Entrepreneurship support in universities
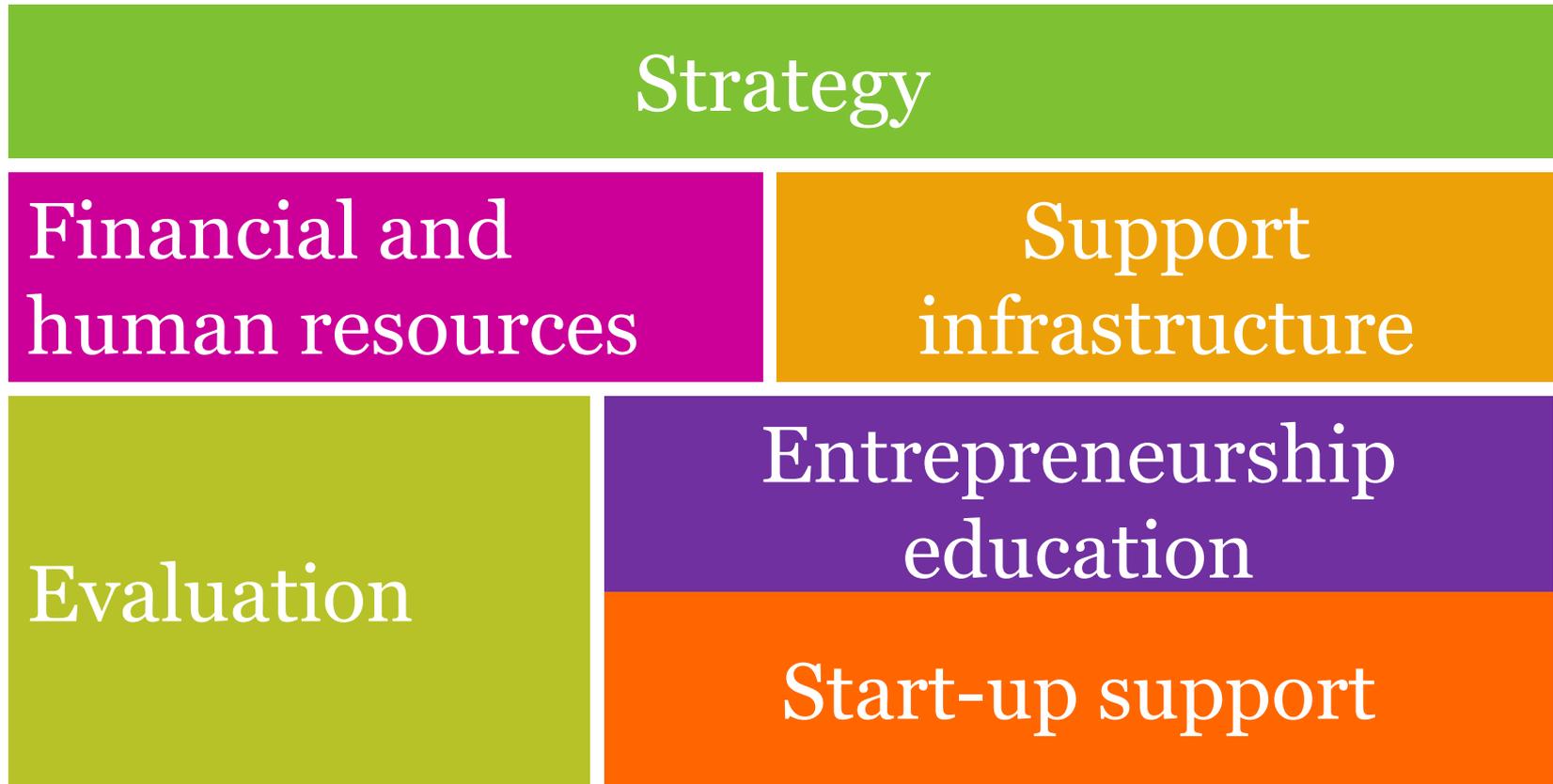
Principles of good practice and findings from case studies

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Outline

- **Principles and findings of good practice** (from 5 local case studies in eastern Germany)

- **Preliminary recommendations**

- **Success factors** (as perceived by 22 universities in eastern Germany and overseas)

- **Discussion**

Principles:

- Entrepreneurship support part of University's strategy
- Shared broad understanding of entrepreneurship (attitudes, behaviour, skills, ventures)
  - Top-down support and viable cross-faculty collaboration*
  - Clear incentives and rewards and entrepreneurship sensitive recruitment and career development activities

Findings:

- Entrepreneurship support always mentioned in university strategies and annual reports, but rarely strongly
- Narrow understanding of entrepreneurship (ventures) and focus on start-up support

findings are presented only for the left indented principles

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Principles:

- Minimum long-term financing from University budget
- Financial self-sufficiency is a goal
- Number of staff and turnover rate
- Human development for educators and staff

Findings:

- Still largely relying on public funding. Some transition to private sector co-funding (e.g. Stiftungslehrstühle, competitions), and increased financial self-sustainability
- Training of educators and staff mainly limited to international exchange

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Principles:

- Entrepreneurship dedicated structure (chairs, centres)
- Incubation facilities
- Close co-operation, defined roles, and referral between internal and external support providers

Findings:

- Well-developed networking, often University in leading role
- Clearly defined roles between internal and external services, well-organised referral, but overlap in coaching
- Not always easy for students to find "shortest way into the support system"

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Principles:

- Progressive curricula integration and cross-faculty practice
- Increase visibility & take-up rates; active recruitment for certain courses
- Tailored suite of courses; experimentation with teaching methods; integration of entrepreneurship research results
- Out-reach to Alumni, entrepreneurs and business support

Findings:

- Take-up rates still below expectations
- Differences in visibility
- Scouting activities to recruit participants

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Principles:

- Entrepreneurship education and start-up support "hand in hand"
- Team building
  - Mentoring by professors and entrepreneurs
- Easy access to sources of financing
  - Out-reach (Alumni, entrepreneurs and business support)

Findings:

- Team building actively facilitated by entrepreneurship centres and individual professors
- High level of out-reach activity is used to facilitate access to finance

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EVALUATION

Principles:

- Regular stock-taking and performance checking
- Formalised and phased monitoring of the impact: immediate (post course), mid-term (graduation), long-term (Alumni)

Findings:

- Most evaluation still post course only or long-term
- Some systematic evaluation on-going that include immediate, mid-term and long-term monitoring of impact

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Preliminary recommendations 1/2

Broaden the understanding of entrepreneurship

- ❑ Go beyond start-up support and promote entrepreneurial attitudes, behaviour and skills

- ❑ Change organisation of entrepreneurship education: curricula integration, suite of courses, recognition and visibility

More training for educators and staff

- ❑ Meet increasing take-up rates with more and better activities

- ❑ Organise regular dedicated events at University level, and engage in broader exchange activities

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Preliminary recommendations 2/2

Clear incentives and rewards

❑ Get more professors involved in entrepreneurship support

❑ Make recruitment and career development sensitive to entrepreneurial experience and entrepreneurship support engagement

More systematic and phased monitoring of impact

❑ Evaluate *learning* (what do students learn?) and *behaviour* (does learning lead to changes in attitudes, behaviour and skills?)

❑ Immediate (post course), mid-term (graduation) and long-term (Alumni) monitoring of impact

We've asked 22 universities about success factors…

Students: Multidisciplinary backgrounds, inspired to pursue excellence, reflexivity and curiosity

Resources: Professional support teams, professors, start-up grants, low turnover of staff, Alumni

Back up: University (vision and leadership, cross-faculty support, international connections), political support, demand for new firms

Delivery: Single window for students , autonomy of entrepreneurship centres, business incubation facilities, networks, potential investor collaboration, entrepreneurship education and start-up support work "hand in hand", customised and 1-1 support, competitions, guerrilla marketing

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