



The university with an incubator, or the university as an incubator? Implications for university leaders

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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

SA's Employment Problems

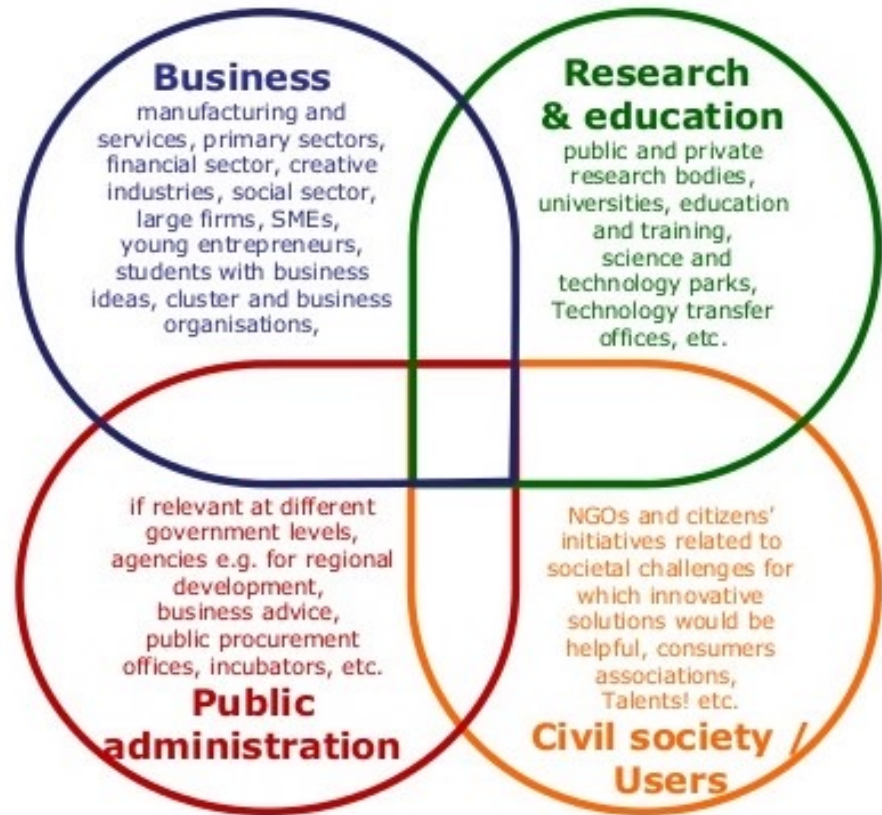
- 7.5 million South Africans are unemployed.
- Worst affected are young people between the ages of 18 to 25 (approximately 50% unemployed).
- 73% of people who are unemployed are below the age of 35.
- Estimated that over 600 000 graduates with tertiary education are unemployed.
- **Universities are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

Qualities

Qualities required of any person/organization serious about innovation and entrepreneurship

- Unwaivering total belief
- Self-motivated
- Capacity to rebound after failure
- Determination to succeed
- Win at all costs attitude
- Decisive
- Take risks and act impulsively on gut feelings
- Driven and focused
- Intuitive
- Multi-task
- Organized
- Make things happen
- Never satisfied no matter what level of success
- Persistent
- Foresee all possible problems and have scenarios to solve them
- Open minded and prepared to listen and learn
- Professional
- Never stop thinking about ideas and opportunities
- Personal sacrifice and commitment
- PASSION, PASSION, PASSION!!!!

Innovation Quadruple Helix



University becomes the epicentre of Entrepreneurial and Innovation Ecosystem

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.

Summary

- 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.
- University executives are critical to the creation of an entrepreneurial university and a culture of entrepreneurship.



Thank you