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**[www.ncge.org.uk](http://www.ncge.org.uk)**

# Developing Entrepreneurship in Finnish Higher Education: Challenges, Opportunities, Actions

A View from NCGE

# The Entrepreneurial Adventure..

- Where are we going? And why?
- Where are we starting from? And why?
- What do we need for the journey?
- What needs to change?
- How does NCGE help?
- How can we grow and progress?



# Where are we going?

- what is our vision?
- what outcomes are desired?
- what goals do we expect to achieve?

- A 2018 vision?
  - The Entrepreneurial Learning Space/'University'
  - The Entrepreneurial Graduate/Career - valued and important
  - Developmental and progressive education system for enterprise and entrepreneurship
  - Level playing fields – opportunities for all
- Immense opportunities; Significant challenges

# What are the purposes of Entrepreneurship Education?

- Foster an enterprising culture in society?
- Foster entrepreneurial mindsets?
- Increase numbers of graduate start-ups?
- Create entrepreneurial capacities?
- Increase institutional revenues and status?
- HOW?      FOR WHOM?      WHY?

# The Entrepreneurship Concept as new ways of .....

- Doing
- Seeing
- Behaving
- Organising
- Communicating
  - Learning
  - BEING

What are desirable outcomes?

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<b>Entrepreneurial behaviours, skills and attitudes</b>	<b>DEVELOPING ENTREPRENEURIAL CAPACITIES</b>
<b>Empathy with the entrepreneurial life</b>	
<b>Embedded entrepreneurial values</b>	
<b>Motivation to entrepreneurial careers/lives</b>	
<b>Understanding venture creation processes</b>	
<b>Developing generic entrepreneurial competencies</b>	
<b>Key business 'how-to's</b>	
<b>Key relationship networking skills</b>	

# The 'Entrepreneurial Outcomes Framework' enables:

- A mapping of what we do against what we want to achieve
- Benchmarking ourselves against others
- Ask more searching questions:
  - How well are we doing this?
  - What can be improved?
  - How would we know?

# Application creates implications

For:

- What we teach (curriculum context and content)
- How we teach (pedagogic development)
- Our own skills development (as educators)
- Development of the skills of others (stakeholders)
- The structure and culture of our organisations (the way we organise and incentivise)

# And where are we now?

- off to a great start
- still a long way to go

# 2007 Report of Enterprise and Entrepreneurship in HE

- 96% responses in England; 122 HEIs; 1.76M students
- In England:
  - 11% Student Engagement Rate (SER)
  - Two-thirds provision by Business Schools
  - Two-thirds engagement in extra-curricula
  - Few target students interested in creative or social enterprise
  - 85% funded by public sector
  - <50% display key entrepreneurial characteristics

([http://www.ncge.com/uploads/NCGE\\_Report\\_2007.pdf](http://www.ncge.com/uploads/NCGE_Report_2007.pdf))

# What the educators think

- ✓ Over 90% say **'current institutional culture needs to change'**
- ✓ Over 90% say **'a long way to achieving embeddedness'**
- ✓ Over 90% say **'a lack of clarity about outcomes being sought'**
- ✓ Three quarters say **'level of resource and commitment is insufficient to ensure long-term sustainability'**
- ✓ Two thirds say **'policy environment for entrepreneurship education needs improving'**
- ✓ Over 50% say **'current level of educator competence is inadequate'**

(<http://www.ncge.com/conference/pdfs/Conference%20Poll%20Report.pdf>)

# What do we need? How do we prepare?

- a coherent approach
- understanding the challenges
- knowing what is good practice
  - examples and exemplars

# Challenges for sustainable growth

- Legitimacy and relevance
- Fragility / Sustainability
- Effectiveness
- Impact
- Scalability
- Political support – internally and externally
- Models of ‘entrepreneurial’ institutions
- Progression and connectivity
- Appropriate institutional measures/indicators

# What needs to change?

- policy frameworks
- institutional environments
  - student engagement
  - educator capability

# What will need to change?

- Institutions
- Cultures
- Concepts
- Models
- Visibility
- National frameworks
- Leadership
- Progression
- Interdependence
- Holistic
- Capacity
- Capability
- Community
- Coherence
- Mindsets
- Ways of .....

And what is NCGE doing to  
shape the environment?

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The logo for NCGE (National Center for Geographic Education) features the lowercase letters "ncge" in a white, sans-serif font. The letter "e" is highlighted in yellow. To the right of the text is a stylized graphic of a globe or a sun with a bright, glowing arc.

# The National Driver for Enterprise and Entrepreneurship in Higher Education

NCGE aims to:

- 1 lead long term cultural change in our universities
- 2 shape the institutional environment for enterprise and entrepreneurship and embed good practice
- 3 increase the number of graduate businesses
- 4 inform regional and national policies that affect enterprise

## Strategic Development:

- The **Entrepreneurial Outcomes Template**: offers a benchmarking framework and development guide
- **Regional Development Strategies**: creating coherence for developing collective strategic action in the regions
- Regional, National and **International Partnerships** (e.g. Kauffman/USA; IDEA/Denmark; SIFT+STEFEG/China; ITB/Indonesia)

## Building knowledge, understanding and evidence:

- Mapping Studies of enterprise/entrepreneurship provision across the HE sector – **extending globally – China; S.Africa; Indonesia; EU**
  - EU project: Mapping of 4,000 Universities
- **UK and International Good Practice Studies** in how Entrepreneurial Outcomes are delivered
  - inc. S.Africa; S.E.Asia; China; Ireland
  - Plus across subject areas: Art/Design; Dance/Drama; Bioscience; Eng.
- **3<sup>rd</sup> International Entrepreneurship Educators Conference,**
  - **8<sup>th</sup>-10<sup>th</sup> September , London– supported by the Kauffman Foundation**
  - 2<sup>nd</sup> IEEC, Cambridge, 2007: 260+ delegates from 28 nations

# Building Institutional Capacity and Professional Capability:

- Entrepreneurship Champions
- NCGE/Kauffman Global Entrepreneurship Fellows Programme
- VC study tour of USA – Kauffman Foundation
- Online communities of practice – for entrepreneurship educators, careers advisers, researchers , students/graduates (Flying Start)
- Research and policy publications – e.g. ‘Towards an Entrepreneurial University’; ‘Student Debt and Entrepreneurship’; ‘Management of Student IP’ ([www.ncge.com](http://www.ncge.com))

# International Entrepreneurship Educators Programme

- To develop future **leaders** in entrepreneurship education
- With Kauffman Foundation, EEUK, Higher Education Academy
- 6 residential modules over 12 months with summer school in USA
- 2007 running; 2008 starting in September
- Extending to China; Indonesia
- Register at:  
[http://www.ncge.com/programme/reg/IEEP\\_registration\\_form.php](http://www.ncge.com/programme/reg/IEEP_registration_form.php)

# Flying Start

- One-day 'taster' Rallies
  - ~ 1,000 students
- 'Business-readiness' Programmes
  - Health, Creative Industries, Arts, Women: ~ 1,000
  - 2008: Software, Sports, Engineering, Complementary Medicine
- Online Resource and Network
  - 3,000 hits daily; 10,000 members in 2008
- Global Fellowships
  - Successful partnership with Kauffman Foundation, USA
  - Focus on science, engineering and technology
  - Also developing in China with STEFG, Shanghai



- A partnership approach:
  - NCGE seeks collaborative partnerships to extend engagement in taking forward shared development agendas across different contexts, cultures and countries:
    - Mapping and benchmarking;
    - Educator and institutional leadership
    - Educator development
    - Curriculum and pedagogy innovation – good practice
    - Sharing knowledge and experience

# Ways Forward?



# What needs to be done?

- Developing an **overarching vision** with **desired outcomes**;
- **Embedding outcomes** within policies and benchmarks;
- Applying entrepreneurial **models/strategies**;
- Overcoming the uncertainties that threaten sustainability;
- Supporting **innovative, campus-wide** approaches;
- Building **strong leadership** to champion long-term change;
- Increasing opportunities for **professional educator development**;
- Facilitating more interaction with entrepreneurial people/organisations – **stakeholder engagement**;

This is not an option!

‘We are where we deserve to be’

‘It’s better to fail than have  
regrets!’



# Some suggested practical actions:

- Support institutional leadership
- Start mapping provision and engagement
- Capture and showcase good practice
- Support dedicated 'champions' in every HEI and build a network
- Build a community of aspirant student entrepreneurs
- Create awards to recognise excellence
- Train one lead educator in every HEI
- Set up a Finnish Graduate Entrepreneur directory
- Link outcomes at every level of the education system with clear, coherent policy framework
- Focus on mindsets
- Offer a national competitive fund to support whole-campus approaches
- Collaborate globally
- Benchmark continuously

# Thank You

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