

# The „Entrepreneurial university“ – concepts and strategies

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# What is „entrepreneurship“, who is „entrepreneurial“?

## Entrepreneurs

- see opportunities where others see problems
- can live with risks and failures
- cherish creativity and flexibility
- have motivation to excel

# Interpretations of the term „entrepreneurial university“

- There are many different interpretations of the concept in use.
- Here are some interpretations you find when researching on universities which call themselves „entrepreneurial“:

# I. The institution acts like an entrepreneur

- **Concept:** An entrepreneurial university is an institution which tries to identify new opportunities, i.e. new programs, new research areas. It is ready to accept some risk, to flexibly adjust policies, to reward success.
- **Example Technical University Munich (TUM):** “High risk, but high reward”: The university invests in projects which might bring large rewards but could as well fail. They accept risk

## II. An institution allows staff to work in an entrepreneurial fashion

**Concept:** Entrepreneurial universities offer professors the space to act dynamically, to be risk-oriented and innovative. Internal autonomy for research and study programs is granted, based on the idea to allow the entrepreneurs to excel.

**Tools:** internal autonomy for faculties

**Examples:** some German universities

### III. A university which tries to foster entrepreneurial thinking of students

**Concept:** An entrepreneurial university tries to instill a spirit of entrepreneurship in students.

- **Tools:** programs in entrepreneurship, courses in entrepreneurship, seminars, conferences, internships
- **Example:** many universities around the world offer programs and courses (“entrepreneurship education”) and claim to be an “entrepreneurial university”

## IV. A university that tries to encourage graduates to start a business

**Concept:** An entrepreneurial university tries to help graduates to become successful entrepreneurs.

- **Tools:** Offer office space, coaching and mentoring young entrepreneurs, give start-up funds
- **Example:** Osnabrück University of Applied Sciences

## V. A university that encourages staff to run spin-offs

**Concept:** Innovation generated at universities is used for spin-offs which help the economy to grow and succeed.

**Tools:** Assist staff in preparing for spin-offs and running them successfully.

**Examples:** many universities, e.g. University of Applied Sciences Osnabrück



## VI. A university runs study programs and research with clear financial motivations

**Concept:** An entrepreneurial university is seeking to commercially exploit ownership rights by creating enterprises or entering into contractual relationships with firms.

- **Tools:** A university invests in generating patents and other intellectual property rights.
- **Examples:** University of Michigan earned 1999-2000 23 million US-\$ in royalties and fees

## VII. A university which runs enterprises close to their mission for making money- I

- **Approach:** A university offers services which are adjunct to their original service function or which are considered market niches.
- **Tools:** running book shops, e-learning services, selling T-shirts, logos, hotels
- **Examples:** Most US-universities

## VIII. A university which runs enterprises where the private sector does not see the potential for making money

- **Approach:** A university gets into market niches which the private sector does not find interesting enough.
- **Examples:** Some US-universities, some Asian and African universities

# What is an „entrepreneurial university“?

## Summary

- Different ways to interpret the concept
  - An institution which acts like an entrepreneur,
  - An institution helping staff, students and graduates to be entrepreneurial
  - A university which runs enterprises and closely cooperates with private sector
  - A university which is run on the basis of commercial terms

# State of implementation in Germany

- An institution which acts like an entrepreneur – mainly in private universities, otherwise very controversial
- An institution helping staff, students and graduates to be entrepreneurial – broadly implemented, but still at a small scale.
- A university which is run on the basis of commercial terms – only partly realized, mainly at private universities
- A university which runs enterprises – not practiced

**What is the most appropriate interpretation of the entrepreneurial university for you in Indonesia?**

**What does it mean for your institution?**

