

# The Director of Development & Alumni Relations



**Royal College of Art**  
Postgraduate Art & Design



## The Director of Development & Alumni Relations

### **Thank you for your interest in the role of Director of Development & Alumni Relations**

The Royal College of Art is seeking to appoint its new Director of Development & Alumni Relations who will report directly to, and work closely with the Vice-Chancellor to diversify the RCA's income and endowments. The Director of Development & Alumni Relations is a unique opportunity for an experienced, creative, and innovative individual to make a significant impact in higher education and contribute to the growth and success of the world's leading university of art & design.

The Royal College of Art (RCA) is the crucible of talent that has driven the UK's reputation as a world leader in the creative industries since its foundation 185 years ago. Our students light up the fields of arts, design, architecture, and the humanities and use their incredible creativity to tackle global problems, from climate change to ageing populations.

Philanthropy has played a significant role in the life of the RCA. Our current campaign, Generation RCA, which launched publicly in 2019 has already made very significant progress towards our £100 million target to secure the future of the RCA, supporting new fields of creative practice and intellectual inquiry, catalysing new solutions to global challenges. GenerationRCA has focused on supporting people, places and projects and recently celebrated the opening of a new 16,000 sqm building designed by Herzog de Meuron, with some £46m of philanthropic support and an exceptional grant of £54m from HM Treasury.

We want to build on the success of our current programme, expand our supporter base and increase philanthropic income by reaching our campaign target by 2027 while simultaneously, shaping the crucial, next phase of major philanthropic support for the decade ahead. We are looking for a new Director of Development & Alumni Relations to lead this endeavour. Working closely with me, senior colleagues and our Council, this role is a crucial one for the RCA. An early priority will be the development of our historic Darwin Building in South Kensington, but more broadly a step change in philanthropic giving will allow us to champion the impact of our students, support them with the facilities and scholarships that they deserve, and maintain our relationships with them long after they graduate. This is a career-defining position for an inspirational and strategic development professional, with the potential to build upon the RCA's impressive networks and constant stream of positive stories, to maintain existing relationships and build transformational new ones. I hope the information in this document, and on our website, encourages you to apply to be part of the RCA senior team, and I look forward to working with the successful candidate.

### **Dr Paul Thompson**

Vice-Chancellor, Royal College of Art

## Introduction

The RCA is the most influential university of art and design in the world. A national asset with a global footprint, the RCA attracts talent from all of Britain's communities and 75 countries around the world. It is an important fountainhead for the UK's creative industries, training the leaders of major design-led corporations, architects, artists, writers, and curators at leading cultural institutions across the world.

Founded in 1837, the Royal College of Art is the world's largest community of postgraduate art and design students. It is also the oldest art and design university in continuous operation and has been ranked as the world's number one art & design university for a remarkable nine consecutive years (QS World Subject Rankings 2015–23).

The RCA is research-led, and recognised in the UK-wide Research Excellence Framework (REF) as the UK's most research-intensive institution – with an increased proportion of the College's outputs classed as 'internationally excellent' and 'world-leading' in the most recent REF assessment of 2022.

Studying at the RCA is the starting point for the world's creative leaders. With more than 20,000 RCA alumni across the globe, the RCA's graduates form a unique international network of artists, designers, creators and innovators. Every year, RCA alumni are recognised as leaders in their discipline, making national and international headlines for their work, which shapes the world in which we live. The College's graduate start-up incubator, InnovationRCA, is one of the most successful in the UK with a high proportion of female start-up founders and a high 'survival' percentage after five years of trading.

Over 2,700 students are spread across four schools, studying at Graduate Diploma, MA, MPhil, MRes and PhD levels, with plans for this to rise to 3,300 by 2027. The College's mix of professionalism and creative freedom, together with its renowned academic community and rigorous academic framework, provides the ecosystem in which students flourish and achieve their highest potential.

The RCA espouses a hybrid approach, supporting 'traditional' making and technical skills in fine and applied art and design alongside the foundational sciences, engineering and technology which underpin designers' ability to solve today's global challenges. The RCA champions the value of interdisciplinary learning, and was the first art and design university in the world to implement a STEAM (Science, Technology, Engineering, Art and Design and Mathematics) academic vision, with investment in new faculty posts in Materials Science; Computer Science and Robotics alongside art and design disciplines. By applying creative insights to evidence-based science, its staff, students, researchers and start-ups are addressing major global challenges such as rapid urbanisation and transport; loss of biodiversity; ageing populations; unsustainable levels of consumption and production; and the rise of AI.



## Strategic Plan 2022–27

The Director of Development and Alumni Relations will play a vital role in helping the College achieve its strategic objectives over the coming years. The RCA's Strategic Plan 2022–27 is attached. During this time, the RCA's strategic vision is to increase its influence on the world stage of globally ranked universities, punching significantly above its weight, and attracting, supporting and convening the world's most talented faculty, students, artists, designers and creative leaders.

The RCA will remain an independent, postgraduate institution with a sharply distinctive and fresh research agenda and a research-driven approach towards our taught programmes that keeps it always one step ahead. It will focus on areas of expertise that only the RCA can offer – including some big-bet propositions where there is an appetite for well-managed risk and a preparedness to enter new ventures with new associates. The RCA will lead in new fields of creative practice and intellectual inquiry where we believe creative insights and a uniquely RCA perspective will catalyse new solutions to global challenges. The Director of Development and Alumni Relations will be a core part of the team that makes this happen.

The RCA recognises that the winning formula must be built upon a diversity of student talent with a taught Master's model that is more inclusive, affordable and better suited to twenty-first century lifestyles and careers.



The Strategic Plan includes the roll out in 2022/23 of an entirely new model of delivery for the RCA's taught postgraduate programmes to support access, widening participation and student flexibility; it underscores the RCA's commitment to remain the world's most research-intensive art and design university; and it commits to a number of equity and diversity goals which will lead towards the RCA becoming an anti-racist institution. Many of the initiatives within the former and current Strategic Plan are predicated upon the success of a very active comprehensive capital campaign, entitled GenerationRCA that launched in early 2019 and which has raised over £85m to date against a goal of £100m. GenerationRCA supports major capital projects, professorial posts, student financial aid and scholarships. The College's five-year Financial Plan assumes c.£45m of new cash receipts will be secured between 2022–27.

The Strategic Plan is 'twinned' with an underlying Operating Plan which outlines the delivery and KPIs which will enable the institution to deliver its ambitious strategic plan.

## People

Prior to the death of Her Majesty, the RCA's Royal Visitor (Patron) was HRH The Prince of Wales; however, His Majesty King Charles III's office has yet to confirm which institutions he will continue to serve as a Patron, following his accession to the throne. The RCA's Chancellor is Sir Jony Ive, and the Pro-Chancellor and Chair of Council is Sir Peter Bazalgette (please see link to Council independent members' biographies). The RCA's Vice-Chancellor – the CEO of the institution – is Dr Paul Thompson, who joined the College in 2009.

The RCA's academic faculty bring world-leading expertise and industry knowledge to the tutorial-based model of teaching. There is a core academic and research workforce of 230 FTE, supported by around 170 Associate Lecturers and a wide range of Guest Lecturers who bring 'live industry' experience into the taught curriculum – for example, Amin Taha of GrantOn design, whose work was twice shortlisted for the RIBA Stirling Prize in 2017 and 2021, teaches in the School of Architecture; and Yao Yingjia, who is Vice President and Chief Designer at Lenovo teaches in the School of Design.

The RCA operates a high staff-to-student ratio, combined with contemporary and industry-focused teaching perspectives. It also employs a team of 75 highly skilled technicians, many of whom themselves have postgraduate qualifications in their fields of specialism, which range from rapid prototyping and subtractive manufacturing to film and sound engineering, and from digital modelling to metal fabrication and jewellery making.



## Alumni

The RCA's alumni are sought after and highly prominent in a wide range of industries, from the Apple design studio in Cupertino, California, to the automotive sector in Sweden (Polestar, Volvo) and Germany (VW Audi Group), to fashion in India and Italy. Others go on to work for NGOs, start-ups, not-for-profits and government, or form parts of collectives or interdisciplinary teams. The cultural and social benefits of their work was felt at the heart of the London 2012 Olympic Games, in the winning roster of artists in the Turner Prize, and in clinical settings, helping design out medical errors in hospitals. The Booker Prize winner of 2021 was Douglas Stuart, with his novel Shuggie Bain. Douglas studied Fashion at the RCA.

The RCA's reputation for producing creative leaders started with the world's first industrial designer, Dr Christopher Dresser, and radical social reformer Sylvia Pankhurst in the nineteenth century; with landscape designer Gertrude Jekyll, illustrator Kate Greenaway, and architect of New Delhi, Sir Edwin Lutyens OM in the Edwardian era. The College is well known for its roll call of major figures on the international stage over the past century: Henry Moore OM, Dame Barbara Hepworth DBE, Bridget Riley CBE, David Hockney OM, Sir Peter Blake, Sir Ridley Scott, Dame Zandra Rhodes, Sir Frank Bowling, Rose Wylie RA OBE, Ian Dury, Sir James Dyson OM, Tracey Emin RA CBE, Chris Ofili CBE, Sir Anthony Finkelstein, Dame Magdalene Odundo, Sir David Adjaye OM, Erdem Moralioglu MBE, Philip Treacy OBE, Julian MacDonald OBE, Christopher Bailey CBE, Lubaina Himid CBE and Thomas Heatherwick RDI, CBE. This sustained roster of talent over three different centuries is unmatched by any art and design college in the world and continues to grow.

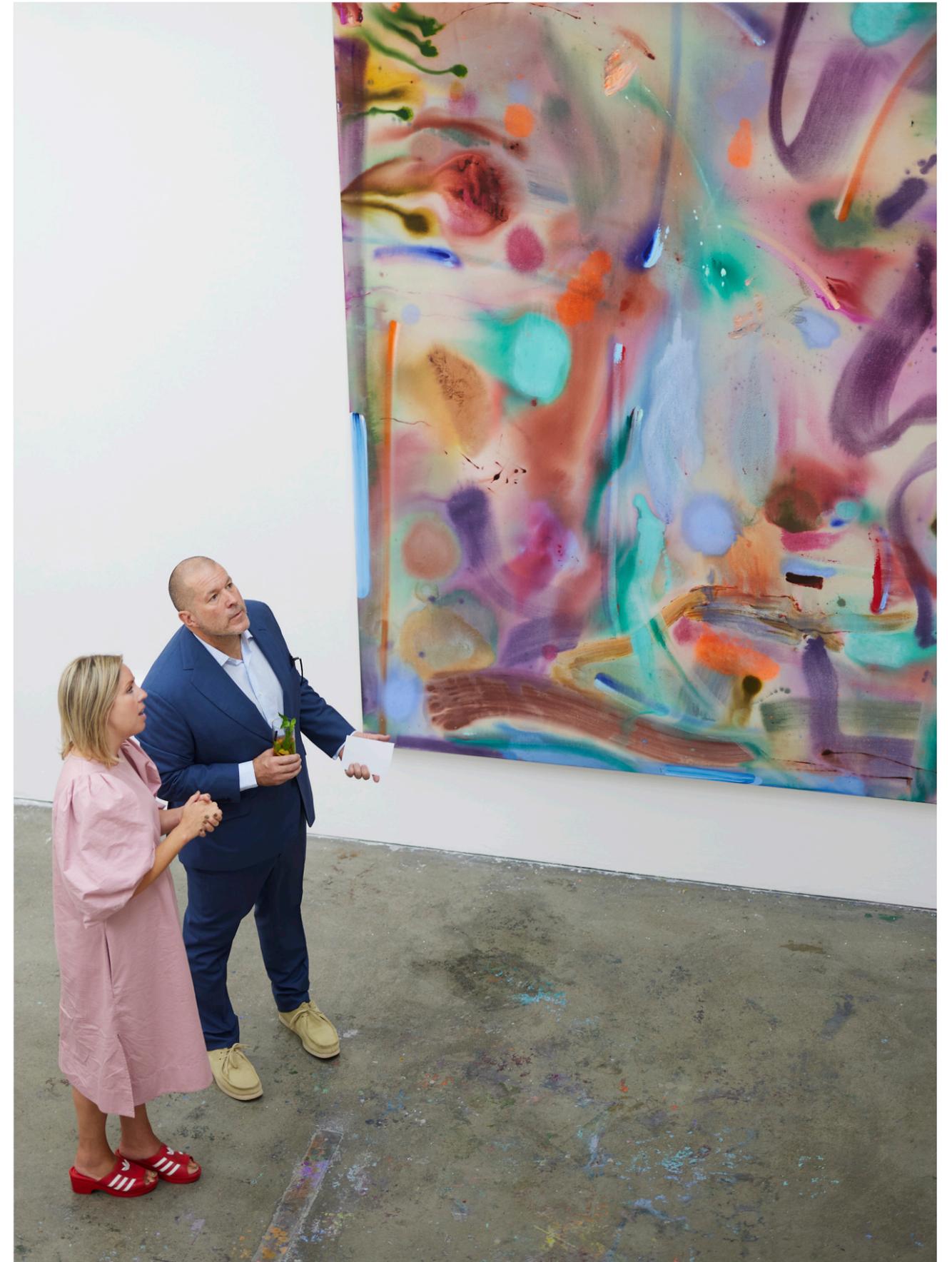
In the first two decades of this century, the RCA has continued to produce rising stars such as Nick Foster, a Royal Designer for Industry and Head of Design at X (formerly Google X), Google's 'Moonshot' factory; Max Missoni, Chief Designer at Polestar; Miklu Silvano, Senior Vice President and Chief Designer at Bang & Olufsen; Bianca Saunders and Saul Nash, both founders of successful eponymous fashion houses; Hoor Al-Qasimi, founder and director of the Sharjah Art Foundation art biennial and architecture triennial; sculptor Thomas J Price; Professor Deborah Landis, Director of the David C Copley Center for Costume Design at the University of California; photographer Coco Capitán; Oscar-winning animator Suzie Templeton; Dr Zoé Whitley, Director of the Chisenhale Gallery and Victor Wang, artistic director and chief curator of M WOODS Museum in Beijing; Turner Prize-winners Oscar Murillo, Helen Cammock and members of the Assemble collective. The Royal Designer for Industry is the highest accolade for designers in the UK, and only 200 can hold that title – at the moment, 41 are RCA alumni

Our alumni play a vital role in the RCA, serving as mentors, visiting professors, and ambassadors for the university. Several of our most generous donors who have contributed significant seven-figure gifts, are alumni, including Lady Helen Hamlyn and Sir James Dyson.



## Donors

The RCA is proud to include some of Britain's best known and most prestigious family foundations as its supporters: the Garfield Weston Foundation has contributed substantial donations over a thirty-year period to the RCA. The Linbury Trust (Sainsbury Family Charitable Trusts), Clore Duffield Foundation, Helen Hamlyn Trust, Wolfson Foundation are all 'repeat' donors to the institution. And the GenerationRCA campaign has been particularly successful in enthusing new supporters from the US West Coast and Silicon Valley: Apple, Logitech, Snap, the Spiegel Family Foundation, and the Annenberg Foundation.





## Financial background and operating model

A link to the latest Annual Review and Financial Report 2021/22 may be accessed here:

<https://www.rca.ac.uk/more/organisation/corporate-publications/>

The RCA is set to generate a turnover of £100m in 2022/23 – its largest operating budget to date.

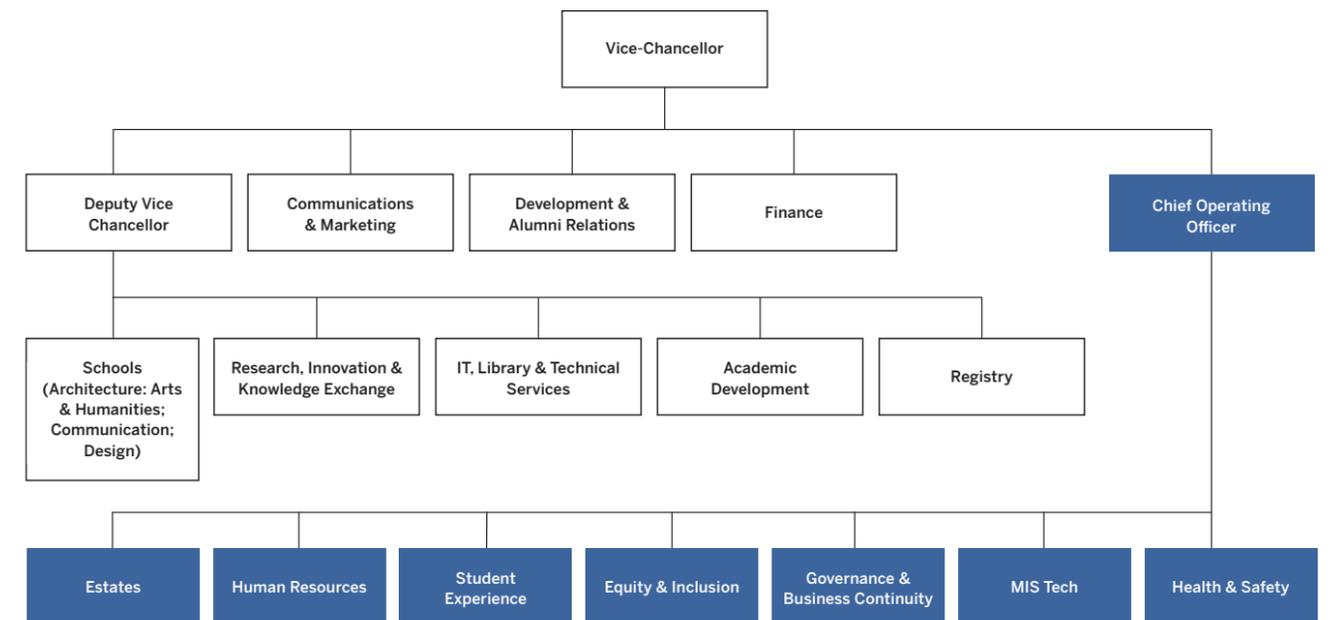
Staff costs comprise some 50% of expenditure, which is in line with the Higher Education sector.

As a postgraduate only university, the RCA is allowed to set its own fee levels for both UK and International students (unlike the UK undergraduate fee, which is capped at £9,250). Over 75% of the RCA's income is derived from tuition fees. 13% comes from Government funding (UK Research & Innovation grants and a specialist income stream from the OfS which is awarded to specialist institutions which are peer reviewed as being 'world leading'). This specialist income stream is used to subsidise the 'gap' between the fees paid by UK students and the full economic cost of their study.

In 2021/22, the RCA received £17m of cash and new philanthropic pledges – its highest ever level of philanthropic support.

The 5 Year Plan for 2022–27 forecasts likely development cash receipts of £45m over the five-year period 2022–27 (this includes the £7m remaining for the new Battersea campus and £10m for the Darwin Building figures cited in relation to the 'places' pillar of GenerationRCA below). The Sir Frank Bowling scholarship fund disburses £1m pa from the College's own operating cash surpluses which is separate from and in addition to the philanthropic scholarship and student aid support.

## The organisational structure



## Introduction to the role of Director of Development & Alumni Relations

The Director of Development & Alumni Relations is the RCA's chief development officer, and is responsible for the oversight, planning, and implementation of a development programme that secures significant financial resources from high net-worth individuals, foundations, corporations, and industry partners globally to support the RCA's ongoing priorities and new initiatives.

The successful applicant will lead the engagement and development of the College's global alumni network, as well as advance the College as broadly as possible through thoughtful partnerships in collaboration with the RCA's senior management team.

The Director of Development & Alumni Relations is one of 16 members of the senior management team, which meets monthly to review strategic objectives and operational goals. As such, the DDARO will be expected to contribute to pan-institutional projects and objectives.

The Director of Development & Alumni Relations reports directly to the Vice-Chancellor and is required to work closely with the Pro Chancellor & Chair of Council, Sir Peter Bazalgette, other members of Council, the Deputy Vice Chancellor & Provost, and senior academics. They will be required to work in close partnership on the stewardship and solicitation of gifts from donors internationally.

During the course of the current Strategic Plan, the individual will be required to embed the notion of a 'permanent campaign' within the mindset of the College. They will seek to raise new philanthropic funds totalling at least £10m to enhance our historic Darwin Building in Kensington, support general operating endowments, support existing posts in order to relieve existing revenue budgets, and to build methodically upon our student financial aid and scholarships. At present, some 4% of turnover is expended on student support and scholarships; our strategic plan 2022–27 sees this grow to 8% by 2027.

The Director of Development & Alumni Relations will continue to spearhead the GenerationRCA comprehensive fundraising campaign from its current £85m towards its final goal of £100m by 2027.

The GenerationRCA campaign launched in 2019 and has raised the following philanthropic donations against three principal pillars: People; Places; and Projects.

*People* – the creation of two named Professorships: the Genesis Chair of Innovation and the Conran Chair of Design. In addition, a considerable number of permanent and expendable endowment funds for scholarships and student financial aid, focussed in particular on under-represented groups of students or students studying strategically important but vulnerable subjects (such as Ceramics and Glass). Notable donors to student support include the Evan Spiegel Family Foundation (founder of SnapChat) and the Hans and Julia Rausing Foundation.

*Places* – £46m has been raised for the RCA's flagship new building in Battersea designed by Herzog de Meuron. At 16,500 sqm it is the largest-ever building created in the RCA's 185-year history and is the crucible in which a new academic vision for the College will be delivered.



The building was officially opened in May 2022 by then-Chancellor of the Exchequer, Rishi Sunak. It benefited from £54m of HM Treasury Support and £46m of philanthropic support. Notable donors to this pillar of the campaign include Apple, Logitech, Dr Sigrid Rausing Foundation, the Garfield Weston Foundation and the Linbury Trust, among others.

*Projects* – support for research centres and student projects such as the Intelligent Mobility Design Centre with donors including Hyundai Kia or Research programmes in the School of Architecture supported by Community Jameel. These donations are the shared responsibility of the Development and the Research Office teams, which must work in close collaboration on raising funds which may comprise a blend of Knowledge Exchange grant and philanthropic support.



Photographer: Iwan Baan

## Key priorities 2022–27

The Director of Development & Alumni Relations will be required to develop and implement the strategy for the successful completion of the £100m GenerationRCA campaign by 2027. The challenge will be to maintain the momentum of the campaign; to retain the motivation of the DARO team; enhance and deepen our relationships with our alumni; enhance and grow the use of data and business insights across our alumni and development activities; and stimulate the appetite and interest of our donors as we reach the final phase of the campaign.

### Places

The most pressing current task is to raise the remaining £7m of the capital campaign goal for Battersea South (the goal was adjusted upwards from £45m to £52m in 2021 due to cost escalations associated with the project during Covid), given that the building is now open and occupied.

In 2023 the College turns its fundraising attention to our historic Darwin building, with our most pressing priority to secure at least £10m of philanthropic support to enhance the student experience and facilities in our Kensington site.



### People

During the Strategic Plan 2022–27, the Development team will be called upon to build permanent endowment funds in support of new and existing functions – for example raising gifts of £2–3m to support existing professorial positions or deanships and new professorial or faculty leads in AI and Data Science. As core Government subsidy continues to decrease, the Development team will be tasked with seeking out further 'budget relieving' opportunities to help diversify our income streams.

### Projects

Projects such as the Terra Carta Design Lab and 'grand challenge' student projects are supported by corporate sponsorship. The target will alter each year but is typically approximately £1m in total.

### Alumni Relations

The Development & Alumni Relations department is responsible for engaging with some 20,000 active alumni contacts internationally. We host annual stewardship events on the West Coast of the US; in Korea, Hong Kong and mainland China; the UK and shortly within the EU.

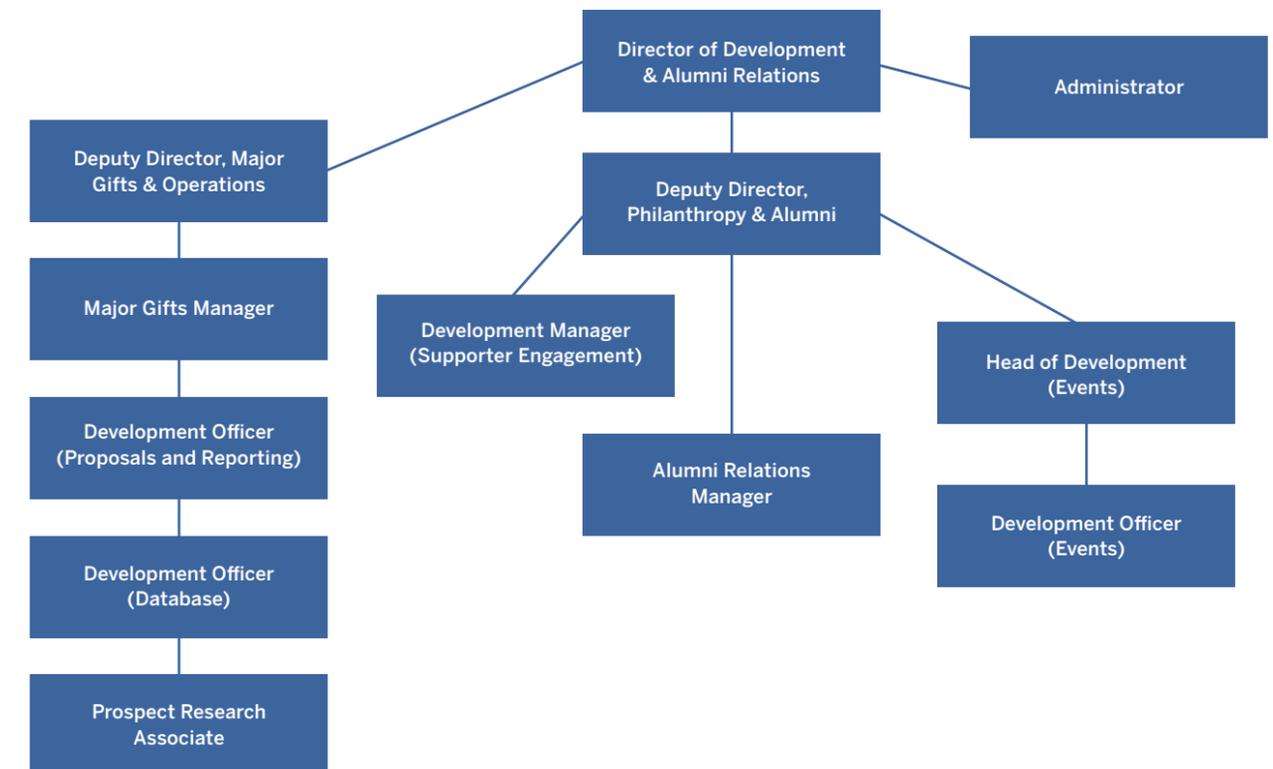
The Development & Alumni Relations department is responsible for engaging with and stewarding these stakeholders; the new Director will be required to broaden the function of Alumni Relations and track recent alumni's career pathways following graduation, compiling evidence of the successful careers these individuals have forged at five- and ten-year post-graduation touch points. This data is essential in evidencing the impact and value of an RCA education both to prospective students but also funders, particularly Government.



## The DARO team

The Director is supported by a strong and agile high performing team of individuals. The current team organisational chart is shown below.

### Development & Alumni Relations Office



## The candidate profile

The successful candidate will have a proven track record in raising seven and eight figure donations as part of a comprehensive capital campaign with a goal in the region of £30–50m. They should have a deep commitment to higher education and culture, and preferably have worked in the fields of higher education or within a prestigious international cultural institution.

The RCA is a small, world leading specialist institution, not a large, multi-faculty university, and the Director of Development & Alumni Relations must feel comfortable in the setting of a small institution in which resources are limited and directors are expected to take an active role across a spectrum of activities. In particular, the appointing panel will wish to see evidence of the following experience, attributes, and skills:

## Experience

- Proven success in building and maintaining relationships with individual donors, alumni, foundations, corporations and government-related stakeholders. Proven success in asking for and closing gifts.
- Experience of successfully delivering a major capital campaign in the magnitude of £30m–£50m
- Experience of working with a board of trustees and senior subject experts such as academics, leading scientists or learned societies, curators, or performing artists
- Extensive management experience, including the ability to motivate, lead, set objectives, and manage the performance of a multidisciplinary team.
- Demonstrated success in fostering an environment of creativity and professional growth.
- Experience of administering gifts through a US 'Friends of' vehicle such as RCAUSA
- Experience of building out international fundraising programmes, ideally in the USA.

## Attributes and skills

The Director of Development & Alumni Relations is an experienced leader and fundraiser who will possess:

- The ability to execute, prioritise, and risk manage a capital campaign.
- Proven ability to design, implement and direct multiple projects, set deadlines, and ensure programme accountability.

- High integrity and a strong commitment to the Nolan principles. Maturity of judgement and strong personal integrity to recognise that academic excellence and institutional reputation must never be compromised.
- Ability to think strategically across the RCA's Schools and programmes to create competitive and breakthrough strategies and plans for local and College-wide efforts
- Compelling communicator who can grasp an academic vision and present it with conviction and authority to prospective donors. The ability to capture and express the vision and ambitions of the institution and find connections with the interests and aspirations of others.
- Excellent negotiating skills.
- A good listener, who has the acuity to pick up and interpret the subtexts in a conversation.
- Experienced decision-maker who uses analysis, creativity, experience, and judgment to make strategic choices.
- The ability to work well with academic colleagues, research faculty, and professional services Directors in Finance, Estates or Communications & Marketing functions in order to deliver shared success for the institution.
- A strong team leader who can motivate a team as they reach the final furlong of the GenerationRCA campaign and prepare the ground for the next 'perpetual campaign' mindset.
- A strategic individual who builds lasting business relationships with donors, and can balance long-term aims with short-term success.
- A good networker and relationship builder, who can make connections and see their potential, and build a relationship of trust and respect with potential donors.
- A rigorous attention to detail, grammar, and punctuation in all written communications as befits a world-leading academic institution; as well as an attention to visual presentation in keeping with the RCA's design reputation, combined with the ability to support and mentor junior team members in these areas.
- Knowledge and experience of resolving complex, often competing demands with members of faculty, the research office, the Deputy Vice-Chancellor & Provost (academic) and Deans.
- Strong belief in the transformative power of education.

## Place of work

As a member of the senior management team, the Director of Development & Alumni Relations is expected to work 4 days a week across our London campuses. The principal place of work is initially the Kensington campus but the postholder will be expected to be flexible in working across the College's other campuses – White City and Battersea as needed, providing visible presence to the team, hosting tours of the campuses with current and prospective donors, and engaging fully in campus life in order to absorb and synthesise the spirit and ethos of this unique institution. Travel to Europe, North America, and Asia will be required but can be scheduled by the Director of Development & Alumni Relations well in advance in order to accommodate family or caring responsibilities.



## Pay and benefits

### Salary

Highly competitive

### Pension

The Royal College of Art is a member of the Superannuation Arrangements of the University of London (SAUL) which is a contributory defined benefit pension scheme. The College will contribute a sum equal to 21% of your salary while you pay 6%. Candidates will recognise the very generous and advantageous terms of such a benefit.

### Holiday

6 weeks (30 days) paid leave a year plus bank and public holidays normally observed in England and Wales. In addition, the College is normally closed for six days a year, one day either side of Easter and the remainder between Christmas and New Year, at the discretion of the College. Part-time staff will be entitled to the pro rata equivalent.

### Season ticket loans

Interest-free loans are available for staff to purchase annual season tickets.

### Enhanced maternity and adoption pay

Qualifying employees are entitled to enhanced maternity/adoption pay: 26 weeks' full pay, 13 weeks Statutory Maternity/Adoption Pay. This compares to the statutory provision of 90% of average pay for 6 weeks followed by Statutory Maternity/Adoption Pay for 33 weeks.

### Enhanced paternity pay

Qualifying employees are entitled to two weeks' paternity leave entitlement at full pay. This compares to the statutory provision of two weeks' pay at the statutory rate.

### Enhanced sick pay

Occupational sick pay after six months' service is three months' full pay/three months' half pay.

### 24/7 confidential support

Staff and family members in their household have access to a free, external confidential support service for work, financial, legal, family and personal problems 24 hours a day, 365 days a year.



### Occupational health

Occupational Health support for the College is provided by Imperial College's occupational health service at their South Kensington Campus.

### Cycle to Work Scheme

The Royal College of Art has signed up to the Cycle to Work Scheme – part of the government's Green Transport Initiative – which allows employees to make significant savings on purchasing new bikes and safety equipment.

### Life cover

Active members of the SAUL pension scheme automatically receive life cover. A lump sum of four times your salary together with a refund of your contributions and a 2/3 pension for your dependant/spouse is payable should you die whilst in employment.

### Library

All staff are welcome to join the College library.

### Events

All staff are welcome to attend exhibitions, lectures and private views held by academic schools and programmes.

## How to Apply

The RCA has appointed global executive search firm Perrett Laver to support the appointment of the Director of Development.

The RCA is committed to creating a diverse environment and ensuring that all qualified applicants receive equal consideration for employment. We welcome and encourage applications from candidates from all backgrounds with the qualifications and experience to undertake this role.

Applications should consist of a covering letter, full CV detailing academic and professional qualifications, employment history and relevant achievements.

Applications can be uploaded at <https://candidates.perrettlaver.com/vacancies/> Please quote reference GRA0072.

Applications will close at midnight GMT on 25 June 2023.



