

UNIVERSITY OF THE FREE STATE

INTEGRATED POSTGRADUATE MARKETING AND RECRUITMENT STRATEGY



2026 – 2028 | APPENDIX A

T: +27 51 401 3000 | E: SRSEvents@ufs.ac.za | www.ufs.ac.za

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1. BACKGROUND AND CONTEXT

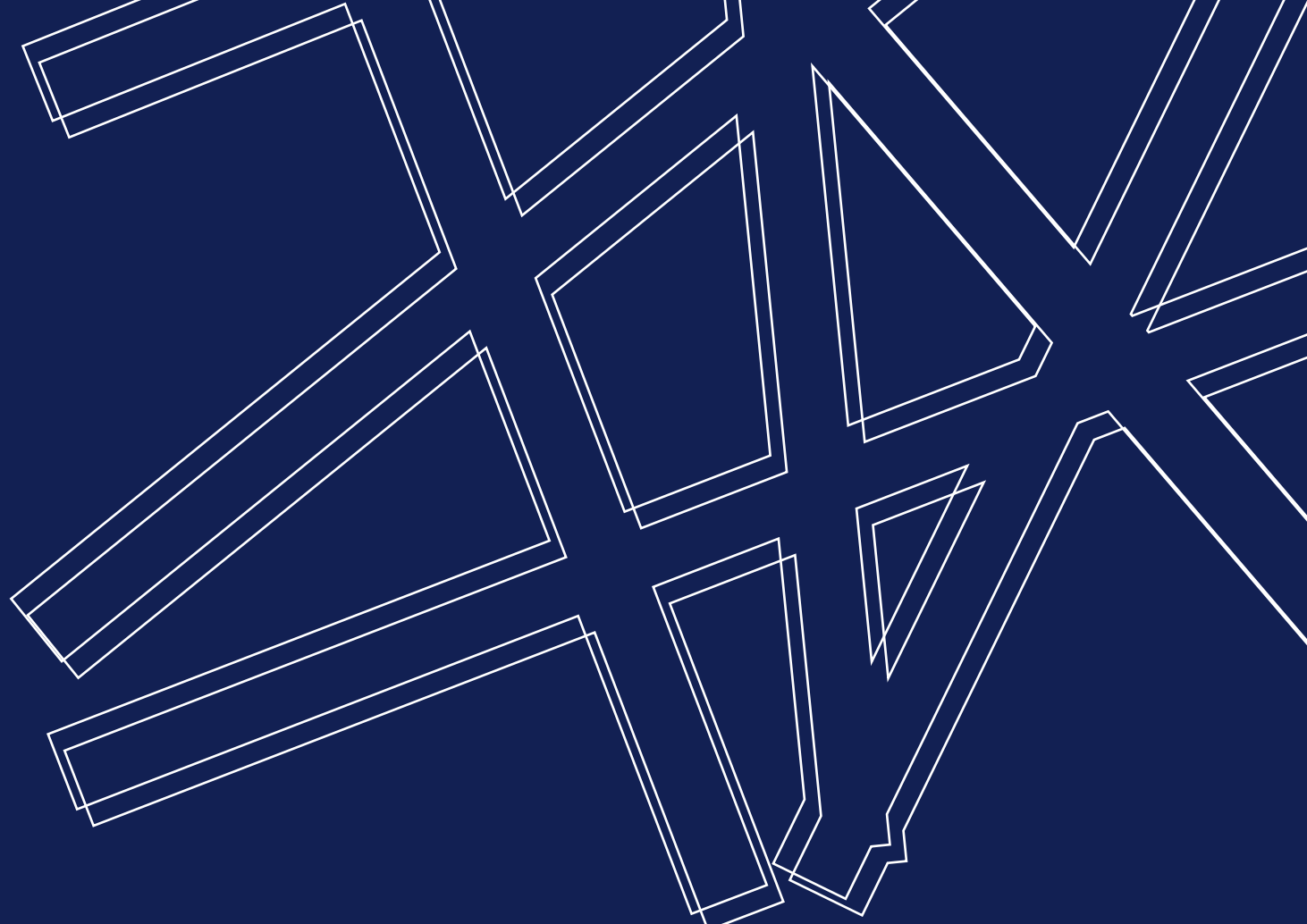
The University of the Free State has identified postgraduate growth as a strategic priority in support of Vision 130 and its ambition to strengthen research excellence, societal impact, and global competitiveness. Student Recruitment Services plays a critical role in supporting this objective through targeted postgraduate recruitment, marketing, partnership development, and applicant conversion initiatives.



2. PURPOSE

The purpose of this document is to provide the strategic framework for postgraduate marketing and recruitment activities for the period 2026 – 2028, specifically focusing on a customer-centric, measurable, and integrated approach. The document applies the attention, interest, desire, action (AIDA) model and marketing management canvas and serves as a high-level overview of the integrated marketing approach for the postgraduate strategy.

For 2026, the strategy will intentionally support the revised UFS institutional goals and the APP (2026–2028) by strengthening postgraduate recruitment pipelines in collaboration with faculties, expanding conversion-focused digital marketing and lead nurturing, and improving measurement/reporting in line with institutional objectives and KPIs.



3. STRATEGIC ALIGNMENT

3.1. VISION 130

Vision 130 positions the University of the Free State as a research-led, student-centred, digitally enabled, globally connected, and socially responsive institution. Postgraduate growth is central to achieving this vision as it contributes directly to research excellence, knowledge production, innovation, societal impact, and internationalisation.

- This Integrated Postgraduate Recruitment and Marketing Strategy supports Vision 130 by:
- Strengthening postgraduate recruitment pipelines across priority academic disciplines.
 - Expanding access to postgraduate study through targeted and inclusive recruitment initiatives.
 - Supporting research excellence through the attraction of high-potential honours, master's, and doctoral candidates.
 - Advancing internationalisation through focused recruitment within SADC, the African continent, and selected international markets.
 - Leveraging digital platforms, data analytics, and customer-centric engagement approaches to enhance the prospective student experience.

The strategy therefore serves as a key enabling mechanism in supporting the University's aspirations for postgraduate growth, research impact, and global competitiveness.

3.2. UFS ENROLMENT AND POSTGRADUATE GROWTH PRIORITIES

The University of the Free State has identified postgraduate growth as a strategic priority within the broader enrolment management and academic development agenda. Increasing postgraduate enrolment supports institutional objectives relating to research productivity, supervision capacity, graduate success, internationalisation, and societal impact.

The Postgraduate Integrated Recruitment and Marketing Strategy contributes to these priorities by

- increasing awareness and visibility of postgraduate study opportunities;
- strengthening honours-to-master's and master's-to-doctoral progression pathways.
- improving applicant conversion through targeted marketing, lead nurturing, and applicant engagement;
- supporting faculty-specific postgraduate growth objectives and recruitment priorities;
- expanding regional and international postgraduate recruitment opportunities; and
- enhancing collaboration between faculties, Student Recruitment Services, and strategic stakeholders to improve postgraduate recruitment outcomes.

The strategy further supports institutional planning and performance management through measurable recruitment, conversion, and enrolment indicators aligned with institutional reporting requirements.

3.3. ALIGNMENT WITH THE STUDENT RECRUITMENT SERVICES STRATEGIC PLAN (2026–2028)

This Postgraduate Integrated Marketing and Recruitment Strategy operationalises the postgraduate recruitment priorities contained within the Student Recruitment Services Strategic Plan (2026–2028).

The strategy specifically supports the directorate's strategic focus areas by

- prioritising applicant market development, with targeted focus on postgraduate, high-achieving, self-funded, regional, and international student markets;
- strengthening data-informed recruitment practices through enhanced market segmentation, lead generation, conversion monitoring, and performance reporting;
- optimising digital engagement channels and recruitment technologies to support postgraduate recruitment objectives;
- enhancing collaboration between Student Recruitment Services, faculties, and strategic stakeholders to improve recruitment effectiveness and applicant conversion; and
- supporting the development of student-centred recruitment and onboarding experiences across the postgraduate recruitment life cycle.

The Postgraduate Recruitment and Marketing Strategy therefore serves as a supporting implementation strategy of the Student Recruitment Services Strategic Plan and provides the framework through which postgraduate recruitment objectives will be pursued and measured.

4. BUSINESS PROBLEM STATEMENT

The University of the Free State has identified postgraduate growth as a strategic priority in support of Vision 130 and its commitment to research excellence, societal impact, internationalisation, and academic sustainability.

While the University offers a diverse range of postgraduate programmes and has significant research strengths across its faculties, postgraduate recruitment remains a complex and highly competitive environment. Prospective postgraduate students are increasingly influenced by digital information sources, career outcomes, funding opportunities, supervisor reputation, institutional reputation, and the overall applicant experience.

Postgraduate recruitment activities are currently distributed across multiple faculties and support units, resulting in varying levels of market visibility, engagement, lead generation, and applicant conversion. In addition, limited integration of recruitment data, communication channels, and stakeholder activities can reduce the effectiveness of recruitment efforts and hinder the development of a consistent postgraduate recruitment pipeline.

To achieve institutional postgraduate growth objectives, there is a need for a coordinated, customer-centric, and data-informed recruitment approach that strengthens collaboration between Student Recruitment Services, faculties, and strategic stakeholders. This strategy seeks to provide that framework by improving postgraduate market visibility, strengthening recruitment pipelines, enhancing applicant conversion, and supporting sustainable postgraduate enrolment growth across priority markets.

4.1. STRATEGIC OPPORTUNITY

- Growth in postgraduate demand.
- Expansion of digital recruitment.
- Increased international interest.
- Strong faculty research niches.
- Improved recruitment technologies, applicant tracking capabilities, and data-informed decision-making.

5. STRATEGIC OBJECTIVES

- Increase postgraduate applications.
- Improve applicant conversion.
- Strengthen faculty-SRS partnerships.
- Expand domestic and international marketing and recruitment.
- Improve postgraduate brand visibility.
- Strengthen internal postgraduate progression.

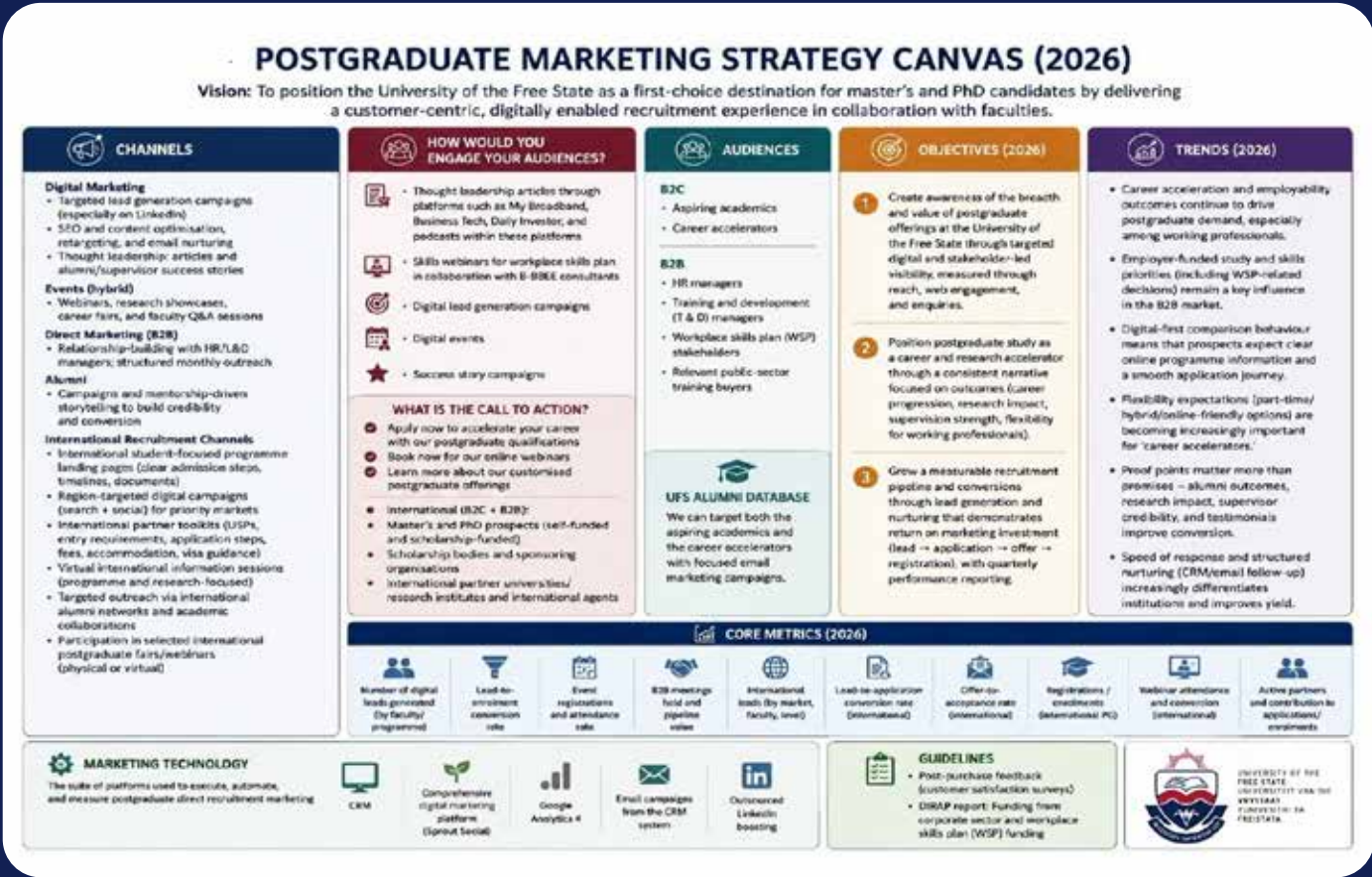
7. INTEGRATED POSTGRADUATE MARKETING AND RECRUITMENT CANVAS

The canvas provides a high-level overview of the University's integrated postgraduate marketing and recruitment approach and serves as the strategic framework informing recruitment, marketing, stakeholder engagement, conversion, and performance measurement activities.

6. TARGET MARKETS

The strategy adopts a dual-market approach comprising domestic and international postgraduate recruitment. Domestic recruitment remains the primary focus and includes current UFS students, alumni, working professionals, employer-sponsored candidates, and South African graduates from other institutions. International recruitment supports institutional internationalisation objectives through targeted engagement in selected regional and international markets.

TARGET MARKET	STRATEGIC FOCUS
Honours Students	Strengthen the undergraduate-to-postgraduate pipeline and increase progression to master's studies.
Master's Students	Increase enrolment for research and coursework master's programmes aligned with faculty priorities and institutional research strengths.
Doctoral Students	Attract high-quality doctoral candidates who contribute to research productivity, innovation, and academic excellence.
Working Professionals	Promote postgraduate study as a mechanism for career advancement, professional specialisation, leadership development, and lifelong learning.
International Students	Expand postgraduate recruitment within the SADC, the African continent, and selected international markets in support of internationalisation and research collaboration objectives.
High-Achieving Students	Attract academically strong candidates with the potential to contribute to postgraduate success, research output, and future academic leadership.
Self-Funded and Sponsored Students	Strengthen recruitment opportunities among self-funded candidates, employer-sponsored students, scholarship recipients, and externally funded researchers.



8. STRATEGIC PILLARS

8.1. PIPELINE DEVELOPMENT

The University of the Free State recognises that sustainable postgraduate growth requires the development and management of a structured postgraduate recruitment pipeline. The Postgraduate Marketing Development Model provides a framework for guiding prospective students from initial awareness through to enrolment and progression into postgraduate study.

The model supports a student-centred and data-informed recruitment approach by identifying key stages within the postgraduate recruitment journey and aligning marketing, engagement, conversion, and retention activities accordingly.



The model is designed to

- increase awareness of postgraduate study opportunities;
- strengthen engagement with prospective postgraduate students;
- support lead generation and nurturing activities;
- improve application and registration conversion rates;
- strengthen honours-to-master's and master's-to-doctoral progression pathways; and
- support sustainable postgraduate enrolment growth across priority markets.

The implementation of the model requires close collaboration between faculties, Student Recruitment Services, the Department of Communication and Marketing, Alumni Relations, the Directorate for International Partnerships and Relations, and other strategic stakeholders to ensure a seamless postgraduate recruitment journey.

8.2 . FACULTY PARTNERSHIPS AND COLLABORATION

8.2.1. FACULTY OF EDUCATION

STRATEGIC CONTEXT

The Faculty of Education contributes directly to the University of the Free State's Vision 130 aspirations through the development of education professionals, researchers, and leaders who advance educational transformation and societal development. Postgraduate recruitment serves as a strategic mechanism for strengthening research capacity, increasing postgraduate enrolment and completion, expanding regional and international reach, and enhancing the faculty's contribution to education scholarship.

STRATEGIC RECRUITMENT OBJECTIVES

- Increase enrolment in master's and PhD programmes.
- Sustain and grow honours enrolment as the internal postgraduate pipeline.
- Improve postgraduate throughput and completion.
- Increase enrolment of practising educators and education leaders.
- Expand SADC and broader African postgraduate enrolment.
- Increase externally funded postgraduate students.
- Strengthen the visibility of faculty research niches and supervisory capacity.



TARGET MARKETS

Primary Markets

- Final-year UFS undergraduate students
- UFS honours graduates
- Practising teachers and school leaders
- District officials and education managers
- Government and NGO education professionals

Secondary Markets

- SADC countries
- International research candidates
- TVET and private college educators
- Corporate learning and development specialists

STRATEGIC PILLARS

Pillar 1: Pipeline Development

Develop structured undergraduate-to-postgraduate pathways through targeted awareness initiatives, early supervisor engagement, and conversion-focused recruitment activities.

Pillar 2: Faculty Partnership and Collaboration

Position the faculty as a leading contributor to teacher education, education leadership, and educational transformation through research impact, supervisor visibility, and postgraduate success stories.

Pillar 3: Digital Marketing and Lead Generation

Strengthen recruitment of working professionals, education leaders, and practitioners through flexible postgraduate study opportunities and employer engagement.

Pillar 4: International Market Development

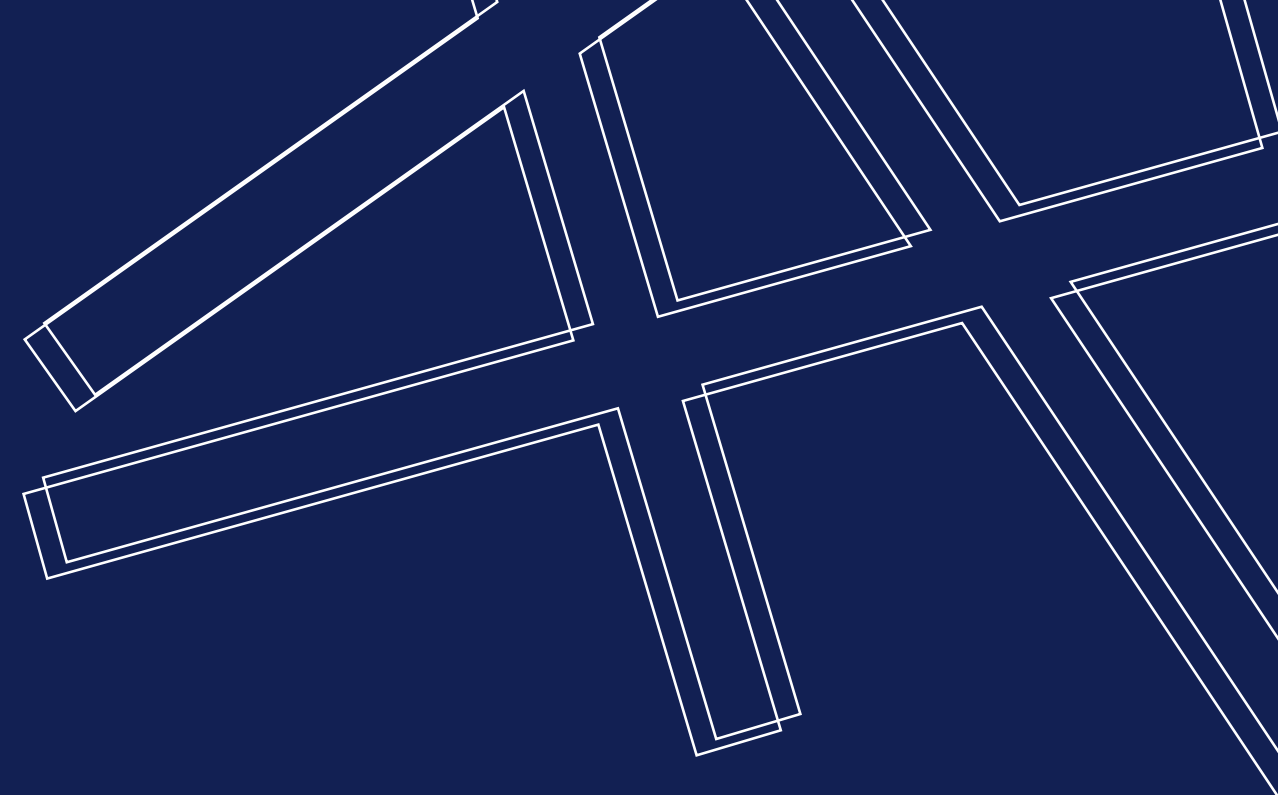
Expand postgraduate recruitment within the SADC and selected international markets through strategic partnerships, digital engagement, and targeted recruitment activities.

Pillar 5: Applicant Conversion and Enrolment

Leverage customer engagement tools, digital engagement platforms, and recruitment analytics to improve lead generation, applicant nurturing, and conversion outcomes.

SUCCESS MEASURES

- Growth in postgraduate applications and enrolments
- Increased offer-to-registration conversion rates
- Increased SADC and international postgraduate enrolments
- Improved postgraduate throughput and completion
- Increased externally funded postgraduate students
- Strengthened visibility of faculty research strengths



8.2.2. FACULTY OF HEALTH SCIENCES

STRATEGIC CONTEXT

The Faculty of Health Sciences contributes to Vision 130 through the development of healthcare professionals, specialists, researchers, and leaders who improve health outcomes locally, nationally, and globally. Postgraduate recruitment serves as a strategic mechanism to strengthen research excellence, professional specialisation, healthcare leadership, and societal impact.

STRATEGIC RECRUITMENT OBJECTIVES

- Increase postgraduate applications and enrolments across Health Sciences programmes.
- Strengthen internal undergraduate-to-postgraduate progression.
- Increase enrolment in professional and specialist postgraduate programmes.
- Enhance the visibility of faculty research excellence and societal impact.
- Strengthen postgraduate recruitment within priority regional and international markets.
- Support the development of future healthcare leaders, specialists, and researchers.

TARGET MARKETS

Primary Markets

- Final-year Health Sciences students
- UFS graduates
- Medical practitioners
- Nursing professionals
- Allied health professionals
- Public health practitioners

Secondary Markets

- Health sector managers and executives
- Government health officials
- SADC healthcare professionals
- International postgraduate candidates
- Health researchers and academics

STRATEGIC PILLARS

Pillar 1: Professional Advancement and Specialisation

Position postgraduate study as a pathway to professional advancement, specialist registration, advanced clinical practice, leadership, and healthcare management.

Focus Areas:

- Public health
- Nursing specialisations
- Medical specialist pathways
- Allied health postgraduate studies

Pillar 2: Research Excellence and Societal Impact

Position the faculty as a contributor to healthcare innovation, policy development, and evidence-based practice through impactful research and postgraduate scholarship.

Focus Areas:

- Research leadership
- Research impact
- Community transformation
- Knowledge generation

Pillar 3: Career Pathway Development

Provide clear and structured postgraduate pathways that support informed decision-making and improve progression to postgraduate study.

Focus Areas:

- Clinical specialisation pathways
- Academic career pathways
- Research career pathways
- Leadership and management pathways

Pillar 4: Regional and International Growth

Expand postgraduate recruitment opportunities within South Africa, the SADC, and selected international markets.

Focus Areas:

- SADC recruitment
- International partnerships
- Health sector collaborations
- Regional research networks

Pillar 5: Digital and Data-Driven Recruitment

Utilise digital engagement, recruitment analytics, and personalised communication to improve postgraduate lead generation, conversion, and enrolment outcomes.

SUCCESS MEASURES

- Growth in postgraduate applications
- Growth in postgraduate enrolments
- Increased internal progression rates
- Increased specialist and professional programme enrolments
- Increased regional and international enrolments
- Improved offer-to-registration conversion rates
- Increased visibility of faculty research impact



8.2.3. FACULTY OF NATURAL AND AGRICULTURAL SCIENCES

STRATEGIC CONTEXT

The Faculty of Natural and Agricultural Sciences contributes to Vision 130 through research excellence, scientific innovation, industry collaboration, and the development of solutions to complex societal challenges.

The faculty seeks to strengthen its national and international visibility while advancing research, innovation, postgraduate participation, and stakeholder engagement. Postgraduate recruitment serves as a strategic mechanism for increasing research capacity, developing future scientific leaders, expanding international engagement, and supporting innovation ecosystems that contribute to sustainable development.

STRATEGIC RECRUITMENT OBJECTIVES

- Increase postgraduate enrolment across Natural and Agricultural Sciences programmes.
- Strengthen the undergraduate-to-postgraduate pipeline.
- Increase postgraduate participation in priority research and innovation areas.
- Enhance the visibility of the faculty's research excellence, innovation, and societal impact.
- Expand regional and international postgraduate recruitment opportunities.
- Strengthen industry, stakeholder, and research partnerships to support postgraduate growth.
- Support postgraduate growth in emerging disciplines, including Computer Science and Informatics.

TARGET MARKETS

Primary Markets

- Final-year undergraduate students
- Honours graduates
- Early-career scientists
- Agricultural professionals
- Environmental practitioners
- Industry-based professionals
- Prospective master's and doctoral candidates

Secondary Markets

- SADC postgraduate candidates
- International research candidates
- Research institutions
- Government departments
- Agribusiness and industry partners
- Research funding partners and collaborators

STRATEGIC PILLARS

Pillar 1: Research Excellence and Innovation

Position the faculty as a leading contributor to scientific discovery, innovation, and interdisciplinary research, and sustainable development through impactful postgraduate research opportunities.

Focus Areas

- Climate change
- Food security
- Agricultural innovation
- Water resource management
- Environmental sustainability
- Emerging scientific technologies
- Veterinary sciences
- Interdisciplinary research initiatives

Pillar 2: Industry, Stakeholder, and Professional Engagement

Strengthen relationships with industry, government, professional bodies, and research organisations to enhance postgraduate recruitment opportunities, collaboration, and employability.

Focus Areas

- Agribusiness partnerships
- Industry networking
- Applied research collaboration
- Graduate employability
- Stakeholder engagement
- Professional networks

Pillar 3: Sustainability and Societal Impact

Promote postgraduate studies as a platform for addressing environmental, agricultural, and societal challenges through science-based solutions.

Focus Areas

- Climate-smart agriculture
- Sustainable food systems
- Biodiversity conservation
- Ecological engineering
- Sustainable resource management
- Community engagement and development



Pillar 4: Internationalisation and Research Networks

Expand postgraduate recruitment through international partnerships, collaborative research initiatives, Africa research networks, and strategic engagements in selected international markets.

Focus Areas

- SADC recruitment
- African research networks
- International collaborations
- Joint research initiatives
- International stakeholder partnerships

Pillar 5: Digital and Data-Driven Recruitment

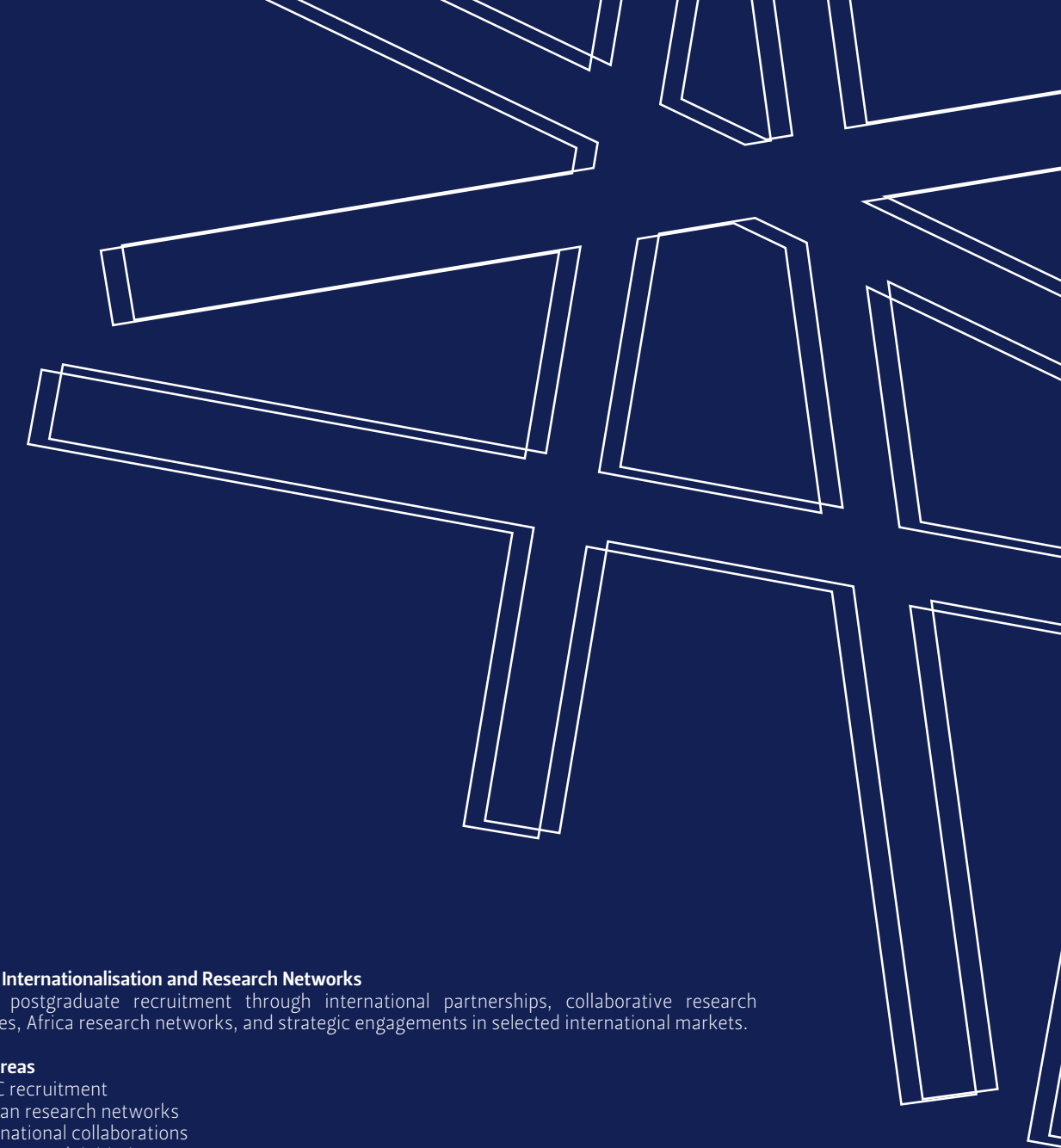
Leverage digital engagement platforms, webinars, social media, testimonials, and targeted marketing campaigns to strengthen visibility, lead generation, applicant engagement, and conversion.

Focus Area

- Digital marketing campaigns
- Webinars and virtual engagement
- Student and alumni testimonials
- Social media engagement
- Programme marketing
- Recruitment analysis and lead generation

SUCCESS MEASURES

- Increase postgraduate enrolment by 15% by 2027.
- Growth in postgraduate applications and registrations.
- Increased industry and stakeholder partnerships.
- Increased regional and international postgraduate enrolments.
- Improved postgraduate lead generation and conversion.
- Increased visibility and engagement across digital platforms.
- Increased postgraduate participation in priority research areas.
- Increased research outputs and third-stream income opportunities.



8.2.4. FACULTY OF THEOLOGY AND RELIGION

STRATEGIC CONTEXT

The Faculty of Theology and Religion contributes to Vision 130 through the development of theological scholars, faith leaders, researchers, and practitioners who advance ethical leadership, social justice, community transformation, and global theological discourse. Postgraduate recruitment serves as a strategic mechanism for strengthening research excellence, expanding international engagement, and positioning the faculty as a leading centre for theological scholarship within Africa and beyond.

STRATEGIC RECRUITMENT OBJECTIVES

- Increase postgraduate applications and enrolments across honours, master's, and doctoral programmes.
- Strengthen international postgraduate recruitment and diversify student markets.
- Enhance the visibility of faculty research, scholarship, and thought leadership.
- Strengthen partnerships with theological institutions, seminaries, and faith-based organisations.
- Improve applicant conversion and postgraduate student support.
- Expand postgraduate opportunities through collaborative and co-supervised research initiatives.

TARGET MARKETS

Primary Markets

- UFS Theology and Religion graduates
- Graduates from theological institutions and seminaries
- Faith-based leaders and practitioners
- Religious educators and community leaders
- Prospective master's and doctoral candidates

Secondary Markets

- SADC countries
- African theological institutions
- International postgraduate candidates
- Faith-based scholarship recipients
- International academic and research partners

STRATEGIC PILLARS

Pillar 1: Internationalisation and Global Partnerships

Expand postgraduate recruitment through strategic engagement with theological institutions, seminaries, and research partners across Africa and selected international markets.

Pillar 2: Thought Leadership and Research Visibility

Position the faculty as a leading contributor to theological scholarship, ethical leadership, religion, faith, justice, and social transformation through research dissemination and academic engagement.

Pillar 3: Digital Engagement and Recruitment

Leverage digital platforms, virtual events, webinars, and targeted communication to strengthen postgraduate awareness, lead generation, and recruitment.

Pillar 4: Applicant Support and Conversion

Enhance the postgraduate applicant journey through responsive communication, admissions support, mentorship, and personalised engagement.

Pillar 5: Funding and Career Pathways

Promote postgraduate study through scholarship opportunities, research funding support, and clear career and academic progression pathways.

SUCCESS MEASURES

- Growth in postgraduate applications and enrolments.
- Increased international postgraduate enrolments.
- Increased engagement with theological institutions and partners.
- Improved offer-to-registration conversion rates.
- Increased postgraduate research participation.
- Strengthened visibility of the faculty's scholarship and research impact.

8.2.5. FACULTY OF THE HUMANITIES

STRATEGIC CONTEXT

The Faculty of The Humanities contributes to Vision 130 through the advancement of human knowledge, social understanding, cultural scholarship, and societal transformation. Postgraduate recruitment serves as a strategic mechanism for strengthening research capacity, promoting interdisciplinary scholarship, expanding postgraduate participation, and developing future researchers, academics, and professionals.

STRATEGIC RECRUITMENT OBJECTIVES

- Increase postgraduate applications and registrations across Humanities programmes.
- Strengthen honours-to-master's and master's-to-doctoral progression pathways.
- Improve postgraduate recruitment in identified priority programmes and departments.
- Expand international postgraduate applications and enrolments.
- Enhance the visibility of the faculty's research, supervision expertise, and postgraduate opportunities.
- Improve applicant conversion and registration outcomes.

TARGET MARKETS

Primary Markets

- Final-year undergraduate students
- Honours graduates
- Humanities professionals and practitioners
- Social sciences graduates
- Prospective master's and doctoral candidates

Secondary Markets

- SADC postgraduate candidates
- International postgraduate applicants
- Alumni of Humanities programmes
- Research-focused professionals
- Interdisciplinary scholars



STRATEGIC PILLARS

Pillar 1: Internal Student Pipeline Development

Strengthen the progression of undergraduate and honours students to postgraduate programmes through targeted recruitment, awareness initiatives, and academic engagement.

Pillar 2: Digital Marketing and Storytelling

Utilise digital platforms, student testimonials, alumni success stories, and research narratives to increase postgraduate awareness and engagement.

Pillar 3: Supervisor-Led Recruitment

Leverage academic expertise, supervisor visibility, and research strengths to attract high-quality postgraduate candidates.

Pillar 4: Website Optimisation and Applicant Support

Enhance postgraduate programme visibility, application support, and digital user experience through improved online information and applicant guidance.

Pillar 5: International and Priority Programme Growth

Support growth in priority programmes, departments, and international recruitment markets through targeted recruitment initiatives and strategic partnerships.

SUCCESS MEASURES

- Growth in postgraduate applications.
- Growth in postgraduate registrations.
- Improved honours-to-master's progression.
- Improved master's-to-doctoral progression.
- Increased international postgraduate applications.
- Increased enrolment in priority programmes and departments.

8.2.6. FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

STRATEGIC CONTEXT

The Faculty of Economic and Management Sciences contributes to Vision 130 through the development of business leaders, public sector professionals, entrepreneurs, researchers, and decision-makers who drive economic growth, innovation, governance, and societal development. Postgraduate recruitment serves as a strategic mechanism for strengthening research excellence, increasing postgraduate participation, enhancing industry relevance, and positioning the faculty as a destination of choice for advanced business and management education.

STRATEGIC RECRUITMENT OBJECTIVES

- Increase postgraduate applications, registrations, and enrolments across EMS programmes.
- Strengthen postgraduate progression pathways within the faculty.
- Position EMS as a premier destination for postgraduate commerce, management, and public sector education.
- Enhance the visibility of faculty research excellence and thought leadership.
- Demonstrate career relevance, employability, and return on investment associated with postgraduate study.
- Improve postgraduate student engagement, retention, and success.
- Expand regional and international postgraduate recruitment opportunities.
- Strengthen data-driven recruitment and marketing decision-making.

TARGET MARKETS

Primary Markets

- Final-year undergraduate students
- Honours graduates
- Current postgraduate students seeking further study
- Working professionals seeking career advancement
- Public sector professionals
- Business and industry practitioners

Secondary Markets

- SADC postgraduate candidates
- International postgraduate candidates
- Employer-sponsored students
- Research-focused professionals
- Alumni
- Government and public sector employees

STRATEGIC PILLARS

Pillar 1: Faculty Reputation and Market Positioning

Position EMS as a leading faculty for commerce, management, public administration, and business education through academic excellence, industry relevance, and thought leadership.

Focus Areas

- Academic profiling
- Faculty achievements
- Industry relevance
- Reputation building
- Thought leadership
- Employer recognition

Pillar 2: Career Advancement and Professional Growth

Position postgraduate study as a pathway to career advancement, leadership development, professional credibility, and lifelong learning.

Focus Areas

- Career progression
- Professional development
- Leadership development
- Employability
- Return on investment
- Professional recognition

Pillar 3: Research Excellence and Thought Leadership

Enhance the visibility of the faculty's research, innovation, and academic expertise to strengthen postgraduate recruitment and positioning.

Focus Areas

- Research impact
- Academic expertise
- Research visibility
- Research support
- Research partnerships
- Knowledge generation

Pillar 4: Student Experience and Success

Promote an inclusive, supportive, and enabling postgraduate environment that supports recruitment, retention, progression, and student success.

Focus Areas

- Student engagement
- Student support
- Networking opportunities
- Funding opportunities
- Student success stories
- Supervisor support

Pillar 5: Digital Marketing and Data-Driven Recruitment

Leverage digital platforms, recruitment analytics, and customer insights to strengthen postgraduate awareness, lead generation, conversion, and enrolment growth.

Focus Areas

- Website optimisation
- Digital marketing
- Recruitment campaigns
- Information sessions
- Lead generation
- Marketing analytics
- Campaign optimisation
- Data-driven decision-making

SUCCESS MEASURES

- Growth in postgraduate enquiries.
- Growth in postgraduate applications.
- Growth in postgraduate registrations and enrolments.
- Improved enquiry-to-application conversion rates.
- Increased postgraduate retention and progression.
- Increased visibility of faculty research and thought leadership.
- Increased engagement across digital platforms.
- Increased participation in postgraduate information sessions and recruitment events.
- Improved campaign return on investment.
- Increased regional and international postgraduate participation.

8.2.7. FACULTY OF LAW

STRATEGIC CONTEXT

The Faculty of Law contributes to Vision 130 through the development of legal scholars, practitioners, researchers, and leaders who advance justice, constitutional democracy, human rights, and legal reform. Postgraduate recruitment serves as a strategic mechanism for strengthening legal scholarship, research excellence, professional development, and international academic engagement.

STRATEGIC RECRUITMENT OBJECTIVES

- Increase postgraduate enrolment across specialised fields of legal study.
- Attract diverse and high-quality postgraduate candidates from South Africa, Africa, and selected international markets.
- Strengthen the faculty's position as a leader in legal research and scholarship.
- Enhance postgraduate support, mentorship, and career development opportunities.
- Expand partnerships with legal institutions, professional bodies, and international academic partners.
- Improve applicant conversion and postgraduate retention.

TARGET MARKETS

Primary Markets

- UFS Law graduates
- Final-year Law students
- Legal practitioners
- Government legal advisers
- Judicial officers and legal professionals

Secondary Markets

- SADC postgraduate candidates
- International Law graduates
- Human rights practitioners
- Public sector professionals
- International academic partners



STRATEGIC PILLARS

Pillar 1: Legal Research Excellence and Scholarship

Position the faculty as a leading centre for legal research, constitutional scholarship, human rights, and legal innovation.

Pillar 2: Industry and Professional Partnerships

Strengthen collaboration with law firms, courts, government institutions, professional bodies, and legal organisations to support postgraduate recruitment and career pathways.

Pillar 3: Internationalisation and Academic Collaboration

Expand postgraduate recruitment through international partnerships, collaborative research initiatives, and academic exchange opportunities.

Pillar 4: Funding and Student Support

Enhance access to postgraduate study through scholarship opportunities, research support, mentorship, and academic development initiatives.

Pillar 5: Applicant Conversion and Retention

Strengthen applicant engagement, admissions support, postgraduate mentoring, and conversion-focused communication throughout the recruitment journey.

SUCCESS MEASURES

- Growth in postgraduate applications and enrolments.
- Increased enrolment in specialised legal programmes.
- Increased international postgraduate enrolments.
- Increased industry and institutional partnerships.
- Improved offer-to-registration conversion rates.
- Increased postgraduate research output and participation.

9. STRATEGIC STAKEHOLDERS

The successful implementation of the Postgraduate Recruitment and Marketing Strategy requires collaboration across multiple internal and external stakeholders.

Key stakeholders include the following:

- Faculties
- Department of Communication and Marketing (DCM)
- Alumni Relations
- Student Administration and Admissions Support
- Careers Office and Industry Engagement Interfaces
- Directorate for International Partnerships and Relations

The nature and extent of stakeholder involvement may vary according to recruitment priorities, target markets, programme requirements, and annual implementation plans.

10. SUCCESS FACTORS

The successful implementation of the Integrated Postgraduate Marketing and Recruitment Strategy is dependent on the following critical success factors:

- Strong collaboration between Student Recruitment Services, faculties, and strategic stakeholders.
- Timely access to accurate recruitment, application, and enrolment data.
- Effective utilisation of digital marketing, recruitment technologies, applicant engagement tools, and lead nurturing capabilities.
- Faculty commitment to postgraduate recruitment, applicant engagement, and conversion activities.
- Consistent and compelling postgraduate value propositions aligned with faculty strengths and institutional priorities.
- Availability of postgraduate funding opportunities and support mechanisms.
- Continuous monitoring, evaluation, and improvement based on performance data and stakeholder feedback.
- Alignment between recruitment activities, supervision capacity, and institutional postgraduate growth priorities.

11. GOVERNANCE AND PERFORMANCE MONITORING

Given the institutional emphasis on measurable objectives and KPIs in the APP cycle, SRS will maintain a quarterly reporting rhythm with key stakeholders to track postgraduate recruitment performance, unblock dependencies (data, platforms, approvals, faculty inputs), and ensure that outcomes can be consolidated into institutional reporting lines.

Quarterly performance reviews will be undertaken in collaboration with faculties and strategic stakeholders to assess recruitment performance, monitor progress against agreed KPIs, identify risks and opportunities, and implement corrective actions where required. An annual review of the strategy and implementation frameworks will be conducted to ensure continued alignment with institutional priorities and postgraduate growth objectives.

Progress against the strategy will be reviewed quarterly through the Student Recruitment Services governance structures and annually as part of the University's planning and performance management cycle.

INTEGRATED POSTGRADUATE MARKETING AND RECRUITMENT STRATEGY IMPLEMENTATION FRAMEWORKS

- A0. Institutional Domestic Postgraduate Recruitment Framework
- A1. International Postgraduate Recruitment Framework
- A2. Faculty of Education Implementation Framework
- A3. Faculty of Health Sciences Implementation Framework
- A4. Faculty of Natural and Agricultural Sciences Implementation Framework
- A5. Faculty of Theology and Religion Implementation Framework
- A6. Faculty of the Humanities Implementation Framework
- A7. Faculty of Law Implementation Framework
- A8. Faculty of Economic and Management Sciences Implementation Framework

ANNEXURE B:
INTERNATIONAL POSTGRADUATE MARKET SELECTION FRAMEWORKS

UFS INTERNATIONAL POSTGRADUATE MARKET SELECTION FRAMEWORK

Evidence-Based. Strategic. Impact-Driven.



APPENDIX A: INTEGRATED POSTGRADUATE MARKETING AND RECRUITMENT STRATEGY

Appendix A operationalises the postgraduate marketing component of the 2026 Strategic Plan. It translates institutional priorities, success measures, and market positioning into an integrated, measurable marketing and recruitment framework aligned with governance reporting cycles.

The implementation frameworks contained in Annexure A are intended to support postgraduate marketing, market development, applicant engagement, and conversion activities. Responsibility for academic selection, admissions decisions, registration, and enrolment outcomes remains distributed across relevant institutional stakeholders in accordance with approved University processes.

A0. INSTITUTIONAL DOMESTIC POSTGRADUATE MARKETING AND RECRUITMENT FRAMEWORK

Appendix A operationalises the postgraduate marketing component of the 2026 Strategic Plan. It translates institutional priorities, success measures, and market positioning into an integrated, measurable marketing and recruitment framework aligned with governance reporting cycles.

The implementation frameworks contained in Annexure A are intended to support postgraduate marketing, market development, applicant engagement, and conversion activities. Responsibility for academic selection, admissions decisions, registration, and enrolment outcomes remains distributed across relevant institutional stakeholders in accordance with approved University processes.

FOCUS AREA	STRATEGIC INTENT	KEY ACTIVITIES	RESPONSIBILITY
Internal Pipeline Development	Increase honours-to-master's and master's-to-doctoral progression	Faculty information sessions, supervisor engagement, progression campaigns; annual Postgraduate Intent and Lead Generation Survey for final-year undergraduate, honours, and master's students; faculty lead reports; targeted follow-up and applicant nurturing	Faculties
Alumni Recruitment	Re-engage UFS graduates	Alumni campaigns, faculty events, database marketing	SRS
Working Professionals	Promote career advancement and lifelong learning	Employer engagement, professional body engagement, webinars	Faculties
Employer Partnerships	Develop sponsored student opportunities	Corporate engagement, bursary opportunities	Faculties
Faculty Recruitment Campaigns	Promote priority programmes	Faculty-specific marketing campaigns	Faculties
Digital Marketing	Generate and nurture leads	Email marketing, social media, webinars	SRS
Conversion Support	Improve application and registration rates	Lead nurturing, follow-up communication, applicant support	Faculties SRS

A1. INSTITUTIONAL INTERNATIONAL POSTGRADUATE RECRUITMENT FRAMEWORK

- 1.1. Purpose
- Support growth in international applications, acceptance, and registrations through targeted marketing, market development, and applicant engagement initiatives.
- 1.2. Strategic Outcomes (2026–2028)
- Increase international applications, acceptances, and registrations in priority postgraduate programmes.
 - Improve conversion and yield through a clear international candidate journey and faster response times.
 - Build sustainable scholarship/sponsor pipelines and partner pathways to UFS postgraduate programmes.
 - Ensure consistent international postgraduate messaging across faculties and institutional platforms.
- 1.3. Priority Markets
- 1.3.1.1. Market Tiers
- Tier 1: (Core growth): three–five priority markets for scaled digital recruitment and partner activity
 - Tier 2: (Opportunity): targeted recruitment for specific programmes/research themes
 - Tier 3: (Responsive): conversion support only (enquiry handling and nurture), minimal investment
- 1.4. International postgraduate value proposition (message pillars)
- Research-led postgraduate study aligned with credible supervision and strong research niches
 - Postgraduate outcomes: research impact, career mobility, and academic pathways
 - A clear, supportive applicant journey (steps, timelines, guidance, and responsive engagement)
 - Competitive value proposition relative to international alternatives
 - Student support and community experience (pre-arrival guidance and onboarding linkages)

2. Implementation actions, roles, timelines, and KPIs

FOCUS AREA	KEY ACTIONS	LEAD	ENABLE / SUPPORT	TIMING	KPIS (QUARTERLY)
Priority markets and targets	Confirm Tier 1–3 markets using pipeline data; set market targets by faculty/programme; review quarterly and adjust spend/activity	SRS / Faculties	Internationalisation support structures; DCM	Q1 set-up; quarterly review	Priority markets confirmed; targets set; quarterly review completed; performance-based reallocation implemented
International-ready web and conversion foundations	Optimise international PG landing pages (requirements, timelines, fees, contacts, calls to action (CTAs)); publish checklists and timelines; standardise enquiry response workflow and service standards	SRS / DCM	Admissions support; Internationalisation support structures	Q1–Q2 build; continuing	Page engagement and CTA conversions; enquiry response time; enquiry-to-application conversion
Lead generation (priority markets)	Launch search/social campaigns by market and programme/research theme; capture and manage leads through approved recruitment systems; retarget high-intent audiences	SRS / DCM	Faculties	Q1–Q4 always-on (scaled in Tier 1)	International leads; cost per qualified lead; lead quality indicators; lead-to-application conversion
Structured applicant nurturing journeys	Implement milestone-based nurture (email/WhatsApp where appropriate) aligned with application windows; segment by market/faculty/level	SRS	DCM; Admissions support	Q1 build; Q2–Q4 optimise	Open/click/response rates; nurture-to-application conversions; drop-off reduction points identified

FOCUS AREA	KEY ACTIONS	LEAD	ENABLE / SUPPORT	TIMING	KPIS (QUARTERLY)
Webinars and virtual recruitment	Deliver quarterly international PG webinar series (programme/research themes and admissions guidance); capture leads and follow-up	SRS / Faculties	DCM; Internationalisation support structures	Four per year	Webinar registrations; attendance; attendee-to-application conversion; offer-to-acceptance from attendees
Scholarship/sponsor pipeline	Identify top scholarship bodies/embassies/sponsors; run structured outreach; develop proposal packs per theme/programme; track outcomes	SRS / Faculties	Internationalisation support structures	Q2–Q4 (build); continuing	Active sponsor engagement; sponsored applications/offers/registrations; partner pipeline growth
Partnerships and feeder pathways	Engage partner universities/research institutes for PG pathways; align opportunities with faculty priorities; integrate into campaigns	Internationalisation support structures / SRS	Faculties	Q2–Q4 (build); continuing	Number of active PG pipeline partners; partner-sourced applications/offers/registrations
Agent/partner enablement (where applicable)	Develop compliant annual toolkit; host briefings; performance monitoring and contribution tracking	Internationalisation support structures	DCM Faculties	Q1 toolkit; Q2 and Q3 briefings	Agent/partner contribution to pipeline; conversion rates by partner; underperformers addressed
Conversion and yield management	Develop compliant annual toolkit; host briefings; performance monitoring and contribution tracking	SRS / Internationalisation support structures	Admissions support	Q3–Q4 peak focus; continuing	Offer-to-acceptance rate; registration yield; turnaround time improvements
Governance and reporting	Quarterly dashboard (pipeline, channels, markets, partners); decision log for changes; annual evaluation and next-year plan	SRS	Faculties; Internationalisation support structures; DCM	Quarterly and annual	Dashboard delivered quarterly; actions tracked; annual plan produced

3. KEY RISKS AND MITIGATION

FOCUS AREA	KEY ACTIONS
Documentation/visa complexity delays conversion	Publish clear checklists/timelines; centralised enquiry workflow; quarterly updates from support structures
Slow academic decision turnaround	Agree service standards; escalation path during peak periods; track turnaround time as a KPI
Misaligned targeting and low yield	Quarterly market/channel review; reallocate based on performance; stop low-performing activity fast
Capacity constraints (supervision/programmes)	Recruit only into confirmed priority programmes aligned with supervision capacity and faculty readiness

A2. FACULTY OF EDUCATION IMPLEMENTATION FRAMEWORK

STRATEGIC IMPLEMENTATION PRIORITIES

Priority 1: Pipeline Development

Faculty Actions

- Identify priority undergraduate and honours cohorts for postgraduate progression.
- Promote honours-to-master's and master's-to-doctoral pathways.
- Facilitate supervisor engagement and postgraduate awareness initiatives.
- Monitor progression trends and conversion opportunities through recruitment data and manual applicant tracking.

SRS Actions (in collaboration with the faculty)

- Develop targeted pipeline development campaigns.
- Support postgraduate awareness and information sessions.

Priority 2: Faculty Partnership and Collaboration

Faculty Actions

- Identify faculty research strengths and postgraduate growth priorities.
- Provide supervisor profiles, postgraduate opportunities, and faculty success stories.
- Participate in joint recruitment planning activities.

SRS Actions (collaborating with the faculty)

- Coordinate faculty-specific recruitment campaigns.
- Promote faculty research strengths through recruitment channels.
- Facilitate stakeholder engagement and recruitment partnerships.

Priority 3: Digital Marketing and Lead Generation

Faculty Actions

- Provide programme information, testimonials, and research content.
- Participate in digital recruitment initiatives and webinars.

SRS Actions (in collaboration with the faculty)

- Develop and implement digital marketing campaigns.
- Manage postgraduate lead generation and lead nurturing activities.
- Monitor digital campaign performance and engagement metrics.

Priority 4: International Market Development

Faculty Actions

- Identify priority SADC and international recruitment opportunities.
- Participate in international recruitment initiatives and partnerships.

SRS Actions (in collaboration with the faculty)

- Execute international recruitment campaigns.
- Coordinate virtual recruitment events and international webinars.
- Support international applicant conversion activities.

Priority 5: Applicant Conversion and Enrolment

Faculty Actions

- Participate in applicant engagement and follow-up activities.
- Provide timely academic information and admissions support.

SRS Actions (in collaboration with the faculty)

- Implement applicant nurturing and conversion campaigns.
- Monitor application, offer, and registration trends.
- Produce quarterly recruitment and conversion reports.



A3. FACULTY OF HEALTH SCIENCES IMPLEMENTATION FRAMEWORK

STRATEGIC IMPLEMENTATION PRIORITIES

Priority 1: Professional Advancement and Specialisation

Faculty Actions

- Identify priority postgraduate programmes for growth.
- Provide programme-specific value propositions.
- Identify alumni and specialist success stories.

SRS Actions (in collaboration with the faculty)

- Develop targeted recruitment campaigns.
- Create programme-specific digital marketing assets.
- Conduct lead-generation activities targeting healthcare professionals.

Priority 2: Research Excellence and Societal Impact

Faculty Actions

- Provide research impact stories and supervisor profiles.
- Identify flagship research projects for promotion.

SRS Actions (in collaboration with the faculty)

- Develop research-led marketing campaigns.
- Promote research impact through digital platforms and webinars.
- Support faculty participation in recruitment-focused research showcases.

Priority 3: Career Pathway Development

Faculty Actions

- Map professional and academic progression pathways.
- Develop career pathway content.

SRS Actions

- Translate pathways into student-facing marketing content.
- Integrate pathway messaging into campaigns and digital platforms.

Priority 4: Regional and International Growth

Faculty Actions

- Identify priority markets and international partnerships.
- Support participation in international recruitment initiatives.

SRS Actions (in collaboration with the faculty)

- Execute international lead-generation campaigns.
- Coordinate international webinars and virtual engagements.
- Support conversion and applicant follow-up activities.

Priority 5: Digital and Data-Driven Recruitment

Faculty Actions

- Provide programme and applicant feedback.
- Participate in pipeline reviews.
- Monitor conversion metrics.
- Produce quarterly recruitment dashboards.

SRS Actions

- Manage marketing campaigns.
- Implement lead nurturing and applicant conversion activities.

A4. FACULTY OF NATURAL AND AGRICULTURAL SCIENCES IMPLEMENTATION FRAMEW

Priority 1: Research Excellence and Innovation

Faculty Actions

- Identify priority postgraduate programmes and research areas for growth.
- Provide supervisor profiles, research opportunities, and flagship research projects.
- Showcase research strengths in climate change, food security, agricultural innovation, environmental sustainability, veterinary sciences, and emerging technologies.
- Provide postgraduate success stories and research impact case studies.

SRS Actions (in collaboration with the faculty)

- Develop research-led marketing and recruitment campaigns.
- Promote faculty research strengths through digital marketing platforms.
- Support postgraduate research showcases, webinars, and information sessions.
- Develop content highlighting postgraduate research opportunities and innovation.

Priority 2: Industry Stakeholder and Professional Engagement

Faculty Actions

- Strengthen engagement with industry partners, professional bodies, research councils, government departments, and agribusiness organisations.
- Identify opportunities for postgraduate recruitment through professional and industry networks.
- Promote postgraduate opportunities linked to industry needs and employability.
- Support participation in strategic stakeholder events.

SRS Actions (using information supplied by the faculty)

- Develop targeted stakeholder-focused recruitment campaigns.
- Promote postgraduate opportunities through professional and industry channels.
- Support participation in industry engagement events and exhibitions.
- Assist with stakeholder communication and relationship-building initiatives.

Priority 3: Sustainability and Societal Impact

Faculty Actions

- Showcase research addressing food security, climate change, biodiversity conservation, ecological restoration, and sustainable development.
- Identify community-based and interdisciplinary research initiatives for promotion.
- Provide examples of societal impact arising from postgraduate research.

SRS Actions (in collaboration with the faculty)

- Develop impact-focused marketing campaigns.
- Promote postgraduate contributions to societal and environmental challenges.
- Develop storytelling content showcasing research impact and community engagement.
- Support visibility of sustainability-related postgraduate opportunities.

Priority 4: Internationalisation and Research Networks

Faculty Actions

- Identify priority international markets, strategic partners, and research collaborators.
- Participate in international postgraduate recruitment initiatives.
- Promote collaborative research opportunities and international partnerships.
- Identify postgraduate programmes suitable for international market promotion.

SRS Actions (in collaboration with the faculty)

- Execute international postgraduate marketing campaigns.
- Coordinate virtual information sessions and international webinars.
- Support lead generation in identified international markets.
- Promote faculty research strengths through international postgraduate marketing initiatives.

Priority 5: Digital and Data-Driven Recruitment

Faculty Actions

- Provide programme information, student testimonials, alumni success stories, supervisor profiles, and research content.
- Identify postgraduate programmes requiring targeted marketing support.
- Participate in webinars, digital campaigns, and postgraduate information sessions.
- Support website content updates and programme visibility initiatives.

SRS Actions (working with the faculty)

- Develop and implement targeted PG digital marketing campaigns.
- Manage lead generation and lead nurturing activities through approved recruitment and engagement platforms.
- Promote PG opportunities through social media, websites, webinars, and email marketing.
- Monitor digital engagement, lead generation, application trends, and campaign performance.
- Produce quarterly PG recruitment and marketing reports.

FACULTY-SPECIFIC INITIATIVES

Faculty Actions

- Participate in NAMPO Harvest Day and other relevant industry exhibitions.
- Promote Veterinary Sciences as a new discipline and postgraduate opportunity.
- Support growth initiatives in Computer Science and Informatics.
- Identify opportunities linked to research hubs, research chairs, and third-stream income projects.
- Promote short learning programmes and industry-linked postgraduate opportunities.

SRS Actions (in collaboration with the faculty)

- Support marketing campaigns linked to NAMPO and other strategic events.
- Develop targeted promotional campaigns for Veterinary Sciences.
- Promote Computer Science and Informatics as a postgraduate growth area.
- Assist with digital and printed marketing collateral for priority initiatives.
- Support visibility campaigns linked to research centres, hubs, and innovation projects.

SUCCESS MEASURES

- Increase postgraduate enrolment by 15% by 2027.
- Growth in postgraduate applications and registrations.
- Increased participation in postgraduate information sessions and webinars.
- Increased digital engagement and lead generation.
- Growth in regional and international postgraduate applications.
- Increased industry and stakeholder partnerships.
- Increased visibility of faculty research strengths and innovation.
- Increased postgraduate participation in priority research areas.
- Growth in third-stream income opportunities linked to postgraduate activities.



A5. FACULTY OF THEOLOGY AND RELIGION IMPLEMENTATION FRAMEWORK

STRATEGIC IMPLEMENTATION PRIORITIES

Priority 1: Internationalisation and Global Partnerships

Faculty Actions

- Identify priority theological institutions, seminaries, and faith-based organisations across Africa and selected international markets.
- Establish and strengthen collaborative postgraduate pathways and research partnerships.
- Promote co-supervised and collaborative postgraduate research opportunities.

SRS Actions (in collaboration with the faculty)

- Develop targeted international recruitment campaigns.
- Support virtual recruitment events and international webinars.
- Coordinate lead generation and applicant engagement activities in priority markets.

Priority 2: Thought Leadership and Research Visibility

Faculty Actions

- Provide research impact stories, faculty profiles, and thought leadership content.
- Promote faculty research outputs, conferences, and academic engagements.
- Identify flagship research areas and postgraduate opportunities.

SRS Actions (in collaboration with the faculty)

- Develop research-led recruitment campaigns.
- Promote faculty expertise through digital marketing platforms.
- Support content development showcasing postgraduate research impact.

Priority 3: Digital Engagement and Recruitment

Faculty Actions

- Provide programme information, supervisor profiles, and student success stories.
- Participate in digital engagement initiatives and virtual information sessions.

SRS Actions (in collaboration with the faculty)

- Implement targeted digital marketing campaigns.
- Manage postgraduate lead generation and nurturing activities.
- Monitor campaign performance and digital engagement metrics.

Priority 4: Applicant Support and Conversion

Faculty Actions

- Participate in applicant engagement and academic follow-up activities.
- Provide admissions guidance and programme-specific support.
- Monitor application, offer, and registration trends.

SRS Actions (in collaboration with the faculty)

- Manage applicant communication and lead nurturing processes.
- Coordinate conversion-focused communication campaigns.

Priority 5: Funding and Career Pathways

Faculty Actions

- Identify funding opportunities and scholarship initiatives.
- Promote postgraduate career pathways and research opportunities.
- Engage alumni and faith-based partners in postgraduate promotion.

SRS Actions (in collaboration with the faculty)

- Promote funding opportunities through marketing campaigns.
- Develop career-focused recruitment messaging.
- Support applicant engagement activities linked to funding and career outcomes.



A6. FACULTY OF THE HUMANITIES IMPLEMENTATION FRAMEWORK

Priority 1: Internal Student Pipeline Development

Faculty Actions

- Identify priority undergraduate and honours cohorts for postgraduate progression.
- Coordinate postgraduate information sessions and postgraduate awareness initiatives.
- Promote honours-to-master's and master's-to-doctoral pathways.

SRS Actions (in collaboration with the faculty)

- Support postgraduate recruitment campaigns targeting final-year students.
- Coordinate postgraduate information sessions and recruitment events.
- Monitor progression and conversion opportunities through recruitment data and manual applicant tracking.

Priority 2: Digital Marketing and Storytelling

Faculty Actions

- Provide student testimonials, alumni success stories, and research highlights.
- Identify departmental and programme-specific content for promotion.

SRS Actions (in collaboration with the faculty)

- Develop and implement digital marketing campaigns.
- Promote postgraduate opportunities through social media and digital channels.
- Manage lead generation and engagement activities.

Priority 3: Supervisor-Led Recruitment

Faculty Actions

- Promote supervisor expertise and research opportunities.
- Facilitate supervisor engagement with prospective postgraduate students.
- Highlight priority research areas and postgraduate projects.

SRS Actions (in collaboration with the faculty)

- Develop recruitment content showcasing supervisor profiles and research strengths.
- Support faculty participation in postgraduate recruitment events and showcases.

Priority 4: Website Optimisation and Applicant Support

Faculty Actions

- Review and update programme information, admission requirements, and research focus areas.
- Ensure the availability of accurate postgraduate information.

SRS Actions (in collaboration with the faculty)

- Support website optimisation initiatives.
- Promote postgraduate information through recruitment platforms and digital channels.
- Monitor website engagement and enquiry trends.

Priority 5: International and Priority Programme Growth

Faculty Actions

- Identify priority programmes and departments requiring recruitment support.
- Participate in international recruitment initiatives and partnerships.

SRS Actions (in collaboration with the faculty)

- Develop targeted campaigns for priority programmes and international markets.
- Support international lead generation and applicant conversion activities.
- Monitor marketing performance within identified priority areas.

A7. FACULTY OF LAW IMPLEMENTATION FRAMEWORK

Priority 1: Legal Research Excellence and Scholarship

Faculty Actions

- Identify priority postgraduate programmes and research areas for growth.
- Promote faculty research strengths, legal scholarship, and academic expertise.
- Provide supervisor profiles and postgraduate research opportunities.

SRS Actions (in collaboration with faculties)

- Develop research-led recruitment campaigns.
- Promote faculty research strengths through digital marketing and recruitment platforms.
- Support postgraduate research showcase initiatives.

Priority 2: Industry and Professional Partnerships

Faculty Actions

- Strengthen engagement with law firms, courts, government institutions, and professional bodies.
- Identify opportunities for postgraduate recruitment through professional networks.
- Promote legal career pathways and postgraduate opportunities.

SRS Actions (in collaboration with faculty)

- Support industry-focused recruitment campaigns.
- Promote postgraduate opportunities through professional and alumni networks.
- Facilitate recruitment partnerships and stakeholder engagement.

Priority 3: Internationalisation and Academic Collaboration

Faculty Actions

- Identify international academic partners and research collaborators.
- Participate in international postgraduate recruitment initiatives.
- Promote collaborative research opportunities.

SRS Actions

- Execute international recruitment campaigns.
- Coordinate international webinars and virtual engagement activities.
- Support international applicant conversion initiatives.

Priority 4: Funding and Student Support

Faculty Actions

- Identify scholarship, fellowship, and postgraduate funding opportunities.
- Promote mentorship and postgraduate support initiatives.
- Engage alumni and professional partners in postgraduate support activities.

SRS Actions

- Promote funding opportunities through recruitment campaigns.
- Develop student-support and career-development messaging.
- Support postgraduate awareness and engagement initiatives.

Priority 5: Applicant Conversion and Retention

Faculty Actions

- Participate in applicant engagement and follow-up activities.
- Provide academic guidance and programme-specific information.

SRS Actions (in collaboration with the faculty)

- Manage applicant nurturing and conversion campaigns.
- Monitor application, offer, and registration trends.
- Produce quarterly marketing and conversion reports.

A8. FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES IMPLEMENTATION FRAMEWORK

STRATEGIC IMPLEMENTATION PRIORITIES

Priority 1: Faculty Reputation and Market Positioning

Faculty Actions

- Identify flagship postgraduate programmes and growth areas.
- Provide academic profiles, faculty achievements, rankings, accreditations, and thought leadership content.
- Provide alumni success stories and industry impact case studies.
- Highlight industry partnerships, professional affiliations, and faculty achievements.

SRS Actions (in collaboration with the faculty)

- Develop faculty reputation and positioning campaigns.
- Promote faculty achievements through postgraduate recruitment platforms.
- Support thought leadership campaigns and postgraduate awareness initiatives.
- Amplify faculty content through recruitment and digital marketing channels.

Priority 2: Career Advancement and Professional Growth

Faculty Actions

- Develop programme-specific career pathway information.
- Highlight employability, professional advancement opportunities, and return on investment.
- Showcase professional success stories and alumni career trajectories.
- Identify programmes that respond to industry and public sector needs.

SRS Actions (in collaboration with the faculty)

- Develop career-focused postgraduate recruitment campaigns.
- Promote postgraduate study as a pathway to leadership, advancement, and professional growth.
- Support targeted campaigns for working professionals and employer-sponsored students.
- Facilitate postgraduate information sessions focused on career outcomes.

Priority 3: Research Excellence and Thought Leadership

Faculty Actions

- Identify priority research areas, research centres, and academic experts.
- Provide research impact stories and examples of innovation.
- Promote faculty publications, conferences, and thought leadership initiatives.
- Identify opportunities to showcase postgraduate research opportunities.

SRS Actions (in collaboration with the faculty)

- Develop research-led marketing campaigns.
- Promote research excellence through digital platforms and postgraduate recruitment events.
- Support visibility campaigns highlighting academic expertise and innovation.
- Assist in showcasing postgraduate research opportunities and supervision strengths.

Priority 4: Student Experience and Success

Faculty Actions

- Promote student support initiatives, mentoring opportunities, and funding opportunities.
- Provide student and supervisor success stories.
- Facilitate networking opportunities and postgraduate engagement activities.
- Support postgraduate retention and progression initiatives.

SRS Actions (in collaboration with the faculty)

- Promote student success and support initiatives through marketing channels.
- Support communication campaigns targeting prospective and current postgraduate students.
- Facilitate postgraduate information sessions and engagement activities.
- Support applicant nurturing and conversion activities.

Priority 5: Digital Marketing and Data-Driven Recruitment

Faculty Actions

- Ensure postgraduate programme information remains current and accessible.
- Identify digital content requirements and recruitment priorities.
- Participate in campaign reviews and recruitment performance discussions.
- Provide feedback on applicant behaviour and recruitment trends.

SRS Actions (in collaboration with the faculty)

- Develop and implement postgraduate digital marketing campaigns.
- Manage lead generation, lead nurturing, and applicant engagement activities.
- Coordinate postgraduate information sessions, webinars, and recruitment events.
- Monitor enquiry, application, and conversion trends.
- Produce quarterly postgraduate recruitment dashboards and performance reports.
- Support website optimisation and postgraduate content visibility.

FACULTY-SPECIFIC INITIATIVES

Priority Marketing Opportunities Identified by EMS

Faculty Actions

- Position EMS as a premier destination for business, commerce, management, and public administration education.
- Promote postgraduate programmes through academic profiling and thought leadership initiatives.
- Highlight career relevance, employability, and professional advancement opportunities.
- Promote research excellence, innovation, and faculty expertise.
- Strengthen postgraduate retention and progression through student engagement initiatives.

SRS Actions (in collaboration with the faculty)

- Support postgraduate recruitment campaigns and Open Day activities.
- Promote faculty thought leadership and research achievements through recruitment channels.
- Support postgraduate information sessions and programme marketing initiatives.
- Develop targeted campaigns for working professionals and postgraduate progression pathways.
- Provide recruitment data and market intelligence to support evidence-based decision-making.

SUCCESS MEASURES

- Growth in postgraduate enquiries.
- Growth in postgraduate applications.
- Growth in postgraduate registrations and enrolments.
- Improved enquiry-to-application conversion rates.
- Increased postgraduate retention and progression.
- Increased participation in postgraduate information sessions and recruitment events.
- Increased visibility of faculty research, thought leadership, and academic expertise.
- Increased engagement across digital platforms.
- Improved campaign performance and return on investment.
- Increased participation from working professionals and career-focused postgraduate candidates.

