



Entrepreneurial University Development *Cards*

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& evaluate
universities

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Institutional Commitment

The university has made a public and strategic commitment to entrepreneurship.



Orientation and Strategy



Institutional Commitment

How is your institution's commitment to entrepreneurship defined?

How is this commitment documented?

How do you ensure that the documented commitment is also publicly known and understood?



Example: **EAN University, Colombia**

The university's mission is „to contribute to the integral formation of the person and to stimulate his entrepreneurial aptitude, in such a way that their actions contribute to the economic and social development of the people“.





Shared Goals

The university has established entrepreneurship goals, with measurable targets and deadlines, which are understood and owned by a range of people in the organisation.



Orientation and Strategy



Shared Goals

Who, at the different levels of your institution, is responsible for the implementation of the entrepreneurship agenda?

Which entrepreneurship goals are defined for academics, management, as well as support and administrative staff?



Example: Chalmers University of Technology, Sweden

Vision and strategies are formulated in concrete terms each year as part of the document Prioritised Operational Development and are then broken down into action plans, which are implemented by staff and students.





Financial Planning

The university has a sustainable commitment to entrepreneurship which can be identified in its commercial activities, financial income and expenditure plans.



Orientation and Strategy



Financial Planning

Which investments do you currently make to foster entrepreneurship?

What are your future investment plans regarding entrepreneurship?

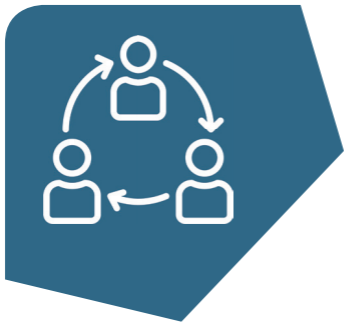
Through which activities do you generate income and how are profits distributed?



Example: University of Auckland, New Zealand

The university invested AUD9.6 million into a new innovation and entrepreneurship hub to foster new ventures.





Leadership

The university's values and its approaches to leadership combine to foster entrepreneurship, including risk-taking.



People and Organisational Capacity



Leadership

Which leadership principles, values, approaches and actions are present and promoted that drive entrepreneurship?

How does the university integrate entrepreneurship stakeholders into the leadership of the institution?



Example: **Simon Fraser University, Canada**

The university's president, Andrew Petter, developed the vision and strategy for an engaged university through a dialogue-driven sense-making process.





Staff Profile

The university manages its profile of academic and non-academic staff to meet the current and future demands of the entrepreneurship strategy.



People and Organisational Capacity



Staff Profile

Which kind of staff profiles does your university have to implement the entrepreneurship agenda?

How are entrepreneurial skills and experiences integrated in the recruitment process of academics, management and entrepreneurship support staff?

Which training activities are offered to support entrepreneurship among staff?



Example: **Babson College, United States**

The university's teaching philosophy is to partner a dedicated tenure track academic professor with an experienced entrepreneur faculty member to deliver a carefully coordinated balance of academic philosophy and practical real life experience.





Incentives & Rewards

The university has a coherent system of incentives and rewards to stimulate staff to undertake and support entrepreneurship activities.



People and Organisational Capacity



Incentives & Rewards

Which incentives and rewards does the university offer to promote entrepreneurial activity?

How are staff needs, wishes and feedback captured and included?



Example: **Washington State University, United States**

The annual Innovation and Entrepreneurship Award honors a WSU faculty member whose scholarly contributions and associated outreach efforts have improved the lives of people through engagement with industry.



WASHINGTON STATE
UNIVERSITY





Culture

The university promotes a culture conducive to thinking and acting entrepreneurially.



Drivers and Enablers



Culture

Which kind of culture does your institution aim to promote? What are core beliefs, norms and behavior?

How is this culture promoted through communication and events?

How does the institution create the right environment (incl. physical) for the target entrepreneurial culture to evolve?



Example: Ghent University & further stakeholders, Belgium

The Student Ghentpreneur initiative brings together formerly separate efforts of various regional stakeholders to create an entrepreneurial culture, including an award, various events and the Gentpreneur-Community.





Internal Support Structures

The university's internal support services and facilities enable individuals to progress through the stages of their entrepreneurship journeys.



Drivers and Enablers



Internal Support Structures

Which support services and facilities does your institution offer at the different stages of entrepreneurship?

How does the university ensure that internal stakeholders from different faculties contribute to the provision of support services?

How are internal support services and facilities communicated?



Example: **Aalto University, Finland**

The university offers a large variety of services, e.g. through the Aalto University Startup Centre, Aalto University Design Factory, and Aalto University Innovation Services (including technology transfer and licensing).





Service Alignment

The university enhances its internal support structures by brokering access to external services, thus providing a comprehensive support system for entrepreneurship.



Drivers and Enablers



Service Alignment

Which external services are integrated in your university's service portfolio?

Which external entrepreneurship programs and activities are linked to the university?



Example: **Aalto University, Finland**

The university partners with a large variety of organisations, such as A Grid (housing), Impact Iglu and Startup Sauna (accelerators), Aalto Entrepreneurship Society (student-run) and Slush (startup event).





Education

The university provides a variety of opportunities for students to improve their entrepreneurial knowledge, skills and actions, and thus supports a wide range of graduate careers, including intrapreneurship, self-employment, entrepreneurship.



Education, Research &
Third Mission Activities



Education

Which entrepreneurship courses are offered and to whom (e.g. which faculties and departments)?

Which approaches (e.g. didactic ones) are used to develop entrepreneurship competencies among students? How is interdisciplinary work fostered?

How are new courses designed? Who is integrated in the process?



Example: **Team Academy, Finland**

Students run their own cooperative businesses, supported by coaches, and learn with real money and real customers to earn their Bachelor of Business Administration (BBA).





Research

The university's research aims to support the creation of economic impacts and also to contribute to the field of entrepreneurship.



Education, Research &
Third Mission Activities



Research

How do you ensure that your research agenda addresses current and/or future business demands?

How do you ensure the commitment of researchers to translate research outputs into commercial application?

How does your institution contribute to the research field of entrepreneurship?



Example: Utrecht University, The Netherlands

The university defined strategic themes and focus areas for its research to link academic excellence and fundamental research to societal challenges.



Universiteit Utrecht





Third Mission Activities

The university undertakes a wide range of external commercial activities.



Education, Research &
Third Mission Activities



Third Mission Activities

Who are the primary target groups for your institution's commercial activities?

How do you engage with external stakeholders to identify their needs?

Which kind of services does your institution offer to external stakeholders?



Example: **Universitat Rovira i Virgili, Spain**

The university promotes the dissemination of culture and knowledge, social action and activities for the university community, a system of territorial innovation and the transfer of knowledge and technology.





Continuous Improvement

The institution is achieving continuous improvement in entrepreneurship by regularly evaluating its performance against targets.



Innovation and Impact



Continuous Improvement

Which indicators does your institution use to measure its entrepreneurship activities and results?

How are the evaluation results communicated within and beyond the institution?

How are the evaluation results used for future planning and organisational development?



Example: **University of Tartu, Estonia**

The university does not only count patents and startups, but also defined the perception of 15 to 60-year-old Estonian citizens as one of the university's 18 key indicators, measuring the agreement to the statement "The University of Tartu has an entrepreneurial spirit".





Influence within the Ecosystem

The university is an influential stakeholder in the entrepreneurship ecosystem.



Innovation and Impact



Influence within the Ecosystem

How does the university influence the local and regional entrepreneurship ecosystem?

How do you make a broader influence on entrepreneurship on national or international level?

How do you ensure that staff across the institution contributes to making this influence?



Example: **La Sabana University, Colombia**

University students are utilizing their acquired entrepreneurship knowledge and skills to support low-income entrepreneurs in eleven partner municipalities in the region.



Universidad de
La Sabana





Impact

The university generates a wide range of benefits through entrepreneurship and is working towards greater economic impacts in the region.



Innovation and Impact



Impact

What kind of impact are you aiming to create?

How do you identify the impacts made by people across the institution?

How do you communicate these impacts to a wider audience?



Example: University of Birmingham, United Kingdom

A report on the university's impact highlights that „every £1 million invested by UK Research Councils generates an additional £12 million for the economy“.



UNIVERSITY OF
BIRMINGHAM

