

JOB SPECIFICATION

Faculty/Department:	Student Journey Directorate
Job Title:	Group Director of Marketing, Recruitment & Communications
Grade:	Grade 12 (provisional)
Reporting to:	Chief Customer Officer

CONTEXT

This is a newly expanded role which is part of a suite of broader organisation changes taking place across the LSBU Group and specifically within the Student Journey Directorate. Marketing, recruitment and communications are highly critical services within the group, and our five- year strategy sets out clear ambitions for both domestic and international student number growth, which must be underpinned by a strong institutional reputation and a clear, compelling and well-presented portfolio offer. In addition, we are ambitious to deliver an excellent student experience from application to enrolment, and to leverage digital technologies and specifically CRM to empower and optimise the applicant experience.

Marketing, Recruitment and Communications services are currently organised as three separate business units, working across LSBU university and South Bank Colleges. There is a need to create greater cohesion across these service areas and to develop and land the new, integrated department organisation model to improve service delivery, effectiveness, business impact and stakeholder relations. The postholder will be required to lead significant change in these areas, including implementing a new organisation model, leading on new ways of working, developing a clear strategic vision for the individual service areas, improve business processes, develop skills sets within the wider department and embed new technologies to drive effectiveness.

Reporting to the Chief Customer Officer and working closely with the University Provost and the Principle of South Bank Colleges, the Director of Marketing, Recruitment and Communications will have overall responsibility for all aspects of marketing, student recruitment, internal / external communications and reputation management and their associated outcomes. They will be accountable for achieving recruitment targets and for maximising marketing investment.

This is an ideal opportunity for someone with a strong track record in higher education student marketing and recruitment, who brings highly developed leadership skills, combined with the ability to lead a compelling change agenda and get the best out of a talented and committed team.

ROLE PURPOSE:

The Director of Marketing, Recruitment and Communications is responsible for planning, developing, implementing and monitoring the group-wide marketing strategy which is integral to achieving the ambitions set out in the 2020-25 LSBU Group Corporate Strategy. The role has a particular focus on building the reputation of the group and its subsidiary institutions, growing tuition fee income from new students, developing new customer segments, widening access and participation in line with the group's agenda for social change, and transforming the applicant experience by leveraging new technologies and ways of working.

Along with the Provost and the Pro Vice Chancellor for Compulsory & Further Education, the Director shares accountability for new student enrolment income targets for domestic and overseas segments, and for growing the enrolment base in line with the priorities set out in the 2020-25 education strategy.

Budget accountability: c. £7m staffing and opex

Staff accountability: c. 50+

Reporting into this Position are the following teams:

- Brand and communications
- Portfolio Marketing & Campaigns
- Digital
- Recruitment & Operations
- Admissions

MAIN ACTIVITIES AND RESPONSIBILITIES:

- Provide strategic direction and leadership and successfully embed the new communications, marketing, and recruitment model, together with associated processes, ways of working and service delivery.
- Lead on group-wide marketing and recruitment strategy development, encompassing secondary, further and higher education, which comprehensively supports the specific targets within each academic institution.
- Translate strategy into fully joined-up marketing and conversion programmes which reflect the entire customer journey from awareness through to enrolment, designed to deliver an excellent student experience and fully maximise conversion.
- Lead on refining the model for overseas recruitment to ensure sustainable growth and optimise applicant profiles and cost to recruit.
- Set our clear operational roadmaps linked to strategy and set clear and measurable KPIs for marketing recruitment across the full applicant journey, translating these into measurable targets and KPIs for each sub-team and team leader.
- Lead the development of a cohesive digital marketing and engagement strategy for LSBU student recruitment which reflects a significant step change to current practice, harnessing expertise from digital first industries and best in class operators.
- Provide strategic oversight of internal and external communications programmes and ensure effective integration with marketing and recruitment activities.

- Positively influence the culture of the marketing, recruitment and communications department, implementing actions which improve measures for employee engagement, performance, and attendance.
- Embed equality focussed procedures and behaviours within own team and lead by example.
- Build the skills and capabilities within the department through a systematic programme of performance management and development.
- Create a culture of continuous performance evaluation of marketing programmes and monitor and refine outputs to achieve greater efficiency and ROIs.
- Define and oversee the department budget, optimising spend and exercising oversight of delegated authorities.
- Stay up to date with the latest technology and best practices.
- Build and maintain a strong industry network across peer group professionals.
- Contribute to the overall growth of the LSBU Group as part of a senior leadership cohort.
- To take on such other duties and responsibilities as delegated by the CCO appropriate to remit and grade.

SELECTION CRITERIA:

Qualifications:

- A first degree or equivalent work experience.

Experience / Knowledge

- Experience of leading at a senior level, a multi-faceted marketing department within a higher education organisation and of driving organisation model change.
- Experience of leading on process design and improvement within the marketing discipline.
- Experience of leading on marketing strategy development across a complex service offer.
- Extensive knowledge of new and established channels to market and of traditional, contemporary and emerging media channels.
- A detailed understanding of the UK student recruitment cycle and of effective domestic recruitment strategies and tactics.
- A detailed understanding of the different models for overseas recruitment and experience in driving growth in this area.
- Digital marketing expertise with significant understanding of digital campaign techniques, CRM, social media and web platforms.
- Experience of leading brand and communications strategies and of their integration as part of a marketing mix.
- Experience of procurement of marketing services agencies and on-going agency management for advertising, media, digital.

Behavioural Competencies

- **Strategic:** Ability to set a clear strategic vision whilst maintaining strong operational oversight.
- **Commercially minded:** fluent with financial planning and analysis linked to marketing outcomes.
- **Analytical:** Ability to analyse a wide range of insight focussed data sets to support strategy development and optimise performance.
- **Relationship Builder:** Ability to engage with and earn the trust of a diverse group of internal and external stakeholders including Executive Board members and other senior officers on substantive, relevant business topics.
- **Inspirational Leadership:** Ability to inspire own workforce, peers and colleagues with vision for marketing and to engender collaboration and support for owned strategies and plans. Ability to inspire, coach and mentor senior / middle management and junior colleagues to optimise performance and build capabilities.
- **Accountable:** Highly accountable for owned deliverables. A 'completer finisher' mindset who delivers to committed deadlines and holds others equally accountable.
- **Sector Knowledgeable:** Actively seeks to build on established understanding of best practice within the HE industry and wider market, to enhance the techniques of marketing recruitment within LSBU.
- **Problem Solver:** Be willing to go beyond the normal constraints and apply lateral thinking approaches to problem-solving. To question and challenge the status quo in ways which improve quality and performance.
- **Articulate:** Highly articulate in spoken and written English.
- **High Performance Culture:** A commitment to high quality work and outcomes with the ability to hold individuals to account, both within own team and outside to meet commitments and achieve desired results.
- **Collegiate:** Ability to promote positive and open working relationships, co-operating and liaising with others to achieve goals. Building and maintaining an environment of cooperation and trust within the team.
- **EDI:** An understanding of and commitment to safeguarding and equal opportunities.
- **Continuous Improvement.** Consistently seeks feedback through insight programmes and business partners on what is working well and what needs to be improved. Actively seek feedback on own work and responds to it in a positive way that meets the needs of the organisation.

Requirements:

- Ability to work evenings and occasional weekends.