The future of entrepreneurial university in Romania

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Abstract: This paper analyses the influences of entrepreneurial in the higher education management and try to discovered the taxonomy of this transition university. The entrepreneurial universities can integrate economic development, teaching functions, research, innovation with academic administrative management. Analyzing the theory of Henry Etzkowitz concerning the Triple Helix, trying to find out if entrepreneurial partnership of industry - university - government works in Romania. The case study will be done by studying the activities of the Lumina – The University of South-East Europe Bucharest. If the entrepreneurial university management focus their research on the economic needs of the society, maybe the results will be immediately exploited in the form of products and services in the academic area.

Key-Words: entrepreneurship, entrepreneurial capacities, entrepreneurial university, triple helix, dual university entrepreneurship

1 Introduction
Most researches of psychological, economical or sociological, entrepreneurship is a process and not static phenomenon. In this Research, we deal with two fundamental concepts, namely entrepreneurship and entrepreneurial university.

In the academic literature, we could discover several taxonomies and paradigms that can make acquiring concepts of entrepreneurship in higher education. First of all, should mention, the origins of the word method, namely after the Greek words “meta” (after) and “Odos” (way), that “way to something”. French Encyclopedias, mention for example in philosophy the fact that spirit of rational method means going to the truth, but also it mean course of action in general [1]. Referring strictly to the teaching-learning process in educational institutions, we can define the method as a way to follow for achieving goals of education, namely for information and training of educations people.

2 The entrepreneurial paradigm
The challenges that accompany an „entrepreneurial paradigm” shift in thinking require a complete re-assessment of the traditional organizational goals long held by research universities [2]. The term entered into the Romanian language dictionary like neologism derived from the French ("entrepreneur" - an entrepreneur, who undertake, organize [3], a person who manage.

A more comprehensive definition or general contractor would be a person who engages in a contract mutually agreed by the parties and so therefore undertakes to provide a given number of services, works, etc. Modern sense of the term, is attributed to sociologist Joseph Alois Schumpeter.

In its conception, the entrepreneur or the entrepreneur is promoting ways and new, innovative products that integrate them into systems that already work there. The action is similar to that carried out by the contractor trader. It relies on a few key elements: contract market economy, competition, risk, private initiative. Failing this, entrepreneurship cannot occur [4].

After briefly present of taxonomy types, we mention the roll of entrepreneurship.

Based on Peter F. Drucker's concept, according to which the main role is individual - entrepreneur - or the organization that runs the risk of achieving a sustainable using of innovation, change, and unexpected incongruity of it being considered "elements of creation and development of an enterprise system.

"Entrepreneurial process, as found in the literature [5], comprises five distinct phases:

a) Identifying and evaluating opportunities can be made intuitively or in "scientific" searching opportunity known types, some of which may be
available to the entrepreneur that starts a process entrepreneurial;
  b) Obtaining resource requirements in resources obtained by the combination of its own resources, bank liabilities, taking into account the cost of each”; c) developing a business plan, one of the most used “entrepreneurial tools”.
d) Establishment of the company, the phase of entrepreneurial process is dependent on factors that influence the rate of migration (macroeconomic fluctuations, the characteristics of the branches of the national economy, the cost of unemployment etc.).
e) Ensuring the efficient and effective management of the company founded.

2.1 The role of entrepreneurial university
An entrepreneurial university is consciously introducing new practices. It is innovational from the organizational, technological and financial point of view.

The mission of the innovative entrepreneurial university is that of preserving and enriching national and universal culture, its target is training and forming specialists and its objectives are correct and clear reactions to the requirements of the society they are part of. Away from dirty business, the entrepreneurial university is the place where people innovate on the educational and research level in order to exist and develop.

Entrepreneur is not only an economist. Say, invented this term with almost the 200 years ago, creating a total confusion on entrepreneurial definition and on entrepreneurial system. Now the term entrepreneurial is extended in all activity domains, in our case in academic domain, in university area.

In the same time, entrepreneurship can be associated with changing and is also compared with problems of choice.

The existing definitions of entrepreneurship often referred to as the functional role of entrepreneurs and include coordination, innovation, neutralization uncertainty, supply of capital, decision making, resource allocation and property [6].

We can discover the three frequently mentioned functional roles of entrepreneurs are associated with main schools of thought on entrepreneurship, such us: searching for the risk - entrepreneurs described by Cantillon and Knight want to take risks associated with uncertainty, Schumpeter’s innovation described entrepreneurs rush generation, dissemination and implementation of innovative ideas, finding opportunity - Kizner identify opportunities and fail to profit from them (OECD, 1998, [7]; Carree and Thurik 1998, [8]), the last and not least, the capacity to adapt the entrepreneurship at transition to a market economy.

Successful entrepreneurship summarizing functional roles of entrepreneurs “… the ability and willingness of individuals, the account own, in teams within and outside existing organizations, to perceive and create new economic opportunities (new products, new production methods, new schemes of organization and new product-market combinations) and introduce their ideas in the market, despite the uncertainty and other obstacles, by making decisions about the location, shape and use of resources and institutions.

"Entrepreneurs is therefore essentially a behavior characteristic of a people. Entrepreneurs can display only during a certain phase of their careers, or only on certain activities. There are no special definitions for an entrepreneur for entrepreneurial university. Seems the entrepreneur has to be aligning with new evolution of market economy and labor market needs, course of sedimentation entrepreneurial concepts, transforming the traditional university in Transition University, increasingly entrepreneurial.

Entrepreneurial universities are actively trying to innovate their activity, to operate important changes in its organizational structure, by opening more promising perspectives for the future.

2.2 The evolution of higher education
Evolution of higher education traditionally elitist to a mass higher education is a reflection of the new technological developments, democratic values, the needs of the new knowledge-based society. Coming from different academic and national traditions, the university appears to be arriving at a common entrepreneurial format in the late XX century [9].

Approaching the evolutionary problems of universities from the perspective of the field of entrepreneurship may provide insight that is extremely valuable to understanding and developing the processes required for meeting the overall challenge to innovate faced by universities [10].

Had to be mentioned the beginning of XI-XV century the first generation universities appeared. Institutions established for education and preparation of professionals, for ensuring the truth, with universal explanation, with usage of Latin language as lingua-franca, organized in colleges and faculties.

The second wave was beetween the XV-XX century when The second generation universities
was formed. After this period, the university or institutions for education try to discover the research and usage of knowledge, creators of values, modern and interdisciplinary sciences, for education and preparatory search, for discovery of nature, modern and mono-disciplinary sciences, with national reasoning.

Third generation universities should make efforts to be actively engaged in research and commercialisation of knowledge they produce as a third aim, equal to education and research.

The challenge addressed in this context universities and colleges is to find alternative sources of funding, primarily from the private sector to provide funds to higher education institutions freely according to your requirement. It is about the direction of transformation Burton R. Clark mentions referring to how universities adapt to market requirements, namely the existence of a diversified funding base.

Appears the university spin-outs (USO’s). There are several terms found within the academic and practical literature for describing new ventures created from within a university environment: university spin-off companies, university startups, new venture spin-offs and university spin-outs (USO’s). Their characteristics, objectives and how their performance may be evaluated in present.

After this university spin-outs (USO’s) period appear a new necessity in the academic area, the financial independence, capital for research, innovation and support for the government.

World history is entering a new era crossing the boundaries, flows of goods and services, investment, finance and technology, creating a single global market, where the education will provide the base for this evolution at each level, in particularly in the higher education. The education, is as an actor of power, we can say, the end of "national capitalism", with their specific systems of welfare and industrial policy, and in the ago, global convergence to a single type of economic system: the Anglo-American style free market capitalism, formed and educated for entrepreneurial economy.

2.3 The triple helix (3H)

Such is the Triple Helix model, called institutional spheres method elliptical or spiral. As specified Etzkowitz (2002), inventor of the Triple Helix theory, the main actors involved in innovation processes are the three "spheres" institutional: a) state (represented by the government), b) scientific community (located in universities and institutes research) and c) industry.

There are several elements that can be identified in the three institutional spheres is outlined in two models, namely, "statist model (identified in former socialist countries and partly in some Latin American countries), the State is the owner and forward to industry and the scientific community. At the other extreme is the American model, in which the elements of the three spheres are completely independent of one another and establish bilateral ties sporadically "(-)"[11].

One model through which we can interpret these changes is that of the triple-helix by Etzkowitz and Leydesdorff [12]. Etzkowitz presented a theory for efficiency within higher education institutions.

A triple helix of university–industry–government relations transcends previous models of institutional relationships, whether laissez-faire or socialist, in which either the economy or polity predominated, with the knowledge sector playing a subsidiary role[13].

The triple helix model (3H) attempts to account for a new configuration of institutional forces emerging within innovation systems, whether through the decline of the total state or the opening of the insular corporation.

![Fig. 1. Three institutional spheres](image)

Source: The Triple Helix of University-Industry-Government Relations [12]

3H is a spiral model of innovation (not linear), which describes multiple mutual relations established between the components of the three institutional spheres at different points in time during the accumulation and use of knowledge elements "in the model 3H, the three spheres partially overlapping entities, people and/or organizations, who populate them cooperate closely.

Innovation processes result from activities consists of triple helix collaboration and commitment of specific resources of the three types of entities to discover new elements of knowledge, development of new technologies.
Develop the social reproduction and, with it, strengthening production and change, private property, including the emergence of the "wealth inequality", etc. led to the steady growth of business volume for both individual and group development in order to meet the increasing needs of people and to meet state objectives: maintaining internal order, stimulating the development of economic and social sectors.

In the purchase and use of financial resources needed by the entrepreneur are born different economic social relations expressed in the form of lucrative and are known as financial relationships, and other resources necessary to carry collectively business relationships. It is true that business is manifested as economic social relations but cannot equate the two categories.

Quite often the two terms "finance" and "money" especially in everyday speech are used as synonyms in the language specialists sometimes the two terms are replaced each other quite easily. Paraphrasing, the academic literatures are developed four dimensions in the entrepreneurial university, presented in fig. 2.

**Fig. 2. Four dimensions of the entrepreneurial university**

![Four dimensions of the entrepreneurial university](http://dro.deakin.edu.au/eserv/DU:30029644/hindle-collaborationwith-post-2010.pdf, p. 11)

Are four area to debate, potential overlap, internal environment of university, spillover knowledge and external environment. In the same time are implicated four parts, namely educational programs, marketing and transferred technology, organizational management and researching and teaching. Those universities that develop expertise and support policies to stimulate technology transfer are often ascribed to as “entrepreneurial universities” reading by Slaughter and Leslie 1997, [14]; Rothaermehl et al. 2007, [15]. This is a worldwide phenomenon. Although entrepreneurship is often linked to innovation, how innovation is perceived and defined within the literature is not always clear.

In Romania, is very dificult to assimilate and implement this simulate technology. Have to searching for other technology compatible with the academic and the entrepreneurial area, in higher education.

### 3 Dual university entrepreneurship

The University of the Third Generation trying to mobilize all the departments.

The University of Transition from the third generation to a new transitional generation may be based at one dual management.

#### 3.1 What is dual university entrepreneurship?

A dual cognitive mode has emerged in academic science as researcher’s focus both on achieving fundamental advances in knowledge and inventions that can be patented and marketed.

**Fig. 3. Academic vs entrepreneurial**

![Academic vs entrepreneurial](http://dro.deakin.edu.au/eserv/DU:30029644/hindle-collaborationwith-post-2010.pdf, p. 11)

Entrepreneurial university is a university academic staff and administrative staffs form a closely knit team whose common objective is to develop institutional human resources essential to ensuring high-quality operation.
In an entrepreneurial research university is mainly geared to feature applies its results and technology transfer. Research is continuously monitored and to amend curricula, and therefore the dynamics of internal and external requirements. This sensitivity makes university more flexible and attractive to those students potentially interested in acquiring skills compatible with the structure of the labor market, which in turn is subject to continuous change. Entrepreneurship involves both inputs and outputs. In other words, it not only is the production of financial resources, but also promotes research and educational services of high quality in accordance with the standards of the market maximum. Consequently, under an entrepreneurial student occupies a central position and this is not only because she/he is one of the leading financial providers, but also because he/she is the customer that should be drawn to the educational market. The student must be given a set of educational and vocational training to support its future performance. Could be a proposal the entrepreneurial university with dual management? One administrative entrepreneur and one academic entrepreneur are possible to lead a university?

3.2. UESEL dual entrepreneurship
Present case study analyzes the emergent and real academic entrepreneurship.
Lumina - The University of South-East Europe Bucharest [16] already have the dual management. The Academic has the rector’s management and the administrative the General Manager. Everything’s works like in an enterprise’s, like in a company’s.
The university's administrative departments and services are essential for academic activities, supporting specific functions in accounting, human resources, law consulting, acquisitions, maintenance, IT and public relations.

3.2.1 How it all started?
Lumina Educational Institutions Foundation has a history starting in the year 1994, together with the first high-school establishment: The International Computer Highschool of Constanța, The International Computer Highschool of Bucharest and the International School of Bucharest followed in 1995 and 1996. The management can be considered entrepreneurs in educations.

Supported by good education environment, the excellence of the teaching staff and the opportunities offered, our students brought Romania more than 180 medals obtained in international olympiads and contests, winning at the same time more than 300 medals in national contests. Because of the outstanding results of its students, The International Computer Highschool of Bucharest was nicknamed in the media "the olympiad winner factory", as a public acknowledgment of the effort to offer education oriented towards performance.
The Lumina Educational Institutions are also known among students because of the Lumina Math national contests, with more than 50,000 participants, and our own international project competition Infomatrix. The university was established in 2010.

3.2.2 Is UESEL dual entrepreneurship?
Lumina - The University of South-East Europe (UESEL) assumed, in a necessary continuity, the excellence standards needed to assure quality in higher education, and aiming to create an institutional model that promotes excellence, its authors and its beneficiaries. In three years of activity managed to administer the six program in Bologna curriculum, namely:
- Business Administration;
- International Relations and European Studies;
- Information Technology;
- Telecommunications Technologies and Systems;
- Applied Modern Languages;
- Pedagogy.
The design for dual management looks like in the fig. 4.

Fig.4. Entrepreneurial University with dual entrepreneurship
We observe that departments of Research, Innovation and Education are subordinated to the academic entrepreneurship. The other departments are:

Departments important for the university budget:
- Financial;
- Human Resources;
- Student Affairs;
- Technical Maintenance;

In the same time, administrative structure includes a number of services that develops over time.

Services including more departments:
- Accounting;
- Library;
- Restaurant – Canteen;
- Dormitory;
- Foreign Students and Citizens;
- Human Resources;
- Protocol;
- National and International Relations;
- Social Services for Students;
- Student Club Mentoring;
- Lumina University Sports Club;
- Medical Office;
- Campus Maintenance;
- Workplace Safety;
- Construction and Investment;
- Aquisitions;
- Law Consulting;
- Public Relations;
- Graphical Design;
- Network Maintenance and Security.

The university’s administrative departments and services are essential for academic activities, supporting specific functions in accounting, human resources, law consulting, acquisitions, maintenance, IT and public relations.

Entrepreneurship involves both inputs and outputs.

In other words, it not only is the production of financial resources, but also promotes research and educational services of high quality in the UESEL university.

### 3.2.3 The invisible link between UESEL dual entrepreneurship – government – Business Company partners

The entrepreneurial university requires an enhanced capability for entrepreneurial notions, intelligence, monitoring and negotiation with other institutional spheres, especially business company, partners and collaborators and government.

Accordance with the standards of the market maximum the entrepreneurship of UESEL trying to find the necessary fundings. In the same time, the students should receive a set of educational and vocational training to support its future performance and to develop the entrepreneurial notions. These developments need to become the main internal indicator for quality certification of academic activity.

In order to embrace the entrepreneurial university model approach must develop an entrepreneurial culture characterized by innovation and technological transfer by a friendly environment entreprenorial initiatives.

Those who wanted to study in Romania in a university which rises up to the standards of the renowned foreign universities are living this beautiful experience at Lumina University. Because we encourage our students to try new things and we cherish cultural diversity, we have signed a number of partnership agreements for establishing student exchange programs. Therefore, through this collaboration agreements, we have joined other prestigious universities from over 10 countries with the aim of:

- Developing student exchange programs and experience exchanges for teachers,
- Initiating actions, projects and events with educational, scientific and cultural purposes,
- Offering mutual support for activities which can contribute to scientific research advancement and educational progress.

Beginning with the second year of studies our students may apply for participation in an exchange program with one of our institutional partners:

- Universitatea de Stat din Moldova (Moldavia),
- Fatih University (Turkey),
- Mevlana University (Turkey),
- Meliksah University (Turkey),
- Hanze University Groningen (Netherlands),
- Epoka University (Albania),
- Nevsehir University (Turkey),
- The International Black Sea University (Georgia),
- Universitatea Nationala de Aparare Carol I (Romania),
- European University (International),
- Education Vermont USA (USA),
- Hesser College (USA),
- North American College (USA),
- Universitatea Danubius Galati (Romania),
- International Burch University (Bosnia and Herzegovina etc.)
This entrepreneurial model of UESEL should support the development of spin-offs, technological parks, true forms of academic entrepreneurship, all of which are also aimed at developing the skills essential structures for future activities.

In the same time UESEL have partnerships with many companies and good relations with local and national business market.

Referring to the relation with Romanian government we can accept the on-going transition like resilient market-oriented economy has also been facilitated by its adherence to maintaining openness to global commerce and the efficiency of business regulations that promote entrepreneurial dynamism or we have to accept the turbulent market, which is not exactly the best opportunities for entrepreneurial university, cause could be the cause of multitude changes in our national curricula. Nonetheless, perceived corruption, exacerbated by a relatively inefficient judicial system, undermines the foundations of economic freedom and undercuts the prospects for dynamic long-term economic expansion.

4 Conclusion

Concomitantly, publication of research and production of graduates are held to be the most appropriate roles for an institution dedicated to the working market.

Is possible to obtain income from various commercial and financial activities generated by various related companies, for example, endowment and investment income - renting spaces for conferences, performances, events, a new hospital for student, library, fees, enrollment of students, the graduates of fundraising and income from intellectual property copyright or patents, with or not student management. In the future is desired the idea that student became the new entrepreneurs for same spaces, like library, restaurant, caffeteria, student relax room, sportiv centre etc.

In other words, it is easy to shape new models of universities that have among other features a modern guidance services, educational standards, multicultural and multilingual orientation[17] - with a flexible use of language and last but not least and most importantly, is independent financially.

Moreover, the university, concerned about new firms emerging from academia as potential competitors, take a similar position, arguing that universities should confine themselves to traditional academic–industrial relationships such as consultation [18].

In comparison to the university research system based upon relations with government, academic–industry relations are a relatively small phenomenon. Since the existing system still surpasses the emergent one, some observers suggest that technology transfer, academic patenting, royalty income and industrial sponsorship of academic research are not significant, even though it has expanded greatly in recent years.

However, it is suggested here that linkages among sectors, drawing together different stages of the innovation process is an important change in an innovation environment comprising universities, national. J.G. Wissema [19] explores “the combination of forces that propel this dramatic change”, tracing the historical development of universities and technology-based exploration company, techno-starters and financiers for start-ups or small businesses that are their main partners of 21 century university.

Maybe, the proposal scheme will be the solution for the academic area and for the next UESEL, entrepreneurial university of the future.

The arguments, concepts and scheme, design issues noted above also have, importantly, to be related to the overall objectives of UESEL as the main driver entrepreneurial university.

References:


[16] www.lumina.org

