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University strategy in age of uncertainty : the effect of higher education funding on old and new universities

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**Abstract**

This paper explores the effects of changes in funding arrangements, and particularly in tuition fees, on universities and their strategic responses to these changes. Using data from interviews with senior managers in four universities, it finds the most prestigious, pre-1992, university largely unaffected by tuition fees and the others responding to changes in application patterns and intake. However, the effects of tuition fees on university strategy are not easily separated from other changes in the funding of Higher Education, and universities' strategies were strongly influenced by the need to reduce costs and to generate income. A second major concern of all four universities was quality, both of inputs such as students and staff and of outputs, in degree results and ratings in employability, research, teaching and other activities. Marketing was assuming a position of increasing importance, with universities striving to develop a 'brand' to attract students, staff and funding. (HRK / Abstract übernommen)