

# CITIZENS OF A STATE OF MIND

It's your turn to take your place



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# One Team One Target – Leicester's FSO

Dan Flatt & Felicity  
Lawrence





# Thank you for joining us today

**Who am I?**

Dan Flatt

**Where am I  
from?**

Milton Keynes

**What do I do?**

Head of UK Student  
Recruitment and  
Widening Access



# Thank you for joining me today

## Who am I?

Felicity  
Lawrence

## Where am I from?

Borth (a small  
village on the  
West coast of  
Wales)

## What do I do?

Head of Global  
Operations



# One Team One Target

## What we will look at:

- What came before?
- Current structure overview
- KPI and objective overview
- Day-to-day working examples of working together
- Outcomes/Impact
- Q&A



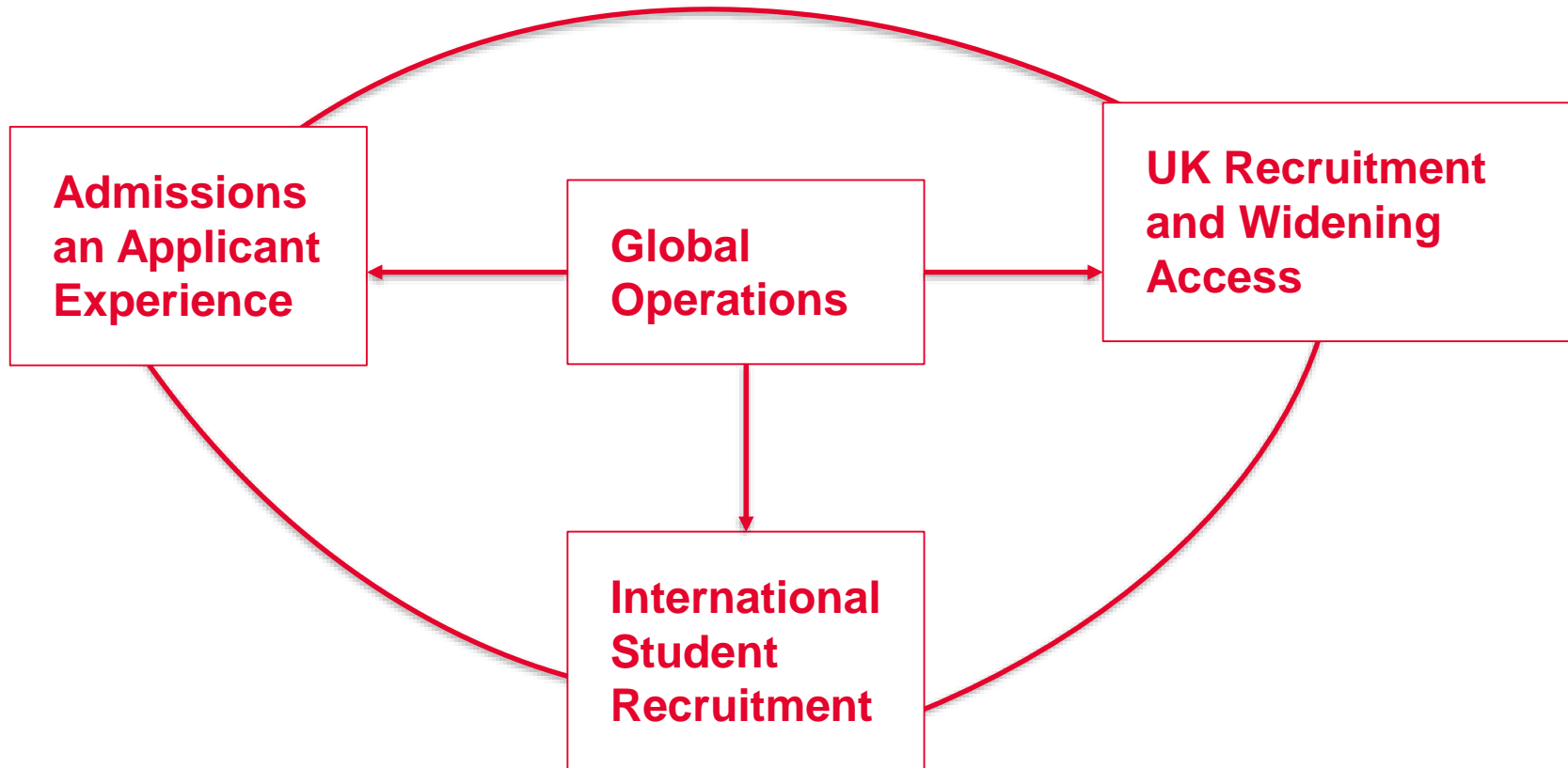


## What came before

- Teams operated in silos (Admissions, International Office, Home Recruitment, Widening Participation & Outreach).
- Conflicting or disconnected targets and KPIs across teams.
- Limited collaboration and cross-team communication.
- Frequent duplication of work and inefficient processes.
- Inconsistent messaging and approaches to prospective students.
- No single end-to-end view of the prospective student journey.
- Fragmented decision-making with unclear ownership of key activities.



# Leicester Future Students Office Structure - 2025





## Shared KPI and Objectives

- **Unified recruitment and admissions targets** across UK and international
- **End-to-end applicant journey performance** (from enquiry to enrolment)
- **Conversion rate improvements** at key stages (enquiry → application → offer → firm → enrolment)
- **Service excellence standards** for applicant experience and response times
- **Collaborative outreach and recruitment impact** across all segments
- **Data-driven decision making** with shared reporting dashboards
- **Operational efficiency and reduced duplication** through joint processes
- **Consistent and coordinated communications** to prospective students
- **Financial sustainability** through improved applications and conversion



# Day-to-day working examples: Clearing

## Before FSO

- Clearing was run solely by Admissions, working in isolation.
- Minimal involvement from UK or International Recruitment until results day.
- Limited coordination across teams, leading to slower responses and missed opportunities.

## Now (FSO Model)

- Admissions & Applicant Experience work closely with Global Operations (Business Systems) to design and optimise Clearing processes in advance.
- UK Recruitment and International Recruitment leads contribute to planning and forecasting to ensure resources match demand.
- Fully University-wide coordinated Clearing call centre focused on maximising conversion and meeting targets.
- Shared data, shared ownership, and real-time communication across all FSO teams.



## Day-to-day working examples: Scholarships

### Before FSO

- No coherent, institution-wide scholarships strategy.
- Individual teams developed scholarships independently.
- Inconsistent approaches across UK, international and widening participation activity.
- Limited coordination, duplication of effort, and unclear approval processes.
- Minimal shared market insight or evaluation of impact.

### Now (FSO Model)

- A clear, overarching scholarships strategy and policy aligned to the University's vision.
- Cross-FSO collaboration to gather market insight and identify priorities.
- A cohesive suite of scholarships designed to support:
  - UK Recruitment
  - International Student Recruitment
  - Widening Participation and Outreach
- Clear governance, approval processes, and impact analysis.
- Improved targeting, consistency, and strategic impact.



## Day-to-day working examples

### Student Recruitment activity

#### Before FSO

- Siloed activity and little support from other departments
- Lack of reporting and data
- Many spreadsheets – no single source of truth
- Lack of monitoring and reporting on ROI

#### Now (FSO Model)

- Lead generation principal pillar of strategy – clear objective
- Collaboration with Recruitment Marketing and CRM
- FSO-wide support for Student Recruitment activity – Greater networking across division, more opportunities to meet target audience
- PowerBI reporting from FSO Reporting team – single source of truth.
- Proving ROI, increasing accountability and clear steer for future activity
- Fully reporting and evaluation – cover sheets. Clear strategic overview and impact on shared recruitment and access objectives
- Improved targeting, consistency, and strategic impact.



## Outcomes and impact

### Benefits to Students & the University

- A clearer, more consistent journey for prospective students from enquiry to enrolment;
- Improved access to timely, accurate information and support;
- Fairer, more transparent scholarships and funding opportunities;
- Stronger targeting of support for underrepresented and priority groups;
- A more coordinated and effective recruitment approach for the University;
- Better use of resources through joined-up planning and delivery;
- Increased confidence in institutional decision-making and strategy.



## Outcomes and impact

### Key Metrics & Performance

- Improved conversion rates at key stages of the applicant journey;
- Increased registrations to University since 2019
- Faster response times to enquiries and applications;
- Increased offer-to-enrolment yield across UK and international markets;
- More effective Clearing performance through coordinated planning;
- Better tracking and evaluation of scholarships and outreach impact;
- Reduced duplication of activity and reporting;
- More reliable, shared performance data across FSO – single source of truth.



## Outcomes and impact

### What This Enables Next

- More strategic, evidence-led recruitment planning;
- Confidence to stop activity
- Increased trust with Senior stakeholders
- Earlier and more coordinated intervention in underperforming markets;
- Greater flexibility to respond to external changes and market pressures;
- Scalable models for ambassadors, scholarships and outreach activity;
- Stronger alignment with institutional access, participation and growth priorities;
- A platform for continuous improvement in applicant experience;
- Readiness to adopt new digital tools and ways of working.



- What challenges do you face?
- How could you collaborate more?
- What could you borrow from the Leicester model?

**Q&A**



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**Contact us**