

THE  
DIFFERENCE  
IS...

PEOPLE  
PLACE  
PURPOSE

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STRATEGIC PLAN 2030

UNIVERSITY of  
STIRLING





# TOWARDS 2030

If you want a sense of what Stirling is about, then the words of novelist and philosopher Iris Murdoch are worth considering: she said, education “opens our eyes, our ears”. Murdoch believed “the educated mind” is liberating and transformative. We know this to be true from the experience of seeing more than 100,000 Stirling students graduate.

Murdoch, who died of Alzheimer’s, is an inspirational part of the University’s story. Honorary graduate Judi Dench, who played her on film, opened our Iris Murdoch Building in 2003. The UK’s first dementia-friendly building, it has become an international centre of excellence and is one of the pillars of research that helps define our purpose as a university.

Although we are a young university, our research and teaching is making a tangible difference to the world. At Stirling we value ability, not background. We take students with potential and add value to their learning; we are an international hub for learning and research, attracting the best to our vibrant community; we are a place where people transform their lives and the lives of others.

Our supporting pillars are People, Place and Purpose, and our determination to make an impact is reflected in our strapline - be the difference. Through the pursuit of excellence, we have done just that. Our alumni are leaders in business, public service and the third sector; our researchers provide solutions to global problems, and colleagues across the University enable our students to find the best in themselves.

The objective of this strategic plan is to build on those successes, it empowers our people to go further and encourages a culture where they can produce work which is considered among the best in the world. The plan’s success will be measured by our enhanced research profile; through quantifiable improvements in learning and teaching outcomes, including graduate employability; and by recognition that we have made a material difference to our community and the wider world.

We were founded in 1967 to lead a nation through the “white heat” of a technological revolution. Today we are living through a new digital revolution; but we are also facing environmental challenges of unprecedented proportions, and a crisis in health and wellbeing. Our research strengths are in areas critical to negotiating these challenges, and our purpose is to find solutions to deal with them.

This strategic plan puts our students and staff front and centre – by encouraging them to perform at the highest level individually, we will deliver our ambitions collectively. By providing the best environment for them to innovate; to carry out pure and applied research; and to learn effectively, we will also be equipping future generations with the tools to lead our city, our region, our nation and the wider world.

Our core values inform what we do and how we do it. We use our agility and sense of common purpose to embrace opportunities. We are an international community supporting one another to achieve great things. We are a distinctly Scottish university focused on meeting global needs. And we are a university here to be the difference.

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



# INTRODUCTION

## Everywhere is local – excellence is our standard

The world has changed. Everywhere is now local. What happens on the other side of the globe has repercussions here: a virus leaping species, armed conflict impacting on international peace and stability, and the scale of global connectivity through rapid digital development and innovations such as artificial intelligence.

But the flip side is also true. What we do here – in the heart of Scotland – is transforming the lives of people across the world. Proof that we make a difference can be demonstrated across the University, and in independent evaluations of our research and the quality of our teaching.

This strategic plan sets out the University's direction to 2030 and beyond. It builds on the strong momentum and success of our previous strategic plan, and it reinforces our ambition for excellence in all we do.

We have put sound foundations in place and are creating a university that is not just fit for the challenges of today, but which will make a significant impact on the future. And we continually measure our success against the best – comparator institutions nationally and internationally, and research groups, subject areas and disciplines globally.

Never has our community been so diverse. Our students and staff come from all quarters of the world; they bring with them traditions, cultures, and beliefs which enrich us all. We recognise the need to reflect on, and question, our own in-built view of the world, to celebrate cultural difference and learn from one another, and to develop skills which allow us to make the most of our diverse community.

Our distinctiveness comes from this specific group of clever and creative people interacting in the same place, at the same time. But distinctiveness alone is not enough for a university in the 21st century. We have to have a purpose – a call to action that is expressed in our vision.

We are still a young university, and we are proud of our journey from a greenfield site in 1967 to the world-class institution we have become today.

We are a pivotal institution in our region, harnessing global networks to support economic growth and regeneration, while enriching the lives of campus-based students, those studying wholly online, and those in partner institutions around the globe.

We are proud of our tradition of innovative pure, and applied research, and the way it has helped improve people's lives. Making an impact is what we are about. Excellence in all we do is the standard we set for ourselves.

This strategic plan has been developed after widespread discussion, and through engagement with key partners and stakeholders. We are confident it will enable us to deliver our ambition to be the difference as we embark on the next stage of our journey.



# THE DIFFERENCE IS...



## Our shared vision

Our vision is to make an impact on people's lives and be a force for good in the world. Three key pillars underpin the delivery of our vision: people, place and purpose.

### PEOPLE

Our community supports one another to deliver excellence in all we do.

### PLACE

From our roots in Stirling, we are making an impact regionally, nationally and globally.

### PURPOSE

We are driven by our ambition to enhance lives and be a force for good in the world.

## Our mission

Our mission is to strive for excellence in all we do, delivering world-leading teaching and research, supporting students to discover new knowledge and develop their skills, and making a difference to our region and the wider world.

## Our values

To deliver our mission, we will be guided by our institutional values: ambition, integrity and respect.

### AMBITION

for our people, our institution, our city, region and the global community, to be the best they can be.

### INTEGRITY

in how we behave – being recognised as open, honest and trustworthy.

### RESPECT

and care for each other, harnessing inclusivity to enrich what we do and how we do it.

# OUR FIVE STRATEGIC PRIORITIES



**We will deliver our ambitions by maximising our resources and prioritising five focus areas: students, staff, research, engagement, and health and wellbeing.**

## Strategic priorities

### **Student**

Focusing on their personal and academic growth to cultivate creative, responsible, skilled and resilient graduates.

### **Staff**

Enhancing our culture of support for one another, enabling colleagues to develop and sustain fulfilling careers while delivering our ambitions individually and collectively.

### **Research**

Producing world-leading research and innovation with national and global impact.

### **Engagement**

Partnering with key players to make a difference in our city, region, nation and the wider world, and harnessing the power of our global alumni network to support the University's mission.

### **Health and wellbeing**

Investing in our people's physical and mental health, and enhancing society's health and wellbeing through world-leading research and education.

## Making it happen

To deliver our ambitions, we will secure resources and operate efficiently and effectively. We will be financially resourceful, and shape our future through judicious investment of surpluses in the long-term development of our people, our students' experience and the University's physical and digital estate.

By 2030, we will have increased annual turnover to £250 million, growing unregulated, philanthropic and commercial income, and by identifying and developing new income streams.

Delivering excellence is the standard we have set for ourselves. What that means in practice is that we will always go the extra mile to do what is right. We will encourage our people to be creative and imaginative. We will be ambitious in setting our goals, and realistic about how we get there.

We will benchmark ourselves against the best, and we will be seen as a role model by our peers in terms of how we teach, how our students learn, how we uncover new knowledge, and how we share that knowledge. We will be a partner of choice for governments, business and the third sector. Our alumni will be proud to be part of our community.

A series of enabling strategies and operating plans across key areas of activity will underpin delivery of this strategy. Our monitoring and evaluation framework will include key milestones, alongside quantitative and qualitative measurements in a series of key performance indicators, that will allow senior management and Court to assess the progress of this strategic plan.

Strategic Priority

# STUDENTS

Focusing on personal and academic growth to cultivate creative, responsible, skilled and resilient graduates.



**Our student community is a vibrant international body of some 18,500 undergraduates and postgraduates. We recruit those with potential and are proud to be a leader in widening access to higher education. We know the true measure of success is not the quality of our intake, it is the high quality of our graduates. Our teaching is excellent, and independently recognised as such, with a strong emphasis on experiential learning.**

Our number one priority is supporting our students to learn; to build resilience; and to develop life skills, experience and attitudes that will help them make a difference to the communities where they live and work. Fostering a strong academic community and investing in a caring, supportive environment, speaks to each of our values. Our pedagogy gives students

the confidence to be ambitious; to embrace success and behave with integrity; and to show respect for one another and the world in which we live. Our learning and teaching strategy encompasses the intellectual, social, health and emotional needs of our students.

**Over the course of this strategic plan, the University will:**

1. Encourage students from all backgrounds, places, and stages in life, to see us as a university of choice by providing physical and digital environments where they can enjoy their learning, their independence, and the experience of being part of a community with shared values where they can realise their ambitions.
2. Offer a modern demand-informed curriculum and timetable which embeds personal and professional skills development, engaging and supporting students across multiple modes of delivery in a digital teaching and learning environment.
3. Focus on employability and meaningful graduate outcomes by offering work-based and authentic learning opportunities in partnership with business and the professions, and by encouraging students to think critically, and to see ongoing skills development as the route to long and fulfilling careers.
4. Work with students as partners, giving them agency and ownership to strive for excellence; enhance their learning; and to secure their active involvement in initiatives designed to enhance all aspects of their lives – academic, personal, professional, and wellbeing.
5. Encourage our global alumni community to have a lifelong relationship with us by being a supportive port of call when they need us, offering access to services including careers and employability, continual professional development, and by establishing a portal connecting them to an international network for life.

## Measures of success

By 2030, we will be the difference by:

- Securing UK top 20 outputs in independent measures of student satisfaction, including the National Student Survey and Postgraduate Taught Experience Survey.
- Growing and diversifying student numbers sustainably to at least 20,000 across all modes of study, and deepening engagement with our alumni to better support them, and to allow them to help deliver the University's mission.
- Producing graduates with a clear sense of purpose, who are culturally aware and have the skills needed to enter graduate employment and/or postgraduate study, as measured through the independent Graduate Outcomes Survey.



**As a vibrant,  
international university,  
we celebrate diversity –  
sharing our traditions  
and cultures, and  
enriching the lives  
of our community.**

With more than 140 nationalities on campus, we encourage our students and staff to share their cultures, traditions and experiences. Every year we enjoy the colourful Hindu festival of Holi – a celebration of spring, love, and new life. It is just one of the many cultural events featured in our Be Connected student life programme, which helps our community to meet friends, learn new skills and have fun.

**THE DIFFERENCE IS...  
DIVERSITY**

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# THE DIFFERENCE IS... OPPORTUNITY

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Highly valued by employers,  
a Stirling degree is a passport  
to a rewarding and  
successful career.

Stirling graduates are making a positive contribution and delivering impact across the world. Niru Neil Dorrian – who graduated with a BSc (Hons) Marine Biology – is using the skills, knowledge and experience he gained at Stirling in his role as a Senior Offshore Ecologist with energy company ESB.

“I always wanted to become a marine mammal biologist and Stirling helped me achieve this. Having a degree in Marine Biology has opened so many doors for me and launched my incredible career where I travel the world. I have taken part in more than fifty marine and coastal projects globally and gained valuable experience working in protected areas and UNESCO marine biosphere reserves.”

**NIRU NEIL DORRIAN**  
BSc (Hons) Marine Biology, 2006



Strategic Priority

# STAFF

Enhancing our culture of support for one another, enabling colleagues to develop and sustain fulfilling careers while delivering our ambitions individually and collectively.



## **Our success depends on our people. We have 1,800 members of staff and expect this number to grow proportionally over the course of this plan as student numbers and research activity develop and increase.**

We will achieve our institutional objectives if we can create the conditions where our teams and individual staff members can optimise their performance. We are committed to ensuring every colleague has the opportunity to achieve their professional ambitions, enabling them to feel, individually and collectively, that their contribution is valued and that they have made a difference.

We want work to be fulfilling, and we recognise our staff have competing responsibilities and priorities as they balance work and personal lives. We will build our staff experience by engaging with

colleagues and learning more about what is really important to them. We have shown agility in supporting a shift from the traditional working week and will continue to support new ways of working. We will reevaluate how we use our estate, and reconfigure space to ensure it meets evolving needs.

In a global marketplace, competition for the best people is fierce. We continue to be an employer of choice by nurturing a culture of ambition, integrity and respect, where our people feel capable and empowered to make a difference.

### **Over the course of this strategic plan, the University will:**

- 1. Engage and retain the talent needed to deliver our ambitions, aligning staff levels and competencies with expected further increases in student numbers and research growth; and providing training, development and mentorship to help staff develop their careers.**
- 2. Prioritise personal and professional growth, supporting our people as they develop their skills and careers at Stirling, recognising that it is through their individual commitment to excellence that we can best achieve our ambitions.**
- 3. Enrich colleagues' intellectual lives, and generate new knowledge, by creating opportunities for cross-university working, deepening and broadening networks, and by fostering a dynamic learning community.**
- 4. Continually assess our skills base and use that understanding to guide our approaches to staff development programmes.**
- 5. Invest further in digital skills and technology, allowing staff to work more effectively and efficiently, face to face and online.**
- 6. Continue to build on progressive work practices, and find innovative ways of celebrating individual and collective success.**
- 7. Ensure decisions are taken at appropriate levels within the University, enabling and fostering trust and accountability to best progress institutional objectives.**

## **Measures of success**

By 2030, we will be the difference by:

- Attracting talented people and growing staffing levels in proportion to teaching and research activity.
- Achieving high rates of staff engagement, supporting our staff to build fulfilling careers and deliver excellence whatever their role, through targeted training and development.
- Improving the retention of staff across all areas, and seeing early career staff develop professionally and personally, and progress within the institution.



**By attracting and retaining talented staff, and investing in their skills development and career growth, we are committed to creating a rewarding place to work.**

In a competitive global jobs market, we are committed to improving our employee experience and prioritising the health and wellbeing of our staff. Through our Be Heard staff surveys, we are listening to our people and using their feedback to enhance the employee experience, while empowering our leaders to drive change throughout the organisation.

We are continually evolving and our approach to agile working enables staff to do their best work and deliver on business needs, while providing flexibility and inclusive working practices.

**THE DIFFERENCE IS...  
TALENT**

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# THE DIFFERENCE IS... TRANSFORMATION

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By harnessing cutting-edge technology, refining our virtual learning environment, and providing first-class digital skills support, we empower our staff and students to thrive in work and study.

By 2030, our smart campus will maximise our use of emerging technologies, improve our use of space and minimise environmental impact – creating innovative ways for people to work, learn and live. This work will further enhance our dynamic and digital environments, both on and off campus; integrate automation and artificial intelligence; and provide infrastructure to digitally advance our teaching and research community.



Strategic Priority

# RESEARCH

Producing world-leading  
research and innovation with  
national and global impact.



## **We intend to make a step change in research and innovation through a targeted approach which builds on our strong reputation for research impact in the UK and internationally.**

As a research-intensive university, we promote economic development and regeneration, attract investment, stimulate business engagement, generate high-value jobs, and contribute to a more sustainable and inclusive world. We produce outcomes that have the potential to transform people's lives.

The interdisciplinary nature of our research is critical to producing successful solutions-driven outcomes and, for us, deriving impact and tangible benefit from our research is a key measure of success. As we prepare for the Research Excellence Framework 2029 (REF29), we will build on existing success to further

develop our reputation as a university that makes a difference. Research engagement and impact are ways in which we demonstrate that we are fulfilling our pledge to be a university with purpose.

We will reinforce the importance of getting right the process and culture of producing research of the highest quality. We will ensure our postgraduate research community and research teams are steeped in a culture of curiosity, creativity and innovation. Our strategy makes it imperative to create and use new knowledge locally, nationally and internationally, making a positive impact on people's lives and the places and spaces which they inhabit.

### **Over the course of this strategic plan, the University will:**

- 1. Be at the forefront of cutting-edge research activity, growing existing areas of strength, expanding into new areas of research, and embracing an innovation culture. This will result in solutions-focused outcomes to support regional prosperity, and benefits for the wider world.**
- 2. Encourage research teams to make the most of interdisciplinary and cross-sector networks to help them develop novel ideas and insights. Innovation will be at the heart of academic practice - underpinned by strong research leadership, ethics and integrity.**
- 3. Progress our plans to improve the quality of spaces, places and lives to deliver solutions to global challenges.**
- 4. Foster an environment that values excellence and enables researchers to build and sustain fulfilling long-term careers; developing our talented people with continued support and focus on leadership, partnership working and creating a strong sense of belonging across our communities.**
- 5. Deepen partnerships with local and national government, international bodies, fellow academic institutions, business and industry, and civic society to harness research outcomes to stimulate growth; and maximise the potential of initiatives such as City Region and Growth Deals.**

### **Measures of success.**

By 2030, we will be the difference by:

- Significantly improving our research performance in REF29, establishing ourselves among the leading research-intensive universities, and building on our reputation for research impact, benchmarked against comparator institutions and in relevant academic disciplines.
- Increasing our interdisciplinary research profile, nationally and internationally, contributing new knowledge and understanding and optimising the impact that our research has upon academia, society and the environment.
- Increasing research grant capture to £40 million a year by 2030 while appropriately increasing the number of research-active staff and investing in our physical and digital research infrastructure.

# THE DIFFERENCE IS... SOLUTIONS

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We are tackling major global challenges, changing lives, and creating a more sustainable and inclusive world through our mission-focused, interdisciplinary research.

Our research into sustainable healthy ageing is delivering pioneering solutions to the challenges posed by an ageing, global population. Our researchers are helping millions of people across the world to live independent lives for longer – through our work on dementia design, by age-proofing businesses, and by shaping policy. We are transforming the narrative of ageing from one of challenge to opportunity.

The Intergenerational Living Innovation Hub, developed under the Stirling and Clackmannanshire City Region Deal, will ensure we continue to deliver groundbreaking solutions as we adapt to changing global demographics.



**We are delivering change around the world, while making a meaningful difference to the communities on our doorstep. As a leading partner in the Stirling and Clackmannanshire City Region Deal, we are shaping our region's future – delivering jobs, growth and prosperity – by developing local solutions to global challenges.**

Scotland's International Environment Centre – one of three university-led research and innovation hubs funded through the Deal – will spearhead the region's transition to net zero. Its flagship project Forth-ERA is creating a catchment-scale environmental observatory – the first of its kind in the world – to drive sustainable, inclusive economic recovery in Forth Valley.



Strategic Priority

# ENGAGEMENT

Partnering with key players to make a difference in our city, region, nation and the wider world, and harnessing the power of our global alumni network.



**We are proud to be based in one of Scotland's most ancient and historic cities. We owe our existence to visionaries in the Royal Burgh of Stirling who petitioned for us to be established here. Through this plan, we want to help our city and this region be healthier, wealthier and a better place to live.**

As well as our civic leadership role, as evidenced by our pivotal role in the City Region and Growth Deals, we also have an important role to play in Scotland, helping it to deliver its ambitions to transform the economy, mitigate the impact of climate change, improve the nation's health and wellbeing, and raise education standards.

Globally, we have an international network of alumni working at the highest levels, and we deliver educational excellence through partner institutions and transnational education. We also play a vital part in global research networks, ensuring Scotland

contributes to and benefits from advances in knowledge elsewhere in the world. We will further broaden those networks.

We will make a material difference to our city, region, nation and the wider world by being good global citizens; delivering groundbreaking research outcomes; and by producing graduates with skills that benefit society, and who can respond to the needs of a changing world. We will contribute to economic growth and help create a fairer, safer and more sustainable planet.

**Over the course of this strategic plan, the University will:**

- 1. Deepen our international ethos and global engagement by expanding international partnerships and transnational education activity, and by recruiting high-calibre students and staff. We will encourage mobility for students and staff, and strengthen bonds with our global alumni networks to enhance our connectivity and global reach.**
- 2. Harness our world-leading research in global and community resilience to enhance food and water security, make us better able to cope with environmental change and extreme events, and to improve health outcomes; make a difference by building partnerships with governments, fellow academic institutions, with business, non-governmental organisations and more broadly.**
- 3. Deliver our Sustainability Plan 2022-28, aligning our strategic ambitions with the United Nation's Sustainable Development Goals where**
- appropriate, and supporting student and staff engagement in the campaign to combat climate change. We will help drive our region's ambition to achieve net zero by 2040.**
- 4. Develop shared objectives with regional and national partners in government, business, industry and civic society to advance economic, educational, social and cultural development in Stirling, Clackmannanshire, Falkirk and beyond. We will increase the impact of our engagement with business, deriving benefits for industry and public sector partners, for students and for our institutional reputation.**
- 5. Work closely with local authorities and regional stakeholders to deepen the connections between the University and our local area to increase the vibrancy of local life and spaces; extend the University's local impact and reach to the benefit of staff, students and more broadly.**

## Measures of success

By 2030, we will be the difference by:

- Increasing the number of high-impact partnerships with universities, organisations, governments and businesses to support economic, social and cultural development.
- Being seen as a leader in environmental change research, and an advocate for change by reducing carbon emissions in tandem with the ambitions set out in our Sustainability Plan.
- Being at the heart of strong international networks in research, learning and teaching, and harnessing the power of our global alumni network.



## As an outward-looking university with strong international partnerships, we provide our students with the opportunity to enjoy a global academic experience.

Our partnership with the Singapore Institute of Management gives students the opportunity to study with us, either in Singapore or in Stirling, and the option to spend a semester overseas on the partner campus. As part of the programme, students graduate with a University of Stirling qualification.

Beyond Singapore, our international partnerships enable students to study with us in many locations around the world – including in the United Arab Emirates and Vietnam. Study abroad opportunities are open to all our Stirling students, with more than 70 partner universities across four continents, while staff can also gain experience working overseas, as part of our global collaborations.

By encouraging student and staff mobility, we enrich lives by enabling our people to explore the world, experience different cultures and build their international networks.

## THE DIFFERENCE IS... COLLABORATION

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# THE DIFFERENCE IS... SUSTAINABILITY

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As we face up to the challenges posed by climate change, we are taking decisive action and setting an example in how best to protect our planet.

By working with partners, we have reduced carbon emissions by more than 40% since 2007 – and by 2040 we are committed to being carbon net zero. Through engagement with our community, we are changing the way we live, work and study, finding new ways to manage our campus, and moving towards greener energy sources. We are a signatory to the Sustainable Development Goals Accord and the Race to Zero for Universities and Colleges campaign.

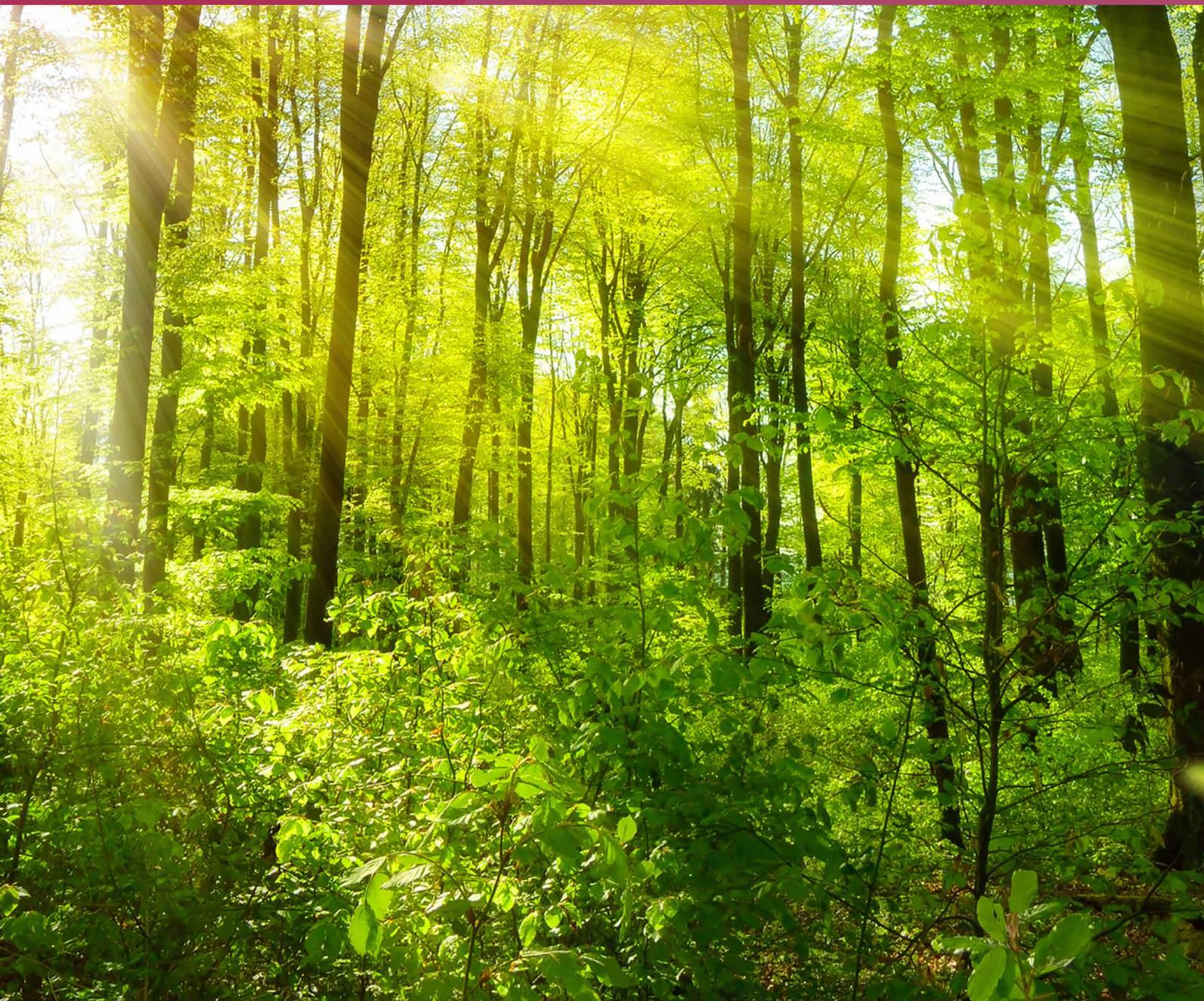
We are embedding sustainability in our teaching and collaborating with local organisations to promote sustainable travel, including bike share schemes and electric car charging points on campus. Our Students' Union is saving around six tonnes of waste each year through recycling, and is encouraging students to get involved in a wide range of sustainable projects and initiatives, including our community garden.



Strategic Priority

# HEALTH AND WELLBEING

Investing in our people's physical and mental health, and enhancing society's health and wellbeing through world-leading research and education.



**As a research leader in health and social care, including the study of ageing and dementia, we have a significant national and international role to play in enhancing people's lives. We also have a leadership role to play in the lives of staff and students, and the wider community, as Scotland's University for Sporting Excellence.**

Long-term quality of life is important to us all, and governments around the world are looking to prevent disease and keep people healthier for longer. We will intensify our research in this area, provide expertise to policymakers, and develop innovative education programmes.

As an employer, we understand the link between health and performance. We will ensure wellbeing features prominently in the support we provide for staff and students, and we will look at ways of using our sporting and cultural resources to add value to their lives and enhance their physical and mental wellbeing.

In addition to investing in, and promoting, the benefits of physical activity for all, we will celebrate and promote our high-performance athletes as role models, showcasing their ability to balance sporting prowess and performance with academic excellence. They enhance their nations' reputations and our own.

We will intensify our multi-disciplinary research and teaching in health and wellbeing, and further increase its impact. We will nurture our people, and harness our campus's natural and built environment to improve their lives and the lives of the communities we serve.

**Over the course of this strategic plan, the University will:**

1. Intensify our research, developing innovative solutions in health and social care. We will be the go to source of expertise for policymakers in our region, Scotland and wider afield.
2. Lead the development of health and social care education and training nationally and internationally; developing innovative programmes for new entrants, for professionals looking to deepen their knowledge, and for providers who want to invest in workforce skills.
3. Leverage our expertise to enhance health and wellbeing within the University and wider community, and to support our students and staff to get the maximum benefit from our sporting and cultural resources, promoting safer and more inclusive sport, and broadening access to the arts.
4. Develop an integrated approach to student and staff welfare and working conditions, promoting and amplifying physical activity levels, acknowledging the real challenges people face in managing their physical and mental health.
5. Create inspiring spaces for our students and staff that draw upon the natural beauty of the campus, and use the cultural capital embodied in our art and sculpture collection and the Macrobert Arts Centre to stimulate learning, engagement and outreach, and to enrich their lives and sense of wellbeing.

**Measures of success.**

By 2030, we will be the difference by:

- Tracking the wellbeing of students and staff, investing in programmes to improve health and resilience.
- Demonstrating increased participation rates, among staff and students, in physical, sport and culture activities.
- Reducing absence levels due to mental and physical ill-health.

# THE DIFFERENCE IS... HEALTHY LIVING

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**As leaders in health education and research, and as Scotland's University for Sporting Excellence, we are committed to enhancing the health and wellbeing of our community and wider society.**

We place huge value on the wellbeing of our students and staff, with our entire university community encouraged and supported to take care of their mental and physical health.

Our world-class sports facilities, outstanding campus, and the wide variety of exercise and wellness classes on offer, provide the perfect environment to stay healthy, fit and active.

Students and staff can participate in activities and access a range of support through our programme of Be Connected events, the Student Services Hub, and the Employee Assistance Programme.



# In the first partnership of its kind, the University is collaborating with NHS Forth Valley and Forth Valley College to improve patient care and treatments, and boost health research and staff learning across the region.

The Forth Valley University College NHS Partnership brings together the organisations' unique wealth of knowledge, skills and experience to create a hub for world-class research, innovation and thinking. It directly responds to the needs of local people by bringing a collaborative approach to hospitals, health centres, social care settings, care homes and classrooms.

By working together, we are enhancing the health and wellbeing of our community.



# AFTERWORD

The great American statesman and founder of the University of Pennsylvania, Benjamin Franklin, visited Scotland twice at the end of the 18th century. The Scottish Enlightenment had a profound effect on him, and it influenced his thinking on education and its role in society.

An eminently practical man, he would have warmed to Stirling's determination to be a university with a purpose. He would also have applauded our vision to make a positive impact on people's lives and be a force for good in the world. The phrase 'be the difference' would have meant something to him.

He might have been surprised by the complexity of delivering higher education in the 21st century. But what he would not have been surprised by is the importance we place on strategic planning. "By failing to prepare, you are preparing to fail," he said.

University Court, which is ultimately responsible for the governance of this institution, takes strategic planning very seriously. The success of this university – and what a success it has been over this past decade in particular – is down to its vision, and determination to deliver it.

That vision has been expressed in successive strategic plans, the most recent being the 2016-2023 plan.

In spite of a global pandemic and increasing geopolitical destabilisation, the University has delivered on that plan – increasing its research profile, increasing income, and positioning itself among the leading universities in the UK's crowded higher education sector.

On behalf of Court, I would like to take this opportunity to thank everyone for delivering that strategy. Now we look forward to the next decade.

The focus of this plan is on making a difference to the world in which we live. The strategic intent is ambitious and the values are right for our times. Court looks forward to seeing its tangible outcomes realised in the years ahead.

**Harry Adam**  
Chair of University Court





**SCOTLAND'S  
UNIVERSITY FOR  
SPORTING  
EXCELLENCE**

UNIVERSITY of  
**STIRLING**



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**BE THE  
DIFFERENCE**