



UNIVERSITY OF  
**BRADFORD**  
MAKING KNOWLEDGE WORK

## Professor Mark Cleary Vice-Chancellor and Principal



Confronting Inequality: Celebrating Diversity



‘Higher Education is both a private benefit and a public good and our challenge is to ensure that the marketisation of Higher Education does not fundamentally compromise our academic values and autonomy’

*Leadership Foundation, 2012*



## Retrospective 2011

- Confidence in the Bradford Offer
- Fee-setting decision at 9k
- Continued investment at an uncertain time



## Current 2012

- A challenging recruitment cycle across the sector
- Volatility in both Home and Overseas numbers
- Fundamentals remain in place



## Prospective 2013-2016

- Political:
  - Law of unintended consequences
  - No return to a status quo
  
- Financial:
  - Greater risk and exposure
  - Sector – mission groups and dislocation



## Institutional

- Reflecting on our size, shape and services
- Key developments in curriculum, student experience and employability
- Aligning resources and academic/support strategy
- Key research which has an impact



## Focus

- Delivering on Academic Review recommendations (Footprint; NSS; employability; good honours)
- Ensuring resources match to Academic Strategy (investment; SSRs; research delivery)
- Ensuring long-term sustainability and efficiency of service functions (Tribal/PSR)