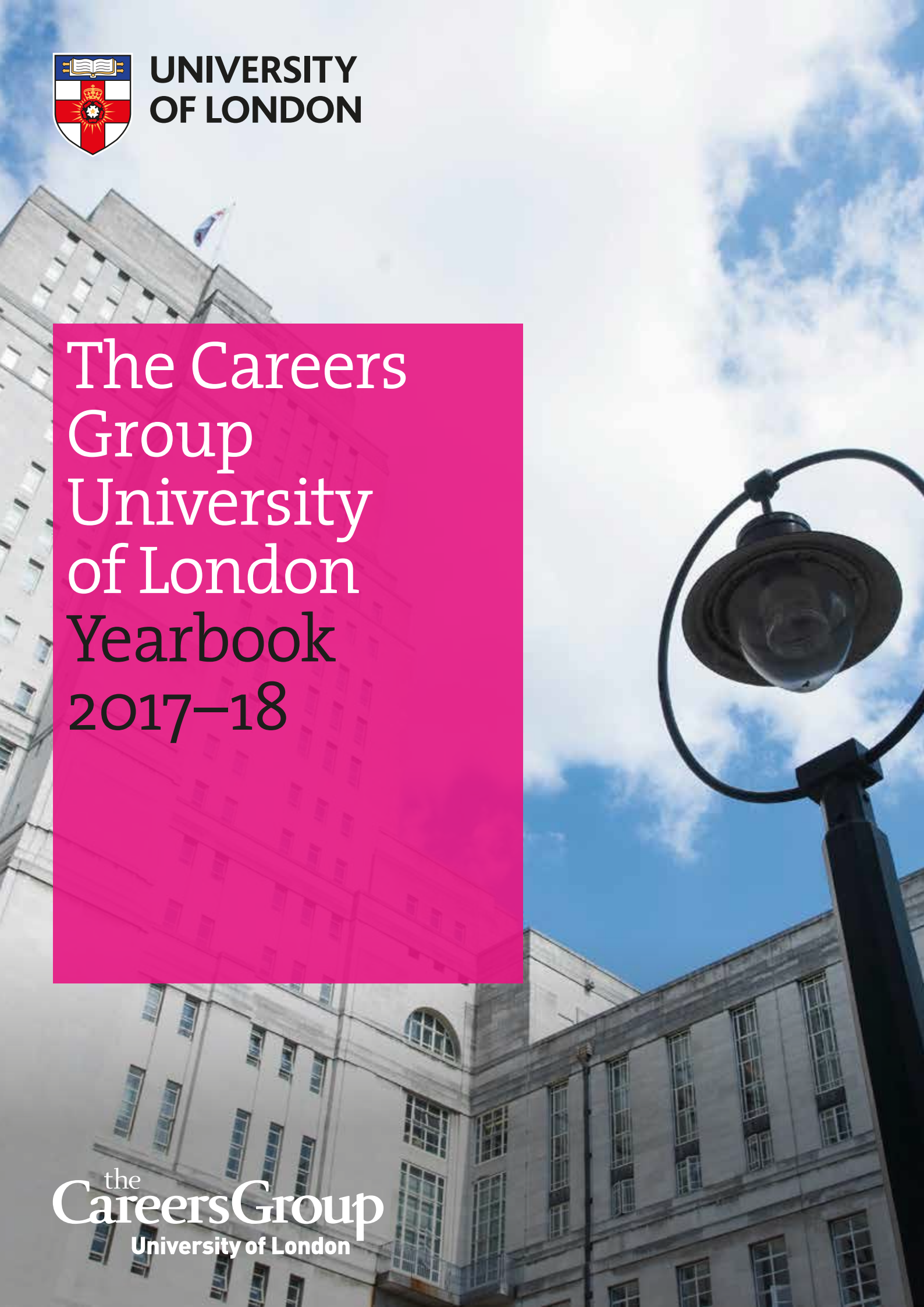

UNIVERSITY OF LONDON

The Careers Group University of London Yearbook 2017–18

the CareersGroup University of London

MATISSE

The Careers Group University of London Yearbook 2017–18

Welcome to the 2017–18 Yearbook of The Careers Group, University of London, celebrating the achievements of member careers services and collaborative projects from across the Group

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Overview

I am very proud of the ways in which our teams did everything possible to make the "last DLHE" the most robust and positive exercise it could be for our member institutions

Overview of the year

It has been a year of continued growth and development for The Careers Group. It has also been a year in which interest in and scrutiny of, careers and employability efforts and outcomes has risen further from an already high level. The work of our teams in our member institutions and the collaborative work of the group as a whole have very high profiles and this seems set to continue and accelerate with the inception of the Office for Students, the extension of TEF and the implementation of the new Graduate Outcomes Survey.

With visibility comes accountability. We need to demonstrate impact rather than simply levels of activity. In this regard, our teams and our members have benefitted from our focus on research-informed and evidence-based practice. As the examples in this Yearbook will show, significant developments have taken place in several of our member institutions, with expert leadership and input from our staff.

A message that I have tried to get across in the sector this year has been that a focus on doing the right thing for our students and achieving success in institutional metrics are mutually dependent, not mutually exclusive. Institutional success in employability metrics can only ever arise from the aggregate of individual student success (Gilworth, UUK 2018).[i] This fundamental underpinning has been crucial to our ability to deliver for our member institutions and their students and will continue to be so for the foreseeable future.

A significant milestone this year was the end of DLHE. This was the last year in which the Destinations of Leavers from Higher Education (DLHE) survey was conducted. It will now be succeeded by the new Graduate Outcomes Survey. I am very proud of the ways in which our teams did everything possible to make the "last DLHE" the most robust and positive exercise it could be for our member institutions. I am equally proud of the fact that they have wasted no time in helping their institutions to gear up for the new Graduate Outcomes Survey (GOS), which will operate in a very different way to the old DLHE. Evidence of these approaches will be seen in the institutional sections of the Yearbook.

Social mobility has long been a concern of Higher Education careers services and The Careers Group is no different. However, it would be fair to say that the increasing

relationship between the Widening Participation and Employability imperatives has become very apparent this year. Social mobility for Higher Education students is no longer conceived of simply in terms of "getting in" to HE. It is now about "getting in and getting on." (Gilworth, Bridge Group 2017)[ii]. The centrality of this agenda to the mission of the Office for Students will increase the focus on social mobility in future years, but this Yearbook shows how The Careers Group is already taking this forward through particular initiatives and appointments in our services and in the focus on social mobility in our central and collaborative research effort and output.

"Insight for Employability" – improving our understanding of students' starting points and journeys, is crucial to an evidence-based approach which informs institutional strategy and enables us to deploy our resources in the most effective ways. In this regard, I am very pleased to say that the "data revolution" of Careers Registration (explained in detail elsewhere) has continued apace across the group and the vast majority of our services have now implemented Careers Registration. The Careers Group Research Unit will continue to support our member services in the application of the methodology. We also continued to lead this work nationally, through our Research Unit and our leadership of the HEFCE/OfS Learning Gain Project. We hosted the second national Careers Registration conference. With over 60 UK HEIs now adopting Careers Registration, we are at the centre of a sector phenomenon.

This year saw The Careers Group take its first step into supporting student/graduate entrepreneurship at the federal level, with the introduction of GradVenture. This was developed in conjunction with Michael Hayman MBE and his company Seven Hills. The inaugural University of London GradVenture was a huge success and is described in more detail elsewhere in this Yearbook. From a member institution perspective, GradVenture was an opportunity to extend the benefits of institutional Careers Group membership beyond the Careers Service in cases where Entrepreneurship units work with, but are not part of, our member Careers Services.

I am delighted to report that we will be enhancing our partnership working with University of London Worldwide. As University of London departments occupying leadership positions in our respective fields, it is clear that there is much to gain from working together. We have already benefitted from UoLWW expertise and connections in blended learning to inform our staff development strategy (see below). In 2018/19 and beyond, we will be developing the careers and employability offer to UoLWW students around the world.

Developments in our member institutions, the sector more generally and in the HE policy environment make it clear that further integration of the expertise of careers professionals into curriculum development and delivery is desirable and inevitable. As the only UK Higher Education careers service with its own Professional Development Unit, we take very seriously our responsibility to anticipate and gear up for such developments to the benefit of our member institutions. With this in mind, we are embarking on a group-wide staff development drive, which we are calling "Modern Career Learning." It will combine evidence-based careers and employability pedagogy with developing skills in digital approaches and blended learning. I look forward to providing updates on this as 2018/19 progresses.

Dr Bob Gilworth
Director of The Careers Group
University of London

[i] UUK: Graduate employability and skills: designing and implementing your institutional strategy 2018, 20 Tavistock Square, WC1H 9HQ, 17 May 2018. https://www.universitiesuk.ac.uk/events/Pages/graduate-employability-skills-2018.aspx

[ii] https://thebridgegroup.org.uk/report-launched-on-careers-services-and-social-mobility/

Elle Mcintosh, Co-founder Twipes: GradVenture winner 2017

Highlights from the year

Delivery of the successful pilot GradVenture in collaboration with Michael Hayman, MBE and Seven Hills, engaging 160 guests, 100 student applications, 7 institutions and 6 finalists

Successful delivery of Year 3 HEFCE-funded Learning Gain research project into Careers Registration

Hosted the UK's second national conference on Careers Registration

The 3rd year of the Group's new annual Research Festival attracted over 50 colleagues and staff from across 8 TCG institutions

The only UK Higher Education Careers Service with its own Research and Professional Development Unit – over 56 different topics covered through the annual in-house professional development programme

We recruited an additional 21 new Careers Consultants to work on new projects across the Group with a 12% increase in total staff across the Group

The Careers Group at a glance

The Careers Group is a department of the University of London which operates as a not-for-profit, mutually-beneficial membership organisation for 15 institutionally-based careers services, supported by a central team.

The Head of each member careers service and the careers consultants in each team are University of London employees. They work alongside staff working in a range of employability roles who are directly employed by the relevant institution. All staff, whether University or institutionally-employed are considered to be part of The Careers Group. As well as reporting to the Director of The Careers Group, each Head also reports to a senior manager within their institution and plays an integral part in leading or contributing to relevant institutional strategies.

The central team supports the work of member services by coordinating recruitment and resourcing, providing training and professional development, supporting research and evidence-based practice, overseeing the creation and curation of shared resources and undertaking special projects on behalf of member services and the Group as a whole.

Supporting over 150,000 students

The Careers Group at a glance:

- **15 institutionally-based careers services**
- **Over 260 University and institution-employed careers staff**
- **Supporting over 150,000 students**
- **In-house Professional Development Unit offering over 80 training courses every year**
- **Accredited against the matrix quality standard for information, advice and guidance**
- **providing over 14,414 student and graduate job opportunities with the new iteration of our shared vacancy initiative JobOnline since Oct 2017**

Our member services:

- **City Careers Service**
- **Goldsmiths Careers Service**
- **King's Careers & Employability**
- **Queen Mary Careers & Enterprise**
- **Royal Holloway Careers & Employability**
- **St Mary's University Careers Service**
- **SOAS Careers Service**
- **UCL Careers**
- **Education Consultancy** – providing careers services to the following institutions:
  - The Courtauld Institute of Art
  - Heythrop College
  - The Institute of Cancer Research
  - The London School of Hygiene & Tropical Medicine
  - The Royal Veterinary College
  - The School of Advanced Study
  - St George's, University of London

Michael Hayman, MBE, co-founder Seven Hills and collaborator with TCG UoL to launch GradVenture

Our mission

Our mission

Our mission is to ensure that each of our member services is the best that it can be strategically and operationally in the context of its institution and to ensure that each service is demonstrably better as a member of the group than it would be if it were not.

As a collective, our group will be highly visible as thought and practice leaders in higher education careers and employability, nationally and globally. In turn, the leading edge thinking and practice will enhance delivery in member services and bring reputational benefits to the University centrally and to member institutions.

In a 2015-16 survey of institutional stakeholders:

100% agreed that their careers service contributed positively to the overall student experience

Our Strategic Aims

1. Ensure member services have a demonstrable impact on the success of their students and institutions through our expertise in employability
2. Understand, anticipate and prioritise the current and future needs of all our stakeholders in order to provide responsive services
3. Ensure that we have the right staff locally and centrally with the skills, knowledge and support needed to perform sustainably at the highest levels
4. Work in partnership to achieve valued, mutually-beneficial outcomes which enhance the competitive advantage of member institutions and make the best use of our resources

Aim 1: ensure member services have a demonstrable impact on the success of their students and institutions

Review of the Year
Member Careers Services

Our mission is to ensure that each of our member services is the best that it can be strategically and operationally in the context of its institution and to ensure that each service is demonstrably better as a member of the group than it would be if it were not

Education Consultancy

Education Consultancy provides on-site careers services to a range of specialist institutions of the University of London:

- **The Courtauld Institute of Art**
- **The London School of Hygiene & Tropical Medicine**
- **The Royal Veterinary College**
- **St George's, University of London**
- **School of Advanced Study**
- **University of London Worldwide**

Additionally, the team provides careers services to the Institute of Cancer Research and a non-member institution, Glasgow Caledonian University London campus, as well as leading on employability projects for the central University of London.

Education Consultancy also provides off-site careers support to Heythrop students during a time of transition for the college, as Heythrop closes at the end of the 2017-18 academic year.

The team has worked hard this year to further embed employability provision and create exciting new initiatives that span a diverse range of institutional settings.

The Courtauld Institute of Art

We have seen 68% increase in appointment attendance and 41% increase in event attendance. These are largely due to effective marketing campaigns and the introduction of new sessions, such as the LinkedIn event – an opportunity to build strong social media presence and improve online networking skills.

For the first time we ran targeted events for PhD students (one in collaboration with an Academic). These events are likely to form a mini summer programme in the future.

We also ran two very successful employer events after which a number of Courtauld students applied, and were interviewed for, a company's internship programme.

London School of Hygiene & Tropical Medicine

We recruited four student assistants to run student-led seminars where current students presented and answered questions about fields they had worked in, including humanitarian emergency response and clinical science work. The project was very well received and it is planned to run again next year.

November was branded Careers Month and included a Careers Fair, two employer talks, four careers skills workshops, a careers information workshop, a student and alumni networking event, a panel discussion on careers in academia, two alumni talks and a presentation on visa options by a visiting speaker.

RVC

Our new flagship Bioscience Careers Conference took place in September consisting of employer panel sessions and skills sessions which will now be an annual college event. We created our first SPOC for Vet Nurses on interviews and helped run a pilot programme for BSc and BVetMed Gateway students around Teamwork, Resilience, Ambition, Creativity, Confidence (TRACC) to help students think about their future career journeys. The day was a success and we are looking to roll it out across different programmes.

We welcomed an Applications Adviser to the team which has enabled Careers Consultants time to develop additional projects to meet institutional objectives.

The team has worked hard this year to further embed employability provision and create exciting new initiatives that span a diverse range of institutional settings

St George's

We held our first Biomedical Science Careers Fair, comprising ten events over two mornings. Alumni and scientists working in non-academic roles shared their careers insights with students in panel settings and more informally over a networking lunch. We had a speaker from the Institute of Biomedical Science and sessions on other opportunities including Placement Training Year, Research and ERASMUS+.

We are expanding our online content to include recorded video footage from alumni and external speakers. We are working on a current staff-student partnership project involving medicine students which will include learning career insights from doctors practicing different specialties.

School of Advanced Study

The Education Consultancy team provides careers support to students on School of Advance Study (SAS) programmes. SAS unites nine internationally renowned research institutes to form the UK's national centre for the pursuit, support and promotion of research in the humanities.

University of London Worldwide

We launched our one day a week careers service in 2017/18 which can be accessed by students from three courses. Appointment slots having been fully booked since we started. Following a successful pilot in Singapore, the Business Observation Placements scheme has been rolled out to Pakistan and Vietnam. The Careers service have been providing feedback on CVs and applications. The partnership with UoLWW is set to grow substantially in 2018-19.

Glasgow Caledonian University (GCU), London campus

Alongside our careers programme we have been supporting GCU's Common Good ethos by running a 'Thinking about your Future' workshop for year 9 pupils from East Brook School in Dagenham. We introduced specialist workshops to support the new Tier 1 visa route now open for London Campus students to support the high number of overseas students who study at GCU.

Education Consultancy initiatives

We are running the first ever careers programme for TECHNE, a body that offers funding and training for doctoral research students from a range of institutions including federal members Royal Holloway. The careers programme will run for 18 months, combining one to one appointments with workshops and webinars.

In partnership with the University of London Development Office and University of London Worldwide, we are supporting students from the Sir John Cass Foundation Scholarship programme. This programme gives financial assistance to 18 students, funding their study and ensuring that they receive careers advice, mentoring and pastoral care for the duration of their course.

City Careers Service

This year at City Careers Service we have seen a period of expansion in the range of services we offer to our stakeholders. We have secured funding for new, innovative projects; developed our use of data to give an even clearer picture of our students' development and outcomes; delivered additional services for our graduates and produced new strategies to diversify our provision for the range of student groups that study with the University.

Embedding Employability in the Curriculum

Building on the successes of embedding employability into the curriculum over the last few years we have expanded our offering this year with three new credit-bearing modules in Journalism, Sociology and Maths. In addition we have confirmation of additional modules in Politics and Business Studies & Management for 2018/19. Due to this increased demand we have expanded the size and capacity of our teaching team who will be undertaking professional development to strengthen their blended learning specialist skills in the coming year.

Micro-Placements

The summer vacation of 2017/18 will see the culmination of a year's work in the delivery of over 270 Micro-Placements for City students to help them obtain professional work experience. After successfully bidding for £100,000 of HEFCE funding, our Micro-Placements team has spent the year undertaking student recruitment, securing placements with graduate recruiters and liaising with internal stakeholders across seven academic departments. The scheme has been so well received that we are in discussions to make this a permanent part of the City student experience beyond the current funding period.

Support for Graduates

This year we have expanded our services for finalists and recent graduates to support them in making the transition from university to employment or further study. Our GradVantage programme has been expanded this year to offer careers support to over 150 finalists, with the chance to access one-to-one careers advice and Santander-funded professional experience opportunities available to any undergraduate finishing their studies this year.

We will also be delivering our first Final Year's Job Fair during June where up to 500 recent graduates will be able to come and meet 18 employers offering current job opportunities.

These combined services will allow City to provide more support for finalists than ever before and plans are already in place to expand this even further for 2018/19.

Unitemps

Unitemps provides temporary, permanent and fixed term work opportunities on campus and with external businesses in and around London for students, graduates and the wider local community. Since 1st August 2017 till 31st May 2018, the City branch has processed 11,940 timesheets which have totalled £2.15 million in payroll across 1,517 candidates with an average hourly rate of £13.36 (excluding holiday pay). The branch processes all the University ambassadors, invigilators and the majority of temporary roles within admin, marketing, finance, HR and IT across all the Schools and Professional Services. The branch also manages the Santander SME Internship funding. In this academic year so far, we have placed 8 City graduates in 10 week paid internships with fantastic SMEs in London. Three of these graduates have subsequently gone on to full time, permanent graduate schemes/roles.

Internationalisation

During the winter of 2017/18 we produced our Internationalistion Strategy which sets out our commitment to support international students as well as students who wish to pursue careers outside of the UK. As part of this strategy we have delivered services such as our joint Global Careers employer events and activities during City's International Week; as the Strategy proposes activities over the next three years we plan to see delivery of additional services next year and beyond.

Careers Registration

In 2017 City collected our first full round of Careers Registration data across all years. Our school reports were well received in the institution and were the focus of City's first All Staff Forum. We are continuing to build CR into our daily work and looking forward to 2018 when we will have our first cohort with 3 years of CR data to work with.

Our combined services will allow City to provide more support for finalists than ever before

Goldsmiths Careers Service

Transformational Investment

In the summer of 2017, Goldsmiths made the strategic decision to invest significantly in expanding the size and scope of the Careers Service. Using an investment of £440k, a new Senior Head of Service was recruited in July and given the budget to recruit 11 additional staff, taking the team to 24 FTE. This covered all aspects of the Careers team's work, including:

- **1 Deputy Head of Service**
- **1 Careers Consultant (Graduate Coach)**
- **2 School-based Careers Consultants**
- **3 Work Placement Coordinators**
- **2 Employer Engagement Coordinators**
- **1 Job Shop Administrator**
- **1 Volunteering Administrator**

As a result of the increased resource, the Careers Service has:

- **Doubled the availability of 1-to-1 careers appointments**
- **Introduced a drop-in facility for quick queries**
- **Created a Volunteering Drop-in, open to students 11am – 1pm Monday to Friday**
- **Created a Job Shop, open to students 1 – 3pm Monday to Friday**
- **Launched a new branding for the Careers Service**
- **Purchased a mobile interview facility (the Pod)**

Transformational Strategy

In summer 2017, the new Senior Head of Service was tasked with creating a new Institutional Employability Strategy, to cover all aspects of careers and employability across Goldsmiths, based on the principle that employability is everybody's business. Extensive consultation was undertaken with students, academics and professional services over 4 months. The final 3-year strategy was approved by Academic Board in November 2017 and formally launched in May 2018. Key elements include:

- **Creation of Academic Leads for Careers & Employability**
- **Departmental Employability Audits**
- **Departmental Employability Action Plans**
- **Careers Registration embedded in institutional structure**

Transformational Programmes

As part of the expanded commitment to Widening Participation, the Careers Service introduced a new Interns on Campus programme in May 2018. Targeting WP students, 21 paid 8-week summer internships were created in academic and professional services departments across Goldsmiths. Careers Service staff sat on each recruitment panel, with the commitment to provide detailed feedback to all interviewees.

A successful bid to the Santander Enterprise Fund in February 2018 has created a year-long programme of enterprise activities to support new graduates who want to set up a business. The core of this programme is a week-long course in August on all aspects of start-ups, followed by 20 paid 6-week micro-internships in new start-up businesses, to learn about the pitfalls and opportunities. There is also a proof-of-concept fund to support entrepreneurs to bring their ideas to market.

Transformational Data

The Careers Service has worked with Registry to embed Careers Registration questions into graduation, using notification of results to close the loop on the student journey. This further enhances the 3 years of Careers Registration data now available on all students enrolling from September 2015 onwards. Data so far shows 95% of students in the Decide and Plan phase in their first year against 81% in their final year, while there is a significant increase in third-year students in the Compete phase. In September 2017, a question on industry sector interest was introduced for the first time. The Employer Engagement team is already using the data to attract new and different employers to campus and their events programme.

A dashboard linking Careers Registration and Careers Service Engagement data will be completed by summer 2018, providing greater understanding of trends in student career journeys for academics and the Careers team, leading to more effective tailoring of service delivery.

Transformational Results

While final figures for the year are not available till 31 July, data for 11 months of the year so far highlight:

- **An increase of 27% attending 1-to-1 appointments**
- **An increase of 46% attending employer-led events**
- **An increase of 33% in employers on campus**
- **An increase of 144% in Innovation Award entries over 2 years**

While the Employability Strategy is for 3 years, early results are encouraging and we expect to see these reflected in the DLHE for 2016/17 due out in July 2018.

King's Careers and Employability

2017–18 has seen focus on the development of a new Education Strategy at King's College London, built on the new strategic Vision 2029, launched in 2017. Goal 4, *Ensure all King's students are equipped for success*, focuses on all aspects of the process of 'supporting students to define and achieve their personal and professional goals by embedding employability in the curriculum.' This offers King's Careers & Employability a unique opportunity to partner across King's to develop and support highly employable graduates.

New Ideas

Employability-led quality assurance has generated enormous amounts of new activity for us. Summer 2017 saw the creation by the Head of Service of an online Employability Toolkit to support the new programme approval processes that King's has put together to embed employability in the curriculum. The Toolkit gathered resources to support academics to understand, explore, define and create embedded employability that not only represent best practice, but also feel bespoke and appropriate to their new academic programmes. Another significant output of the Toolkit was a new way of defining and developing embedded employability as innately generated by the employability value of what is being taught. This idea has generated research output in the form of a journal article and a number of presentations to UK and international colleagues across Higher Education.

An Embedding Employability Consultant was appointed in November 2017 to lead on liaison with academic colleagues. During 2017–18, the innovative potential of embedding employability has been explored across subjects as diverse as tax law, social sciences, physics and accountancy, generating developments that reflect core pedagogical requirements such as learning outcomes as well as experiential learning and new ways to partner with employers.

A Student Journey

Our annual Careers Enrolment data collection from all students has not only provided a wealth of information about student career readiness but also the opportunity to participate in the HEFCE/OfS Careers Registration Learning Gain project. Sharing ideas and understanding how different careers services apply their data findings has opened up two new strategic avenues including the concept of a student data journey, where careers enrolment data is linked to student service engagement data and graduate outcomes to begin to map career readiness, engagement choices and employment outcomes.

The concept of Learning Gain has also connected with the pedagogical focus on learning outcomes, to create a new framework to explore the impact on students engaging with the careers service. We are aligning all service offerings (including events, internships, workshops and one-to-one interactions) against the three main phases of careers readiness: Discover, Focus, Action. This will be supported by a simple set of learning outcomes to enable any student to understand how their interaction with King's Careers & Employability can impact their learning and development. We can evaluate students' Learning Gain throughout interactions with the service and improve engagement opportunities. We have appointed a Widening Participation Careers Consultant to help us engage more students from widening participation backgrounds in their journey much earlier.

The innovative potential of embedding employability has been explored across subjects as diverse as tax law, social sciences, physics and accountancy

Opening Doors

An ever-increasing number and diversity of employers (500+) have come to King's this year, upskilling our students and seeking future talent. Following visits to Brussels and Hong Kong, we secured a range of opportunities with employers as diverse as think tanks and media companies. Our AGCAS Award-Winning Global Internships Programme and Tata Social Internship are sending students to every continent but Antarctica! We have also expanded our innovative events programme, attracting record numbers of students and graduate employers with new boutique 'networking nights' focussing on niche engagement offers.

Focussing on social mobility, our bespoke partnerships with SMEs across London have been expanded through our Springboard and Advance schemes, supporting black and disabled students, offering a range of student bursaries. Well-supported, developmental work opportunities are supplemented by a process of reflection to enable them to act on what they have learned. In 2017, King's Experience Research Awards helped many of the 150 students with research internships with King's academics to identify and reflect on their research innovations and career development.

New Home, New Brand

In July 2018, King's Careers & Employability will move to an exciting new space in Bush House, on the Aldwych. Part of the King's redevelopment of three buildings in the former home of the BBC World Service, we will join KCL Students Union, academic departments and colleagues in other student services in a newly developed space. We will also be launching a new visual identity that aligns with the student journey of Discover – Focus – Action and supports our goal of engaging more students more effectively to begin their careers and employability journey, whatever their starting point.

Queen Mary Careers and Enterprise

A new internship scheme for graduates

Sponsored by the university's new Principal, this year our Queen Mary Careers & Enterprise Team launched a successful new internal internship scheme for graduates. The team arranged for 35 Queen Mary graduates to intern across 10 Queen Mary departments over an eight-week period. Intern projects included setting up labs, reviewing social media content and undertaking qualitative research around global mobility. One intern acted as consultant to the Events and Ceremonies Team to review the university's approach to graduation ceremonies. All interns were paid London Living Wage and all had support from an in-department supervisor. As well as coordinating the programme on behalf of the university, Careers & Enterprise arranged wrap-around support for the interns, including a half-day induction and an end-of-internship debrief on how to present their experience persuasively in future job applications. Feedback from graduates and departments was excellent and the scheme is expected to run again in 2018/19.

Expansion of the QMUL Careers Taster Scheme

This year Careers & Enterprise worked with Queen Mary's Vice Principal (Student Experience, Teaching and Learning) to secure funding from the Sir John Cass Foundation for a new post to upscale the university's popular Career Taster Scheme. The Career Taster Scheme gives students the opportunity to explore their career options 'hands-on' by choosing up to four employer sites to visit – undertaking business case studies and networking activity during each of their taster sessions. Developed initially by five of our academic schools, thanks to this new post, the scheme – renamed 'QTaster' – will now be available to all undergraduates. It will sit under the umbrella of our suite of QMUL Model Extra programmes and run as an integral part of the university week on Wednesday afternoons, recognised through the student HEAR. 200 students will take part in 2018/19.

> "The graduate internship has been an incredible experience. I was fortunate enough to work on a cross-departmental project that I am passionate about and have developed skills I previously lacked – namely research skills. I think I will also have a lot more to talk about and refer to when I complete job applications in the near future!"
>
> **Graduate Intern (Global Mobility)**

A second strand for the InQUBEate programme

On the back of our successful accelerator programme, InQUBEate, in 2017/18 we secured funding from Santander to set up a second strand of this programme, focusing on businesses already trading and ready for upscaling. Whilst the original InQUBEate will continue to run during term-time on Wednesday afternoons (as one of our suite of QMUL Model Extra Programmes), the new strand will take place during the summer vacation. We expect to engage a high number of graduates, as well as students and will be offering participants access to new entrepreneur-mentors and off-site incubator space.

Supporting social mobility through alumni mentoring at QMUL

Several of the reports released in the last year highlight the importance of role models in raising the aspirations and confidence of students from disadvantaged backgrounds. The Queen Mary Careers & Enterprise Team has a strategic target to match – annually by 2019 – 300 students from low income backgrounds with an alumni mentor. This year we passed our halfway milestone with 186 students matched with a mentor. Plans are underway to use the Aluminate platform to support this upscaling in 2018-19.

Royal Holloway Careers and Employability

Our transformational move into the iconic Davison Building

In September 2017 we moved into our expanded and purpose-built Careers Service facilities. We are now located in the new flagship Emily Wilding Davison Building at the heart of the campus, officially opened by the Princess Royal in October 2017. The impact on our student delivery was immediate. In Autumn Term 2017 we handled 4,400 enquiries and booked career coaching appointments increased by 109% while maintaining a client satisfaction rate of 94%. There was a clear increase in impulse visits from first and second years which increases the window to maximise their chances of a good graduate job. Student reaction to the new service has been tremendously positive and our engagement data indicates proportionate usage by our BAME and WP populations, which we showcased to Chris Millward, Director of Fair Access and Participation for the Office for Students when he visited our service in January 2018.

Our Employer Programming Accelerates

Our new facilities with dedicated employer and event spaces have enabled a considerable enhancement in our Employer Programming. In October 2017 we launched an Employer in Residence scheme to enable bookable one-to-one informal conversations between students and employers. Participating employers have included KPMG, FDM, The Civil Service and, most memorably, Tesla who parked one of their latest cars in the new Founders Square. We diversified and expanded our Careers Fair offer by offering new small table top events in addition to our main Autumn Careers Fair in our historic Picture Gallery. As part of this diversification we worked with our Disability and Dyslexia team to organise a more inclusive and accessible Diversity Fair in March 2018 which engaged a broader student cohort. Employer support for our diversification of formats has been strong and in Autumn Term 2017 we welcomed 62 employers onto campus.

Micro-Placement and Internships Expansion and Awards

Our award winning Micro-Placement scheme has had another good year, not only expanding to 13 academic disciplines and 110 placements but also winning a College Teaching Commendation for innovative use of technology. We piloted video formative feedback on CVs so that students could replay it on their smartphones. Placement sourcing is still in progress but confirmed placement hosts already include InsureTheBox, Walker Books and Kew Gardens. And we are planning more expansion for 2018/19.

In January 2018 we co-ordinated a programme of 31 Winter Graduate Internships, mainly located in academic and professional service departments across Royal Holloway. The internships were targeted at graduates who were finding it difficult to launch themselves in their preferred graduate job market and 22% had registered disabilities. Feedback from both students and hosts was very positive and many of the interns have now achieved graduate level employment. 96% of the supervisors said they would be interested in hosting another intern in the future and that they would recommend hosting an intern to their colleagues.

career coaching appointments increased 109%

More Innovation from the Passport Award

The Passport Award is Royal Holloway's way of acknowledging the importance of students' co-curricular activities. Passport challenges introduced this year are diverse accessible online activities which students can complete in their own time, relate to employability skills and are sometimes run in collaboration with employers. This year over 450 Passport Challenges have been completed with 53 entries to a writing challenge which was judged by literary agent Toby Mundy who said this about the winner's piece of writing: "Brilliant. A whole novel in 700 words; The author shows real promise." The Passport Challenge methodology has improved the inclusivity and reach of the whole Passport Award Scheme by delivering higher BAME and WP participation rates.

Launch of our Institutional Careers Aspiration Strategy Framework

In June 2018 we launched our Institutional Careers Aspiration Strategy Framework: "E3 – Evaluate, Explore, Enact" which was developed in co-operation with Royal Holloway's structured student voice team, RH100. This framework, together with our introduction of the Careers Registration data methodology, will help us integrate and evaluate the wide range of employability activities across campus. It will also provide clearer communication and signposting to students, both online and through the personal tutor network of the career enhancing opportunities that Royal Holloway offers.

This year over 450 passport challenges have been completed

St Mary's Careers Service

St Mary's Careers Service had an exciting year of change and development. We received investment in a new role within the service at the start of the year, extended our personal tutoring system support, further improved access and delivery into academic programmes, extended hours for one-to-one appointments, developed and released in-house a new CV online learning module, improved engagement with graduate level employers, collaborated on the delivery of a new module 'Making History Work', ran joint workshops with Wellbeing, delivered more pre-entry and graduate one-to-one support programmes, took student enterprise to Chelsea and got going promoting Graduate Outcomes.

Investment

We created, and successfully recruited for, a new 'Graduate Outcomes Lead' role to help support the University to meet the challenge of performing well in the new HESA Graduate Outcomes Survey (replacing the Destinations of Leavers from Higher Education Survey).

Personal Tutoring

A successful pilot project to deliver group personal tutoring sessions was extended this year into the Business Management and Psychology degrees.

We received investment in a new role... further improved access and delivery into academic programmes, extended hours for one-to-one appointments... and got going promoting Graduate Outcomes

More embedded content

For the first time, we delivered careers sessions into all levels of the University from foundation through to postgraduate researchers and academic staff.

Extended hours

We added nine hours of one-to-one guidance appointments to our weekly offer, with particularly strong uptake noted for the early morning slots.

Blended learning

We released a new Moodle-based CV module for students wanting help to design or update their CVs, before or without face to face Careers Consultant support. Uptake has been positive and two further modules are in production.

Graduate level Employers

All our attention has focussed on bringing graduate level employers to campus this year. The Careers Show attracted big name employers who would usually have only attended larger university fairs (such as the Civil Service Fast Stream). This has led to an increase in interest in graduate scheme opportunities.

‘Making History Work’

A brand new module for BA History has been developed collaboratively between our history department, the Careers Service and the Centre for Workplace Learning. A real success in this first year of delivery, we hope to use it as a best practice module for new or revalidating programmes in the new faculty system

Barriers to entry?

As a part of our mission to open up new methods of engaging those with barriers to entry to the labour market, we collaborated in delivery of a new workshop series with the team in Student Wellbeing. The focus was on providing information and support to those with a declared disability and we hope to extend this to other ‘split metrics’ groups including BAME and mature students in 2018-19.

Open to all

We actively pursued pre-entry and graduate clients this year in order to assist with recruitment and with long term destinations. There has been significant uplift in support to both groups and we aim to further develop this in light of the continuing focus on student recruitment and on Graduate Outcomes Survey requirements.

Promotion of Graduate Outcomes Survey

The Graduate Outcomes Lead promoted the Careers Service and Graduate Outcomes Survey at the March Graduation Ceremony as well as to current students at a number of promotional desks on campus. Working jointly with the Alumni Service this helped raise the awareness of both services to the current students of the university and aimed to increase use of both services by future graduates of the university.

Chelsea Student Enterprise Forum

We took 50 students and alumni of St Mary’s University, Twickenham to Stamford Bridge stadium for the inaugural Student Enterprise Forum. Industry experts spoke to the students about the latest ideas of embedding technology and information systems in Chelsea’s revamped stadium while explaining the challenges of sustaining community links, partnerships and projects during the club’s temporary relocation. The students were tasked with creating an app that would improve match day experience for fans and customers visiting Stamford Bridge while also creating extra revenue for the club. The project came about through a collaboration between Chelsea Foundation, the Careers Service and the Sports Coaching and Business Management academic teams.

We collaborated in delivery of a new workshop series with the team in Student Wellbeing. The focus was on providing information and support to those with a declared disability and we hope to extend this to other ‘split metrics’ groups including BAME and mature students in 2018-19.

SOAS Careers Service

At SOAS Careers we've seen a real positive impact this Academic year on the support on offer to students. By relying on data and student feedback, we've made sure that the Careers Service offers a pertinent, diverse and engaging range of events and support services, to support students at every stage of their career journey.

This year saw student enterprise become embedded into the team and we've had some real successes in this area too – thanks to increased funding from Santander Universities and engagement with student societies.

Making full use of the incredible new Paul Webley Wing at SOAS, this year we ran our most popular Careers Fairs with a great range of employers – from the International Committee of the Red Cross through to Allen & Overy. In line with students' interests as noted in Careers Registration, we also hosted several insight sessions into life at the Civil Service with some of our incredible alumni. They were also on hand at various points throughout the year to support current students with their applications and reveal top tips about assessment centres.

We put on some amazing events in SOAS' main atrium space, with panels exploring topics as wide ranging as race and identity within the law sector (pictured) to careers for East Asian language experts and our first ever LGBTQ+ panel event

We celebrated some of the incredible, world-changing volunteering activities SOAS students and alumni get up to at our annual Make A Difference celebration, hosted by our Director, Baroness Valerie Amos

We launched a 'Change the World' enterprise competition: where SOAS Careers encouraged students to get creative with fundraising for a charity that meant something to them

Thanks to SOAS' resident pro photographer, we ran several LinkedIn photobooth sessions – helping students get set-up on the networking site with a professional headshot

Humbug the Careers Cat came by the Careers Zone during exam time offering a well needed revision break & cuddle

The Paul Webley Wing, SOAS, opened 2016

UCL Careers

Global Activities

As part of a new initiative to support UCL's outbound mobility targets, we have been developing a Global Internships Programme. As part of this, we have utilised strategic funding to offer a Global Internships Bursary to students who have self-sourced an overseas summer internship. With bursaries ranging from £300-£900, the funding can be used to support with costs associated with the internship, such as flights, visas and accommodation. Applications for this year have come from students undertaking opportunities in a variety of sectors and locations around the world, with the USA and Japan being the top two destinations.

In May 2018, Rhiannon Williams, Global Internships Manager, visited Beijing to present at a conference hosted by Peking University (PKU) as part of their 120th year celebrations. PKU is UCL's first anchor partner with collaborations across both institutions and a meeting with the Director of the Student Career Centre provided an opportunity to learn about how they support students at the university. Meetings with KPMG, CRCC Asia, B&D Law Firm and UCL alumni gave an insight into the key things employers are looking for when recruiting students and graduates. As one of UCL's priority regions, the findings will be used to support both returning Chinese students and non-Chinese students looking to work in the country.

Career Essentials Online

UCL Careers offers a six-module moodle-based eLearning careers course for both current students and recent leavers.

The course is designed to be an immersive and interactive experience with bite-size video content, interactive surveys and quizzes, job hunting case studies, action sets and key resource downloads. Modules cover all aspects of the careers management journey from applications and interviews to job hunting techniques and option generating as well as content designed to build confidence, resilience and an action-orientated approach to navigating the journey towards the next step.

The course is especially popular with recent leavers who can remotely access high quality content on-demand at a time when having lost the structure of an academic course, they can often feel isolated and daunted by the decision of how to move on from UCL.

Over 1500 current students and 600 recent leavers have enrolled for Essentials Online since its launch in 2017.

> "I found Career Essential Online very useful in my preparations for recent interviews and an assessment centre. Videos of typical answers were especially helpful to come up with well-structured answers. I succeeded in my assessment centre and received an offer from JP Morgan.

UCL Postgrad student 2018

Careers Registration

Since the beginning of the academic year, we have been collecting and using Careers Registration data for undergraduate and PGT students – asking them about their career readiness, sectors of interest and level of work related learning: 95% of UG and PGT students responded to the questions and this has enabled us to start re-shaping our activities in order to help those most in need of support. There has been a great deal of interest at department and faculty level and particularly in the context of preparation for subject level TEF. Careers Registration for PGR students was launched in May with slightly nuanced sector information, relating to areas of research that such students may enter. This data will be used for planning with the Doctoral School in 2018/19 onwards.

UCL Careers Extra (WP Activities)

This year we launched UCL Careers Extra for UK undergraduates from widening participation backgrounds. Students opt in to the scheme through a sign-up that was distributed to those on higher level bursaries (household income below £25,000) and via UCL Careers Alert emails. UCL Careers Extra gives eligible students access to 30 minute careers appointments with specific careers consultants, targeted employer opportunities, careers events that are just for UCL Careers Extra students plus preferential booking for certain other UCL Careers activities. We have also piloted a work-based experience bursary scheme to help students gain valuable experience through internships or volunteering.

95% of UG and PGT students responded to the questions and this has enabled us to start re-shaping our activities in order to help those most in need of support

Careers Registration data collection

Aim 2: understand, anticipate and prioritise the current and future needs of stakeholders

Thought and Practice Leadership

As a collective, our group will be highly visible as thought and practice leaders in higher education careers and employability, nationally and globally. In turn, the leading edge thinking and practice will enhance delivery in member services and bring reputational benefits to the University centrally and to member institutions

Informing practice through research

The Careers Group's Research Unit supports the work of colleagues across the Group as well as contributing to sector-wide debates on employability themes through conducting primary research. In addition to compiling regular policy and research digests for staff and stakeholders, the team have produced a range of research outputs this year as well as continuing work on a three-year Office for Students funded project investigating Careers Registration as one measure of Learning Gain.

Publications and dissemination

The Research Unit has produced several publications this year, including our first book chapter, *Hidden Gems Vs Usual Suspects: How targeted employer engagement in HE can produce social mobility outcomes for less advantaged students*, by Rae Roberts, Laura Brammar and Fiona Cobb, featured in the National Education Opportunities Network's 2018 text *Widening Access throughout the Student Lifecycle*.

'How can creative practice facilitate reflection on self-learning? Implications for narrative career counselling', a collaboration with Goldsmith's, University of London was published in the Australian Journal of Career Development. The research conducted by Laura Brammar and Katarina Lezova, focuses on the skills award at Goldsmith's, University of London. This research was presented at the International Centre of Guidance Studies' Conference held in May 2018 and the AGCAS Research Conference in July 2018.

The Research Unit completed primary research on information professionals within career services. The research report *We are the problem solvers and fixers: How can we identify, understand and enhance the professional development of HE careers information professionals?* was welcomed by the sector and the authors, Laura Brammar and Rosalind Kemp, were invited keynote speakers at the AGCAS Information Professionals Conference in May 2018 and also delivered a presentation at information literacy event *On The Move*, in February 2018 at University College London. The research also featured in the professional journal *Phoenix*, produced by AGCAS as were several other articles written by Research Unit colleagues, such as David Winter's article *How to think like a researcher*.

Festival of Research

Following on from the success of last year's event, the Research Unit delivered the 2018 Festival of Research in May 2018. Over fifty colleagues from nine institutions across TCG joined us including careers consultants, information professionals and employer engagement staff. External speakers included Chris Rea from Graduate Prospects who outlined the myths of the graduate labour market and Vanessa Todman from the KCL What Works team who worked with Behavioural Insights Team to use a range of techniques such as the use of Randomised Controlled Trials (RCTs). New for this year's Festival were Pecha Kucha's – presenters had just six minutes to talk through their research and pedagogical ideas and practice. Colleagues from across TCG joined us to learn more about a range of topics, from extracting employability to the psychological contracts of interns.

Feedback from the event was overwhelmingly positive:

> "Brilliant to have TCG colleagues presenting to hear what is going on across the group.

> "Inspired by the research talks – wanting to reach out to certain people for collaborations.

Research skills enhancement

The Research unit delivered a range of webinars and workshops throughout the year. Sessions included *HE careers – policy, politics and predictions: an update on key developments e.g. TEF, LEO, new DLHE and Using Data in your Careers Service*.

Getting ready for GDPR

Fiona Cobb led extensive training for internal stakeholders on the General Data Protection Regulations (GDPR) and by invitation, delivered GDPR training nationally at the AGCAS Heads of Service and Information Professionals Conferences in January and May 2018 respectively, helping services prepare for the key changes in law.

Developing Data Confidence and Dashboards across the group

In October 2017, The Careers Group ran a survey to find out how important Careers Registration data is to careers work and how confident careers colleagues are in working with data sets more widely. Fiona Cobb led a session on this at the icegs conference in May 2018: '*Are you ready for the revolution? How data is changing our professional practice*.' The Careers Group are working with Careers Group member institutions to develop careers data dashboards to link Careers Registration data, engagement data and outcomes data to support evidence based decision making and to communicate key data trends within our Careers Group member institutions.

Careers Registration Learning Gain: Insights, Innovation and Impact

Project Leads:
Bob Gilworth and David Winter
Project Coordinator:
Fiona Cobb
Data Analyst:
Ragi Babiker

All of our 16 project partners are now live with Careers Registration, including nine of our own member services

What is Careers Registration?

'Careers Registration' involves inclusion of employability-focused questions into the student registration processes for all new and re-enrolling students, to capture annual data on individual student's perceived stage of career development. The data enables institutions to measure students' readiness to engage with career management support, which can then be categorised into developmental stages such as the 'decide, plan, compete' model used at Leeds. The nature of the data allows for both cross-sectional and longitudinal analysis and this data is informing careers service delivery.

Project growth and key developments

Now into the final year of this 3-year Ofs funded Learning Gain Project, to investigate the use of Careers Registration as a measure of Learning Gain in relation to work readiness, all of our 16 project partners are now live with Careers Registration, including 9 of our own member services.

The central project team welcomed data analyst Ragi Babiker to complete meta-analytics and predictive modelling of career thinking and student attributes, included widening participation characteristics. We modelled career thinking, work experience and DLHE to identify links between career thinking, work experience, student attributes and graduate outcomes. We are asking additional questions at Graduation, to close the loop on career thinking and to inform alumni careers support.

Supporting national uptake of Careers Registration

At least 34% of all UK HEIs are implementing Careers Registration as of October 2017, according to findings of our sector pulse survey (October 2017). Through the research, The Careers Group are informing implementation and providing key insights for the implementation of Careers Registration across the sector.

TCG hosts Careers Registration National Forum

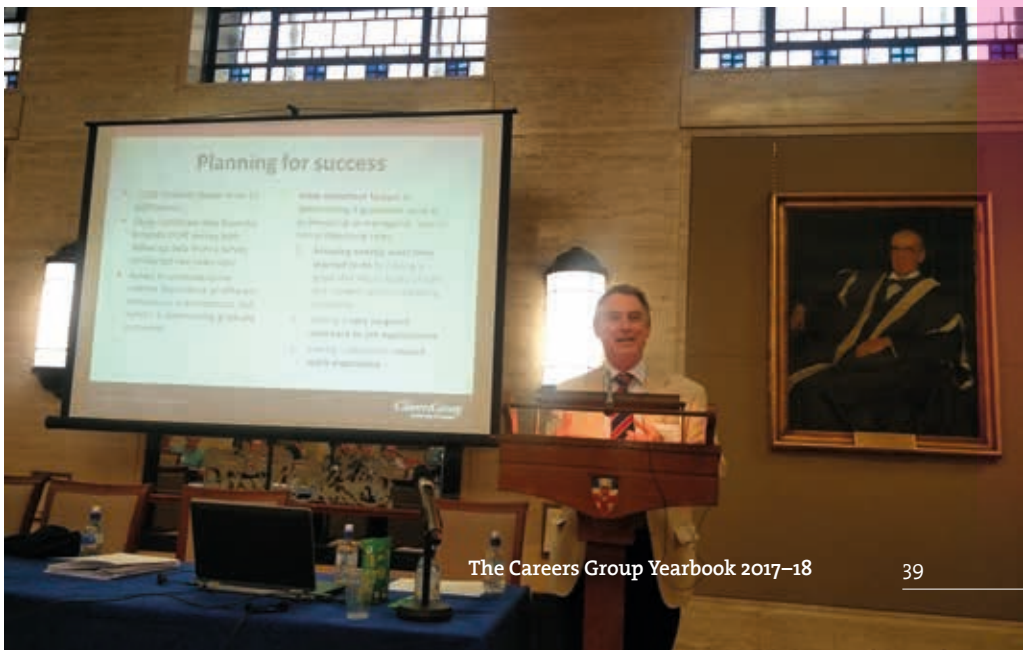
The Careers Group hosted the Careers Registration National Forum: Insights Innovation and Impact, providing a forum for colleagues from across the sector to explore the impact of Careers Registration as an evidence based approach for employability support in Higher Education.

The event brought together more than 60 colleagues from 57 different higher education institutions in a wide variety of careers and academic roles and government representation. The breadth of roles and backgrounds of attendees highlights the wide reach of Career Registration.

Drawing on the ongoing research of the Learning Gain pilot project, keynote presentations and interactive workshops helped colleagues to consider the impact of Careers Registration for their own institutions. TCG colleagues ran some informative workshops on visualising Careers Registration using dashboards and using Careers Registration to underpin careers service strategy.

Contributing to national policy discussions

Drawing on our meta findings, Fiona Cobb presented a paper at the Society for Research into Higher Education conference in December 2017. The paper focused on the ways in which Careers Registration data is informing student employability support, which spoke to the central theme of the conference – Higher Education Rising to the Challenge: Balancing expectations of students, society and stakeholders.



Representing The Careers Group nationally and internationally

Our group has a strong presence in and influence on, the Higher Education debate, employability and graduate outcomes. The voice of our members is heard at UK and global events and we are keenly engaged to showcase and validate our cutting-edge research and evidence to inform institutional strategies and share best practice with our member institutions. Many colleagues have represented The Careers Group at external events this year, to share experiences with others and bring back lessons from the UK and beyond.

External representation

We work very closely with our professional body, the Association of Graduate Careers Advisory Services (AGCAS). Currently, we have three members of The Careers Group's senior management team on the AGCAS Board: Bob Gilworth AGCAS Director of Research and Knowledge and President Elect; David Winter AGCAS Learning Director and Liz Wilkinson AGCAS Treasurer and Chair of AGCAS Governance and Risk Committee.

Bob Gilworth is on the Institute of Student Employers (ISE) Research Group, the 'Skills for Londoners Stakeholder Advisory Group' informing the Mayor's Skills for Londoners Taskforce and the Steering Group of the Institute for Employment Research Futuretrack Research Programme. This year Bob has continued to represent the views of university careers services as part of various sector-wide consultations. Bob Gilworth and David Winter are elected Fellows of NICEC (the National Institute for Careers Education and Counselling).

Global connections

In March 2018 Bob participated in the Global Careers Summit in Newcastle, which brought together over 100 colleagues from careers services around the world. The Careers Group regularly hosts international partner colleagues for practice session experiences with our teams. Members of our Employer Engagement and Internationalisation Cross Group Teams hosted 'TalentCorps', the graduate talent agency of the Malaysian government. The Central Team, SOAS and King's also hosted Nadia Waggie, Head of Operations, Careers Service University of Cape Town to share best practice work experience. A follow up to the Global Careers Summit was a visit from Akihiko Ieshima, Associate Professor Center for Education in Liberal Arts and Sciences Osaka University, Japan.

King's Careers & Employability hosted a large delegation from the Science Faculty at the University of Copenhagen to discuss careers engagement and employability development. Kate Daubney, Head of Service, also hosted a colleague from Ryerson University in Canada to discuss embedded employability and Careers Registration with Bob Gilworth to advise on embedded employability for colleagues at Humber College in Canada.

This Autumn Bob will present a keynote on Careers Registration at the National Association of Graduate Careers Advisory Services (NAGCAS) conference, Brisbane and deliver Careers Registration guidance to various Australian Universities. Other examples from across the group include: Lindsey Shirah (Programmes Manager, QMUL) presenting innovative work experience programmes to colleagues from the University of Minnesota, USA. Louisa Chastney (QMentoring Coordinator), Samuel Firman (Enterprise Coordinator) and Lindsey Shirah (Programmes Manager) also presented a wide range of workshops to international colleagues during Erasmus Staff Week. Rhiannon Williams (Global Internships Programme Manager, UCL) presented at Peking University, China: "Supporting Students in the Global Market Place".

Our group has a strong presence in and influence on, the Higher Education debate, employability and graduate outcomes

Presentations

Bob Gilworth and Kate Daubney presented at the UUK event 'Graduate employability and skills: designing and implementing your institutional strategy'. Kate delivered 'Developing employability-led quality assurance' based on experiences of working with the King's team on a new and whole-institution strategic approach. Bob delivered one of the keynote talks as he did at the same event last year.

Kathy Williams (Careers Consultant, SOAS) and Philippa Hewett (Head of Careers Service, SOAS) ran a workshop at the Institute of Student Employers (ISE) Developers' Conference in March 2018 to examine the hypothesis that students who are more aware of their career thinking and how to make good choices, are less likely to renege on job offers.

Kathy and Philippa also ran a workshop at the 2nd Careers Registration National Forum in May 2018 to showcase the learning module designed by Kathy which teaches students how the stages of career thinking work and how to navigate these for life. This module was also showcased at the annual SOAS Learning and Teaching conference in May 2018.

Philippa presented a workshop on how SOAS measures Learning Gain via Careers Registration at the 5th annual SOAS Learning and Teaching conference in June 2018.

Careers Registration – national and global impact

Bob Gilworth has presented on Careers Registration and Learning Gain at numerous national conferences and Universities this year. Fiona Cobb regularly presents at numerous conferences and events including the **Society for Research into Higher Education (SRHE) Annual Conference** earlier this year.

In addition to leading the HEFCE/OfS national Learning Gain pilot project, based on Careers Registration with a consortium of 16 institutions, The Careers Group has become the de facto support centre for numerous other institutions implementing Careers Registration and hosted the second national Careers Registration conference this year. There are now over 60 institutions in the UK using Careers Registration. The Careers Group sits at the centre of a sector phenomenon and will continue its national leadership role in this area beyond the duration of the Learning Gain project.

The Research Unit

The Careers Group Research Unit had a strong presence at the international Centre for Guidance Studies 20th Anniversary Conference held in Derby. Laura Brammar and Katarina Lezova (Goldsmiths) presented a workshop 'How can creative practice be used by guidance practitioners as an innovative way of facilitating their client's career narrative?'[iii] Fiona Cobb delivered a session entitled 'Are you ready for the revolution? How data is changing our professional practice'.

In an exciting new partnership, the Research Unit are undertaking the delivery and analysis of the Institute of Employers Annual Survey.

AGCAS Annual Conference 2017

The AGCAS annual conference took place on the theme of 50 years of agility, professionalism and expertise – are you ready for the future? and a number of TCG colleagues contributed as speakers/facilitators, including:

'Storytelling with video: using video to enhance careers support' Presenters: Trevor Bibic, Amy Townsend and Rae Roberts, The Careers Group, University of London: The Great Grad Job Hunt project team

'We are the problem solvers and fixers': the identity, roles and development of HE careers information professionals Presenters: Rosalind Kemp and Laura Brammar, The Careers Group, University of London

'Careers Registration: headlines for employability and careers professionals' Presenter: Fiona Cobb, The Careers Group, University of London

'Work Based Learning – Engagement, Reflection and Future Success' Presenters: Rupinder Morrow, The Careers Group, University of London in collaboration with The AGCAS Placements and Work Based Learning Task Group – Su Maynard, University of Leeds; Laileng Fong, The University of Warwick; and Rhian Perridge, Cardiff University Room

The WP Graduate 'Manhattan Project': how we fused the elements of graduate recruitability, employability and job readiness around WP final years. Kay Shah, City, University of London in collaboration with David Gilchrist and Estanis Bouza

Transitioning university information skills into the workplace Presenter: Dr Sophia Donaldson, UCL Careers.

Developing careers provision through data analysis Presenter: Brenda Welch, City, University of London

AGCAS Annual HoS Conference 2018

'Data gathering on a shoe-string: using the Employability Health Check tool to inform practice in a small service' Presenter: Abi Gaston, Head of Education Consultancy (currently Deputy Head, QMUL), The Careers Group, University of London

'GDPR and your Careers Service' Presenter: Fiona Cobb, Careers Registration Research Project Coordinator, The Careers Group, University of London

'Preparing for the perfect storm through learning' Presenter: David Winter, AGCAS Director of Learning and Head of Research and Organisational Development, The Careers Group, University of London

'How working with graduate developers can redefine "employability"' Presenter: Dr Bob Gilworth, AGCAS Director of Research, Director of The Careers Group, University of London and Rebecca Fielding, Managing Director, Gradconsult

[iii] 'My creative element shows my journey: How can the act of creative practice be used by guidance practitioners as an innovative way of facilitating their client's understanding of their career narrative?' iCeGS 20th Anniversary Conference: 'Imagining New Perspectives on Work: The Role of Career Development in Shaping Futures', International Centre for Guidance Studies, University of Derby, 23 May 2018

National Engagement

Our Heads of Service and staff are engaged in practice leadership and expert networks at the national level, many based around the work of AGCAS groups:

Magdalen Attwater, Head of Careers Service, St Mary's University Chair of Careers Services London, the regional Heads of Service group for London

Lacara Barnes-Rowe, Pre-Entry Careers Consultant, AGCAS Social Mobility Working Party and contributor to round table discussion 'Diversity in the Creative Industries' led by the Centre for London think tank.

Kate Daubney, Head of King's Careers & Employability, HoS Rep on Research & Knowledge Committee, Member of AGCAS Nominations Committee

Elaine Dennis, Psychometric Assessments Task Group Member, 2009-2017; Medical Careers Advisors Network, 2016-2018

Vanessa Freeman, Deputy Head, Goldsmiths Careers, AGCAS Education Liaison Task Group and author for national publication 'What do Graduates Do'?

Abi Gaston, Acting Head of Education Consultancy (now Deputy Head Queen Mary), member of Task Group, International Student Task Group

Bob Gilworth, AGCAS Director of Research and Knowledge and President Elect

Katy Gordon, HoS Goldsmiths, AGCAS Governance and Risk Committee

Marlon Gray, Manager, Senior Careers Consultant, Legal Task Group Member

Helen Kempster, Senior Careers Consultant, Education Liaison Task Group

Katarina Lezova, Gold Award Coordinator Goldsmiths, Chair AGCAS Skills Award Task Group (organised AGCAS Conference: 'Remaking the Skills Award: Technology, Strategy and Success', Manchester June 2018)

Helen Lovegrove, Senior Careers Consultant, King's Careers & Employability, Legal Task Group

Maya Mendiratta, Member of project group, Project group coordinated by the AGCAS ALO for the NHS to create a new edition of a "Careers in the NHS" conference

Rupinder Morrow, Deputy Chair: Placements & Work Based Learning Task Group, Instructor, Work Experience in HE masters module (Warwick; completed Train the Trainers training module);

Kate Murray, Acting Deputy Head, King's Careers & Employability, Researcher Task Group

Vinny Potter, Careers Consultant to deliver AGCAS E Learning Module

Amy Townsend, Careers Consultant, Curriculum Design Task Group Member, Regional training group member

Mona Vadher, Employer Engagement Manager; Co-Chair of AGCAS Employer Engagement Task Group

Morag Walling, Embedding Employability Careers Consultant, King's Careers & Employability, Advocacy Group

Liz Wilkinson, AGCAS Treasurer and Chair of AGCAS Governance and Risk Committee

David Winter, AGCAS Learning Director

Andrew Wright, Head of Employer Engagement, King's Careers & Employability, Employer Engagement Task Group

Awards

AGCAS Award for Excellence 2018 – The Careers Group has been shortlisted for an AGCAS Award for Excellence in the category for Strategic Innovation and also for Research Informed Practice (to be announced in September).

AGCAS Awards for Excellence – Winners 2017

AGCAS Award for Enterprise and Entrepreneurship
Winner: City, University of London for its Social Enterprise Festival (SEF)

AGCAS Award for Internationalisation
Winner: King's College London for its Global Internships Programme

October 2017, QMUL Careers & Enterprise received a 3 year grant from the J.P. Morgan Chase Foundation to continue development of the award-winning QConsult programme. The final grant year will culminate in QMUL sharing a report and conference available to HE institutions.

Karen Watton won the Employability Enhancement Award as part of the QMUL Students' Union Teaching Awards.

Publications

Understanding Graduate Careers: Research, Policy and Practice in Context, London: Routledge.
Chapters by Bob Gilworth and David Winter. Christie, F. & Burke, C. (eds) (2018)

Abstract accepted for Education Consultancy to speak at the SOAS Learning and Teaching Conference Series 8 June 2018: 'Improving career outcomes through the Employability Health Check': Paper Abi Gaston, Presenters Victoria Wade and Charlotte Lawson, RVC

'How Can Creative Practice Facilitate Reflection on Self-Learning? Implications For Narrative Career Counselling', *Australian Journal of Career Development*, Special Issue, July 2018 (forthcoming) by Laura Brammar and Katarina Lezova

Media

'There are plenty of opportunities to work for societal good', Dr Bob Gilworth, Director, The Careers Group, University of London, President-Elect AGCAS. The Guardian, Comment, Mon 9 July 2018[iv].

10 things I learned at the AGCAS Research Conference 2018, Kate Daubney, Head of Careers and Employability, King's College London, August 2018[v]

AGCAS Phoenix, June 2018
Big Data (Issue 154)

The employability health check: harnessing technology and data. Abi Gaston, Deputy Head, Queen Mary, University of London

Data visualisation through cross-service collaboration. Jai Shah, Careers Consultant, The Careers Group, University of London and Brenda Welch, Information Manager, City, University of London

Careers Registration: Insights, Innovation and Impact. Fiona Cobb, Careers Registration Research Project Coordinator, The Careers Group, University of London

Are you ready to think Like a Researcher? David Winter, Head of Research and Organisational Development, The Careers Group, University of London and AGCAS Learning Director

AGCAS Phoenix, February 2018
Social Mobility (Issue 153)

Devising an evidence-based strategy for careers work with WP Students (Penny Longman, Careers Consultant, UCL)

Levelling the employability field, Mona Vadher, Head of Employer Engagement, City, University of London

We are the problem solvers and fixers. The professional identity, roles and development of HE careers information professionals. Laura Brammar, Senior Careers Consultant and Rosalind Kemp, Information Officer, The Careers Group, University of London.

AGCAS Phoenix, October 2017
Student Well-being (Issue 152)

Supporting the supporters: Well-Being at Work for Careers Professionals. Anna Levy, Careers Consultant, The Careers Goup, University of London

Training careers staff in Mental Health Awareness. Tom Davies, Information Officer, King's College London

[iv] https://www.theguardian.com/education/2018/jul/09/public-sector-careers-alternatives-graduate-programmes
[v] https://luminate.prospects.ac.uk/latest-articles

Aim 3:
ensure that we have the right staff locally and centrally with the skills, knowledge and support needed to perform sustainably at the highest levels

Photo by rawpixel on Unsplash

The work of the Professional Development Unit

The Professional Development Unit supports all staff within The Careers Group to access internal and external development opportunities, regardless of whether they are employed directly by the University or by member institutions. This includes managing an in-house programme of workshops and webinars, facilitating attendance at external training courses and conferences, organising induction for new starters and managing the professional qualifications pathway for careers consultants.

This year the focus has been on making sure that development opportunities map closely to organisational priorities and are aligned to the competencies we have identified as being essential for the future of The Careers Group. The PDU is responding to current development needs but is also anticipating future skills and knowledge levels. This will ensure that The Careers Group continues to lead the field in the careers services provision, whatever the future may bring. The PDU has been supporting major process changes or initiatives through training, for example: ensuring that employees have the ability to be involved in the newly streamlined recruitment and selection process, or that everyone has sound pedagogical understanding and ability to deliver careers education in blended learning formats.

PDU Highlights 2017/18

Introduced 5 new thematic training series, including Employer Engagement and Work-Based Learning, Wellbeing, Building Strategic Relationships, Teaching and Learning and Application Adviser series.

47 hours of webinars delivered and recorded

80 training courses delivered in-house, including 32 workshops

670 attendees participated in the live training and around 400 accessed the recordings

Continued to facilitate **knowledge and practice exchange** across all professional groups

Recruitment and induction of **11 new careers consultants** across the organization

Introduction of a **PDU in Residence programme** at the member institutions

Continued **partnership and delivery** for the University of East London

Piloting **Modern Career Learning initiative** for upskilling all staff in blended learning and the latest pedagogical/ andragogical approaches

> “Just wanted to say a massive thank you for putting together such an awesome training day – I really enjoyed it. Was really informative, accessible and went way above my expectations. Let me know if you ever do a follow up one.

Participant in the Video/ Storytelling PDU workshop

Focus on Themed Learning Series

In addition to perennially popular series such as Working with… or Industry Insights, the PDU introduced a number of new themed programmes, delivered via a combination of webinars and workshops. Several introductory webinars were set up with a new target group in mind: application advisers, whose differing recruitment periods and work patterns make it difficult for them to attend face-to-face training. The *Employer-Engagement* and *Work-Based Learning* series discussed strategies for liaising with SMEs vs. multinationals, how to use Careers Registration data to engage with key stakeholders and current developments in employers' approaches to social mobility and diversity. The *Building Strategic Relationships* series included a stakeholder audit, key steps to understanding academic departments and an overview of influencing and negotiation strategies. The *Teaching and Learning* series examined ways in which employability can be embedded in or extracted from the curriculum, as well as presenting the latest research on hotly-debated topics such as learning styles, career development in groups and online courses.

PDU in Residence

Starting in May, the PDU manager has spent one day a week embedded within a particular career service. In addition to strengthening the links between the central team and the member institutions, it also allows the PDU to understand and respond to development needs at a more granular level. College staff can use this opportunity to receive advice and guidance about their current skills and future needs, while managers can ask for bespoke training or Q&A sessions about professional qualifications, funding for external training and conferences, how to run webinars etc.

Enabling Knowledge Exchange

The Cross-Group teams for the three professional categories have been organising meetings on a termly basis to provide professional support, share best practices and debate the latest developments in their areas of expertise. The Employer Engagement and Information Professionals team have launched an informal mentoring system called *Meet a Mentor*, which is largely self-managed, but coordinated and supported by the PDU.

Two further events were organised to encourage knowledge exchange across professional boundaries as well. The **Managers' Forum** brought together all team leaders, managers and Heads of Careers Service to discuss areas of common interest, for example preparing for GDPR or dealing with change from the individual, team and Group perspective. The **Practice Exchange** allowed approximately half of the employees to visit other Careers Services, understand their ways of working and discover their priorities and initiatives they are implementing. This format works very well as an alternative to the less mobile, although equally informative, All Staff Conference, allowing all employees to explore member institutions on the ground, as well as networking and sharing ideas and case studies.

> "Really felt the benefit of being part of a consortium of member organisations

Modern Career Learning

The Careers Group is aiming to transform its offering to member colleges and indeed to students, by developing the tools and skills that enable it to operate in an increasingly digital learning environment. One of the top priorities in the coming years will be developing a systematic and consistent programme of blended career learning, based upon sound pedagogical concepts. However, there is wide variation in colleagues' experience and skill levels in designing and running blended learning. This initiative supports this renewed emphasis on teaching and learning in two ways: by providing an opportunity for general upskilling in terms of effective learning design and assessment, as well as digital learning methodologies; and by producing exemplary blended learning Careers and Employability modules that can be replicated and adapted within each service.

> "A good opportunity to showcase good practice, knowing that this is often how services develop best across TCG – by taking and adapting good ideas from other services

Aim 4:
work in partnership to achieve valued, mutually beneficial outcomes which enhance the competitive advantage of member institutions and make the best use of our resources

Photo by Christopher Burns on Unsplash

Shared content and information

Ensuring high quality careers information provision

One of the benefits of membership of The Careers Group is the opportunity to collaborate around core information provision to allow greater focus at local level on bespoke resources for specific student cohorts. The central Content and Information team work with careers information specialists across member services to provide high quality careers information via various media including Careers Tagged, The Careers Group's custom-built collective online resource library.

23 careers advice helpsheets generated collaboratively

Highlights from the year

One of the priorities for the year has been to support information staff both within The Careers Group and the rest of the UK in their profession. This included contributing to the organisation of a new AGCAS conference for information specialists and working with other Careers Group staff to develop a programme of training days to enhance the skills of information professionals and share best practices. We are also working with careers information colleagues from around the UK to set up an AGCAS networking and development group.

Another area of focus has been an exploration of the information needs of staff. Following work by colleagues across the group to investigate different tools and methods for sharing information we have begun to develop a new TCG Portal on SharePoint so that The Careers Group staff will have access to the essential knowledge they need to perform effectively.

An important benefit for members is access to centrally licensed careers software. Being part of the group enables 20-80% discounts on careers software where platforms chosen meet the changing needs of our member services.

Another membership benefit is the opportunity to collaborate on shared information resources. Colleagues across The Careers Group were involved in the development of content for our annual Ultimate Careers Guide for students and in producing a set of leaflets on essential career management topics to support local careers information provision.

JobOnline – the UK's largest graduate vacancy site

JobOnline is the shared vacancy service for member institutions run by the Student Opportunities and Vacancies Team.

The shared vacancy model, whereby vacancies are shared across the group as well as being directly sourced by a central team, seeks to ensure that students and graduates across our member services have access to a greater breadth and diversity of vacancies than a single institution would be able to source on its own.

The breadth comes from combining vacancies shared by member institutions with those sourced specifically by a dedicated centrally-based team who focus on achieving consistent diversity across sectors and types of role with a clear emphasis on opportunities that are suitable for students and recent graduates. The team also respond to strategic drivers for new types of vacancies within member services to ensure that opportunities reflect demand.

This year saw the launch of a new system – TARGETConnect provided by GTI. The system launched in September and since its launch we have published 12,739 vacancies. The central system is linked to local TARGETConnect systems in the member instuitions so vacancies can be shared across The Careers Group. The system also receives vacancies from GTI's national network. A feed is forwarded to our member services which do not use Target Connect as a Careers Service Management System.

UNIVERSITY TASTER COURSE PROGRAMME

Taster Courses

The University Taster Course Programme is the shared university taster course service for both member institutions and external institutions run by the Student Opportunities and Vacancies Team.

The taster courses, run by the participating institutions, are aimed at prospective undergraduate students currently in year 12 and provide them with a subject specific taster to study at university and general insight into university life.

The courses are offered free to students, are well attended and highly praised and no doubt provide a significant marketing tool for the instuitions involved.

The Student Opportunities and Vacancies Team promotes the taster courses to thousands of students across the UK and administers the website london.ac.uk/tasters where students can search and apply to the numerous courses.

This year the team has processed over 20,000 applications with over 14,000 students applying to attend one or more taster course. 20 institutions have participated in the Programme running over 300 taster courses between them.

Collaborating for greater impact

GradVenture: University of London's student entrepreneurship competition

The inaugural GradVenture was held in Autumn 2017. GradVenture is a new annual competition for entrepreneurial students and recent graduates at the University of London. It targets pre-revenue businesses who have exceptional ideas and need a way of turning them into realities.

Last year's competition featured seven finalists from a number of colleges within the University of London (including Queen Mary University, UCL, SOAS, Goldsmiths, City, University of London, King's College London and St Mary's University).

Entrepreneurs pitched to an audience for the opportunity to win a share of a £5,000 cash prize and a 1-1 mentor slot with a successful entrepreneur. Judges included co-founder of Unruly Sarah Wood, restaurateur Iqbal Wahhab (Cinnamon Club and Roast) and Planet Organic founder Renée Elliott.

GR AD VENTURE
THE UNIVERSITY OF LONDON ENTREPRENEUR PITCH

The event was a huge success and feedback from colleges overwhelmingly positive. In 2018, GradVenture will return to UoL with a new and improved format. Alongside the final competition in February 2019, GradVenture will now include the following lead up events designed to encourage new talent and support enterprise skills development within colleges:

- **VentureHack: 3-day start up challenge for UoL colleges (October 2018)**
- **Pitch Bootcamp for finalists (Dec/Jan 2019)**

Search for 'University of London GradVenture' for more information about GradVenture 2018-19.

It targets pre-revenue businesses who have exceptional ideas and need a way of turning them into realities

Elle Mcintosh and Al Bozorgi, Co-founders Twipes: GradVenture winner 2017

The Great Grad Job Hunt

The Great Grad Job Hunt project concluded this year. The project video documented the career journeys of students and graduates from University of London colleges and for the first time, brought them into social media spaces.

Students and graduates from across The Careers Group colleges video blogged every stage of their job hunting experience, offering peer-to-peer advice about gaining graduate employment across a range of job sectors. Careers professionals from The Careers Group also contributed supplementary careers advice and guidance videos.

By the end of the project we had created 112 student videos and 17 careers professionals videos. At the time of writing, we have recorded over 26,300 watched minutes on YouTube. The project has recently been shortlisted for the AGCAS Awards for Excellence in the Strategic Innovation category. Search for 'Great Grad Job Hunt' on YouTube to see all the videos.

The University of London Worldwide (UoLWW)

This year The Careers Group established the first University of London Worldwide Careers Service initially focussing on the Global MBA. The University of London Worldwide offers over 100 flexible and distance learning programmes to over 50,000 students worldwide, in collaboration with University of London member colleges. We provided a one day per week Careers Service which proved extremely popular and the 'Careers Masterclass' webinar series attracted over 100 sign-ups each session. Due to the high demand, the University of London Worldwide has asked us to expand the Careers Service in 2018/9, with increased delivery days as well as dedicated time for developing strategic initiatives. This is an exciting opportunity to utilise and develop our expertise in online careers education, advice and guidance. Supported to Distance Education teams identified via UoLWW has developed our approach to e-learning which has become major initiative Modern Career Learning. We also worked with UoLWW on the development of the Employability topic within tier new Post Graduate Certificate in Learning and Teaching.

Quality Accreditation

The Careers Group continues to enjoy its accreditation against the matrix standard after successful reaccreditation February 2017. The matrix standard is an internationally recognized quality framework to evaluate the effectiveness of organisations providing information, advice and guidance to individuals considering career and wider life goals.

Accreditation occurs every three years and The Careers Group is accredited as a single organisation which allows us to consider the effectiveness of varied approaches to core goals across our different member services. Having a single accreditation visit is particularly time effective for our services and ensures that we hold a periodic review of common policies and areas of best practice.

At our reaccreditation we received an extremely positive accreditation report which highlighted of number of areas of good practice across the services visited as part of the assessment visit.

AGCAS is also developing a quality accreditation process which is specific to Higher Education careers work. We are keen to support this and we are pleased to have taken part in the pilot phase of that development.

Working towards greater sustainability

As part of the wider Wellbeing Week staff from the Central Team took part in a biodiversity walk which recorded environmental data which will be used in an annual survey of the local environment. Staff also participated in a recycling awareness session in advance of a recycling competition held amongst the central Bloomsbury buildings. One staff member took part in the Cycle September challenge winning a voucher for their effort and collectively saving 1,383 kg CO2! Other initiatives include recycling stamps for charities, moving towards using rechargeable batteries and promoting sustainable kitchenware over single use items.

City

City, University of London runs a variety of schemes to ensure sustainability at City and to promote sustainable development in the community. City's Environmental Sustainability Policy and overall sustainability objectives are managed and monitored by the Sustainability Committee which is responsible to the University's Executive Council (ExCo). The Committee is made up of staff and students from different areas across the institution and is chaired by Professor Ken Grattan, Dean of the Graduate School, who is a member of ExCo. Initiatives currently include energy and carbon reduction; waste & recycling; water consumption; green travel; sustainable food; biodiversity; sustainable education and certification as a Fairtrade university. We also keep our own bees to enhance the biodiversity & habitat at the City campus!

KCL

The King's Sustainability Team have again achieved Gold in the NUS Green Impact Awards 2018. The team has grown to 5 enthusiastic members, all with a passion for sustainability. Achievements this past year include: a collective reduction in the amount we print, a successful panel discussion on careers in sustainability and a plant adoption scheme for staff. Together with our Wellbeing team we ran a Fairtrade food & drinks evening and collected stationery, which was taken by a dedicated team member to donate to children in Kenya. During the year we have updated everyone with fortnightly newsletters containing green news and tips and have provided all careers staff with a reusable King's KeepCup. We're looking forward to continuing the good work in our new space at Bush House.

RHUL

Greater sustainability is designed into the new central location of the Royal Holloway Careers Centre in the Davison Building. This includes our first digital marketing initiative enabled by a new network of digital signage which we "take over" at key moments of our Get Hired campaigns.

SOAS

SOAS Careers has continued to strive to promote sustainable practices this Academic year, to great success and appreciation across the School. By developing a new suite of online resources outlining entry routes into key sectors, we have encouraged students to make use of on-screen information rather than paper copies. The team has also taken active steps to ensure electronics are properly shut-down in the evenings, weekends and during holiday closures. In an innovative twist, SOAS Careers is working closely with the Sustainability leads across the School to maximise the space outside the office to create an inner-city garden, with an ultimate aim of growing enough vegetables to fuel some team soups!

The King's Sustainability Team have again achieved Gold in the NUS Green Impact Awards 2018

UCL

'Excellence in Sustainability' Award – UCL Careers

In June 2018 UCL Careers were awarded "Excellence" by the UCL annual Green Impact Accreditation Scheme, which is the top achievable award. We have been involved in and promoted a range of sustainability activities this year.

After a long, cold winter we revived our biodiversity garden, planting more wildflowers and vegetables which are attracting bees and butterflies and we have added a bug hotel to provide a safe hideaway for small creatures. All staff are encouraged to get involved through the UCL Careers Green Team organising planting lunches and requesting volunteers to join the watering rota. We are also maintaining our 3 thriving communities of worms across our three rooftop wormeries, diverting food waste from landfill and turning this into lovely compost for our garden!

This year we have provided a range of targeted information to promote ways to save water, including promoting the Every Last Drop website from Waterwise and putting up posters in the kitchen to encourage staff to save water when boiling the kettle.

We got competitive with UCL's DoNation campaign, encouraging all staff to pledge to do an action or make a change to living more sustainably. In particular we focused on You Mug (ditch the disposable cup), Step Up (use the stairs), Fantastic Unplastic (avoid excessive packaging), Passion Fashion (dress sustainably), Well Oiled (avoid unsustainable palm oil) and we held a lively sustainability quiz at a department meeting.

We recycle books and stamps in our department and one of our team also rescued a chair being thrown away home and up-cycled it into a lovely item. Other changes made this year include switching all of our kitchen products to Fair Trade (e.g. teas, coffee) and environmentally friendly (e.g. washing up liquid)!

Goldsmiths

Our Information Assistant, Cal, is part of the Fairtrade Committee which meets termly and we have two information sheets on Greening your Career.

We recycle stamps to raise money for charities and collect batteries for recycling. We now have a bin for recycled food waste in our team kitchen.

We have a wellbeing group who meet every 6 weeks to create new initiatives to improve wellbeing within the Careers Service and a group BBQ is being organised.

14% of our staff members either cycle or walk to work on a regular basis.

Acknowledgements

Thank you to all our staff for their contributions this year:

Chloe Ackroyd
Jalal Afhim
Rashida Ahmad
Michelle Ajala
Diana Akinmboni
Natasha Akintunde
Khalid Al-Muhandis
Bodrul Amin
Jane Angell
Hannah Armah
Magdalen Attwater
Satya Autar
Ragi Babiker
Brendan Bacon
Ruhail Bajwa
Emma Baker
Tamanna Baksh
Cathy Balfe
Jessica Barber
Richard Barden
Rebecca Barlow
Karen Barnard
Lacara Barnes-Rowe
Robert Bartlett
Adam Basdogan
Nikki Baxter
Francesca Baylis
Aysha Begum
Shuma Begum
Weronika Benning
Laura Beswick
Ashley Bheeroo
Adelah Bilal
Kulvinder Birring
Katie Bisaro
Katie Black
Estanis Bouza
Andy Boynton
Laura Brammar
Cal Brindley
Luke Brockway
Tara Brougham

Sally Brown
Martin Brown
Rachel Brown
Wendy Browne
Natasha Burbridge
Eliza Burton
Kirsti Burton
Felicity Bush
Anna Campbell-Colquhoun
Elena Casero Canas
Rachael Carn-Stevens
Dave Carter
Catherine Casale
Liz Chapman
Helen Charlesworth
Louisa Chastney
Ardy Cheung
Shak Chowdhury
Antonia Clark
Alex Clarke
Fiona Cobb
Merossa Cofie
Joscelyn Cole
Joanne Cooper
Andrea Cox
Katy Coyte
Joe Cronin
Anthony Crowther
Jana Dankovicova
Annabel Datiari
Kate Daubney
Tom Davies
Mark De Freitas
Karen Deadfield
Crystal Debrah
Rachel Demetriou
Matthew Dennis
Elaine Denniss
Chris Donaldson
Sophia Donaldson
Robert Donovan

Sakinah Drief
Ingrid Duffin
Sabrina Duggan
Catherine Dyer
Jo Edmondson
Nicholas Elliott
Claire Ellis
Nadia Erlam
Kristian Eskesen
Dorothy Evans
Colm Fallon
Anna Favalessa
Samuel Firman
Charlie Fitzpatrick
Chris Flanagan
Natalie Flintoff
Alice Forbes
Isabel Frazer-Veli
Vanessa Freeman
Alexis Fromageot
Anna Fons Garcia
Mara Gardner
Becky Gardner
Rachel Garman
Gemma Garrett
Abi Gaston
Kate Gault
Mark Gilbert
David Gilchrist
George Gill
Bob Gilworth
Fergus Gleeson
Krista Godfrey
Moira Good
Kathryn Goodfellow
Russell Goodinson
Jonathan Goodliffe
Katy Gordon
Katharina Grass
Marlon Gray
Helen Green
Kiren Gui

Beth Guilding
Stephen Gurman
Fahmee Habib
Rose Hackett
James Hallett
Phil Hardcastle
Sam Harris-Jones
Gianina Harvey
Alice Hawley
Louise Hearn
Philippa Hewett
Laoise Hill
Sarah Hiscock
Louise Honey
Ladan Mirzadeh Hong
Lydia Hughes
Emily Huns
Olivia Hynes
Camilla Imarisio
Sanda Ionescu
Agnieszka Jakubas
Ellen Jarman
Lynn Judge
Zita Kalman
Charles Kasule
Rosalind Kemp
Helen Kempster
Gemma Kenyon
Andrew Kidals
Beka Kimberley
Carla King
Julie Kouamo
Gill Lambert
Marc Lane
Katherine Lapinid
Melissa Larkin
Andy Law
Calum Leckie
Anna Levy
Wiktor Lewandowski
Katarina Lezova

Adrienne Li
Caroline Lisser
Jie Liu
Penny Longman
Jonathan Lott
Helen Lovegrove
Donald Lush
Karen MacIntyre
Laura Mackenzie
Jane Maddison
Joanie Magill
Irrum Magre
Maaria Mahmood
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Hilary Moor
Micayla Morris
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Amrin Nahar
Hannah Nambooze
Devlin Kaur Nangpal
Yalini Nathan

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Gya Niyazi
Arabella Nock
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Mona Vadher
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Charlotte Whalen
Kirsty Whitelock

Tina Whittle
Hatty Whitworth
Daniel Wilkey
Elizabeth Wilkinson
Rebecca Willey
Kathy Williams
Rhiannon Williams
Joe Williamson
Bryony Wills

David Winter
Kate Woods
Callum Woods
Andrew Wright
Fatima Yasmin
Metaxia Ypsilanti
Dimitrios Zachos
Lisa Zampetti

We are dedicating this Yearbook to the memory of our friend and colleague, Elaine Denniss.

UCL Careers Biodiversity Garden

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Yearbook 2017–18
Curated by Catherine Dyer
Design by BML Creative

london.ac.uk

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