

Welcome and Opening Remarks

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Trust and value

- **Public trust in institutions is declining**, and universities face their own distinct version of this crisis
- Years of financial pressure have pushed us into speaking often about risks and funding gaps, rather than **consistently articulating our broader value**
- UUK's work on rebuilding trust gives us a **chance to reconnect with the public through openness, relevance, and impact**

Risk and reward

- **Financial sustainability remains the leading strategic risk** for most institutions, with 85% of HEIs ranking it highest
- Only from a stable financial base can universities **educate, research, innovate, and serve their communities effectively**
- Our social licence depends on both public trust and financial viability - we **cannot deliver our missions from a place of fragility**

Local and global

- We must use today to share best practice, collaborate, and innovate to **drive efficiency and deliver tangible value**
- **Effective communication with communities beyond our campuses** is essential to strengthening both trust and understanding
- **Higher education has always been a global enterprise**, and a global outlook helps us anticipate risks and identify opportunities