

HUMANE

**Heads of University Management & Administration Network in Europe**

## **SEMINAR**

**Technical University Munich**

**23<sup>rd</sup> to 24<sup>th</sup> April 2004**

### ***Entrepreneurship***

#### **ABSTRACTS**

**Aarhus University and Aarhus University Research Foundation –the latter being the owner of a large chemical industry.**

**Stig Møller, Aarhus Universitet (DK)**

In 1928 the University of Aarhus was founded on a private initiative in Jutland's capital, Århus. Today, the University, which is now a self owned, state-run institution, has approx. 22,000 students, approx. 5,000 employees and an annual budget of approx. 2.25 billion DKK (approx. 300 million EURO).

In 1944 a fairly young, active factory owner donated his small and – and as it later turned out to be – heavily polluting chemical industry to the University of Aarhus. On the basis of this donation the University initiated the formation of a Foundation, which took over the industry, and whose purpose was to support research at the University of Aarhus.

The research foundation was a “patient” owner, and up to the early 80'ies the outcome from the factory was – to put it politely – rather modest. However, in 1986 a

share issue was successfully completed on the Copenhagen Stock Exchange, which gave a considerable income both to the industry and the foundation.

Today, the Aarhus University Research Foundation has a net capital of approx. 1.7 billion DKK (approx. 230 million EURO). The originally fairly small chemical industry, measured in terms of income, has now developed into an industrial conglomerate with an annual turnover of approx. 4.5 billion DKK (approx. 600 million EURO) – and a considerably improved image as regards environment.

Elements in this development together with status and perspectives for the University, the Research Foundation and the Company (ies) will be presented and commented upon.

### **Maastricht Model for Entrepreneurial University.**

Harry Fekkers, Universiteit Maastricht (NL)

Being the youngest university in the Netherlands, founded in 1976, UM first had to develop itself to a recognised institution of education. Using the concept of Problem Based Learning it succeeded greatly (number 1 in the ranking in the past years). In the second decade of existence, the research base of the university was developed in conjunction with a string international profile. That process is still going on. In the

third decade emphasis is made on the societal role of the university and the link with industry and innovation. The Maastricht model of entrepreneurship includes all elements in the chain from fundamental research to production and marketing in high tech companies. Essential elements are the university IPR policy and the university holding company. The service organisation within the university had to be adapted to meet the demands of research and education. A systematic approach to charging costs of services helped to improve quality, enhance allocation of resources and made the university fit to serve outside parties. The results of thirty years of institutional innovation in education, research and knowledge transfer are remarkable.

### **Developing an Entrepreneurial University - The Case of Joensuu University** Jouni Kekale, University of Joensuu (FI)

In 1997, eleven European universities signed a charter to form the European Consortium of Innovative Universities (ECIU). The consortium was established on the basis of professor Burton Clark's (1998) seminal book "Creating Entrepreneurial Universities". The University of Joensuu is one of the five institutions studied by Clark. The University of Joensuu is located in the periphery of Europe; it is the easternmost university within EU. Consequently, we need to remain in the forefront of change in order to develop and to maintain our position in the competitive educational markets. The presentation highlights the University's journey as an entrepreneurial and innovative university, our participation in the collaboration within ECIU and discusses some lessons learned.

### **Umeå University as a Motor for Regional Development in Northern Sweden.**

Jan-Erik Ögren, Umeå University (SE)

Umeå University was founded in 1965 to serve the need for higher education in the geographically vast (half of Sweden) but rather scarcely populated northern part of the country. The region also suffered from heavy migration to the south. Thanks to the establishment of the university spin-off enterprises have been created, the economy has grown and the negative trends for the region have been halted. The introduction will focus on such activities by the university that have influenced the regional development.

### **Warwick: How Enterprise Transformed a University**

Jonathan Nicholls, University of Birmingham (UK)

The University of Warwick is only 40 years old but is well-established as a "top ten" UK university with a growing international reputation. This talk will examine the role that entrepreneurialism has played in the development of the University. In doing so, the talk will examine the organizational, leadership and other factors that seem to have been significant in achieving Warwick's success in this sphere and how being entrepreneurial has created a powerful brand for the University as well as strengthened its academic mission.

The talk will also consider the extent to which the factors that were important at Warwick were unique, given the geographical, cultural and historical position it found itself in. Based on observation and experience in other universities, the speaker will

consider to what extent the lessons learnt at Warwick may be more generally relevant to other universities.

The speaker will provide information about the entrepreneurial programmes at Warwick, give a personal perspective on their development and analyse why they have been successful. These programmes have generated considerable revenue for the University from academic and non-academic initiatives, reducing significantly the University's dependence on state funding to 25% of its total budget. The talk will also take forward the work undertaken by Burton Clark in his 1998 book Creating Entrepreneurial Universities to consider whether Warwick represents a paradigm that others can adopt or is the result of a matrix of unique factors that may not be realizable elsewhere.