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Weathering the Brexit Storm: University finances in uncertain times



What keeps the CFO awake at night?

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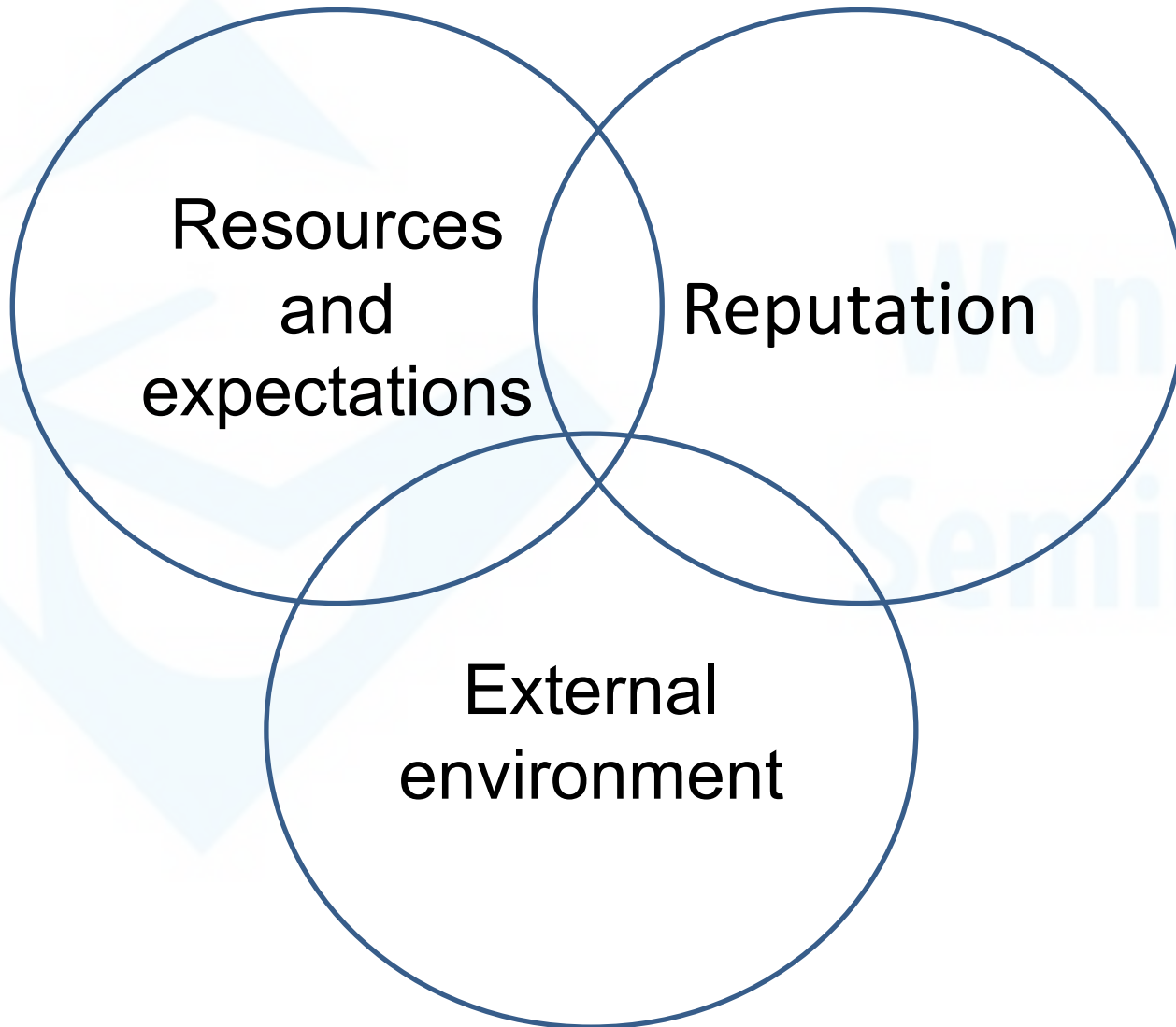
Introduction

- Friday 24 June
 - Outcome of the EU referendum
 - BUFDG North West and North East meeting
- September 2016
 - What is concerning CFOs now?
 - Is there one overarching concern or is it different for every institution?

A changing environment

- Increasing levels of complexity
- Higher levels of visibility
 - National debates on levels of tuition fees
- Students as consumers, changing expectations
- Globalisation and competition
- New providers and methods of delivery

Organisation's operating environment



Brexit

- A 'once in a generation' event?
- Or just more of the same?
- Over what timescale are the effects likely to be felt?

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Specific issues (1/2)

- Wider economic impact
 - Interest rates, impact on Sterling, inflation
- Ability to finance future activities
 - Student loan regime
 - Credit ratings, ability to issue bonds, support from the banks, availability of EIB funding
- Home and international student recruitment
 - Attractiveness of UK as somewhere which is 'open for business' – international competition (including for Home students)
 - Studying and working abroad in placements

Specific issues (2/2)

- Financial sustainability of research and commercial activities
 - EU funding and UK government's commitment to 'replace' it
 - Ability to work and collaborate internationally – including shared facilities
- Staff retention and recruitment
 - UK as a viable and attractive destination
 - Affordability of pension schemes
- Procurement
 - Cost of goods and services
 - Replacing the EU procurement regime

The ultimate concern?

- There will be opportunities as well as threats
- Will my organisation not only be able to 'weather the storm', but also take advantage of any potential opportunities?
- Will my competitors fare better, and why?
- How can I therefore prepare and equip my board and senior management team for the challenges ahead?