

THE  
INNOVATION  
WORKSHOPS | GUIDE



next generation



THIS IS A NEXT GENERATION PRODUCT

PRODUCTION // PLUS LEADERSHIP A/S AND THE NEXT GENERATION PARTNERS

GRAPHIC DESIGN // TENNAHANSEN.DK

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## INTRODUCTION

The project *Next Generation* has brought together the three largest universities in Denmark in the effort to develop and integrate entrepreneurship in their curriculum.

The University of Copenhagen (UCPH), the Copenhagen Business School (CBS) and the Technical University of Denmark (DTU) have united in a joint mission to integrate elements of entrepreneurship in already established courses – and by doing so combining innovation and entrepreneurship with the academic environment. By mobilizing the academic staff that has not actively used innovation and entrepreneurship in their teaching, the project objective is to create changes in the dominant culture as well as in the practical approach in order to increase knowledge-based growth creation.

The *Next Generation* project has run for four years – from 2010 to 2013 – and has been financially supported by the European Social Fund and Vaeksthus Greater Copenhagen.

The project activities have, among other things, included: *Summer Schools for students, Innovation Workshops* and the establishment of an *Entrepreneurial Teaching Corps*.

This pamphlet presents the experience and dos and don'ts of the four *Next Generation* Summer Schools. The objective of the pamphlet is to inspire and assist others interested in planning and conducting an entrepreneurial summer school.

## ABOUT THE INNOVATION WORKSHOPS

The main objective of the *Next Generation* Innovation Workshops was to introduce academic staff and students to innovation methods by integrating the methods into already established courses.

The duration of the Innovation Workshops has varied. Some courses incorporated the innovation theme in one single lesson, while other courses included the innovation theme in all lessons. In general, the Innovation Workshops have been developed and adjusted to fit each course.

The Innovation Workshops have been developed by Katapult and Katalyst at UCPH.

During the Next Generation project period,  
91 persons from academic staff and 783 students  
have participated in the 57 Innovation Workshops.

**KATAPULT**  
INNOVATION  
OG IVERKSÆTTERI  
FOR STUDERENDE

Katapult's mission is to support a culture of innovation and entrepreneurship for the students and academic staff at the Faculty of Science and the Faculty of Health and Medical Sciences. They pursue this mission through Incubator activities, business case studies, funding assistance and in collaboration with teachers.



**KATALYST**  
UNIVERSITY OF COPENHAGEN

Katalyst, the unit for humanistic innovation at the Faculty of Humanities, is an initiative to support the academic staff at the Faculty of Humanities. The Katalyst staff works together with the university's academic staff to integrate new ways of practice in academic teaching. The Katalyst activities support initiatives for teaching of innovation and teaching using practical work at the Faculty of Humanities.



# DEVELOPING THE INNOVATION WORKSHOPS

The Innovation Workshop concept has been developed and refined during the four years of the Next Generation project.

It has been crucial for the Innovation Workshops run by Katalyst and Katapult that they contributed to each academic course, not as an extra added subject, but as an integrated part of the academic content of the course. Experience shows that the success of the Innovation Workshops depends on the following factors :

*// Preparations must take place in close collaboration with the person responsible for the course/the teacher.*

*// A high degree of adaptation to the academic content of each course results in the most successful Innovation Workshops.*

*// Meetings and much time and work in collaboration with the academic staff are required to obtain integration into the academic content.*



## THE INNOVATION MODEL

The procedures of Katapult and Katalyst have not been identical. The two units are affected by the different starting points and the affiliation to Science and Humanities, respectively. However, they agree on the following approach which is important to all who intend to offer Innovation Workshops :

*// Focus on the linkage between theory and practice creates a connection with the academic content and a better outcome.*

*// Always consider how the students' academic knowledge can create value.*

## A CLOSE CONNECTION TO REAL LIFE

Several of the Innovation Workshops have included business cases. This connection to practice has been the pivotal point for the Innovation Workshops; however the scope has been wide. Humanities at UCPH have focused on communication themes while the Science Innovation Workshops also have focused on commercialization. In respect to the cases provided by companies the project managers have the following experience :

*// The connection with practice has a motivating effect on the students – and on the academic staff, including the teachers who did not see the purpose of this activity from the start.*

*// Visiting lecturers contribute with new inspiration. It is recommended, if at all possible.*

*// The academic staff might need assistance in finding relevant academic cases for the course. This is also resource demanding.*

# RECRUITING FOR THE INNOVATION WORKSHOPS

The Katapult and Katalyst staff have during the process developed and sharpened their approach to the Innovation Workshops, which, according to themselves, have resulted in an increased request for their qualifications from academic staff. Especially Katalyst used many resources in the beginning for recruitment of academic staff to participate in the Innovation Workshops.

Today, the academic staff approaches them because they want to integrate innovation into their teaching and have heard about the Innovation Workshops from their colleagues. The students have not been approached. They have taken a course and the innovation content came as an extra bonus. The experience with the recruitment for the Innovation Workshops has resulted in the following recommendations :

## **ACADEMIC STAFF IS THE TARGET GROUP**

*// Recruitment is encouraged when the Innovation Workshops and the innovative university didactics are promoted as a value addition to already established courses.*

*// Especially in the Humanities it is important to promote innovation as a new way to work with theory or as a set of new methods and processes, and not as a new academic subject.*

## **THE STUDENTS**

*// The students are also promotion agents. When they have worked with innovation once, they want more. And they tell their fellow students and their teachers about it.*



*// Due to a deeper academic understanding, master students are better in transforming the innovation content than the bachelor students.*

## **FROM THE TOP AND DOWN - OR?**

The recruitment for the courses is affected by the political pressure on the innovation agenda in the organisation. However, in the *Next Generation* project recruitment initiated from the top management, e.g. the management informing about the Innovation Workshops and encouraging the academic staff to participate did not have any positive effect.

*// By word of mouth had a better effect; spreading the knowledge among the academic staff about the opportunity to be supported in the integration of innovation – or informing about it at an external event.*

# HOLDING INNOVATION WORKSHOPS

The Innovation Workshop concept has been tried several times. More than 50 Innovation Workshops have given the *Next Generation* partners an optimal opportunity to develop and refine the approach. This has resulted in the following comments :

## IT HAS TO BE EASY

*// The academic staff needs a lot of support and the integration of innovation into their teaching must be made easy. This requires a detailed understanding of the conditions – the curriculum, the objectives for each course, and a close dialogue with the academic staff.*

*// An Innovation Workshop is not a course, but must be integrated into the original course and support some of the academic objectives of the course.*

## DIVISION OF ROLES MUST BE IN PLACE

The Innovation Workshop takes place within the frames of a course and therefore the division of roles must be known to and accepted by all parties. The roles might differ depending on how the Innovation Workshop is run (one lesson or during a whole course). The following *Next Generation* experience is important :

*// A clear division of roles between the teacher and the innovation consultant must be in place. The roles must be determined in advance and the teacher must know his/her role and be assisted in how he/she can strengthen the academic content.*

*// Use external experts for lectures and input, but do not make them responsible for the process and the facilitation.*



## ANCHORING

The evaluation of *Next Generation* project indicates that the knowledge sharing on innovation has increased in line with the closer collaboration between the staffs of Katapult and Katalyst and the academic staff. In this way, the knowledge sharing has primarily been from person to person. The staffs at Katapult and Katalyst have a detailed knowledge about the academic staff internally and across faculties, and this knowledge has been used actively to secure the collaboration on and knowledge sharing of particular courses or similar activities.

### BATTLING THE STRUCTURES

*// The different curricula oppose the possibility to integrate innovation methods in the academic courses and this requires a continued engagement in creating improved structural possibilities for each university.*

*// In Next Generation resources were allocated to this purpose, but it will be a challenge when project funds expire and each teacher will have to pay for the use of Katapult or Katalyst.*

### KNOWLEDGE SHARING BY WORD OF MOUTH

*Next Generation* has included a varied selection of academic staff in the Innovation Workshops and importance has been attached to collecting Innovation Workshop experience and knowledge from Humanities and Science as well as Katapult and Katalyst. This has resulted in the following advice :

*// Knowledge sharing within and across faculties is crucial and has to be supported and facilitated.*

*// Establishing a forum for the academic staff that has participated in Innovation Workshops creates a useful platform for knowledge sharing.*

*// Katapult and Katalyst have played an important role in anchoring and being a pivotal point for networking and knowledge sharing.*

### THE ANCHORING IS CARRIED OUT BY THE INDIVIDUAL

As part of the anchoring of learning taking place during the Innovation Workshops, the Katapult and Katalyst staff have begun a more systematic work of developing actual teaching tools to support the academic staff in integrating innovation methods into their teaching. These tools are included in a tool box. In respect to anchoring, we have the following recommendations :

*// The anchoring is carried out by the individual. The academic staff and the students carry on the Innovation Workshops, integrating the methods and knowledge in their academic life and activities.*

*// To stay in contact with the academic staff is therefore important, supporting them in their continued work with innovation elements and inspiring them to extend their innovation repertoire. In Next Generation this was done by establishing a common platform where the academic staff can find teaching tools, cases and inspiration. This stimulates the anchoring.*

*// Anchoring in students takes place when they participate in the Innovation Workshop and it sharpens their taste for more. The results of this anchoring are not seen right away. However, in case of sufficient resources this process can, with advantage, be supported.*



# CROSS DISCIPLINARITY

Why should universities allocate resources to the creation of Innovation Workshops like the Next Generation Innovation Workshops? The evaluations of the Innovation Workshops contain some very convincing arguments :

*// Evaluations of courses where the students have participated in Innovation Workshops show that working with innovative methods in a strong connection with the academic subject makes very much sense to the students. The students tell that they see new perspectives of their academic field.*

*// The academic staff becomes acquainted with new methods and might feel like continuing the work with innovation and entrepreneurship. The teaching quality is strengthened, also in the case where the academic staff needs support.*

*// The Innovation Workshop focus on interdisciplinarity and innovation is important to the universities as this contributes to ensuring that the universities reach their strategic goals concerning innovation and entrepreneurship, have interesting results to show, and it can be used for profiling in the increasing competition between universities.*

# WHY DO IT

Evaluations of the Innovation Workshops indicate that both students and academic staff find the Innovative Workshops very interesting and rewarding. The following are examples of the learning potential of Innovation Workshops as seen by the different groups :

## **FOR THE ACADEMIC STAFF**

*// The teacher has the opportunity to move focus from his/her own teaching and be inspired by the innovation content to develop his/her teaching.*

*// More teachers request increased innovation and entrepreneurship – also teachers who were dismissive of the initiative from the start.*

## **FOR THE STUDENTS**

*// They use what they have learned at the Innovative workshops and experience new perspectives of their academic field and get a better sense of where their career is going.*

*// The teaching form – including more group work and the opportunity to work with problem-based learning and by trial and error is challenging the students, and they appreciate it.*

## **FOR THE UNIVERSITIES**

*// The political goals set for the universities including a wide integration of innovation into the courses in all academic fields, have put a new focus on innovation didactics at the universities. Innovative workshops are a concrete response to this focus, integrating innovation in many academic courses.*

*// Innovation Workshops contribute to the development of the academic staff's teaching and create new knowledge among the participating academic staff.*

## LINKS

In case you are interested in reading more about the Next Generation project, go to the project's website :

[www.nxtgen.dk/en/](http://www.nxtgen.dk/en/)

Inspiration can be found at the Summer School 2011 website :

<http://katalyst.hum.ku.dk/sommerskole2011/>  
or  
<http://katalyst.hum.ku.dk/evaluering/>

The Summer School 2013 website :

[http://katapult.ku.dk/summer\\_school2013/](http://katapult.ku.dk/summer_school2013/)

*Next Generation* has produced a large amount of material that can be downloaded if you would like to work with the strengthening of innovation and entrepreneurship in the teaching at university. This material is available at :

<http://innovation.blogs.ku.dk/>







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