Procedure: Education agent management and engagement

Purpose
This document provides support to the Education agent management and engagement policy and outlines University and individual responsibilities, providing further detail on how to implement and comply with the policy.

Procedure
1. The Marketing and Student Recruitment Division is responsible for:
   a. agent relationship management;
   b. coordination of in-market visits & activities;
   c. appointment of agents;
   d. termination of contracts;
   e. agent training;
   f. supporting promotion of academic programs;
   g. monitoring agent risk;
   h. agent performance;
   i. processing agent submitted student applications for admission;
   j. agent remuneration; and
   k. determining acceptable conduct.

2. College recruitment offices are responsible for:
   a. collaboration and communication with Marketing and Student Recruitment Division prior to engagement of proposed agent based activities;
   b. supporting Marketing and Student Recruitment Division in agent training on College specific programs;
   c. supporting Marketing and Student Recruitment Division in promotional activities for College specific programs;
d. providing feedback to Marketing and Student Recruitment Division on College agent engagement; and

e. providing feedback on known agent or raised issues for action by Marketing and Student Recruitment Division.

Identification and appointment of education agent

3. Potential education agents are approved for appointment by the Director, Marketing and Student Recruitment.

4. Potential new education agents are identified through:

a. unsolicited requests via email, online or phone; and

b. ANU International recruitment staff in Marketing and Student Recruitment Division and Colleges.

5. To be considered as an authorised representative of ANU, all education agents need to complete an agent application form before they will be considered as a representative for ANU.

6. The Deputy Director, Student Recruitment (Marketing and Student Recruitment Division), provides a recommendation to the Director, Marketing and Student Recruitment in writing on any new education agent appointment, addressing:

a. market alignment – the market objectives and needs that the agent will service;

b. agent alignment – the business objectives and needs that the agent will service;

c. resource alignment – the resource alignment with outcomes that the agent will provide; and

d. due diligence and screening.

7. Education agents who have not been approved for appointment may appeal the decision to the Vice-President, Engagement & Global Relations or nominee. The Vice-President, Engagement & Global Relations or nominee determines the outcome of any education agent appointment appeal and the decision is considered to be final.

8. When an agent appointment is approved by ANU, an education agent contract is agreed and signed by both parties. The appointment is subject to an initial 18 months probationary period. If the Director, Marketing and Student Recruitment is satisfied with the agent’s performance during this probationary period, the appointment continues for a further 18 months. Any further renewal of the education agent contract is subject to agent meeting ongoing performance criteria.
Ongoing management of education agent

9. Marketing and Student Recruitment Division leads, manages and facilitates the ongoing training of agents. This is undertaken through a range of activities including:
   a. agreed site visits;
   b. regular communication;
   c. familiarisation visits to ANU; and
   d. regular provision of relevant and updated ANU promotional materials.

10. Marketing and Student Recruitment Division leads, manages and facilitates ongoing joint marketing and promotional activities with agents. This is undertaken through a range of activities including:
   a. participation and attendance of agent organised educational exhibitions;
   b. participation in agent organised ANU specific student interview sessions;
   c. participation in agent organised ANU specific institutional visits;
   d. agent participation in specific ANU organised events; and
   e. joint ANU specific lead-generation activities in market.

11. All College and associated Schools/Institutes in-market engagement with agents is facilitated by and communicated to Marketing and Student Recruitment Division prior to engagement with agents. This is undertaken through a range of activities including:
   a. supporting Marketing and Student Recruitment Division in agent training on College specific programs;
   b. supporting Marketing and Student Recruitment Division in promotional activities for College specific programs in-market;
   c. feedback on College agent engagement; and
   d. feedback on agent issues where the agent is involved in a college articulation agreement for action by Marketing and Student Recruitment Division.

Review of education agent performance

12. Marketing and Student Recruitment Division reviews the performance of each contracted education agent.

13. Reviews are undertaken in April and September each year based on the following criteria:
   a. analysis of application, offer, enrolment, conversion and academic performance;
   b. review of student visa approval rate data;
c. cost benefit analysis of touch points with agents;
d. any recruitment issues during period of review;
e. feedback provided by Colleges on interactions with agents;
f. student and parent interviews/surveys; and
g. if an agent is involved in an articulation/pathway, that they have met any additional criteria specified.

14. The Deputy Director, Student Recruitment (Marketing and Student Recruitment Division) provides a recommendation to the Director, Marketing and Student Recruitment, on review outcomes for each agent.

15. The Director, Marketing and Student Recruitment approves the review outcomes.

16. The Director, Marketing and Student Recruitment or nominee notifies the agent in writing the outcome of the performance review.

17. The overall performance of agents is reported annually to the Academic Quality Assurance Committee (AQAC).

**Conclusion of a relationship with an education agent**

18. If a review identifies that the agent’s performance is not satisfactory, the Director, Marketing and Student Recruitment, notifies the agent of concerns, timeframe to address concerns, and corrective action required.

19. Failure to address or rectify concerns raised by ANU result in ANU undertaking one or more of the following corrective actions:
   a. Undertake and complete professional development/training specified by ANU;
   b. Restriction of recruitment activities undertaken by agent for ANU;
   c. Temporary suspension of agent’s representation of ANU; and/or
   d. Termination of agent contract.

20. For a termination of an agent contract to be considered, the Deputy Director must prepare a business case for approval by the Director, Marketing and Student Recruitment.

21. The Director, Marketing and Student Recruitment, notifies the agent of the termination of relationship with ANU, including the rationale for termination.

22. All agent contract terminations are reported to the Academic Quality Assurance Committee.

23. At any stage, if an issue of non-compliance is identified to ANU, appropriate corrective action is taken by ANU in alignment with the agent contract, and the Director, Marketing and Student Recruitment, notifies agents to outline the University’s stance and action to be taken.
24. All non-compliance issues, including any corrective action undertaken, are reported to the Academic Quality Assurance Committee.

25. Education agents can appeal a termination decision to the Vice-President, Engagement & Global Relations or nominee. The Vice-President, Engagement & Global Relations or nominee determines the outcome of any education agent termination appeal and the decision is considered final.
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