About UEA

• Located in Norwich, England
• 17,000 Students
• 4,000 staff
• UK Top 15 (The Times/Sunday Times 2019 and Complete University Guide 2019)
• World Top 200 (Times Higher Education World University Rankings 2019)
• 4 Faculties: Arts and Humanities, Social Sciences, Science, Medicine and Health
Research and Innovation Division

- Research & Innovation Service
- The Enterprise Centre
- Careers Service
- Postgraduate Research Service
- Library
Strategy & Drivers for Innovation

- Reputation & profile enhancement
- Improve graduate employment & opportunities
- Maximise benefits/potential of Norwich Research Park
- Impact especially for Research Excellence Framework
- Income & diversify revenue stream
- Civic role – ‘anchor’ institution – regional economy
- Enterprising culture – Staff & Students
- Backed by infrastructure – academic, admin and funds
Why Careers? Collaboration Pipeline

- Was not happy with quality or volume of businesses university was working with
- Low cost, low risk way for businesses to engage
- We know that Alumni want to share their experience
- Ties into regional agenda e.g. place based funding, universities as ‘anchor institutions’, degree apprenticeships
- Address perceptions that the University was difficult to navigate & not business friendly
- Careers Service was old fashioned & under performing
- Companies & alumni like to be associated with student enterprise
Regional and economic development
The Corporate Engagement Process from Network of Academic Corporate Relations Officers (NACRO)

[Diagram showing the engagement process with stages labeled: Build awareness of academic programs & offerings, Generate & qualify new leads, Identify mutual needs & engagement opportunities, Steward & Grow Existing Relationships, Develop & structure collaborations & partnerships, Close Deals, $]

- Engage internal, external stakeholders, marketing, websites, articles
- Referrals
  - Cultivated Leads
  - "Leads" → "suspects" → "prospects" with needs
- Identify mutual needs & engagement opportunities
- Research, visits, correspondence
- Move companies along a continuum of engagements
- Assess & improve
- Close Deals, $
The Partnership Continuum

Levels of Engagement Activities

- Traditional Engagement
- Holistic Engagement

Phase One:
- Awareness
  - Career Fairs
  - Interviews
  - EDU Account

Phase Two:
- Involvement
  - Industry Affiliates/Advisory Program
  - Research Grants
  - Internship/Co-op
  - Software Grants

Phase Three:
- Support
  - Student Consultant
  - Hardware Grants
  - Curriculum Dev/ABET Support & Fundraising
  - Workshops/Seminars
  - Support Contract
  - Student Organizations Sponsorships
  - Philanthropic Support
  - Guest Speaking/Lectures

Phase Four:
- Sponsorship
  - University Initiative Sponsorship
  - Undergraduate Research Program Support
  - Graduate Fellowships
  - Collaborative Research Program Report
  - Outreach Programs
  - Support for Proposals for Education (NSF, NASA, etc.)
  - BETA Programs

Phase Five:
- Strategic Partner
  - Executive Sponsorship
  - Joint Partnership
  - State Education Lobbying
  - Major Gifts
  - Business Development

KEY:
1=Recruiting
2=Education Sales
3=UR Account Managers
4=UR Programs
5=UR Research
6=Other (Philanthropy, Alumni, Executive)

Source: Wayne C. Johnson, Former Vice President, HP University Relations
What we’ve done

• Doubled staffing (funded by HEIF and OFFA)
• Of 19 original staff only 6 remain
• 30 recruitment rounds - *staff with right attributes & broader experience*
• Overhauled everything:
  • New brand
  • New online platform – MyCareerCentral
  • New premises & light refurb old space
  • New promotional material
  • New style Recruitment & Opportunities Fair
Increasing Skills & Graduate Employment

- £2m investment in Careers Service
- + 500 business events per year
- Internships & work experience
- Programmes for PhD students
- Volunteering
- Global opportunities
- Mentoring
- Support Student Societies
- Student enterprise
- Degree apprenticeships
Increasing Skills & Graduate Employment
Using KE approaches in a Careers setting

i) finding flexible solutions for both SME’s and large multinationals to deliver internships and working with academics and central services to develop provision on campus for example lab –based internships

iii) Working with a number of academic departments to identify businesses they would like to work with and undertaken proactive, targeted approaches. This has been successful on two levels: a) in the development of new relationships, b) academics sharing their contacts to benefit students

iv) using KE experience of attending major trade shows both as an exhibitor and delegate to completely overhaul UEA’s main careers fair
Has it worked?

• significant positive impact on the quality and breadth of our business engagement.
• improved our reputation with local business such that they are keen to be involved with us whether in strategic collaborations, joint events, numerous opportunities for students, for example, internships.
• greater visibility with funders regionally and nationally and are well regarded for our convening power.
• successful in securing additional funding nationally as a consequence of our improved performance
• successful in collaboration with partner universities in winning competitive funding.
Has it Worked -2?

Three examples:

• Worked with Hewlett Packard on student activity. Was able to convert relationship into a Research Partnership Investment Fund £30m submission which reached the final round.

• One School had relationship with Aviva which they had let drift. We reconnected through Careers (recruitment fair sponsorship) and have developed relationship to collaborative research.

• Can work the other way too – developed strategic relationship with Barclays through our business engagement/sponsorship of regional events. They are now supporting Student Enterprise & Careers events/skills.
Lessons Learned

- You need the right skills mix. Careers requires business facing skills but also need someone to handle the internal academic facing/curriculum developments, theory of employability & quality assurance.

- There are other departments that have an interest e.g. Alumni, Development. You can’t control everything.

- Even though business engagement is improved you still need academic buy in.

- We are still working on our CRM system....

- Even if you can’t ‘acquire’ your Careers Service an excellent and joined up working relationship with them is essential.
Questions?

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