



The role of education institutions in social & economic development:

## Becoming Entrepreneurial

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## Entrepreneurship

- Entrepreneurship is defined as
- the tendency to create value through identification and exploitation of opportunities. This includes starting and managing one's own business
- Also includes 'intrapreneur' and 'technopreneur'



## Enterprising skills and attributes

- Intuitive decision making
  - Capacity to make things happen autonomously
  - Networking
  - Initiative taking
  - Opportunity identification
  - Creative problem solving
  - Innovative, future, and achievement oriented
  - Willing to take reasonable risks
  - Perseverance.
- (among others from Coyle *et al.* (2013) )



## Students – staff – institution

- Entrepreneurial students



- Entrepreneurial staff and programs



- Entrepreneurial institution



Context:



Political  
Economic  
Social  
Technological  
Environmental  
Legal

- *Derived from Röpke (1998)*



## What is an Entrepreneurial Education Institution?

- Fulfilling its role in a rapidly changing society
- Meeting ever changing economic and social needs

Being or becoming an  
entrepreneurial /  
innovative higher  
education institution is a  
response to these  
challenges



## Education institution challenges

- Financial sustainability
- Employability of alumni
- Offering wider access to education
- Contribute to local, regional, national economic development
- Internationalisation /globalisation
- ....



## Public Policy Imperatives

- Education institutions as ‘engines of growth’
  - Education institutions as the hub for local/regional development
  - Finding graduate jobs
  - Building highly employable young people
  - Widening access - the democratic voice
  - The funding of mass student entry
- 
- (Gibb and Haskins, 2014)

## The Turbulent Environment

- Working in the Boundary-less (Information) Society:
- National, regional and global competition
- Technology and the boundary-less knowledge-based society
- Open and Big Data
- Growth of social media
- New channels and costs for publication
- Private sector development – competition and co-operation
  
- (Gibb and Haskins, 2014)



## Framework for an Entrepreneurial Education Institution

1. Leadership and Governance
2. Organizational capacity: funding, people and incentives
3. Entrepreneurial Teaching and Learning
4. Preparing and Supporting Entrepreneurs
5. Knowledge Exchange and Collaboration
6. The Internationalized Institution
7. Digital Transformation and Capability
8. Measuring Impact

*Source: [www.heinnovate.eu](http://www.heinnovate.eu)*



## 1. Leadership and Governance

- Basis for an entrepreneurial and innovative culture
- Mission statement
- Strategy
- High level commitment
- Position in the community



## 2. Organizational capacity: funding, people and incentives

- Diversity of funding
- Income generation
- HR policy and instruments



### 3. Entrepreneurial Teaching and Learning

- Developing entrepreneurial mind-sets and skills
- Innovative teaching methods
- Exposure to entrepreneurial experiences
- (Applied) Research



## 4. Preparing and Supporting Entrepreneurs

- Business start-up support to students, graduates and staff
- From business idea generation up to getting access to appropriate finance and effective networks
- Incubation



## 5. Knowledge Exchange and Collaboration

- Catalyst for organizational innovation, the advancement of teaching and research, and local development
- About value creation
- Includes community service (the social, cultural and economic development of society)



## 6. Internationalized Institution

- Integrating an international or global dimension into the design and delivery of education, research, and knowledge exchange.
- Internationalization is a vehicle for change and improvement
- It introduces alternative ways of thinking, questions traditional teaching methods, and opens up governance and management to external stakeholders.
  
- If entrepreneurial -> international
- If international -> not per se entrepreneurial



## 7. Digital Transformation and Capability

- Digitalization is promoted as a means for innovation and entrepreneurship
- The digital infrastructure is planned, managed and continuously improved to align with the vision, mission and strategy of the education institution
- The education institution is committed to digital teaching, learning and assessment
- A digital presence is supporting all activities



## 8. Measuring Impact

- Impact measurement in education institutions is underdeveloped
- Institutional self-perception, external reflection and an evidence-based approach
- Includes current measurements focus on the quantity of spin-offs, the volume and quality of intellectual property generation and research income generation
- And beyond
- Alumni entrepreneurship, teaching and learning outcomes, retaining talent, the contribution to local economic development or the impact to the broader entrepreneurial agenda



## Conclusions

- Important for SMK to have a pro-active leadership
- Change is the new normal
- If you want your students to change, you need to change
- Many opportunities exist
- You are not alone
- Network cleverly
- For the benefit of your staff, students and the community



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