Introduction from the School Director

Thank you for your interest in the Architectural Association and this new role of Director of External Relations.

The attached information and job description gives some useful background on the organisation and the role and plenty more information, including our Prospectus, is available on our website www.aaschool.ac.uk

Jane Kaufmann Associates have been working with us to develop our Fundraising Strategy for both capital and revenue and they are helping us to recruit for this role. If you would like a discussion about it then they would be delighted to have a confidential conversation.

The AA is always a stimulating, creative and forward looking organisation but now, more than ever, we have incredibly exciting plans for our future and this is a very special moment for the right person to join us to take on a pivotal role for our future.

Thank you for taking the time to apply and I look forward to meeting successful candidates during the interview process

Brett Steele

AA School Director
The Architectural Association

Strategic Aims & Objectives, Background Briefing Information

This document provides background briefing for candidates considering applying for the role of Director of External Relations. It has been prepared by Brett Steele, AA School Director.

School Introduction

The AA School is one of the world’s most-recognised and influential schools of Architecture. It is the UK’s only remaining private school of architecture. The school enrols each year c. 750 full-time students in its main school in London, 85% of whom arrive from overseas. 60% of AA students are enrolled in the undergraduate school, a five-year ARB/RIBA accredited programme leading to professional qualification as an architect. The other 40% of AA students are enrolled in one of 11 post-graduate programmes in the graduate school.

Circa 230 teachers work across the school, supported by an additional 80 administrative members of staff.

The school has been located in Bedford Square, London’s only remaining, intact Georgian Square, since 1917. The school comprises eight Grade 1 listed Georgian houses on the square, connected to a series of rear studio buildings, comprising a campus of c. 68,000 sq.ft. occupied by a school community of c. 1,000 individuals. The school also organises the world’s largest dedicated programme of public events related to architecture. The programme is open to AA members and the general public, and includes each year 100+ evening lectures, conferences, symposia, alongside publications and exhibitions produced at the school, in the UK and abroad. In addition to its main Bloomsbury campus, the school operates a 350 acre working woodland in Dorset, where students and teachers are building a rural campus. The school also operates a global visiting school that sends teachers and enrols students in 50 or more design workshops and short courses on five continents every year.

Association Overview

The Architectural Association was founded in 1847. It is an educational charity as well as a company limited by guarantee, and it is a membership society that currently includes c. 4,000 members world-wide, including (but not limited to) AA alumni and graduates. The AA is directed by the AA Council, 18 members elected from within the Association, and who serve as company directors and trustees of the charity. The AA Council delegates the day-to-day management and running of the organisation to the School Director.

AA Foundation

A separate AA Foundation accepts and manages gifts made to the AA for the
purposes of supporting the Association and its students. The Foundation currently manages a long-term fund of c. £3 million. From investments made within the Foundation, a transfer of c. £200k is made annually to the school, which funds a number of scholarships and bursaries made available to AA students. The AA itself funds another c. £500k in annual bursaries, and contributes another £200k of financial assistance, making a total of c. £900k per year of financial aid given to AA students. The AA seeks to increase this annual amount significantly over the coming years.

**AA Business Model**

The AA is a self-funded organisation. Circa 85% of its annual £15m turnover is related to income generated by student fees. Additional income is generated by membership fees, and subsidiary company (AA Publications) sales. The association includes two subsidiary companies that govern Hooke Park activities in Dorset, and AA Publications, which produces books and is a well-known architectural publisher with an international reputation.

**Current & Recent Fundraising Activities**

For much of the past 20 years the AA has included an internal fundraising development office. It has been closed for the last two years while the AA established a strategic fundraising plan for the future which is now in draft. This office (of one or two members of AA staff) was responsible for managing donor and partner gifts, setting campaigns, and leading day-to-day fundraising activities. It has been 17 years since the AA has led any kind of special fundraising campaign (in 1997, in celebration of the AA’s 150th anniversary) Funds raised by the AA in the form of legacies, bequests, or special gifts have gone to supporting scholarships & bursaries, special academic projects (like the building of summer pavilions), support of public programme activities (including public lectures, publications and exhibitions), and capital development/building works.

In recent years the AA has received several of its largest-ever donations and gifts. These have included cash gifts made in the name of individuals and/or families. These have included a £1.2m gift and another £600k gift funding Hooke Park; £500k for scholarships for students from Eastern Europe; an initial £200k of a pledged £1m bequest to fund building works; and several smaller £100k-sized amounts for scholarships, students awards and prizes.

The AA Membership Office maintains a database of all members. The Director’s Office currently maintains records of past donors and outside partners whose gifts and donations support the school.

In 2013 the AA and the AA Foundation signed a memo of understanding that includes an agreement to aim outside gifts and funding to the Foundation, who will continue to manage the long-term investment of major gifts.
Recent AA Projects & Developments

During the past few years the AA has undertaken several important developments, which provide a backdrop to its current fundraising objectives and ambitions. These include:

- A consolidation and then expansion of the school, in terms of its population, course variety, and physical resources
- A building acquisition project that has included the doubling of the AA’s floor area, and re-organisation of the school to bring all students and teaching back to Bedford Square
- An initial wave of 25 smaller interior renovation/improvement projects in key teaching and learning spaces
- An ‘Essential Works’ phase of larger (upwards to £700k) building works, which has yielded new workshop and improved internal connections
- Three new buildings in Hooke Park, and an annual building programme of small-scale experimental buildings designed by AA students & teachers
- The 2008 launch of the AA Visiting School, now operating across five continents and 50+ short courses
- A series of high-profile summer pavilions designed and fabricated by students of the school.
- The hiring of 100+ new teachers working across the school
- An expansion of the Public Programme to include international exhibitions, publications and special events
- The 2012 internal formulation of the AA2020 Plan – a major Capital development
- Plus other projects, scholarships and bursaries.

Five-Year Strategic Aims of the School

In 2014 the School Director recommended to the School and Association an update to the previous five-year strategic plan of the school. This includes the following key aims:

- Maintaining and enhancing the reputation of the school
- Continuing to attract the world’s best teachers and students in architecture
- Ensuring the School’s ongoing academic independence (potentially, in the form of securing degree awarding powers)
- Managing the uncertainties surrounding current UK visa/immigration regulations, and the government’s policies regarding international students
- Delivering the capital improvements outlined in the AA 2020 Plan
- Reaching out and broadening the connections between the AA School and AA Members world-wide
AA Media & Outside Information

Within the (relatively) small world of architecture, the AA is extremely well-known. Owing especially to its legacy and (for more than 40 years) its demographics, its reputation is truly international. Recognition within architecture, however, does not readily extend to other fields, or to broad portions of the public, or to the UK government.

The AA maintains a robust internal communication strategy, which can be built upon as part of a larger fundraising campaign. In recent years, the AA has not sought out private or public funding as part of any larger campaign or drive. The AA, mostly in the form of the work of its students, appears regularly in media and outside publications, especially architecture and trade press, with little broad outside exposure beyond architecture. The AA does not currently have a dedicated communication office or manager, but does have a dedicated internal team of graphic designers, editors, an art director, and a digital platforms team.

The AA 2020 Plan

This plan is a multi-year strategy for linking together a campaign seeking outside donations, support and fundraising for the main AA school in Bedford Square. The project is named ‘2020’ to give both a time-frame for the key projects included in this effort, while also denoting the year of a major centennial (in fact three distinct centennials, which begin in 2017). 2020 will be the 100th anniversary of the creation of the AA Diploma in 1920.

Fundraising Objectives

The Architectural Association seeks to grow its annual fundraising income, so as to support its many activities and capital development plans. Current objectives already identified include:

- The AA 2020 Plan. A c. £30m multi-year plan of physical improvements to the main buildings of the AA School and Association. The larger plan breaks down into six major pieces or phases, which can be undertaken independently of one another, as funding is secured.

- Increased student scholarships and bursaries, currently £900k per year annual award, increased to £5m/year by 2020.

- Hooke Park Strategic Plan. Recently-received £1.8m gifts have funded three years of building works, and will require additional gifts to support c. £150k/year experimental student projects each year.

- Umbrella support for the AA Public Programme the AA Visiting School programme and other identified projects including exhibitions
THE ARCHITECTURAL ASSOCIATION

JOB DESCRIPTION

Job Title: Director of External Relations and Director of the AA Foundation

Reports to: School Director, (line manager) and Chairman of the AA Foundation

Responsible for: Membership office, AA Foundation Administrator, Fundraising and/or external relations staff

Main Purpose of the Job:

To develop and implement a Fundraising and External Relations Strategy in order to maximise the capital and revenue fundraising income to the AA from all possible sources against an agreed expenditure budget; to raise the profile of the AA with all relevant audiences and to develop and maximise the membership and alumni relations offering.

To manage the AA Foundation and direct its activities and responsibilities, working closely with the Board of Trustees.

Main Duties and Responsibilities:

Fundraising

1. To develop and implement the Capital and Revenue Fundraising Strategy for the AA addressing all relevant donor audiences and fundraising methods and techniques. The initial major focus of the Strategy will be on major donor fundraising, for the capital needs at Bedford Square and Hooke Park, in Dorset and for scholarships and bursaries.

2. To develop detailed action plans, timetables and responsibilities from the Fundraising Strategy for each identified donor audience and to implement these.

3. To develop and prioritise a prospect list and put in place a prospect review process.

4. To plan and implement a programme of fundraising cultivation and approaches to relevant prospects working closely with the School Director. Liaise with other AA staff and make regular reports to AA Foundation and AA Council.

5. To build, develop and utilise the network of Council members, Trustees of the Foundation and other Senior Volunteers to assist with the fundraising function. To ensure that the skills, contacts and expertise they can offer are maximised and to agree with them a programme of targeted approaches to their contacts and networks. To provide all necessary support to facilitate and assist in these approaches.
6. To put in place the appropriate level of prospect and donor research to identify and research prospects in the UK and internationally.

7. To ensure that all the necessary foundations for fundraising, policies, procedures and systems are in place, implemented and kept regularly updated including a Case for Support, attractively packaged and prioritised projects, Ladder of Giving and Benefits, Moral and Ethical Guidelines etc.

8. To ensure that systems are in place to ensure that fundraising focus is retained on the agreed priority projects of the AA and that this list of projects is regularly reviewed and updated in line with the organisational planning cycle.

9. To ensure that the capital projects for Bedford Square are packaged appropriately into fundable packages at different levels of funding and that there is clarity over the options on phasing of the project depending on funding achieved.

10. To service all donors requirements ensuring regular feedback of information and delivery of agreed benefits. To nurture and cultivate donors in order to maximise their long term contribution to the organisation.

11. To utilise the AA database to track donors, contacts and relationships. To ensure that systems are in place and kept under regular review with the Finance Department to earmark, ring fence and track donor funds.

12. To put in place and implement a plan of high level fundraising and cultivation events.

13. To prepare income and expenditure budgets for fundraising in line with the capital and revenue fundraising needs of the AA and to operate within these. To ensure that all fundraising is as tax effective as possible and that the necessary structures are in place to ensure tax effective giving from other countries.

**Communications**

14. To put in place a Communications Strategy which supports the AA’s key organisational messages, the fundraising need, attracts members and engages both alumni and potential students, and to ensure that it is implemented.

15. To work with other staff to put in place and keep up to date appropriate materials, including website, to support the fundraising and the external facing functions of the organisation.

16. To ensure that there is a programme of regular and suitably targeted communication with the AA’s donors, members, students, staff and alumni.

17. To ensure the appropriate use of social media in support of fundraising, membership marketing, alumni relations and general communications.
18. To act as an Ambassador and spokesperson for the AA/AA Foundation as and when required to external audiences, the media, potential donors etc. and to ensure that the best possible person is used to represent the organisation for each occasion.

Membership

19. To work with the existing membership team to develop a Marketing Strategy for the AA to cover membership recruitment and retention, events for members, alumni relations etc.

20. To work closely with the existing membership team on the implementation of the membership aspects of the Strategy.

General

21. To report to the School Director as one of a senior staff team, on organisational Strategic Planning.

22. To manage the activities of the AA Foundation and ensure that it complies with all the requirements of a UK registered charity.

23. To report on a regular basis to the AA Council and to the Board of Trustees of the AA Foundation.

24. To build, manage and develop the external relations staff team.

25. To undertake any other duties as may be reasonably required in the above post.
DIRECTOR OF EXTERNAL RELATIONS AND DIRECTOR OF THE AA FOUNDATION

PERSON SPECIFICATION

Knowledge/Skills/Experience

- Excellent fundraising track record, with particular experience with major donors, charitable trusts and corporates in the UK and internationally

- An interest in and empathy for the work of the AA and interest in higher education, architecture and design

- Success in delivering capital and revenue fundraising income against demanding targets

- Experience of successfully building, managing and developing a small staff team

- Experience of communications and membership marketing

- Self-motivated, dynamic, entrepreneurial, self-starter able to work largely on own initiative

- Ability to plan ahead, manage own time, work to deadlines and perform effectively under pressure

- Strategic thinker and planner with experience of both inputting to organisational strategic planning and development of fundraising/marketing/communications strategy

- First class communications, influencing, negotiation and presentation skills – and the ability to make the case effectively and enthusiastically both face to face and in writing to a range of audiences

- Excellent writing skills to produce a range of documents including persuasive funding applications, internal documents, Board papers etc. and reports to donors

- Experience of working with Trustees and Senior Volunteers and the credibility to deal with people and challenges at a high level

- IT literate

- Financially literate

- Experience of high level event organisation

- Diplomatic and capable of being a good ambassador for the AA

Salary circa £75,000 per annum depending on skills and experience
How to Apply

For further information and a discussion about this role, please email in the first instance: Kate Brooks, Jane Kaufmann Associates Kate.inskip1@btopenworld.com

Please do not contact the AA directly at this stage. Jane Kaufmann Associates are being used as consultants to manage this recruitment process.

Please apply by email by the closing date of 5pm on Wednesday 25th February 2015 to:

Kate Brooks, Jane Kaufmann Associates
Kate.inskip1@btopenworld.com

Please include in your application:

- Full CV
- Covering letter/email highlighting why you feel you are the right person for the role
- Current salary
- Notice period
- Contact details for two referees (who will not be contacted without your prior permission)

Invitations to first interview will be issued by email

First interviews will take place at the AA on Friday 6th or Monday 9th March. If you are unavailable on these dates please include this information clearly in your application.

For those selected for second interview these interviews will take place during the week beginning 16th March 2015.

Thank you for your interest in the AA and this role.

Kate Brooks
Jane Kaufmann Associates
Kate.inskip1@btopenworld.com