

An Entrepreneurial University in Partnership with an Entrepreneurial Community: The Case of the University of California, San Diego

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The Historic Role of Universities in the Economic Development Landscape

- Land grant university growth after the American Civil War
- Universities as centers of basic research after World War II
- Universities as resources to national security after Sputnik
- Universities as drivers of competitiveness in the 1980s (Bayh-Dole)
- Universities as sources of economic transformation and regeneration (Obama's priorities)

Range of Activities Which Have Supported the University's Role in the Economy

- The cooperative Extension service
- Industrial affiliate programs
- Programs of continuing education, especially in business, science and technology
- Policies to support patenting and licensing functions
- Public funding for applied translational research
- Incubators and science parks
- Commercialization initiatives, i.e. CONNECT, IC², CED
- Technology evaluation and entrepreneurial support activities, i.e. Deshpande, von Liebig

Why Do Some Universities' Communities Have High Rates of Innovation and Entrepreneurship, While Others Do Not

- Culture matters, i.e. desire to build new fields
- Explore “unfashionable” ideas
- Work on interdisciplinary topics
- High value placed on field changing research and paradigm shifting ideas
- Rewards/recognition for exceptional work, i.e. Innovators and Stars
- Participation in a global conversation and collaborative work

Structure Matters

- Building programs around big ideas and leading scholars
- Financing, incentivizing and rewarding “risky ventures”
- Providing the infrastructure of support to write proposals, implement lab research, high speed computing, support staff
- Respecting faculty governance and peer review

Social Dynamics Matter

- Open innovation, propinquity and cross fertilization
- Interdisciplinary tenure review committees
- Enabling platforms for interaction with users of knowledge
- Interdisciplinary centers, such as IT², stem cells on the Mesa
- Formal, i.e. CONNECT, BIO, informal, i.e. green algae commercialization groups through which knowledge flows and trust is built
- The capacity for continuous re-combinations around staffing opportunities and challenges

The Modern Entrepreneurial University is an Adaptable and Integral Player in the Innovation Ecosystem

- A commitment to building world class research programs in diverse fields
- A commitment to linking diverse knowledge domains within the academy and with the translators and users of knowledge
- Open innovation, multiple doorways, enabling platforms, designated “linkers”
- Participation in multiple, diverse and frequent boundary spanning groups/networks

The Modern Entrepreneurial University is an Adaptable and Integral Player in the Innovation Ecosystem

- A capacity for co-generating ideas, co-funding opportunities and sharing the risk
- A capacity to regroup, re-focus and re-deploy research and education assets when necessary
- Clarity about standards, benchmarks and milestones
- An ability to secure resources for new opportunities and shed no longer productive programs and activities