



HEINNOVATE – der Weg zu „entrepreneurial“ Hochschule
Klaus Sailer

SCE UND HOCHSCHULE MÜNCHEN

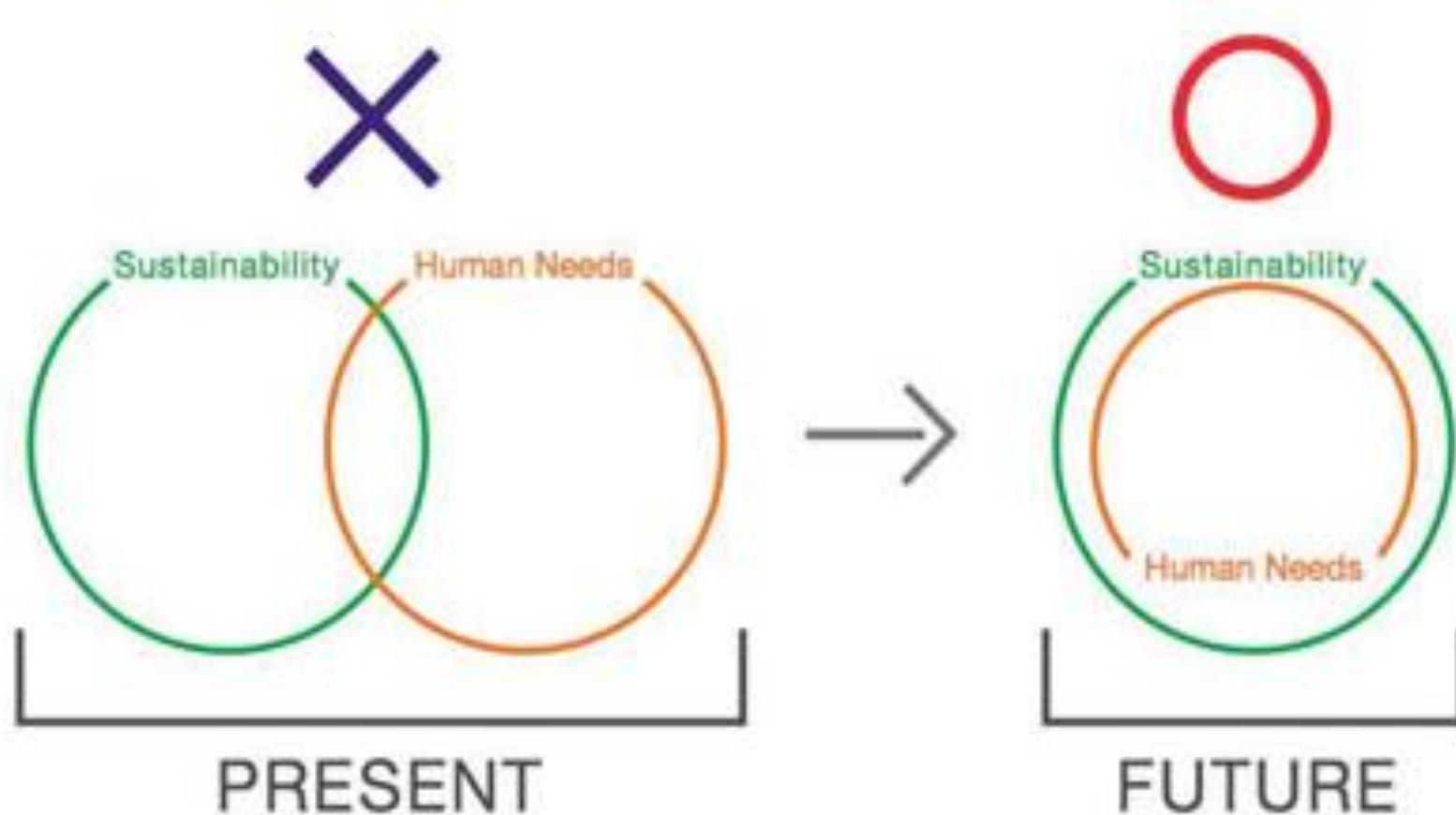


- 2002 von Falk F. Strascheg Stiftung gegründet
- An-Institut der Hochschule
- ca. 25 MitarbeiterInnen
- gemeinnützige GmbH
- Verantwortung für alle HM Entrepreneurship-Aktivitäten
- 4 Entrepreneurship-Professuren



- Gründung 1971
- 17.500 Studierende
- 500 Professuren, 600 MitarbeiterInnen, 800 Lehrbeauftragte
- über 60 Studiengänge an 14 Fakultäten
 - Technik
 - Wirtschaft
 - Soziales
 - Design

Anforderungen der Gesellschaft ändern sich



Die Welt wird global und vernetzt



Innovation ändert sich



Zusammenarbeit ändert sich



[ABOUT US](#) [QUICK TOUR](#) [MEDIA](#) [SIGN UP NOW](#)



In lieu of flowers, may we suggest some open-source biotech?

It's time for a revolution.

What is Pink Army?

Pink army isn't like anything you've seen before. A new approach to developing breast cancer treatments. Pink Army is a community-driven, member owned Cooperative operating by open source principles. Using synthetic biology and virotherapy to bring individualized treatments tailored to each patient's DNA and cancer, faster and cheaper than ever before.

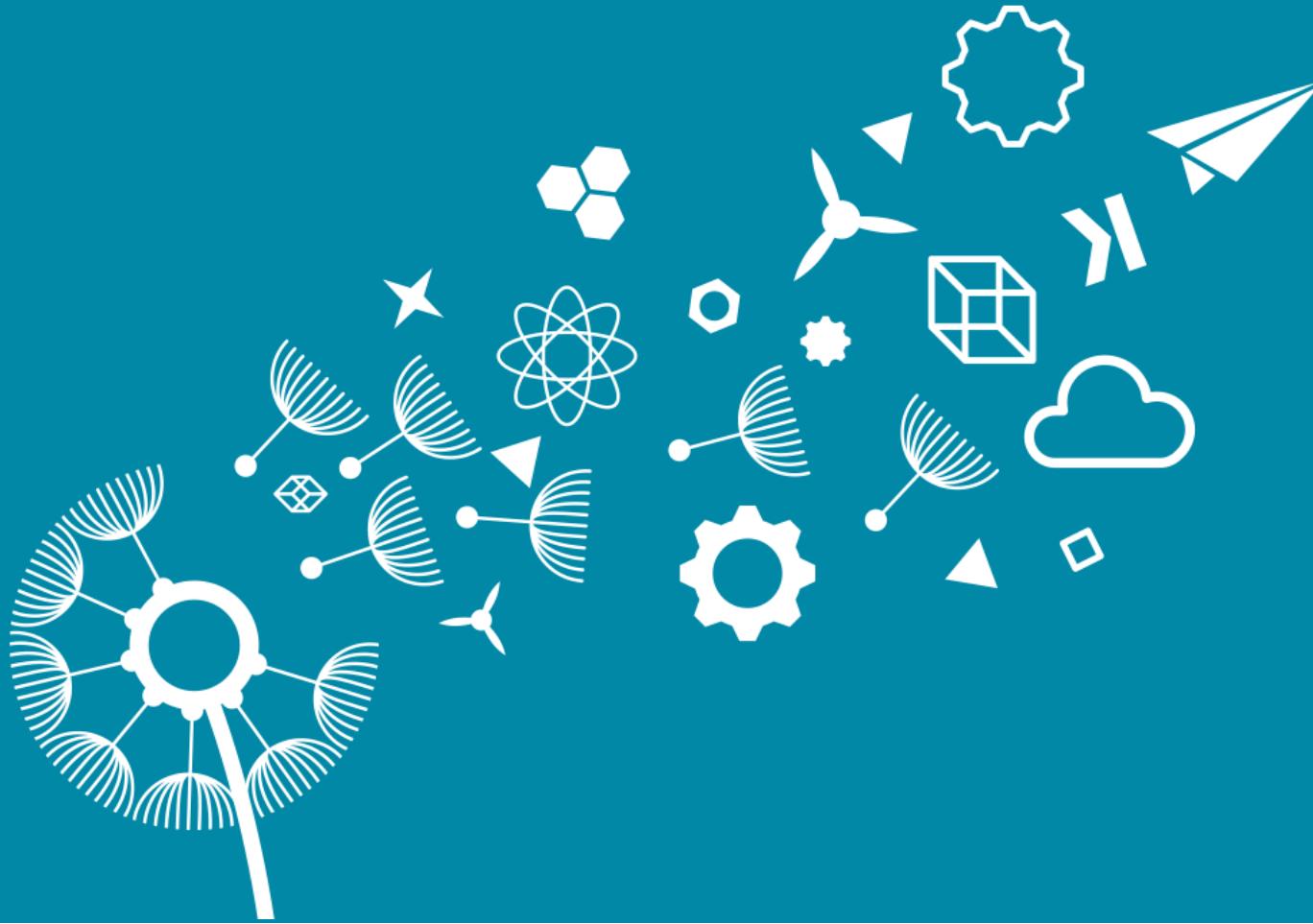
Breast Cancer R&D is Sick.

While the traditional approaches to breast cancer have helped in understanding cancer, little progress has been made in the area of treatment. For mid and late stage cancer, the best options are still radiation and chemotherapy. Right now, it takes 15-20 years from the time a new drug is identified before it comes to market. The last big "breakthrough" drug was in 1998, and there are no others on the horizon. We need a change.

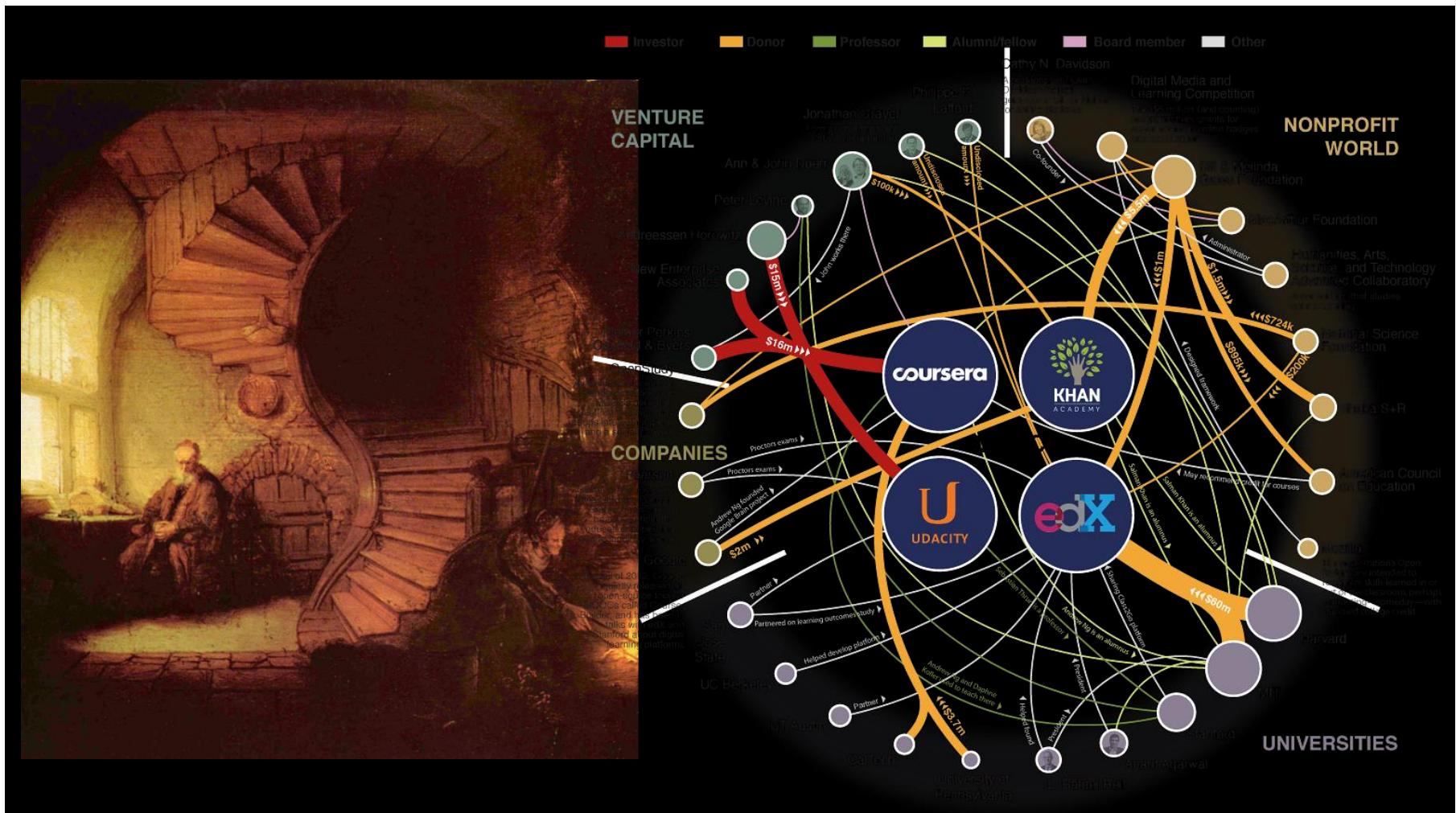
What do we do?

We have a new approach to drug development that doesn't take 15 years. Our mantra isn't 1 drug for 1 million people. One person, one cancer, one treatment. Pink Army isn't developing new technologies. There are already hundreds of researchers out there working on the various bits of technologies we'll be using. One problem is that there is a disconnect from that work to the development of cancer treatments. Pink Army will serve as

Technologietransfer ändert sich



Der Fokus von Universitäten ändert sich



Universitäten ändern sich

The screenshot shows the homepage of the University of the People. At the top left is the logo 'UoPeople' with a globe icon. To its right is the text 'UNIVERSITY OF THE PEOPLE' and 'Tuition-Free Online University'. On the far right are links for 'January / 15 / 2011', 'Login >', and a 'GO' button. A horizontal bar at the top features colored squares and a barcode.

ABOUT US

Term 4 2011 Application Deadline: March 10, 2011

ACADEMICS

ADMISSIONS

FEES

THE METHOD

OUR STUDENTS

SUPPORT US

DONATE NOW»

Your opportunity is here

TAKE IT >

TALKING ABOUT US

"I need not the titles but the information, training & connectedness of peers who believe in universal education" M., Australia

5 EASY STEPS **APPLY NOW >**

Become a fan on facebook > **Email this to a friend >**

NEWS CENTER see all >

UN NEWS CENTER
UN Announces Launch...
Official site >

Business Week **BUSINESS WEEK**
Tuition-Free University...
Official site >

ACADEMIC LEADERSHIP see all >

Dr. David Harris Cohen
Dr. David Harris Cohen...
Read more >

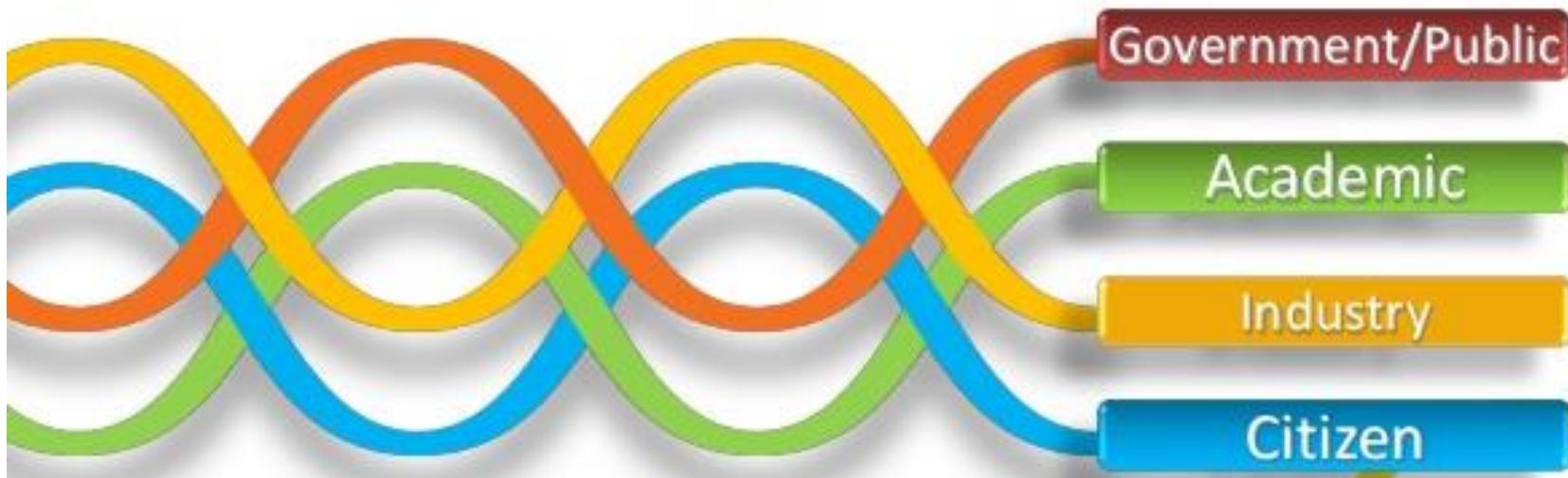
Dr. Geraldine Downey

Wertvorstellungen der Studierenden ändern sich



Das Eco-System ändert sich

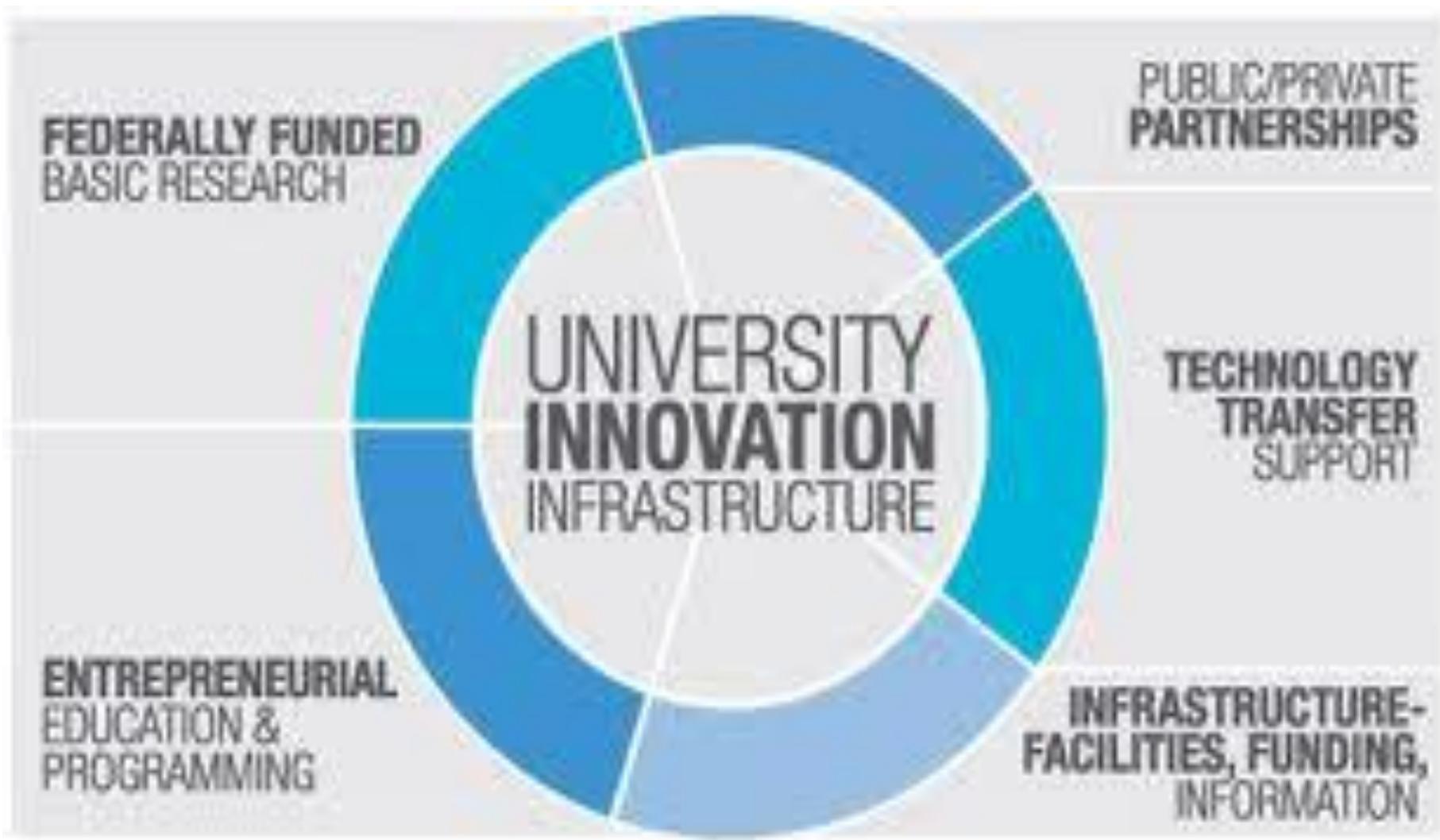
Quadruple Helix Innovation



Forderung der Wirkungsmessung



Anforderungen an Bildung ändert sich



Was ist eine entrepreneurial Universität? (A. Gibb)

The entrepreneurial HEI is:

- Designed to empower students and staff to demonstrate enterprise, innovation and creativity in teaching, research and the third mission
- Its activities are directed to enhance learning, knowledge production and exchange in a highly complex and changing societal environment
- As an organisation, it is dedicated to create public value via processes of open engagement



Leadership and
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Incentives



Entrepreneurship
Development in
Teaching & Learning



Pathways for
Entrepreneurs



University – Business
/ External
Relationships for
Knowledge
Exchange



The Entrepreneurial
HEI as an
Internationalised
Institution



Measuring the
Impact

Einführung in HEInnovate

- Selbsteinschätzungstool – um **das entrepreneurial Potential zu erkunden**
- Eine Initiative der **Europäischen Kommission** und der **OECD**
- **Offen für alle HEIs** (Universitäten, Fachhochschulen, Colleges, etc)
- Registrierung bei HEI als **Einzelperson oder als Gruppe**
- Tool, das **Diskussionen** über die entrepreneurial Einstellung der Institution entfacht
- Verfügbar über: <http://heinnovate.eu>

NO
RANKING

NO
BENCHMARKING



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Entrepreneurship Development in Teaching & Learning



Pathways for Entrepreneurs



University – Business / External Relationships for Knowledge Exchange



The Entrepreneurial HEI as an Internationalised Institution



Measuring the Impact

7 Bereiche der Selbstbewertung



Hover over sections for more information
and click on a section to start
self-assessment

Concept note - download as a .PDF



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Nutzen von HEInnovate

Für HEIs

- Systematische Aufdeckung interner Wahrnehmungen und Erkenntnisse
- Aufdeckung von Stärken und Schwächen
- Darstellung der zeitlichen Entwicklung
- Zugriff auf Case Studies und Richtlinien-Empfehlungen

Entscheidungsträger

- Etablierung eines Referenzrahmens für ein innovativeres und entrepreneurial Bildungssystem
- Flexibel und anpassbar in Abhängigkeit von strategischen Entwicklungen
- Hilfsmittel zur Erzeugung von Bewusstsein unter HEIs untereinander



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HEInnovate in Zahlen

- Einführung: November 2013 durch die Europäische Kommission
- Bereits über 3000 registrierte Nutzer, wachsend
- 500 HEIs haben HEInnovate erfolgreich genutzt
- Über 25 Workshops in ganz Europe
- Weltweiter Zugriff auf Heinnovate.eu



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Testimonials

The experience at the University of Ruse "Angel Kanchev" (Bulgaria) has proved that HEInnovate is a new managerial tool helping academics to become aware of: (1) what kind of improvements are necessary to be done at their universities and (2) ideas how to achieve their academic goals in the dynamic surrounding.

Assoc. Prof. PhD. Daniel Pavlov, HEAD of the Entrepreneurship Center at the University of Ruse, Bulgaria

It is proving to be an invaluable aid in compiling evidence of progress towards our vision of an engaged and entrepreneurial university, and in disseminating good practice and the latest thinking on entrepreneurial universities to all stakeholders.

Pat O'Donnell, TU4Dublin, Institute of Technology Tallaght, Ireland



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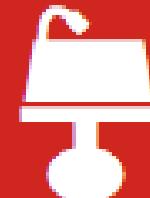
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Measuring the Impact

Leadership and Governance

1. Entrepreneurship is a **major part of the university strategy**
2. **High level commitment** to implementing the entrepreneurial strategy
3. **A model for coordinating and integrating** entrepreneurial activities at all levels across the university
4. Faculty/Units have **autonomy to act**
5. The university is a **driving force** for entrepreneurship development in the wider regional, social and community environment



Leadership and Governance



Leadership and Governance

This section of HEInnovate explores those factors which relate to the leadership and governance of a higher education institution. In order to develop an entrepreneurial culture in an institution, strong leadership and good governance are crucial. Many higher education institutions include the words "enterprise" and "entrepreneurship" in their mission statements but this needs to be more than a reference. This section highlights some of the important factors a higher education institution may consider in order to strengthen their entrepreneurial agenda.

1. Entrepreneurship is a major part of the university strategy.

n/a

Higher education institutions should see themselves as entrepreneurial organisations and environments held together by common values/missions and not detailed control systems. To develop as an entrepreneurial organisation with an entrepreneurial culture the entrepreneurial activities should be established in the strategy. To score highly an HEI should have a working mission statement with an entrepreneurial vision for the future of the institution.

[Read more](#)

2. There is commitment at a high level to implementing the entrepreneurial strategy.

n/a

There has to be commitment to implementing the strategy in relation to the entrepreneurial agenda. To score highly, the strategy should be known across the HEI and understood as a priority by staff and students. The commitment should be shared and supported by internal communication efforts.

[Read more](#)

3. The higher education institution has a model for coordinating and integrating entrepreneurial activities at all levels across the institution.

n/a

There are many different models for coordinating and integrating entrepreneurial activities across a higher education institution. Whichever model is employed, it will take advantage of existing relationships, coordinate across departments, faculties and other centres, and avoid the duplication of work within an HEI and with its local entrepreneurship ecosystem. To score highly, HEIs should have an entrepreneurship structure in place which co-ordinates activities within the institution and with other stakeholders within the local entrepreneurship ecosystem.



Leadership and Governance



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Measuring the Impact

Organisational Capacity, People and Incentives

1. Sustainable financial strategy – long-term diversified/self-funded activities
2. Mechanism for collaboration across boundaries/silos
3. Recruiting and engaging entrepreneurs -attitudes and experiences as criteria
4. Career development policy addressing the entrepreneurial agenda/own key goals
5. Incentive and reward systems to support entrepreneurial behavior



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Teaching and Learning

1. **University structures** support the development of entrepreneurial mindset and skills
2. A wide range of entrepreneurial teaching methods across all departments
3. Student-centered, problem-based “real life” learning across all departments
4. Validation of entrepreneurship learning outcomes
5. Collaboration and engaging with external stakeholders
6. Research results are integrated





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Pathways for Entrepreneurs

1. Awareness-raising across all faculties and staff
2. Encourage mechanisms tailored to the individual
3. Opportunities for staff and students to experience entrepreneurship
4. Support to move from entrepreneurial ideas to action + mentoring
5. Facilitate access to business incubation facilities + private financing





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External Relationships for Knowledge Exchange

1. Commitment to collaborate with industry, society and the public sector
2. Active involvement in partnerships with a wide range of stakeholders
3. Strong links with incubators, science parks and other external initiatives
4. Support for mobility between academia and the external environment
5. Research, education and industry activities are linked together



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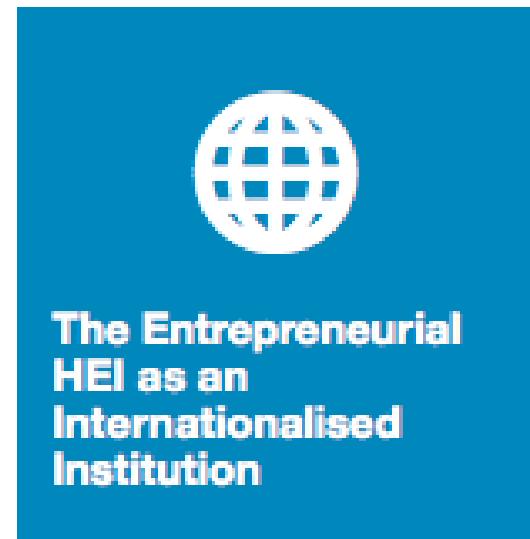
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Internationalisation

1. **Internationalization strategy is key and**
reflect the entrepreneurial objectives
2. Support for **international mobility**
3. **Recruitment** of international and
entrepreneurial staff
4. **Teaching and learning environment** tailored
a global audience
5. **Active participation** in international networks
– also as a feed back into the teaching,
learning and research agenda





Leadership and Governance



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Measuring the Impact

Measuring the Impact

1. Assess the **impact of the strategy** and the response to entrepreneurial change
2. Assess the **level of engagement** in teaching across the institution
3. Measure the **impact of entrepreneurial education activities** in progression
4. Monitor the **knowledge exchange activities** – internal and external value/impact
5. Monitor and evaluate the **start-up support activities**



Measuring the Impact



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Case: Hochschule München

- 2002: Gründung des Entrepreneurship Centers
- 2005: Entwicklung eines systematischen Qualifizierungsprogramms
- 2006: Förderprogramm für Start-ups und Eröffnung eines Inkubators
- 2007: Anpassung der internen Struktur und Anreize für Professoren
- 2009: Trans-disziplinäres Lehrformat “Real Projects” für die ganze Hochschule
- 2010: Outreach: systematische Kooperation mit den regionalen Unis (4E)
- 2013: Internationales Teach-the-Teacher-Programm
- 2014: Internationale Programme und Entrepreneurship Center mit internationalen Universitäten



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Learnings: Hochschule München

- Entwicklung einer Entrepreneurshipstrategie benötigt einen individuellen Ansatz
- Entwicklung zur entrepreneurial Universität
 - ist ein langwieriger, zeitabhängiger Transformationsprozess
 - erfordert einen holistischen Ansatz
 - braucht die Unterstützung der Hochschulleitung
 - braucht interne und externe Multiplikatoren und die Einbindung in eine Netzwerk
- Gemeinsames Lernen von und mit anderen
- Messung der Fortschritte



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Die Webseite und ihre Features

www.heinnovate.eu