



EDITORIAL

By Dana T. Redford

Learners at the Centre: The Holistic Approach of Entrepreneurial Schools

In higher education, there has been a growing trend toward the entrepreneurial university which goes beyond simply offering entrepreneurship courses to students. It is about changing the university at an organizational level. In the [Handbook on the Entrepreneurial University](#) (2014), which I co-edited with Prof. Alan Fayolle, we explored this concept in depth. The entrepreneurial university has also gained the attention of the OECD and European Commission, which launched [HEInnovate](#), an online self-assessment tool for guidance and for reflecting on how to make the university more innovative and interconnected. A large part of what needs to happen in secondary, and even primary, schools is similar to the paradigm shift in cultural and entrepreneurial thinking that has been happening at higher education institutions (HEIs).



The Youth Start – Entrepreneurial Challenges project is an important example of how entrepreneurship education can include teachers from a variety of subject areas who wish to embed our material into their existing coursework. Likewise, the Consortium not only trains teachers but also runs School Director Leadership Forums because they are essential to effectively bring entrepreneurship in a transversal way to their schools.

The OECD, with the support of the European Commission, launched a foray into Entrepreneurial Schools with [Entrepreneurship 360](#), which developed a comprehensive set of statements that can be used in assessing a school’s level of entrepreneurial development. Although the tool was extremely insightful from the point of view of researchers or technicians, it lacked the straightforwardness needed to be an effective and easy-to-use tool for teachers and school directors. From our experience with Youth Start we see the need for more actionable approaches to accelerate organizational change in schools. As we look towards the future of entrepreneurship in schools in Europe, the

Name	Prof. Dr. Dana T. Redford
Project Responsibilities	International Coordinator and Portugal Country Coordinator
Country	Portugal
Title	President
Organisation	PEEP
Website	www.peep.pt
Contact	dana.redford@peep.pt

capability and willingness to engage in a holistic change will be front and centre for future development. The journey for schools themselves requires the effort and commitment of all of relevant stakeholders.

Entrepreneurial schools are about promoting core school activities targeting students, promoting in-school entrepreneurial activities, and also activities within the larger community. School development in supporting teachers and directors is needed to develop the competences and skills to lead, teach and assist students in entrepreneurial education and to develop a creative mindset. Ultimately, promoting entrepreneurial schools is all about creating a better learning experience for students.



PROJECT HIGHLIGHTS

The Youth Start – Entrepreneurial Challenges project promotes the development of a multi-faceted entrepreneurship education strategy focused on leadership forums targeted at school directors. These forums encourage debate on entrepreneurship, entrepreneurship education and entrepreneurial school culture, taking the Youth Start – Entrepreneurial Challenges as a starting point for a much-needed wider reflection that goes beyond the project. Schools develop strategic plans tailored to address school management, teachers, parents and community partners. Focus is placed on leadership, capacity building and the mobilisation and management of resources, as well as on how the school integrates with its external ecosystem.

Events	Date	Venue
Leadership Forum I: Road Show Vienna for Schools level B1 (ministry & IFTE)	11 March 2015	Austria (Vienna)
Leadership Forum II: Road Show Salzburg for Schools level B1 (ministry & IFTE)	24 March 2015	Austria (Salzburg)
Leadership Forum III: Stakeholder Engagement: Kick off NMS (A2: new middle schools)	9 April 2015	Austria (Vienna)
Leadership Forum IV: Stakeholder Engagement: Kick off VS (A1: primary schools)	8 June 2015	Austria (Vienna)
Leadership Forum V / Stakeholder Engagement: You th Start Information for economic schools in Styria	23 September 2015	Austria (Styria)
Leadership Forum VI / Stakeholder engagement: You th Start Information for technical schools (HTL) in Vienna	10 February 2016	Austria (Vienna)
Leadership Forum VII / Stakeholder Engagement: You th Start Information for all school types in Vienna	6 April 2016	Austria (Vienna)
Leadership Forum VIII: You th Start Information for schools for apprenticeship in Vienna - training of headmasters	31 May 2016	Austria (Vienna)
1 st Leadership Forum: "Entrepreneurial School Culture"	1-3 June 2016	Portugal (Porto, Coimbra, Lisbon)
Leadership Forum IX: You th Start Information for schools for apprenticeship in Vienna - training of headmasters	10 June 2016	Austria (Vienna)
Leadership Forum X / stakeholder Engagement: Kick off VS (A1 primary schools)	20 June 2016	Austria (Vienna)
Leadership Forum XI / stakeholder Engagement: Kick off NMS (A2 new middle schools)	20 June 2016	Austria (Vienna)
2 nd Leadership Forum: "Development of communication skills"	28 June 2016	Portugal (e-learning)
Leadership Forum XII / stakeholder Engagement: Kick off NMS - new schools (new middle schools)	22 September 2016	Austria (Vienna)
Leadership forum XIII Western Austria, economic schools (done by ministry)	19 October 2016	Austria (Salzburg)
Leadership forum XIV Eastern Austria, economic schools (done by ministry)	22 October 2016	Austria (Vienna)
Leadership forum XV - whole Austria, all school types	24 November 2016	Austria (Vienna)
Leadership forum and training	10 January 2017	Slovenia
3 rd Leadership Forum: "Development of leadership skills" (forthcoming)	20-22 March 2017	Portugal (Porto, Coimbra, Lisbon)
4 th Leadership Forum: "Development of Entrepreneurial Skills" (forthcoming)	April 2017	Portugal (e-learning)

The Youth Start – Entrepreneurial Challenges Leadership Forums

The Youth Start – Entrepreneurial Challenges Leadership Forums have been developed in the participating countries by the consortium partners responsible for teacher training and leadership

development, together with the national ministries of Education.

In Portugal, two leadership forums were carried out during Implementation Phase I by PEEP and the Ministry of Education, through DGE. These events aimed at enabling a meaningful dialogue among school directors, promoting the exchange of good practices and encouraging critical thinking both on



entrepreneurship education and on the role of communication in school leadership. Two forthcoming leadership forums will take place in Implementation Phase II, with a focus on the development of leadership and entrepreneurial skills.

In Slovenia, one leadership forum was carried out so far by the Ministry of Education, the National Education Institute and the National School for Leadership in Education. Forums have not only provided specialized training and counselling but have also created opportunities for peer learning and the exchange of good practices. Assistance in developing entrepreneurship education in schools has been provided by introducing new approaches on school management and offering key support and encouragement to educators.

School directors from Luxembourg were invited by to the Austrian leadership forum happening in Vienna on the 25th of November. Two headmasters accepted the invitation and participated to the workshops organized. Their feedback was very

positive and the opportunity to have some exchanges with other headmasters on the project and on entrepreneurship in general was considered as very helpful.

In 15 leadership forums, the Austrian partners have informed school leaders and headmasters about the content of the trio model as well as their approach to the project, having presented the official website of the project www.youthstart.eu. One of the main objectives of the meeting was to demonstrate how the project could be implemented at schools. Another topic was the tool of the Empathy Challenge, Level B1, the Empathy Map. It was explored along with other challenges, depending on the level of interaction and interest demonstrated by the school leaders. Finally, they also presented the mind & body-programme with the Activate & Concentrate exercises, thus introducing the mindfulness-programme of the project, which has just started to be implemented at Austrian middle and primary schools.

Youth Start – Entrepreneurial Challenges' Newsletter

PROJECT NEWS

Dana Redford and Johannes Lindner were invited as speakers to take part in the webinar Educating Future Entrepreneurs: Challenge-Based Learning in the Classroom at December 13th. More information: <https://goo.gl/34rUKQ>.

Dissemination has also taken place through various international conference presentations. In November alone there were five presentations: the online Global Education Conference; in Antwerp there was a Professional Development Workshop on Policy Experimentation at the RENT Pre-Conference; in Seixal, Portugal, the Citizenship Education Conference; and in Porto the EAPRIL Conference and the Final Conference of the Project Empowering Youth Potential.

The Youth Start – Entrepreneurial Challenges Project started on January 23rd the collection of data of the mid-test for the Implementation Phase II (2016/2017 school year).

Next month, the Project will have its 6th Coordinating Team Meeting to be held in Vienna.

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[Webinar Educating Future Entrepreneurs](#)



[Global Education Conference 2016](#)

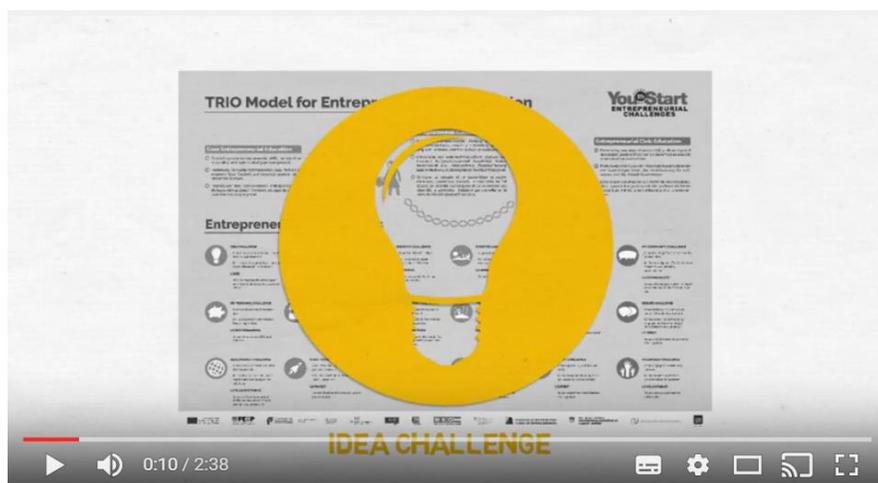


See the pictures of Project Events in <http://www.youthstartproject.eu/#/events/fd21h>



MULTIMEDIA

Youth Start – Entrepreneurial Challenges Idea Challenge



This YouTube video is one of the several examples that you can find in the [Youth Start TV](#) channel.

This video gives an overview about the Idea Challenges of the Youth Start Entrepreneurial Challenges. All teaching materials and further information can be found at www.youthstart.eu.

UPCOMING EVENTS

Name	Date	Venue
Teacher training	January-May	All implementing countries
Leadership forum and training	January 10	Slovenia
Summit of national coordinators of NSEE: Competence entrepreneurship in education	January 18	Slovenia
Summit of social works in education (presentation of their role in enhancing entrepreneurship in schools)	January 30 – February 2	Slovenia
You th Start - Entrepreneurial Challenges Teacher Training B1	February 6 - 10	South Africa
Entrepreneurship in Education: informational day at the ministry	February 16	Slovenia
Day for entrepreneurship: partnership of business and education	February 22	Slovenia
Entrepreneurship - cooperation with Croatia, Serbia, Montenegro and Bosnia	March 1 - 3	Slovenia
Coordinating Team Meeting VI	March 29 - 30	Vienna
Global Entrepreneurship Congress	March 13 - 16	South Africa
3rd Leadership Forum: “Development of leadership skills”	March 20 - 22	Porto, Coimbra, Lisbon
4th Leadership Forum: “Development of Entrepreneurial Skills”	April	Portugal (e-learning)

Youth Start – Entrepreneurial Challenges Newsletter

PROJECT PARTNERS



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère de l'Éducation nationale,
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et technologiques



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CONTACTS

Website: www.youthstartproject.eu

E-mail: info@youthstartproject.eu

Project Coordinators:
PEEP

Website: www.peep.pt

E-mail: info@peep.pt



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