Holliday and Ebsworth Buildings
and Stephenson College (first phase)**



Wolfson Research Building

APPENDIX 3 OFFICE HOLDERS, DIRECTORS /GOVERNING BODIES AND HONORARY DEGREES

OFFICERS

Durham University

Vice-Chancellor & Warden: Professor Sir Frederick Holliday (1980 — 1990)
Professor E.A.V. Ebsworth (1990 — 1998)
Professor Sir Kenneth Calman (1998 -)

Chairman of Council: Dr. D.J. Grant (1985 — 1992)
Mr. H.T.H.M. Phelps (1992 — 1997)
Dr. R. Hawley (1997 — 2001)
Mr. C. Moyes (2001 -)

Pro Vice-Chancellor⁵¹: Dr. J.P. Barber (1987 — 1992)
Professor M.C. Prestwich (1992 — 1999)

Registrar: Mr. J.C.F. Hayward (1985 — 1999)
Dr. J.V. Hogan (1999 — 2002))

Treasurer: Ms. P.A. Lubacz (1988 -)

Teesside University

Director / Vice-Chancellor: Dr. M.D. Longfield
Professor D. Fraser (from 1.9.92)

Deputy Director / Pro Vice-Chancellor: Dr. J.O. Coulthard

Pro Vice-Chancellor: Mr. G. Crispin (from 1.1.93)

Registrar: Mr. J.M. McClintock

⁵¹ i.e. the Pro-Vice-Chancellor directly concerned with the development of Stockton.

College / Campus

Principal / Provost⁵²:

Professor R.T. Parfitt (1991-1994)
Mr. J.C.F. Hayward (1994 — 2001)
Professor Sir Kenneth Calman (2001 - 2002)

Vice-Principals / Provosts:

Mr. J.R. Lewis (1992 — 2000)
Mr. J.H. Flavell (1992 — 1994)
Professor R.D. Boyne (1996 - 2002)
Professor C.A. Heywood (1998 — 2001)
Professor A.C. Darnell (1999 — 2001)

Academic Directors:

Environmental Science	Professor P.R. Evans
European Studies	Professor R.D. Boyne
Human Sciences	Professor M.D. Carrithers, Professor A. Bilsborough
Education	Professor D.M. Galloway, Professor R. Gott
Biomedical Sciences	Professor K. Bowler
Life Long Learning	Dr. V.M. Shelley
Applied Psychology	Professor S.J. Cooper, Professor J.M. Findlay
Business Finance	Professor A.C. Darnell, Professor P.R. Holmes
Sport Health & Exercise	Dr. P.A. Warburton
Phase 1 Medicine	Professor J.D. Hamilton

⁵² The post of Provost was created in succession to that of Principal in 1999; it was abolished in 2002.

Course Leaders

Environmental Science	Mr. M.J. Alexander
European Studies	Mr. P.G. Nixon, Mr. J.R.Lewis, Ms. P. Points
Human Sciences	Dr. S. Bell, Dr. R. Simpson
Education ITT	Mr. M.F. McPartland
Non ITT	Ms. R. Feasey, Mrs. E.A. MacNamara
Biomedical Sciences	Dr. R. Manning, Dr. G. Campling
Foundation Programme	Mrs. J.M. Inman, Mrs. C.A. Hyde Wesson
Applied Psychology	Mr. D. Kleinman
Business Finance	Professor A.C. Darnell
Sport Health & Exercise	Ms. L.A. Hills
Phase 1 Medicine	Dr. R. Manning

Note: In some areas e.g. Education, the arrangements were complex given the number of courses. The above is a simplified list which relates to the years 1994 - 2001

DIRECTORS / GOVERNING BODIES

JOINT DEVELOPMENTS EXECUTIVE MAY 1990 — MARCH 1992

Durham University Members

Professor Sir Frederick Holliday (to 30.8.1990)
Professor E.A.V. Ebsworth (from 1.9.1990)
Dr. J.P. Barber
Mr. J.C.F. Hayward
Mr. J.R. Lewis

Teesside University Members

Dr. M.D. Longfield
Dr. J.O. Coulthard
Mr. J.H. Flavell

Mr. J.M. McClintock

Durham (Professor Holliday and then Professor Ebsworth) held the chairmanship in 1990-1; Teesside (Dr. Longfield) in 1991/2. Conversely, a Teesside member (Mr. McClintock) acted as Secretary in 1990/1 and Durham (Mr. Hayward and then Mr. Stewart from January 1992) in 1991/2. Ms Lubacz (Durham) and Mr. Pearson (Teesside) attended some of the meetings to provide financial information and advice. The Principal (Professor Parfitt) attended the meetings from 1st January 1992 onwards. The Executive met on 17 occasions.

BOARD OF DIRECTORS OF THE COMPANY — MARCH 1992 — 1994

University of Durham

Professor E.A.V. Ebsworth

Professor J.P. Barber (to 31.7.92)

Professor M.C. Prestwich (from 1.8.92)

Mr. J.C.F. Hayward

Mr. J.R. Lewis (to 31.7.92)

Professor A. Bilsborough (from 1.8.92)

Teesside Polytechnic/University

Dr. M.D. Longfield (to 31.8.92)

Professor D. Fraser (from 1.9.92)

Dr. J.O. Coulthard

Mr. J.P. Hackney

Mr. J.M. McClintock

Class C Directors nominated by the University Directors

Dr. D.J. Grant (from 1.9.92)

Sir Ron Norman (from 1.8.92)

Teesside (Dr. M.D. Longfield and from 1.9.92 Professor D. Fraser) held the chairmanship for two years to 25.3.1994. The College Secretary acted as Secretary to the Board (Mr. I.M. Stewart, Mrs. C.A. Rose (June 1993 — May 1994) and then Ms. C.A. Penna). The Principal

(Professor Parfitt and then Mr. J.C.F. Hayward) and the Vice-Principal (Mr. J.H. Flavell), attended by invitation as did Mr. S.N. Pearson, Ms. P. Lubacz (Durham) and Mr. Alan Oliver (Teesside) to provide financial information and advice. The Directors met monthly until March 1994 when the Board was replaced by a Board of Governors. The Company was finally wound up in December 1996.

BOARD OF GOVERNORS OF UNIVERSITY COLLEGE STOCKTON

From 1.8.1994

Ex officio: Vice-Chancellor of Durham University (Chairman — Professor EAV Ebsworth)

Vice-Chancellor of Teesside University (Professor D. Fraser)

Principal UCS (Mr. J.C.F. Hayward)

Appointed Members:

Professor A. Bilsborough

Lady Eccles

Professor M.C. Prestwich

Dr. J.O. Coulthard

Mr. G. Crispin

Dr. D.J. Grant

Sir Ron Norman

In Attendance: The Vice-Principals, UCS

From 1.1.1997

Ex officio: The Vice-Chancellor & Warden (Chairman — Professor EAV Ebsworth)

A Pro Vice-Chancellor (Professor M.C. Prestwich)

The Principal (Mr. J.C.F. Hayward)

The Treasurer (Ms. P. Lubacz)

The President of the JCR

Four Members of the University appointed by the University Council:

Professor A. Bilsborough

Lady Eccles

Dr. D.J. Grant

Professor K. Wade

Two Members nominated by the University of Teesside:

Professor D. Fraser

Mr. G. Crispin

Up to Five members appointed by the University Council on the recommendation of the Board of Governors

Mrs. M. Armstrong	Principal, Stockton & Billingham FE College
Mr. J. Bennett	Chief Executive, Teesside TEC
Mr. G. Garlick	Chief Executive, Stockton Borough Council
Sir Ron Norman	Chairman, Teesside Development Corporation
Mr. J.B. Scuffham	Joint Director, Kvaerner/Durham reactor Technology Research Centre

In Attendance: The Vice-Principals UCS

From September 2000 to December 2001 the Board of Governors was replaced by an (Advisory) Development Board with the following membership:

Ex Officio: The Vice-Chancellor (Professor Sir Kenneth Calman)

The Provost (Mr. J.C.F. Hayward)

The President of the JCR

Four Members of the University appointed by the University Council:

Professor A. Bilsborough

Lady Eccles (Chairman)

Mrs. C.R. Thornton-Berry

Emeritus Professor K. Wade

Five Members nominated by the Development Board

Mrs. M. Armstrong

Mr. J. Bennett

Mr. G. Garlick

Sir Ron Norman

Mr. J.B. Scuffham

The following year (2001-2) Governing Bodies were established for the two new Colleges at Stockton, John Snow College and George Stephenson College. The Development Board was disbanded in December 2001 to be replaced by a large External Liaison Forum.

HONORARY DEGREES CONFERRED AT STOCKTON

1995	DSc MSc	Bellamy, David James * Cooper, Angela *
1997	DCL	Jarab, Josef *
1998	DLitt DLitt DLitt DMus	Barker, Pat * Griffiths, Richard Thomas James, P.D. (Baroness James of Holland Park) Glennie, Evelyn Elizabeth Ann
1999	DSc DLitt	Laming of Tewin, Lord Miller, Jonathan Wolfe
2000	DSc	Cowey, Alan

2001	DCL	Hayward, John Charles Frederick
	DCL	Pinsent, Matthew Clive
2002	DCL	Ebsworth, Evelyn Algernon Valentine
	DCL	Holliday, Sir Frederick (George Thomas)
	DSc	Irvine, Sir Donald
	DSc	Walton of Detchant, Lord

deferred from previous year

* jointly with the University of Teesside

APPENDIX 4

SOURCES

1. I have drawn heavily on the official record contained in the Minutes of the Senate and the Council and of the major University Committees concerned with policy/strategy, finance, resource allocation, research and staffing. Within the College / Campus the Minutes of the Committees/Boards set out in Appendix 3 were particularly important and instructive. The correspondence with the national Funding Councils in their various manifestations and papers prepared for their visits also provided much useful information.
2. The following papers were helpful in policy terms and in describing the plans and aspirations for Stockton at the time they were written:

1986-7

Report of the EIGER Committee (External Income and the Generation of External Resources) — Report via Policy Committee to Senate (13.5.1986).

1987-8

Report of the meeting to discuss the Teesside Initiative — Appendix to Policy Committee Minutes (31.5.1988).

1988-9

The Teesside Initiative in Higher Education. Presentation to representatives of major employers in the region (10.5.1989) and report to Policy Committee (30.5.1989)

1989-90

The Teesside Initiative in Higher Education. Report to Senate (13.2.1990) and at a Public Meeting in Middlesbrough Town Hall (16.2.1990).

1990-91

The End of the Beginning : Progress Report to the Council (2.7.1991).

1991-2

Durham 2000 : A paper from the Vice-Chancellor (Council 5.11.1991).

First Report of the Interim Academic Council of the Joint University College on Teesside to the Senate of the University of Durham and the Academic Board of the University of Teesside (6.5.1992).

1992-3

Academic Management : Report to Policy Committee from the Academic Planning Group (18.1.1993).

1993-4

Academic Plans for UCS: Paper by Professor M.C. Prestwich and Mr. G. Crispin (Council 24.1.94).

UCS Development to 1996-7: Paper by Mr. J.C.F. Hayward (Policy Committee 6.6.1994)

The Non Campus Campus: Paper by Mr. J.C.F. Hayward (18.5.1994)

1994-5

UCS Development 1994-5 to 1998-9 (8.2.1995)

Revised Mission Statement for UCS (1.5.1995)

1995-6

Educational, Research and Sports Development at Stockton (13.6.1996)

1996-7

Planning Statement for the achievement of the 1996-7 to 2000/1 Corporate Plan (29.1.1997)

1997-8

University of Durham at Stockton : UCS Planning Statement 1997/8 to 2000/1.

1998-9

UDSC Possible Future Development : Access to Excellence (26.10.1998).

The Case for the University of Durham Stockton Campus (26.10.1998).

UDSC North Bank Development : Defining and Creating a Research Culture
(26.10.1998).

1999-2000

UDSC Plans for consideration by the University Resource Planning Group (September 1999)

Research on Teesside: Paper for the Council (14.12.1999).

UDSC Development Operation and Accountability: Paper by Mr. J.C.F. Hayward
(4.1.2000).

UDSC Plans (May 2000) : achievement of objectives for 1999-2000 and setting of objectives for 2000-1.

2000-1

UDSC Development (March 2001) : Paper for the UDSC Development Board
(11.5.2001).

3. Four other university publications have been a useful source of information:

University Calendars
College and University Undergraduate Prospectuses
Staff & Student Statistics (Annual Publication)
UCS / UDSC College Handbooks

4. I have also been grateful to draw on:

Claire Berry — How does Culture Affect the Coming Together of Two Organisations? UDSC and the University of Durham Undergraduate Dissertation May 2000.

Dr. S.M. Coleman and Dr. R. Simpson Unintended Consequences? Anthropology, Pedagogy and Personhood, Anthropology Today Vol.15, No.6 December 1999.

Dr. J.V. Hogan — Old and New : Durham and Stockton published in The State of UK Higher Education edited by D. Warner and D. Palfreyman pp 57 — 66 SHRE & OU Press

Mrs. J.M. Inman Does an Access Course Really Open Doors? Innovations in Education and Training International August 1999 Vol.36 No.3 pp 244-256

Mrs. S.C. Richardson — A Marriage Made in Heaven or a Marriage of Convenience which comes closer to describing the relationship between the University of Durham and its Campus at Stockton . MA Thesis . 2001

Allan Schofield — A Confidential Report on Library and Information Services at UCS Commonwealth Higher Education Management Services. 1994.

A.R. Townsend and J. Tully. Teesdale Business Park Survey. International Centre for Regional Regeneration and Development Studies (ICRRDS) 2002

A.R. Townsend and J. Tully. The Legacy of the Development Corporations: from Heavy Engineering to Call Centre. Northern Economic Review, Issue 33/34 pp 80-95 1998.

Reflections on Success : Teesside Development Corporation.

National Audit Office : The Operation and Wind Up of the Teesside Development Corporation Report by the Controller and Auditor General : February 2002.

5. I also used a questionnaire which I sent to all staff who had been involved at UCS/UDSC and received an informative response to the following questions:

Question 1 Was/is Stockton a good environment to work in? In what respect and why? Are there difficulties / inhibiting factors?

Question 2: How did that environment develop over time? What were the key factors?

Question 3: What did your involvement do for you personally and for your career?

Question 4: What did the development at Stockton do for your department?

- Question 5:* Were there difficulties / conflicts within in your department over Stockton? Were these substantial, time consuming and / or harmful to relationships in the department?
- Question 6:* What were your aims or agenda in getting involved in Stockton? Were these achieved? If not, what impeded them?
- Question 7:* What have been the consequences of Stockton for you and, in your view, for the department and for the University?
- Question 8:* Any other comments?

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This is an index of the references to individuals involved in this account of the history of Stockton. University and College/Campus Officer Holders, Directors/Governing Bodies and those to whom Honorary Degrees were awarded at Stockton are listed in detail in Appendix 3 pages 120 — 127

References to the three Durham Vice-Chancellors and the Stockton Principals/Provost occur so frequently that they have not been included in the main index where they occur in the following Chapters:

Chapters

Professor Sir Frederick Holliday	1 - 2
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