EXECUTIVE SUB-COMMITTEE

STUDENT RECRUITMENT STRATEGY COMMITTEE

Working Groups:

Undergraduate Recruitment Working Group

Graduate and Professional Studies Recruitment Working Group

International Recruitment Working Group

TERMS OF REFERENCE

Approved by Executive Committee

28 June 2023

STUDENT RECRUITMENT STRATEGY COMMITTEE

1   Terms of Reference

1.1   Oversight of the development and implementation of strategy, policy, planning and processes relating to EU and non-EU undergraduate and postgraduate taught student recruitment and admissions (including online, transnational education partnerships and English Language provision).

1.2   Supporting the achievement of student intake targets.

1.3   Monitoring scholarships, recruitment packages and incentives (including accommodation and fee waivers) for all levels of study.

1.4   Oversight of recruitment-related collaboration and domestic and international articulation agreements, study pathways and student progression opportunities.

1.5   Reporting and making recommendations to the Executive Committee and other bodies as appropriate regarding student recruitment issues, including the lead time for setting student recruitment targets and tuition fees.

1.6   Review of student recruitment-related risks and action plans in place to mitigate these, recommending new actions as required.

1.7   Establish and disestablish working groups to support the work of the Committee.

2   The Remit

2.1   To oversee the recruitment of students in line with the strategic plan, bringing together the disparate units activities and elevating the membership to a decision-making level so that it may become responsive and target driven.

2.2   Integrate the recruitment strategies and align recruitment activities and campaigns across the university.

2.3   Develop and agree the annual student recruitment plan e.g. programmes to be promoted, marketing campaigns and a CRM/conversion strategy and present this student recruitment plan to the Executive Committee.

2.4   Connect academic, marketing recruitment, conversion and admissions activities to deliver an effective recruitment performance.

2.5   Review the resourcing of recruitment activities for undergraduate, postgraduate, professional and international students.

2.6   Review the performance of student recruitment campaigns and advise the relevant units and divisions.

3   Governance

3.1   The Committee will act with authority, as delegated by Executive Committee, in order to take strategic and high level policy decisions in the area of student recruitment.

3.2   In taking forward its remit, the Committee will support equality, diversity and inclusion and will strive for gender balance. It will seek consistency and common approaches, where these are in the best interests of students and staff.

3.3   The Committee will liaise closely with other Committees of the Executive Committee and other University Committees as appropriate.

3.4   The Committee shall liaise with relevant Governing Authority Committees and with specific University managers and offices in respect of issues or instances pertaining to matters of student recruitment.

3.5   The Committee shall identify and agree the ways in which it will interact and exchange information with relevant academic units and professional support services in matters relating to quality systems and quality management.

4   Operations

4.1   The Committee will meet at least four times per annum.

4.2   A quorum for a meeting of the Committee shall be one third of the total number of members, rounded up to the nearest whole number, plus one. The participation of members by MS Teams (or equivalent) will be counted for the purposes of a quorum. No meeting will proceed in the absence of a quorum.

4.3   Working Groups will take forward as relevant the detailed examination of, and consultation on, the strategic issues which make up the majority of the Committee's work.

4.4   Working Groups will be given a clear brief and will consult as appropriate during their work in order to ensure the confidence of the Committee, the Education Committee and Academic Council, the Global Engagement Strategy Committee and the wider University Community in the resulting conclusions and recommendations.

4.5   Working Group activities will be made available electronically to ensure that members of the University Community are kept informed and can contribute to specific developments.

4.6   At the start of each meeting, the Secretary to the Committee will ask members to declare any conflict of interest, perceived or otherwise, in relation to any matters on the agenda. Where such a conflict is declared, the member will absent themselves from the meeting during consideration of the agenda item. In addition, any additional documentation will not be made available to the member following the declaration of interest. These matters will be recorded in the minutes.

4.7   The Committee will liaise closely with other Executive Committees and other University Committees as appropriate.

4.8   The Committee will provide its minutes to the Executive Committee as soon as possible for noting, discussion and/or approval as necessary.

4.9   Questions arising at any Committee meeting shall be decided by a majority of the votes of the members present, either in person or by MS Teams (or equivalent). Where there is an equality of votes, the Chair shall have an extra casting vote. Where decisions are unanimous, they shall be recorded as such in the minutes. Dissensions and negative votes shall be summarised in the minutes in terms acceptable to the dissenting person(s) or negative voter(s).

4.10   The Student Recruitment Strategy Committee will agree its Programme of Work on an annual basis.

4.11   The Committee will review its terms of reference on an annual basis and recommend any proposed changes to the Executive Committee for consideration.

4.12   The Committee will undertake a self-evaluation process at least every three years and report on the outcome of this assessment to the Executive Committee.

5   Composition and Membership

Provost (Chair)	Ex Officio
Dean KBS (or Assistant Dean)	Ex Officio
Dean SEN (or Assistant Dean)	Ex Officio
Dean AHSS (or Assistant Dean)	Ex Officio
Dean EHS (or Assistant Dean)	Ex Officio
AVP GPS	Ex Officio
Director MarComms	Ex Officio
Director of Finance (or Nominee)	Ex Officio
VP UL Global	Ex Officio
AVP Academic Services	Ex Officio
Head of Operations Academic Registry	Ex Officio

Where the Chair is unavailable for a meeting, they will appoint a Chair for that meeting.

Undergraduate Recruitment Working Group

1   Terms of Reference

1.1.   The Undergraduate Recruitment Working Group will build the conditions and foster a culture to allow the University of Limerick to achieve its strategic recruitment targets for undergraduate learners, ensuring that the University is well positioned to succeed in a fiercely competitive and increasingly complex global higher education market. Aligned with the University of Limerick Strategic Plan, implementation of this student-centred recruitment strategy will enable the University to achieve sustainable growth in student numbers, reduce over-dependence on a small number of markets and disciplines, and enhance the University's reputation as a destination of choice for undergraduate education.

1.2.   The Undergraduate Recruitment Working Group will lead, coordinate and implement effective marketing campaigns that are evaluated on a return on investment basis. Effective student recruitment is critical to the University of Limerick realising many of its long-term strategic ambitions, e.g., enabling us to extend our global reach and impact, and to create sustainable, stimulating and diverse academic communities.

2   The Remit

The Remit of the Undergraduate Recruitment Working Group is to:

2.1   Identify, plan and implement measures to deliver on undergraduate EU recruitment targets (non-EU undergraduate needs to be taken into consideration).

2.2   Oversee the planning and management of Open Days (virtual and physical), school visits, careers fairs, etc.

2.3   Monitor delivery on undergraduate EU recruitment and optimise intake in terms of numbers and CAO points.

2.4   Analyse data on undergraduate EU market and admissions trends.

2.5   Measure return on investment and inform policy through the collection, analysis, interpretation, and application of data.

2.6   Inform the development of marketing collateral.

3   Governance

3.1   Authorised by the Student Recruitment Strategy Working Group, the Working group will take operational decisions to deliver on the Undergraduate recruitment KPIs.

3.2   In taking forward its remit, the Working Group will support equality, diversity and inclusion. It will seek consistency and common approaches, where these are in the best interests of students and staff.

3.3   The Working Group will liaise closely with the Student Recruitment Strategy Committee and other Working Groups and University Committees as appropriate

4   Operations

4.1   A quorum for a meeting of the Working Group shall be one third of the total number of members, rounded to the nearest whole number, plus one. The virtual participation of members will be counted for the purposes of a quorum. No meeting will proceed in the absence of a quorum.

4.2   Between meetings of the Working Group occasions may arise where an urgent matter requires consideration of the Working Group. The Chair may agree in such circumstances to seek guidance from the Working Group via email to all members. In the event of such circumstances arising any guidance and any decision will be noted in the minutes of the Working Group's next meeting.

4.3 At the start of each meeting, the Secretary to the Working Group will ask members to declare any conflict of interest, perceived or otherwise, in relation to any matters on the agenda. Where such a conflict is declared, the member will absent him/herself from the meeting during consideration of the agenda item. In addition, any additional documentation will not be made available to the member following the declaration of interest. These matters will be recorded in the minutes.

4.4 Questions arising at any Working Group meeting should be decided by consensus. Where reaching a consensus is not possible, then the matter will be decided by a majority of the votes of the members present either in person or virtually. Where there is an equality of votes, the Chair shall have an extra casting vote. Where decisions are unanimous, they shall be recorded as such in the minutes. Dissensions and negative votes shall be summarised in the minutes in terms acceptable to the dissenting person or negative voter.

4.5 The Working Group will agree its Programme of Work on an annual and/or longer term basis and will submit it for noting to the Student Recruitment Strategy Committee. The Working Group will prepare a written report once a year, at the end of each recruitment cycle, to be circulated to Executive Committee.

4.6 The Undergraduate Recruitment Working Group will review its terms of reference on an annual basis and recommend any changes to Student Recruitment Strategy Committee for approval.

5 Composition and Membership

Head of Operations AR (Chair)	Ex Officio
UG Recruitment Partner KBS	Ex Officio
UG Recruitment Partner SEN	Ex Officio
UG Recruitment Partner AHSS	Ex Officio
UG Recruitment Partner EHS	Ex Officio
UL Global EU Recruitment Manager	Ex Officio
Undergraduate Admissions Officer AR	Ex Officio
Undergrad Recruitment Manager AR	Ex Officio
Marketing and Campaigns Officer (MarComms)	Ex Officio
Mature Student Officer	Ex Officio
Access Student Officer	Ex Officio
UGR&A Executive Administrator	Ex Officio

Where Chair is unavailable for a meeting, they will appoint a Chair for that meeting.

Graduate and Professional Studies Recruitment Working Group

1   Terms of Reference

1.1   The Graduate and Professional Studies (GPS) Recruitment Working Group will build the conditions and foster a culture to enable the University of Limerick to achieve its strategic recruitment targets for postgraduate and professional students ensuring that the University is well positioned to succeed in a fiercely competitive and increasingly complex global higher education market. Aligned with the University of Limerick Strategic Plan, implementation of this student-centred recruitment strategy will enable the University to achieve sustainable growth in student numbers, reduce over-dependence on a small number of markets and disciplines, and enhance the University's reputation as a destination of choice for postgraduate and professional education.

1.2   The GPS Recruitment Working Group will lead, coordinate and implement effective marketing campaigns that are evaluated on a return-on-investment basis. Effective student recruitment is critical to the University of Limerick realising many of its long-term strategic ambitions, e.g., enabling us to extend our global reach and impact, and to create sustainable, stimulating and diverse academic communities.

2   The Remit

The Remit of the GPS Working Group is to:

2.1   To lead, implement, monitor and review the University of Limerick strategy, policies and procedures in respect of all aspects of marketing, recruitment, and admission of postgraduate and professional students that result in increased enrolments.

2.2   To partner with a range of internal and external stakeholders to ensure a coherent and coordinated approach to postgraduate and professional student recruitment at the University of Limerick.

2.3   To review external trends in demand for postgraduate and professional programmes and consider the possible impact of these trends on the recruitment strategy, programme offerings and new programme development.

2.4   To ensure effective communication of market research regarding external trends and demand for postgraduate offerings with faculty partners.

2.5   To identify multiple conversion opportunities across the customer journey and build ~~customer~~ student engagements that maximise enrolments.

2.6   To measure return on investment and inform policy through the collection, analysis, interpretation, and application of data.

2.7   To request systems, tools and resources that enhance student recruitment and enrolments in line with university recruitment targets.

2.8   To benchmark University of Limerick recruitment performance (marketing, recruitment, admissions and funding) against key competitors and best-in-sector practice.

2.9   To ensure effective stakeholder communication in relation to University of Limerick marketing, recruitment, admissions and funding strategies with respect to postgraduate and professional students.

2.10 To ensure that relevant University of Limerick policies, structures and processes are student-centred and coordinated to ensure that an efficient service is provided at institutional and faculty level.

2.11 To advise on institutional risk management strategies relating to student recruitment, admissions and funding.

3   Governance

3.1   Authorised by the Student Recruitment Strategy Committee, the Working group will take operational decisions to deliver on the GPS recruitment KPIs.

3.2   In taking forward its remit, the Working Group will support equality, diversity and inclusion. It will seek consistency and common approaches, where these are in the best interests of students and staff.

3.3   The Working Group will liaise closely with the Student Recruitment Strategy Committee and other Working Groups and University Committees as appropriate

4   Operations

4.1   The GPS Recruitment Working Group will meet a minimum of once per month in each academic year. Meetings will be scheduled to align with events in the student recruitment cycle. At the first meeting of each year the GPS Recruitment Working Group will agree in advance the planned schedule of work for the year.

4.2   A quorum for a meeting of the GPS Recruitment Working Group shall be one third of the total number of members, rounded to the nearest whole number, plus one. The virtual participation of members will be counted for the purposes of a quorum. No meeting will proceed in the absence of a quorum. Key decision making will be shared by the Working Group on all issues including strategy, policy, process and resourcing as they relate to both full and part-time programmes. Members of the working group with a primary focus on Professional Education will branch out from the working group at the end of each meeting regarding professional programme level policy and promotion. Operational decision making can be taken independently by this sub-group and reported on at PG Recruitment Working Group periodic meetings.

4.3   Between meetings of the GPS Recruitment Working Group occasions may arise where an urgent matter requires consideration of the Working Group. The Chair may agree in such circumstances to seek guidance from the Working Group via email to all members. In the event of such circumstances arising any guidance and any decision will be noted in the minutes of the Working Group's next meeting.

4.4   At the start of each meeting, the Secretary to the GPS Recruitment Working Group will ask members to declare any conflict of interest, perceived or otherwise, in relation to any matters on the agenda. Where such a conflict is declared, the member will absent him/herself from the meeting during consideration of the agenda item. In addition, any additional documentation will not be made available to the member following the declaration of interest. These matters will be recorded in the minutes.

4.5   Questions arising at any GPS Recruitment Working Group meeting should be decided by consensus. Where reaching a consensus is not possible, then the matter will be decided by a majority of the votes of the members present either in person or virtually. Where there is an equality of votes, the Chair shall have an extra casting vote. Where decisions are unanimous, they shall be recorded as such in the minutes. Dissensions and negative votes shall be summarised in the minutes in terms acceptable to the dissenting person or negative voter.

4.6   The GPS Recruitment Working Group will agree its Programme of Work on an annual and/or longer-term basis and will submit it for noting to the Student Recruitment Strategy Committee. The Working Group will prepare a written report once a year, at the end of each recruitment cycle, to be circulated to the Student Recruitment Strategy Committee.

4.7   The GPS Recruitment Working Group will review its terms of reference on an annual basis and recommend any changes to Student Recruitment Strategy Committee for approval.

4.8   The Working Group will be supported by the Office of the AVP GPS.

4.9   The Working Group adopt the following values:

- Accountability and Transparency – to internal and external stakeholders

- Data-Driven Decision Making – to measure return on investment and inform policy through the collection, analysis, interpretation, and application of data.

- Cooperation & Collaboration – to develop new partnerships and strengthen existing ones, incorporating different points of view, feedback, and ideas that are mutually beneficial.

- Diversity & Inclusion – to appreciate, respect, and incorporate in our work the unique perspectives, experiences, and contributions of individuals and cultures.

- Customer Service Orientation - to value our stakeholders' time and effort by developing and implementing effective communications and streamlined business processes.

- High Expectations – to foster a culture of excellence, mutual respect, and productivity.

- Integrity – to ensure ethical practice in everything we do.

5 Composition and Membership

AVP GPS (Chair)	Ex Officio
GPS Marketing & Recruitment Manager	Ex Officio
Faculty Recruitment Partners KBS	Ex Officio
Faculty Recruitment Partners SEN	Ex Officio
Faculty Recruitment Partners AHSS	Ex Officio
Faculty Recruitment Partners EHS	Ex Officio
Director MarComms (or nominee)	Ex Officio
Deputy Director UL Global	Ex Officio
UL Global Representative	Nominee of Director UL Global
GPS Admissions Manager	Ex Officio
GPS Admissions Representative	Nominee of AVP GPS
GPS Professional Education Manager (or nominee)	Ex Officio
GPS Professional Education Representative	Nominee of AVP GPS
Co-opted members as required	Co-Opted
Manager SEN Flexible Learning Centre	Ex Officio
Manager Management Development Unit	Ex Officio

Where the Chair is unavailable for a meeting, they will appoint a Chair for that meeting.

International Recruitment Working Group

1   Terms of Reference

1.1   The International Recruitment Working Group will lead on the recruitment of international students.

2   Remit

2.1. The remit of the Working Group is to:
- identify, plan and implement measures to deliver on international recruitment targets
- monitor delivery on international recruitment and inform target setting
- analyse data on international market and admissions trends
- Inform the development of marketing collateral

3   Governance

3.1. Authorised by the Global Engagement Strategy Committee, the Working Group will take operational decisions to deliver on the international recruitment targets

3.2. In taking forward its remit, the Working Group will proactively promote equality, diversity and inclusion. It will seek consistency and common approaches, where these are in the best interests of students and staff.

3.3. The Working Group will formally report to the Global Engagement Strategy Committee, and will provide a regular summary report of applications, offers, acceptances and enrolments to the Strategic Student Recruitment Committee.

4   Operations

4.1. The Working Group will meet six times per annum and, when necessary, it can consider and approve time-critical proposals by email.

4.2. The Working Group will take forward as relevant the detailed examination of, and consultation on the operational issues pertaining to international recruitment taking into account the regulatory and legislative requirements that apply.

5   Composition and Membership

Position	Method of Appointment
Vice President Global & Community Engagement (Chair)	Ex officio
Director, UL Global	Ex officio
Assistant Dean International AHSS	Ex officio
Assistant Dean International EHS	Ex officio
Assistant Dean International KBS	Ex officio
Assistant Dean International S+E	Ex officio
Associate Vice President Doctoral College or nominee	Ex officio
Associate Vice President Graduate and Professional Studies or nominee	Ex officio
Associate Vice President Academic Services & Deputy Registrar or nominee	Ex officio
Director, Marketing and Communications or nominee	Ex officio
Manager, Study Abroad Programme	Ex officio
Manager, International Recruitment	Ex officio
Director, China Engagement	Ex officio
EU Recruitment Officer	Ex officio

Where the Chair is unavailable for a meeting, they will appoint a Chair for that meeting.

6   Responsibilities and Expectations of Working Group Members

6.1   All members of the Working Group:

- are expected to be collegial and constructive in approach and act in the best interest of the University.
- should attend regularly and participate fully in the work of the Working Group.