

**Leaders
Forum 2012**



Entrepreneurial University

Sala Gómez Laa, 10 September 2012



Agenda

- 9:15-9:30 Welcome
- 9:30-10:00 Introduction to the Forum
- 10:00-10:30 Presentation of the EUEN Project (via Skype)
- 10:30-12:00 Debate
- 12:00-12:30 Coffee break
- 12:30-14:00 Debate
- 14:00-14:30 Our vision of our business. Banco Santander
- 14:30-15:00 Final thoughts/reflexions and Plan of Action



Entrepreneurship

“La creatividad simplemente consiste en **conectar cosas**”

Steve Jobs



“La innovación no es cuestión de dinero, es cuestión de personas.”

Steve Jobs - fundador de Apple -
Fastmag, 9 de Noviembre, 1998.



Erasmus for Young Entrepreneurs

2010 THE AWARDS
AWARD WINNER
Entrepreneurial University of the Year 2010



Entrepreneurial University

The concept of Entrepreneurial University is a global and broad notion that encompasses the whole institution

- THIS DOES NOT ONLY MEAN commercialising intellectual property
- THIS DOES NOT ONLY MEAN starting businesses
- THIS DOES NOT ONLY MEAN doing business to increase external revenue

THIS DOES MEAN:

- Institutional Environment
- Personnel (Teaching/Investigative (PDI) & Administrative/Services (PAS))
- Students and Alumni
- Social Impact

Entrepreneurial University

- Characterised, in general terms, as the adoption of a third function, aside from teaching and investigative activities, represented by the direct contribution to economic growth. This change has been called the “**Second Academic Revolution**” (Martin y Etzkowitz, 2000)
- Involved with associations, networks and having other types of connections with public and private organisations that allow for the interaction, collaboration and cooperation with other central elements within the innovation systems (Annamária, 2004)
- Innovative and proactive (Clark, 2004)
- One that develops a series of technology transfer mechanisms that give economic agents the possibility to apply the knowledge that's created (Huanca-López, 2004)
- It's the motor of the social and economic development within the context where it is carried out (Christman et al, 1995; Etzkowitz y Klofsten, 2005)
- Continues to prioritise scientific investigation, but also to produce technology and even innovations to a large extent (Etzkowitz y Viale, 2010)

Entrepreneurial University

“A survivor in competitive environments with a common strategy orientated towards being the best in all activities (ex. having monetary resources, selecting good professors and students, producing quality research) while attempting to be more productive and creative when establishing a bond between education and research” Guerrero y Urbano (2012)

Entrepreneurial University

Factors that have contributed to the emergence of the entrepreneurial university (Arocena y Sutz, 2001)

1. *The central role of knowledge in economics, by considering knowledge as the basis of today's competitive and economic development.*
2. *Being able to privatise a large part of knowledge in the form of patents, for example.*
3. *The market value of a large portion of the knowledge generated inside national borders specifically for the national economy, and the impact that knowledge can have as a source of wealth in the geographic area where it is created.*
4. *The financial and management capacity of universities, as well as their capacity to act as a manager of this knowledge.*
5. *The governmental strategies in relation to the industrial policies via universities.*

Entrepreneurial University

Conditions that should be established so that a university can adopt a focus on entrepreneurship (Etzkowitz y Klofsten, 2005):

1. *The ability to establish a strategic direction.*
2. *To be oriented towards looking for the practical as well as theoretical implications for its research.*
3. *The establishment of organisational mechanisms that support technology transfer and business training.*
4. *The integration of capacity creating programmes to introduce students to entrepreneurship.*
5. *The introduction of organizational formats such as centres that encourage the generation of theoretical, practical and relevant research.*

Entrepreneurial University

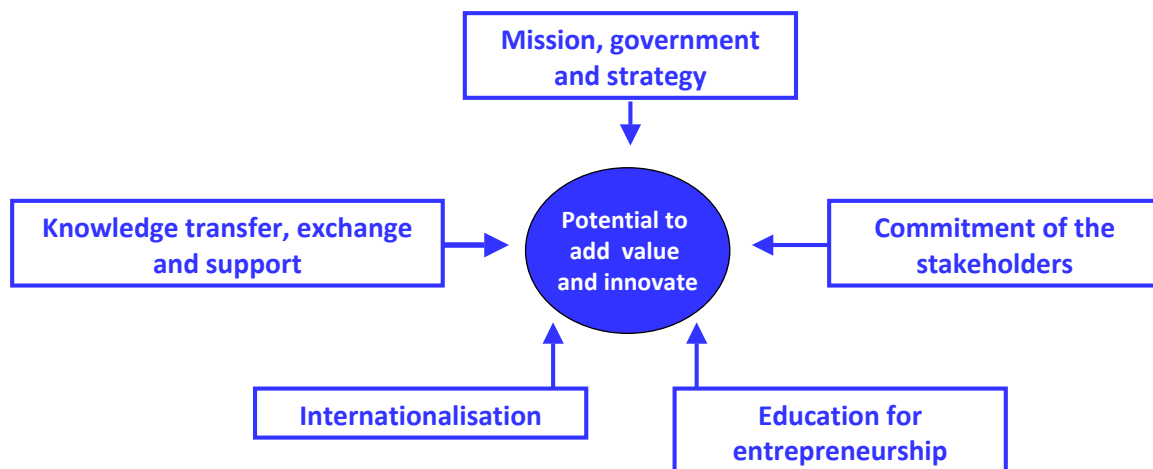
The Entrepreneurial University Prototype (Clark, 2004)

Five key elements

1. Financial self-sufficiency based on a wide portfolio of revenue sources coming from public funds, private organisations and those generated in the university.
2. A strong and well structured directive core, on all levels, from government bodies to faculties, departments and institutions.
3. A flexible organisational structure that is able to respond to societal demands.
4. An entrepreneurial spirit at the heart of every department.
5. An entrepreneurial culture throughout the entire organisation.

Entrepreneurial University

Key areas in creating an entrepreneurial university (Gibb, 2012)



Entrepreneurial University

Key areas to create an entrepreneurial university (Gibb, 2012)



Entrepreneurial University

Stakeholders

- 1. Regulators*
- 2. Business-Industry*
- 3. Students*
- 4. Graduates and alumni*
- 5. Teaching staff*
- 6. Investigative personnel*
- 7. Rector and the university's governing body*

Entrepreneurial University

What is an entrepreneurial university?

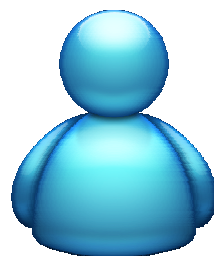
How can we exert our influence so that it becomes one?

What benefits are obtained?

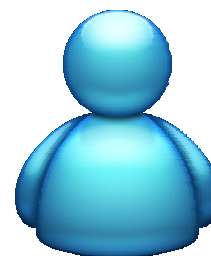
What barriers exist?

What could help to accomplish this?

Presentation of EUEN



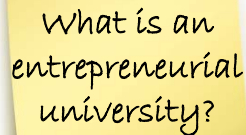
Gideon Maas
EUEN Project
Manager



John Wright
EUEN Project
Developer

Group debate: 15 mins.

Group presentation: 15 mins.



What is an entrepreneurial university?

1. A university with a clearly defined strategy that supports entrepreneurship in all its facets.
2. It's autonomous, proactive and a social leader. It's the motor of economic and social development.
3. It's capable of maintaining continuous ties with students and graduates.
4. It's in direct contact with its environment, it works on the real problems of businesses and it offers them solutions through the end of the exploitation phase.
5. It's flexible, facilitates and gives potential to training programmes and provides entrepreneurial values from the moment you set foot in the university.
6. It shapes entrepreneurs, supports them and stays in contact. It forms advocates and trainers in entrepreneurship.
7. It facilitates knowledge of different cultures in order to improve the possibility to take advantage of opportunities on the global stage.
8. It's creative and innovative, with the capacity to adapt to and anticipate changes.
9. A university with a structure that stimulates and favours the creation of businesses that transmit specialised knowledge and provide added value.
10. A university with a flexible structure in order to adapt to social necessities and receive inputs from the outside world.

Group debate: 15 mins.

Group presentation: 15 mins.



How can we exert our influence so that it becomes one?

1. By defining a clear, flexible, revisable and evaluateable strategic plan.
2. By creating structures, centres, etc. that manage the knowledge related to entrepreneurship.
3. By facilitating and fostering the collaboration of university entrepreneurial groups with businesses and industry.
4. By making the teaching investigative staff teach how to create value along with transmitting knowledge and by recognising that, for example, the researchers are also entrepreneurs.
5. By creating entrepreneurial clubs and fostering the active participation of students in activities related to entrepreneurship.
6. By favouring and encouraging that academic research resolves real problems and by giving them greater diffusion and acknowledgement of their results.
7. By insisting on the multidisciplinary education of students and on the training of educators.
8. By improving the teaching of languages to facilitate the knowledge of other cultures and, therefore, entrepreneurship in other markets.
9. By offering support devices for international entrepreneurship.
10. By creating internal and external communication channels to improve the knowledge of the potentially entrepreneurial activities.

Gibb Survey Results



Gibb Survey Results

AVERAGE VALUES PER SECTION

1. Concept Vision, Mission Strategy.	3.57
2. Governance.	3.45
3. Leverage.	3.14
4. Knowledge Transfer.	3.01
5. Public Value and Stakeholder Engagement.	2.94
6. Internationalisation.	2.92
7. Organisation Design.	2.62
8. Multidiscipline, Transdiscipline.	2.57
9. Incubation, Spin Offs and Venture Funding.	2.52
10. Enterprise Entrepreneurship Education.	2.31
11. Alumni	1.91

Gibb Survey Results

6 highest average values (by section and concept)

- 4.47 Section 2: Governance - Level of understanding of the Chairperson of the Board or Council of the relevance the entrepreneurial concept and its associated agenda (including active engagement).
- 4.32 Section 1: Concept Vision, Mission Strategy - Strategic commitment to local and regional development.
- 4.05 Section 2: Governance - Level of understanding of the relevance of the entrepreneurial agenda by the Council or Board.
- 4.00 Section 1: Concept Vision, Mission Strategy - Strategic commitment to knowledge exchange.
- 4.00 Section 10: Internationalisation - Student exchanges.
- 3.79 Section 1: Concept Vision, Mission Strategy - Strategic commitment to achievement of university status via wide stakeholder credibility.

6 lowest average values (by section and concept)

- 1.50 Section 11: Enterprise Entrepreneurship Education - Each department with entrepreneurial curriculum champion.
- 1.58 Section 11: Enterprise Entrepreneurship Education - Entrepreneurship education embedded in each department curriculum.
- 1.62 Section 10: Internationalisation - Overseas alumni relations.
- 1.70 Section 11: Enterprise Entrepreneurship Education - Entrepreneur self-efficacy training embedded across the university.
- 1.78 Section 7: Alumni - Active engagement of alumni in the university.
- 1.89 Section 9: Incubation, across all departments, Spin-offs and Venture Funding - Joint venture funding partnership arrangements _ angel connections.

UNICAN - Entrepreneurial?



Institutional environment

- Structure: Leonardo Foundation, COIE, Chairs...
- Vice-Rector's office of entrepreneurship
- Valorisation Office UNIVALUE
- Records

Personnel (Teaching/Investigative & Administrative/Services)

- Research potentiality (indicators)
- Spin off
- Experience in transfer

Students and alumni

- Employment Orientation and Information Centre (COIE)
- UCem Awards
- SIDE
- International Internships
- Business creation module, Master in innovation, Master in education, emotional intelligence, Doctorate in entrepreneurship

Social impact

- Activities in Chairs
- 1st International Encounter of Experts in Entrepreneurship
- Proposal of actions for entrepreneurship in the region (CCI)
- CdtUC Scientific Park
- Socioeconomic impact study of the University of Cantabria (IVIE)

2013
THE AWARDS
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COFFEE BREAK



Group debate: 15 mins.
Group presentation: 15 mins.



1. Favours sustainable development and improves employability.
2. Increases and improves the prestige and the social perception and, therefore, it will attract more and better students.
3. Increases the funding of the university.
4. Generates improvements in innovation for businesses that find a source of practical knowledge in the university.
5. Increases the legitimacy of the researcher in the eyes of businesses.
6. Increases students' hope and enriches the PDI and PAS professionally and personally. Increases the opportunities and opens new professional fields.
7. Focuses research on social necessities.
8. Attracts potential Business Angels.
9. Increases knowledge in society.
10. Achieving that the university becomes more competitive.

Group debate: 15 mins. Group presentation: 15 mins.



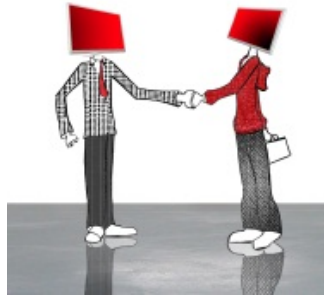
1. The lack of an entrepreneurial culture in society.
2. The legal and regulation framework is not favourable.
3. Not caring for graduates.
4. The lack of confidence in the university as a partner in the market.
5. The absence of incentives and the evaluation of this activity by professors.
6. Rigidness, bureaucracy and the lack of flexibility in the system to adapt quickly to the changes that society demands.
7. Fear of failure and risk aversion.
8. Bad social image of entrepreneurship and of the business leader figure.
9. Little culture of mobility and foreign languages. The preference for work-for-hire, fixed and especially public jobs.
10. Overprotection from families.

Group debate: 15 mins. Group presentation: 15 mins.



1. Consciousness and commitment in the entire UC community.
2. A definition by the UC of the entrepreneurship policy with concrete objectives and indicators that are tracked. Naming a leader in entrepreneurship in each department and centre.
3. Spreading the need to be an entrepreneur to the rest of society.
4. Improving and increase the relationship between businesses and research groups.
5. Improving entrepreneur training of PDI staff, PAS staff and students. Introducing entrepreneurial culture and values in the curriculum.
6. Improving incentives for teaching staff.
7. Creating spaces, time and specific programmes for students.
8. Promoting the mobility and knowledge of other cultures and languages, for PDI/PAS staff as well as students.
9. Creating and developing support structures for entrepreneurship.
10. Increasing the visibility of the entrepreneurial actions, projects or initiatives that are developed with, from or by university students.

Our vision of our business. BANCO SANTANDER



Final thoughts/reflexions

1. Entrepreneurship is an urgent social necessity. However, the need is clear to encourage an entrepreneurial and innovative culture that helps overcome prejudices and enrooted fears and that drive towards the creation of an economy based on knowledge.
2. Education in entrepreneurship in all PDI/PAS staff and student areas and on all levels is fundamental for the solid development of that culture, for which it would be recommendable the study of other models as references of good practices in other top foreign universities in this field.
3. The University should support this process, being responsible for the creation of an entrepreneurial society.
4. The University of Cantabria has previous experience that should solidify the planning of a good strategy that favours a change towards an entrepreneurial culture. It can and should position itself in order to convert itself into a reference point in this area.
5. The will and possibility to do it exist but it would be more successful if a strong leadership set the guidelines so that the university could show the way forward.



Plan of Action



1. Internal awareness, in successive layers that cover the entire university, about the need to advance towards an entrepreneurial university in a wide sense.
2. Diagnostic of necessities: training, transfers, new methodologies, regulations, incentives, indicators, structures, spaces, centres...
3. Planning a clear and decisive strategy that defines the objectives to follow.
4. The creation and promotion of operational and/or executive tools for the generation of an entrepreneurial culture, improving education, diffusing research, promoting transfers...
5. Collaborating with the rest of the agents in the region for the development of an entrepreneurial environment with an international projection.

THANK YOU

