

UEB Strategic Advisory Group - Student Recruitment and Population

Terms of Reference:

1. To oversee implementation of the University's strategic objectives for the student population by:
 - (a) monitoring institutional progress towards the strategic objectives, highlighting risks and concerns to UEB;
 - (b) maintaining oversight of faculty and department progress against five-year student intake targets (set in the context of the strategic objectives), monitoring forecasts and intakes;
 - (c) evaluating any proposed changes to faculty or departmental five-year student intake targets, and making recommendations to UEB.
2. To review and monitor the student recruitment and market performance of programmes, including through the use of data and outputs from the planning cycle and annual reflection process by:
 - (a) reviewing the business cases for all new programmes of study, alongside existing approval and formal governance arrangements;
 - (b) approving or declining business cases for new programmes where a market-based assessment is unsupportive but the faculty wish to proceed. If business cases are approved, then programmes progress through usual procedures for programme approval;
 - (c) monitoring policies and processes supporting the development and delivery of the University's portfolio of programmes, including faculty and department progress against portfolio action plans.
3. To maintain oversight of student recruitment strategy, including monitoring the approaches for cohorts/markets/incentives and making any recommendations to UEB by:
 - (a) approving university-wide student recruitment priorities and strategies (including diversity, education liaison, marketing campaigns, scholarships, agents' fees, sponsorships and discounts);
 - (b) reviewing the progress of strategy implementation at central, faculty and department levels and recommend changes where required;
 - (c) approving new student recruitment approaches as proposed by the Student Recruitment Campaign Board;
 - (d) recommending the corporate strategy and policies for Confirmation, Adjustment and Clearing.
4. To recommend a fee framework to UEB for all student cohorts and consider ad-hoc fee requests where delegated decision-making to the Provost & Deputy Vice-Chancellor and the Director of Planning, Projects & Business Intelligence is not sufficient by:
 - (a) reviewing fee policies and periodically reviewing the tuition fee framework, reflecting on competitiveness and any impacts on our strategic objectives.

Reports to: University Executive Board.

Membership:

<i>Chair:</i>	
Professor Gill Valentine (Provost & Deputy Vice-Chancellor)	

<i>Ex-officio members:</i>	
<i>Vice-President for Education</i>	Professor Mary Vincent
<i>Chief Financial Officer</i>	Joanne Jones
<i>Executive Director of Academic Services</i>	Rob Sykes

<i>Director of Academic Programmes & Student Engagement</i>	Michelle Nolan
<i>Director of Student Recruitment, Marketing & Admissions</i>	Dan Barcroft
<i>Director of Global Engagement</i>	Dr Malcolm Butler
<i>Director of Planning, Projects & Business Intelligence</i>	Al Carlile

<i>Representative members:</i>	
<i>Representative of Student Recruitment, Marketing & Admissions</i>	Elisabeth Akselsen Whiting
<i>Representative of Global Engagement</i>	Louise McCarthy

<i>Representative from each Faculty:</i>	
Nicola Talbot (Faculty Director of Operations, Arts & Humanities)	
Nicola Donohoe (Faculty Director of Operations, Faculty of Engineering) (Interim)	
Michelle Nuttall (Faculty Director of Operations, Medicine, Dentistry & Health)	
Penny Jackson (Faculty Director of Operations, Faculty of Science)	
Karen Ball (Faculty Director of Operations, Social Sciences)	

<i>In attendance:</i>	
N/A	

<i>Secretary</i>	Jennifer Knapp-Wood (University Secretary's Office)
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