Introduction

At UCL, we do things differently. We know the stakes are high. But we are not afraid to take risks or have a go. A cure for cancer. A revolution in dementia care. A new approach to global prosperity. Scholarships for outstanding students. All these things are possible. Our job – your job – is to make them happen.

This year, we moved into the public phase of what is going to be a game-changing Campaign. We are supported by the UCL 2034 vision and significant investment in OVPD, giving us the resources and staff we need to achieve excellence. What does this mean in practice? It means top-level support from our leadership team. It means academic buy-in. It means giving talented people the tools they need to find new solutions to do what they do best.

But we can’t do it without people like you: people with the vision, passion and determination to make it happen. This will be a career-defining moment. So change the world. Change your life. Join us.

My job is really exciting – but by far the best part of it is my work with OVPD.”

Michael Arthur
President and Provost, UCL

Professor Michael Arthur
President and Provost

Lori Houlihan
Vice-Provost (Development)

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World-changing challenges

The OVPD team bring together donors and academics to create outstanding research.

David Newsome, Head of Projects and Proposals, says supporting new research is one of the best parts of his job. “I’m as proud of UCL as any student,” he says. “This office is right on the front line of a lot of projects that are going to change the world.” David’s most recent project has been working with academics on a multi-million pound proposal for a new Centre for Future Crimes in the Jill Dando Institute of Crime Science. “It will help them expand their research in this area,” he says. “The science can be quite complicated, so part of our job is to step back and present it in a way that potential donors can understand and see how their money will make a real difference.”

Working with leading academics is what gets Philanthropy Manager, Dr Matthew Ross, out of bed in the morning. Relatively new to fundraising, he has been in OVPD for two years, after graduating from UCL with an MA and a PhD. One of his areas is neuroscience, which includes trailblazers such as Professor John O’Keefe, winner of the 2014 Nobel Prize for Physiology for his work on the hippocampus, and Professor John Hardy, the most cited Alzheimer’s disease researcher in the UK.

“It’s also inspiring to meet the rising stars,” says Matthew. “I took a potential donor around Dr Selina Wray’s lab, where she is researching potential causes of dementia by looking at stem cells grown from patients. Standing in her lab, looking at brain cells down a microscope, and talking about how UCL is helping the UK face up to the dementia challenge, was just incredible. Those are the moments when I remember what a privilege this job is.”

One of the best parts of the role is communicating his own fascination and passion to others. “There’s so much preparation that goes into meetings with donors. It’s amazing to get an insight from the academics,” Matthew says. “Not just about the research but also the difference that philanthropic support can make.”

David and Matthew both enjoy being in Campaign. “There are lots of opportunities,” says David, “but you can also make those opportunities yourself, knowing you’ll be supported.” Matthew agrees. “It’s very exciting. There aren’t many higher education fundraisers who have experienced a campaign of this magnitude. The chance to be involved and see it through to completion is an absolutely fantastic start to my career.”

Key facts
Research
UCL is ranked joint 5th in the world, top-rated in the UK for research strength and has more than 6,000 academic and research staff. UCL’s former academics and graduates include 29 Nobel Prize winners. In 2015, UCL raised over £42m supporting research and the university.
The brightest and the best

OVPD’s work ensures that brilliant students – of all backgrounds – thrive at UCL.

When Jon Ranger contacted OVPD to set up a scholarship in memory of his wife, Dr Michelle Zalkin (who studied Child Public Health and Child Protection at UCL), it was Senior Philanthropy Manager Emily Wheeler who steered him through the process. It was, she says, one of the most satisfying things she’s ever done.

The scholarship enables exceptional students working in child protection to undertake the UCL Master’s in Paediatrics and Child Health – an area in desperate need of more expertise. “The scholarship student was so thrilled,” says Emily. “This funding has made a real difference to her life – she wouldn’t have been able to continue her education without this support. Knowing I made that difference gives me huge satisfaction.”

OVPD has doubled in size over the past five years. Michelle Moore, Head of University Fundraising, has responsibility for major gifts from £100,000 to £1m. “When I joined, there was no consistent strategy for raising money for bursaries and scholarships,” she remembers. “In my first year, we had just a few students supported by donors. Now it’s more than 250 – and that’s just current students. There are so many more who have graduated and gone on to make a difference in the world.”

How does it feel to work with students and donors? “Connected,” says Michelle instantly. “Talking to donors and then connecting them with the students who have benefited from their generosity – that’s when you really see the impact of your work.” Michelle should know. “My highlight was a student saying she wanted to thank me personally, because if I hadn’t asked, the donor wouldn’t have given. In that moment I realised how important my job is and what a difference we can make.”

And that impact is only going to grow now that UCL is in Campaign. “It’s an amazing time to join,” says Emily. “There are so many prospects for growth. I know Michelle is looking out for me and wants me to succeed. The team supports each other and we take great pride in each other’s achievements. I can see myself staying for a long time to come.”
A lifelong relationship

Our work with alumni and supporters is enabling UCL to achieve its mission.

"I feel that I have the power to make the difference – to build the relationships, to decide the process, to do the things that will enable us to deliver on the vision.

"Our alumni are our finest ambassadors," says Briony McArdle, Senior Alumni Relations Manager at OVPD. "They leave UCL and forge ahead with careers and experiences in all parts of our communities, right across the globe. We are so proud of what they go on to achieve – they demonstrate to the world the value of UCL. So it’s up to us to ensure graduation is just the start of a relationship that grows over the years. We have to understand what our alumni body wants and needs from us so we can develop programmes and activities that support them in their careers and personal lives."

Briony’s role encompasses all the many ways that alumni can stay connected to UCL, whether that’s sharing their expertise with current students, offering opportunities to fellow alumni or co-ordinating international networks. “This kind of contribution can have an enormous impact,” Briony says. For example, legal consultant Fiorina Fortunato studied law here as a postgraduate and got in touch to offer her expertise. She worked with us on the Global Citizenship programme, where students benefit from someone in the working world being their mentor for two weeks on a project over the summer. “Since then, she has led a leadership workshop for alumni at one of our professional networking events. This one person is making an incredible impact with the advice and the network she can share with students and alumni.”

The alumni team handle around 5,000 alumni queries each year and get involved in everything from reconnecting lost friends and helping to organise reunions to ensuring alumni receive the award-winning magazine, Portico, and connecting fellow alumni in a new city. A self-confessed people person, Briony says she loves interacting with supporters, whether that’s chatting with recent graduates or visiting the UCL East campus with Christine Ohuruogu (UCL Linguistics 2005). “We keep our alumni at the heart of everything we do – and do our best to make sure the service we offer is interesting and relevant to their lives,” she says.

The Campaign is having an impact, too. “One of the things that is different about UCL’s Campaign is that increasing alumni engagement is one of the objectives – it’s not all about the money. There’s a real emphasis on achieving quality, meaningful engagement,” she says. “It means that I feel that the work that I do is important to the future of UCL. It’s motivating to know that I am valued and people appreciate my contribution.”
Making every gift count

The gift services team ensures that every gift, whether £10 or £10m can make a difference.

Whether it’s a £10 monthly gift from an alum or a one-off donation of £20m from a global philanthropist, every donation to UCL is vital – and the gift services team makes sure that every penny counts.

It’s a big task: Jennie Campbell, Head of Gift Services, and her team process around seven thousand separate donations annually. The team ensures that the money goes to the right places, with the right paperwork, and that UCL says a big thank you for the gift. But there’s a lot more to their work.

Big gifts, in particular, require many careful steps. Jennie is currently working with the fundraising team on a proposal for a new centre. “There are a lot of considerations: how much will the donor give, should it be endowed, what recognition can we offer, how can we make sure that the gift isn’t costing UCL money – and then making sure that everything is documented properly.” It is hugely rewarding work, says Jennie, who has been at UCL for 21 years – she started her career as a PA. “I love working with donations that will really change something, such as UCL’s new campus on the Olympic Park: UCL East.”

The Operations function in OVPD is an outward facing, service-orientated department – gone are the days of a ‘back office’ quietly working away, rarely speaking to donors, academics, supporters or students.

A big investment in a new cutting-edge CRM system will also make a huge difference to how OVPD is able to operate. “I rarely get through a day without having a conversation with someone that our office is helping in one way or another,” says Jennie. “As a result I feel very connected to what is going on right across the University and it means that every gift that comes in feels like a true team effort.”

Jennie also gets to hear first-hand how her department makes a difference. “It can be very touching when you’re talking to someone who is making a gift in memory of a loved one,” she says. “We try to make the process as easy as possible.”

Knowing I am directly supporting the search for a cure for cancer is a great feeling

They may be going through a very difficult time, and it is good to know that the service we provide is appreciated.”

Jennie says that it is an exciting time to be working in gift services, with new opportunities opening up, and plenty of challenges along the way. “It’s always been the case at UCL that you’re encouraged to come forward with ideas. It’s very inclusive, stimulating and supportive. Those are the things that are important when you’re coming into work every day.”

The Head of Gift Services
Jennie Campbell joined UCL in 1994 and says she loves knowing her work is making a difference to research.
Working at OVPD: what it’s really like

If you want to know what it’s really like to work at OVPD, who better to ask than the team themselves?

Flexible working
Flexible working is key for Thea Sherer, Corporate Partnerships Manager, and Rosie Meredith, Strategic Philanthropy Manager. Thea works three days a week and Rosie works four. Both find that the part-time roles fit perfectly with their family responsibilities. “My role was advertised as part-time, which is fairly unusual for a really good, solid professional role with development opportunities,” says Thea. “I have two children and this role allows me to manage being around for them but also continuing to develop my career.”

The growing number of part-time roles within OVPD means that flexible working has become both normal and respected, something which has clear benefits for the team overall as it makes it much easier to attract — and retain — the best people. Indeed, it’s a strategy purposefully adopted by the OVPD Leadership Team for whom work-life balance is a real priority. “These roles appeal to people who are managing a complex home life but definitely do not want to put their careers on the back burner. Consequently, the calibre of people in part-time roles here is very high,” says Thea.

Key facts
Benefits
OVPD staff make the most of being part of the University. As a member of the UCL community you can access free lunch-hour lectures, exhibitions and museums, the Bloomsbury Theatre, UCL’s bars and cafés and subsidised membership of the UCL gym. You can even get an NUS card for a wide range of discounts.

Making change
Thea has implemented a strategic partnership with major supermarkets to channel the charge on plastic bags into dementia research.

Corporate Partnerships Manager
Thea Shierer says OVPD enables her to continue her career while being around for her children.
UCL IS VERY FOCUSED ON RESULTS AND THAT’S A REAL CAREER WINNER FOR A FUNDRAISER

A great team
The atmosphere and culture in an office make a huge difference to any role, and OVPD’s is second to none, says HR Assistant Cameron McNeil. “Happier workers are better workers!” he says. “The people are very friendly and great to work with. There’s a good variety of people here, too – we have people from all over the world, so it’s always interesting to chat to them.” Cameron is also a fan of the monthly all-staff meetings. He says they’re informative, fun, are a great opportunity to find out what others are up to, and are usually followed by drinks and nibbles. “We also often have lunch together in our communal kitchen and drinks after work – those informal social occasions are just as important.”

Challenging, interesting work
Alongside that informality runs a culture of challenging work coupled with opportunity. “I find my work very interesting and rewarding, and I really enjoy the responsibilities,” says Cameron. Indeed, being supported to innovate, upskill and improve is a huge part of OVPD’s appeal. Matthew Ross joined OVPD as a Prospect Researcher – his first higher education fundraising role (to read more about Matthew’s work, see page 3). He felt that working within major gifts would fit his skillset perfectly, and his managers were happy to give him the opportunity by initially creating a hybrid role of 40 per cent research, 60 per cent major gifts. In fact, Matthew is about to move to a full-time major gifts role, fully supported by his managers. “I felt supported from the first time I came through the door at OVPD as a volunteer, wanting to find out what this fundraising thing was all about,” he says. “Today, my managers are enabling me to gain experience and get to know major gifts, as well as helping me work out where I fit within fundraising in the long term.”
The Deputy Director of Development
Angharad Milenkovic joined UCL from the NSPCC in 2009 and now leads a team of around 30 major and principal gift fundraisers.

Key facts
Benefits
Not only does working at UCL offer the chance to work with some of the greatest intellects in the world, it also offers competitive terms and benefits to its staff, including a generous 33 days leave. In fact, 83% of staff say they would recommend UCL as a good place to work and 86% say they are proud to work here.

Expectations are high and we work hard, but the rewards are huge. It’s just an amazing place to work.

Professional development
Angharad Milenkovic, Deputy Director of Development, came to UCL from the NSPCC, where she worked with fundraising volunteers. She was eager for the opportunity to handle major gifts and was so keen to come to UCL that she took a step back in her first role, going from being a team head at the NSPCC to no longer having those responsibilities at UCL. However, it didn’t take her long to find a new team, using all the development opportunities available.

“I rapidly moved through the structure to being head of the team I joined,” she says. “I’ve been in three different roles and have learnt a huge amount, not least through informal access to UCL’s senior management team, including President and Provost, Professor Michael Arthur, the Vice-Provosts and Deans. I’ve found that they take the time to discuss things with me and that my opinion is valued – I think that’s very unusual. There’s also formal training on offer. I was able to undertake a strategic, nine-month leadership course for senior managers right across UCL, which is the best training I have ever done.”

It’s an environment that rewards performance, says Angharad. “I’m always seeing opportunities for good people,” she says. “Expectations are high and we work hard, but the rewards are huge. OVPD invests in us and I feel trusted. We are encouraged to find new ways to do things, to be innovative about how we do what we do. I really enjoy working here – I have a spring in my step every day.”
Equality, Diversity and Inclusion at UCL

UCL is proud of its radical history with respect to Equality, Diversity and Inclusion (EDI)

Fostering a diverse learning and working environment that cultivates authenticity and inclusion is crucial to innovation and therefore the University’s success. Equality objectives are a key feature of the annual performance plans of each member of the Senior Management Team and individual members are held to account by the Provost. Objectives of UCL’s EDI Strategy include tackling under representation of female, Black and Minority Ethnic (BME) and Disabled staff in senior grades and improving the consistency of experience and support of staff and students around pregnancy, maternity, paternity, childcare and caring responsibilities. UCL is a founder member of the Athena SWAN Award scheme, seeking recognition for good employment practice for women in science, technology, engineering, maths and medicine in Higher Education to support the recruitment and retention of female students and staff. UCL’s success in this area has been acknowledged with the award of Athena SWAN Silver status for the university.

In 2015 UCL became one of the first universities in the UK to be formally awarded for its efforts to understand, and take steps to address, racialised inequalities in the academy. The University was one of only eight institutions to receive a Bronze award for the Race Equality Charter for higher education. The Race Equality Charter is a national scheme aimed at improving the representation, progression and success of BME staff and students within higher education. Its purpose is to inspire a strategic approach to making cultural and systemic changes that will make a real difference to BME staff and students.

Further information is available at the following links:
www.ucl.ac.uk/hr/equalities
www.ucl.ac.uk/news/newsarticles/0815/13082015-race-equalitycharter-ucl
The Role

Job Title
Director of Strategy and Operations

Location
Office of the Vice-Provost (Development) (OVPD)
2nd Floor, Central House
14 Upper Woburn Place
London, WC1H 0NN

Reports to
Vice-Provost (Development)

The Team
The Director of Strategy and Operations is a senior leadership role in the Office of the Vice-Provost (Development) - also known as the Development Office - and is one of two directors who report directly to the Vice Provost (Development). This role operates in tandem with the Director of Development whose work is focused on the external-facing aspects of delivering the fundraising and engagement targets for the UCL Campaign.

The wider OVPD Leadership Team consists of seven colleagues who meet regularly to agree strategic priorities and review operational delivery.

There are 75 colleagues in the OVPD as a whole. Strategy and Operations comprises 28 staff working across five teams:
- Supporter Data
- Prospect Development
- Gift Services
- Resources and Planning
- Campaign Coordination

We are a high-performing customer-focused team, delivering expert guidance, systems and services to the Development Office, the wider UCL community and to our supporters.

Main Purpose
To lead on strategy development and implementation for the OVPD and the Campaign. Making use of strategic plans and evidence-based decision making to harness UCL’s potential for philanthropic giving and alumni engagement to enable the institution to fund and deliver on its considerable ambitions.

Act as Campaign Director and ensure the OVPD’s activities coordinated and focussed on delivery of the Campaign’s income and engagement targets.

Identify and develop relationships with strategic fundraising partners and work with key UCL leaders to ensure partnerships are scoped effectively and that outcomes from partner activity effectively meet the needs of UCL and our supporters.

Provide strategic direction for the OVPD Strategy and Operations function.

Key Criteria for Success
After 12 months in post, you will have:
- Gained a thorough understanding of UCL2034 priorities and how the Campaign will support these and of how a university development operation functions
- Developed an implementation plan for the new OVPD Strategy 2021, including having undertaken a resource allocation exercise to identify where further capacity may be required
- Built on team strengths to further develop capacity within Strategy and Operations to provide agile, innovative and effective support
- Evaluated key risk areas and created plans to mitigate them
- Started the roll-out of MySupporters into faculties and other key UCL departments
- Established relationships with all the existing anchor partners and further developed the relationship with the Olympic Park/UCL East partnership
- Established credibility with the Provost’s Senior Management Team, the Professional Services Leadership Team, the Faculty Managers and within the OVPD
- Maintained a focus on UCL’s gift acceptance procedure ensuring the Gift Acceptance Committee are able to make strong ethical decisions

Salary
This role is a Grade 10 post, offering a competitive salary and benefits package. There is normally a ‘cost of living’ pay increase effective from 1 August each year.
Key Responsibilities

Leadership and Strategy

- Lead on strategy development and implementation across the OVPD. Ensure effective strategic objectives and operational plans are in place to deliver world-class philanthropic and engagement outputs and outcomes.
- Deliver vision and direction to the OVPD Strategy and Operations team, creating and enabling a high-performing, business-minded culture.
- Provide valuable leadership across UCL on Development strategy and operational matters, including advising the Provost and his senior management team.
- Efficiently operate as a visible and active member of the OVPD Leadership Team, internally and across UCL, and deputise for the Vice-Provost.
- Represent the office and UCL at relevant internal and external events, on committees/working groups, by contributing to UCL strategy formulation, and in providing consultation responses and raising the UCL profile across the sector.

Campaign Management

- Working as Campaign Director, co-ordinate all aspects of UCL’s Campaign; review and refine Campaign strategy, ensure targets and milestones are in place, work with colleagues to ensure delivery of work-stream priorities and the Campaign is on track for success.
- Oversee the management of the Internal Campaign Steering Group. Chaired by the Provost, ICSG includes colleagues from UCL’s senior management team.
- Ensure that management information on Campaign progress is regularly analysed and reported on in an accurate, efficient and timely manner, with clear action-planning taking place in response to management information.
- Lead a programme of activities designed to engage UCL staff in the Campaign, working in partnership with the Supporter Communications team. Ensure there is appropriate account management for all internal key stakeholders.
- Act as a proactive internal ambassador for the Campaign and ensure the Development Office and staff across UCL have the tools to do the same. Ensure potential issues are identified at an early stage and use well-honed influencing skills and stakeholder management to analyse and remove any barriers to delivery.
- Undertake proactive Campaign partnership development: seek opportunities for strategic partnerships, and develop relationships with partners in relation to fundraising and engagement priority projects.
- Ensure appropriate collaboration agreements are in place. Oversee the account management of existing Campaign partners.
- Lead UCL’s due diligence/gift acceptance process and act as Secretary to the Gift Acceptance Committee.

Managing People and Resources

- Ensure the right level and type of resources are in place to enable success for the Campaign and for UCL to deliver fully on its potential for philanthropy and engagement.
- Oversee the effective and prudent deployment and management of the OVPD annual expenditure budget, currently in the region of £6m.
- Provide strategic direction for development of the UCL alumni and supporter database, MySupporters (Blackbaud CRM). Maintain a strategic relationship with key systems providers and collaborate with colleagues in other universities to influence product development.
- Champion and provide leadership for the OVPD ongoing talent management programme, to ensure we continue to recruit, develop and retain our excellent people and encourage a diverse workforce.
- Role model the office’s key values and build a culture and processes that enable innovation and thoughtful risk-taking.
- Ensure direct reports are well-equipped to create and maintain teams that are business-minded, highly-adaptive and deliver on ambitious objectives and targets. Make sure they have the right opportunities to enable them to develop themselves and fulfill their potential. Working within a culture where they are able to seek and apply learning from global leaders in their field.
- Utilise a coaching style of management to support direct reports and ensure they feel empowered to make things happen.

Note: This job description reflects the present requirements of the post. As duties and responsibilities change and develop the job description will be reviewed and be subject to amendment in consultation with the post-holder.
# Who are we looking for?

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| **Experience and knowledge** | • A leadership position in a complex operations role in higher education, not-for-profit, or a comparable sector  
  • Demonstrable experience of formulating and successfully implementing strategy at either organisation level, or divisional level within a large and complex organisation  
  • Evidence of establishing credibility with senior staff and engaging with multiple internal and external stakeholders to understand and shape requirements and deliver solutions that meet organisational strategic aims  
  • Experience of strategic resource management, including using development planning to get the best out of teams  
  • Substantial experience of effectively leading large teams and managing change. Crafting teams that are the appropriate size and shape to deliver strategic objectives as priorities change  
  • Evidence of continuing professional development | • Practical management experience; preferably in at least one of: prospect research, database management, gift administration, or supporter operations, within a fundraising environment  
  • Experience in a large complex university setting  
  • Experience of co-ordinating a campaign of similar scale  
  • An understanding of the Higher Education landscape  
  • An undergraduate degree or with equivalent experience |
| **Skills and abilities**    | • First class leadership and people management skills  
  • Excellent communication skills, both in writing and face to face, with an ability to sensitively match communication style to varying audiences  
  • Outstanding interpersonal and influencing skills that enable the development of effective working relationships at all levels across UCL  
  • Perceptive, with excellent judgement and highly developed emotional intelligence  
  • Exceptional organisational and planning skills, with the ability to focus on the things that matter and to empower others to do the same  
  • Solutions-focused with strong analytical and problem-solving skills | • Proficient user of a CRM system, ideally a Blackbaud product |
### Who are we looking for?

(continued)

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| **Skills and abilities (continued)** | - Able to understand, analyse and communicate technical issues  
- Able to manage activities in areas outside own direct experience  
- Commercially astute; with a level of numeracy that enables effective analysis, modelling and forecasting of income and expenditure |  |
| **Attributes**     | - Believes in universities as worthwhile philanthropic causes  
- A strong commitment to equality, diversity and inclusion  
- Resilient, able to work well in a fast-changing environment, sometimes under pressure and managing conflicting priorities  
- Works collaboratively; builds and maintains productive relationships with others  
- Strives for excellence and seeks to exceed the expectations of supporters and customers  
- Takes responsibility and encourages others to do the same  
- Creative and looks for new and different ways to deliver results  
- Is a supportive and generous colleague  
- Remains focussed on results and impact |  |
Next Steps

UCL will be supported in this appointment process by the executive search firm Perrett Laver. Perrett Laver will assist in the assessment of candidates against the requirements for the role and in identifying the widest possible field of qualified candidates.

Applications should consist of the following:

- A comprehensive curriculum vitae along with a covering letter setting out your interest in the role and details of how you match the required criteria.
- Details of your latest salary, notice period and names of three referees, together with a brief statement of the capacity in which they have known you. Referees will not be approached until the final stages and not without your prior permission.
- Telephone contact numbers (preferably daytime and evening/mobile) which will be used with discretion.
- All candidates are also requested to complete an Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist the University in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Excited? Get in touch.

Contact

If you would like an informal conversation about this role, please contact Stephanie Morison, Consultant at Perrett Laver on +44 (0)20 7340 6272 or stephanie.morison@perrettlaver.com.

To apply

The preferred method of application is online. Please visit www.perrettlaver.com/candidates, quoting reference 2763.

If you are unable to apply online, please contact Stephanie Morison using the details listed above.

The closing date for applications is noon GMT, Wednesday 16th November 2016.