The Entrepreneurial University

Munster University of Applied Sciences
26th-27th April 2012
Professor Paul D. Hannon
Acting CEO
My hope......

• Why?
• What?
• National role of NCEE
• Change/Opportunity
• Examples?
The Entrepreneurial University is important because..

- knowledge is no longer the domain of universities;
- Universities funded by the public purse are under immense pressure and scrutiny to add more value to the economy and society - and become less dependent on the state;
- competition from the private sector is being encouraged and is growing;
- employers/parents/graduates are seeking and demanding ways to improve future potential/ lives/ careers

.. and especially in tough times..

- it is long understood that environments which are highly complex, unpredictable and uncertain demand an entrepreneurial response to survive/succeed;
- our current economic conditions are due to the impact of globalisation, international trade and competition

.. and therefore requires

- recognition that universities need to be more flexible, more porous, more adaptable;
- strong leadership and an environment that encourage the development and display of entrepreneurial behaviours and actions

Or we can batten down the hatches and hope the storm passes overhead.
The entrepreneurial university concept is a whole institution approach.

NOT only about those good at raising external income.

NOT only about those who successfully commercialise technology/knowledge.

NOT only about student/graduate start ups.

IT IS about:

1. the institutional environment: systems/processes, policies, practices, culture, leadership

2. the staff/people: entrepreneurial spirit, rewards/incentives, support/development, role models

3. the students: opportunities, engagement, networks/contacts, learning by experience and failing

4. the impact: affects on the institution and its people, on graduates, on stakeholders, on wider community and ecosystem
EXPLORING BEST CONCEPT AND PRACTICE

- Strategic orientation
- Stakeholder engagement and legitimacy
- Knowledge transfer/exchange
- Incubators
- Science / Technology park engagement
- IP Policy/practice
- Entrepreneur engagement
- University venture and loan finance
- University concept/mission
- Governance organisation design/rewards
- Creating public value
- Internationalisation
- Funding leverage
- Local development partnerships
- Social enterprise
- Interdisciplinary teaching/research centres
- Entrepreneurial pedagogy across disciplines
- Student led initiatives
- Careers futures
- Alumni management
- Cross campus initiatives

Bringing forward the best of national and international concept and practice

Exploring the potential for synergy and integration through entrepreneurial leadership
ENTREPRENEURIAL UNIVERSITY – AN ORGANISATION THAT:

- Focuses upon innovation in all departments
- Has relevance high on the agenda
- Rewards development from research and earning from application
- Is interested in experiential knowledge
- Encourages bottom up and cross departmental trust based relationships
- Has entrepreneurial leadership
- Shares entrepreneurial values and takes risks
- Is flexibly open to new combinations of knowledge
- Has wide active stakeholder networks and partnerships
- Has local to global focus
- Staff can really make things happen
- Recruits, Develops and Rewards Entrepreneurial People for Public Value Creation
- Employs entrepreneurial pedagogies in teaching

necte
Entrepreneurship in Education
THE ENTREPRENEURIAL LEADER

- Ability to communicate compelling vision
- Authentic and personally highly proactive projecting key entrepreneurial attributes as role model exemplar
- Will take risks but share and cover risk for others appropriately
- Strong strategic orientation
- Intellectual visionary of the entrepreneurial concept and its future place
- Organiser of project-based teams committed to transformation
- Ability to network internally and externally to harvest resources to support and remove barriers
- Strong focus on innovation but within the identified capacities of those to be engaged
- Will focus upon bottom up empowerment for ownership of innovation and experiment
- Persuader and ‘fixer’ to remove hierarchical barriers

Building shared culture and ways of doing things
AN IMPLEMENTATION FRAMEWORK FOR HIGHER EDUCATION

Engaging stakeholders
- Social enterprises
- Entrepreneurs and businesses
- Students clubs and societies
- Academic faculty

Developing Entrepreneurial Graduates
- Experiential approaches
- Engagement with practice
- Entrepreneurship educators
- Cross-campus reach
- Multidisciplinary

Enabling environments
- Experiential approaches
- Experimentation and discovery
- Innovative pedagogies
- Capacity building
- Institutional embeddedness
- Visible leadership
- Clarity of purpose and outcomes
- Institutional culture

Institutional embeddedness
- Visible leadership
- Institutional culture

Entrepreneurship in Education
nceed
What is our national role?
Since 2004 we have extended how we work across HE and FE, starting with our Flying Start Programme for students and now supporting senior management, industry partners, academic staff and graduates.

Our new name, the **National Centre for Entrepreneurship in Education**, is a more accurate reflection of what we now do to stimulate and encourage a more entrepreneurial education sector and to create the opportunities for more graduates and learners to develop the capacities they need for an entrepreneurial future.

We deliver innovative learning opportunities across 3 core areas: (1) Leadership and Management; (2) Academic Entrepreneurship; (3) Graduate Entrepreneurship

**WWW.NCEE.ORG.UK**
ENTREPRENEURIAL UNIVERSITY
LEADERSHIP PROGRAMME

www.eulp.co.uk
NCEE sponsors the ‘Entrepreneurial University of the Year’ award, which is an opportunity to recognise institutions that have embedded entrepreneurial activity into the fabric of their institution through their:

- Entrepreneurial environment
- Innovative faculty
- Engaged students
- Local, regional and national impact
Entrepreneurial University of the Year

• Institutional Environment
  – How has the university transformed its culture to provide conducive environments for enterprise and entrepreneurship?
  – How is institutional leadership for driving enterprise and entrepreneurship throughout the institution demonstrated?

• Student Engagement
  – How are the students/graduates applying entrepreneurial behaviours/mindsets learnt from the institution’s offerings?
  – How do students/graduates indicate a positive attitude towards enterprise/entrepreneurship as a life choice?

• Innovative and Entrepreneurial Staff
  – How have staff demonstrated innovation/growth in their approach to the design/delivery of the institution’s offerings?
  – How are staff rewarded and incentivised for developing excellence in entrepreneurial practice?

• Entrepreneurial Impact
  – How has the institution affected the nature of entrepreneurial outcomes for staff / students?
  – How has the institution captured and demonstrated good practice and effectiveness?
  – In what ways has the institution’s experiences influenced policy or practice elsewhere?
A University Enterprise Network (UEN) is a tripartite partnership between industry, the public sector and Universities to make a substantial contribution to the long term competitiveness of the UK economy and social cohesion.

- Advanced Manufacturing
- Creative Industries
- Innovation
- Energy
- Social Enterprise
- STEM
- European
• The Enterprising Academic is a national programme to enhance the impact of research and Intellectual Property

• NCEE's vision is to encourage and create an environment for more research and teaching staff engaged in commercialisation and entrepreneurship

• Delivered in partnership with Government, Santander and national agencies

ENTERPRISING ACADEMIC

www.enterprisingacademic.co.uk
The European Entrepreneurship Educators (3EP) supports and develops enterprise education through intensive one-week European Annual Summer Academies (EASA) from 2010 to 2012.

3EP’s alumni will be based on EASAs in Finland, Denmark, Croatia and UK and include 150 educators from 75 institutions representing over 25 European nations.

EUROPEAN ENTREPRENEURSHIP EDUCATORS PROGRAMME

www.3ep.eu
March 2012, Liverpool; August 2012, Croatia
Join us at
J.J Strossmayer University, Osijek, Croatia
26th – 31st August 2012
€500 Early Bird Fee (not including travel and accommodation)

APPLY NOW at www.3ep.eu
Currently running the 3rd cohort, IEEP is an accredited learning experience designed for enterprise educators working in FE and HE, who create entrepreneurship outcomes for others.

Forming a network of 70 educators from 55 higher/further education institutions who are now developing their capacity for supporting the 1 million learners they represent.

INTERNATIONAL ENTREPRENEURSHIP EDUCATORS PROGRAMME

ieep.ncee.org.uk
Currently in its 6th year, IEEC is the leading international conference on enterprise and entrepreneurship.

Run in partnership between EEUK and NCEE.

Annually it brings together 300 enterprise educators to share experiences and engage others in enterprise education and to enrich the experiences of educators and students.

Plymouth University, 12th-14th Sept 2012
Annually, the NEEA specifically reward those working as enterprise educators supporting student and graduate entrepreneurship in FE and HE. The awards are run and judged by NCEE and EEUK.

There are three categories of awards:

- Enterprise Educators
- Enterprise ‘Champions’
- Student Educators
• Stimulating enterprise and entrepreneurship across our higher education institutions is fundamental to driving economic success and social cohesion.

• The project supports the creation of a Senior-Level Enterprise Champion who will act as a catalyst for change across the campus.

• Currently we are working with 8 HEIs in the North West of England to create 300 new graduate businesses

NORTH WEST ENTERPRISE CHAMPIONS
• Make it Happen offers online business support to students and graduates through online mentoring, regular webinars and access to resources and experts.

• Make it Happen can be embedded into your HE/FE institution, to track, communicate, and easily provide training, resources and mentoring to all your students and alumni.

MAKE IT HAPPEN

www.mihmentoring.com
Challenges and Opportunities

• Behaving/being entrepreneurial
• Levelling the playing field for all students
• Broadening our conceptualisation
• There is NO ‘one size fits all’ approach’
• Institutional leadership
• Organisational transformation
• Educational reform
• Synergy and connectedness
• Building and exploiting an entrepreneurial ecosystem
• Strategic level partnerships with industry/business, communities
• Action / Risk / Failure
WHAT DO YOU WANT TO INFLUENCE?
WHAT CAN YOU INFLUENCE?
AND HOW?

INSTITUTION CONCEPT

INSTITUTION ORGANISATION

INSTITUTION STAKEHOLDER/COMMUNITY ENGAGEMENT

INSTITUTION STRATEGY

INSTITUTION CURRICULUM AND PEDAGOGY DEVELOPMENT

Source: Prof Allan Gibb
The Entrepreneurial Institution: Opportunities for Action

The Entrepreneurial Institution

Opportunity
- Leadership and Governance
- Institutional Culture and Values
- Infrastructure and Environment
  - Faculty Staff Development
  - Enabling Environments
  - Institutional Venturing

Capacity
- Student Engagement
- Stakeholder Engagement

Action
• Have you reviewed your institution from an entrepreneurial university point-of-view:
  • Your structures and policies?
  • Your shared conceptualisation of entrepreneurship in education?
  • Your curriculum? and how it is taught?
  • Your staff development and rewards programme?
  • Your collaborations with business/industry/local community?
  • Your alumni engagement?
  • Your .........................................................?

• What can you build on and strengthen? Where is good practice? What can you develop? What needs to change?
Some examples .................

• Arizona State University
  • Strong visible leadership/opportunity-driven/solution-centred – societal transformation
• Newcastle, England; Wales
  • Use of small curricula development funds to stimulate change
• Coventry
  • Holistic approach for all employees
• Queen’s, Belfast; Salford
  • Recognition of extra-curricula effort through academic credits
• Kaospilots, Denmark
  • Driven by a strong culture/value: head, heart and hands
• Nottingham/Coventry
  • Links into local authorities/city communities
• Cambridge, England
  • Entrepreneurial ecosystem

• Stanford, USA
  • Ecorner: videos/podcasts; STVP hosted at Engineering School; Stanford Entrepreneurship Network – global community building

• Illinois at Urbana-Champaign
  • Faculty Fellows Programme; Entrepreneurship Opportunity Fund for staff/students; Entrepreneurship Affiliates Programme for faculty/administrators; Scholars-in-Residence

• Kauffman Foundation
  • Cross-campus initiative: top support; matched funding; campus-wide impact

• SIFE
  • Global approach: 47 countries; 1500 universities; social transformation
“My greatest challenge has been to change the mindset of people. We see things the way our minds have instructed our eyes to see.”

Muhammad Yunus, MD, Grameen Bank
So what are you going to do?
CONTACT US

www.ncee.org.uk