

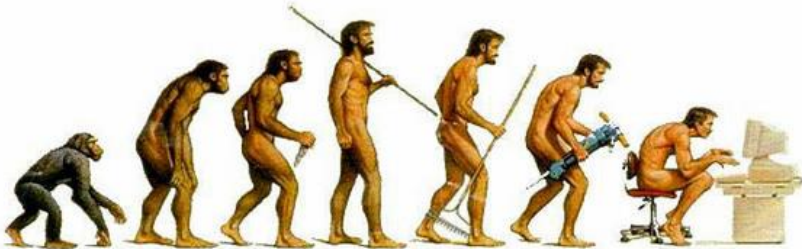


The Entrepreneurial University

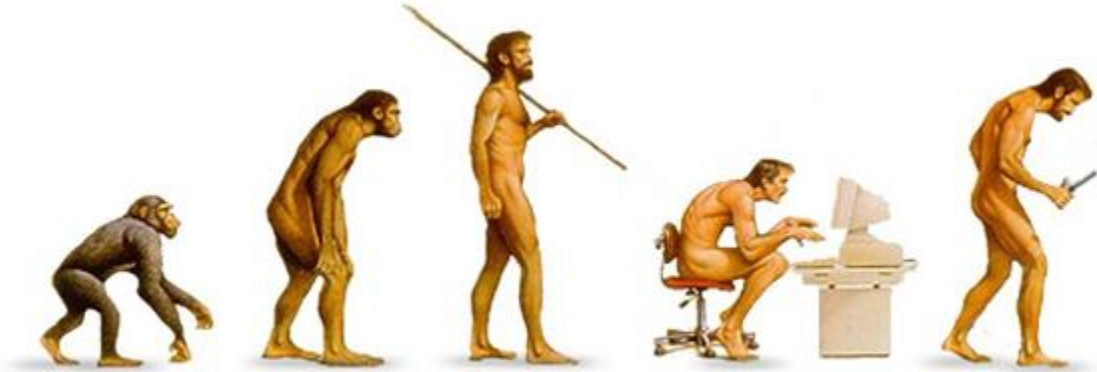
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EDHE Executive Leadership Workshop 2021

Evolution/Change



Rate of Evolution is increasing!!!

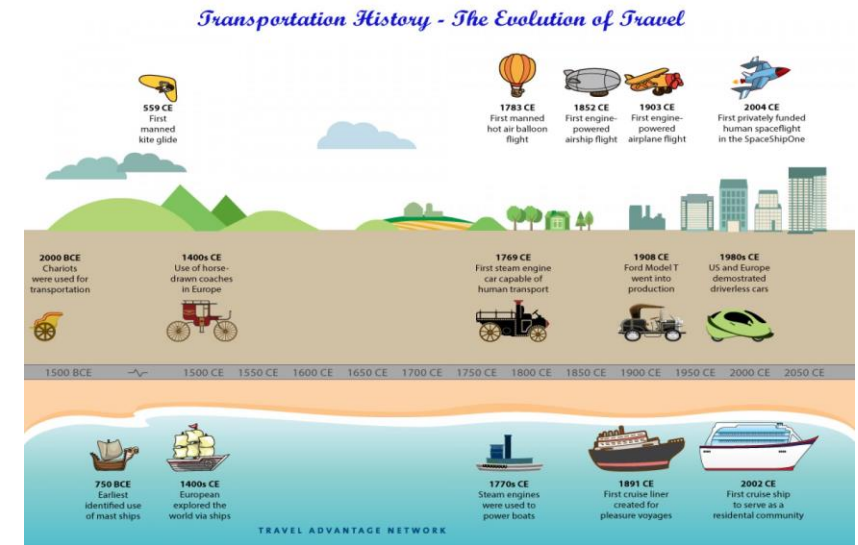
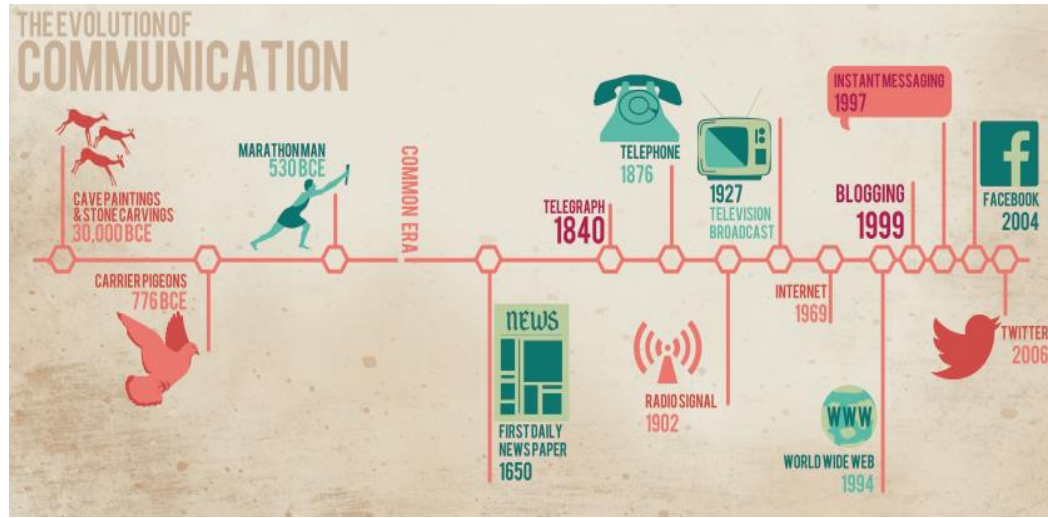


Evolution/Change



All evolution is however not always for the good!!!

Evolution/Change



Evolution of Universities

- Academic training of privileged intellectuals.
- *“A university exists for the purpose of laying open to each succeeding generation...the accumulated treasures of the thoughts of mankind...Universities are not intended to teach the knowledge required to fit men for some specific mode of gaining their livelihood. Their object is not to make skilful lawyers, or physicians, or engineers, but capable and cultivated human beings ...Education makes a man a more intelligent shoemaker if that be his occupation, but not by teaching him how to make shoes, it does so by the mental exercise it gives and the habits it impresses.”* – John Stuart Mill, Rector of University of St Andrews, 1865.

Evolution of Universities [2]

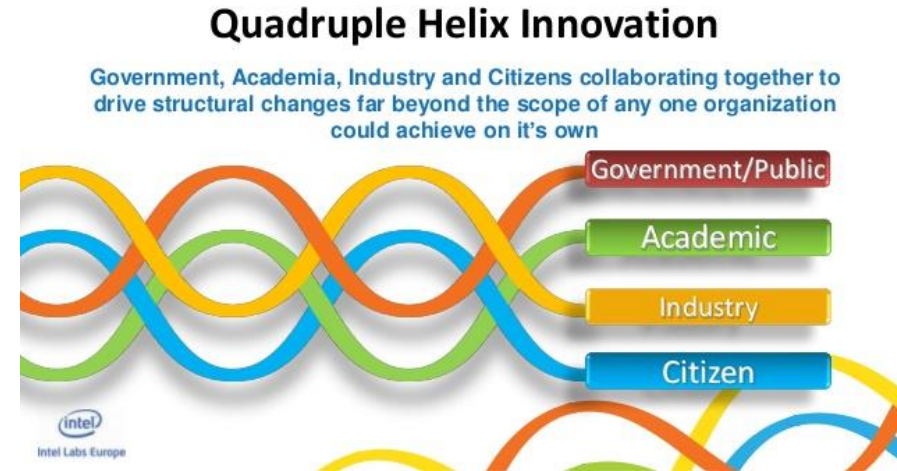
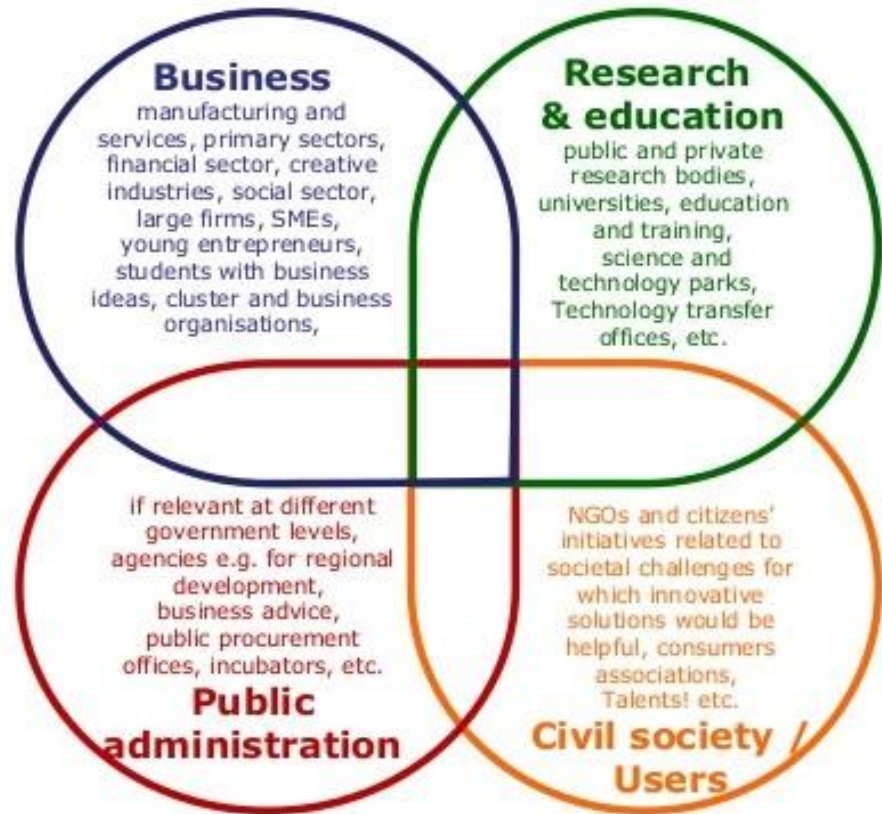
- Concept of a modern university which is about 100 to 120 years old is the training of skilled individuals for the workforce.
- Then came the concept of research led universities which goes back about 20 to 30 years.
- **Universities are training students to be good employees, not employers!!!**
- Recently the concept of innovative, engaged and entrepreneurial universities.

Innovation Cycle

Innovation Lifecycle



Innovation Quadruple Helix



University becomes the epicentre of Entrepreneurial and Innovation Ecosystem

SA's Employment Problems

- 7.5 million South Africans are unemployed.
- Worst affected are young people between the ages of 18 to 25 (approximately 50% unemployed).
- 73% of people who are unemployed are below the age of 35.
- Estimated that over 600 000 graduates with tertiary education are unemployed.
- **Universities are training students to be employees, not creators of employment!!!**

Purpose of Universities

Are South African Universities directly addressing the socio-economic challenges faced by the country?

- **Unemployment**
- **Poverty**
- **Low economic growth**
- **Massive Inequality**

Currently addressing

- **Production of graduates – Teaching and Learning**
- **Production of postgraduates and research outputs – Research**
- **Community Outreach**

Universities need to become innovative and entrepreneurial

6 Elements of an Entrepreneurial University

- Leadership and Governance
- Organizational and Human Capacity, and Incentives
- Development of Entrepreneurship in Teaching and Learning
- Development of a Culture of Entrepreneurship
- Stakeholder relationships and strategic partnerships
- Internationalization

Leadership and Governance

- Entrepreneurship major part of the institution's strategy.
- Executive portfolio for innovation and entrepreneurship.
- Co-ordination and integration of entrepreneurship across all levels of the institution.
- Faculties and units act entrepreneurially.
- Institution drives the entrepreneur agenda for the region.

Organizational and Human Capacity, and Incentives

- Funding and resources for entrepreneurship.
- Sustainable financial model for entrepreneurship support.
- Break down silos and build interdisciplinary, multidisciplinary, transdisciplinary engagement.
- Recruit and engage with entrepreneurs.
- Staff development in entrepreneurship.
- Incentives and rewards for entrepreneurial behavior.
- Status and recognition for external partners.

Development of Entrepreneurship in Teaching and Learning

- Develop entrepreneurial mindset and skills.
- Entrepreneurial and innovative approach to teaching and learning.
- Entrepreneurial behavior is supported by the institution.
- Validate entrepreneurial outcomes.
- Collaborate and engage with external stakeholders.
- Research results integrated into entrepreneurship training.

Development of a Culture of Entrepreneurship

- Raise awareness and importance of entrepreneurship.
- Actively encourage individuals to become entrepreneurs.
- Provide opportunities to experience entrepreneurship.
- Support to moving from idea to action/implementation.
- Mentoring by academic and industry personnel.
- Facilitate access to financing.
- Business incubation facilities.

Stakeholder relationships and strategic partnerships

- Commitment to collaboration and knowledge exchange with industry, society and public sector.
- Partnerships and relationships with wide range of stakeholders.
- Strong linkages with incubators, science parks, and initiatives related to innovation and entrepreneurship – dynamic exchanges
- Staff/student entrepreneurial activities with industry and business.
- Staff and student mobility.
- Links all activities to the entire knowledge ecosystem.

Internationalization

- Key aspect of entrepreneurship strategy.
- International mobility of staff and students.
- Attract international and entrepreneurial staff.
- Demonstrate internationalization in teaching.
- Participate in international networks.

Conclusions

- Innovation and entrepreneurship is key to addressing the socio-economic challenges being faced by the country.
- HEIs need to evolve from simply teaching and learning, research, and engagement to drivers of innovation and entrepreneurship.
- HEIs need to work with all stakeholders in the innovation and entrepreneurship ecosystem for the best interests of the nation and its citizens.



Thank you | Dankie | Enkosi