

# UNIVERSITY OF KENT/ CANDIDATE BRIEF

*Director of Marketing, Outreach,  
Recruitment and Admissions*

June 2020



# LETTER FROM THE VICE-CHANCELLOR

We are delighted that you have expressed an interest in becoming the Director of Marketing, Outreach, Recruitment, and Admissions at the University of Kent.

The University of Kent is undergoing a restructure, raising our sights and challenging ourselves to deliver our ambitious 2025 strategy. In order to do this, we need to ensure we are getting the best and brightest students, regardless of their background.

We are working to create a cohesive and collegial university, where academics, professional services staff and students work alongside each other to deliver world-class research and learning opportunities. Our education and research, and the talents of our staff and students, will support social, economic, cultural, intellectual and public life in ways that will make us one of the leading civic universities. The new Director of Marketing, Outreach, Recruitment and Admissions will be integral in bringing teams together to ensure we are reaching our target audience.

This is an exciting, new and challenging role that will play a key part in developing the University for the future. We have set out our vision and strategy that builds upon strong foundations in education, student experience and research, embracing flexibility and growth to ensure a sustainable future for our community. This is a strategic opportunity for an expert who is committed to our mission of being a civic-minded institution with excellence across teaching and research. We are seeking someone who will play a crucial role in enhancing our engagement with a range of audiences as well as developing our approach to widening access and transforming people's lives.

We would like to hear from you if you are a dynamic individual with the passion, skills and expertise to deliver on governance and a new legal strategy for the University.

I look forward to receiving your application.

**Professor Karen Cox**

Vice-Chancellor and President, University of Kent



# THE UNIVERSITY OF KENT

The University of Kent is a leading UK university producing world-class research, rated internationally excellent and leading the way in many fields of study. We aim to be a community that empowers students from a wide range of backgrounds to find and shape their place in the world and where academics are free to explore and deepen our understanding of it

Our 20,000 students are diverse, passionate and independent. They are thought leaders, volunteers and co-creators. They decolonise curriculums and help shape their communities. They are what employers are looking for, with 95% in work or further study six months after graduating.

We are home to some of the world's most influential thinkers, with recent biology research named amongst the UK's Best Breakthroughs of the last century (UniversitiesUK, 2018). We are establishing an internationally renowned knowledge base in key areas including cyber security and digital accessibility, which is set to be strengthened

further with the introduction of Signature Research Themes.

We are celebrated for our inspirational teaching. Awarded a gold rating, the highest, in the UK Government's Teaching Excellence Framework (TEF), we were ranked 22nd in the Guardian University Guide 2018 and presented with the Outstanding Support for Students award at both the 2017 and 2018 Times Higher Education (THE) Awards. We actively seek new ways to open up education, from online learning to apprenticeships.

Canterbury, our historic base, has been a hub of learning for centuries, while we are at the

heart of Medway's bid for City of Culture 2025. We have a distinct European identity through centres including Paris and Brussels, and are proudly international in outlook, working with 400 universities worldwide. The University is a truly international community, with our 40% of our academics from outside the UK and our students representing over 150 nationalities.

We are determined to build on this to meet local, national and international needs. Our new Kent and Medway Medical School will bring vital skills to the region, while a growing Institute for Cultural and Creative Industries will support the fastest growing sector of the UK economy.

By 2025, the combined talents of our students and staff will ensure we are known for our transformative student experience, ground-breaking discoveries and a significant role in wider society.

Find out more at: [www.kent.ac.uk/strategy/](http://www.kent.ac.uk/strategy/)









# MARKETING, OUTREACH, RECRUITMENT AND ADMISSIONS

## The Directorate

The University of Kent is a leading UK institution with an excellent reputation for outstanding teaching, strong research and international links. There are many new initiatives underway that build on existing strengths, such as Signature Research Themes, the Institute for Cultural and Creative Industries and the Kent and Medway Medical School. The University is continuing to look to the future whilst responding to sector-wide challenges. Kent has set out a strategy that builds upon strong foundations in education, student experience and research; embracing flexibility and growth to ensure a sustainable future for our community, and to enable the University to further our position and to navigate these challenges successfully.

As part of our drive to meet local, national and international need, we are reshaping our senior leadership team and are seeking to appoint a new Director of Marketing, Outreach, Recruitment and Admissions.

This Directorate plays a crucial role in the University, shaping our marketing strategy and embedding it across the institution. The Director will bring together a breadth of portfolios, and lead our work on improving access and widening participation, and hold responsibility for developing a strong brand for the University that supports student recruitment amongst other activities. The position will play a key role in creating and delivering effective strategies that enable the University of Kent to attract and train the best students from all backgrounds.

## Director, Marketing, Outreach, Recruitment and Admissions (MORA)

The successful candidate will be able to lead across the institution, working collaboratively with academics and professional service staff to set and implement ambitious strategies that support the University in achieving our long-term goals. The new Director will need to be dynamic, engaged, and able to inspire and lead the Directorate. The role will be crucial in translating strategies into an innovative service, leading teams across the institution and ensuring future success for Kent.

The new Director of MORA will be committed to Kent's fundamental mission of furthering knowledge and transforming the lives of students. Using your understanding of operating in a complex and competitive environment, the Director will be able to support the University as we continue in our endeavours. This high profile and important role will lead creative, impactful and integrated marketing, outreach and student recruitment activities, to ensure the University meets our admission targets and objectives, including outreach, access and widening participation.

As a senior-level position in the University, you will report to the Deputy Vice-Chancellor (Academic Strategy, Planning and Performance), Professor Georgina Randsley de Moura. The Director will work closely with the Executive Schools, Academic Divisions and Professional Services team to create a long-term strategy and appealing brand for marketing, recruitment and admissions across the University, that is both cognisant of the challenges across the UK HE landscape and that has support and engagement across the institution.



# JOB DESCRIPTION

## Salary:

M&P (indicative)

## Contract:

Ongoing full-time

## Location:

Canterbury; with requirement to work across campuses

## Responsible to:

DVC Academic Strategy, Planning & Performance

## Responsible for:

Head of Outreach & Widening Participation; Head of Marketing & Recruitment; Head of Admissions

*'Head of Profession': marketing*

Activities: Marketing; Recruitment; Admissions; Outreach & widening participation; Brand management

## Key accountabilities

- Provide strategic leadership and management of the University's student recruitment activities from first enquiry to admission, to ensure that this runs efficiently, effectively and legally, and barriers to entry are minimised and inclusivity is encouraged.
- As the institution's key expert on the marketing of the University's offering – and on all aspects of the admissions process – provide high level strategic advice and guidance and make recommendations to the Executive Group and senior leaders on matters of strategy, policy, operations and resources related to marketing, outreach, recruitment and admissions activities for UK, EU, and international applicants.
- Act as an advisor to the DVC (ASP&P) in the development of the University's Marketing and Brand Strategy (in conjunction with the Director of Engagement) and lead in the development of research-based policies and processes in relation to the design and delivery of the strategy and in the development of other academic improvements and management of risks to ensure best practice and regulatory compliance.
- Using market research and insights to identify opportunities, inform brand development, capitalise on new marketing opportunities (including digital) and inform future strategy and plans.
- Provide leadership to a large directorate that spans a number of departments and teams, directly managing five reports and holding ultimate responsibility for a budget of circa £20 million.
- Lead the strategy setting and implementation of policies and procedures for widening participation and equality of opportunity for all potential students.
- Develop and implement all necessary policies, processes and strategic partnerships to ensure that the University is able to recruit national and international students.
- Engage with major external stakeholders to market the University as a first-choice option, working closely with External Engagement to enhance the University's reputation and profile.
- Monitor relevant performance indicators and drive continuous improvement (eg, student numbers, enquiries, applications, application turnaround time, and conversion rates), directing staff to ensure that they are appropriately motivated and trained and carry out their responsibilities to the required standards.
- Lead, motivate and develop relevant staff, providing clear objectives and managing performance against these, to ensure that staff are appropriately motivated and trained to carry out their responsibilities to the required standards.
- Lead on the planning and management of resources for the Directorate and the management of appropriate budgets, to ensure that agreed policies are implemented, relevant training is delivered and targets are met.
- The role holder will have strategic leadership and accountability for marketing, student recruitment, admissions, and access and widening participation activities in the University. This is a high-profile, high-risk and significant area of activity within the University.
- Manage a large and diverse team, as well as the Directorate's strategic partnerships, to ensure recruitment of UK, EU, and international undergraduate and postgraduate students.
- Play a significant role in developing strategies and operational plans to shape the future student population and portfolio of the University in line with our commitment to equality, diversity and inclusivity. The Director will do this with high levels of independence and proactivity, analysing data and metrics in order to put forward informed recommendations and the best course of action.
- Prioritise work, developing annual plans and campaigns and ensuring buy in from key stakeholders.
- Ensure the efficient and successful administration of all processes for the handling of student enquiries to maximise conversion.
- Develop innovative approaches to success in market profile and positioning and widening participation.
- Undertake horizon scanning and ensure the Directorate is at the forefront of changes in the HE sector, to develop and deploy up to date and innovative approaches to reaching new and emerging markets.

# PERSON SPECIFICATION

In order to further build and enhance the University's reputation and profile, you should have demonstrable expertise and the ability to develop and deliver a comprehensive strategy that ensures Kent succeeds in recruiting and retaining high calibre students of all backgrounds. You will also be an ambassador for the institution's public profile, and work across the breadth of the University to support academics and the Executive in their mission.

You will be able to demonstrate the following skills, experience, abilities and personal qualities:

- Professionally qualified with a relevant postgraduate qualification (or equivalent), and significant relevant experience operating in a relevant profession at a leadership level.
- Significant experience and a successful track record in strategic planning and the delivery of marketing, recruitment and outreach activities.
- Excellent communication skills, including clarity and concision of expression, the capacity to listen, and strong writing ability.
- Experience of developing and implementing a strong institutional brand.
- A proven ability to influence and negotiate with a variety of stakeholders, and foster collaborative working.
- Significant experience managing large budgets, with the ability to plan sustainably for the future.
- A proven ability to be innovative, strategic, opportunistic, and creative while maintaining attention to detail in the management of a complex organisation, its initiatives, and processes.
- A global outlook and an understanding of the issues and challenges facing the HE sector, and the ways that the University can develop sustainably for the future.
- The capability to lead a high-performance, open organisational culture which values and rewards autonomy in decision-making, delivery of outcomes, innovation and collaboration.
- A proven track record of operating within a complex stakeholder landscape, ideally across different countries.
- The ability to balance strategic objectives with the delivery of timely and high-quality services.
- The ability to build successful relationships with academic, professional and support staff and key stakeholders.
- An empathy with the aims and aspirations of a leading international university, its staff, students and other stakeholders.
- An inclusive approach that facilitates the sharing of best practice across different areas and motivates staff to maximise their personal contribution to the University.
- A dedication to equality, diversity and inclusivity with regard to both existing members of the Kent community and future cohorts.

# KENT AND THE SURROUNDING REGION

Canterbury is a vibrant, exciting and well-connected city with a world-famous cathedral. One of medieval Europe's great places of pilgrimage and knowledge, it has a distinctly cosmopolitan feel thanks to its international visitors and the students and staff from its three universities – the University of Kent, Canterbury Christ Church, and the University of the Creative Arts. Less than an hour from London, it takes little more than that to visit France.

People come to Canterbury from across the globe for its world-class heritage, for culture and festivals. The city and its immediate area have an increasingly rich cultural offer. Turner Contemporary, the nationally acclaimed art gallery, is within easy reach. The Marlowe Theatre is one of the country's leading regional theatres complemented by the rich

offering of the Gulbenkian with its cinema, theatre and a powerful youth programme. The Curzon Canterbury showcases independent films from around the world and the Sidney Cooper Gallery is a contemporary arts space in the heart of the city. The nearby Beane House of Art and Knowledge is an art museum and library.

Canterbury Festival, the Whitstable Biennale and the Folkestone Triennial are just some of the regular events taking place in the region.

Kent is often described as the Garden of England and you will find local produce in cafés, pubs and restaurants: Romney Marsh lamb, cherries, ale from local hops and award-winning wine from Kentish vineyards.

Canterbury is surrounded by some of the country's most attractive landscapes. To the north of the city is one of England's largest ancient woodlands, the Blean, and a few miles away there is the seaside town of Whitstable. Dover Cliffs offer one of the most iconic views in the country.





# TERMS OF APPOINTMENT

**Annual leave:** The annual leave entitlement for full-time staff on this grade is 30 working days and 8 public and other holidays. There are also 5 additional days, which are taken between Christmas and New Year when the University closes.

**Pension:** You will be automatically enrolled to become a member of USS (Universities Superannuation Scheme).

**Location:** The primary location is at the University's Canterbury campus with occasional working at our Medway campus, although the post-holder may be required to work from time to time at other campuses and centres, both nationally and internationally.

**Relocation:** You will be required to live near enough to Canterbury to perform the duties of the post fully. The University offers assistance with relocation expenses for those who have to move to the vicinity.

**UK Visa & Immigration:** You will be required to meet the current UK Visa and Immigration requirements for this position. Further information on Certificate of Sponsorship requirements can be found at [www.bia.homeoffice.gov.uk](http://www.bia.homeoffice.gov.uk)

## Additional information

We are proud to be a Disability Confident employer, supporting and promoting disabled people in the workplace. We welcome applications from disabled people and we will:

- ensure our recruitment and selection process is inclusive and accessible
- communicate our vacancies through a range of different channels
- offer an interview to applicants with a disability who meet the minimum essential requirements of the role as detailed within the person specification (Guaranteed Interview Scheme)
- anticipate and provide reasonable adjustment as and when required
- provide support to any existing employee who acquires a disability or long-term health condition.

**EDI:** All University staff are expected to be aware of, comply with, and support the University's policies with regards to ensuring and promoting equality, diversity and inclusivity. Relevant training and development should be undertaken, as required. Further information about EDI is available from the University's website at: [www.kent.ac.uk/hr-equalityanddiversity/](http://www.kent.ac.uk/hr-equalityanddiversity/)

**Childcare:** The Oaks Nursery based at the Canterbury campus is an excellent benefit for staff and a great asset to the University.

Places are offered on a first come first served basis and baby places are particularly limited so staff may wish to make contact as soon as their pregnancy is confirmed.

For more information:  
<http://oaksnurserykent.co.uk/>







# HOW TO APPLY

Applications should consist of a full curriculum vitae detailing relevant qualifications and experience, full employment history and achievements. CVs should be accompanied by a covering letter describing briefly how candidates meet the criteria outlined in the person specification, why the appointment is of interest and what they believe they can bring to the role.

Applications should be submitted online via the University of Kent jobs page <https://jobs.kent.ac.uk/vacancies.aspx>, job reference number CSF-091-20.

**The deadline for applications is 8 July.**

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[www.kent.ac.uk](http://www.kent.ac.uk)

University of  
**Kent**