

UNIVERSITY of  
STIRLING



**A YEAR OF  
EXCELLENCE  
2014**

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## Principal's introduction

*In 2014 Stirling lived up to its reputation as a University founded on innovation and excellence.*

We graduated more than 3,500 students from over 100 countries, exceeded £10m research income for the third year running and were once again ranked in the top five per cent of universities in the world. In the UK-wide assessment of university research, the 2014 Research Excellence Framework (REF), we moved into the top 40 in the UK and into 5th place in Scotland for research intensity. Almost three quarters of our research activity and academic staff were rated either world-leading or internationally excellent.

These achievements are the result of Stirling's long-term commitment to an exceptional student experience and to research excellence that is focused on addressing real problems.

At the beginning of the year we were awarded the Queen's Anniversary Prize for Higher and Further Education for the ground-breaking research led by the Institute for Social Marketing into the effects of tobacco, alcohol and food marketing on the health of young people. In June, a new £11m Scottish Aquaculture Innovation Centre opened in our Innovation Park – a University-Industry collaboration aimed at finding solutions which will drive economic growth in Scotland's aquaculture sector. In the lead-up to September's independence referendum, Stirling researchers contributed to the ESRC-funded Future of the UK and Scotland programme – a project bringing together the best UK social science academics to inform the Scottish independence debate.

Our student experience was significantly enhanced during 2014 through changes introduced under the banner 'Transforming the Student Experience'. These included innovative developments in assessment, progression and the semester structure, alongside the introduction of a personal tutor system, campus-wide Wi-Fi access and the opening of new student accommodation.

Our international links have continued to strengthen, with increasing student and faculty exchanges and institutional partnering. We now recruit students from more than 120 countries and during the year we created a joint venture with INTO University Partnerships to enhance our international reach and profile. This has allowed us to offer programmes at our new London campus and greatly increases our capacity to grow international student numbers across a more diverse range of courses.

As Scotland's University for Sporting Excellence, sport is at the heart of who we are. We were delighted to welcome back to campus, 2013 Wimbledon Champion and Olympic Singles Gold medallist Andy Murray, who was awarded an honorary degree. In August we hosted the Team Scotland preparation camp in the run up to the Glasgow Commonwealth Games, in which 23 Stirling students and alumni competed – including Ross Murdoch, who broke the Games record to win Gold in the 200m breaststroke. Later that month, the University made history by appointing Shelley Kerr as the first female coach in men's football in the UK.

In competition and in the classroom, sport at Stirling has gone from strength to strength, with the *Complete University Guide* ranking us as one of the top 10 places in the UK to study sport.

This report highlights just some of the achievements of our outstanding students, staff and alumni who, by working together, are ensuring that we are a publically-engaged university, responding to the needs of society. As we embark on the process to develop the next Strategic Plan, which will set the direction for 2016-2021, we do so from a position of increased confidence, strength and success.

**Professor Gerry McCormac**  
Principal and Vice-Chancellor

## Research with impact

*The University carries out agenda-setting research that makes a real difference to society and has a positive impact on communities across the world.*

### REF2014 success

The University of Stirling achieved outstanding success in the 2014 Research Excellence Framework (REF2014) and celebrated being ranked among the top 40 research-intensive universities in the UK.

Stirling's results, which position it as 5th in Scotland and 40th in the UK for research intensity, demonstrate it has more than doubled its levels of world-leading research since 2008, with almost three quarters of research activity being rated as either internationally excellent or world-leading.

An outstanding result in the Agriculture, Veterinary and Food Science category saw Stirling ranked 4th in the UK for its research. The University was also placed 1st in Scotland and 12th in the UK for Health Sciences, and secured a coveted place among the UK's top 25 institutions for Business and Management, out of 101 business schools in the UK.

There was success for the University's Psychology research which was ranked 3rd in Scotland and 18th in the UK, while a strong performance in Social Work and Social Policy moved Stirling to 17th place in the UK.

### Shaping policy agendas

Researchers at Stirling are addressing key societal issues. Strong REF performances across many specialisms reflect the hugely positive impact being made by the University on communities, industry and government policy.

### Aquaculture

A problem costing the global fishing industry over €305m each year has been addressed by a Stirling pest management strategy, and has since been adopted by all major salmon-producing countries. The development of sustainable plant-based alternatives to marine fish oil is also putting Stirling's aquaculture research on the map – the fish feed substitute is providing a solution to a global problem and has been employed across the world's fish farming industry.

### Psychology

Stirling psychologists have created a revolutionary new tool to help track down criminals. The award-winning system, 'EvoFIT', helps eyewitnesses and victims of crime to build a composite picture of a suspect's face and is being used by police forces around the world.



### Social Science

Self-directed support, which empowers people to direct their own care, was implemented as an Act of the Scottish Parliament in April 2014. This was the result of research by Stirling's School of Applied Social Science into the efficacy of free personal care in Scotland. The research highlighted the variation in value for money and the critical role of unpaid carers.

### Health

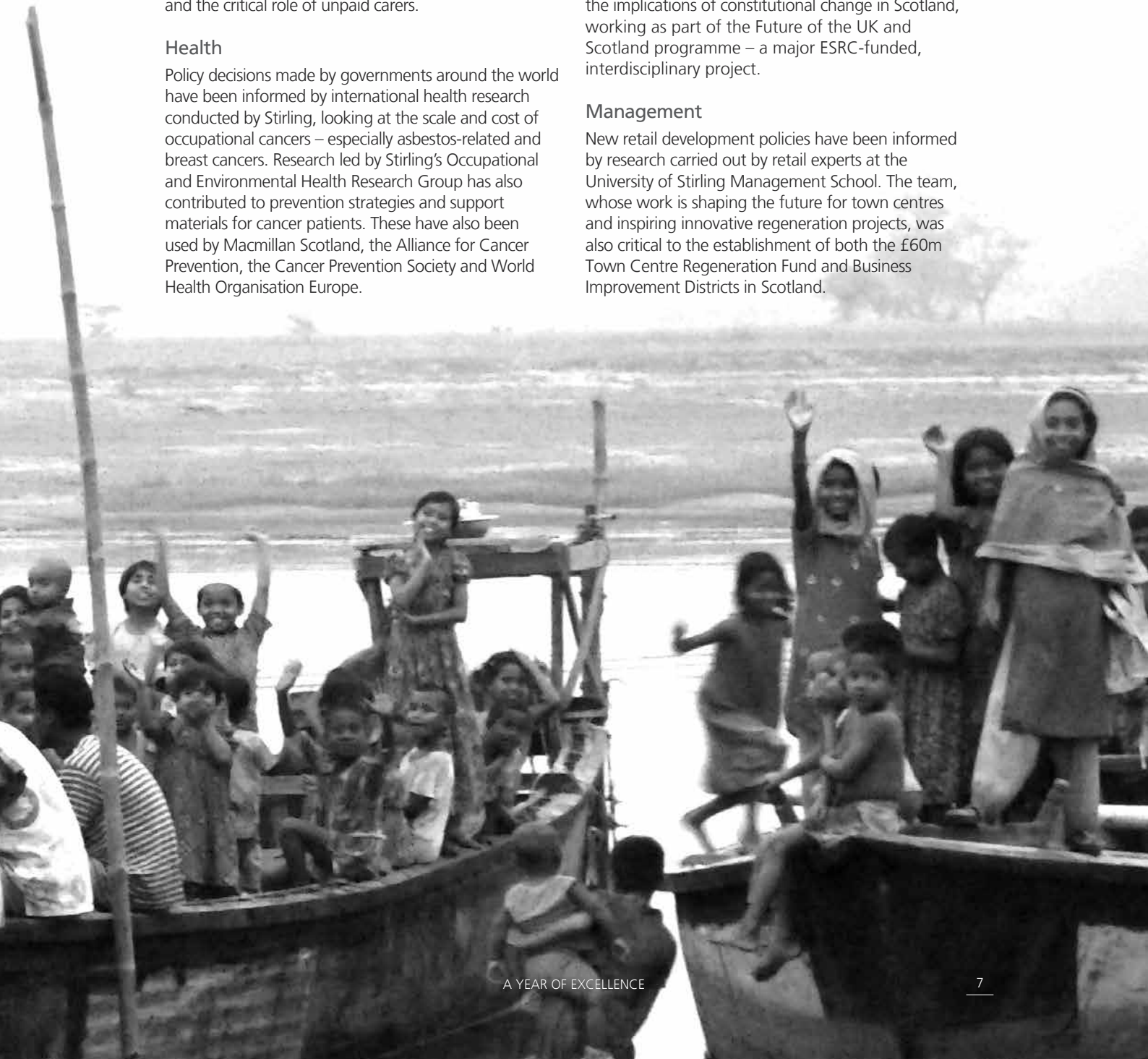
Policy decisions made by governments around the world have been informed by international health research conducted by Stirling, looking at the scale and cost of occupational cancers – especially asbestos-related and breast cancers. Research led by Stirling's Occupational and Environmental Health Research Group has also contributed to prevention strategies and support materials for cancer patients. These have also been used by Macmillan Scotland, the Alliance for Cancer Prevention, the Cancer Prevention Society and World Health Organisation Europe.

### Social Policy and Politics

Government debate and public understanding of issues relating to Scottish independence were shaped by work carried out by Stirling researchers. In the lead-up to the independence referendum, eight Stirling academics with expertise in economics, politics and social policy examined the implications of constitutional change in Scotland, working as part of the Future of the UK and Scotland programme – a major ESRC-funded, interdisciplinary project.

### Management

New retail development policies have been informed by research carried out by retail experts at the University of Stirling Management School. The team, whose work is shaping the future for town centres and inspiring innovative regeneration projects, was also critical to the establishment of both the £60m Town Centre Regeneration Fund and Business Improvement Districts in Scotland.



*As Dean of Research Impact,  
I am helping to plan and  
prioritise research activity that  
will make a practical difference  
to individuals, communities  
and societies.*

*Professor Linda Bauld, Director of the Institute for Social Marketing,  
Professor of Health Policy, School of Health Sciences*



### Driving the impact agenda

Social scientist Professor Linda Bauld heads up the University's Institute for Social Marketing (ISM) and is also Deputy Director of the UK Centre for Tobacco and Alcohol Studies.

In August she was appointed as Cancer Research UK's Cancer Prevention Champion – to lead the charity's £6m initiative to support cutting-edge research into lifestyle and behavioural changes that can prevent cancer.

Professor Bauld's portfolio of responsibilities also includes her new role as Stirling's Dean of Research Impact – supporting research across all academic Schools and building on the University's research strengths, to identify priorities for current and future studies.

The work of Professor Bauld and ISM colleagues looks at the effects of the marketing of alcohol,

tobacco and junk food on the health of young people and analyses whether introducing controls on such marketing can lead to improvements in public health.

Professor Bauld says: "If governments are going to take action on these types of issues, then they really need good quality, scientific evidence to introduce policies that will result in change.

"That's the type of research we do and we have a duty to continue carrying out that research for the children of today and future generations."

### Influencing government policy

ISM research has led to national and global policy change and had an enormous impact on public health debate. It contributed directly to the development of the 2009 Health Act (England





and Wales) and the Tobacco & Primary Medical Services (Scotland) Act 2010, the latter being the most significant change in Scottish tobacco control legislation since the 2005 ban on public smoking. Both Acts restrict the display of tobacco at the point of sale in order to make tobacco products less attractive and accessible.

The display ban was implemented successfully in large shops and supermarkets between 2012 and 2013, while smaller shops will be obliged to comply by April 2015.

#### Royal recognition

In February 2014 the University received the prestigious Queen's Anniversary Prize for Higher and Further Education in recognition of ISM's ground-breaking social marketing research.

Receiving the award – which is the UK's highest form of national recognition open to academic institutions – is affirmation of the significance and impact of Stirling's world-leading research in this area.

Professor Gerry McCormac, Principal and Vice-Chancellor, said: "Receiving this highly prestigious award for the first time is a landmark accomplishment for the University and recognises the hard work and commitment shown by all of our staff in the Institute for Social Marketing."

## Globally connected

*With over 120 nationalities represented on campus, exchange programmes spanning four continents and collaborative partnerships all over the world, Stirling is a global University.*

### Strengthening links with Japan

The Principal, Professor Gerry McCormac, and Kerry Bryson, Director of Development & External Affairs, visited Japan in June to sign a Memorandum of Understanding with Yamanashi Gakuin University. The visit was an opportunity to meet with Stirling's alumni based in the region and to further enhance existing partnerships with other Japanese universities.

The University also held its second annual Japan Week. The programme of 17 public events celebrated Japanese art, music, film, food, language and culture. Highlights included a lecture on the Japanese economy by Mr Jun Arima, Director General of JETRO London, a display of taiko drumming, a koto concert, Japanese language sessions, and calligraphy and origami workshops organised by Japanese students based at the University.

### Partnering across continents

Jim Blaikie is one of many Stirling researchers to have worked with overseas research partners in 2014. Working in collaboration with colleagues at the University of Magellan, Chile, and the University of Buenos Aires, Argentina, Jim has been using fossil pollen analysis, sediment analysis, and also studying volcanic ash layers and radiocarbon dating, to analyse the long sediment cores that span the last 15,000 years. His research will provide exciting new evidence to advance understanding of the landscape encountered by the early people of Fuego-Patagonia in southern South America and changes in the climate they experienced.

### Leaders of the future

Stirling is one of seven British universities working together on the International Development through Leadership and Excellence in Sport (IDEALS) Zambia Project, an initiative of UK Sport.

Each summer, sport and media students from the University are selected and trained to deliver a programme of sports and activities to young Zambians in the capital city Lusaka, alongside Zambian NGOs Sport in Action and EduSport. The project focuses on the positive impact sport can have on impoverished communities, while offering students the opportunity to enhance their global awareness and develop their leadership, teaching and media skills.

Mari-Claire Kay, one of three Stirling Physical Education students based in Zambia in summer 2014, said: "The children are passionate about learning and they have so many amazing qualities such as resilience and positivity. I feel like I have a greater awareness of the social and economic situation in Zambia and I have developed many skills and learned a lot about myself through this project."

*Stirling student Mari-Claire Kay (centre, back row) spent the summer working as a football coach with children from Fountain of Hope, a community school and street kid centre in Kamwala, Lusaka.*



Our  
*University*  
is more **INTERNATIONAL** now  
*than ever before*  
with students  
and staff  
representing **122** NATIONALITIES

### Education without borders

Transnational education is growing rapidly and the demand by students for a more global and flexible educational experience means Stirling is taking new approaches to education delivery – including those which transcend borders.

In August the first cohort of Singapore-based students graduated from Stirling's internationally renowned Bachelor of Arts (Hons) in Retail Marketing. The degree is delivered in partnership with the Singapore Institute of Management Global Education (SIM GE) – one of the leading providers of higher education in Singapore – and enables local students to access Stirling's Retail Marketing degree right on their doorstep. In addition, students on the course can opt to study for a semester in Stirling.

Stirling also established a double degree course in Translation and Interpreting with Hebei Normal University (HNU) in Hebei, China. Students will spend three years studying in China before progressing on to a specially designed final year of study at Stirling, enabling them to gain a double degree.

Professor Zhengshuan Li, who is leading the programme at HNU, arrived at Stirling as a visiting Professor in 2014. He will spend six months on campus overseeing the partnership with HNU.

Professor Li said: "This collaboration gives our two universities a firm foundation to deliver advanced international education to students and to develop a joint research platform and other further co-operation possibilities."





## The student experience

*With access to high quality services, an outstanding learning environment and first-class sporting and cultural opportunities, students graduate from Stirling as leaders of the future, ready to make their contribution to society.*

### Shaping the future: Students' Union President, Amy McDermott

"The Sabbatical Officers and I work closely with the University to continually enhance our award-winning student experience record, by providing outstanding development opportunities, services and facilities for all students.

In 2014 we welcomed the introduction of personal tutors who help students settle in to University life and support them throughout their degree. The Students' Union worked to introduce training for the tutors before the initiative was launched in September.

With the creation of an additional 17 new clubs on campus, there were more active clubs, societies and sports members than ever before, offering a phenomenal range of extra-curricular activities for students.

We were thrilled to see the second phase of the student residences project completed, with the opening of Beech Court in September. The accommodation was designed in consultation with students – so it is packed full of features that students feel are important, such as en-suite facilities, spacious kitchen diners, lots of natural light and modern social spaces.

Key to the Union's strategy in 2014 was developing practical solutions for a lower carbon footprint. We were lucky to secure almost £100,000 from the Climate Challenge Fund, delivered on behalf of the Scottish Government, to create a community garden and cooperative space to grow vegetables and fruit.



*Amy McDermott, Students' Union President.*

This exciting project reflects our commitment to community engagement and creates opportunities to come together to learn skills and attend educational workshops on sustainability issues such as horticulture, food waste and climate change.

We were also particularly proud of Stirling student and care leaver Ashley Cameron, whose dedication and hard work won her the prestigious NUS Scotland Student of the Year 2014 Award. Ashley continues to champion care leavers and their right to access higher education.

Looking forward, the Students' Union will continue to build strong links with the University, finding out what means most to students and providing them with the support they need. Our goal is to ensure that every student's experience at Stirling is a lifetime highlight."

### Preparing tomorrow's leaders

The University of Stirling is committed to developing employable, confident graduates with the requisite skills, knowledge and experience for career success – 94 per cent of our students are in employment or further study six months after graduation.

Employability is embedded in the student experience. Internships, placements, careers and skills events all form an integral part of campus life.

In 2014, new Learning in the Community modules provided placements for students in a range of sectors, while placements offered through the Making the Most of Masters programme enabled

postgraduates to undertake a work-based project instead of a traditional dissertation.

The Alumni Mentoring Scheme was enhanced – with the programme's launch in the School of Arts and Humanities and in the School of Applied Social Science – giving graduates the opportunity to help current students achieve success.

The Solutions for Business event – part of the University of Stirling Management School's Flying Start induction programme – provided an opportunity for students to learn from leading industry experts and inspirational alumni.



### Opportunities of a lifetime

Caitlin Smith, an International Politics student, was one of 119 Stirling students to take advantage of the life-changing Study Abroad scheme in the 2013/14 academic year. The scheme provides students with the opportunity to live and study in a different culture, experience international travel, learn new languages and enhance their career prospects.

Caitlin's five months in the United States studying at the University of Alaska, Anchorage, was part-funded through the Santander Mobility Award programme – one of several initiatives funded through Santander Universities' philanthropy.

She said: "It was amazing – one of the best times of my life and one of the most exciting journeys I have ever been on. Although it was a challenge to adapt to a new education system, I quickly acclimatised to my environment and found myself heavily involved in the academic, as well as the social side of Anchorage life."

*Caitlin Smith, International Politics student, during her Study Abroad experience in Anchorage, Alaska.*



## Sporting excellence

*As Scotland's University for Sporting Excellence, Stirling is delivering the best for Scottish sport – supporting elite athletes, undertaking innovative research and enhancing sport participation.*

### Highlights from a golden year

The men's top Football team won the British Universities & Colleges Sport (BUCS) Premier North League and the BUCS Championship in 2014. A Lowland League Cup in senior Football completed a phenomenal season which saw the team also compete in the William Hill Scottish Cup.

The University's American Football side, the Stirling Clansmen, continued to lead the way in student sport. Remaining undefeated en route to the Scottish Championship, the Clansmen were also crowned BUCS champions.

Men's Tennis claimed the BUCS Individual and Doubles Championships while the women's team won the BUCS Conference Cup. BUCS titles in Hockey, Volleyball and Golf completed a stellar 2014 season in student sporting competitions.

Another member of the Stirling family, Business Studies graduate Colin Turkington, was crowned British Touring Car Champion for the second time in his motorsport career.



*Stirling Mathematics student Jack McDonald was one of several gifted golf scholars who competed at the global student golf tournament, Prestige 2014.*

### Women in Sport

An inaugural Women in Sport Conference was held on campus in October. Delivered in partnership with sportscotland, the conference was designed to inspire the next generation of sporting women. High-profile speakers included 400m Commonwealth Silver medallist hurdler Eilidh Child, honorary graduate Judy Murray, Cabinet Secretary Shona Robison and BBC sports journalist, Alison Walker.

Discussion centred on how women can be empowered through sport, the role of sport as a vehicle for a positive body image, and ways in which student sport can actively promote equality and diversity.

The conference was subsequently awarded the National Union of Students 'Achievement of the Year' at its Scotland Women's Awards.

### Stanford, Yale . . . and Stirling

Golfing achievements in the past year have seen Stirling, the reigning European Universities Team Champions and Scottish Student Sport and British Universities Champions, test themselves against the best amateur players in the world.

Golf has been a scholarship sport at Stirling for more than three decades and golfing alumni include current professional players Catriona Matthew and Richie Ramsay. The latest cohort has been making excellent progress under the tutelage of High Performance Golf Coach and former Tour professional Dean Robertson.

Stirling's men's team were invited to compete at Prestige – the premier student golf event hosted jointly by Stanford University and the University of California. A return invitation for the third consecutive year is one of many major events ahead, alongside the Macdonald Cup (hosted by Yale University) and the opportunity to defend the European Universities crown.





### Making sporting history

Former Scotland international footballer Shelley Kerr (main picture) became the first female manager in British men's senior football when she was appointed Head Coach of Stirling University Football Club.

Shelley, capped 59 times for Scotland, is one of only four women in the UK to hold the UEFA Pro-Licence Award. She previously managed Arsenal Ladies and was the Scotland Women's National Under-19 coach.

*As Scotland's designated University for Sporting Excellence, we are continuing to enhance our global reputation for elite performance sport, high-quality research and educational opportunity.*

Professor Leigh Robinson  
Head of the School of Sport



# 2014 Commonwealth Games

## Stirling at the Games

In June, Stirling played host to the Team Scotland training camp. Athletes, coaches and support staff based themselves on campus to complete their final preparations in the weeks before the Glasgow 2014 Commonwealth Games.

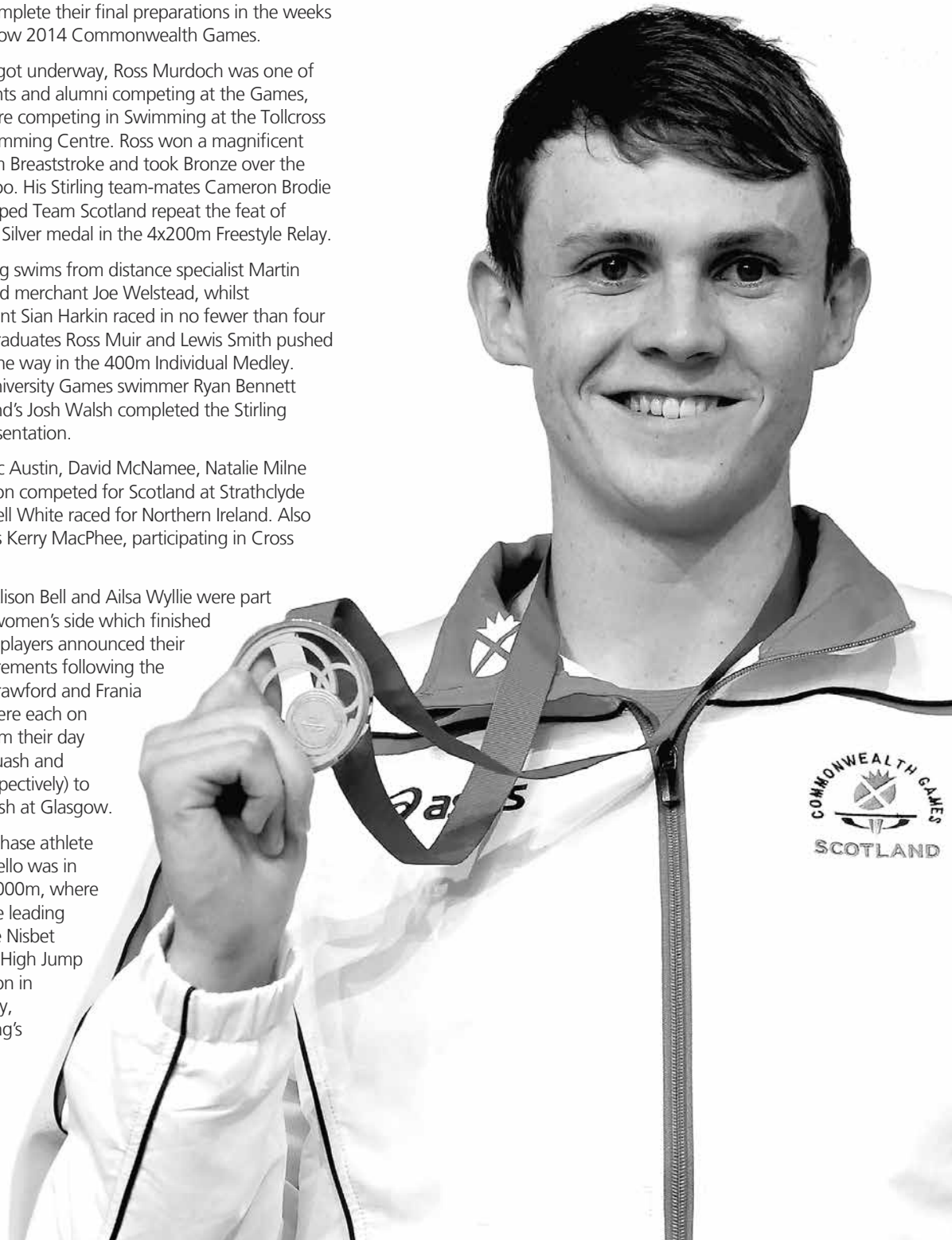
Once the action got underway, Ross Murdoch was one of 23 Stirling students and alumni competing at the Games, ten of whom were competing in Swimming at the Tollcross International Swimming Centre. Ross won a magnificent Gold in the 200m Breaststroke and took Bronze over the 100m distance too. His Stirling team-mates Cameron Brodie and Jak Scott helped Team Scotland repeat the feat of 2010, taking the Silver medal in the 4x200m Freestyle Relay.

There were strong swimmers from distance specialist Martin Cremin and speed merchant Joe Welstead, whilst Psychology student Sian Harkin raced in no fewer than four events. Recent graduates Ross Muir and Lewis Smith pushed one another all the way in the 400m Individual Medley. Former World University Games swimmer Ryan Bennett and Team England's Josh Walsh completed the Stirling Swimming representation.

In Triathlon, Marc Austin, David McNamee, Natalie Milne and Grant Sheldon competed for Scotland at Strathclyde Park, whilst Russell White raced for Northern Ireland. Also in the saddle was Kerry MacPhee, participating in Cross Country Cycling.

Hockey players Alison Bell and Ailsa Wyllie were part of the Scotland women's side which finished 6th overall. Both players announced their international retirements following the Games. Stuart Crawford and Frania Gillen-Buchert were each on secondments from their day jobs (Scottish Squash and JudoScotland respectively) to compete in Squash at Glasgow.

Olympic Steeplechase athlete Andrew Lemoncello was in action in the 10,000m, where he finished as the leading UK athlete. Jayne Nisbet competed in the High Jump and Kris Robertson in the 4x400m Relay, completing Stirling's representation at Hampden Park.





*Glasgow 2014 was an event 12 years in the planning and throughout that period we have been based at Stirling, the ideal environment with world-class sporting facilities.*

Jon Doig OBE,  
Commonwealth Games Scotland Chief Executive



*Stirling Sport and Exercise student Ross Murdoch (left) set a new British and Commonwealth Games record at Glasgow 2014, winning Gold in the 200m Breaststroke event.*

#### **In brief:**

##### **Winning Students**

The University manages the national sports scholarships programme, Winning Students, on behalf of the Scottish Funding Council.

At Glasgow 2014, 83 Winning Students (past and present) competed, with 16 athletes winning medals in Athletics, Badminton, Judo and Swimming.

The Winning Students scholarships provide student athletes from universities and colleges across Scotland with funding support and the flexibility to combine their sporting and study ambitions effectively.

##### **Talented triathletes**

Stirling students Marc Austin, Grant Sheldon and Natalie Milne, alongside Accountancy alumnus David McNamee, made up four-fifths of Team Scotland triathletes at Glasgow 2014.

All four have been part of triathlonscotland's performance programme, which is based at the University.

##### **Lights, camera, action**

Film, Media and Journalism students were amongst more than 100 students and staff volunteering and working at the Commonwealth Games. The trainee broadcasters were selected as part of the Host Broadcaster Training Initiative, helping in a variety of roles from 'runners' to 'loggers' – the latter sorting through the huge amount of footage being captured.

##### **An historic archive**

Stirling is proud to maintain and manage Team Scotland's Commonwealth Games archive. It covers more than 80 years of international sporting competition, beginning with the selection of the first Scottish team in 1930.

The collection, which includes medals, photographs and film footage, formed the 'Hosts and Champions' exhibition during the Games, supported by the BIG Lottery Fund's Celebrate programme and assisted by Glasgow Life.



## Engaging with communities

*Making a positive contribution to society lies at the heart of everything the University does. Stirling's public engagement activity takes many forms and benefits communities in a range of ways.*

### Opening education to all

The University reinforced its commitment to widening participation in higher education throughout the year with the launch of two new undergraduate degree courses, delivered jointly with Forth Valley College. The new BSc (Hons) Applied Computing and BA (Hons) Digital Media degree courses support the Scottish Government's drive to promote digital technology careers to younger people.

In another initiative, over 50 individuals became full-time students after successfully completing an Access to Degree Studies programme run by the School of Education. The course, which is aimed at mature students who have been out of education for some time, provides students with the academic requirements and study skills to get into university.

*The V-Team initiative offers a wide range of volunteering opportunities and gives our students the chance to develop their skills and make a positive contribution to local communities.*

Alban Dickson, Students' Union  
Volunteer Coordinator



*Volunteers from the V-Team support the local food bank scheme.*

### Bringing the arts to the community

The University's macrobert arts centre delivered an impressive annual programme of events and activities for the local community. Throughout the year it welcomed over 140,000 people attending drama, comedy, film, opera, dance, music, theatre and art exhibitions. A total of 6,217 young people performed in the main theatre and eight new works were created by children and young people.

In 2014, a collaboration between the University of Stirling Art Collection, HMP YOI Cornton Vale and New College Lanarkshire saw the development of the 'Create & Curate' project. The innovative partnership focused on improving literacy levels and promoting a culture of learning among female offenders in prison.

The University was also delighted to provide continued sponsorship for the Big Noise project, which aims to transform communities through music. Since the project began in 2008, more than 450 children and 50 adults from Stirling's Raploch area have taken part in the programme to create an orchestra.

### Community volunteering

Members of the Students' Union's new V-Team initiative – which introduces students to volunteering during their studies – were involved in a range of charitable schemes in 2014. This included offering assistance to a food bank scheme run by the charity Start-Up Stirling.

Alban Dickson, Students' Union Volunteer Coordinator said: "The V-Team initiative offers a wide range of volunteering opportunities and gives our students the chance to develop their skills and make a positive contribution to local communities."





*Lord Smith of Kelvin (pictured centre) met with staff and students to discuss Scotland's constitutional future at a Smith Commission stakeholder event held on campus.*

Photo: Alex Hewitt

### Helping to shape Scotland's future

As part of his fact-finding journey across Scotland to garner the general public's views on devolving more powers to Holyrood, Lord Smith of Kelvin held a round-table discussion on campus in October. Students and staff were asked to give feedback on a range of issues, including: what additional powers Scotland would need to achieve greater gender, age, disability and race equality; how Scotland could address health and income inequalities; and how Scotland could become more economically prosperous.

The Smith Commission event was facilitated by Professor Kirstein Rummery, Professor of Social Policy and a member of the ESRC-funded Scottish Centre on Constitutional Change.

### Promoting heritage awareness

With a range of interactive talks and demonstrations, including a 3D visualisation tool, Professor Richard Oram, an environmental and medieval historian, brought ancient royal Scone to life at two public events in Perth.

The events were part of an international research project to develop a more accurate understanding of medieval Scone, to raise awareness of the site's importance, and provide visions for the safeguarding of Scone and other European heritage sites.

### Creating jobs

The University's £40m residences redevelopment project is benefitting members of the local community by providing traineeship placements under the Construction Industry Training Board (CITB) scheme.

The first two apprentices, Christopher Kerr and Sean Karte, became qualified joiners in 2014 and have since gained full-time jobs with Scottish companies. Two further apprentices were appointed at the start of the second phase of development – one is now working for GRAHAM Construction and the other is in his third year of training.

### Supporting local entrepreneurship

Over 40 local businesses participated in University of Stirling internship programmes funded through Santander Universities' philanthropy in 2014. Stirling firm Labels4Kids, owned and run by local business woman Ann-Maree Morrison, has taken on student interns for the last two years.

After successful internships, Marketing student Alex Bergstrom is now working for the company as Digital Marketing Assistant; Sports and Exercise Science student David Skillman joined as the firm's Business Development Manager.

## The Stirling family

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*Members of the University's global family – students, staff, honorary graduates, alumni, partners and friends – are shaping Stirling's future, inspiring others and making an impact on the world.*

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### Alumna in the spotlight

Stirling alumni are establishing successful careers, making their mark on the world and contributing to all areas of society.

Beng Yan Wee explains how her experience at Stirling has enhanced her career.

**Name:** Beng Yan Wee

**Studied:** MBA Retailing and Wholesaling (2000)

**Position:** MD of Tyan Fashion Group

**Main responsibilities:** Overseeing 15 retail stores in Singapore, developing and implementing strategic objectives and mentoring the company's junior managers

"When I left Stirling I wanted to restructure my business because the retail industry in Singapore was changing rapidly. With international players coming into the market, competition was getting tougher and I felt the need to look into new avenues of growth for my business.

Studying the MBA in Retailing and Wholesaling gave me a wider perspective on global retail dynamics. It also enhanced my analytical and problem solving skills which has enabled me to formulate more effective business plans and proposals.

Meeting my classmates was one of the best aspects of my experience at Stirling and we all bonded straight away because we shared a common interest. Those relationships are not just personal friendships though; since graduating, many of us have formed beneficial business relationships too so the MBA was an invaluable networking opportunity.

My advice for new Stirling graduates would be, first and foremost, to follow your passion. When you're doing something you love, work won't be just a job to you – it will be something more satisfying. If you're not sure what you're passionate about, try out various internships until you find your way. Also, you should never be afraid of failure – sometimes failure is the best way to bring out the skills and capabilities you never knew you had.

If I were to meet the 18-year-old version of myself, I would tell her 'follow your passion, take each step one at a time and work hard, because there's no substitute for hard work and discipline'."

*Beng Yan Wee,  
Managing Director,  
Tyan Fashion Group.*





Mark Cousins, University of Stirling honorary graduate.

### Honorary graduates

In 2014 we welcomed a host of distinguished honorary graduates to the Stirling family. Those awarded the degree of Doctor of the University or Master of Arts included leaders from the worlds of sport, business, the arts, health and social care, charity and journalism.

*We have a saying in  
Specsavers, you have  
to be MAD (Making  
A Difference) ...  
an important  
mantra for me.*

*University of Stirling honorary graduate,  
Dame Mary Perkins, Co-founder of Specsavers Optical Group*



#### **Andy Murray OBE**

In recognition of his outstanding contribution to tennis

#### **Magnus MacFarlane-Barrow OBE**

In recognition of his outstanding work as a humanitarian and for his belief in the value of education as the means to reducing and eliminating child poverty

#### **Dr Charles Jencks**

In recognition of his outstanding contribution to modern Scottish architecture and sculpture and for his co-founding of the Maggie's Centres

#### **Melanie Reid**

In recognition of her outstanding contribution to journalism, disability rights and awareness, and for her inspirational example of human resilience and dignity

#### **Terry O'Connor**

In recognition of his outstanding contribution to retailing and British business in Singapore

#### **Mark Cousins**

In recognition of his outstanding contribution to Scottish cinematic culture and the reception of global cinemas across Scotland

#### **Sir Craig Reddie**

In recognition of his outstanding contribution to sport and the Olympics

#### **Professor Faith Gibson OBE**

In recognition of her outstanding contribution to social work and dementia care

#### **Paul Dumbleton**

In recognition of his outstanding contribution to charitable organisations in Stirling and Scotland

#### **Dame Mary Perkins**

In recognition of her outstanding contribution to retailing and championing the role of women in business

## Delivering our vision

*In 2014, the University enhanced the student experience and continued to demonstrate excellence, impact and innovation – strengthening Stirling’s reputation as a University of global distinction.*

It has been a good year. Success in the REF2014 is affirmation of our first-class academic standards and has boosted our confidence to compete with larger institutions. This achievement was matched by an equally impressive result in the National Student Survey and reflects the quality of our student experience.

At Stirling, it is a person’s ability, not background, that’s valued and it accounts for our success in widening participation. The rich international experience we offer at our campuses helps provide an understanding and appreciation of cultural diversity. Our emphasis on gender equality, through support for initiatives such as the OneStirling Campaign and the Aurora and Stepping Stones programmes, are models to which others can aspire.

Increasing constraints on resources requires us to be efficient and effective. The completion of our on-campus Combined Heat and Power plant is

having a significant impact on utility consumption, further reducing the University’s carbon footprint and helping to support the government’s carbon emission targets for Scotland. During 2014 we replaced the Wi-Fi system on campus, future-proofing it insofar as is possible in the fast moving world of IT.

The University, and our Chair of Court, led the way in developing a Scottish Code of Good Governance, enabling the sector to benefit from the best practice and experience that is the norm in Stirling.

We have much to be proud of as we reflect on the successes highlighted in this report and we are excited about our plans for the future. Every member of staff has a role to play in making our University successful – by working together we are greater than the sum of our parts.

**Eileen Schofield**  
University Secretary and Chief Operating Officer

### CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

for the year ended 31 July 2014

	2014	2013
	£’000	£’000
<b>INCOME</b>		
Funding Council Grants	39,742	38,280
Tuition Fees and Education Contracts	28,616	29,941
Research Grants and Contracts	10,952	10,459
Other Income	27,132	25,650
Endowment and Investment Income	1,302	648
Total Income - group and share of joint venture	107,744	104,978
Less: share of joint venture’s income	(174)	0
<b>Total Group Income</b>	<b>107,570</b>	<b>104,978</b>
<b>EXPENDITURE</b>		
Staff Costs	62,508	60,338
Other Operating Expenses	34,391	33,786
Depreciation	6,461	6,096
Interest Payable	391	110
<b>Total Expenditure</b>	<b>103,751</b>	<b>100,330</b>

2013-2014 Financial Statements: [www.stir.ac.uk/about/publications/](http://www.stir.ac.uk/about/publications/)



University of Stirling  
Stirling  
Scotland UK  
FK9 4LA  
[www.stir.ac.uk](http://www.stir.ac.uk)

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