The Architectural Association

Head of Engagement - Information for Applicants

Installation outside the AA buildings in Bedford Square
Introduction from the AA

Thank you for your interest in the Architectural Association and this new role of Head of Engagement reporting to the Director of Development and External Engagement, Nicole Gillham. The attached job description and person specification gives information about the role and the skills we are looking for in potential candidates. 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. Please contact them if you have further questions.

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 in this new role and new department.

Thank you for taking the time to apply.

Brett Steele
AA School Director
Job Description

Post Title: Head of Engagement - Communications, Alumni Relations & Membership

Salary: Circa £50,000 depending on skills and experience

Department: Development & External Engagement Office

Reports to: Director of Development & External Engagement

The Organisation:

The Architectural Association (AA) was founded in 1847 as a public forum and learned society, with a mission to promote and afford facilities for the study of architecture for the public benefit. Its sphere of influence is truly international; the AA takes great pride that its alumni are amongst the leading internationally acclaimed architects of the late 20th and 21st century, such as Will Alsop, Nicholas Grimshaw, Zaha Hadid and Richard Rogers.

The AA is always a stimulating, creative and forward looking Higher Education organisation and now more than ever we have incredibly exciting plans for our future, building on our 150 year history. The AA has recently appointed a Director of Development and External Engagement to lead the organisation’s fundraising, membership, alumni relations and external engagement.

This is an exciting opportunity for an experienced professional to make a significant contribution to a new team in an internationally renowned and respected school of architecture, which is also an educational charity and membership association.

Purpose:

The Head of Engagement will be responsible for leading, managing and developing the AA’s engagement activities, including the existing Membership programme and establishing a new Alumni Relations programme with a focus on communications, events and international activities. Working closely with the Director of Development & External Engagement, you will develop and implement the External Engagement Strategy for the AA (covering alumni relations, membership, communications and events) and shape the programmes to engage our diverse audiences, including volunteers and donors, to underpin the AA’s Strategic Plan, delivering against key objectives.

Main duties and responsibilities:

Alumni Relations and Membership

- Shape, develop and provide strategic direction for the Alumni Relations Programme, ensuring that it is relevant to all alumni and in line with the priorities of the AA.
- Develop methods of engaging alumni to support all areas of AA activities, specifically fundraising, careers and employability, volunteering and corporate engagement, and work proactively with them in these areas.
• Take a creative approach to opportunities for membership, alumni relations and the public programme to work together for mutual benefit with joint events etc.

• Personally develop relationships with a number of key alumni, members, and volunteers, using their expertise to further develop the alumni relations and membership programmes and asking them to give their time where appropriate.

• Establish and manage a number of alumni groups and representatives, both UK and international, developing and delivering a coherent approach in line with AA brand and policies.

• Review the Membership programme effectiveness and suggest improvements, where necessary.

• Develop appropriate budgets and deliver to agreed budgets and targets.

• Ensure the consistent use of the database and ensure both you and the team keeps detailed records of all planning, actions and information.

• Put in place benchmarks and KPI’s to chart progress of development of membership and alumni relations.

• Liaise closely with the Head of Development over potential fundraising opportunities/prospects.

Communications Programme
• Develop in close consultation with the Director of Development and External Engagement and other senior colleagues the AA’s agreed ‘key messages’, to keep these under regular review, use them effectively and update as necessary.

• To manage the planning and delivery of an effective internal and external communications programme to a range of stakeholders, including online, social media and printed publications.

• Working with colleagues both within the team, and across other departments to develop and implement appropriate and effective marketing and publicity activities and materials. This could be both for specific objectives, e.g. recruitment marketing for the School, and more general corporate communications for the AA.

• Annually review the programme, measuring effectiveness and value to stakeholders and the AA.

• Review all alumni, membership and other relevant publications prior to distribution ensuring newsworthiness, appropriateness, accuracy and maximisation of opportunities to support the AA.

• Identify new and emerging communications methods and develop a strategy for using these tools to communicate to the membership and alumni communities.

Events Programme
• Take overall responsibility for the planning and delivery of high-quality alumni and membership events ensuring they meet their objectives such as raising funds, building affinity, thanking supporters, recruiting volunteers, etc.

• To be responsible for reaching targeted levels of attendance and income.
• To be active in securing sponsorship for events from known contacts, and identifying and developing new potential corporate sponsors and relationships in close liaison with the Development team.

• To work closely with the Director, colleagues, members, alumni and academics, as appropriate, to be involved with the delivery of high profile events involving with key decision makers, influencers and high net worth individuals and cultivate relationships, as appropriate.

• To produce all marketing collateral for the events programme, including online and printed, ensuring a targeted marketing approach and proper recognition of sponsors and supporters.

• To produce timely and detailed event briefings for all relevant staff including senior staff, supporting colleagues and visitors, ensuring all relevant alumni and donor information is provided, where appropriate.

• Use, and develop where required, the AA’s online systems to manage events, including marketing, bookings and payments.

• Liaise with key service and operational providers to ensure effective use of resources and quality delivery across all event elements.

Team

Direct line management of the Communications Officer, Events Coordinator, Assistant Membership Manager and Alumni Relations Manager (new post).

Contact

There will be frequent and regular contact with stakeholders (both internal and external) which will include senior staff; academic members of staff; alumni; potential and actual donors; corporate entities; students and media.

Terms and conditions

Out of hours work in the evenings and weekends will be required due to the nature of the role. The role will be based at Bedford Square, London. Some travel may be necessary.

This document outlines the duties required for the time being of the post to indicate the level of responsibility. It is not a comprehensive or exhaustive list and the line manager may vary duties from time to time which do not change the general character of the job or the level of responsibility entailed.
# Person Specification

**Job Title:**
Head of Engagement  

**Department:**
Development & External Engagement Office

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<th>Criteria</th>
<th>Essential</th>
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| **Skills Required** | • Evidence of innovative thinking in Events Management / Marketing / Alumni Relations  
• Excellent interpersonal skills and the ability to deal with situations with a high degree of sensitivity, tact and diplomacy  
• Outstanding verbal and written communication skills, including the ability to write and edit editorial pieces, prepare reports for prospects and donors, and to present confidently to audiences  
• Ability to build and maintain positive working relationships and networks at all levels  
• Negotiation skills and the ability to persuade and influence  
• Ability to work effectively under pressure and prioritise a varied workload within deadlines and to targets  
• Excellent IT skills, including all aspects of MS Office, Outlook/email and web-based packages/activities  
|               | • Excellent database skills  
• Evidence of delivering a successful Alumni Relations programme in the UK and overseas  
• Experience of delivering an organisational level wide-ranging communications programme to a variety of audiences, showing evidence of business value  
| **Attainment** | • Educated to degree level or equivalent  
|               | • Alumni Relations, PR, Marketing or Events qualification  
| **Knowledge** | • Knowledge of, and commitment to, the higher education sector and the current issues concerning alumni relations and development  
• Good understanding of the role alumni relations play in building a strong and engaged community and the positive impact effective events, communications and other activities can have  
• Ability to handle sensitive and confidential information, including an understanding of Data Protection  
|               | • A thorough understanding of the principles of mass-scale relationship management  

### Relevant Experience

- Track record of successful delivery of either a broad based high quality events programme or complex communications strategy or clear evidence of significant experience gained within another relationship management environment
- Track record of building relationships and engaging with senior individuals and volunteers
- Experience of securing significant sponsorship for events and/or raising funds from corporate entities, other organisations and individuals
- Experience of successfully leading and managing a team, including performance management
- Experience of working with a large and complex database

### Disposition

- Confidence and reliability in acting as an ambassador for the AA with diplomacy and authority
- Enthusiastic, target-driven and motivated to develop the AA alumni relations and communications programmes
- The ability to work with initiative, to take decisions and think creatively and laterally
- The ability to work calmly, effectively and with a sense of humour, both in a team and independently and to remain cheerful in times of pressure
- The flexibility to work unsociable hours (evenings and weekends) when required and to travel in the UK and overseas

- Experience of organising alumni activities / events / marketing activities outside of the UK
- Proven experience of delivery and tracking of a programme of events and communications to alumni
- Experience of working in a results-focussed external-facing environment
Development & External Engagement Structure 2016-17

KEY:
Blue = current roles
Turquoise = proposed roles 2016/17
Grey = proposed roles 2017/18
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 Saturday 24th September 2016 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

Thank you for your interest in the AA and this role. Please find further background information about the AA on the following pages.

Kate Brooks
Jane Kaufmann Associates
Kate.inskip1@btopenworld.com
The Architectural Association

Strategic Aims & Objectives, Background Briefing Information

This document provides background briefing for candidates considering applying for the role of Head of Engagement. It has been prepared by Brett Steele, AA School Director, and Nicole Gillham, Director of Development & External Engagement.

AA students at work
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 enrolls 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. It 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.

Hooke Park Campus
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. 7,000 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 recently appointed a Director, Nicole Gillham, also Director of Development & External Engagement for the AA. It currently manages a long-term fund of c. £4.5 million. From investments made within the Foundation, a grant 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 £17m 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. However, 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). Between 2012 and 2015 it was closed while the AA established a strategic fundraising plan for the future, working with JKA consultants, who also recruited the new Director of Development & External Engagement who started in September 2015.

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; a £1.5m bequest to fund building works; and several smaller £100k-sized amounts for scholarships, student awards and prizes.

The AA Membership Office maintains a database of all members. The newly re-established Development Office now 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 workshops 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 2015 the School Director led a revision of the 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 an internal communication strategy, which can be built upon as part of a larger fundraising campaign and engagement programmes. 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. £35m 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.