The Changing Nature of Higher Education Recruitment

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Overview

- Focus primarily on UK/EU undergraduate recruitment
- Institutional and national context
- Recruitment data
- Changing behaviours
- What is Manchester doing?
- Where are we today?
Student Recruitment and Widening Participation at Manchester

- Faculty and Schools
- Cultural Institutions and University Library
- Students Union and current students
- Student Recruitment and International Development
- Directorate for the Student Experience
Student Recruitment and WP

Widening Participation and Outreach
Focus – pre-16, Greater Manchester, targeted schools and learners, HE more generally

UK/EU Recruitment
Focus - post-16, recruitment to UoM, UK and EU

Gateways Programme
Manchester Access Programme
Post-16 UK EU Recruitment

Providing information, advice and guidance to prospective students and promoting Manchester as a destination of study:

• UCAS Higher Education Conventions
• School/College Higher Education Fairs/Careers Conventions
• Programme of Information Advice and Guidance
• Non-UK EU recruitment
• On-campus recruitment
The Policy Context

‘Putting Students at the Heart of the System’:

• The introduction of 9k fees
• The deregulation of student numbers
• The encouragement of private, for-profit providers.
• Institutions competing in a market driven by variable price and quality.
• Students as ‘consumers’ purchasing a ‘product’ and seeking to maximise their ‘return on investment’
Sector Level Recruitment 2000-2012

Trends of student entrants in UK institutions 2000-12

Sources: HESES12 and HEIFES12
## Winners and Losers

**Figure 1: Russell Group Percentage Changes in Acceptances 2012**

### Top 5

<table>
<thead>
<tr>
<th>University</th>
<th>Change in number</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Bristol</td>
<td>1,029</td>
<td>28</td>
</tr>
<tr>
<td>University College London</td>
<td>780</td>
<td>22</td>
</tr>
<tr>
<td>Cardiff University</td>
<td>669</td>
<td>13</td>
</tr>
<tr>
<td>King’s College London</td>
<td>450</td>
<td>12</td>
</tr>
<tr>
<td>London School of Economics</td>
<td>145</td>
<td>11</td>
</tr>
</tbody>
</table>

### Bottom 5

<table>
<thead>
<tr>
<th>University</th>
<th>Change in number</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imperial College London</td>
<td>-151</td>
<td>-6</td>
</tr>
<tr>
<td>University of Birmingham</td>
<td>-385</td>
<td>-7</td>
</tr>
<tr>
<td>University of Sheffield</td>
<td>-486</td>
<td>-9</td>
</tr>
<tr>
<td>University of Liverpool</td>
<td>-424</td>
<td>-10</td>
</tr>
<tr>
<td>University of Southampton</td>
<td>-690</td>
<td>-13</td>
</tr>
</tbody>
</table>
The deregulation of student numbers

• In the past Universities received a block teaching grant based on an agreed allocation of overall student numbers.

• Broadly, Universities had to recruit to within 5% of a ‘single’ target

Scenario:
• A University has 5,000 places
• It has 25,000 applications
• It knows that for every offer it makes to a student, around 1 in 3 end up coming either through being their firm or insurance offer
• It would therefore make approximately 15,000 offers of places
The deregulation of student numbers

• From 2012 entry all Universities now have to manage two cohorts of students:
  
  • A maximum upper limit of students that it can recruit below ABB which is strictly controlled by the government
  
  • A particular number of students it wishes to recruit above ABB – which has no external limits set by government
Student number controls in practice

• For 2013/14 all ABB+ students (c120,000 places – a third of all student places) were freed from student number controls

• Students free to move between Universities through ‘Adjustment’

• This affected different HEIs in different ways:

  - UoM: 2013 SNC = 1,724 (target c6,600)
  - MMU: 2013 SNC = 6,187 (target c8,100)
  - Oxford: 2013 SNC = 188 (target c3,100)

• Complexity for University with devolved admissions structures.
Removal of student number controls

5 December 2013 Last updated at 18:21

Autumn Statement: Cap on student numbers to be lifted

By Angela Harrison
Education correspondent, BBC News

George Osborne set out his Autumn Statement in the Commons

A cap on the numbers of students England's universities can admit is to be lifted in 2015, Chancellor George Osborne has said.

The change means universities will be able to expand further if they want.
Student fees policy likely to cost more than the system it replaced

The proportion of unpaid loans is approaching a critical level as write-offs are on track to pass the gains from tripling of fees

The proportion of graduates failing to pay back student loans is increasing at such a rate that the Treasury is approaching the point at which it will get zero financial reward from the government's policy of tripling tuition fees to £9,000 a year.
How are these new market conditions impacting on the recruitment behaviours of UK HEIs?
Changes in Competitor Behaviour

The Telegraph

Universities making 'unconditional offers' in race for top A-level students

Top universities such as Birmingham and Nottingham revive the practice of 'unconditional offers' to students, despite warnings it may undermine the exams system.

Universities such as Birmingham and Nottingham are awarding places to students irrespective of their final A-level grades. Photo: Charles Robertson/Alamy
Changes in Competitor Behaviour 2

- Increases in Schools and Colleges outreach
- Recruiting through Clearing process
- Use of offer incentives
- Increased expenditure in marketing and comms
- Increased use of Open Days
- Strategic use of interviewing
How are we reshaping our home undergraduate recruitment activity in response to these new market conditions?
Post-16 Outreach

MAP
Our flagship equity programme for Y12 and Y13 students
1,092 students to date
716 MAP students successful in gaining a place at Manchester

UMASS
Programme for all prospective students to learn more about the university
2,048 registered students to date

Discover Days
Year 12 Information and Experience days about the University’s degree programmes
14 Discover Days delivered
754 post 16 students reached

Sixth Form Lecture Series
Subject specific lectures delivered to schools and colleges within Manchester
23 schools
32 lectures delivered to 1,287 students

IAG events
Information, Advice and Guidance (IAG) sessions to prospective students delivered nationally
67 bespoke IAG presentations
122 UCAS and school, college, HE conventions

Teacher activities
Teachers and Careers Advisors conference
100 teachers and advisors from across the UK attended the annual CPD conference
2011/12: 180 Presentations & HECS

2012/13: 289 Presentations & HECS
Targeting Key Feeder Schools

- Targeting gold, silver and bronze key feeders from across the UK.
- Established a national focus for key feeder work.
- Continued commitment to supporting local and WP Schools.
Monitoring and Evaluation

Institution is then displayed and using the tool we can display the data on applications, offers and accepts for the past three years.

Information is also available on the number of applications received by each faculty, displayed as a pie chart.
Schools and Colleges Liaison Team

Re-launch of team of PSS staff from across the University who support us in the delivery of recruitment focused outreach activity

40 new members recruited.
The open day generally

<table>
<thead>
<tr>
<th></th>
<th>2009/10</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being impressed by campus (buildings and facilities) at the open day</td>
<td>32%</td>
<td>34%</td>
<td>39%</td>
</tr>
<tr>
<td>A well organised / professional open day</td>
<td>31%</td>
<td>33%</td>
<td>38%</td>
</tr>
<tr>
<td>An informative open day</td>
<td>32%</td>
<td>32%</td>
<td>37%</td>
</tr>
<tr>
<td>Being impressed by staff I met at the open day</td>
<td>30%</td>
<td>32%</td>
<td>36%</td>
</tr>
<tr>
<td>Being impressed by the city / location at the open day</td>
<td>30%</td>
<td>30%</td>
<td>34%</td>
</tr>
<tr>
<td>Being impressed by the students I met at the open day</td>
<td>20%</td>
<td>20%</td>
<td>24%</td>
</tr>
</tbody>
</table>

CH010. How important were each of these factors in your decision about which university to choose?

Base: All respondents Higher Expectations; 2009/10 (11,337), 2011/12 (13,050), 2012/13 (12,334)

Please note, this question was not included in 2010/11

This table shows those who considered each measure ‘very important’. Percentages emboldened highlight a statistically significant change since the previous year.

Figure 1: YouthSight Higher Expectations (2013) data on the growing importance of the university open day in the applicant decision-making process.
Increasing role of parents

<table>
<thead>
<tr>
<th>Prospective student accompanied by</th>
<th>2008/09 %</th>
<th>2009/10 %</th>
<th>2010/11 %</th>
<th>2011/12 %</th>
<th>2012/13 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>One or both parents</td>
<td>47</td>
<td>47</td>
<td>49</td>
<td>50</td>
<td>52</td>
</tr>
<tr>
<td>One parent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mother only</td>
<td>32</td>
<td>31</td>
<td>32</td>
<td>33</td>
<td>34</td>
</tr>
<tr>
<td>Father only</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Both parents</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>17</td>
<td>18</td>
</tr>
</tbody>
</table>

DEC16. Who came with you on the open day(s) at the university?
Base: Higher Expectations; All open day responses (of open days attended before making the firm choice) – 2008/09 (21,673); 2009/10 (21,580); 2010/11 (23,397); 2011/12 (24,071); 2012/13 (23,878).
* Statistically significant changes: An orange background indicates that this figure is significantly different to the previous year

Figure 2: YouthSight Higher Expectations data on parental attendance at university open days 2008 – 2012.
**CHO10.** How important were each of these factors in your decision about which university to choose?

Lines reflect proportion of respondents who selected ‘very important’

Base: All respondents Higher Expectations; 2008/09 (12,334), 2009/10 (11,337), 2011/12 (13,050), 2012/13 (12,334).

Note, question not asked in 2010/11 so charts do not reflect a measured data point for this year.
Where are we today?
Figure 2: Undergraduate Acceptances to UK HEIs 2013
Source: UCAS 2013 End of Cycle Report
Application rates for 18 year olds in England, Wales and Scotland increase to new highs:

Figure 1: January deadline application rates for 18 year olds by country
Source: UCAS Equal Consideration deadline Report
And....significant challenges remain

- Continued uncertainty regarding student numbers
- Proposed A-level reform may influence levels of attainment and accelerate the uptake of vocational qualifications
- Changes in population trends
Questions

Is greater competition for students a good thing?

Are students more consumerist in their behaviour?

What challenges do Schools face in the provision of IAG to students applying to University?

How else can Schools and Universities work collaboratively to better support young people?