

LTC14D032

**Title:** *Report to LTC – Implementation of the Quality Code B2: Recruitment, selection and admission to Higher Education*  
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## 1. Introduction

### **QAA UK Quality Code for Higher Education**

This report sets the context for the supporting mapping documentation for Chapter B2: Recruitment, selection and admission to Higher Education.

#### **Chapter Expectation:**

*Recruitment, selection and admission policies and procedures adhere to the principles of fair admission. They are transparent, reliable, valid, inclusive and underpinned by appropriate organisational structures and processes. They support higher education providers in the selection of students who are able to complete their programme.*

## 2. Process

A Chapter B2 working group was established:

Christina Chan, Chapter Champion (Learning and Teaching Manager)  
Alix Delany, Assistant Head of Admissions (UG)  
Steven Carruthers, Assistant Head of Admissions (PGT)  
Helen White, Admissions Systems Manager, ARM  
Connor Rand, Union of UEA Students  
Liam Mccafferty, Union of UEA Students

Liam was not able to attend the last meeting. The documentation was also sent to Vivien Easson for consideration on how the indicators apply to PGR students.

The mapping exercise focussed on any weaknesses in terms of the evidence available to support how the University meets the requirements of the Indicators.

## 3. Mapping document

The mapping document indicates the evidence to support the University's compliance, and location of the evidence available. In terms of outstanding issues identified by the Working Group:

Indicator 1: the Working Group identified a need for a clear audit trail to show how recruitment, selection and admissions policies are informed by the strategic priorities of the University. Minutes of the meetings held by various Committees and ARM Executive were being checked.

Indicator 2: a training schedule for ARM staff will be finalised.

Indicator 3: the Admissions Complaints and Admissions Appeals procedures were being published on the website.

Indicator 4: a calendar of when ARM colleagues monitor, review and update admission policies and procedures will be established. Helen White was contacting BIU for any data on the success of outreach and widening participation measures.

Indicator 5: ARM colleagues were checking the information on bursaries and scholarships.

Indicator 6: no outstanding issues.

Indicator 7: no outstanding issues.

Indicator 8: no outstanding issues.

Indicator 9: ARM colleagues may submit a proposal to the next meeting of LTC, to seek approval to a set timetable whereby Schools can close/create courses (unless there was an emergency whereby a course had to close.)

Indicator 10: ARM colleagues will continue to liaise with the Working Group for new arrivals.

#### **4. Conclusions**

The conclusions of the group was that the Indicators are currently being met and the above actions have been identified to address quality enhancements rather than any deficiencies in terms of meeting the requirements of this Code.

#### **5. Attachments**

QAA Quality Code Chapter B2 Mapping Document.

UK Quality Code for Higher Education

Part B: Assuring and enhancing academic quality, Chapter B2: Recruitment, selection and admission to higher education

Expectation:

**"Recruitment, selection and admission policies and procedures adhere to the principles of fair admission. They are transparent, reliable, valid, inclusive and underpinned by appropriate organisational structures and processes. They support higher education providers in the selection of students who are able to complete their programme"**

Institutions are required to meet all Expectations

The Expectations are accompanied by a series of Indicators

Indicators reflect sound practice and through which providers can demonstrate they are meeting the relevant Expectation

The first cluster of Indicators (1-4) describes an effective basis for recruitment, selection and admission and addresses the process as a whole

The second cluster of Indicators (5-10) deal with each of the stages of the recruitment, selection and admissions process

The second cluster follows the prospective life cycle: thinking about HE, applying to HE, going through the selection process, receiving the decision and feedback, making the transition from prospective student to current student

Indicators 1-4

Describes an effective basis for recruitment, selection and admission, and addresses the **process as a whole**.

INDICATOR	EVIDENCE	LOCATION
<b>Indicator 1</b>		
<b>Recruitment, selection and admission policies are informed by the strategic priorities of the higher education provider. Higher education providers promote a shared understanding of their approach among all those involved in Recruitment, selection and admission.</b>		
Who decides target numbers	Corporate Plan, International Strategy, Executive Team, ARM and PGR Executive minutes, Planning Office census information	<a href="https://www.uea.ac.uk/documents/3154295/0/UEA+Corporate+Plan+2012-2016.pdf/271f7944-1e5d-441c-bc27-9bbaa661e856">https://www.uea.ac.uk/documents/3154295/0/UEA+Corporate+Plan+2012-2016.pdf/271f7944-1e5d-441c-bc27-9bbaa661e856</a>
Good match between achievements and potential of applicants and the demands of the programme	Entry requirements on UEA website and on UCAS Course Search, Code of Practice, UEA Calendar (general entry reqs)	<a href="https://www.uea.ac.uk/study/undergraduate/apply/entry-qualifications">https://www.uea.ac.uk/study/undergraduate/apply/entry-qualifications</a> <a href="http://search.ucas.com/">http://search.ucas.com/</a> <a href="https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy">https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy</a>
Transparent and justifiable criteria for selection	Protocols agreed each year with the School, Code of Practice, Code of Practice for Research Degrees (Section 1), Published University targets, Entry Requirements on website (UG, PGT and PGR) and at UCAS (UG), Course based English Language equivalency requirements	<a href="https://www.uea.ac.uk/study/undergraduate/apply/entry-qualifications">https://www.uea.ac.uk/study/undergraduate/apply/entry-qualifications</a> <a href="http://search.ucas.com/">http://search.ucas.com/</a> <a href="https://www.uea.ac.uk/study/postgraduate/taught-degrees">https://www.uea.ac.uk/study/postgraduate/taught-degrees</a> Protocols saved under ARM share for UG and PGT
Judgements about relative potential from diverse population	Foundation course information	<a href="https://www.uea.ac.uk/">https://www.uea.ac.uk/</a> and course search
Staff Training and Development	Job Descriptions for all admissions staff, 3 month induction, Training check sheets, UKVI Training, UG and PG Protocols, ARM Conference, Recipe cards, OneNote, EU Gazeteer for protocols, PGR Manual for Processing applications, UG flow chart for processing, PG qualification database	ARM share drives - Alix Delany (UG) and Steve Carruthers (PGT)
Monitoring and review of Policies	Committee structure, ARM Exec, Pre-ARM and FARME; PGR Exec and Graduate School Executives	<a href="https://www.uea.ac.uk/committeeoffice/ueacombds">https://www.uea.ac.uk/committeeoffice/ueacombds</a>
<b>Indicator 2</b>		
<b>Recruitment, selection and admission processes are conducted in a professional manner by authorised and competent representatives of the higher education provider.</b>		
Considerate and timely interactions	UG and PG Customer Relationship Management Plans, Lead time report	ARM drive - Sarah Morris, CRM Officer, Alix Delaney and Steve Carruthers
Transparent, efficient and effective communication with other interested parties	Nursing return for Strategic Health Authority, Agents, INTO, Occupational Health, DoS, Accommodation, PQAF visit, UKVI reporting	ARM share drive, INTO joint venture meetings
Checking of applications to ensure meet entry requirements	Induction of staff, Protocol sheets, UG and PG databases, UG and PG Protocols, OneNote, EU Gazeteer for protocols, PGR Manual for Processing applications, UG flow chart for processing, PG qualification database	ARM share drives - Alix Delany (UG) and Steve Carruthers (PGT)
Devise ways of enabling prospective students from a diverse range of backgrounds to demonstrate potential	Skype/Ad-hoc interviews, Bursary and Scholarships, School and College visit, Summer School, Code of Practice, DoS procedure, Criminal Convictions policy, Near Relative policy, Under 18 policy	<a href="https://www.uea.ac.uk/study/info-for/young-people/post-16/university-tasters-enrichment">https://www.uea.ac.uk/study/info-for/young-people/post-16/university-tasters-enrichment</a> <a href="https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy">https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy</a>
Signposting additional advice and guidance	UEA website and UCAS website, Terms & Conditions and Guidance notes for online application form, Scholarship Terms and Conditions, DoS, Accommodation, UKVI, Fees and Funding, Additional costs (check which indicator)	<a href="https://www.uea.ac.uk/study/undergraduate">https://www.uea.ac.uk/study/undergraduate</a> <a href="http://www.ucas.com/">http://www.ucas.com/</a> <a href="https://www.uea.ac.uk/study/postgraduate/apply">https://www.uea.ac.uk/study/postgraduate/apply</a> <a href="https://www.uea.ac.uk/study-with-us-restructured/postgraduate/taught-degrees/scholarships/terms-and-conditions">https://www.uea.ac.uk/study-with-us-restructured/postgraduate/taught-degrees/scholarships/terms-and-conditions</a> <a href="https://www.uea.ac.uk/documents/2654296/2890686/Final+Bursary+and+Scholarships+T+and+C.pdf/644954f8-f08f-4015-ade2-32e85fe8dd25">https://www.uea.ac.uk/documents/2654296/2890686/Final+Bursary+and+Scholarships+T+and+C.pdf/644954f8-f08f-4015-ade2-32e85fe8dd25</a>
Commitment to training and CPD	CSED Training including Equality and Diversity Training, Data Protection Training, Appraisals	<a href="https://www.uea.ac.uk/csed">https://www.uea.ac.uk/csed</a> <a href="https://www.uea.ac.uk/equality/training">https://www.uea.ac.uk/equality/training</a>
Data retention	Records retention policy (ARM and PGR)	<a href="https://www.uea.ac.uk/is/strategies/infregs/Records+management/ARM+ADM+RRS">https://www.uea.ac.uk/is/strategies/infregs/Records+management/ARM+ADM+RRS</a>
<b>Indicator 3</b>		
<b>Higher education providers have procedures for handling appeals and complaints about recruitment, selection and admission that are fair and accessible. Appeals and complaints procedures are conducted expeditiously and in accordance with a published timescale.</b>		
Complaints	Admissions Complaints Procedure	<a href="https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy">https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy</a>
Appeals	Admissions Appeals Procedure	<a href="https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy">https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy</a>
<b>Indicator 4</b>		

Indicators 1-4

<p><b>Higher education providers monitor, review and update their recruitment, selection and admission policies and procedures, in order to enhance them and to ensure that they continue to support the provider's mission and strategic objectives. Higher education providers determine the frequency with which monitoring and review are undertaken.</b></p>		
Analysis of recruitment, selection and admissions data	Weekly and monthly statistical reports, Target setting meetings into ARM Exec., Review target meeting, Tariff reporting, Census data, International Recruitment reporting (Karen), ARM and PGR Executive minutes	ARM share drive - David Giles
Progression and retention rates	Continuation Rate, UKVI	<a href="https://www.uea.ac.uk/planning/biu/planningmanagementinfo">https://www.uea.ac.uk/planning/biu/planningmanagementinfo</a>
Withdrawal and transfer	Continuation Rate, UKVI	<a href="https://www.uea.ac.uk/planning/biu/planningmanagementinfo">https://www.uea.ac.uk/planning/biu/planningmanagementinfo</a>
Reasons for non-completion	Internal data reports, UKVI	BIU?
Recruitment policies supporting mission	Corporate Plan, International strategy, Recruitment policy, forecasting in response to supply and demand, WP indicators, Annual Review of Code of Practice	<a href="https://www.uea.ac.uk/documents/3154295/0/UEA+Corporate+Plan+2012-2016.pdf/271f7944-1e5d-441c-bc27-9bbaa661e856">https://www.uea.ac.uk/documents/3154295/0/UEA+Corporate+Plan+2012-2016.pdf/271f7944-1e5d-441c-bc27-9bbaa661e856</a> ARM share drives - Claire Petley <a href="https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy">https://www.uea.ac.uk/study/undergraduate/apply/our-admissions-policy</a>
Monitoring and review of courses, subjects and departments	Course Review, Portfolio Review (BIU), Module Review, National Student Survey, LTS and Planning? Equality and Diversity, Industry links, INTO, UCS, NHS, Partnerships Office	<a href="https://www.uea.ac.uk/learningandteaching/staff/courses_modules/coursereview">https://www.uea.ac.uk/learningandteaching/staff/courses_modules/coursereview</a> <a href="https://www.uea.ac.uk/equality">https://www.uea.ac.uk/equality</a>

Deals with each of the stages of the recruitment selection and admissions process. They follow the prospective student life cycle: **thinking about HE (5), applying to HE (6), going through the selection process (7), receiving the decision and feedback (8), making the transition from prospective student to current student (10).**

INDICATOR	EVIDENCE	LINK
<b>Indicator 5</b>		
<b>Recruitment activities undertaken by higher education providers assist prospective students in making informed decisions about higher education.</b>		
Producing materials	UG and PG prospectus, UG and PG School Brochures, Insight mailing to 6th Forms, Website (Course catalogue, Campus Life, Accommodation, Sportspark, Catering, Living in Norwich, Academic Support, International students, Information for families, Young People, Pre and Post 16 advice, Parents, Teachers, Meet us pages, Information by country, Entry requirements, Clearing, Vacancies and Fees and Funding, Student Union pages), Study With Us pages and DTP microsites	<a href="https://www.uea.ac.uk/study/undergraduate/prospectus">https://www.uea.ac.uk/study/undergraduate/prospectus</a> <a href="https://www.uea.ac.uk/study/postgraduate/prospectus">https://www.uea.ac.uk/study/postgraduate/prospectus</a> <a href="https://www.uea.ac.uk/study">https://www.uea.ac.uk/study</a>
Arranging activities for prospective students	UG Open Day, PG Open Day, Campus Tours, School Visits, British Council Fairs, Other International Fairs, Inward International School Visits, Parent/Student Visits, Virtual International Student Open Day, Care leaver events, Norfolk HE Fair, PG Lunchtime information sessions, UK HE Fairs, Outreach Summer Schools, Move on up, Call back scheme	<a href="https://www.uea.ac.uk/study/undergraduate/visit/visit-days">https://www.uea.ac.uk/study/undergraduate/visit/visit-days</a> <a href="https://www.uea.ac.uk/study/postgraduate/taught-degrees/open-days">https://www.uea.ac.uk/study/postgraduate/taught-degrees/open-days</a> <a href="https://www.facebook.com/experienceuea?fref=ts">https://www.facebook.com/experienceuea?fref=ts</a> <a href="https://www.uea.ac.uk/study/info-for/young-people/looked-after-children">https://www.uea.ac.uk/study/info-for/young-people/looked-after-children</a> <a href="https://www.uea.ac.uk/study/info-for">https://www.uea.ac.uk/study/info-for</a> <a href="https://www.uea.ac.uk/study/info-for/teachers/pre-16-information/move-on-up">https://www.uea.ac.uk/study/info-for/teachers/pre-16-information/move-on-up</a>
Support for advisors	Agent visits, UKEAS Unitour visit, Teachers Conference, HE Advisors, Outreach Officers, HELOA Conference, Course Search at UCAS, Course catalogue for UG and PGT courses, Advice Post 16 crib sheets, Agent Training, Agent mailings	<a href="https://www.uea.ac.uk/study/undergraduate/degrees">https://www.uea.ac.uk/study/undergraduate/degrees</a> <a href="https://www.uea.ac.uk/study/postgraduate/taught-degrees">https://www.uea.ac.uk/study/postgraduate/taught-degrees</a> <a href="https://www.uea.ac.uk/study/postgraduate/research-degrees">https://www.uea.ac.uk/study/postgraduate/research-degrees</a> <a href="https://www.uea.ac.uk/study/info-for/teachers">https://www.uea.ac.uk/study/info-for/teachers</a>
Meeting entry requirements	Course specific web pages (UG and PGT), UCAS Course Profiles,	<a href="https://www.uea.ac.uk/study/undergraduate/degrees">https://www.uea.ac.uk/study/undergraduate/degrees</a> <a href="https://www.uea.ac.uk/study/undergraduate/apply/entry-qualifications">https://www.uea.ac.uk/study/undergraduate/apply/entry-qualifications</a> <a href="http://www.ucas.com/how-it-all-works/explore-your-options/search-courses-and-training-programmes">http://www.ucas.com/how-it-all-works/explore-your-options/search-courses-and-training-programmes</a>
Visiting institution	UG Open Day, PG Open Day, Visit Days, Campus Tours, School Visits, Inward International School Visits, Parent/Student Visits, Virtual International Student Open Day, Care leaver events	<a href="https://www.uea.ac.uk/study/undergraduate/visits">https://www.uea.ac.uk/study/undergraduate/visits</a> <a href="https://www.uea.ac.uk/study/postgraduate/taught-degrees/open-days">https://www.uea.ac.uk/study/postgraduate/taught-degrees/open-days</a> <a href="https://www.facebook.com/experienceuea?fref=ts">https://www.facebook.com/experienceuea?fref=ts</a> <a href="https://www.uea.ac.uk/study/info-for/young-people/looked-after-children">https://www.uea.ac.uk/study/info-for/young-people/looked-after-children</a> <a href="https://www.uea.ac.uk/study/info-for">https://www.uea.ac.uk/study/info-for</a> <a href="https://www.uea.ac.uk/study/info-for/teachers/pre-16-information/move-on-up">https://www.uea.ac.uk/study/info-for/teachers/pre-16-information/move-on-up</a>
Information about fees and scholarships and bursaries	Finance webpages, Finance infographics, Finance crib sheets, PGR studentships database	<a href="https://www.uea.ac.uk/study/undergraduate/finance/uea-funding-options">https://www.uea.ac.uk/study/undergraduate/finance/uea-funding-options</a> <a href="https://www.uea.ac.uk/study/postgraduate/taught-degrees/scholarships">https://www.uea.ac.uk/study/postgraduate/taught-degrees/scholarships</a>
<b>Indicator 6</b>		
<b>Higher education providers make clear to prospective students how the recruitment, selection and admission process will be conducted and what prospective students have to do.</b>		
What is involved in the application and selection process	Website, UCAS for UG, International HE Fairs, UCAS talks to international schools and Schools and Colleges, UG Visit Days, Counselling sessions for agents, Subject talks, Social Media (Facebook, Twitter), UKVI requirements	<a href="https://www.uea.ac.uk/study/undergraduate/apply">https://www.uea.ac.uk/study/undergraduate/apply</a> <a href="https://www.uea.ac.uk/study/undergraduate/apply/after-you-ve-applied">https://www.uea.ac.uk/study/undergraduate/apply/after-you-ve-applied</a> <a href="https://www.uea.ac.uk/study/postgraduate/apply">https://www.uea.ac.uk/study/postgraduate/apply</a> <a href="https://www.uea.ac.uk/study/postgraduate/research-degrees/application-process">https://www.uea.ac.uk/study/postgraduate/research-degrees/application-process</a> <a href="https://www.uea.ac.uk/study/international/applying-as-an-international-student/visas">https://www.uea.ac.uk/study/international/applying-as-an-international-student/visas</a>
Expected communication	Communication Plans for UG, PGT and PGR	ARM share drive - Sarah Morris, CRM Officer
Key milestones (e.g. how long the process takes)	Acknowledgement email, Apply pages	<a href="https://www.uea.ac.uk/study/undergraduate/apply">https://www.uea.ac.uk/study/undergraduate/apply</a>
Why information is being requested e.g. disability status	Website and correspondence	<a href="https://www.uea.ac.uk/services/students/disability/applicants">https://www.uea.ac.uk/services/students/disability/applicants</a>
<b>Indicator 7</b>		
<b>Selection processes for entry into higher education are underpinned by transparent entry requirements, both academic and non-academic, and present no unnecessary barriers to prospective students.</b>		
Academic requirements based on course	Course specific web pages (UG and PGT), UCAS Course Profiles, Study With Us (PGR)	<a href="https://www.uea.ac.uk/study/undergraduate/degrees">https://www.uea.ac.uk/study/undergraduate/degrees</a> <a href="https://www.uea.ac.uk/study/postgraduate/taught-degrees">https://www.uea.ac.uk/study/postgraduate/taught-degrees</a> <a href="https://www.uea.ac.uk/study/postgraduate/research-degrees/entry-requirements">https://www.uea.ac.uk/study/postgraduate/research-degrees/entry-requirements</a>
Non-academic requirements	Course specific web pages (UG and PGT), UCAS Course Profiles, Study With Us (PGR)	<a href="https://www.uea.ac.uk/study/undergraduate/degrees">https://www.uea.ac.uk/study/undergraduate/degrees</a> <a href="https://www.uea.ac.uk/study/postgraduate/taught-degrees">https://www.uea.ac.uk/study/postgraduate/taught-degrees</a> <a href="https://www.uea.ac.uk/study/postgraduate/research-degrees/entry-requirements">https://www.uea.ac.uk/study/postgraduate/research-degrees/entry-requirements</a>
Explain necessary barriers such as visa restrictions, occupational requirements, deadlines or number of places	Course specific web pages (UG and PGT), UCAS Course Profiles, UKVI requirements, Occupational requirements for specific courses, Study With Us (PGR) and PGR Studentships Database	<a href="https://www.uea.ac.uk/study/undergraduate/degrees">https://www.uea.ac.uk/study/undergraduate/degrees</a> <a href="https://www.uea.ac.uk/study/postgraduate/taught-degrees">https://www.uea.ac.uk/study/postgraduate/taught-degrees</a> <a href="https://www.uea.ac.uk/study/postgraduate/research-degrees/entry-requirements">https://www.uea.ac.uk/study/postgraduate/research-degrees/entry-requirements</a> <a href="https://www.uea.ac.uk/study/international/applying-as-an-international-student/visas">https://www.uea.ac.uk/study/international/applying-as-an-international-student/visas</a>

Indicators 5-10

Clear use of other selection models such as interviews and auditions	Course specific web pages (UG and PGT), UCAS Course Profiles, Invite to Interview email, Interview policy document, PGR admissions framework documentation	<a href="https://www.uea.ac.uk/study/undergraduate/apply/interviews-offers">https://www.uea.ac.uk/study/undergraduate/apply/interviews-offers</a> <a href="https://www.uea.ac.uk/study/undergraduate/visit/interview-days">https://www.uea.ac.uk/study/undergraduate/visit/interview-days</a>
<b>Indicator 8</b>		
<b>Higher education providers determine how decisions and the reasons for those decisions are recorded and conveyed to prospective students.</b>		
Decisions are systematically and consistently implemented to provide a sound basis for communication	Offers updated on applicant records through our admissions systems (SITS and AY)	Operations Team, ARM
How applicants can accept their offer	Through UCAS for UG and AY for PGT/PGR	For undergraduates <a href="http://www.ucas.com/">http://www.ucas.com/</a> Automated individual link to accept Postgraduate Taught offer
How they can defer their offer	Applicants advised to contact us and if agreed, we would do this on the applicant's behalf	For undergraduates <a href="https://www.uea.ac.uk/study/undergraduate/apply/deferred-entry">https://www.uea.ac.uk/study/undergraduate/apply/deferred-entry</a> and <a href="http://www.ucas.com/">http://www.ucas.com/</a> For Postgraduate contact the individual team
What applicants can do if they do not achieve the results and/or meet the criteria in offer	Advised to contact us	<a href="mailto:admissions@uea.ac.uk">admissions@uea.ac.uk</a> 01603 591515
Consider the extent, format and timing of information and guidance once an offer has been made	Customer relationship management plans for UG, PGT and PGR	ARM share drive - Sarah Morris, CRM Officer
Applicants are given sufficient time and information needed to consider the offer	Set deadlines for UG applicants to make decisions according to UCAS calendar, PG acceptance dates	<a href="http://www.ucas.com/apply/key-dates">http://www.ucas.com/apply/key-dates</a> <a href="https://www.uea.ac.uk/study/postgraduate/apply">https://www.uea.ac.uk/study/postgraduate/apply</a>
Consider how applicants are informed they have been unsuccessful	Standard reasons for reject used. Feedback sheets for interviews	ARM share drive
Nature and extent of feedback and whether it is available routinely or on request	Standard automated feedback for all UG applicants via UCAS. Individual feedback available by request	Standard feedback available from the system - Operations Team, ARM
Consider whether unsuccessful applications can be given an alternative option	Offer a change of course for applicants that are qualified. UG and PGT Processing Guides	ARM Share drive - Alix Delany (UG) and Steve Carruthers (PGT)
<b>Indicator 9</b>		
<b>Higher education providers inform prospective students, at the earliest opportunity, of any significant changes to a programme to which they have applied. Prospective students are advised promptly of the options available in the circumstances.</b>		
Make changes to courses between advertising and application/registration	Course closure process for UG (UCAS guidelines) and PGT	Policy under Review to be completed by (TBC)
Inform prospective students at earliest opportunity	Contact by email and offer alternative course	Policy under Review to be completed by (TBC)
<b>Indicator 10</b>		
<b>Higher education providers give successful applicants sufficient information to enable them to make the transition from prospective student to current student.</b>		
Consider what information will be useful for prospective students	New student information, online pre-registration task, CAS process, Federal Loans, Campus Life mailing, Social Media (Facebook and Twitter), CRM Plan, International Arrivals, Accommodation, DoS	<a href="https://www.uea.ac.uk/current/information-for-new-students">https://www.uea.ac.uk/current/information-for-new-students</a> <a href="https://www.uea.ac.uk/study/international/applying-as-an-international-student/visas">https://www.uea.ac.uk/study/international/applying-as-an-international-student/visas</a> <a href="https://www.uea.ac.uk/study/international/country/usa/federal-loans">https://www.uea.ac.uk/study/international/country/usa/federal-loans</a> <a href="https://www.uea.ac.uk/accommodation/Campus+Life_V2+">https://www.uea.ac.uk/accommodation/Campus+Life_V2+</a>
Consider the timing and nature of information and guidance	Next steps email at the point of confirmation (for UG). Pre-registration email sent to applicants one month prior to start of course (CRM), New student web pages updated	CRM Plan - Sarah Morris, CRM Officer Registration email available within the system - Planning Office <a href="https://www.uea.ac.uk/current/information-for-new-students">https://www.uea.ac.uk/current/information-for-new-students</a>
Any additional induction activities that may be useful	International arrivals, subject specific induction for Drama, Medicine, MBA, MADE (Pre-Sessional)	<a href="https://www.uea.ac.uk/services/students/international/arrivals">https://www.uea.ac.uk/services/students/international/arrivals</a>

Actions list

Indicator No	Description	Action	Who	When to deliver	Completed
1	Associate Dean job description	Review job description for the Associate Dean for Admissions	DG		
1	Code of Practice	Review General Principles Section 2	AD	Sep-2014	
1	UG Job cards in progress for intranet	Complete UG job cards	LG	Jun-2014	Y
1	English Language requirements	Update pages for English Language requirements for UG and PGT applicants	SC	Jun-2014	Y
1	Target numbers	Target setting policy document, objectives of review meetings	TBC		
1	Identify audit trail on how policies are informed by strategy	Review minutes of ARM Exec and create relationship map	HW	Nov-2014	
2	Records retention compliance	Review adoption of policy across the division	DG		
2	Audit of training logs	Schedule an audit of training logs	TBC		
2	Recruitment through agents	Review the recruitment through agents	IO		
2	Information post application	Create a 'next steps' webpage for PG	SC		
2	SLA	Create SLA around lead times for all stake holders (apps. INTO etc)	TBC		
2	Induction plan for PG	Create induction plan for PG	SC		
2	Training schedule for ARM staff	Finalise the training schedule for ARM staff	AD and SC		
3	Appeals procedure review	Review admissions appeals procedure (UG and PG)	AD	Sep-2014	
3	Complaints procedure review	Review admissions complaints procedure (UG and PG)	AD	Sep-2014	
4	Entry/Exit interviews for staff?	Implement a policy of entry/exit interviews for all new staff to establish levels of competency	AD and SC	Sep-2014	
4	School Board reports	Agree format of School Board reports for Faculties	AD and SC		
4	Monitoring outcomes - PO, ARM and LTS	Review joined up approach on monitoring outcomes with Planning Office, ARM and LTS	DG		
4	Widening Participation Policy	Review and display policy for widening participation	TBC		
4	End of year reports	Template to be created for an end of year report	TBC		
4	Calendar to review policies	Create a calendar of when admissions policies are reviewed	HW	Oct-2014	
5	PGR Course information	Review use of applicant-led themes in PGR admissions	VE		
5	Scholarship and Bursaries information	Review how information is displayed	TBC		
6	Why we request disability information	Review whether we encourage applicants to disclose disability	TBC		
6	Acknowledgement email to applicants	Review our acknowledgement email for the next steps	AD and SC	Sep-2014	Y
6	Why we request criminal convictions	Review our criminal convictions process	TBC		
6	Key milestones	Review our information for key milestones on application	TBC		
7	Entry requirements	Review list of available acceptable qualifications	AD and SC	Oct-2014	
8	International applicants who are unsuccessful are unsure as to the reason why	Review the information we are sharing with applicants who are unsuccessful	AD and SC		
9	Fees confirmed after applicants have made their applications	Review process by which fees are confirmed	PO		
9	Policy of closing courses	Review process by which we close a course	TBC		
9	Awarding scholarships	Review process by which we award a scholarship as this is currently done after applicants have arrived	TBC		
9	PGR process for changing/closing courses	Review process by which we close a course	VE		
9	Accommodation prices	Review when accommodation prices are agreed	TBC		
9	Changing entry requirements	Review information provided to UCAS and update text to indicate that requirements may change up to 1st September	AD		
9	Accept offer	Review whether we have a standard time scale to accept offer	AD and SC		
9	Feedback for unsuccessful applicants	Review policy on feedback for unsuccessful applicants	AD and SC		
9	Pre-registration email	Review if HTML emails are used as standard	MAC		
9	DoS policy for applicants with disability arrangements	Review with DoS what information is given to applicants who have specific arrangements	DoS		
9	Programme changes	Create process for PG	HW		