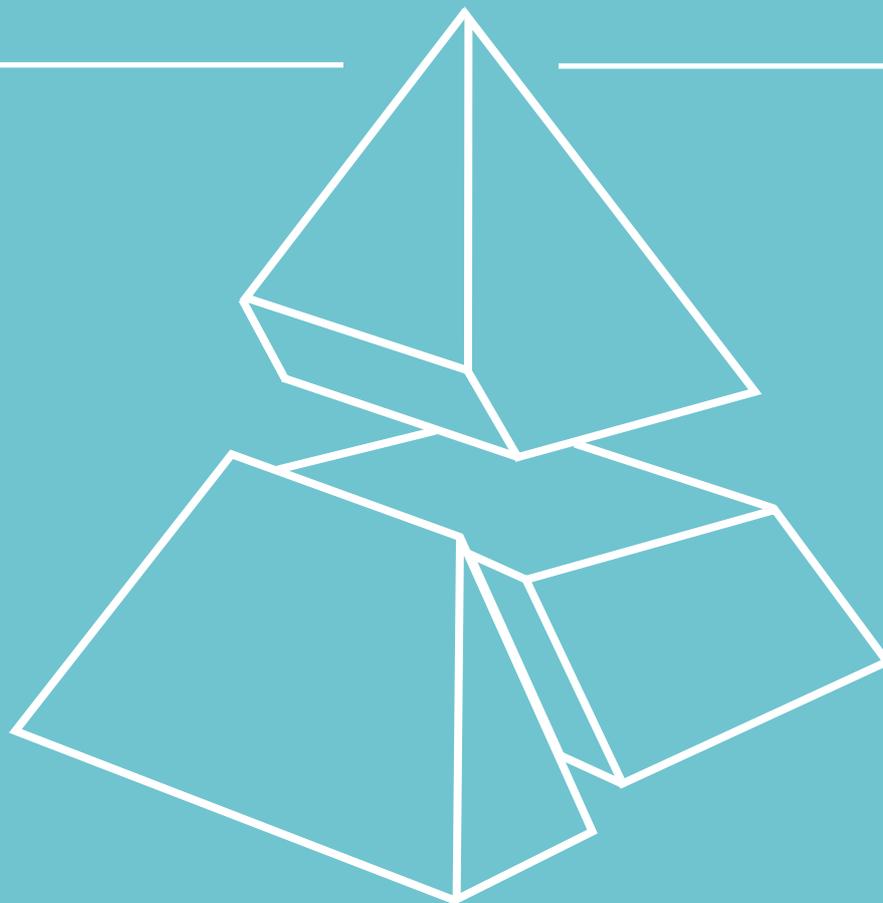

RECOMMENDATIONS FOR THE PROMOTION OF ENTREPRENEURSHIP AT HIGHER EDUCATION INSTITUTIONS

The joint recommendations of the Rectors' Conference of Finnish Universities of Applied Sciences Arene, Universities Finland UNIFI, and The Federation of Finnish Enterprises for the promotion of entrepreneurship at higher education institutions



This document contains recommendations which will help universities and universities of applied sciences promote entrepreneurship and develop their cooperation with businesses. The recommendations are joint for all higher education institutions, and they are grouped under three thematic entities:

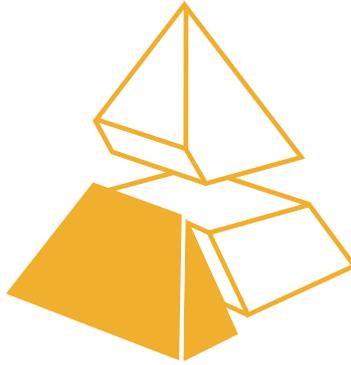
- 1 Entrepreneurial attitude and capacities
- 2 New entrepreneurship
- 3 Evolving entrepreneurship

The recommendations are intended for entire higher education institution community. The goal has been to formulate the recommendations so that people working in various tasks and roles at the higher education institutions could find their own perspective effortlessly, and apply the recommendations in a natural way. The entrepreneurial recommendations are intended for use in the higher education institutions strategic management, guidance and implementation of activities, as well as day-to-day studies.

The joint recommendations for the promotion of entrepreneurship at higher education institutions have been drawn up in co-operation between the Rectors' Conference of Finnish Universities of Applied Sciences Arene, Universities Finland UNIFI and The Federation of Finnish Enterprises. Also the National Union of University Students in Finland SYL, and University of Applied Sciences Students in Finland SAMOK have participated in the project. The Ministry of Education and Culture has supported the preparation of joint recommendations for the promotion of entrepreneurship.

The report on collaboration between small and medium-sized enterprises and higher education institutions compiled in the project *Effectiveness of business cooperation* has been used in the formulation of these recommendations. Material collected at regional events organised by the same project in spring 2018 has also been used in the work.

An Entrepreneurship gamebook for higher education institutions is attached to this document. The gamebook supports individual higher educational institutions in the implementation of the entrepreneurship recommendations, and enables a better understanding of what concrete measures the higher education institution can take to implement the presented recommendations.



1 ENTREPRENEURIAL ATTITUDE AND CAPACITIES

HOW CAN A HIGHER EDUCATION INSTITUTION CONTRIBUTE TO THE CREATION OF ENTREPRENEURIAL ATTITUDES AND CAPACITIES OF STUDENTS, TEACHERS, RESEARCHERS AND OTHER STAFF?

RECOMMENDATION 1A: STRENGTHENING THE OWNERSHIP OF LEARNING

AT THE HIGHER EDUCATION INSTITUTION, EACH PERSON IS THE ENTREPRENEURIAL OWNER OF THEIR LEARNING.

Knowledge is our most valuable asset. The stronger the individual owns their learning, the better results the learning will generate. If learners are in a central and entrepreneurial position in the learning environment, they will have a stronger ownership of their learning and reach better results.

RECOMMENDATION 1B: ESTABLISHING CONDITIONS FOR ENTREPRENEURIAL LEARNING

THE HIGHER EDUCATION INSTITUTION HAS ACCESS TO EXCELLENT CONDITIONS FOR ENTREPRENEURIAL LEARNING.

Learning based on ownership and team work flourishes in genuine and functional training conditions. If the higher education institution has broad and complex national and international networks with the world of work and other partners, it can offer better resources and environments for entrepreneurial learning to its learners, as well as better opportunities for the development of operations to its partners.

RECOMMENDATION 1C: BUILDING ENTREPRENEURIAL TEAMS

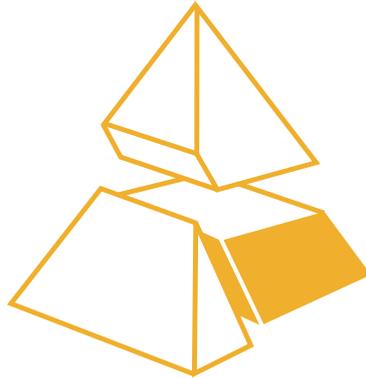
THE HIGHER EDUCATION INSTITUTION IS A COMMUNITY CONSISTING OF SMALL TEAMS THAT DEVELOP AND LEARN.

Teams that promote common objectives are a breeding ground for accelerated learning. Teams which have been formed with care, and which own their learning and have sufficient freedom, will create new competence and innovations, which will benefit, in addition to all the team members, the higher education institution and its partners.

RECOMMENDATION 1D: EMBEDDING A CULTURE OF EXPERIMENTATION

THE HIGHER EDUCATION INSTITUTION WILL EXPERIMENT BOLDLY WITH OPERATING METHODS GENERATING NEW LEARNING RESULTS.

The higher education institutions expertise is strengthened by forecasting, exploring and practising new methods of learning, research and development. If the operational culture is experimental and permissive towards trial and error, the higher education institution will discover more innovative and effective solutions for the needs of its learners and partners.



2 NEW ENTREPRENEURSHIP

HOW CAN THE HIGHER EDUCATION INSTITUTION CONTRIBUTE TO THE CREATION OF NEW BUSINESS?

RECOMMENDATION 2A: PRACTISING ENTREPRENEURSHIP AND INCUBATION OF NEW BUSINESS IDEAS

EACH MEMBER OF THE HIGHER EDUCATION INSTITUTION CAN PRACTISE ENTREPRENEURSHIP AND INCUBATE THEIR BUSINESS IDEAS.

The higher education institution has a huge amount of creativity and expertise that can produce new and valuable business if harnessed with entrepreneurship. If the higher education institution provides good conditions for practical experimentation with business skills and for the incubation of business ideas, more higher education institution graduates will be encouraged to become entrepreneurs at some stage in their career.

RECOMMENDATION 2B: THE PROMOTION OF FUNDING FOR PROMISING EARLY-STAGE COMPANIES

THE MOST PROMISING EARLY-STAGE COMPANIES OF THE HIGHER EDUCATION INSTITUTION WILL RECEIVE SUPPORT FOR SECURING FUNDING FOR THE DEVELOPMENT OF THEIR ACTIVITIES.

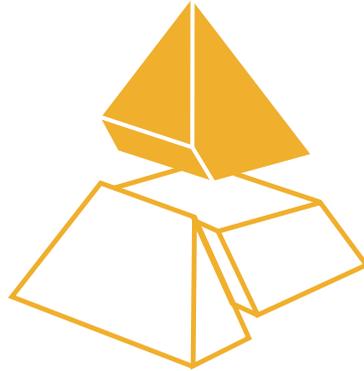
Every academic year, the higher education institution generates promising companies with a chance to succeed and create new technology and work requiring high competence. The road to the top is, however, narrow, so all possible support, financial or otherwise, is needed in the early stages. When the higher education institution and its partners formulate the processes required

for the recognition and funding of the most promising startups, it will partly create the conditions for new entrepreneurial growth.

RECOMMENDATION 2C: ENTERING THE WIDER ENTREPRENEURIAL ECOSYSTEM

ENTREPRENEURIAL SERVICES OF THE HIGHER EDUCATION INSTITUTION AND ITS PARTNERS FORM A SEAMLESS GROWTH PATH FROM EXPERIMENTATION TO THE DEVELOPMENT AND STABILISATION OF BUSINESS.

The higher education institution provides an excellent breeding ground for entrepreneurship in new expertise and pioneering innovations. In order to be even more effective, it needs other developers of entrepreneurship alongside its own activities. If the higher education institution has organic links to other entrepreneurship services, entrepreneurs starting from the higher education institution have better opportunities for success.



3 EVOLVING ENTREPRENEURSHIP

HOW CAN A HIGHER EDUCATION INSTITUTION CONTRIBUTE TO THE RENEWAL OF ESTABLISHED ENTREPRENEURSHIP AND BUSINESS?

RECOMMENDATION 3A: FORMULATING SERVICES FOR THE RENEWAL OF ENTREPRENEURSHIP

THE HIGHER EDUCATION INSTITUTION FORMULATES ITS SERVICES FOR THE RENEWAL OF ENTREPRENEURSHIP AND BUSINESS IN CLOSE COOPERATION WITH COMPANIES OF ALL SIZES.

The higher education institution is a promoter of exploration, development and learning. The knowledge and competence produced by it are channelled to companies, in particular, via new experts. In addition to this indirect benefit, the higher education institution has to work more closely together with the professionals of business life, that is, with companies and entrepreneurs. If the collaboration is developed in close cooperation, the results will be all the more impressive and the higher education institution will be able to serve different companies better.

RECOMMENDATION 3B: SERVICES FOR FACILITATING ENTREPRENEURS CONTINUOUS LEARNING

THE HIGHER EDUCATION INSTITUTION SUPPORTS THE CONTINUOUS DEVELOPMENT OF ENTREPRENEURS' COMPETENCE WITH DIVERSE LEARNING SERVICES.

The competence requirements for entrepreneurship and business are growing, and increasing numbers of entrepreneurs have graduated from higher education institution. In a similar way to

other professionals in the world of work, entrepreneurs have to update their knowledge and competence more regularly than before. If the higher education institution offers entrepreneur-oriented and personalised learning services, the entrepreneurs will be better equipped to stay at the cutting edge of the new economy.

RECOMMENDATION 3C: SUPPORT FOR THE COMPANY'S CONTINUOUS DEVELOPMENT

THE HIGHER EDUCATION INSTITUTION OFFERS DIVERSE RESEARCH, DEVELOPMENT AND
INNOVATION SERVICES FOR THE REGENERATION OF COMPANIES OF ALL SIZES.

New technology revolutionises entrepreneurship and business. In order to maintain its competitive edge, a company has to continuously develop its processes and products. The higher education institution is one of the best partners for coaching a company planning to renew itself. However, all too few companies discover the opportunities of cooperation with higher education institutions. This requires action. If the cooperative development is comprehensive and continuous, the productivity of the entrepreneurial sector is more likely to develop and the higher education institutions resources will be strengthened.

