

Brno, Czech Republic. 2nd – 3rd February 2010  
EUROPEAN UNIVERSITY – BUSINESS COOPERATION THEMATIC FORUM



Fundacion Universidad Empresa  
Connecting talent since 1973

From Crisis to Recovery  
The Role of Higher Education  
Institutions and Business  
Cooperation

Seminar 2:  
Making graduates fit for the future



# Fundación Universidad-Empresa: who are we?

Private non-profit organization, working with business and academia since 1973

Equal representation on a Board of Trustees that represents 500.000 companies,  
16 universities and 385.000 undergraduate and graduate students

Chamber of Commerce and Industry of Madrid - Madrid Business Confederation  
16 Universities with 30 campuses in Madrid



Universidad de Alcalá



IAV  
UNIVERSIDAD AUTÓNOMA  
DE MADRID



CEU  
Universidad  
San Pablo



UNIVERSIDAD TECNOLÓGICA  
COMILLAS



Universidad  
Europea de Madrid



U  
Politécnica

Universidad  
Roy Juan Carlos

UNED



UNIVERSIDAD  
Nebrija

Addressing the challenges and opportunities generated in the framework of  
university-business relations

# Fundación Universidad-Empresa: what do we do?

Education	Innovation	Entrepreneurship
<p data-bbox="215 437 696 533">Academic orientation programmes for students</p> <p data-bbox="143 571 763 639">SECONDARY SCHOOL - VOCATIONAL TRAINING - UNIVERSITY</p>	<p data-bbox="880 512 1361 603">Information and advisory services for SMEs</p>	<p data-bbox="1514 440 2063 536">Fostering awareness and promoting entrepreneurship</p> <p data-bbox="1491 576 2085 676">ON-CAMPUS WORKSHOPS - INTERUNIVERSITY COMPETITION - ANNUAL YOUNG ENTREPRENEUR DAY</p>
<p data-bbox="152 730 757 868">Customized training programmes for companies and institutions</p>	<p data-bbox="1003 778 1234 820">HR for RD&amp;I</p>	<p data-bbox="1603 884 1966 925">Business incubator</p>
<p data-bbox="215 963 696 1054">Course management for Universities and Business</p>	<p data-bbox="860 935 1384 1026">R/D&amp;i contract and project management</p>	

# Fundación Universidad-Empresa: what do we do?

## Job Market and Career Development

Students	Graduates	Phds and researchers
<b>Internship programmes</b> START - COOPERA - COOPERACION EN RH+O LIDER - PASARELA	<b>Combined postgraduate training/internship programmes</b> CITIUS - OPTIMUS - GAIA - UNIVEM	<b>Career reorientation</b> MADRI+D JOB SITE CAREER STRATEGY SEMINARS AND GUIDES TORRES QUEVEDO

## Job opportunities and orientation

GUÍA DE LAS EMPRESAS QUE OFRECEN EMPLEO - GUÍATE  
[www.quierounbuentrabajo.com](http://www.quierounbuentrabajo.com)  
TALENTOTECA: JOBS FOR JUNIOR PROFILES

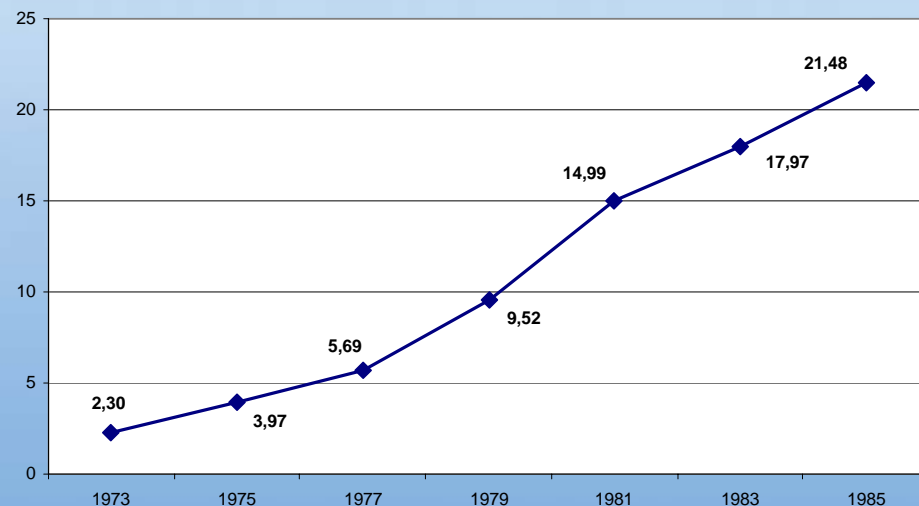
## Studies and reports

# Making graduates fit for the future ... responding to the changing scenarios of the job market

## SCENARIO 1: 1973-1985 (1)

1973 oil crisis flares up unemployment rates around the world and in Spain, where:

UNEMPLOYMENT RATES IN SPAIN 1973-1985



- unemployment almost doubles in 2 years, from 2,30% in 1973 to 3,97% in 1975 and continues to grow until 1985 (21,48%)
- unemployment for the 20-24 year old segment is almost twice the general unemployment rate
- companies are hesitant to hire young un-experienced professionals
- students & recent graduates don't have previous work experience and can't get it

# Making graduates fit for the future ... responding to the changing scenarios of the job market

## SCENARIO 1: 1973-1985 (2)

- 1973 FUE is created by the Chamber of Commerce and Universities of Madrid as the first University-Business liaison organization in Spain
- 1974 9 university-business workshops evaluate the “state of the art” and identify key issues to be addressed, including graduate employment and career development



## Setting the foundations - Breaking a vicious circle

**1975**

In-depth study of Career Services and Cooperative Education schemes in US higher education institutions

**1976**

Launching of SICUE (University-Business Coordination Service) within FUE

**1981**

Spanish Government approves the legal framework required for implementation of Cooperative Education Programmes in Spanish Universities (*Real Decreto de Cooperación Educativa*) after intense lobby action by FUE

**1982/84**

31 students participate in pilot cooperative education & student internship programmes run with 7 universities and 6 large companies

**1985**

1st COIE (Job Opportunities and Careers Office) established in a Spanish university

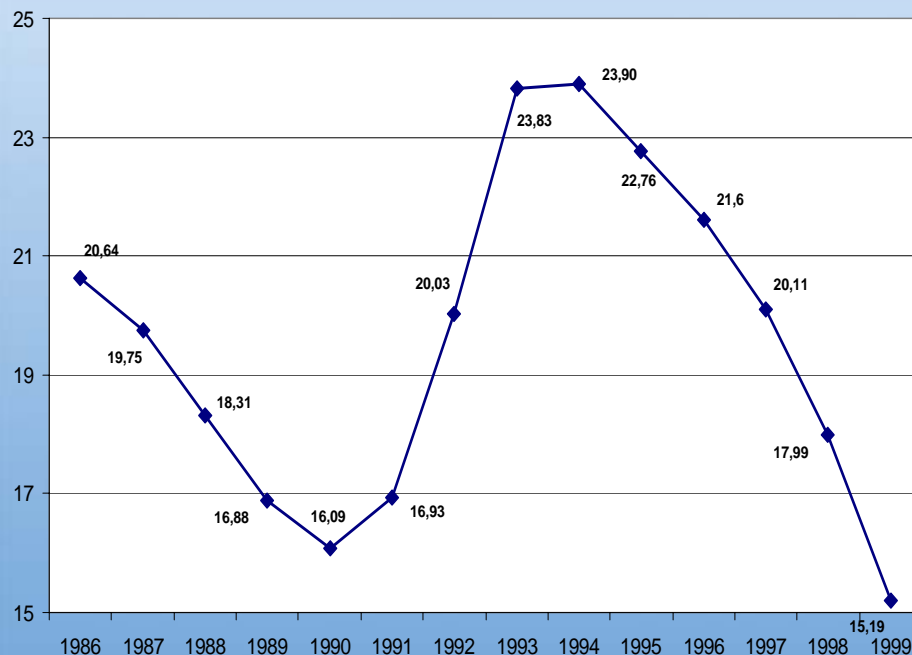
1st official Cooperative Education Programme established in a Spanish university (School of Economics, Universidad Autónoma de Madrid)

# Making graduates fit for the future ... responding to the changing scenarios of the job market

## SCENARIO 2: 1990-1999 (1)

The 1990's begin with a worldwide recession. In Spain ...

UNEMPLOYMENT RATES IN SPAIN 1986-1999



- after 5 years of continuous job creation, as a result of EU membership and reception of Structural Funds, unemployment grows again and reaches its historic peak in 1994
- it is not until 1999 that unemployment rates come down to a still very high 15%
- high labour costs and rigid labour regulations dissuade companies from hiring young un-experienced graduates
- recruitment of graduates is limited to young professionals with previous work experience and/or postgraduate education

# Making graduates fit for the future ... responding to the changing scenarios of the job market

## SCENARIO 2: 1990-1999 (2)

- 1990** 1st customised company internship programme (Telefónica de España)  
1st Job Opportunities Guide (Guía de Empresas que Ofrecen Empleo)  
1st Master and postgraduate specialization programmes
- 1997** 1st graduate internship + postgraduate course programme (CITIUS)



## Enhancing graduate employability with new skills and knowledge

### CITIUS

A joint initiative of FUE and Universidad Autónoma de Madrid.

26 editions developed with the participation of over **200 companies** nationwide.

**6,125 graduates** have benefitted from the programme.

**80% of participating graduates** are hired before or upon completion of the programme.

**12 month tutorized internship** complemented by a personalized postgraduate programme:

- Minimum 160 hours
- Over 125 courses in Business, Economics, Law, Engineering, HR, Computer & Language Skills, Professional Competences, ....

Specialized postgraduate programmes can be set up within CITIUS in agreement with participating companies.

Some examples:

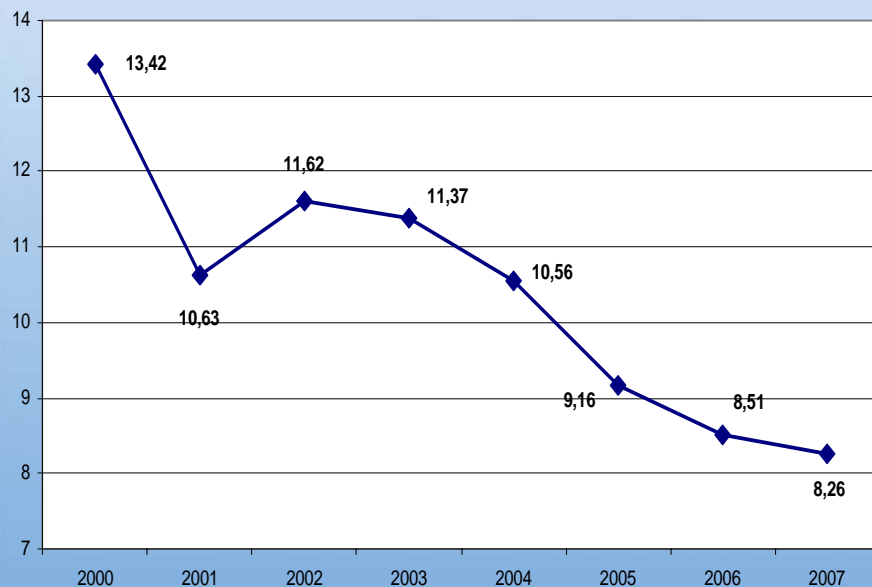
- International Trade & Commerce
- Sales & Marketing
- Insurance & Liability

# Making graduates fit for the future ... responding to the changing scenarios of the job market

## SCENARIO 3: 2000 - 2007 (1)

The new millenium brings years of economic recovery and well-being. In Spain ...

UNEMPLOYMENT RATES IN SPAIN 2000-2007



- unemployment falls continuously until 2007, recuperating levels unknown since the end of the 1970's
- the job market begins to suffer a shortage of candidates in some business areas (engineers, for example)
- companies are forced to change their HR policies opening up to new profiles and launching aggressive strategies to attract and retain young talent

# Making graduates fit for the future ... responding to the changing scenarios of the job market

## SCENARIO 3: 2000 – 2007 (2)

- 2000 1st entrepreneurship seminar for university students (Día del Emprendedor)
- 2001 1st internship programme for humanities students (Becas de Humanidades)  
1st job site for predocs/postdocs/graduates with a strong research profile (Portal Empleo I+D+i)
- 2007 identification of new graduate profiles vs employer requirements (UE CONVERGE, online university-business platform)  
1st international graduate internship+postgraduate course programme with a special focus on global business environments (GAIA)



## Promoting new graduate profiles: humanities, R&D&i, entrepreneurship, global business

### GAIA

A joint initiative of FUE, Universidad de Alcalá and CIFF(Centro Internacional de Formación Financiera).

3 editions developed with the participation of 40 international companies.

216 graduates from 17 countries have benefitted from the programme.

Placements may include stages in host- companies' offices in Europe, Asia, Latin America and Arab countries.

6 or 12 month tutorized internship complemented by a postgraduate programme:

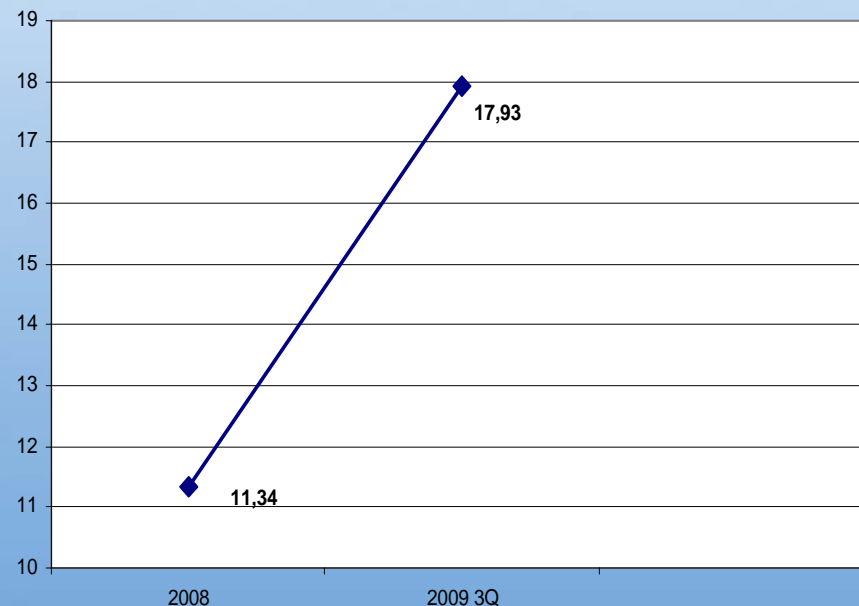
- 300 hours (90% on-line)
- Corporate Culture, Business Law, HR, Business Finance, Communication Strategies, Management Tools, Team Work, Negotiation Skills, Coaching, ...

# Making graduates fit for the future ... responding to the changing scenarios of the job market

## SCENARIO 4: 2008 - ? (1)

International financial crisis, global credit crunch, economic downturn. In Spain ...

UNEMPLOYMENT RATES IN SPAIN 2008-2009



- unemployment at its highest level in 10 years, soaring from 8,3% in 2007 to 18% in 2009
- unemployment among professionals with a higher education shoots up from 5,3% in 2007 to 12% at the end of 2009
- companies do not only refrain from hiring graduates, they also cut back drastically on student and graduate internships

# Making graduates fit for the future ... responding to the changing scenarios of the job market

## SCENARIO 4: 2008 - ? (2)

2008 Tailor-made programmes for specific university-business needs (@FUE)  
2009 1st on-line internship programme (E-START)



## New solutions for hard times

### @FUE

Integral solutions designed to span bridges between university and business:

- Vodafone Research
- EADS Europe
- ADESLAS Hospital Management
- HP University Campus
- FUE Recruits 4U
- Telefónica European Mobility

### E-START

The financial crisis and company budget cuts coincide with a growing need for internship placements in the EHEA framework.

As a result of the Bologna Process, internships (mandatory and/or optional) are included in most new degree curricula.

The need for internship placements is estimated at approximately 20,000 per year in the Madrid region alone.

E-START is financed by HEIs, responsible for the procurement of curricular internships for their students, and cost-free for participating companies.

Characteristics:

- Web 2.0 platform
- Adapted to EHEA
- ECTS credits awarded
- Business certification granted
- Academic & company tutors
- Based on real cases
- For pre-graduate and postgraduate students
- Individual or group internships

# Making graduates fit for the future ... responding to the changing scenarios of the job market

## Response must be:

- Continuous
- Flexible and adapted to the needs of all intervening actors: higher education institutions, students & graduates, employers

## And always based upon:

- Strong university-business links and cooperation schemes
- Transferable models
- Permanent monitoring and prospection (observatories, trend studies, sector reports, etc.) in:
  - HR recruitment needs and profile requirements
  - Graduate career expectations and levels of commitment
  - Graduate job placement / employment trends

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[www.fue.es](http://www.fue.es)

Contact info:

Óscar Cubillo

Director de Expansión y Desarrollo

ocubillo@fue.es

