

Summer Leadership Institute



**LEADING THE ENTREPRENEURIAL UNIVERSITY:
TRANSFORMING UNIVERSITIES FOR THE INNOVATION ERA**







 **JULY 14TH TO 18TH 2025**

 **MUNICH, GERMANY**

Leadership Institute Overview

This intensive 5-day leadership program, Jointly organized by CLICKS and TUM International GmbH (TUMint) - a subsidiary of the Technical University of Munich (TUM) is designed for university administrators, deans, and department heads who want to drive entrepreneurial transformation at their institutions. Participants will gain the knowledge, skills, and mindset needed to foster a culture of innovation and entrepreneurship across their university.

The institute aims to provide enable the participants to:

-  Gain a deep understanding of the entrepreneurial university model and its importance in the 21st century.
-  Learn strategies for fostering an innovation culture across their institution.
-  Develop skills for leading change and overcoming resistance to entrepreneurial initiatives.
-  Explore best practices for entrepreneurship education and experiential learning.
-  Build a toolkit for engaging external partners and commercializing university innovations.
-  Create an action plan for driving entrepreneurial transformation at their home institution.

05 FULL INTERACTIVE
DAYS

12 INTERNATIONAL
EXPERTS

04 WORKSHOPS

 **PANEL DISCUSSIONS
AND PRESENTATIONS**

 **SITE VISITS**

 **SOCIAL & NETWORKING
PROGRAMS**

This institute combines expert presentations, interactive workshops, panel discussions, and site visits to various universities, entrepreneurship institutions, and public institutions in and around Munich to provide a comprehensive learning experience. Participants will also have ample networking opportunities to connect with peers from other institutions.

By the end of the program, leaders will be equipped with the knowledge, skills, and network needed to spearhead entrepreneurial transformation at their universities and position their institutions at the forefront of innovation and economic impact.

PROGRAM

*Subject to change based on experts availability

DAY 1

Location: Munich Urban Colab (MUCL), Freddie Mercury Str. 5, 80797 Munich

- ▶ Introductions and Welcoming
- ▶ Presentation: The importance of entrepreneurship at HEIs!
Interactive session: Set expectations, define goals for the week
- ▶ Presentation and Discussion: Enabling entrepreneurship at HEIs through a whole-institution approach
- ▶ Munich Urban Colab Tour: Experiencing Munich's innovation hub, where universities, industry, and the city of Munich come together and groundbreaking ideas emerge
- ▶ Presentation and Discussion: Leadership and mindset change to enable entrepreneurship
- ▶ Workshop: Envisioning an entrepreneurial university – preconditions, drivers and barriers, expectations

DAY 2

Location: TUM Campus Garching, Lichtenberg Str. 2a, Garching bei München

- ▶ Arrival and Greetings at the TUM Institute of Advanced Studies
- ▶ Presentation and Discussion: Lessons from the transformation of TUM and its evolution towards an entrepreneurial university grounded in excellence and interdisciplinary research, Prof. Herrmann, TUM President Emeritus
- ▶ Faculty Club visual campus tour
- ▶ Campus Tour
- ▶ Visit, Presentation and Discussion: TUMint Energy Research: A showcase of academia-government-corporate collaboration for research and innovation
- ▶ Visit GATE – TUM's innovation incubator
- ▶ Visit, Presentation and Discussion: Siemens Technology Center & presentation of the Siemens RIE program



PROGRAM

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DAY 3

Location: Visits at universities & entrepreneurship centers across Munich

- ▶ Presentation and Discussion: Leadership, entrepreneurship, and public-private partnerships
- ▶ Presentation and Discussion: Strascheg Center for Entrepreneurship / Advancing deep tech innovation across Munich based universities
- ▶ Presentation & Discussion: University of Armed Forces Munich, Center for entrepreneurship

DAY 4

Location: Visits at universities & entrepreneurship centers across Munich

- ▶ Presentation and Discussion: TUM Entrepreneurship Center & TUM ForTe - Strategic approaches to commercializing research and technology transfer
- ▶ Presentation and Discussion: Bavarian Institute for University Research and Planning
- ▶ Presentation and Discussion: MCube – Munich’s Cluster for Mobility Innovations (cross university based)

DAY 5

Location: Munich Urban Colab (MUCL), Freddie Mercury Str. 5, 80797 Munich

- ▶ Workshop: Entrepreneurship activation at HEIs –synthesis of learning across types of HEIs.
- ▶ Workshop: Envisioning the future entrepreneurial university (Part 1) – a strategic foresight exercise.
- ▶ Workshop: Envisioning the future entrepreneurial university (Part 2) – a strategic foresight exercise.
- ▶ Closing, Handout of Certificates, Photos



Facilitators



Friederike Hettinger
Managing Director, TUMint

The development of global innovation ecosystems that promote transnational knowledge and technology transfer and revolutionize value chains in the long term has inspired and accompanied Friederike Hettinger throughout her professional life to date. Finding ways to foster creativity and entrepreneurship in deep tech is her daily work as managing director of TUMint. Friederike holds a Master's degree in International Management from Copenhagen Business School. Previously, she worked as a Strategic Alliance Manager at a global technology company based in Boston, where she was responsible for strategic alliances with management consultancies (McKinsey, BCG) and global systems integrators (e.g. Accenture, EY) across Europe. The conceptualization of joint digitization roadmaps and resulting business plans were part of her area of responsibility, in addition to their implementation in the form of go-to-market plans. At TUMint she manages the portfolio of projects around the future of education and education across public and private institutions, university design and development, the orchestration of academia-business ecosystems, development of professional training countries, knowledge and technology transfer and mentoring programs.



Dr. Georgeta Auktor
Strategy & Development, TUMint

Dr. Georgeta Auktor's primary focus is on spearheading transformative initiatives within the realm of education systems. Her passion lies in orchestrating innovative concepts for the evolution of universities, competence centers and training programs. Driven by a deep understanding of the drivers of change, she excels in aligning communities of practice and translating visionary goals into actionable strategies. Georgeta's professional journey commenced at the intersection of research, policy, and academia. Throughout her career, she has aimed to catalyze the advancement of knowledge in complex societal transformation processes. Her efforts have been centered on developing sustainability-oriented innovation systems and providing strategic counsel to policymakers. She specializes in promoting sustainable innovation, enhancing the efficacy of (green) industrial policy, and facilitating the transition to a green and inclusive economy through bespoke education and training initiatives across all levels. Georgeta studied international development and urban and regional planning at Massachusetts Institute of Technology and applied sociology at the University of Massachusetts Boston.



Dr. Narimane Hadj-Hamou
Founder and CEO, CLICKS, UAE

Dr. Narimane is the Founder and CEO of the Center for Learning Innovations and Customized Knowledge Solutions (CLICKS). Prior to this, she served as the Assistant Chancellor for Learning and Academic Development (Provost) at Hamdan Bin Mohammed Smart University in Dubai, UAE. In this role, she established and led the academic, research, and eLearning vision for the first online university recognized and accredited by the UAE's Ministry of Higher Education and Scientific Research (now the Ministry of Education). With a career spanning over 20 years, Dr. Narimane has held several leadership positions, including Provost, Dean of Student Affairs, Dean of Learning and Teaching, and Director of e-Learning. She has also served as senior advisor to numerous universities and as a consultant for prominent organizations such as UNESCO and the European Training Foundation. Additionally, Dr. Narimane is an active member of various organizations and university advisory boards including the Times Higher Education (THE) regional advisory board. Dr. Hadj-Hamou's vast expertise spans technology integration and e-learning in higher education, teaching and learning, quality assurance and accreditation, and governance. She has been a driving force in promoting online education and blended learning in the region since 2004, leading many pioneering projects and initiatives. Her contributions to quality assurance are noteworthy; she has served as an external reviewer for many quality assurance agencies and participated in over 40 institutional and programmatic accreditation reviews since 2012, either as a chair or a review member. She was also involved in reviewing and providing expertise on the Saudi eLearning Standards for Higher Education in 2020 and designed and delivered a training program for certifying external reviewers under the direction of the NCAAA during 2021-2023. Dr. Narimane trains and consults extensively in quality assurance and in supporting universities with developing internal quality systems. She is the founder of several regional initiatives and projects; she was the founder and first elected President of the Middle East e-Learning Association (MEeA) in 2008-2010, and led the establishment the MENA Higher Education Leadership Forum in 2013 which she chairs to date and the Arab Consortium of Teaching and Learning Centers in 2024. Over the years, Dr. Narimane has delivered more than 120 keynote addresses worldwide, including in the USA, China, the UK, KSA, India, Bahrain, Kuwait, Egypt, Lebanon, Germany, Algeria, Morocco, Hungary, Kazakhstan, Oman, and Qatar, among many others. She has also led numerous round-tables and panel discussions. She has facilitated and delivered over 300 workshops on governance, strategic planning, policy development, quality assurance, innovative pedagogies, online learning, and other topics to various target audiences, including university presidents and vice presidents. Dr. Hadj-Hamou has also been active in publishing articles, book chapters, and case studies and was the founder and editor of the International Journal of Excellence in e-Learning for several years.

Facilitators



Dr. Aline Laucke

Innovation & Entrepreneurship
Acceleration, TUMint

Dr. Aline Laucke focuses on interdisciplinary innovation ecosystems, the development of sustainable entrepreneurship programs and transformative projects at the interface between universities, science, innovation and policy making. Aline has over 14 years of experience as a sustainability, innovation and learning & development consultant for clients from the business, political and academic context. As Chief Impact Officer of Studio Nima, Sustainability Consultant at Schlange & Zamostny and Social Business Consultant at Grameen Creative Lab, she has led and implemented numerous international and impact-oriented projects. She has served as a mentor and consultant for +100 impact ventures in the development and implementation of business plans and impact measurement systems. In addition, she has designed and implemented numerous incubation and acceleration programs and supported corporate clients in their sustainability transformation. Aline has extensive experience in the university and learning & development context — through her doctorate in management and organizational theory at Zeppelin University, but also through various mandates as a lecturer for executive, master and bachelor students in the areas of sustainability, sustainable entrepreneurship and international relations.



Cara Knott

Academia-Industry Partnerships,
TUMint

Cara manages the Siemens Research and Innovation Ecosystem (RIE) project including the related student mentoring program. The Siemens RIE construct aims to bring together universities, their academic spin-outs and other companies to harness the innovative potential of a geographical area. In Munich specifically, Siemens and the TUM opened a shared building in 2024 to enhance research collaboration in the areas of robotics and AI. Currently Cara and the Siemens team are working to bring life into the new space by prototyping collaborative formats. One wonderful example of collaboration and knowledge exchange is the annual Siemens mentoring hackathon, where students of Munich universities work on real tech problems Siemens is facing, finding creative solutions. Beyond this, Cara has deep entrepreneurial experience, and supports all the other projects at TUMint with expert input into the design and implementation of entrepreneurial initiatives at and around universities. Cara studied Behavioural- and Neurobiology at the University of Göttingen before studying Human Movement Science at the Free University Amsterdam. After her studies in 2022, Cara co-founded the startup Madglove Amsterdam.

With Experts From Our Ecosystem Partners



Instructors

Leadership Institute Fee

- The total cost for the 5-day Leadership Institute program is **6,130 USD (22,500 AED) per participant**, which includes the training sessions and site visits.
- After completing the online registration, participants will receive an invoice valid for up to **10 working days**, after which the seat(s) will be released if payment is not received. Seats are confirmed only upon full payment.
- The fee does not include accommodation, travel, or other transportation costs outside those associated with the tour visits.
- Group registration discounts (10 to 15% based on group size) are available for groups of **three (3)** or more participants, with a maximum of **six (6)** participants allowed per institution.

Registration Is Now Open

Limited seats available!
Secure your place today

**SCAN
HERE**
Or [Click Here](#)



Important Notes:

- The registration process will close on **30th March 2024**. Ensure you complete your registration before the deadline to secure your spot.
- Participants are advised to apply for their visas well in advance due to increased processing times during the summer season.

TUM International GmbH – Overview



Established in 2007, TUM International GmbH (TUMint) is a wholly owned subsidiary of the Technical University of Munich (TUM), renowned as the EU's premier university in innovation and research, and technical & professional education. TUMint was conceived with the mission to globalize TUM's model of excellence in technical & professional education, entrepreneurship, and collaborative research. As such, TUMint has a unique role and profile.

Its experience and expertise in engaging with the whole ecosystem of TUM and its partners (universities, other education institutions, businesses, start-ups, public institutions, investors) is unparalleled in the European and its international context. Functionally, TUMint stands as a provider, developer, and operator of scientific sites, education programs at various levels, innovation ecosystems, and technology transfer centres on a global scale, with and on the model of TUM. Operating as a service provider, TUMint partners with international institutions, guiding them through transformation processes by designing tailored education programs, innovation ecosystems, knowledge and innovation-based clusters, cutting-edge education institutions, and technology transfer centres, in close alignment with TUM's academic and non-academic departments. Our commitment lies in fostering long-term, technology-driven, and sustainable development processes that bring value to all stakeholders involved. In all our endeavors, we not only draw strength from our expansive global network of public, private, and academic partners but also prioritize quality and evidence-based processes. Our approach revolves around the principle of translating knowledge into practical applications, aiming to make a substantial impact by assisting clients in promoting education, advanced technology, digitalization, and sustainability for inclusive development. Operating with a core team of experts and dozens of external expert partners, TUMint harnesses its extensive network of public and private stakeholders to address the diverse needs of its clients in an agile and highly customized manner. TUMint is seamlessly integrated into TUM's dynamic ecosystem comprising education and applied research institutions, leading companies across sectors, and a thriving start-up community. Our projects actively involve experts not only from Munich and Bavaria but also from across Germany and Europe, reflecting our commitment to a broad and impactful collaboration.

CLICKS Overview



The Center for Learning Innovations and Customized Knowledge Solutions (CLICKS) has a decade of experience working across the region and beyond in helping higher educational institutions of all types address strategic issues pertinent to governance, quality assurance, teaching and learning, strategy formulation, technology integration among others.

In line with its six areas of expertise

- 1) Leadership development and Governance
- 2) Strategy Development
- 3) Quality Assurance and Accreditation
- 4) Innovative Learning and Teaching
- 5) Research
- 6) Student Support and Academic Advising

CLICKS has been involved in training and consulting for over 180 higher education institutions and has developed a robust portfolio of professional development programs ranging from webinars, short courses and workshops to certificate programs. In addition, to its diverse range of industry specific fit-for-purpose consultancy services.

CLICKS works with several international partners to deliver its programs and services. In addition, the center is actively engaged in establishing dynamic platforms where people come together to discuss issues of relevance to the sector; this includes the establishment of the MENA Higher Education Leadership Forum and the MENA Association of University Presidents in 2013, the initiation of the In-conversation with CLICKS virtual panels in 2020, The Zairi International Awards for Excellence in Higher Education in 2021 among others.



About Munich

Munich, the capital of Bavaria, is a dynamic city that perfectly combines tradition, innovation, and natural beauty. Renowned for its stunning architecture, rich history, and vibrant culture, Munich is an inspiring destination for learning and exploration. The city boasts iconic landmarks such as the historic Marienplatz, where the Glockenspiel enchants visitors, the Baroque Nymphenburg Palace, and the iconic twin-domed Frauenkirche. Its museums, including the world-class Deutsches Museum and the Pinakothek galleries, offer insights into art, science, and history.

Munich is also a hub of innovation and education, with prestigious institutions like the Technical University of Munich contributing to advancements in technology and research. The city's robust economy, fueled by industries like automotive, biotechnology, and finance, makes it a global center for business and innovation.

Cultural traditions thrive here, from the annual Oktoberfest—a celebration of Bavarian heritage—to the lively beer gardens and markets that dot the city. Beyond the urban charm, Munich is surrounded by natural beauty, with the Bavarian Alps and pristine lakes just a short journey away, offering countless outdoor activities.

With its blend of cultural depth, academic prestige, and welcoming atmosphere, Munich provides an exceptional backdrop for any course program, ensuring an enriching and memorable experience.

Recommended Hotels

BAYERISCHER HOF

This iconic five-star hotel is known for its luxurious design, Michelin-starred dining at Atelier, and an excellent spa. Its central location near Marienplatz makes it perfect for exploring the city. Prices start from approximately €450 per night.



MANDARIN ORIENTAL

Situated in the heart of the city, this upscale hotel features elegant rooms, a rooftop pool, and exceptional service. It's a great option for those seeking luxury close to the main attractions. Nightly rates begin at €700.



CORTIINA HOTEL

A mid-range boutique hotel offering stylish accommodations with modern pine furnishings and a cozy vibe. Located in the Altstadt, it's within walking distance of Marienplatz. Rooms start from €250 per night.





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