

DG Education and Culture  
Knowledge Alliances

# **Pilot Projects for the Development of Knowledge Alliances** **“ European University Enterprise Network – EUEN”**

Grant Agreement – EAC-2011-0446  
Project Number – EAC-19-2011-019

## **About the European University Enterprise Network (EUEN)**

- EUEN builds up on the established concept of University Enterprise Networks, led by the National Centre for Entrepreneurship Education and the delivery of the Innovation UEN by Coventry University.
- EUEN will establish partnerships between enterprise and entrepreneurial universities and multi-national businesses aimed at making a substantial impact on long term competitiveness in both sectors.
- EUEN aims to enhance entrepreneurship opportunity by:
  - shaping the leadership in education institutions
  - building the capability to deliver entrepreneurship through education by the professional development of the academic and support staff

## What will EUEN achieve?

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1. EUEN will enhance the structures of universities for business cooperation
  - 7 Higher Education – Business Co-operation Leadership Forums
  - European University-Business Entrepreneurial Collaboration Framework
  - Generic Educational Frameworks for module delivery and undergraduate and masters degrees
  
2. EUEN will create enterprising educators and empower academics to take risks
  - 1 Higher Education Enterprise Staff Development programme
  - Model and Processes for collaborative engagement
  - 10 new course curricula
  - 25 pedagogic approaches

## What will EUEN achieve?

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3. EUEN will deliver collaborative based projects.
  - Portal for engaging academic – industry partners and graduates
  - 200 students engaged in university-business-collaboration projects
  - 50 businesses engaged in pilot activity
  - Dissemination to 10 EU member state organisations and 30 European Universities
  - European Legacy Network Established

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## How will EUEEN be delivered?

- WP1: Shaping the education environment through collaborative interventions with institutional leaders to stimulate entrepreneurship in staff, students and graduates
- WP2: Application of collaborative learning opportunities through business-education-student projects
- WP3: Transfer of good practice from the pilot to the wider European community
- WP4: Project management ensuring delivery of outputs on time and to budget

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## Systemic entrepreneurship

- Focus: relationship between entrepreneurship and societal development
- To enhance the likelihood that entrepreneurship should contribute significantly to societal development (**it is therefore about impact**)
- Includes productive entrepreneurship at both the local and global level (Sautet, 2009)
- Important in all societal spheres and includes social entrepreneurship, corporate and independent entrepreneurship

# Systemic Entrepreneurship

*„entrepreneurial infrastructure is not to be confused with conventional governance models that focus on executive limitation. Rather it should be designed to enable proactive and focused attention to governance, strategy, and execution. It must enable founding contributions from many; leveraging instead of hampering what are traditionally seen as conflicted roles like founder and funder. It must enable entrepreneurs to do the impossible in an environment that is flexible, yet that has the capacity and rigour to address the scale of the challenge at hand. It must create a space that nurtures meaningful engagement, rapid iteration and routine reflection, and transparent decisionmaking that remains grounded in achieving the intended impact with optimal levels of investment.” (Lekowitz, 2010)(Note: You cannot fly on empty!)*

## Complex? Yes!

- Drucker: I prefer simplicity (appropriate treatment of complex challenges) on the other side of complexity
- Systemic entrepreneurship is a complex phenomenon best dealt with in context of complexity theory, agent modeling based on the principles of multifinality and equifinality (Mckelvey, 2004: 336-337)
- Question: Is that not the fundamental task of an university – to embrace complexity and via its treatment thereof, to reduce it to manageable and appropriate simplicity?
- Given that the university is positioned at the apex of new knowledge creation, it follows that it should pioneer systemic entrepreneurship(whilst guarding against the fatal diseases of mission drift!)

- Central notion: Science in service of society
- At all levels and in all dimensions – not relegated to periphery of university – business as usual and entrepreneurship as add on
- Levels: Normative, strategic and operational
- Dimensions: Governance, Institutional leadership and core business (research, Teaching and learning and community interaction)
- Necessitates an appropriate and dialectic rethinking of the university in all its elements , facilitated via a contextualized balanced scorecard approach

Thank you