

Implementing Entrepreneurship Programs Utilizing a Change Management Model

Presented By

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Implementation Failures



Session Goals

1. To help you to maximize the probability of successful implementation by utilizing and applying a Change Management Model for program implementation.





STAGE	Initial Assessment	Pre-Initiation	Initiation	Implement	Institutionalize
PURPOSE	Articulate Need for Change	Create Plan and Secure Approval	Execute the Plan	Launch the Program	Make the Change Permanent
PROCESSES	<ul style="list-style-type: none"> •Identify Champions •Elevator Pitches •Initial Landscape Analysis •Force Field Analysis 	<ul style="list-style-type: none"> •Create Program Proposal •Identify Stakeholders and Decision Makers •Pitch Proposal •Secure Approval(s) 	<ul style="list-style-type: none"> •Develop Program Activities •Scheduling and Advising •Marketing and Recruiting •Staffing/Hiring •Acquire Resources 	<ul style="list-style-type: none"> •Conduct courses and program activities •Monitor and Evaluate 	<ul style="list-style-type: none"> •Institutional Commitment •Program Leadership •Institutional Resources

Adapted from Simons-Morton, Greene and Gottlieb, 1995

Session Objectives

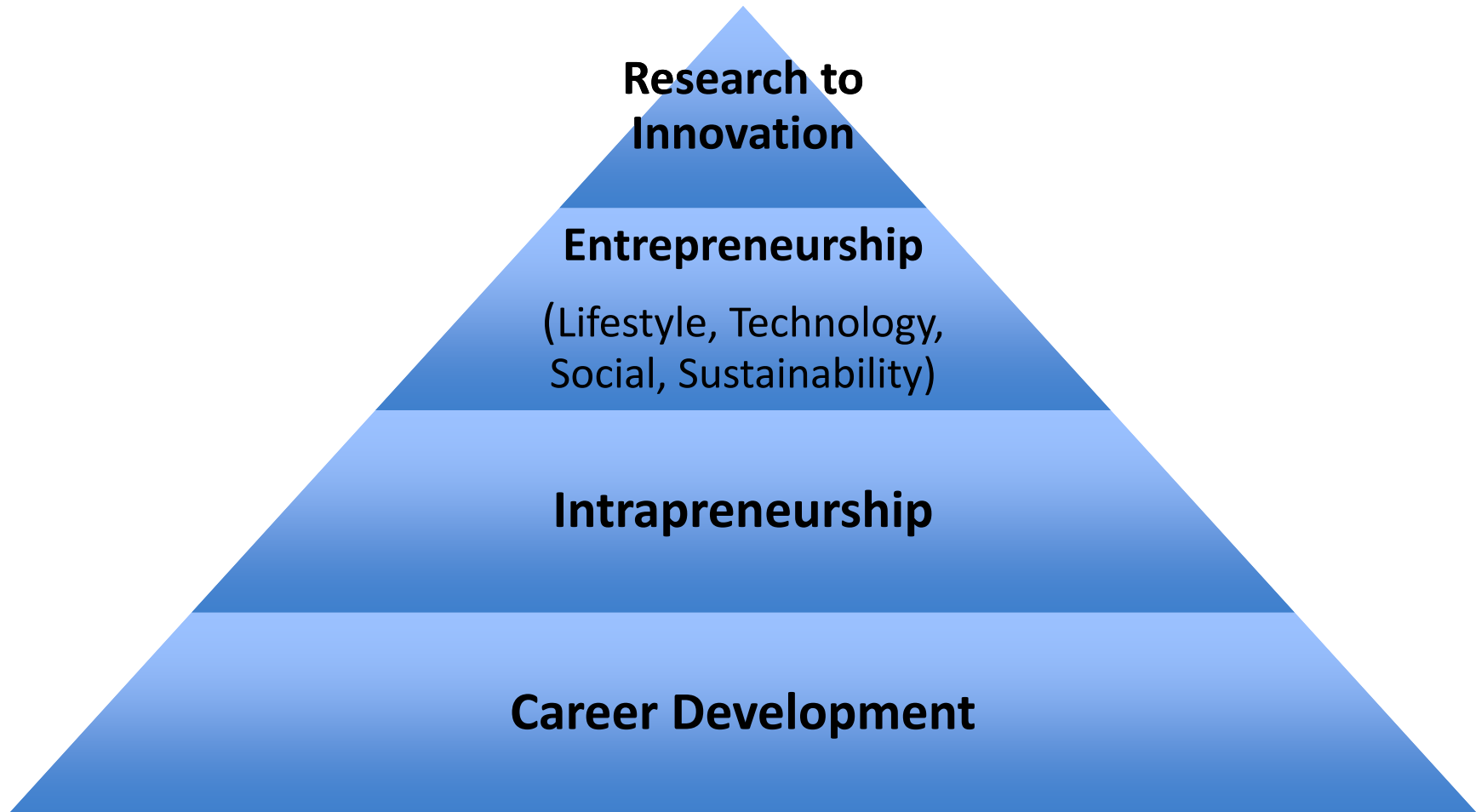
2. To help you to create and articulate a compelling vision for your physics program.
 - A. Articulates the Need for Change
 - 1) Creates a Sense of Urgency
 - 2) Creates a Sense of Opportunity
 - B. “Right Fit” for your Institution
 - 1) Aligns with mission, goals , priorities and resources
 - 2) Addresses students’ needs, interests, aspirations, skills
 - 3) Considers faculty interests, skills, workloads, attitudes
 - 4) Considers political, societal, economic, educational and accreditation issues
 - 5) Integrates with campus structures, policies and procedures



Initial Assessment



Goals of Entrepreneurship Programs



Career Development

Goals	Desire Student Outcomes	Curricular and Co-Curricular Structures
<ol style="list-style-type: none"> 1. Provide engaging and/or real life experiences that help students' develop career and professional life skills. 2. Provide opportunities for students to understand the career options and essential preparation for jobs in their discipline. 	<ul style="list-style-type: none"> • Emotional Intelligence • Critical Thinking • Problem Solving • Creativity • Written and Oral Communication • Career Planning Skills • Research Skills • Information and Media Literacy 	<ul style="list-style-type: none"> • Introductory Courses • Guest Speakers • Alumni Events • Etiquette Dinners • Career Center Presentations & Services • Service Learning Courses • Internships • Student Clubs or Professional Fraternities • Mentoring Programs • First-Year Programs • First-Year Residential Programs

Intrapreneurship

Goals	Desire Student Outcomes	Curricular and Co-Curricular Structures
<ol style="list-style-type: none"> 1. Provide engaging experiences where students' develop the knowledge, attitudes and skills to be effective employees and employers. 2. Provide engaging opportunities for students to learn how to bring new products or innovations to market from the ideation stage to the commercialization stage. 	<ul style="list-style-type: none"> • Entrepreneurial Mind-Set. • Understand concepts and principles associated management, finance, economics, innovation, marketing, and business structures and operations. • Develop skills in ideation, opportunity recognition, market assessment and validation, oral presentations, business modeling, business plan development, product development, sales, and customer development. 	<ul style="list-style-type: none"> • Introductory Courses in Entrepreneurship in the Discipline. • Project-Based Learning Courses • Multidisciplinary Courses • Idea Pitch Competitions • Product/Design Presentations • Business Plan Competitions

Technology Entrepreneurship

- Students' develop the knowledge, attitudes and skills to develop or utilize a technology or scientific innovation in high growth venture.
 - Addresses a human need
 - Meets a market demand or
 - Generates wealth for investors
- Students' gain experience in developing a technology or scientific innovation using a “market lens” approach.



Social Entrepreneurship

Students' develop the knowledge, attitudes, and skills to become advocates and leaders in fields that address human need, from microfinance to water management to children's health.

Initiatives may focus on:

- Civic engagement
- Economic development
- Health
- Human rights
- Environment
- Learning/education

Improving Water Supply in Africa



Sustainability

Students' develop the knowledge, attitudes, and skills to develop or contribute to innovations focused on conserving and preserving the planet's resources.





Program Focus	Desired Student Outcomes
<p>Entrepreneurship</p> <ul style="list-style-type: none">• Lifestyle• Technology• Social• Sustainability	<ol style="list-style-type: none">1. Students' understand and appreciate the role and value of entrepreneurship in society.2. Students' develop an entrepreneurial mind-set.3. Students' examine pressing problems and issues impacting the people and planet and are inspired to develop innovations that address these problems.4. Students' develop a deeper understanding of engineering or scientific principles and learn how to apply these principles in the development of a new product or innovation.5. Students' learn how to their protect ideas and innovations by examining intellectual property laws.6. Students' develop the knowledge, skills and abilities to develop, launch, and manage a new business or venture.7. Students' explore the economic, political and societal forces and structures that influence business development across the world.8. Students' learn how to identify and utilize available networks and resources.



Program Focus	Curricular and Co-Curricular Structures
<p>Entrepreneurship</p> <ul style="list-style-type: none">• Lifestyle• Technology• Social• Sustainability	<ul style="list-style-type: none">• Introductory Courses in Entrepreneurship in the Discipline.• Majors, Minors or Certificate Programs in Entrepreneurship (social, technology, sustainability)• Project-Based Learning Courses• Multidisciplinary Courses• Idea Pitch Competitions• Product/Design Presentations and Competitions• Business Plan Competitions• Networking Events• Start-Up Weekends and Workshops• Business Incubators• Student Clubs and Organizations• Internships, Service Learning Programs, Field Experiences• International Travel Programs• Guest Speakers, Mentors, Professional Advising Services• Seed Funding Programs

Research to Innovation

- Looking at research through a market lens.
- Develop competencies to utilize their research to address pressing issues:
 - Health
 - Sustainable Energy
 - Clear Air & Water
 - Safe & Sufficient Food Supplies



Research to Innovation (R2I)

Desire Student /Faculty Outcomes	Curricular and Co-Curricular Structures
<ol style="list-style-type: none">1. Understand and appreciate the purpose and value of the R2I process and its important contributions to society.2. Understand and appreciate the individuals and roles that are involved in the R2I process.3. Understand the research to innovation (R2I) process – stages, techniques, funding sources, key resources.4. Develop research, innovation, management and communication skills.5. Identify and utilize existing networks, expertise and resources to develop commercial application of their research.	<ul style="list-style-type: none">• Courses in Technology, Innovation and Entrepreneurship• Team-Base Projects Researchers & MBA Students• Research Experiences• Special Workshops Research to Innovation• Showcases, Competitions and Investor Pitch Events• Mentoring/Advising/Tech Transfer and/or Outside Advisors• Research and/or Innovation Centers• Innovation Grants

Elevator Pitch





Create a Compelling Vision for Your Program

- Goals of the Program
 - Career Skills, Intrapreneurship, Entrepreneurship, Research to Innovation
- Desired Student Outcomes of the Program
 - Knowledge, Attitudes, and Skills
- Target Audiences
 - Majors or disciplines primarily served
 - Undergraduates, graduates, post docs and/or faculty
- Delivery Models
 - Curricular, co-curricular, extra-curricular programs and activities

Identify and Recruit Champions

- **Physic Department**
 - Students
 - Faculty
 - Administrators
 - Alumni
- **Faculty and Administrators**
 - Entrepreneurship Programs
 - Business Programs
 - Engineering Programs
 - Admissions Offices
 - Student Retention and Success Initiatives
- **Student Affairs Professionals**
 - Service Learning Programs
 - Entrepreneurship Clubs and Student Organizations
- **Alumni and Career Services Personnel**
- **Board of Directors**
- **Tech Transfer Officers**
- **Entrepreneurs**
- **Business Development Professionals**



Refine your Vision





Obstacles

Obstacle	Category
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	



Obstacles	Interventions
Knowledge and Attitudes of Key Stakeholders <i>(Educate and Assess Readiness for Change)</i>	<ul style="list-style-type: none">• Stakeholder Analysis<ul style="list-style-type: none">• Assess Attitudes and Influence• Align with their Priorities• Formal and Informal Conversations<ul style="list-style-type: none">• Educate and Increase Awareness
Securing Buy-In <i>(Build Positive Attitudes Towards Change)</i>	<ul style="list-style-type: none">• Success Stories• Consensus Building with Champions• Create a Sense of Urgency or Opportunity• Utilize the Power of Informal Conversations• Build Relationships for Mutually Beneficial Problem Solving – Retention, enrollment, visibility, reputation• Build Momentum with Small Victories• Be Patient - Acknowledge change takes time



Obstacles	Interventions
Organizational Structures and Systems <i>(Change or Adapt to Systems)</i>	<ul style="list-style-type: none">• Scan Similar Institutions - How do they do it?• Case Studies – Engineering and other Disciplines• Deliver Through Co-Curricular Activities• Secure Influential Champions and Change the System• Reorganize Existing Structures<ul style="list-style-type: none">• Embed content into existing courses or offerings• Restructure workloads



Obstacles	Interventions
<p>Institutional Priorities <i>(Identify and Align with Pressing Priorities)</i></p>	<ul style="list-style-type: none">• Student Recruitment – Program differentiator• Student Retention – Purposeful & engaging learning• Student Performance – High and real expectations• Career Preparation- Real-life experiences• Student Achievement – Graduate placement rates• Budget – Show ways to improve revenue (tuition, FTE, grants)• Mission to Promote Economic Development in the Region<ul style="list-style-type: none">• Creating New Ventures• Public Pressure - Return on Investment in Higher Ed.<ul style="list-style-type: none">• R2I Initiatives and successes at other institutions



Obstacles	Interventions
<p>Expertise of Faculty <i>(Recruit Talent and Provide Motivation to Learn or Contribute)</i></p>	<ul style="list-style-type: none">• Utilize other departments' expertise• Involve mentors, professional advisors, alumni• Offer opportunities and rewards for pursuing professional development activities related to entrepreneurship or innovation• Educate Increase Awareness – Make the connections between what they already know and how their knowledge can be used differently to educate students and make a difference in the world



Obstacles	Interventions
<p>Resources <i>(Conduct a Landscape Analysis)</i></p>	<ul style="list-style-type: none">• Utilize Assets within your Ecosystem<ul style="list-style-type: none">• Existing Courses and Programs• Faculty/Expertise other Departments• Facilities on Campus and within Community• Networks – Business, Community, Education, Research, and Investing• Identify and Secure Funding Influential Donor(s)• Identify and Pursue Grants, Scholarships, Awards• Utilize Start Up Mentality



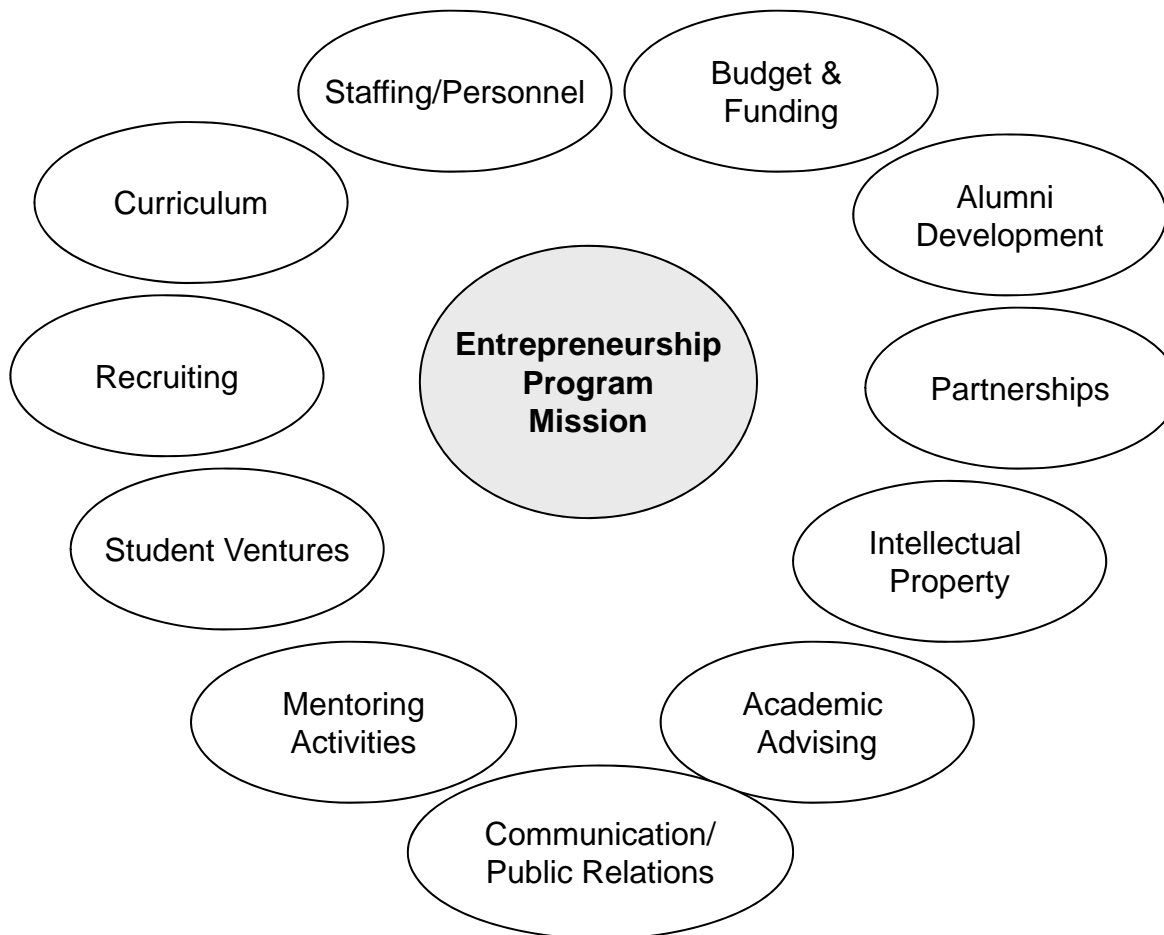
Obstacles	Interventions
<p>Surrounding Ecosystem (Use your institution as a platform to organize assets within the region)</p>	<ul style="list-style-type: none">• Assess current political, social, economic environment<ul style="list-style-type: none">• Start at an appropriate level• Align with the local climate, culture and priorities• Build networks and groups• Organize events• Combine initiatives• Build on current successes• Look for help beyond the region



Refine your Vision Again







Essential Plan Components

- Mission, Goals, and Rationale for Proposed Program
 - Compelling vision that is the “right fit” for your institution and stakeholders
- Strategic Enrollment Plan
 - Plan for identifying, recruiting, advising, scheduling and retaining students
- Seamless Curriculum
 - Identifies goals and desired student outcomes
 - Proposes curricular structures or courses - content embedded existing courses, multidisciplinary courses, new courses, minor or certificate programs
 - Integrates curricular and co-curricular activities
- Staffing
 - Workloads, compensation, expertise, advancement and evaluation
- Funding and Resources



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DESIRED OUTCOMES	Create a Compelling Vision	Develop a Unifying Plan	Build the Foundation for the Program	Successful Execution	•Sustainability



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