



Newman
University
BIRMINGHAM

Student Recruitment and Growth Sub-Strategy

2021-2025



Aim of this Sub-Strategy

This sub-strategy addresses how we will Grow our Institution and Nurture Our Staff in the context of our Strategic Framework 2020-25. It also relates to our strategic objectives to Transform Students' Lives and Add to knowledge and cultivate wisdom.

The aim of the sub-strategy is to grow the profile and impact of the University and to increase student numbers and recruitment by 30% by 2025.

The continued success of our institution relies on our ability to attract students in a complex and increasingly competitive HE market. Increasing student numbers will provide a stronger financial base for the institution and the ability to invest in the student experience and the future.

There will be opportunities for growth resulting from demographic change and growing numbers of young people. Newman also differentiates itself in providing a higher education and lifelong learning opportunity for those returning to learning or seeking career change, whatever their age, background or previous educational experience.

Newman has a longstanding reputation as a provider of teacher education and an increasingly broad portfolio across the social sciences, arts, humanities and professional studies, but needs to have better visibility and a higher profile, as a key provider of skilled graduates in our region as well as nationally and internationally.

Growth should be responsible and sustainable, and aligned to the mission and values of the institution. Ensuring that students get an outstanding experience and go on to succeed will enhance the reputation of the university and provide a stronger platform for growth. The impact that the University has on our students and our communities is key to Newman's mission.

Pillars of the Sub-Strategy



1. Grow the profile, distinctiveness and reputation of the University

We will increase the overall visibility and profile of the University. This means establishing a clear and distinctive brand. We stand for being accessible to all and students are the heartbeat of our University. We also aim to meet employer needs and skills demand in Birmingham, the West Midlands and beyond.

Our mission aligns with our values of opportunity and social justice. We take pride in working in an institution where collegiality and community are paramount. We will build on this distinctive proposition to broaden our national and global profile as we grow our recruitment.

We have a longstanding reputation in teacher training and education research as well as a broad and expanding curriculum which must be relevant to societal and workforce needs.

The sub-strategy will ensure that, alongside our strong teaching mission, we develop our external impact through research and knowledge exchange.



2. Increase student recruitment by 30% and grow the sustainability, reach and impact of the Institution

We will be bold as we increase the scope and scale of what we offer. We will diversify our income streams, while maintaining our values in all we do. Our undergraduate student numbers will grow through portfolio expansion and curriculum development, and we will increase numbers on existing courses to ensure programmes are sustainable.

We will provide additional support for students in line with growth in numbers, and increase our retention and continuation rates as a result.

In all aspects of institutional growth, we will seek to ensure that initiatives are sustainable and that our policies and actions have a positive effect on the environment.

Decisive policy-making and a clear steer from senior management in enacting decisions will be critical. This will mean setting clear expectations through monitored targets.



3. Ensure the portfolio and curriculum are relevant, fit for purpose and aligned to market demand

We will set out a long-term plan for the portfolio we need. We will underpin this with market research to understand our students and our positioning.

As well as reviewing programmes to ensure they meet demand and are fit for purpose, we will invest strategically to develop new programmes. We will use technology and innovation in curriculum development and delivery to create attractive, relevant programmes. As we develop new qualification routes, we will also aim to build in flexibility for mature students.

We will plan for a stronger taught postgraduate offer, CPD and taster courses, fast-track routes, degree apprenticeships, vocational and technical qualifications and part-time study routes which meet students' needs in terms of study/work balance. We will increase both direct and UCAS applicants.

The University will create a forum in which staff can engage in identifying and developing new subject areas and curriculum ideas.



4. Deliver marketing and communications that are applicant/student focussed, at all stages of the lifecycle

To align with the personal approach we take with our students, we need to ensure we tailor our communications to diverse needs. We will understand all stages of the student lifecycle so that we can plan for a high-quality, responsive, fair and transparent offer and service at every stage of the application process.

We will convey clear and compelling messages about the distinctive benefits of a Newman experience. We will stand out from the crowd.

This will lead to higher application and enrolment rates, and to an enhanced Clearing process. At subject and course level, we will introduce clear conversion plans. We will involve all our staff in driving applications, offers, conversions, and enrolment.



5. Establish strategic partnerships that support the wider aims of the University

We will build strong relationships with schools, FE colleges and other higher education providers to support recruitment and the wider mission of the University.

We will prioritise engagement with employers, for the benefit of our students. We will become more open to risk in exploring potential new partnerships. Every academic department will establish an Employer Advisory Panel and will identify key bodies and potential partner organisations who could benefit from Continuing Professional Development and other benefits which Newman University can provide.

We will engage with students as key strategic partners and will also develop relationships with Newman alumni and their employers, involving them in curriculum development and delivery in all subject areas. We will build friends among employers who know the worth of our students, and who will advocate for Newman (including local health authorities and trusts, community and third sector organisations, schools and colleges), and draw on these relationships to inform workforce planning in relevant sectors.



6. Empower staff, students and stakeholders to deliver development and growth

We will build our capacity for organisational learning and shared institutional knowledge. This will allow us to tap into the experiences of successful individuals across our Faculties. We will nurture a culture in which change happens in a swift and agile manner, and in which agendas connect with one another. We will ensure that all our staff are able to play a part in student recruitment and growth.

We will promote a culture of inclusivity and participation through good communications and engagement with all our stakeholder groups.

These pillars will be realised by the University's Directorate, Faculty and Departmental plans, and their objectives, in support of the KPIs from our Strategic Framework, e.g.:

KPI 1: Institutional and Financial Stability

- 1a: Increase total student headcount by 30%
- 1b: Increase full time student headcount and income by 30%.
- 1c: Each year to have an institution cash surplus for reinvestment into the student experience within 6-8%

KPI 3: Build our profile as a confident and dynamic university

- 3a: Raise the profile of the University as a provider of Higher Education by having an increase in application numbers by 6% per annum
- 3b: Gain RDAP status by 2022/23 and ensure research income (incl. consultancy and Knowledge Exchange) to achieve £1million over the five-year period.

KPI 5: Enable our students to achieve their full potential

- 5a: Aim to decrease non-continuation rate to achieve benchmark for full-time first degree entrant.
- 5b: Graduate outcomes. Graduate employability measure of i. % in overall employment, further study or other category; ii. % in highly skilled employment, further study or other category.
- 5c: Aim to increase Good honours first degree classification rate

KPI 6: Make a positive contribution to the environment

- 6a. Reduce carbon emissions through the actions of students and staff to carbon neutral by 2035.

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