

K-State Career & Employment Services Employer Advisory Council July 18, 2014



#### 150+ years of K-State Corporate Engagement

Recruitment of students Research collaborations

Intellectual property and licensing

Intellectual capital and expertise

Use of specialized facilities

Economic development

Procurement and vending

**Executive education** 

Advisory roles on boards

....etc.



## CONFUSION

Internal confusion:

- Culture of
   decentralization
- Multiple touch points with corporation
- Who "owns" the relationship? (aka "turf protection")

### External confusion:

- Where do I go to find x, y, and z?
- Multiple touch points with university (silos exist in industry, too)
- Why K-State versus another institution?



"The business proposition for higher education is under pressure from increased global competition, raised student expectations, and spiraling costs. Responding to any of these pressures requires institutional change that is hard for most institutions to achieve."

Abelard to Apple: the fate of American colleges & universities, (© 2011, p. 35) Richard DeMillo, distinguished professor of computing professor of management director of the Center for 21st Century Universities Georgia Institute of Technology





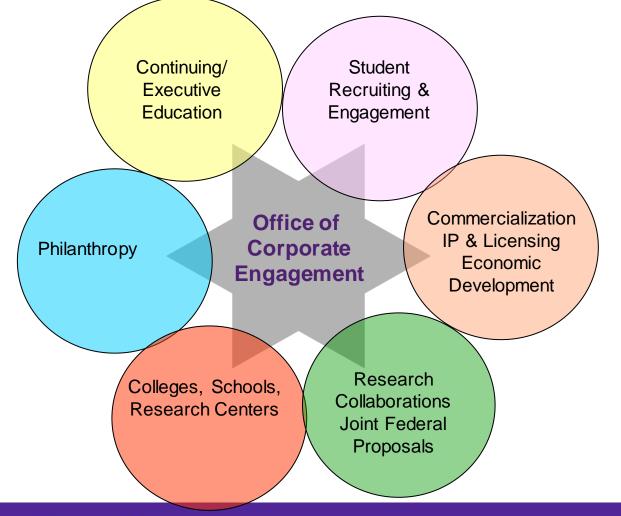
#### "Playing By Ear"



#### Internal relations objective: culture of trust & collaboration Merging Structure TRUST Sharing Sharing **Risks & Risks &** rewards rewards Chasm Sharing Sharing Sharing Resources Resources TURF Resources Joint Joint Joint Joint Activities Activities Activities Activities Sharing Sharing Sharing Sharing Sharing Information Information Information Information Information Networking Coordinating Cooperating Collaborating Integrating & Institutionalizing TIME



#### External relations objective: One Stop Shopping



- Central point of entry
- Simplify and accelerate access
- Bypass silos
- Facilitate interactions
- Expand to multiple projects
- Build strategic alliances

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#### Corporate Engagement Continuum

Traditional Engagement		Strategic Engagement		
<ul> <li><u>Company A</u></li> <li>Recruiting</li> <li><u>Company B</u></li> <li>Vendor</li> <li><u>Company C</u></li> <li>Sponsored Research</li> </ul>	<ul> <li><u>Company D</u></li> <li>Student Group</li> <li>Recruiting</li> <li>Gifts</li> <li><u>Company E</u></li> <li>Sponsored Research</li> <li>Gifts</li> <li><u>Company F</u></li> <li>Matching Gifts</li> <li>Exec. Speaking</li> </ul>	<ul> <li>Company G</li> <li>MBA Recruiting</li> <li>Gifts</li> <li>Trustee</li> <li>Company H</li> <li>Engg. Recruiting</li> <li>Faculty Awards, Gifts</li> <li>Sponsored Research</li> <li>Company I</li> <li>Student Group</li> <li>Gifts</li> <li>Advisory board member</li> </ul>	<ul> <li>Company J</li> <li>Sponsored Research</li> <li>Gifts across campus</li> <li>Student Groups</li> <li>Advisory board memberships</li> <li>Affiliate program</li> <li>Company K</li> <li>Student Group GIK</li> <li>Sponsored Research</li> <li>Gifts across campus</li> <li>Company L</li> <li>GIK across campus</li> <li>Student Group</li> <li>Office of Research</li> <li>Vendor</li> </ul>	Company M Sponsored Research Gifts across campus Recruiting Student Groups Trustee Master Agreement Company N Master Agreement Gifts across campus Sponsored Research Student Groups Recruiting Company O Gifts across campus Sponsored Research Affiliate program Recruiting Student Groups
Tier 5	Tier 4	Tier 3	Tier 2	Tier 1
Single Point of Engagement	Managed Relationship	Tailored Partnership	Broad Based Engagement	Strategic Partner Relationship is long-term,
wolved with KSU at limited capacity.	Has a few points of interest that require OCE coordination.	Works closely with OCE to identify value-added opportunities for deep relationship.	Engaged across multiple units in a variety of ways, with company leadership participation.	with significant, ongoing, financial contributions (sponsored research, gifts Requires OCE to coordina with multiple KSU units,

departments, etc.

Level of Engagement

## Student recruitment is often the first step toward developing a comprehensive, holistic corporate partnership.

Daryl Weinert Founding executive director, Business Engagement Center Current associate vice president for research University of Michigan



## Questions?



#### Corporate Engagement Strategic Directions Task Force

Barbara Anderson, apparel textiles & interior design Kurt Barnhart, aviation, K-State Salina Amit Chakrabarti, physics Myra Gordon, office of diversity Richard Hesse, veterinary diagnostic lab Curtis Kastner, Food Science Institute Kerri Day Keller, Career & Employment Services Debbie Kirchhoff, corporate & foundation relations, K-State Olathe Stacy Kovar, College of Business Administration Dirk Maier, grain science & industry Mary Lou Marino, office of research & sponsored programs Mitzi Richards, corporate & foundation relations, K-State Foundation Noel Schulz, College of Engineering Rebecca (Spexarth) Robinson, K-State Institute for Commercialization Laird Veatch, K-State Athletics Chair: Richard Potter, office of corporate engagement



## K-State Vision 2025

By 2025, Kansas State University will be recognized as one of the nation's Top 50 Public Research Universities.



## **Corporate Engagement Vision**

Kansas State University is the **partner of choice** for a growing number of strategic corporate relationships that **advance common interests and goals** through **diverse business solutions** and **innovative research**.



## Mission

- To support and advance a **university culture** that attracts, engages, and cultivates a broad spectrum of strategic corporate partnerships by:
- facilitating a strong, comprehensive university corporate relations network;
- connecting corporations with K-State strengths, expertise, services, and interests; &
- fostering university/industry collaborations that advance our goal to become a top 50 public research university by 2025.



What are the first three words that come to mind as you think about achieving excellence in the Office of Corporate Engagement in 2025?



November 2013



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March 2014



Office of Corporate Engagement

# To be successful, the Office of Corporate Engagement working with key university collaborators must:

- Connect Corporate Partners with K-State Strengths, Expertise, and Services
- Advance Robust Strategic Corporate/Industry Relationships
- Further Cutting-Edge Interdisciplinary Research
- Strengthen Workforce Development Opportunities
- Increase Corporate Philanthropy
- Adopt a Holistic Corporate Engagement Approach
- Foster a Campus Culture That Values Corporate Engagement as a Core Business Strategy
- Build the K-State Corporate Engagement Brand
- Develop a Model Office of Corporate Engagement

## Initial feedback

- Are short term outcomes realistic?
  - Collaborative nature of plan is not clear
  - Categorize activities and outcomes with R.A.S.I.C.
     roles, accountability and responsibility matrix
    - who is **RESPONSIBLE**
    - who is ACCOUNTABLE
    - who plays a SUPPORTING role
    - who needs to be INFORMED
    - who needs to be CONSULTED

#### **Corporate Engagement Working Committee**

- KSU Foundation
   Mitzi Richards
- K-State Olathe
   Debbie Kirchhoff
- K-State Salina
  - Amy Cole

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- KSU Institute for Commercialization
  - Rebecca Robinson

- Office of Research & Sponsored Programs
  - Mary Lou Marino
  - Joel Anderson
- Career & Employment
   Services
  - Kerri Day Keller

## Initial feedback

- Mutual Value must be a central theme
  - "We should be about creating value for those we partner with in balance with value derived for the University."
  - Office of Corporate Engagement must
    - Help K-State recognize its true, unique strengths (external validation)
    - Help vet those areas of strength with industry
    - Help prioritize resources by what matters to industry



## **External Feedback**

- Questions, concerns
- What do you like? ...dislike?
- What's missing?

