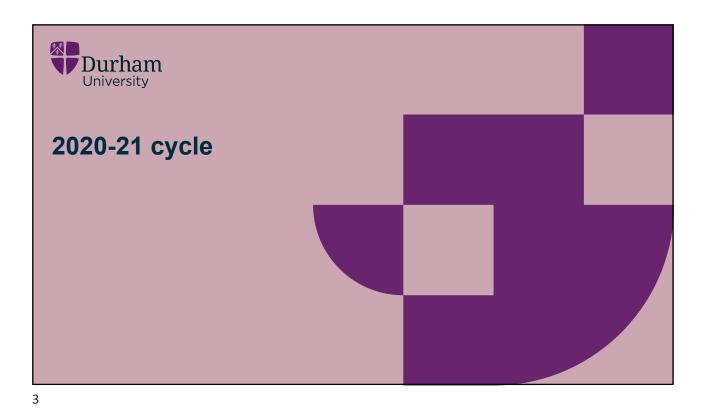


Structure

- 2020-21 cycle
- 2021-22 cycle
- Questions







2020-21 cycle: another unusual year

Disruption and change for universities:

- Examination and assessment arrangements, resulting in even more applicants achieving the highest grades
- Applicants having unprecedented levels of knowledge about their final grades before they needed to reply to offers
- Historical models of modelling and forecasting less useful
- Strategy design when many unknowns
- Constantly changing environment throughout cycle





2020-21 cycle: mitigating unknowns

Within our control

- Setting enrolments targets
- · Setting our offer factors:
 - We anticipated further disruption to assessment arrangements
 - We adjusted our planned number of offers as situation became clearer: used 2020 data including CAGs
- How quickly we made decisions: we decided to follow similar rate of offer making as in 2019-20 to protect conversion





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2020-21 cycle: mitigating unknowns

Outside our control

- Changes to examination and assessment arrangements
- · How Ofqual guidance would be adopted
- · Changes to deadlines, e.g. offer replies
- Changes to knowledge applicants had about final grades before accepting offers
- Changes to applicant behaviour, e.g. delaying decisions, changing priorities





2020-21 cycle trends

- Total applications roughly the same (~32,500)
 - 6.4 applications per place (Home/Islands)
- Fewer Home/Islands Offers than in 2019-20
 - 64% of Home/Islands applicants received an offer for the programme they applied to
 - 8% were made offers on alternative programmes
- Home/Islands firm accepts increased by 5%





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August Framework for decision making

Priorities

- 1. Achieve overall institutional target including financial forecast and diversity targets
- Achieve externally imposed targets (Teacher Training)
- 3. Achieve Faculty targets
- 4. Achieve minimum sustainable programme numbers
- 5. Avoid significant over-recruitment





August Decision Making

- Success rate in meeting our offers exceeded even our most optimistic modelling
- We accepted very few near misses, almost all before August Confirmation
- We did not recruit new students through Adjustment or Clearing
- We had to be strict about deadlines
- We had to offer deferred entry to re-grades and late results





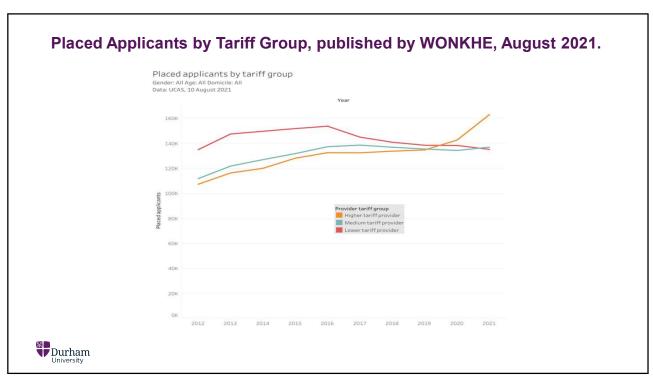
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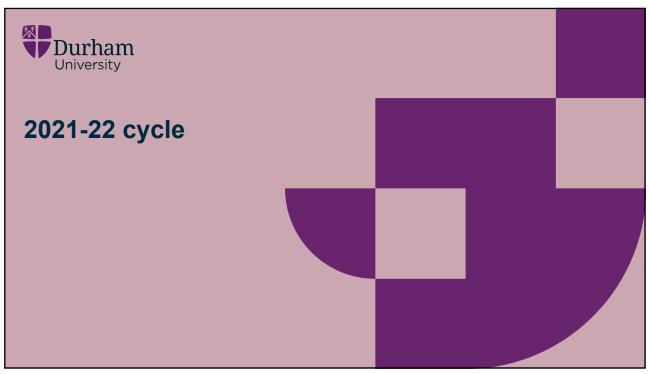
Managing home recruitment

- Due to increased conversion rates and proportion of students achieving the highest grades, the intake exceeded our estate capacity
- We took up remaining viable private sector capacity in Durham
- We did need to reallocate a small minority of students to a different college
- We encouraged deferrals, especially in departments most affected by over-recruitment









2021-22 cycle: managing recruitment

- Adapted our offer making model further
- · Significant reduction in planned offers
- Working to a different timetable:
 - · A slower rate of offer making
 - · Post-Offer Visit Days start in March
 - College allocation will be provisional and will take place by May 2022
- Being prepared to adapt our plans if further changes, e.g. to assessment arrangements





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