

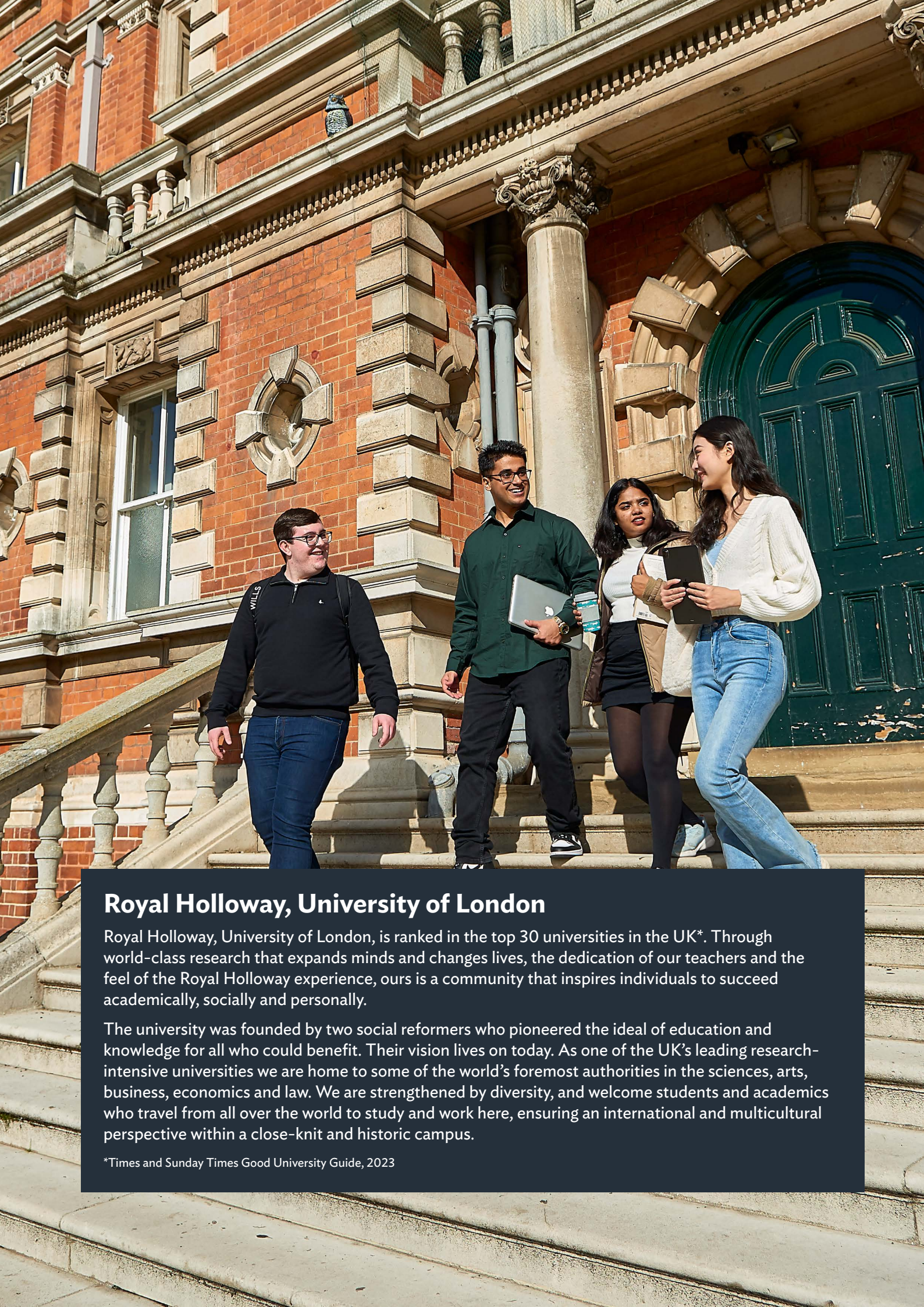


Director of Marketing

Candidate pack



ROYAL
HOLLOWAY
UNIVERSITY
OF LONDON



Royal Holloway, University of London

Royal Holloway, University of London, is ranked in the top 30 universities in the UK*. Through world-class research that expands minds and changes lives, the dedication of our teachers and the feel of the Royal Holloway experience, ours is a community that inspires individuals to succeed academically, socially and personally.

The university was founded by two social reformers who pioneered the ideal of education and knowledge for all who could benefit. Their vision lives on today. As one of the UK's leading research-intensive universities we are home to some of the world's foremost authorities in the sciences, arts, business, economics and law. We are strengthened by diversity, and welcome students and academics who travel from all over the world to study and work here, ensuring an international and multicultural perspective within a close-knit and historic campus.

*Times and Sunday Times Good University Guide, 2023

Key facts

- Royal Holloway is currently ranked in the top 30 in the UK in the Times and Sunday Times Good University Guide, 2023. We are also ranked in the top 400 in the world and 41st overall in the UK in the Times Higher Education (THE) World University Rankings 2023. In its category 'International Outlook', Royal Holloway is ranked in the UK's top 40 universities.
- Royal Holloway sits within the top 25% of universities in the UK for research rated 'world-leading' or 'internationally excellent' by the Research Excellence Framework (REF) 2021.
- The National Student Survey (NSS) 2022 revealed that Royal Holloway, with a rating of 79%, remains above the sector average.
- Our world-leading researchers continue to address global challenges, including the development of treatments and therapies for rare diseases and life-limiting conditions, the rapid decline of bees and protecting the UK's national infrastructure from cyber-attack.
- Recognised as world-class experts in the arts, humanities and sciences, many Royal Holloway academics act as advisors to policy-makers and the Government on a wide range of issues, such as combating radicalisation and terrorism.
- Royal Holloway has a total of 11,844 students (FTE, at December 2022). Of these 9,421 are from the UK, 601 are from the EU and 2,002 are from further afield internationally. We currently have 9,943 undergraduates, 1,308 postgraduate taught and 595 postgraduate research students.
- In addition to the main campus in Egham, Surrey we also have a growing campus at Bedford Square in central London where over 300 of our postgraduate students are taught.
- We have 1,671 FTE of staff working at Royal Holloway across academic, professional services and support areas.
- Royal Holloway has an annual income of around £201 million (2021/22). We estimate that in the same year, we contributed c.£657.1m to the UK economy*.
- There are over 95,000 alumni of Bedford College, Royal Holloway College and Royal Holloway and Bedford New College worldwide. Notable alumni include novelist George Eliot, suffragette Emily Davison, the first woman doctor in the west Dr Elizabeth Blackwell, actor Mark Strong, EU Foreign Minister Baroness Cathy Ashton, writer, actor and campaigner Sir Lenny Henry, and Paralympic triple gold medallist Sophie Christiansen.

*Biggar Economics



Our strategic plan, 2021-2024

We have a bold vision for Royal Holloway's future and a clear strategy for how to make this happen.

The strategic plan considers how we can meet the needs of our modern times in terms of the provision of higher education and research based innovation. By building on our well regarded academic strengths, and by aligning to needs, for example in graduate employability, programme portfolio, access, civic influence, partnership and knowledge exchange, we can deliver on our purpose as a university.

Our three year strategic plan, covering 2021 to 2024, was inspired by the Deed of Foundation which established Royal Holloway College in 1896. Royal Holloway College merged with Bedford College in 1985, providing the foundations of the university we are today.

Our strategic plan has three strategic priority pillars:

- Respond to the higher education needs and ambitions of an expanding London population.
- Build strong and sustainable international partnerships that expand the horizons of all our students.
- Develop strengths in challenge-led research and contribute to addressing key issues of our modern time.

Vision for the future

Throughout the plan is a strong focus on managing our resources effectively and efficiently. In doing so we protect the legacy of our founders and enable Royal Holloway to meet the modern needs of future generations.

Equality, diversity and inclusion are a central part of our efforts to realise this future. As a university we are ambitious to cultivate an inclusive environment which supports excellence in teaching, research and student and colleague experience.



Our strategic plan, 2021-2024

“The Founder believes that the education of women should not be exclusively regulated by the tradition and method of former ages; but that it should be founded on those studies and sciences which the experience of modern times has shown to be the most valuable, and the best adapted to meet the intellectual and social requirements of the students.”

**Deed of
Foundation,
1883**

Aligning to the opportunities and requirements of our modern times to address local and global needs

**Strategic
ambition**

Respond to the higher education needs and ambitions of an expanding London population

Build strong and sustainable international partnerships that expand the horizons of all our students

Develop strengths in challenge-led research and contribute to addressing key issues of our modern time

**Strategic
priority
pillars**

Manage resources effectively and efficiently to ensure a financially sustainable future, creating value through and for our people.

Operational routes to delivery

Academic routes to delivery

Simplify and rationalise professional services / processes / procedures

Strengthen employability, inclusion, reasons for firm choice student recruitment

Maximise benefits of information technology and digitisation

Grow international experiences for our students

Relentless focus on service / continuous improvement / partnership working

Expand challenge-led research from investigator-led research basis

**Strategy
to action:
academy and
professional
services**

The role

Marketing and Communications currently consists of five groups with responsibility for: media and local community relations; brand management; digital and traditional media; content creation and management; student recruitment marketing including to schools and colleges; prospective student application management and admissions; international student recruitment; philanthropic giving; alumni relations; reputation building events; internal communications. The annual budget of the Directorate is in excess of £10m.

Purpose of the Post

The Director of Marketing contributes to the strategic leadership and management of the College enabling us to deliver the goals in our Strategic Plan. In partnership with Executive Board and the relevant Professional Services leads, the role will develop and implement a College-wide marketing and communication plan that succeeds in:

- Developing and building the College's brand identity, strengthening its reputation and raising its profile around the world, working in partnership with Council, Executive Board, academic Schools and the relevant Professional Services leads to do so.
- Working with the Senior Leadership Team to deliver and sustain student numbers in alignment with the strategy and implementation plan at undergraduate and postgraduate level and to the required international and national levels.
- Harnessing the power and influence of donors and supporters.
- Improving communications internally and externally, not least through a considered policy of engagement
- The role manages a team of circa 100 FTE



Key Tasks

Develop a high performing team who are professionally competent and developed where mutual respect, trust and empowerment are the norm and our values are fully embedded in all aspects of the function.

Brand, Marketing and Student Recruitment

- In collaboration with the Chief Financial Officer, continuously develop RHUL's strategic planning process in relation to student recruitment and marketing. Carry out associated activity required to achieve agreed student recruitment targets.
- Lead the development and evolution of the Royal Holloway, University of London, brand with the goal of demonstrating differentiation within the Higher Education sector.
- Work in partnership with the Executive Deans and Directors of Professional Services and their nominated representatives to lead and co-ordinate marketing activities across the College in support of improved student recruitment, increased support for research, the development of conference and other commercial business and the development of new products and service offerings to raise additional revenue.
- Develop and implement strategies, plans, policies and procedures for the recruitment of students from within the UK and overseas.
- Support Executive Deans and their nominated representatives to develop and deliver recruitment strategies that are integrated with centrally driven activity.
- Implement the plan for Agent Channel recruitment with Study Group, and focus the internal International Student Recruitment effort on other Channels.
- Be accountable for the admissions process for all courses of study across the College, ensuring the delivery of an effective admissions service in line with the College's policy of fair admissions.

Portfolio development and insight

- Provide leadership and organisational understanding of the higher education market and the ongoing changing environment through continued knowledge development in the sector. Respond to wider policy announcements and use this understanding to identify potential student recruitment opportunities.
- Work with the wider organisation on the development of future portfolio diversification by commissioning & analysing market research and providing insight to facilitate decision making.
- Establish and report on measures of the effectiveness of the College's marketing.
- Continue the development of our CRM system.



Relationships/Stakeholder Engagement

- Ensure the delivery of a programme of College external events to promote the College and foster the development of strong external relationships with new and existing partners and supporters, locally, nationally and globally.
- Develop effective relationship strategies that support philanthropic giving and foster deep and lasting engagement with the College's alumni community to achieve mutually beneficial outcomes.
- Lead the College's website, intranets and social media channels and ensure that they continue to develop in line with changing technologies and the needs of prospective and current students and other stakeholders.
- Ensure that the public presentation of the College to potential students and related stakeholders is consistent and in accordance with agreed campaigns.

Profile and communications

- Have overall accountability for the College's media operation, ensuring that the College maintains a positive presence in relevant media and that the impact of negative events are minimised as far as is reasonable.
- Lead the College's communications response in the event of a crisis, with the goal of protecting the College's reputation as far as is possible with the facts of the events, working with the Principal and Chair of Council as appropriate.
- Work in partnership with the Human Resources Director to oversee the development of an internal communications plan which uses communication channels relevant to the target audiences and engages as well as informs.
- Work in partnership with the Human Resources Director to improve staff engagement, transparency of management decision making and to build senior management visibility both within and externally to Royal Holloway.

Other Duties

The duties listed are not exhaustive and may be varied from time to time as dictated by the changing needs of the College. The post holder will be expected to undertake other duties as appropriate and as requested by his/her manager.



Person specification

Qualifications , knowledge and experience

- Educated to First degree level or equivalent
- Proven track record of success in senior management and an effective track record demonstrating significant achievement in external relations activities, especially in organisations with multiple stakeholders and markets
- Experience of brand development and positioning in support of organisational goals and objectives including those relating to diversity and inclusion
- Evidence of having built strong networks and relationships at a national and international level
- Experience in the allocation, management and accounting of resource
- Demonstrate an understanding of the strategic and operational issues facing higher education
- Commitment to customer-focused service delivery and ethos and experience in engendering such qualities in staff

Leadership, planning and organising

- Experience in exercising leadership, administrative and managerial skills in a competitive environment
- Ability to think and contribute strategically and to delegate effectively
- Ability to motivate and encourage staff to deliver high levels of performance
- Demonstrable experience of effective delivery of change management projects
- Successful development of partnerships and strategic relationships with external people and agencies

Problem solving and initiative

- Ability to work independently, but as part of a wider leadership team
- Experience in successfully initiating and delivering change within an organisation

Communicating, influencing and teamworking

- Experience of effective team working
- Ability to work and influence all staff through development and implementation of policy, but without recourse to direct line management of staff
- Experience of effective line management of staff
- Excellent interpersonal and communication skills including high levels of oral and written expression
- Open, approachable and participative management style with a commitment to staff development
- Ability to communicate effectively with external agencies and senior figures
- Professional and personal credibility that will command the respect of a wide range of stakeholders internally or externally
- A high degree of integrity

How to apply

Please apply through Royal Holloway's online recruitment system at jobs.royalholloway.ac.uk by 17 February 2023.

1st Interview: 17th March 2023

2nd Interview: 23rd March 2023

For an informal discussion about the role please contact Professor Ken Badcock, Senior Vice-Principal (Academic Strategy and Research) ken.badcock@royalholloway.ac.uk





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