**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**

**December 2021**

**STUDENT RECRUITMENT STRATEGY COMMITTEE**

1. **Terms of Reference**
2. 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).
3. Supporting the achievement of student intake targets.
4. Monitoring scholarships, recruitment packages and incentives (including accommodation and fee waivers) for all levels of study.
5. Oversight of recruitment-related collaboration and domestic and international articulation agreements, study pathways and student progression opportunities.
6. Reporting and making recommendations to the Executive Committee and other bodies as appropriate regarding student recruitment issues.
7. Review of student recruitment-related risks and action plans in place to mitigate these, recommending new actions as required.
8. Establish and disestablish working groups to support the work of the Committee.
9. **The Remit**
10. 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.
11. Integrate the recruitment strategies and align recruitment activities and campaigns across the university.
12. 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.
13. Connect academic, marketing recruitment, conversion and admissions activities to deliver an effective recruitment performance.
14. Review the resourcing of recruitment activities for undergraduate, postgraduate, professional and international students.
15. Review the performance of student recruitment campaigns and advise the relevant units and divisions.
16. **Governance**
17. 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.
18. 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.
19. The Committee will liaise closely with other Committees of the Executive Committee and other University Committees as appropriate.
20. 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.
21. 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.
22. **Operations**
23. The Committee will meet at least four times per annum.
24. 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.
25. 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.
26. 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.
27. 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.
28. 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.
29. The Committee will liaise closely with other Executive Committees and other University Committees as appropriate.
30. The Committee will provide its minutes to the Executive Committee as soon as possible for noting, discussion and/or approval as necessary.
31. 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).
32. The Student Recruitment Strategy Committee will agree its Programme of Work on an annual basis.
33. The Committee will review its terms of reference on an annual basis and recommend any proposed changes to the Executive Committee for consideration.
34. 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.
35. **Composition and Membership**

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| 1. 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 |
| Dean GPS (or Assistant Dean) | Ex Officio |
| Director MarComms | Ex Officio |
| Director of Finance (or Nominee) | Ex Officio |
| VP UL Global | Ex Officio |
| AVP Academic Services | Ex Officio |

Where the Chair is unavailable for a meeting, s(he) will appoint a Chair for that meeting.

**Undergraduate Recruitment Working Group**

1. **Terms of Reference**
   1. The Education and Student Experience Committee is responsible for the development and implementation of the University’s Strategic Plan and policies relating to learning, teaching and assessment, student recruitment, student engagement and success, and to student support.
2. **The Remit**

The Remit of the Undergraduate Recruitment Working Group is to:

* 1. Identify, plan and implement measures to deliver on undergraduate EU recruitment targets
  2. Oversee the planning and management of Open Days (virtual and physical)
  3. Monitor delivery on undergraduate EU recruitment and inform target setting
  4. Analyse data on undergraduate EU market and admissions trends
  5. Inform the development of marketing collateral

1. **Governance**
2. Authorised by the Student Recruitment Strategy Working Group, the Working group will take operational decisions to deliver on the Undergraduate recruitment KPIs.
3. 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.
4. The Working Group will liaise closely with the Student Recruitment Strategy Committee and other Working Groups and University Committees as appropriate
5. **Operations**
   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.
   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.
   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. 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.
   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.
   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.
6. **Composition and Membership**

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| Director MarComms (Chair) | Ex Officio |
| Faculty Business Partners KBS | Ex Officio |
| Faculty Business Partners SEN | Ex Officio |
| Faculty Business Partners AHSS | Ex Officio |
| Faculty Business Partners EHS | Ex Officio |
| UL Global EU Recruitment Manager | Ex Officio |
| UG Admissions Manager | Ex Officio |
| AR Operations Manager | Ex Officio |
| Marketing Manager (MarComms) | Ex Officio |

Where the Chair is unavailable for a meeting, s(he) will appoint a Chair for that meeting.

**Graduate and Professional Studies Recruitment Working Group**

**1. Terms of Reference**

* 1. The Graduate and Professional Studies (GPS) Recruitment Working Group will build the conditions and foster a culture to allow the University of Limerick to achieve its strategic recruitment targets for postgraduate and professional 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 postgraduate and professional education.
  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:

* 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 learners.
  2. To partner with a range of internal and external stakeholders to ensure a coherent and coordinated approach to postgraduate and professional learner recruitment at the University of Limerick.
  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.
  4. To measure return on investment and inform policy through the collection, analysis, interpretation, and application of data.
  5. To benchmark University of Limerick recruitment performance (marketing, recruitment, admissions and funding) against key competitors and best-in-sector practice.
  6. To ensure effective stakeholder communication in relation to University of Limerick marketing, recruitment, admissions and funding strategies with respect to postgraduate and professional learners.
  7. To ensure that relevant University of Limerick policies, structures and processes are student-centred and coordinated so as to ensure that an efficient service is provided at institutional and faculty level.
  8. To advise on institutional risk management strategies relating to student recruitment, admissions and funding.

1. **Governance**
2. Authorised by the Student Recruitment Strategy Working Group, the Working group will take operational decisions to deliver on the GPS recruitment KPIs.
3. 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.
4. The Working Group will liaise closely with the Student Recruitment Strategy Committee and other Working Groups and University Committees as appropriate
5. **Operations**
   1. The GPS Recruitment Working Group will meet a minimum of once per month in each academic year and will report to the Dean of GPS. 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.
   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.
   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. 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.
   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.
   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 Executive Committee through the Dean of GPS.
   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.
   8. The Working Group will be supported by the Office of the Dean of GPS.
   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.
6. **Composition and Membership**

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| Assistant Dean 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 |
| Dean GPS (or Assistant Dean) | Ex Officio |
| Director MarComms (or nominee) | Ex Officio |
| Deputy Director UL Global | Ex Officio |
| UL Global Representative | Ex Officio |
| Manager GPS Admissions | Ex Officio |
| GPS Admissions Manager | Ex Officio |
| GPS Admissions Representative | Ex Officio |
| GPS Professional Education Manager | Ex Officio |
| GPS Professional Education Representative | Ex Officio |
| Manager SEN Flexible Learning Centre | Ex Officio |
| Manager Management Development Unit | Ex Officio |

Where the Chair is unavailable for a meeting, s(he) will appoint a Chair for that meeting.

**International Recruitment Working Group**

**1. Terms of Reference**

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

1. **The Remit**

The remit of the Working Group is to:

2.1 Identify, plan and implement measures to deliver on international recruitment targets.

2.2 Monitor delivery on international recruitment and inform target setting

2.3 Analyse data on international market and admissions trends

2.4. 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 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 Global Engagement Strategy Committee and other Working Groups and University Committees as appropriate.

**4. Operations**

4.1 The Working Group will meet at least 6 times per annum.

4.2 The Working Group will take forward as relevant the detailed examination of, and consultation on the operational issues pertaining to international recruitment.

4.3 The 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.

**5. Composition and Membership**

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| Dean GPS (chair) | Ex officio |
| Assistant Dean GPS | Ex officio |
| Dean KBS | Ex officio |
| Dean S+E | 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 |
| Director IED | Ex officio |
| Marketing + Communications representative | Ex officio |
| Study Abroad Manager | Ex officio |