

Title: Recruitment Plan Supporting Strategy
Document Type: Strategy
Location: Official Documents External Relations
Version: 1.0
Publication date: July 2015
Author: External Relations
Approved by: Board of Governors
Last updated: July 2015

The University’s recruitment objectives are embedded within its Strategic Plan 2015-2020 and are fundamental to its aspirations and activities. This supporting plan aims to respond to those objectives in order to grow our undergraduate and postgraduate enrolments for entry in 2016 and beyond, as well as streamline our recruitment channels and supporting processes in order to enhance the student experience.

The plan will seek to drive enrolments to our six academic Schools to include distinctive activities for the Warsash Maritime Academic (WMA) and will also address recruitment activities for the non-traditional and developing programme types, such as the development of apprenticeship and accelerated degree pathways.

The delivery of the plan will be led by the Marketing and Communications Service (MCS), which will be renamed External Relations from 1 August 2015, in conjunction with the academic Schools and WMA, and will be based on meeting agreed recruitment targets / planned numbers. This requires a fundamental change to the way targets / planned numbers are set and a distinction between new and continuing students will be required. The recruitment plan here will only address ‘first year’ students to the university, but for clarity the HESA definition would be: *“First years includes those students who commenced their programme instance within the reporting period and is based on the HESA standard registration population. In some cases the student’s first year of study may be the second or subsequent year of a programme.”* With this added distinction, the method of target setting will need to be reviewed to ensure it can provide a clear view of ‘first year’ students.

Lastly, it is important to acknowledge that the next five years will be extremely challenging with the removal of the student number controls, increased competition, developments in new methods of delivery and the fall in prospective student populations. The environment is made the more complex by the need for an Access Agreement with the Office for Fair Access (OFFA) which is required to enable the University to charge higher rate fees. This does, however, ensure that measures for supporting access and retention for undergraduate students are fully supported, targeted and measured.

The Recruitment Objectives

Recruitment objectives	Allied Priorities	Targets and Milestones
1. To review the curriculum and rationalise the full-time undergraduate area into programmes aligned with the new schools on which students achieve well and are easily explained in a crowded market	<ul style="list-style-type: none"> • People Experience • Learning and Teaching • Research and Innovation • Student Experience • Internationalisation • Reputation 	<ul style="list-style-type: none"> • Annual moderate increase in the number of home undergraduate HE students; • Annual increase in the number of CPD students through part-time provision and short courses; • Annual increase in postgraduate and international student numbers; • Annual increase in the number of students registered for on-line and blended learning programmes.
2. To develop new curriculum areas based around service industries		
3. To continue the rationalisation of taught PG programmes to provide viable cohorts and explore and publicise the new Government funding packages		
4. To develop modes of learning outside traditional full-time undergraduate		
5. To rebuild the main external website especially to be mobile device-friendly and to have an up-to-date look and better navigation		
6. To finalise the implementation of the Student Relationship Management System (CRM) as a central part of all recruitment processes		
7. To successfully pool admissions staff from the faculties and Academic Services to		

provide a seamless service for students from first contact to enrolment

8. To review, renew and monitor existing partnerships.

Our approach to student recruitment

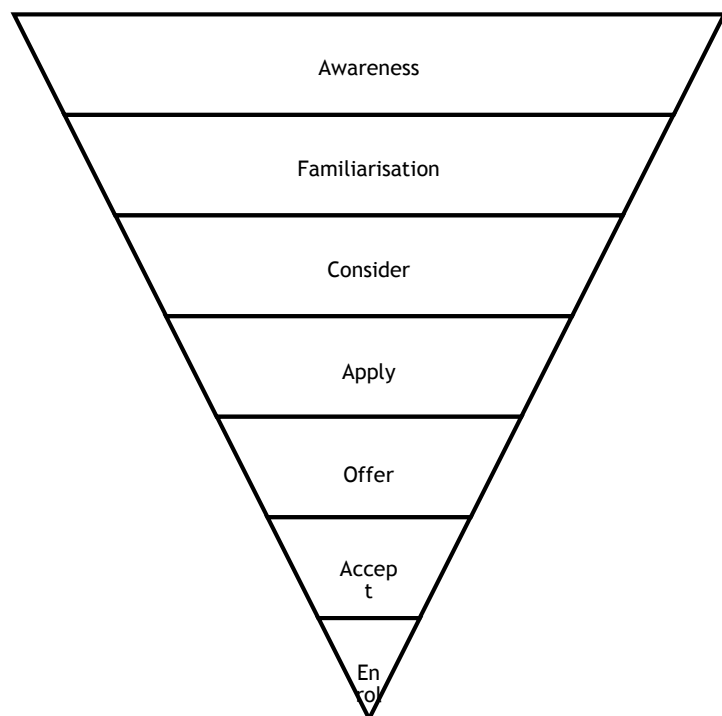
The recruitment approach will be based around the ‘recruitment funnel’ of awareness, familiarisation, consideration, application, offer, acceptance and enrolment.

The funnel provides a structured way to engage our prospects against a simplified journey of activities - it also provides flexibility when dealing with different groups, such as the prospective student directly or an employer who is required to nominate an individual to study with us.

By using this approach, we can best position our marketing effort around the prospect in a focused and timely manner. This approach can also be easily applied to all our constituent groups, including undergraduate pre-degree, degree, direct entry and top up students; postgraduate taught and research; Apprenticeships; Continuing Professional Development / Short Course; Business Sponsorships / Employer Sponsored (including Cadets); and Partnership Pathways.

This plan aims to make the student recruitment process more structured, target oriented and ensure it puts the student journey at its heart. The model will be applied to a series of primary constituents that match the level or type of study. This is partly to recognise that there are genuine differences for specific markets, but to also highlight that although a single model will be used, its application can be customised to fit.

The funnel’s core model is represented below.



Awareness: knowing that the university exists

Familiarisation: knowing what, where, why and when

Consider: being a viable choice for consideration

Apply: making an application, application support and conversion

Offer: receiving the offer, offer support and conversion

Accept: accepting the offer, acceptance support and conversion

Enrol: enrolling into the university, enrolment support and orientation/induction

Implementation

Academic Year	Deliverables	Targets and Milestones
2015/16	<ul style="list-style-type: none"> A plan is designed to delivery against each of the respective strategic objectives New processes are created to support the review of existing curriculum and the development of new - including the introduction of Industry Round Tables and horizon scanning The integration of Admissions into MCS to commence from October 2015, with the transition moving into early 2016 The new corporate website to be completed by March 2016 CRM project completed for student recruitment management by September 2015 All partnerships to be reviewed and rationalised against set criteria 	<ul style="list-style-type: none"> Plan completed and in operation by September 2015, including tactical plans for each School. Brand tracker wave 1 New process is agreed and in place for November 2015 Consolidate curriculum Admissions form part of MCS formally by July 2016 New website live by March 2016 Completed by September 2015 Partnership review completed by December 2015
2016/17	<ul style="list-style-type: none"> Update our delivery plan against each of the respective strategic objectives Enter round 2 of our curriculum review and ensure all Schools have an 	<ul style="list-style-type: none"> Plan update and in operation by September 2016, including tactical plans for each School. Brand tracker wave 2 - annual increase Each School has its own dedicated Industry Round Table including at

	<p>appropriate Industry Round Tables for the development of new programmes</p> <ul style="list-style-type: none"> • As Admissions will now be part of Student Recruitment, a full student journey approach will be mapped out and made transparent, thus enabling us to better support the conversion of interest into enrolments • Review of the university microsites including WMA, WSA and commercial enterprise (where relevant) • CRM updated and annual content audit • All partnerships to be delivering against the set partnership outcomes or reviewed 	<p>a minimum 10 business leads</p> <ul style="list-style-type: none"> • Student Recruitment journey mapping to be completed by October 2016 • Microsite amalgamated by August 2016 • Completed by September 2016 • Partnership review completed by December 2016
2017/18	<ul style="list-style-type: none"> • Update our delivery plan against each of the respective strategic objectives • Enter round 3 of our curriculum review and ensure all Schools have an appropriate Industry Round Tables for the development of new programmes • Student Recruitment and admissions should now be streamlined and working against agreed KPI's (working through each stage of the recruitment funnel) • Digital evolution - review website against new market trends and ensure it delivers the best brand experience • CRM updated and annual content audit • All partnerships to be delivering against the set partnership outcomes or reviewed • 	<ul style="list-style-type: none"> • Plan update and in operation by September 2017, including tactical plans for each School. Brand tracker wave 3 - annual increase • Each School has its own dedicated Industry Round Table including at a minimum 15 business leads • Student Recruitment funnel is fully in place with set KPI's being delivered or exceeded • Digital Brand Tracker launched to set benchmark year wave 1 • Completed by September 2017 • Partnership review completed by December 2017
2018/19	<ul style="list-style-type: none"> • Update our delivery plan against each of the respective strategic objectives • Enter round 4 of our curriculum review and ensure all Schools have an appropriate Industry Round Tables for the development of new programmes • Student Recruitment and admissions should now be streamlined and working against agreed KPI's (working through each stage of the recruitment funnel) • Digital evolution - review website against new market trends and ensure it delivers the best brand experience • CRM updated and annual content audit • All partnerships to be delivering against the set partnership outcomes or reviewed 	<ul style="list-style-type: none"> • Plan update and in operation by September 2018, including tactical plans for each School. Brand tracker wave 4 - annual increase • Each School has its own dedicated Industry Round Table including at a minimum 20 business leads • Student Recruitment funnel is fully in place with set KPI's being delivered or exceeded • Digital Brand Tracker launched to set benchmark year wave 2 • Completed by September 2018 • Partnership review completed by December 2018
2019/20	<ul style="list-style-type: none"> • Update our delivery plan against each of the respective strategic objectives • Enter round 5 of our curriculum review and ensure all Schools have an 	<ul style="list-style-type: none"> • Plan update and in operation by September 2019, including tactical plans for each School. Brand tracker wave 5 - annual increase • Each School has its own dedicated Industry Round Table including at

appropriate Industry Round Tables for the development of new programmes

- Student Recruitment and admissions should now be streamlined and working against agreed KPI's (working through each stage of the recruitment funnel)
- Digital evolution - review website against new market trends and ensure it delivers the best brand experience
- CRM updated and annual content audit
- All partnerships to be delivering against the set partnership outcomes or reviewed

a minimum 25 business leads

- Student Recruitment funnel is fully in place with set KPI's being delivered or exceeded
 - Digital Brand Tracker launched to set benchmark year wave 3
 - Completed by September 2019
 - Partnership review completed by December 2019
-

Using this plan and specifically applying the 'recruitment funnel' we will also design School based plans and service level agreements that support their specific requirements for enrolment. These plans will be delivered via the respective External Relations lead, who will report on progress to the Director of School throughout the year (based on the agreed SLA).