





- acting in accordance with relevant laws and regulations and dealing with applicants, students and agents competently, diligently and fairly; and

- acting in a manner that will serve the interests of applicants, students, representatives and the wider society even at the expense of self interest; recognising that dedication to these principles is the means by which the profession can earn the trust and confidence of stakeholder groups (individual clients, the public, business and government).

Specific principles that should be observed from the framework are outlined below:

QAHE Staff and Representatives practice responsible business ethics.

QAHE Staff and Representatives provide current, accurate and honest information in an ethical manner:

QAHE Staff and Representatives develop transparent business relationships



QA Higher Education is committed to providing a professional marketing and student recruitment service to all our applicants.

Marketing and student recruitment activities are often carried out in partnership with our university partners.

Responsibility for Marketing and Recruitment within QA Higher Education is as follows:

Marketing & Recruitment Director

International Recruitment – Director of International Recruitment

Marketing – Director of Marketing & Communications

Admissions – Head of Admissions

Partnerships and Propositions – Head of Partnerships and Propositions

Institutional Relationship Director

Home and EU Recruitment

Direct Recruitment – Head of Direct Recruitment

Degree Apprenticeships

We take a series of steps to ensure that the materials we publish concerning our provisions are accurate and meet all relevant regulations, including the guidance from CMA, QAA, British Council, UKVI and ASA amongst others. QAHE's Marketing Team works closely with counterparts at each of our partner institutions to ensure university oversight on our activities and materials as appropriate.

QAHE's responsibility for providing accurate and up to date information about its programmes starts with the provision of information to prospective students during the recruitment and admissions process. From a Marketing and Recruitment perspective, post-application this responsibility extends to information provided in the lead up to enrolment.

Core published information channels used for marketing are the prospectuses and QAHE managed websites/web content.

All course-specific information is produced using our internal 'Product Sheets'. These provide a central resource containing all of the information relating to each of the programmes offered. Use of these sheets includes development of paper and digital marketing collateral, together with guidance to recruitment team members for conversations with prospective students, applicants and agents.

A Product Sheet contains detailed information about:

Course content including modules, assessment methods, and any accreditations

Level

Delivery mode

Validated locations

Validated intakes





Providing targeted, personalised information according to the enquirer's specified requirements to deliver an excellent prospective student experience.

Sending attractive and engaging emails to enquirers

Inviting enquirers to relevant events and activities, e.g. open days,



QAHE works with education representatives globally as part of its student recruitment strategy. Representatives are managed by QAHE's regional recruitment teams.

QAHE has a dedicated Agent Compliance Manager who is responsible for ensuring that QAHE's recruitment teams and Representatives work within QAHE's Agent Compliance Framework and as such facilitates in:

- Conducting due diligence and assessments of all Representative Applications**
- Monitoring**
- Conducting Investigations**
- Applying of necessary interventions**
- Timely training is provided to representatives regarding policies and procedures as well as QA and partner offerings**
- Authority to use partner logos on websites and social media platforms.**

Good practice in this context means:

- Contracting of an appropriate number of representatives such that they can be effectively managed by the regional recruitment teams.**
- Regularly visiting and training representatives.**
- Ensuring QAHE holds accurate records and personal details of agents.**
- Ensuring all contracts and due diligence are completed and approved in advance of working with the representative**
- Regional recruitment teams having clear oversight of the marketing and recruitment activities that the representative is carrying out. As a minimum, QAHE's regional teams are expected to monitor and periodically audit the marketing activities of a representative.**
- Terminating representative agreements based upon:**
 - Poor student recruitment performance**
 - Poor compliance (UKVI, marketing, etc)**
 - Unethical or unprofessional behaviour**

Representatives are encourage to feedback to QAHE at the end of each intake (three times per year in March, June and October) to ensure that QAHE is making continuous improvements in its use of Education Representatives. This is carried out via the NPI Buyer survey. Representatives are openly encourage to propose changes and improvements in this process.

Linked to this, QAHE has a "Use of Education Representatives Policy" for all staff working in Student Recruitment based roles. This references a number of documents which should be familiar to those involved, which currently include:

- Representative Recruitment Policy**
- Representative Guide**
- Representative Application Form**
- Representative Referencing**
- Representative Training & Monitoring Process**
- Representative Training Checklist**
- Representative KPI Review**
- Representatives Marketing Approval Policy for use of logos and names**



Not all applicants who receive an offer from QAHE its University partners will go on to accept the offer and enrol. Offer holders will often be in receipt of offers from multiple institutions. It is therefore important to engage with offer holders in order to provide them with the information needed to make an informed decision about whether to accept the offer from QAHE and its university partners.

Good practice in this context means:

- provision of information highlighting the key benefits to the offer holder of studying at QAHE and its University Partners
- information on scholarships and funding;
- information about the career benefits of the courses we offer
- clear and transparent information on deadlines that the offer holder will need to meet.
- Engaging, professional and University Partner specific communications
- clear information on how to contact us including:
 - Direct staff contact details where possible
 - Direct email addresses
 - Access to social media and messaging platforms, such as WeChat and WhatsApp.
- Contact with offer holders at least once per week where the course start date is within six months.

All offer holders are required to accept their offers formally prior to enrolment on courses with QAHE and its university partners.

QAHE and its University partners actively seek to recruit students. QAHE's regional recruitment teams are responsible for ensuring Scholarships, Bursaries, Fee Waives and Discounts are fit for purpose in the regions in which they work.

QAHE's regional recruitment teams are responsible for ensuring enquirers, applicants and representatives are correctly trained and informed.

QAHE specifically seeks to make higher education accessible to students at all times. Where the cost of study is a barrier to applicants, our recruitment staff are actively encouraged and empowered to remove these barriers by promoting the availability of Scholarships, Bursaries, Fee Waivers and Discounts.

Good practice in the provision of Scholarships, Bursaries, Fee Waivers and Discounts is:

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