

Queen Margaret's

Escrick Park • York

Information for candidates
applying for the post of
**DIRECTOR OF
EXTERNAL RELATIONS**

graycell

Introduction

Our brilliant Director of External Relations has decided that she must move with her husband as he takes up a new post in the South East. She has transformed the work of our External Relations Department and we now need to appoint an equally outstanding successor to pick up where she leaves off in the Spring of 2019. Below we set the scene for you, describing the School and the post as we see them.

Thoughtful, caring, knowledgeable, independently-minded, deeply committed to the benefits of an all-girls education...

But enough about you, let's talk about us for a while.

"In an all-girls environment I've been able to try so many new things; and the staff are always there to help and encourage you. In a mixed school I wouldn't have had the confidence."

So said one Sixth Former, and we see the results as our girls go out and make their way in the world. They enter top rank universities, but it's their personal attributes – from self-confidence to soft skills such as communication and teamwork – that ease them into really interesting jobs.

Every independent school says as much, but at QM you only have to meet our girls to see the living proof.

We can focus intensely on the needs of each girl because we are a small School, and we shall stay small for that reason. The finances work at our present numbers, but we have strategic plans in place that will allow us to grow while preserving all the benefits of our current size. We do not expect Queen Margaret's to have a roll of more than 320 girls.

Meeting the targets for recruiting those pupils will be your first task, so understanding the Admissions process in a boarding school is the first requirement of this post. You must have the presence and personality to represent QM in writing, over the phone, and in person at recruitment events at home and overseas. And you will set the tone for a warm, welcoming and efficient Admissions operation. In particular we want to further diversify the international mix of our pupils; extending our relationships with the top rank of agents will be important here.



QM was founded over 100 years ago. We are now the only all-girls boarding school in the North of England, and we intend to be here, offering this unique education to parents and their daughters, a hundred years from now.

We are a traditional British boarding school. It's what our UK families and our overseas families want. Boarding defines School life at QM; it is central to our vision of developing the whole person, and it means our girls can be busy and purposeful for 12 hours a day. There is no distinction in our mind between day and boarding: this is not a Day School in disguise. Day girls are known as 'Day Boarders' because every one of them has their own bed here and regularly stays overnight.

The boarding houses are 'horizontal', with a separate boarding house for each year-group (though junior boarders in Years I and II share one house). The competitive Houses are 'vertical' (mixed-age). The girls get the best of both worlds: they make life-long friendships with their peers while learning from, and looking after, those who are older or younger.

So we have a powerful story to tell. With the Marketing team you will be at the forefront of explaining it to potential applicants; with the Admissions team you will make sure enquirers feel so welcome, so much part of the QM Family, that they can't bear the thought of enrolling anywhere else.

And – no less important – you will keep up the ties that bind together our existing family: communicating with the diverse and sometimes far-flung community of pupils, parents, governors, staff and alumnae. What we do in this respect, we do well; but there is more to be done. Straightaway, for example, you will help to introduce the new Head to the whole QM Family.

With your Events and Alumnae colleagues you will run all the big School occasions, such as Speech Day; all the reunions and other activities for alumnae; and commercial lettings during the School holidays. Through your fundraising activity you will encourage and enable those who have benefitted from QM to give back to the School; and you will develop and implement plans for increasing commercial income.

In all of this work you will need to earn the respect and understanding of the teaching staff. They know, at one level or another, that independent schools have to be businesslike to prosper; and they know that 21st century schools need 21st century professional marketing. But if they had wanted to be marketers they would not be teachers: you have to help them to help you.

You will be the brand guardian for QM; it's why you are a member of the Senior Leadership Team, and it's a sign of how seriously we take your role. As Director you will continue to develop the systems and processes that underpin External Relations work, including monitoring, measuring and reporting the results for internal and external scrutiny (eg by the Information Commissioner's Office or the Fundraising Regulator).

You will expand upon the Marketing Strategy and turn it into reality. Overall, the visual identity of the School is in good shape; investment in a new website is due in 2019, but other materials are current. Developing a wider range of public relations activity for QM is next on the list.

In promoting QM you will need to balance:

- **Tradition** (the concept of boarding; A Levels rather than the IB or BTech)
- **Modernity** (every girl has a laptop – and uses it; our energetic use of social media; QM's groundbreaking partnership with The Prince's Trust, in which Sixth Formers run their own commercial enterprise)
- **Academic ambition** (79% of A Levels were A*-B in 2018 and three current and one gap year girls gained places at Oxbridge)
- **Education in the broadest sense** (taking in Art, Dance, Drama, Music, Sport and Enrichment opportunities ranging from Sports Leaders to Leiths Professional Diploma)

As for fundraising: we already have superb facilities in our beautiful parkland setting, but we also have ambitious plans for developing the School, which you will help to bring to reality.

In addition, we seek to boost the funds available for bursaries: that is, assistance with fees for families that could not otherwise afford them. Our School is more diverse than the term 'Girls' Boarding School' may suggest – and we want to make sure it stays that way. Bursaries are a direct and effective way of achieving this. We have started a Leavers' Appeal for this purpose; you will make sure it hits its targets.

We have recently expanded the Development team, and a robust four-year plan is in place: your job will be to ensure it is delivered, refining and updating the Strategy as you go. The QM Foundation has been established as the vehicle for fundraising and maintaining relations with donors (actual and potential) in the long term. We look to you to develop the governance, strategy and operations of the Foundation and oversee the official launch of it, probably in the Autumn of next year. An Annual Fund generates support for smaller-scale activities and facilities; you will run that as well.

You will be joining a successful, self-confident School and expert, professional and friendly colleagues. We take the view that it is possible to be businesslike and human at the same time. The key word is 'empathy'. You will need to tune in to the needs and expectations of current and prospective parents, not to mention alumnae, Heads of feeder schools and others who must believe in us before they will support us.

Our new Director of External Relations has a unique opportunity to help shape the perception and illuminate the potential of this remarkable School.

Our girls today will become our parents and friends of tomorrow. You are the one who can nurture them, inform them and encourage them on that journey.

DIRECTOR OF EXTERNAL RELATIONS

The Role

You will bring leadership, strategic initiative and management to all aspects of Admissions, Marketing and Development. You will be building on the excellent work of the outgoing Director of External Relations (who leaves in March 2019) and her dedicated team.

You should have significant experience of working with independent schools' Admissions and Marketing and/or in a customer-facing role in education or business. If you know about recruiting pupils from overseas, that will be an advantage. And if you also have a grasp of fundraising and alumnae relations, so much the better.

Your External Relations colleagues are professionals who look to you to guide them and monitor them but otherwise trust them to do their job. You will need to meet the School's growth targets for admissions, alumnae relations and, in time, fundraising. Prove to us that you can inspire and gain the respect of the Staff Room!

You will be a full member of the Senior Leadership Team and will work closely with them, in particular with the Bursar. You will report to the Head and will guide (and be guided by) a sub-committee of Governors.

Responsibilities

The following list, which is in order of priority for QM, is not exhaustive but is by way of example. Responsibilities and duties may vary as the position evolves.

Leadership and Management

You will:

- Line-manage six members of staff (two of whom job-share):
 - Admissions Manager
 - Admissions Assistant (with responsibility for overseas recruitment)
 - Marketing Manager (job share)
 - Development and Events Manager
 - Development and Events Officer

Your team, together with the School Office, will give you administrative help.

- Ensure that line-management duties are carried out in accordance with employment law. (Our HR Team will provide specialist advice and support where required.)
- Ensure all your Departments' activities are managed within budget
- Promote good practice across the whole School in all aspects of external relations, supporting colleagues as required.

Admissions

You will:

- Lead the School in meeting its growth targets for UK and overseas pupil recruitment
- Systematically and regularly review and develop all aspects of QM admissions policy and procedures. As part of this review, you will monitor the results of all admissions activities and measure their effectiveness, ensuring in particular that enquiries are converted effectively and efficiently into enrolments
- Provide guidance to the Admissions team in respect of:
 - Segmenting and targeting prospective parents
 - Enquiries: building relationships and setting service standards as appropriate
 - Applications: ensuring that the whole customer experience of QM is both positive and memorable
 - Communication: ensuring all communication to prospective parents is in tune with the character and ethos of QM
 - Key metrics: analysis and reporting
 - Visits and open events: ensuring all staff understand their role in representing the School
 - Promotional events: ensuring that the visitor experience is of the highest quality
- Be a persuasive ambassador for the School at recruitment fairs and events for UK and overseas applicants
- Build and maintain relations with existing and prospective feeder schools, visiting them regularly
- Build and maintain relations with overseas agents and feeder schools and attend education events for overseas applicants in the UK and overseas
- Monitor competitors: keeping abreast of competitor activity.

Marketing

You will:

- Lead the School in all aspects of marketing, branding, PR and communications
- Systematically and regularly review and develop all aspects of QM marketing and communications strategy. As part of this review, you will monitor the results of all marketing, PR and communications activities and measure their effectiveness
- Provide brand leadership and ensure that branding guidelines remain consistent with the values, personality and objectives of the School and are met consistently across the School



- Ensure that relations with current parents and other stakeholders are of the highest standard
- Provide guidance and support to the Marketing team in respect of:
 - Marketing events: planning, delivery and evaluation
 - Prospectus and all other promotional literature: planning, delivery and evaluation
 - Local community, local and national media: fostering good relations and obtaining coverage
 - Website and all social media: planning, delivery and evaluation
 - Advertising and other promotional strategies: planning, delivery and evaluation
 - Research among the wide range of stakeholders.

Development

You will:

- Deliver and develop QM's four-year Development Plan for fundraising
- Create and deliver a programme to foster good relationships with members of the QM Family through an annual programme of events, visits, reunions and communications
- Monitor the results of alumnae activity
- Embed fundraising and the culture of philanthropy as a natural and necessary part of the School's operations
- Cultivate excellent relationships with potential donors and members of the QM Family, motivating and guiding those who contribute to the Development operation – volunteers, staff and colleagues
- Oversee the management of the School's CRM system
- Give direction and momentum to identifying potential donors and the soliciting of major gifts by the Head and volunteer leaders
- Launch and steward a suite of fundraising programmes
- Establish policies for accepting and recording gifts and thanking donors, ensuring that their gifts are used in the way they have stipulated
- Keep abreast of developments in the sector, eg charity law, tax-effective giving and the different means by which donors may give – so that you can advise donors on the best ways of supporting the School
- Establish and maintain due ethical standards in the Development operation, with a view to registration with the Fundraising Regulator.

Person Specification

Essential

- Evidence of success in Admissions and Marketing in independent schools and/or a customer-facing organisation
- The vision, energy and ability to motivate and lead others in a large and multifaceted environment
- The ability to take a strategic view
- Fluency in presenting and defending a case, with clarity of analysis, expression and reasoned argument
- Personal warmth and charisma, with a demonstrable ability to build rapport and communicate persuasively with people of different backgrounds and major influencers
- The ability to write and deliver messages that are clear, convincing and inspiring
- The ability to adapt to new situations and address problems from new perspectives with resilience and good humour
- Excellent management of information and general organisational skills
- Able to thrive in a high workload environment and be goal/target oriented
- Persistence in following through multiple projects over long periods
- An understanding of, and belief in, the aims and ethos of an independent girls-only education both in general and QM in particular.

Attributes	Essential Criteria	Desirable Criteria
Knowledge	<ul style="list-style-type: none"> • In-depth understanding and appreciation of the principles of Admissions, Marketing or customer service in an educational or related context 	<ul style="list-style-type: none"> • Working knowledge of fundraising and alumnae relations • Experience of using a CRM database and managing content effectively
Skills and Abilities	<ul style="list-style-type: none"> • Leadership of teams in multifaceted organisations • Strategic planning and implementation at senior level • Excellent written and verbal communication skills • Ability to interact well with people at all levels • Ability to maintain a strong and cohesive team • Budget management • Competence in IT 	<ul style="list-style-type: none"> • Events management • Website management • Familiarity with digital and social media • Success working with and managing volunteers and major influencers • Database/CRM skills
Experience	<ul style="list-style-type: none"> • Successful track record of meeting targets in an educational or business environment 	<ul style="list-style-type: none"> • Experience of developing and delivering a fundraising strategy
Qualifications	<ul style="list-style-type: none"> • Educated to degree level or equivalent 	<ul style="list-style-type: none"> • Professional qualification in Marketing, Admissions or fundraising • Membership of a relevant professional body
Personal Circumstances	<ul style="list-style-type: none"> • Current driving licence • Willing to attend School events, including out of hours • Willing to travel in the UK and undertake overseas visits 	
Equality	<ul style="list-style-type: none"> • Understanding and acceptance of the principles underlying equal opportunities, and commitment to them 	
Customer Care	<ul style="list-style-type: none"> • Understanding of effective customer care and management 	

The Marketing team wanted us to add: 'Must like biscuits. And cake.' But they meant, of course: 'Must grasp from day one that we like biscuits. And cake.'

Terms and Conditions

QM would like the successful candidate to start as soon as possible. There will be a probationary period of six months.

The gross annual salary will be competitive and dependent on the experience of the successful candidate. Normal working hours are 40 per week, generally across 08:30 to 17:30 Monday to Friday, but flexibility will be required. There may be opportunities to work from home on an occasional basis.

Lunches are provided in term time. QM also offers a contributory pension scheme with 8.4% employer and 6% employee contributions to a defined contribution plan.

The holiday entitlement is 38 days (inclusive of statutory Bank Holidays). Holiday taken during term time will be at the discretion of the Head. The School can allocate up to five days of the holiday entitlement to dates that it will fix to meet School requirements and such allocation is likely to arise over the Christmas and New Year period. There will also be evening and weekend working as well as overseas travel.

Applicant Information

For a confidential discussion about the role please call our adviser, Davina Fairweather at Graycell Consulting Limited on 07854 074830.

An information pack is also available by contacting Claire Tonks, Head's PA, on 01904 727621 or by emailing ctonks@queenmargarets.com.

Timetable

- The deadline for applications is midnight on Wednesday 14 November 2018
- In the last two weeks of November we will conduct an initial telephone interview with selected candidates
- Please note: we will take up references before the telephone interview. If you ask us not to contact your current employer, of course we shall not – but we shall still need to hear from one other referee
- Interviews of shortlisted candidates will take place at QM on 5 or 6 December 2018

QM is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. The successful candidate will be subject to a DBS check.

Note

Although this document is designed to give a fair picture of the nature of the role and conditions of employment, it does not represent a legally binding contract. A separate contract of employment will be submitted for that purpose upon receipt of references and acceptance of a verbal offer made to the successful candidate.





*Let your
journey begin.*

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