

CITIZENS OF A STATE OF MIND

It's your turn to take your place



UNIVERSITY OF
LEICESTER

le.ac.uk



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.



Career Hub

A space for students
led by students
supported by career experts

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.



Q&A

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



Contact us

- Dan.flatt@le.ac.uk
- Felicity.lawrence@le.ac.uk