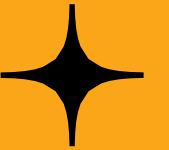


Inclusive admissions, recruitment, and marketing: the importance of a co-ordinated approach



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Why have we focussed here?

Education in our area



- **Norfolk is the 8th lowest county in England for HE progression amongst disadvantaged students (3x less likely than a student in Westminster)**
- **Consistent gaps in attainment from Primary school for all students AND disadvantaged students, the biggest predictor of HE progression**
- **Higher proportion of students in rural areas – 36% in Norfolk and Suffolk vs 14% nationally**

Underrepresented groups - recruitment at UEA



Up to 40% of UG students are drawn from the East of England

25% of UK students coming from Norfolk

12% of applications coming from Outreach post-16 target schools

12 of our top 50 feeder schools are Outreach target schools

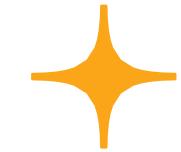
APP targets - our mission



- **We must admit more students from areas of low progression to Higher Education (POLAR4 Q1) to UEA, steadily closing the ratio Q1 and Q5**
- **We must admit more Mature students from key FE colleges to UEA, steadily increasing our market share over time**

**What have we done to create
a co-ordinated approach?**

Student education and experience



- Raise outcomes
- **Widen access and success**
- **Grow student numbers**
- New teaching model
- Invest in staff

The strategy will...

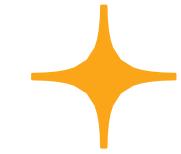


Principles of the strategy



- **Interventions are evidence led and will be evaluated year on year**
- **Collaboration, not duplication**
- **Inclusive and exclusive activities**
- **Fixed term funding to support embedded WP recruitment as BAU**

Planning approach



Focus area

- **Situation**
- **Evidence**

Project

- **Lead**
- **Student journey stage**
- **Aims and objectives**
- **Activities**
- **Outcomes**
- **Enablers**
- **Aspirations**

Plan on a page



Focus areas	Geo-targeted recruitment and marketing	Embedding WP themes into UG campaigns	Inclusive admissions	WP applicant support	WP clearing strategy
	Inclusive school liaison plan	Diverse UG campaign proposition	Contextual admissions and conversion	Post-application outreach programmes	Pre-clearing campaign development
Projects	WP market share opportunities	Tailored resources and activity for specific underrepresented groups	AdvanceHE HSC admissions review	Inclusive welcome and arrival events	Inclusive clearing and confirmation
	Post-16 outreach delivery	Pre-awareness campaign	Inclusive CRM	WP gap analysis by priority subject	
Enablers	Funding, strategic structure and resourcing				

How have we implemented the strategy?

Macro – working together



- **All projects embedded in strategic plan**
 - e.g. Underrepresented student targets in recruitment plans
 - Inclusive by design
- **Quarterly reporting**
 - Progress and headline statistics reported widely
- **Budget allocation**
 - Budget provided through regular project budgets

Micro – in projects



- **Data to inform decisions**
 - Which underrepresented student groups might a project reach?
 - What are the baselines?
 - How does a project deliver for WP students?
- **Inclusivity as standard**
 - Does this project reach a broad audience?
 - Are there barriers to participation?
- **Collaboration**
 - Reflecting the breadth of our work
 - How does this project fit the wider picture

What's gone well?

Successes



- **Admissions, Recruitment and Marketing onboarding, and externals**
 - Buy-in and shared understanding
- **Context for activities such as contextual admissions and inclusive clearing**
 - Colleagues understand the impact of these activities on our APP targets
- **Mechanism for on-going conversations**
 - Cross over into strategies across our division
 - Reporting enables discussion

What could be even better?

Challenges



- **Colleagues outside of outreach and recruitment to better understand that outreach is a good recruitment tool**
 - These students have great continuation and progression while at UEA, so why not recruit them?
- **Conversation shouldn't need to be led by Outreach**
 - All colleagues should feel confident in understanding the APP targets and how they can impact the outcomes
- **Better embed with external groups, such as teachers – i.e. built in throughout nurturing bright futures teachers conference**
 - Ensure key stakeholder groups know UEA is an inclusive and supportive environment for all.

Any questions?

