Abstract
Adopting ideas of framing and metaphor from the work of Lakoff and Johnson (Lakoff & Johnson, 1980) and lenses from Jesse Schell (Schell, 2008) the research will offer participants a set of lenses and models for entrepreneurial academics and enterprise educators. Presented as a set of case studies and a digital app version currently under development, it is intended as a working toolset where each model provides a perspective that sets out questions and references for academic, students and educators to apply to the processes and situations around enterprise.

Gibb's (1988) The Enterprise Culture: Threat or Opportunity? Defines Enterprises as - “The exercise of enterprise attributes in any task or environmental context” He further defines the enterprise attributes as Initiative Strong persuasive powers MODERATE rather than high risk-taking ability Flexibility Creativity Independence/autonomy Problem-solving ability Need for achievement Imagination High belief in control of one’s own destiny Leadership

University of Huddersfield Enterprise Models
Looking around the University of Huddersfield the following non-validated models were recognised.

The Apprentice Entrepreneurial Academic (The Canalside Model)
In 2005 in response to a shortage of work placement opportunities for students studying computer games, the University of Huddersfield established its own in house games studio. Canalside Studios employs a small group of students each year from the Games Design and Games Programming routes. Supported by members of academic staff the studio has successfully produced and published computer games for PC, Xbox Live Arcade and mobile platforms and translated research into serious games. Canalside studios over the years have a experience of both academic and commercial partners. Informed by the shared experience between partners, students and staff, designing and delivering commercial products to market in the studio, we are currently developing experience between partners, students and staff, designing and delivering Live Arcade and mobile platforms and translated research into serious games. Students studying computer games, the University of Huddersfield

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The Canalside Model

The Traditional Academic Model

The IP / Patent Enterprise Income Model

Knowledge Transfer Studio Entrepreneur Model

Example Lenses

Lenses allow the user to view enterprise activity from many different perspectives. The lenses will be ground in entrepreneurial and enterprise fields as diverse as marketing, ethics, economics, organisational behaviour, strategy and leadership. It is intended that the lenses will be both available as a set of cards and as an app for smart phones.

An example lens -

The lens of Time Thieves
Can this collaboration achieve mutually positive outcomes
Is this collaboration SMART
Is there any contradictions or clashes
If so, how do I change that for both parties

The lens of Institutional Support
Do I have the support of my superiors?
Is my activity inline with the institutions strategy?
Are the resources available
If not, can the resource be acquired?
Is the activity within the remit of my job?

Conclusion
It is hoped that the research will lead to a set of valid enterprise models and lenses and analysis of character and approaches. The application will use a needs based recommendation agent providing the user with a set of lenses to facilitate the appropriate model. The user rates what is important in terms of enterprise and the app will present the user with a suitable tool kit.

Types of Academic Entrepreneurs

Brennan (2005) recognises four clear types of academic entrepreneur from a selection of nine academics across different disciplines.-

Hero – a highly social academic producing knowledge at the forefront of their discipline, using their social capital to be fully engaged in the entrepreneurial environment.

Maverick – an academic with a strong interest in interdisciplinary knowledge production and on the application of knowledge to problems outside academia using their own scanning network and tend not to engage with university systems.

Broker – a highly social individual interested in interdisciplinary knowledge trading or exchange and the application of knowledge in the wider entrepreneurial environment. They use their social capital and network both internal and external entrepreneurship environments.

Prospector – a highly individualistic academic who’s main interest is in the application of discipline knowledge and interdisciplinary knowledge trading exchanges. The more use of university-based systems as they are strongly oriented towards the external, wider entrepreneurial environment.

References


Brenn

Academic Lead

The lens of Institutional Support

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Sign Up and Participate

Participants will be provided with a prototype card set and application to use in their everyday enterprise activities. It is intended that the participants will continue to apply the models and lenses and by employing a Delphi approach an iterative design process will be set in motion. After each round the data will be analysed and the application will be updated. It is hoped that the lenses will be applied to a variety of entrepreneurial activities within the Higher Education environment. The lenses and research will be used to form models for Academic Enterprise, these when coupled with the lenses will provide an invaluable toolset. The interested parties will participate, develop and share best practice through continuous improvement.

University of Huddersfield

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The domain of academic and professional enterprises

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