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THE UNIVERSITY OF THE FUTURE: THE ENTREPRENEURIAL UNIVERSITY CONCEPT (v.2)

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THE UNIVERSITY OF THE FUTURE: THE ENTREPRENEURIAL UNIVERSITY CONCEPT (v.2)

Presentation Outline

Fundamental today's' problems

What is an Entrepreneurial University?

Why do we need it? Why is it happening?

What is it all about?

What are its COMPONENTS what does it consist of?

What are the Challenges?

How can we achieve it?





Some of today's problems affect universities world-wide:

- **Economic crises** and perpetuating sensitive economic conditions
- **Social problems**, unemployment, especially youth unemployment, very high concentration of wealth worldwide
- **Climate change** and threats to the natural environment caused by human activity

The response of the Universities is the enhancement of the Entrepreneurial University concept

Drawing from History looking to the future

→ From conservation of knowledge and teaching, to research and now to social engagement and to becoming engine of growth





What is an Entrepreneurial University?

No single definition [1] [5]

BUT ...

- Is a **survivor** of competitive environments;
- It **adapts** in highly complex and uncertain conditions;
- It **educates** people to cope with **uncertainty and complexity** on both global and personal levels; [6]
- It **responds to changes and signals** [6]; to rampant progress of technology in all domains;
- It **creates knowledge** that has practical application solving of specific problems in the environment [6];

And of course,

It has (to have) a **good image** (to relate to the external world) [5].





Why do we need it? Why is it happening?

- More pressure for **relevance in research** & teaching tied into contribution to economic growth, social mobility, technical innovation and employability [3];
- Universities can **no longer** claim to the **unique knowledge** environment they were once [3];
- The need (and social pressure) to maintain and increase **student numbers**. [3] [5];
- **Cost burdens**, financial pressures [3] because of the economic crises;
- Social pressure for **education** [3] **to cope** with contemporary complexity, etc;
- Pressures to broaden student **experiential learning** particularly with the small and medium enterprise sector of the economy: also to engage with social entrepreneurship [3].





What is it all about?

CONCEPTUAL CHARACTERISTICS

- Research, knowledge transfer and exchange [3];
- Stakeholder relationship and partnership development at the local, regional and national level [3] [4];
- Internationalisation processes [3] [4];
- Enterprise and entrepreneurship pedagogy and knowledge organisation across the university [3];
- Mission Governance, strategy, organisation design and leadership at all levels [3] [4];
- Autonomy, steering core, funding system, culture [3];
- Non-linearity (time, negotiation with reality) [2].



Key areas of university entrepreneurial potential to realize the desired characteristics

- Higher Innovation
- Research Excellence
- Research Relevance
- Competitiveness
- Diverse Revenue Flow
- Student Employability
- Teaching Quality
- Learning Organisation [4]





What is it all about?

FOR ALL THESE, the Entrepreneurial University needs to master:

- **Leadership and Governance**
- **Organisational Capacity, People and Incentives** [1] [5]

But the system should work with **key values**

- **Accountability and autonomy**
- **Integrated entrepreneurial culture** [6]

... and of course **Ethics**





What are its COMPONENTS what does it consist of (Entrepreneurial University structured on the basis of following tiers:)

1. Entrepreneurial university core (basic research and education) [seeking excellence] [6];

2. Developed university periphery

interdisciplinary, project-oriented research centres, which work on the transfer of university's knowledge and technology to the business community (applied research), intellectual property, continuous education programs, fundraising, alumni [6];

3. Strong (collegiate) leadership

governance structure which motivates and encourages all parts of the university to proactive and enterprising behaviour, achievement of team goals ('we' vs I) [6];

4. Diversified financing

financial independence, choosing own wishes and priorities, no unwanted commercialisation, freedom to choose projects [6].





To achieve all these the Entrepreneurial University has to face challenges (1):

Academic Independence [6]

Many **scientists are opposed** to the creation of the entrepreneurial paradigm,

- **threat to the traditional integrity** of the university;
- **excessive emphasis on profit** leads to the loss of university's role as an independent critic of the society.

BUT

Universities in the past have created strong traditions

- The 19th century Newman model teaching institution.
- Several original 'old' universities focusing upon the 'professions', creating 'useful' knowledge (practical, applicable ...) [2];
- The power of knowledge – the power of rejection [2].





To achieve all these the Entrepreneurial University has to face challenges (2):

Another set of challenges are:

- Resource management. Achieving balance between economic and educational outcomes;
- Upgraded role in society: From knowledge provider to agent of economic (and social) development;
- Global Competition. Tackling local, national and international issues;
- Organisational restructuring;
- Keeping ETHICS at a high level.





How can we achieve it? (keeping into account the internal structure proposed) → work on the following 10 points:

1. Link University research to society and production, esp. SMEs, social entrepreneurship;
2. Introduce courses of Innovation and Entrepreneurship;
3. Assist and motivate students to innovate;
4. Create incubators and accelerators;
5. Provide funds (seed, venture capital, mobilise business angels, introduce crowdsourcing, etc);
6. Organise events, panels, mentoring, start up events, etc;
7. Link career offices to technology transfer offices, liaison offices, internship units
8. Introduce soft skills considerations;
9. Adapt fast to new technologies and innovate on them;
10. Network locally and globally both staff and students.





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Thank you for your attention !!!

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