

**JOB DESCRIPTION**

<b>Job Title:</b> Head of Marketing	<b>Accountable to:</b> Deputy Director of Student Marketing and Recruitment	
<b>Contract Length:</b> Maternity Cover (9 months in the first instance, with the possibility of extension to 12 months)	<b>Hours per week/FTE:</b> 35	<b>Weeks per year:</b> 52
<b>Salary:</b> £44,708 - £53,865	<b>Grade:</b> 6	
<b>College/Service:</b> Student Marketing and Recruitment	<b>Location:</b> High Holborn	

**Purpose of Role**

With direction from the Deputy Director and Director of Student Marketing and Recruitment (SM&R), manage the development and implementation of the University's marketing strategies for student recruitment across its UK, EU and international markets, supporting market diversification objectives and ensuring that subject-focused promotion and new course developments are informed by market intelligence and analysis.

A key element of the role will be working with the student recruitment team to produce and deliver coordinated, data-led market plans which support diversification through a focus on target markets, achieved through effective management of a multi-disciplinary team which includes marketing, market research and customer relationship management (CRM) professionals.

The post-holder will take a lead on identifying market opportunities and trends through the analysis of internal and external market intelligence and data, and will promote the use of innovative and relevant marketing activities to support the recruitment of high quality students, across variable levels of demand, at all levels of study and across all subjects in the University portfolio.

Working collaboratively with colleagues across SM&R, Colleges and other business units, they will also play a key part in achieving a first class student experience from enquiry through to enrolment, working to promote the delivery of high levels of customer service and the use of appropriate technologies, systems and processes to convert prospective enquirers to applicants and enrolments.

The role includes responsibility for supporting significant cross-departmental projects to support recruitment strategies e.g. the implementation of a new CRM approach for student recruitment, delivered as part of the University's student system replacement project.

Strong leadership and management skills are required to allow the post-holder to lead a multidisciplinary, highly collaborative team. The role also demands exceptional interpersonal skills including the ability to develop strong working relationships, communicate effectively across a diverse set of audiences, and negotiate and influence important internal and external stakeholders. The post-holder will be knowledgeable about and interested in the domestic and global student recruitment market, experienced in managing multi-channel marketing campaigns targeting B2B and B2C audiences, and be able to think strategically in terms of developing the University's key recruitment markets. They will be collaborative, flexible and target-driven and able to take on a key role within an integrated and aspirational Student Marketing and Recruitment department.

**Duties and Responsibilities**

- Work with colleagues and teams across SM&R to support market diversification through the development of activity plans targeting priority markets in the University's UK, EU and international market segments. Lead the contribution of the marketing team to these plans, ensuring that expertise in digital and traditional marketing strategies and activities are fed into market planning, and that this supports and complements other elements of activity plans e.g. agent recruitment, events, feeder institution liaison and alumni engagement.
- Take a lead on identifying market opportunities and trends through the analysis of internal and external data on market and subject demand and competitor performance, using this intelligence to implement marketing activities which support the recruitment of high quality students at all levels of study and across all subjects. This will include the targeting of subjects with lower demand to existing and new markets to support stable patterns of recruitment across the UAL portfolio.
- Manage and provide direction for the work of the Market Analyst, ensuring that appropriate internal and

external data on recruitment performance is available to support and inform recruitment strategies and plans.

- Work with colleagues in SM&R, Admissions, other business units and UAL Colleges to support the delivery of a first class student experience from enquiry through to enrolment, working to continually improve standards of customer service and the use of appropriate technologies, systems and processes to convert prospective enquirers to applicants and enrolments. Take a lead on good practice in relation to recruitment and enrolment management, working with colleagues with expertise in CRM and content development on projects such as process mapping of enquiry to enrolment touchpoints and the overlay of relevant and timely communications across the recruitment and admissions cycle.
- Take a lead role in the development of a UAL's approach to student recruitment CRM (through the connected Student Systems Replacement Project), supporting its implementation in the capacity of Workstream Lead.
- Through line management of the CRM Manager and team, oversee the management and associated system administration of the University's current CRM system, focussing on marketing and student recruitment functionalities.
- Take a lead role for managing the marketing activities employed across UAL's international agent network advising agents on their marketing strategies and ensuring that these strategies adhere to UAL's recruitment objectives, e.g. the equal promotion of all subjects and Colleges, including under-recruiting subject areas.
- Oversee the development and implementation of marketing campaigns that utilise both traditional and digital marketing techniques to support the University's recruitment objectives, e.g. to promote the University's postgraduate scholarship offer, or to drive interest in particular subjects in target markets.
- Work collaboratively with the content, design and publishing team and brand teams in the generation of content assets for campaign and digital marketing activities, ensuring that all campaign materials are in line with content strategy and brand values/frameworks.
- Manage the University's marketing budgets, including monitoring the impact of activities and ensure return against the University's expenditure across market segments.
- Lead, manage and support the professional development of a marketing team that includes expertise in the disciplines of customer relationship management (CRM), market research and insights, customer acquisition campaigns (both digital and traditional) and international marketing.
- Embed market research and customer insight findings into processes and procedures for departmental and market/project-led planning.
- Ensure that all marketing campaigns and associated activities have mechanisms for assessing their impact and contribution towards objectives that are measurable and meaningful.
- Build and maintain effective working relationships with internal stakeholders and external suppliers to ensure that shared objectives are realised effectively and efficiently.
- Perform such duties consistent with your role as may from time to time be assigned to you anywhere within the University.
- Undertake health and safety duties and responsibilities appropriate to the role.
- Work in accordance with the University's Equal Opportunities Policy and the Staff Charter, promoting equality and diversity in your work.
- Undertake continuous personal and professional development, and to support it for any staff you manage through effective use of the University's Planning, Review and Appraisal scheme and staff development opportunities.
- Make full use of all information and communication technologies in adherence to data protection policies to meet the requirements of the role and to promote organisational effectiveness.

- Conduct all financial matters associated with the role in accordance with the University's policies and procedures, as laid down in the Financial Regulations.

#### **Key Working Relationships**

- Reporting to the Deputy Director of Student Marketing and Recruitment.
- All members of the Student Marketing and Recruitment Department.
- Committees and working groups such as the University Student Recruitment Programme (USRP) and the International Recruitment Strategy Implementation Group.
- Student Marketing and Recruitment Directors and Managers in Colleges.
- Directors of International in Colleges.
- Directors of College Administration.
- Heads and Assistant Heads of Admissions within Academic Registry.
- Peers within Communications and External Affairs Department including the Head of Digital.
- UAL Project Managers and Business Analysts.

#### **Specific Management Responsibilities**

##### **Budgets**

Oversight of expenditure across allocated cost centres within the Student Marketing and Recruitment Department budget.

##### **Staff**

Line management responsibilities for:

- CRM Manager
- Market Analyst
- Marketing Manager

Leadership responsibilities for a Marketing, CRM and Analytics team comprising of:

- CRM Manager
- CRM Support Officer
- Marketing Assistant
- Marketing Executive x 2
- Marketing Manager
- Market Analyst

**Signed (Recruiting Manager):** Steph Upton, Head of Marketing, UAL SM&R      **Date of last review:** August 2017

## Person Specification

**Job Title:** Head of Marketing

**Grade:** 6

Person Specification	
Specialist Knowledge/Qualifications	<p>Educated to degree level or equivalent in an appropriate discipline, preferably with or working towards a professional marketing qualification such as a Chartered Institute of Marketing Diploma.</p>
Relevant Experience	<p>At least two solid years' experience working in a marketing position that has required a knowledge of both traditional and digital marketing principles and techniques.</p> <p>Experience of working in the higher education sector is desirable.</p> <p>Proven experience of marketing strategy development translated into operational plans for direct customer acquisition.</p> <p>An in-depth understanding of marketing practices and theories including areas of specialism in the fields of CRM and market research.</p> <p>Experience of website Content Management Systems (CMS) and practices for Search Engine Optimisation (SEO).</p> <p>Experience of managing the creation of marketing collateral and content assets (both in print and digital formats) that support marketing acquisition campaigns.</p> <p>Ability to monitor, interpret and report on data and metrics for marketing campaign evaluation.</p> <p>A record of success in timely and effective project management.</p> <p>Experience of managing budgets and assessing return on investment in relation to marketing activity.</p> <p>Experience of building effective internal working relationships across all levels of seniority and functions.</p> <p>Experience of using negotiation and influencing skills to operate with and across a diverse range of external and internal stakeholders, to achieve desired results.</p> <p>Experience of managing a small team and/or coaching or mentoring staff.</p>

Communication Skills	Communicates effectively orally and in writing adapting the message for a diverse audience in an inclusive and accessible way.
Leadership and Management	Motivates and leads a team effectively, setting clear objectives to manage performance.
Research and Learning	Applies innovative approaches to leadership, learning and professional practice to support excellence.
	Applies own research to develop learning and assessment practice.
Professional Practice	Contributes to advancing professional practice/research or scholarly activity in own area of specialism.
Planning and managing resources	Plans, prioritises and manages resources effectively to achieve long term objectives.
Teamwork	Builds effective teams, networks or communities of practice and fosters constructive cross team collaboration.
Student experience or customer service	Contributes to improving or adapting provision to enhance the student experience or customer service.
Creativity, Innovation and Problem Solving	Suggests practical solutions to new or unique problems.

The application form sets out a number of competence questions related to some of the following selection criteria. Shortlisting will be based on your responses to these questions. Please make sure you provide evidence to demonstrate clearly how you meet these criteria

**Last Updated: August 2017**