

# UHI

## Appointment of **Director of Student Recruitment and Admissions**



[uhi.ac.uk](http://uhi.ac.uk)

# Contents

---

<b>Inverness and the Highlands and Islands</b>	<b>3</b>
<b>The opportunity - Director of Student Recruitment and Admissions</b>	<b>4</b>
<b>An introduction from Lorna Walker, Vice-Principal Strategy, Performance and Culture</b>	<b>5</b>
<b>Our plans for tomorrow</b>	<b>6</b>
<b>Our founding principles</b>	<b>7</b>
<b>The role</b>	<b>8-11</b>
<b>Summary of contract terms and conditions</b>	<b>12</b>
<b>Student recruitment and admissions department</b>	<b>13</b>
<b>UHI</b>	<b>14</b>
<b>How to apply</b>	<b>15</b>
<b>Our campuses</b>	<b>16</b>

---



# Inverness and the Highlands and Islands



The city of Inverness is the capital of the Highlands and Islands and is a hub in the vast and diverse landscape of Northern Scotland. The region is known globally for its unique beauty, character and culture.

The most northerly city in the United Kingdom, Inverness has a population of approximately 47,820 people and is the perfect base for exploring the Highlands and Islands. It has road, rail and air links to many of the major cities in the UK as well as parts of Europe. There are daily flights to London (travel time 1.20 hours), as well as the daily sleeper train service.

The region is diverse with the mountains and wildlife of the Cairngorm National Park, to the stunning beaches with their sandy headlands, to the peat lands of the Western Isles and the landscapes and cultures of the Northern Isles.

The region is the only place in Scotland where Gaelic is still regularly used as a community language. Students have access to the most breath-taking scenery and the most challenging rugged coastlines and mountains.

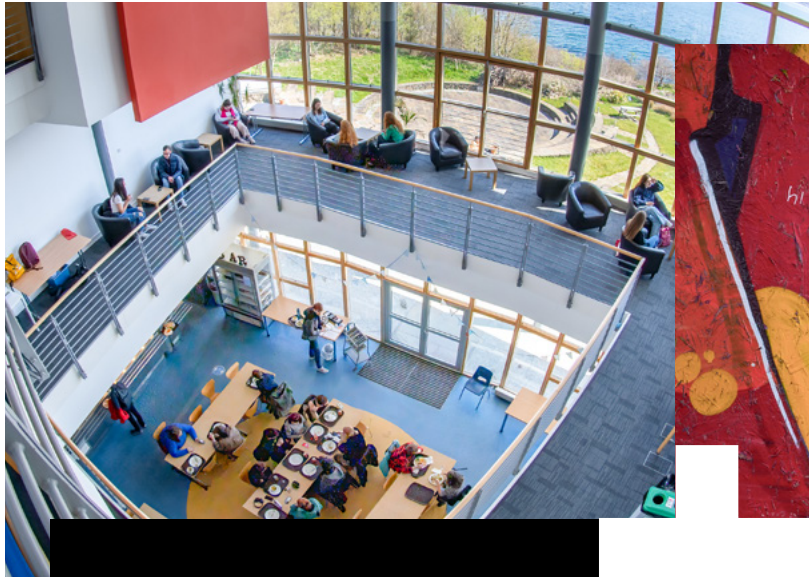
The area provides an 'outdoor classroom' with access to an extraordinary range of activities such as walking, climbing, biking, kayaking, canoeing, sailing, coasteering, paddleboarding, running and snowsports. Our degree programmes and outdoor adventure courses benefit from having direct access to world renowned locations, including Ben Nevis, the Mamores, the Torridons and Cuillins, Loch Leven, Loch Linnhe, Loch Sunart, Loch Maree and Loch Duich, the isles of Eigg, Rhum, Skye and Raasay, the Knoydart peninsula, and the Summer Isles.

Routes such as the North Coast 500 and the North East 250, provide access to many of the region's iconic places. They highlight the expansive road network, range of businesses and enterprises and the extensive ferry links which connect the isles to mainland Scotland.

Inverness itself, a compact city, offers a variety of things to do, bars and restaurants, with a rapidly growing food scene.

# The opportunity

Director of Student Recruitment and Admissions



# UHI

Undergraduate Guide  
2025



Where  
learning  
means  
more



[uhi.ac.uk](http://uhi.ac.uk)

**The Director of Student Recruitment and Admissions is an excellent opportunity to play a crucial and senior role within the university, supporting the delivery of our UHI 2030 Strategic Plan.**

Working within the senior management team of UHI, providing strategic leadership to the university's recruitment and admissions activity for both home and overseas students and ensuring that the agreed targets for these activities are met or exceeded are some of the key areas that make up this exciting challenge that the successful candidate will be a ready, willing and able to meet. With responsibility for higher education targets, the postholder will take, wherever possible, a tertiary approach to strategy and planning, reflecting the unique delivery model of UHI.

Through inspiring leadership, you will provide oversight of strategically led initiatives that drive growth in student numbers, through enhancing the university's brand presence. Using your expertise and experience in marketing, admissions, and data analytics, innovative recruitment strategies will be developed and tailored to diverse student demographics through a focus that cultivates partnerships with schools and community organisations, optimises digital and traditional marketing channels, and implements targeted communication campaigns to effectively engage prospective students.

# Introduction

from Lorna Walker, Vice-Principal Strategy,  
Performance and Culture



**Lorna Walker**  
UHI Vice-Principal Strategy,  
Performance and Culture

Dear applicant,

UHI is a unique and globally recognised tertiary institution providing innovative further and higher education for over 36,000 students with 70 campuses and learning centres spread across the Highlands and Islands, Moray and Perthshire, UHI offers much more than a traditional university and its mission is to provide a transformational impact on the people, communities, and economy of the regions we serve through a rich blend of academic programmes from access level to PhD.

The university has an ambitious strategy to 2030 which focuses on growth and success built around five themes including teaching, research and innovation impact, enterprise and growth, environmental sustainability, and operational excellence.

Reporting into me in my role as Vice-Principal of Strategy, Performance and Culture, the new Director of Student Recruitment and Admissions will work alongside the senior executive and senior management teams of UHI, providing strategic leadership of the university's student recruitment and admissions activity, positioning UHI as a destination of choice for new learners, allowing the university to achieve its corporate ambitions articulated in the 2030 strategic plan.

The successful candidate will be a clear strategic thinker, with extensive successful experience of inspiring and leading teams in a higher education setting. You will have proven experience of developing and delivering a marketing, recruitment, and admissions strategy, possessing excellent interpersonal skills and the ability to work collegiately with all internal and external partners.

Thank you for taking an interest in this exciting opportunity to work with UHI and I look forward to receiving your application.

# Our plans for tomorrow

UHI is a globally recognised tertiary institution and we are proud to celebrate our exceptional partnership of colleges, internationally recognised research institutions and specialist teaching centres. UHI is more than a traditional university and we pride ourselves on delivering further education, higher education and world class research to over 36,000 students per year across 70 campuses and learning and online.

Our philosophy is based on our founding values of creating sustainable education for students of all ages and abilities. This ethos is underpinned by our mission to have a transformational impact on our people, communities and economy. We care passionately about our regions, and we demonstrate our commitment through our excellent student experience and by offering flexible and supported learning from access level to PhD, delivering direct skills and apprenticeship programmes linked to workforce demand, all within the same institution.

The fundamental part of our mission is to drive co-created education and research, enhanced by our unique landscape, heritage and cultures, ensuring that learning outcomes are second to none. We are also committed to affirming all the languages, dialects and cultures throughout our regions, including Gaelic language and culture. Across the UHI operating area we have centres of excellence and world-class thinking that are pushing the boundaries of academic and applied knowledge where staff, students, industry and communities are collaborating to drive innovation and new ways of thinking.

UHI embraces education and research across a wide range of subjects from arts and humanities, through to the sciences and business. Through our engagement with stakeholders, business, and industry we are driving economic growth, using education, knowledge exchange and cutting-edge research to enable our businesses and industry to thrive. The university acts as a catalyst to both support the economy and underpin social change by ensuring a pipeline of skilled entrepreneurial talent through our innovative, future focused curriculum.

Our 2030 strategy will build on our success to date and take our ambition forward across five key strategic themes: teaching, learning and student support; research and innovation impact; enterprise and growth; environmental sustainability; and operational excellence.



The future world of work will require us all to be constantly learning, so whatever our students' stage of life or current qualification, we will provide everyone with the opportunity to keep their skills relevant and up to date as part of their learning journey.

During the lifetime of this strategy, we will think, plan and act as one institution in delivering our mission and vision, and our strategic themes will be underpinned by significant transformation across our institution to deliver operational excellence and financial sustainability through a more streamlined, efficient and effective organisation.

In realising our ambition, this strategy will be a living document which we will adapt, flex, and change to meet the evolving needs of our students, staff and stakeholders and a strategy which will be responsive to economic growth and societal change.

Our strategy takes the best of our academic reputation, world-class research, and our proud history of vocational training to join the world of learning to the world of work, integrating with business and industry and underpinned by our university values of collaboration, openness, respect and excellence.

# Our founding principles

---

## **Educational opportunities for all**

The lack of educational offering, for those who wished to remain in the region and improve their prospects, was forcing locals to leave the region – leading to a significant and unsustainable loss of talent.

## **Driving economic growth**

The UHI concept was formed primarily to be a catalyst of economic development. If the region was to prosper, it would need to find its own way to modernise, generate new knowledge and support businesses to grow.

## **Co-created education and research**

Curriculum and research were to be designed to link to the region's unique landscape, heritage and culture. To serve the economy and ensure a pipeline of talent, business needs were to be at the core of curriculum and research development.

## **Delivering social change**

UHI was to deliver social change, supporting communities to flourish, by harnessing local knowledge, and working globally with our diaspora to build better futures for those in our region.

---

# The role



## Key responsibilities

---

As a member of the senior management team, the role will be responsible for providing strategic leadership of the university's student recruitment and admissions activity both for home and overseas students ensuring that the agreed targets for these activities are met or exceeded. With responsibility for higher education targets, the postholder should take, wherever possible, a tertiary approach to strategy and planning, reflecting the unique delivery model of UHI.

A key part of the role will be providing oversight and strategically led initiatives that drives growth in student numbers through enhancing the university's brand presence. Using your expertise and experience in marketing, admissions, and data analytics, you will develop innovative recruitment strategies tailored to

diverse student demographics through a focus including cultivating partnerships with schools and community organisations, optimising digital and traditional marketing channels, and implementing targeted communication campaigns to effectively engage prospective students.

The post holder will deliver against the UHI 2030 Strategic Plan key performance indicators, including attraction of more students from diverse and under-represented backgrounds and assisting in establishing UHI as a destination of choice for new learners.



# The role

## Recruitment strategy development

- + Spearhead the creation and execution of strategic recruitment plans to drive enrolment growth across Scottish, RUK and international markets, in collaboration with our partners
- + Tailor recruitment strategies to effectively target diverse student demographics and meet enrolment targets
- + Utilise data analytics to identify trends, inform decision-making, and optimise recruitment efforts
- + Effective budget management, ensuring that resources are strategically aligned to provide return on investment and support the successful delivery of operational and strategic plans

## Marketing campaign management

- + Lead the development and implementation of integrated marketing campaigns to enhance the university's brand visibility, promoting our reputation for excellence in student experience and support throughout the student journey
- + Utilise a mix of digital and traditional marketing channels to effectively reach prospective students
- + Ensure marketing materials and messaging align with the university's brand identity and values

## Admissions

- + Lead the university's admissions functions ensuring that the student admission experience is optimised
- + Ensure that the recruitment-to-enrolment process is streamlined and improve conversion rates
- + Provide admissions staff with insights and support to effectively communicate the university's value proposition and address prospective students' concerns

## Partnership cultivation

- + Foster relationships with schools, community organisations, and other stakeholders to enhance recruitment efforts
- + Collaborate with internal and external partners to develop mutually beneficial recruitment initiatives and events
- + Leverage partnerships to expand the university's reach and attract diverse pools of prospective students

## Communication and engagement

- + Support the UHI 2030 Strategic Plan by positioning UHI as a destination of choice for learners by developing and executing communication strategies to engage prospective students throughout the recruitment process
- + Coordinate outreach efforts, including email campaigns, social media engagement, and targeted communications
- + Provide personalised support and guidance to prospective students to facilitate their transition to the university

# The role

## Team leadership and development

- + Lead a team of recruitment, marketing, admissions and international recruitment professionals, providing guidance, support, and mentorship
- + Foster a collaborative and inclusive team culture that values innovation, creativity, and continuous improvement

## Performance evaluation and reporting

- + Establish and monitor key performance indicators (KPIs) and metrics to measure the effectiveness of recruitment and marketing efforts benchmarking against other higher education institutions
- + Analyse data and evaluate outcomes to identify areas for improvement and inform future strategies
- + Prepare regular reports and presentations to communicate recruitment and marketing performance to stakeholders

## Continuous improvement

- + Stay abreast of industry trends, best practices, and emerging technologies in recruitment and marketing
- + Proactively identify opportunities for process improvement and innovation to enhance recruitment outcomes
- + Drive a culture of continuous learning and adaptation to ensure the university remains competitive in the higher education landscape

## Senior management team (SMT) leadership

- + Provide oversight and expertise that informs strategic planning and performance to make a valuable and valued contribution to the university
- + Ensure that the university complies with the relevant legislation with regard to all its operating procedures, including oversight of the relevant policy frameworks
- + Oversee services ensuring that they are delivered efficiently and consistently across UHI and that a culture of service, transparency and continuous improvement is embedded across the strategic planning and performance functions
- + Working alongside executive colleagues, lead the integration of behaviours, processes, decision-making and accountability frameworks that in turn deliver improvements in organisational culture and the working environment
- + Champion a progressive approach to equality and diversity that permeates strategic thinking, operational planning and day-to-day activities. Advocate for, and advance agendas that prevent discrimination and create an inclusive environment for staff, students and other stakeholders.

# The role

## General responsibilities

- + Identify, manage, and report on risks associated with the role
- + Participate in the university's performance and development review procedure
- + Take due care of yourself and others in respect of health and safety
- + Attend training courses that may be identified as necessary by your line manager
- + Such other duties temporarily or continuingly, as may reasonably be required which are commensurate with your grade
- + Contribute to UHI's climate, biodiversity, and sustainability goals, including net-zero by 2040
- + Knowledge of, or interest in, Gaelic language and culture

## Person specifications

### Qualifications

- + Degree level or equivalent and/or relevant professional/industry experience in a similar capacity
- + Postgraduate degree in marketing or other relevant subjects

### Skills and knowledge

- + Significant experience of inspiring and leading teams in a higher education setting
- + Proven experience of developing and delivering a marketing, recruitment, and admissions strategy, preferably in a higher education setting and including international
- + Excellent understanding of UK higher education and international markets
- + Experience of having successfully shaped and led high-performance teams
- + Experience in setting and managing complex budgets effectively to achieve agreed outcome with limited resources
- + Excellent communication skills
- + Excellent leadership and people management skills
- + Excellent data analysis skills and utilising marketing data to benefit existing and develop new campaigns
- + Strategic and innovative thinking with the ability to deal with the complexity and integration of portfolios/ departments

- + Inspirational team leader and strong team player
- + Ability to drive staff performance and delegate effectively
- + Ability to lead effectively through change
- + Confidence in decision making and dealing with senior stakeholder.
- + Excellent understanding of STEM (Science, Engineering, Technology and Mathematics) education
- + Experience in key account management, business development and relationship management

### Personal qualities

- + Welcome collaboration, consultation and constructive critics from team, colleagues and stakeholders
- + Creative and committed to leading by example
- + Self-motivated, flexible and resilient as a leader

### Other circumstances

- + Willingness to travel across the Highlands and Islands, Moray, Perthshire and overseas
- + Knowledge of, or interest in, Gaelic language and culture

# Summary of contract / terms and conditions

## Salary

Salary for the role is competitive and is reviewed annually by the remuneration committee.

## Contract

The role is a permanent, full-time opportunity.

The first 12 months of the appointment shall be a probationary period.

## Relocation

Relocation for the opportunity shall be supported with up to a maximum of £3,000 in respect of cost incurred in relocating to accommodation within a reasonable daily travelling distance to Inverness. Further detail on eligible relocation expenses is contained within the university's relocation policy, a copy of which can be provided.

## Annual leave

Our holiday year runs from 1 August to 31 July. Holiday entitlement is 39 days' paid annual leave in each holiday year, which includes seven days office closure over Christmas and New Year.

## Pension

You are eligible to be enrolled into the Universities Superannuation Scheme (USS) pension scheme. Further details of the pension scheme are available from the [USS pension website](#).

## Benefits

Employee benefits include:

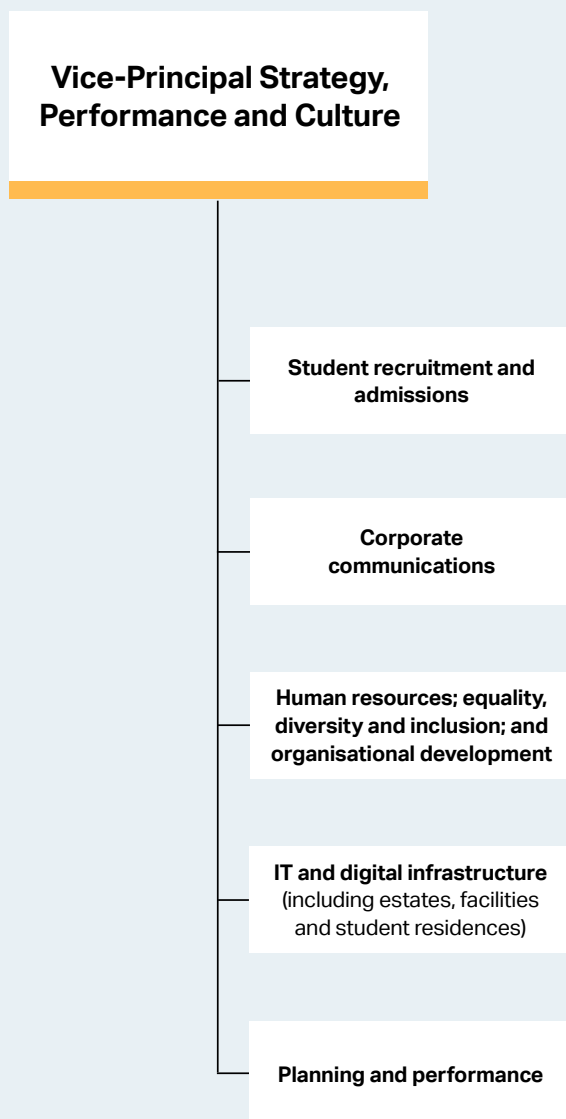
- + Discounted gym membership
- + Employee discount scheme
- + Give as you earn scheme
- + Family friendly policies
- + Volunteer days
- + Cycle to work scheme
- + Employee assistance provision

## Sick pay

On completion of the probationary period, you will be entitled to receive sick pay from UHI on the basis set out below.

<b>Less than one year's service:</b>	4 weeks' full pay and 8 weeks' half pay in any rolling 12-month period.
<b>One to two years' service:</b>	8 weeks' full pay and 8 weeks' half pay in any rolling 12-month period.
<b>Two to four years' service or more:</b>	16 weeks' full pay and 16 weeks' half pay in any rolling 12-month period.
<b>Four years' service or more:</b>	24 weeks' full pay and 24 weeks' half pay in any rolling 12-month period.

# Student recruitment and admissions department



Our recruitment and admissions team sits within our strategy, performance and culture directorate.

The successful applicant will be required to continue the work that has already started to create a clear strategy for the function, ensuring the delivery model is aligned to the complexities of the partnership.

# UHI

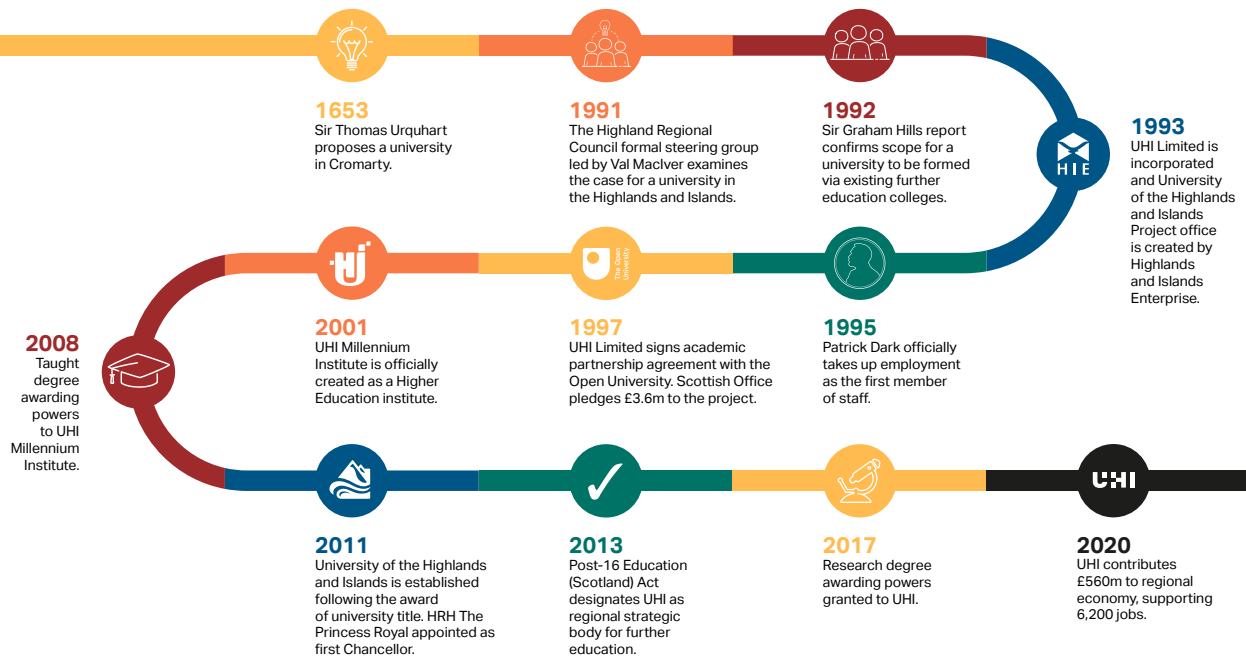
Our distinctive partnership of independent colleges and research institutions is locally based and rooted in communities, but with national and international reach, as part of a regional university structure.

- + **UHI is a tertiary institution, the only one in Scotland and one of only a few in Europe, encompassing both further and higher education.**
- + **We offer flexible and supported learning from access level to PhD, upskilling and cross skilling.**
- + **10 partners, with over 70 learning centres, across the Highlands and Islands, Moray and Perthshire.**
- + **We are proud of our unique place and connections with our communities and industry which makes our teaching and research more connected to their needs.**



**UHI exists to have a transformational impact on the people, communities and economy of our regions.**

## UHI historic timeline



# How to apply

Dixon Walter is serving as an advisor to the university and are conducting an executive search process in addition to the public advertisement.

**The closing date for applications is Sunday 9 June 2024**

For further information about this exceptional opportunity with one of the country's most unique universities, please visit :

[www.dixonwalter.co.uk/opportunities/director-of-sr-and-admissions-uhi/](http://www.dixonwalter.co.uk/opportunities/director-of-sr-and-admissions-uhi/)

or contact Alan Walter at  
[alan@dixonwalter.co.uk](mailto:alan@dixonwalter.co.uk)  
07876 766972

Applications should be made via email to [alan@dixonwalter.co.uk](mailto:alan@dixonwalter.co.uk) by midnight on Sunday 9 June 2024 and must include on separate documents:

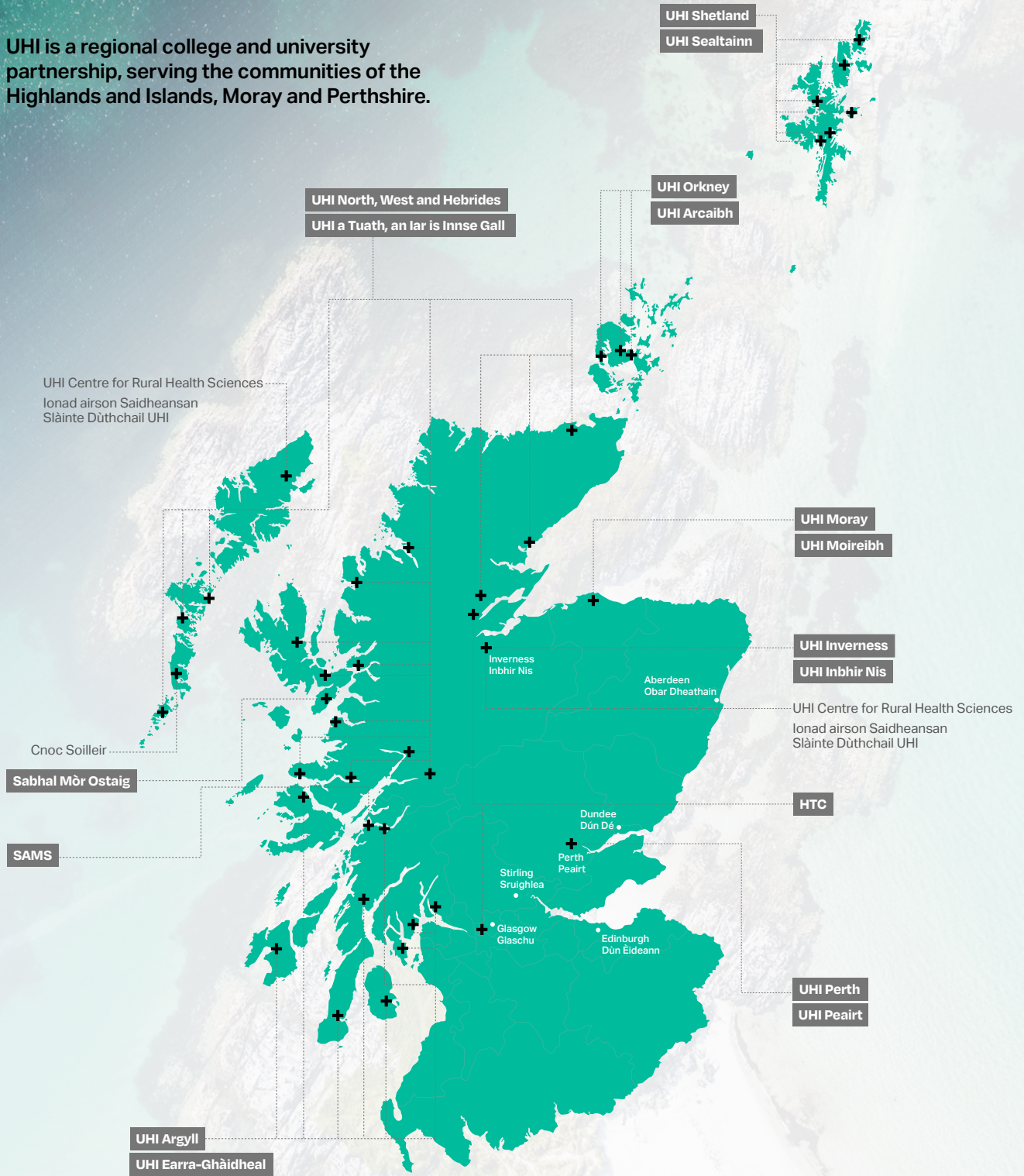
- + a letter of application setting out your interest in the role and details of how you match the person specification
- + a comprehensive curriculum vitae (CV)
- + details of three referees and your notice period (NB: referees will not be contacted without your permission)
- + a completed personal details form (see website)

**Preliminary interviews will be held with Dixon Walter from Monday 10 June 2024.**

**A formal selection process will take place at UHI House in Inverness the week commencing Monday 1 July 2024.**

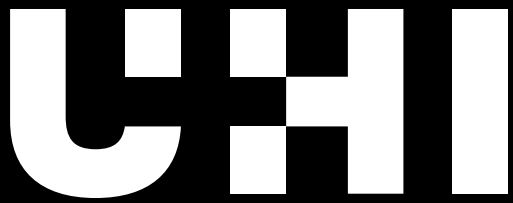
# UHI

UHI is a regional college and university partnership, serving the communities of the Highlands and Islands, Moray and Perthshire.



We are currently updating the map illustration, and this will be made available once approved. The map above is intended for illustrative purposes, serving as a visual representation of our various locations.





## UHI partnership

UHI Argyll

UHI Inverness

UHI Moray

UHI North, West and Hebrides

UHI Orkney

UHI Perth

UHI Shetland


HTC

Sabhal Mòr Ostaig

Scottish Association for Marine Science



**Where learning  
means more**



Taigh UHI, Seann Rathad Pheairt, Inbhir Nis, Alba IV2 3JH  
UHI House, Old Perth Road, Inverness, Scotland IV2 3JH

Companaidh earranta clàraichte ann an Alba Àir. 148203 | Àireamh Charthannais  
Albannaich Chlàraichte SC148203 | Oifis chlàraichte Taigh UHI, Seann Rathad Pheairt,  
Inbhir Nis, Alba IV2 3JH.

A limited company registered in Scotland No. 14820. A limited company registered in  
Scotland No. 148203 | Registered Scottish Charity No. SC148203 | Registered office:  
UHI House, Old Perth Road, Inverness, Scotland IV2 3JH