

STRATEGY & POLICY COVER SHEET

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Recruitment Strategy 2008 - 2010

1. UNIVERSITY COLLEGE MISSION, CORE VALUES AND AIMS

To be a centre of excellence and innovation in learning, teaching and creative practice which, through partnership and subject knowledge, contributes to the creative industries, cultural life of the community and the development of education in the arts.

The University College will achieve its Mission and Vision through the following Core Values and Aims:

Core Values

The University College has a commitment to:

- i. the intellectual, professional and personal development of the student and staff as a basis for a lifetime of experience and learning;
- ii. an open, accountable, creative and inclusive environment;
- iii. recognise the contribution of all members of the University College to its success.

The University College Aims to:

1. Provide courses, which are current, relevant, challenging and enhance Employability;
2. Achieve regional, national and international recognition for the University College through knowledge and innovation in creative practice and theory;
3. Ensure the effective business operation of the University College through attracting and retaining quality staff;
4. Respond to and support the quality of the student experience;
5. Provide physical resources in an accessible, safe and healthy environment for learning and work;
6. Grow and develop as a specialist Higher Education Institution;
7. Work in collaboration with the creative and cultural industries, business, educational institutions and the community;
8. Ensure a learning and working environment which celebrates diversity and eliminates discrimination;
9. Contribute to the creative and cultural life of the region.

2. INTRODUCTION

2.1. Background

The purpose of the Recruitment Strategy is to provide a coherent focus for objectives and actions in relation to the University College's planned growth and development. The strategy outlines aims, and objectives for the medium term, whilst actions are revised annually. The Recruitment Strategy aims to support the relevant aims of the

Corporate Plan and to provide a platform for the academic and financial stability of the University College based on student numbers and related income. The Recruitment Strategy is also an essential tool for raising organisational awareness at all levels, of the issues, challenges and benefits relating to the recruitment and to the retention of students. The reputation of the University College, the quality of its courses, and the value of qualifications achieved at Norwich University College of the Arts all play an important role in the recruitment process. This strategy is by necessity related to other University College strategies and policies such as the Student Support Strategy, the Marketing Strategy and the Learning and Teaching Strategy. The strategy is also informed by a number of other key University College documents (Knowledge and Innovation Strategy, Equality and Diversity Policy) and takes into account the University College Academic Development Plan 2007-2013 and the University College's Access Agreement which is approved by the Office of Fair Access (OFFA). Reference is also made to the QAA Code of Practice on Recruitment and Admissions and the Schwartz Report on 'Fair Admissions to HE: recommendations for 'Good Practice'.

The Widening Participation agenda, Access Agreements and socio-economic factors all impact on applicant profiles and the strategy attempts to strike a balance between providing expanded learner opportunities and attracting high quality applicants. The University College needs to ensure that local, regional, national and international recruitment issues are addressed and that appropriate objectives and milestones are put in place, supported by relevant and effective marketing. The University College has good long-term links with a number of sixth forms, colleges and employers, and is well placed to further develop progression opportunities.

Recruitment, marketing and Widening Participation are inextricably linked and this strategy also attempts to coalesce these considerations with a consideration of the changing shape of the University College's portfolio of awards. To this end, the strategy is geared towards enhancing coordination, planning and targeting of resources to maximise effectiveness and ensure value for money in recruitment activities. The overview for this is held by the Recruitment Manager and the Director of Studies (DoS).

The aims and objectives of the Recruitment Strategy are developmental and reviewed annually by the March meeting of the University College's Recruitment Committee.

Recruitment Strategy action plans are determined annually for the following academic year by the March meeting of the Recruitment Committee and submitted for approval to the June meeting of the Academic Board. The approved action plan uses the University College template and is appended to this strategy.

2.2. Links to the relevant Aims of the Corporate Plan 2005-2010

Aim 6: To grow and develop as a specialist Higher Education Institution.

Aim 9: To contribute to the education, creative and cultural life of the region.

3. AIMS, OBJECTIVES AND TARGETS

3.1 Aim of the Strategy

To recruit students to agreed targets in accordance with the University College's Corporate Plan

3.2 Objectives of the Strategy

Objective 1: To achieve year-on-year increases in applications, offers and acceptances for all courses, including internal progression.

Objective 2. To ensure fairness and equality in the application and recruitment process for all applicants.

Objective 3. To increase applications and recruitment from under-represented groups.

Objective 4. To ensure a coordinated approach to recruitment in which central recruitment services work collaboratively and effectively with marketing, academic staff teams and others.

Objective 5. To establish and foster links with schools, FE colleges and employers to promote the University College and provide clear progression routes.

Objective 6. To contribute to a culture in which the recruitment process is seen as the first stage in student induction.

3.3 Targets of the Strategy

Are identified as actions in the template appended to this document.

4. KEY RISKS AND MITIGATION

1. Failure to increase regional participation in HE impacts on recruitment.
Mitigated by Recruitment Strategy action planning, Marketing Strategy and Knowledge and Innovation Strategy.
2. Failure to meet recruitment targets.
Mitigated by proactive engagement in recruitment activity by Recruitment Manager (in collaboration with Heads of Schools and Course Leaders); to include recruitment fairs, open days, internal and external progression arrangements, and review and approval of existing and new awards.
3. Employer links and work-based learning opportunities diminish.
Mitigated by Learning and Teaching Strategy, Knowledge and Innovation Strategy for the annual monitoring process.

NORWICH UNIVERSITY COLLEGE OF THE ARTS**Recruitment Strategy****Action Plan 2008-09**

Objective from strategy	Action	Action required by whom	Action required by when	Action monitored by
1. To achieve year-on-year increases in applications, offers and acceptances for all courses, including internal progression.	1.1 Continue to improve conversion rates for all courses to better reflect increases in applications and offers.	Recruitment Manager / Marketing Manager / Course Leaders / Academic Staff	June 2009	Recruitment Committee
	1.2 Introduce a revised format for Open Days with a greater focus on course specific information.	Recruitment Manager / Marketing Manager / Course Leaders	October 2008	Recruitment Committee
	1.3 Introduce Campus Tour events to offer a wider range of visit opportunities.	Recruitment Manager	November 2008	Recruitment Committee
2. To ensure fairness and equality in the application and recruitment process for all applicants.	2.1 To ensure that high standards of selection and recruitment are maintained and that equality, diversity and Widening participation are addressed through recruitment activities.	Recruitment Manager / Course Leaders / Recruitment and WP Officer	December 2008	Recruitment Committee
3. To increase applications and recruitment from under-represented groups.	3.1 Generic visits by staff and students and course specific visits by course teams in conjunction with NALN/ Aim Higher led initiatives. Greater focus on individual courses.	Recruitment Manager / Recruitment and WP Officer / Course Leaders	July 2009	Recruitment Committee
	3.2 To review strategies to attract a greater number of international applicants within the context of the University College's Corporate Plan.	Recruitment Manager / Marketing Manager	June 2009	Recruitment Committee

Objective from strategy	Action	Action required by whom	Action required by when	Action monitored by
4. To ensure a coordinated approach to recruitment in which, central recruitment services work collaboratively and effectively with marketing, academic staff teams and others.	4.1 Twice yearly meetings to be convened in September and March of each academic year in order for all staff involved in external activities.	Recruitment Manager	September 2008	Recruitment Committee
	4.2 Marketing / Recruitment internal newsletter to inform staff of recruitment and promotional activities.	Recruitment Manager / Marketing Manager	February 2009	Recruitment Committee
5. To establish and foster links with schools, FE colleges and employers to promote the University College and provide clear progression routes.	5.1 To continue to develop and implement progression accords and articulated progression opportunities for external and internal markets with a focus on problem courses.	Recruitment Manager / Marketing Manager / Recruitment and WP Officer	July 2009	Recruitment Committee
	5.2 To develop and implement the Digital December online showcase project to engage with feeder institutions and the local community.	Recruitment Manager / Recruitment and WP Officer		
6. To contribute to a culture in which the recruitment process is seen as the first stage in student induction	6.1 To review information to applicants, particularly in relation to open day, taster and interview experiences and to ensure that these experiences are flagged as being an integral part of the educational process.	Recruitment Manager / Recruitment and WP Officer / Course Leaders	September 2009	Recruitment Committee

Objective from strategy	Action	Action required by whom	Action required by when	Action monitored by
	6.2 To ensure that objective 6 is clearly promoted to academic and other University College staff through attendance at meetings and improved electronic communication.	Recruitment Manager	September 2009	Recruitment Committee