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## Capacity Building Seminar



# Promoting Entrepreneurial Education in Schools

**2-6 November 2014**

Inselhotel Potsdam  
Hermannswerder 30, 14473 Potsdam, Germany

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## Agenda

## ■ WHAT'S THE CONTEXT?

Entrepreneurial education in schools is not just about motivations and skills needed to start-up a business or a new venture, it is about nurturing the ability and willingness of individuals to create value for themselves, for others and for society. Initiative and entrepreneurship form a key transversal competence, which can be effectively promoted through education.

The idea of promoting entrepreneurship through education has spurred much enthusiasm in the last few decades in expectation of a wide range of outcomes, such as individual development, increased school engagement and performance, enhanced courage to contribute to societal development, improved equality, as well as job creation, economic growth and increased societal resilience. Turning this into educational practice, is, however, posing significant challenges to teachers, and school management and external partners in creating creative and open learning environments.

Key enablers and barriers lie in teaching and learning environments. Lack of time, learning materials and financial resources, the fear of teachers and parents of "commercialism", rigid institutional frameworks, and challenges to assess learning outcomes of entrepreneurial education are some of the challenges practitioners are encountering.

Effective environments are constituted by the right combination of leadership and flexibility, resources, incentives and professional development opportunities for teachers, innovative pedagogies and constructive involvement of students into education, as well community engagement, involvement of businesses and entrepreneurs in teaching and learning, authentic learning and local curricula.

Across Europe and the wider OECD-area numerous activities are underway to promote initiative and entrepreneurship as a key competence in education. However, substantial variations exist between different countries and individual schools and colleges. This brings with it an important opportunity to exchange information on what constitutes effective environments for and successful practices in promoting through education initiative and entrepreneurship as key transversal competence.

Entrepreneurship360 is a response to this. It is a long-term initiative of the European Commission's Directorate-General Education and Culture (DG EAC) and the Centre for Entrepreneurship, SMEs and Local Development of the Organisation for Economic Co-operation and Development (OECD).

This seminar is organised within the framework of the OECD LEED Forum on Partnerships and Local Development.

## ■ WHAT WILL BE DISCUSSED?

The core of Entrepreneurship360 is a Guiding Framework that aims to assist schools and VET institutions in promoting initiative and entrepreneurship through education. With the help of an opinion-survey tool, schools can capture and map

the opinions of four key actor groups – school management, teachers, parents and partners – about the actual situation and the perceived importance of 60 statements that describe good practice in what constitutes the Entrepreneurial Institution, Entrepreneurial Education in Practice, and the Outward Looking School. This information allows schools, on the one hand, to identify specific challenges and opportunities based on the documented differences in opinions about achievement and progress levels, and, on the other hand, to design school-specific action plans based on those set of statements that received the highest scores on the importance scale, implying the presence of high engagement potentials. Also the implementation of such action plans can be monitored by the tool. The seminar will contribute to the development of this Guiding Framework.

All participants are expected to prepare a case study about entrepreneurial education in their school (primary, secondary education, VET), which will be developed during and after the seminar for online publication. The Entrepreneurship360 case studies fulfil a double learning purpose. Case study authors will engage in a learning-journey that takes them through four different phases in which they will benefit from expert guidance and peer learning.

The seminar will address the following themes:



















- **Entrepreneurship in Education – What, Why, When, How**
- **The Entrepreneurial School** – Embedding Entrepreneurship in Education, Flexibility, Leadership, Resources,
- **Entrepreneurial Education in Practice** – Objectives of Entrepreneurial Education, Organisation of Entrepreneurial Education, Teacher
- **The Outward Looking School and its Ecosystem** – Integrating the school in its environment, Outward looking curriculum, Venture Creation Support

## ■ WHO WILL BE THERE?

The capacity building seminar is addressed to teachers and school managers of primary and secondary education providers and vocational educational and training colleges.

## ■ WHAT'S THE FORMAT?





The 4-day seminar will be structured around a mix of presentations by invited experts and OECD and European Commission staff, followed by discussion and group work using case studies and concrete experiences developed by participants prior to the seminar. The highlight is a one-day study visit to entrepreneurial schools in the Berlin-Brandenburg area. The working language of the seminar will be English, and it is essential that all participants can communicate effectively in English.

	Sunday	Monday	Tuesday	Wednesday	Thursday
8:15 – 9:30		<b>Welcome &amp; opening</b> Introduction to *Entrepreneurship360 **Seminar Objectives	Wrap-up Day 1	9:00 - 12:00	<b>WG 1</b> <b>WG 2</b> <b>WG 3</b>
9:30– 10:45		 <b>Entrepreneurial Education – Why, What, How</b> Martin Lakeus	 <b>Dimension 1: Entrepreneurial School</b> Helena Sagar	 <b>Study Visit</b>   <b>Developing the Tool</b>	10:00 – 13:00
10:45 – 11:00		<i>Coffee &amp; Tea</i>	<i>Coffee &amp; Tea</i>		<b>Public Session</b>  <b>(i) Local partnerships supporting schools in entrepreneurial education</b>
11:00 – 13:00		 <b>Dimension 2: Entrepreneurial Education in Practice</b> Norris Krueger Kathryn and Andy Penaluna	 <b>Dimension 3: Outward Looking School</b> Olivier Toutain and Sabine Mueller	<b>OPENSOURCE Knowledge Café</b>	<i>Coffee &amp; Tee</i>
13:00 – 14:00		<i>Lunch</i> 	<i>Lunch</i> 	<b>Video recording</b>	<b>(ii) Dialogue:</b> * Key Challenges & Barriers, * What Works and Why * Expectations from public policy
14:00 – 17:00	Arrival of delegates				<i>Free time</i>
17:00 – 17:20		<b>WG 1</b> <b>WG 2</b> <b>WG 3</b>	<b>WG 1</b> <b>WG 2</b> <b>WG 3</b>	<i>Free time</i>	
17:20– 18:45	Welcome dinner "Get to know each other"	<i>Coffee &amp; Tee</i>	<i>Coffee &amp; Tee</i>	<i>Coffee &amp; Tee</i>	
20:00		 <b>Reflections on Dimension 2</b> 	 <b>Reflections on Dimension 1 &amp; 3</b> 		
		<i>Dinner</i>	<i>Dinner</i>	<i>Dinner &amp; Social Event</i>	






## Sunday 2<sup>nd</sup> November 2014

Afternoon	Arrival of delegates
19:00	Welcome Dinner in the Inselwerder Restaurant – Get to know each other with <i>Andrew Harrison</i> , Learning Studio






## Monday 3<sup>rd</sup> November 2014

8:15 – 9:30	<b>Welcome &amp; Opening</b> <ul style="list-style-type: none"> <li><i>Andrea-Rosalinde Hofer</i>, OECD and <i>Elin McCallum</i>, European Commission will present Entrepreneurship360, the development to date and key objectives.</li> <li><i>Joseph Tixier</i>, OECD will briefly present the results from the pilot test of the <i>Bellevue 1</i> Entrepreneurship360 opinion survey.</li> <li><i>Andrew Harrison</i>, Learning Studio will introduce the objectives of the Capacity Building Seminar.</li> </ul>				
9:30 – 10:45	 <b>Interactive &amp; Creative</b>	<b>Entrepreneurial Education – Why, What and How</b> <ul style="list-style-type: none"> <li><i>Martin Lakeus</i>, Chalmers University of Technology will introduce the Entrepreneurship360 concept paper <i>Bellevue 1</i></li> </ul>			
10:45 – 11:00	<b>Coffee and Tea</b> <i>Foyer</i>				
11:00 – 13:00	 <b>Interactive &amp; Creative</b>	<b>Dimension 2: Entrepreneurial Education in Practice</b> <ul style="list-style-type: none"> <li><i>Norris Krueger</i>, International Council for Small Business on What do Students Learn from Entrepreneurship Pedagogies? <i>Bellevue 1</i></li> <li><i>Kathryn and Andy Penaluna</i>, University of Swansea, on Retaining the Creative Thinking of the Young Mind and the Relevance of Real-World Experiences</li> </ul>			
13:00 – 14:00	<b>Lunch in the Inselwerder Restaurant</b>				
14:00 – 17:00		<b>Working Groups</b> Objectives: <ol style="list-style-type: none"> <li>Continue the creative debate from the morning sessions in educational-level working groups for primary and secondary education and vocational education and training</li> <li>Identify key challenges, barriers, and enablers; translate these into consolidated feedback on the Entrepreneurship360 statements</li> <li>Work in peer-groups on case studies</li> </ol>			
<table border="1" style="width:100%; text-align:center;"> <tr> <td style="width:33%;"> <b>Working Group 1 (<i>Bellevue 1</i>)</b>            Leader: Catherine Brentnall, Ready Unlimited         </td> <td style="width:33%;"> <b>Working Group 2 (<i>Blauer Salon 2</i>)</b>            Leader: Ivan Diego, Valnalon         </td> <td style="width:33%;"> <b>Working Group 3 (<i>Blauer Salon 3</i>)</b>            Leader: Loek Niewenhuis, UAS Arnhem         </td> </tr> </table>			<b>Working Group 1 (<i>Bellevue 1</i>)</b> Leader: Catherine Brentnall, Ready Unlimited	<b>Working Group 2 (<i>Blauer Salon 2</i>)</b> Leader: Ivan Diego, Valnalon	<b>Working Group 3 (<i>Blauer Salon 3</i>)</b> Leader: Loek Niewenhuis, UAS Arnhem
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17:00 – 17:20	<b>Coffee and Tea</b> <i>Foyer</i>				
17:20 – 18:45	 <b>Interactive &amp; Creative</b>	<b>Reflections on Dimension 2 Entrepreneurial Education in Practice</b> <i>Bellevue 1</i> <ul style="list-style-type: none"> <li>Critical and constructive debate on the statements in Dimension 2 facilitated by <i>Andrew Harrison</i></li> <li>A visual minute taker will document the debate and visualise key issues &amp; ideas</li> </ul>			
20:00	<b>Dinner in the Inselwerder Restaurant</b>				




## Tuesday 4<sup>th</sup> November 2014

8:15 – 8:45	<b>Wrap-up of Day 1</b> <i>Andrew Harrison</i> will moderate this feedback session on: <ul style="list-style-type: none"> <li>• What worked and what did not work on Day 1</li> <li>• What to do differently on Day 2.</li> </ul> <p style="text-align: right;"><i>Bellevue 1</i></p>				
8:45 – 10:45  <b>Interactive &amp; Creative</b>	<b>Dimension 1: The Entrepreneurial School</b> <ul style="list-style-type: none"> <li>• <i>Helena Sagar</i>, Municipality of Kungsbacka, on the Entrepreneurial School, Framework Conditions, Resources and Learning Environments</li> </ul> <p style="text-align: right;"><i>Bellevue 1</i></p>				
10:45 – 11:00	<b>Coffee and Tea</b> <p style="text-align: right;"><i>Foyer</i></p>				
11:00 – 13:00  <b>Interactive &amp; Creative</b>	<b>Dimension 3: The Outward Looking School and its Environment</b> <ul style="list-style-type: none"> <li>• <i>Sabine Mueller</i> and <i>Olivier Toutain</i>, Burgundy School of Management, on What is an ecosystem? How do ecosystems interact with their environment? The outward looking school in action!</li> </ul> <p style="text-align: right;"><i>Bellevue 1</i></p>				
13:00 – 14:00	<b>Lunch in the Inselwerder Restaurant</b>				
14:00 – 17:00 	<b>Working Groups</b> Objectives: <ol style="list-style-type: none"> <li>1. Continue the creative debate from the morning sessions in educational-level working groups for primary and secondary education and vocational education and training</li> <li>2. Identify key challenges, barriers, and enablers; translate these into consolidated feedback on the Entrepreneurship360 statements</li> <li>3. Work in peer-groups on case studies</li> </ol>				
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17:00 – 17:20	<b>Coffee and Tea</b> <p style="text-align: right;"><i>Foyer</i></p>				
17:20 – 18:45   <b>Interactive &amp; Creative</b>	<b>Reflections on Dimension 1 The Entrepreneurial School &amp; Dimension 3 The Outward Looking School and its Environment</b> <ul style="list-style-type: none"> <li>• Critical and constructive debate on the statements in Dimension 1 and Dimension 3 facilitated by <i>Andrew Harrison</i></li> <li>• A visual minute taker will document the debate and visualise key issues &amp; ideas</li> </ul> <p style="text-align: right;"><i>Bellevue 1</i></p>				
20:00	<b>Dinner in the Inselwerder Restaurant</b>				

Wednesday 5<sup>th</sup> November 2014

 <b>OPENSACE Knowledge Café</b>		 <b>Study Visit</b>		 <b>Developing the Tool</b>	
<b>Location: Blauer Salon 1</b>		<b>Ulrich-von-Hutten-Gymnasium in Berlin</b>		<b>Location: Blauer Salon 3</b>	
<b>Contact person:</b> Sara de Santis		<b>Contact:</b> Andrea-Rosalinde Hofer		<b>Contact:</b> Joseph Tixier	
8:45 – 9:00	<b>Objectives &amp; rules of the game</b> by Andrew Harrison	7:30	Departure from Hotel to Berlin with public transport	9:00 – 10:45	<b>Review of results pilot test of the Tool</b> <ul style="list-style-type: none"> <li>• Groups</li> <li>• Two response-scales</li> <li>• Language</li> <li>• Functionality</li> </ul>
9:00 – 9:45	<b>Round 1</b>				
10:00 – 10:45	<b>Round 2</b>	9:00 – 9:50	<b>Meeting with School Management</b>		
10:45 – 11:15 <b>Coffee and Tea</b>		10:00 – 12:00 <b>Participation in Class</b> Practice Firms MercaLira "Sepia"		10:45 – 11:15 <b>Coffee and Tea</b>	
11:15 – 12:00	<b>Round 2: 4 schools</b>			11:15– 12:45	<b>Further development of the Tool</b> <ul style="list-style-type: none"> <li>• Functionality</li> <li>• Reports</li> <li>• Regional applications</li> <li>• Relevance for schools</li> <li>• Relevance for public policy</li> </ul>
12:00 – 12:45	<b>Round 3: 4 schools</b>	12:00 – 13:00 <b>Lunch</b>			
		13:00 – 14:20	<b>Workshop "assessment center"</b> in collaboration with industry & business partners of the school		
<b>Free-time</b>		14:30 – 15:00	<b>Wrap-up</b>	<b>Free-time</b>	
		<b>Return to Potsdam / Free-time</b>			
<i>BACK IN THE INSELWERDER HOTEL</i>					
17:00 – 17:20		<b>Coffee and Tea</b>		<i>Foyer</i>	
17:20 – 18:45	 <b>Video recording</b>	<i>Blauer Salon 1</i>		 <b>Contributing to the visual minutes</b>	<i>Blauer Salon 3</i>
				Delegates are invited to contribute to the visual minutes of Day1 and Day2	
20:00		<b>Dinner and social event at the Inselwerder Restaurant</b>			

Thursday, 6<sup>th</sup> November 2014

<p>8:15 – 9:30</p> 	<p><b>Working Groups</b></p> <p>Objectives:</p> <ol style="list-style-type: none"> <li>1. Reflect upon Day3</li> <li>2. Prepare inputs from for the public session</li> </ol>		
<p><b>Working Group 1 (Bellevue 1)</b></p> <p>Leader: Catherine Brentnall, Ready Unlimited</p>	<p><b>Working Group 2 (Blauer Salon 2)</b></p> <p>Leader: Ivan Diego, Valnalon</p>	<p><b>Working Group 3 (Insel bar)</b></p> <p>Leader: Loek Niewenhuis, UAS Arnhem</p>	
<p>10:00 – 13:00 <b>Public Session</b></p> <p>Moderation: Andrew Harrison, Learning Studio</p>		 	<p><i>Bellevue 1</i></p>
<p>10:00 – 10:20</p>	<p><b>Opening and welcome</b></p> <p><i>Jonathan Potter, OECD and Elin McCallum (Skype), European Commission</i></p>		
<p>10:20 – 11:20</p>	<p><b>Local Partnerships and Organisations Supporting Schools in Entrepreneurial Education</b> will present in small-interactive group discussions their work with schools:</p> <ul style="list-style-type: none"> <li>• Junior Achievement (Brussels), Economic Chamber Austria (JA Austria) IW Koeln JUNIOR (JA Germany)</li> <li>• Network for Teaching Entrepreneurship (NFTE)</li> <li>• Ready Unlimited (UK)</li> <li>• Valnalon (Spain)</li> <li>• Tknika Basque</li> <li>• OMNIA Finland</li> <li>• Centre for Education and Industry at Warwick University (National Standard for Enterprise Education)</li> <li>• OIECEC International Organisation for Conscious Entrepreneurial Community Schools</li> </ul>		
<p>11:20 – 12:50</p>	<p><b>Policy Dialogue on</b></p> <ul style="list-style-type: none"> <li>• <b>Key Challenges &amp; Barriers in Entrepreneurial Education</b></li> <li>• <b>What Works and Why</b></li> <li>• <b>Expectations from public policy</b></li> </ul> <p><b>Representatives from:</b> Koninklijk Technisch Ateneum (Belgium), F.K. Frankopana (Croatia), Uhr Friskole (Denmark), Peetri basic school (Estonia), Alakylän koulu (Finland), Turku Teacher Training School (Finland), Academy of Lilles (France), Rectorat de Reims (France), Evangelisches Ratsgymnasium (Germany), Internatsschule Schloss Hansenberg (Germany), Landesgymnasium für Hochbegabte Schwäbisch Gmünd (Germany), Pauline-Thomas-Mittelschule (Germany), Peter Joseph Lenné (Germany), Technische Institute “Corinaldesi” (Italy), 18. Oktobar (Montenegro), Veljko Drobnjaković (Montenegro), Friesland College (Netherlands), Agrupamento de Escolas Amadora-Oeste Escola Secundária Seomara da Costa Primo (Portugal), ESE-IPVC (Portugal), Transport Academy (Slovak Republic), EMC. An entrepreneurship education project for intellectually disabled students (Spain), San Jose de Calasanz Ikastetxea (Spain), Drivkraft Söderham (Sweden), Östra Real (Sweden), Highfurlong (UK), Manchester Academy (UK), Thoresby Primary School (UK)</p> <p><b>Representatives from</b> Junior Achievement (Brussels), Economic Chamber Austria (JA Austria) IW Koeln JUNIOR (JA Germany), Network for Teaching Entrepreneurship (NFTE), Ready Unlimited (UK), Valnalon (Spain), Tknika Basque, and the Centre for Education and Industry at Warwick University (National Standard for Enterprise Education)</p> <p><b>Representatives from:</b></p> <ul style="list-style-type: none"> <li>• Initiativkreis Unternehmergeist in Schulen of the German Federal Ministry of Economics (tbc)</li> <li>• European School Heads Association</li> <li>• OECD</li> <li>• EC</li> </ul>		
<p>12:50</p>	<p><b>Concluding remarks by the OECD &amp; EC</b></p>		
<p>13:00</p>	<p>Networking Lunch in the Inselwerder Restaurant</p>		



**WORKING GROUPS** (sorted by school name)**Working Group 1**|Leader: **Catherine BRENTALL, Director, Ready Unlimited (United Kingdom)**

First Name	Last Name	School name	Position	School Type
Jadranka	VUJADINOVIC	18. Oktobar	Teacher	Primary and Lower Secondary School
Kati	HAAPASAARI	Alakylän koulu	Teacher	Primary School
Henna	KANGAS	Alakylän koulu	Teacher	Primary School
Marko	VARAMÄKI	Alakylän koulu	Head Teacher	Primary School
Zeljko	BURCAR	F.K. Frankopana	Teacher	Primary and Lower Secondary school
Claire	FISHER	Hayfield Primary School	Head Teacher	Primary School
Joanne	MARTIN	Highfurlong	Teacher	Primary and Lower Secondary school
Eili	LAAS	Peetri Basic School	Head Teacher and Development Manager	Primary School
Catherine	CORNER	Thoresby Primary School	Deputy Head Teacher	Primary school
Melissa	MILNER	Thoresby Primary School	Head Teacher	Primary school
Elise	SIREL	Thoresby Primary School	Teacher	Primary school
Jannie	JAKOBSEN	Uhre Friskole	Teacher and Vice principal	Primary and Lower Secondary school
Stine Brørup	KRISTENSEN	Uhre Friskole	Teacher	Primary and Lower Secondary school
Kent Lykke	HANSEN	Uhre Friskole	Head Teacher	Primary and Lower Secondary school
Dragutin	SCEKIC	Veljko Drobñjaković	Head Teacher	Primary and Lower Secondary school
Ana	SOUC	Veljko Drobñjaković	Teacher	Primary and Lower Secondary school

**Working Group 2**|Leader: **Ivan DIEGO, Project Co-ordinator, Valnalon (Spain)**

First Name	Last Name	School name	Position	School Type
Sarimo	JANNIKA	Academy of Lille	Programme Director	
Jean-Claude	FLINOIS	Academy of Lille	Programme Director	
Maria	REIS	Agrupamento de Escolas Amadora-Oeste Escola Secundária Seomara da Costa Primo	Teacher	Secondary school
Birgit	LODMARK	Drivkraft Söderhamn	Programme Director	
Marie	BARDAILLE	Entreprendre pour Apprendre, Junior Achievement France	Expert	
Jürgen	JUNKER	Evangelisches Ratsgymnasium	Teacher	Secondary school
Paul A.	RAUH	Internatsschule Schloss Hansenberg	Teacher	Secondary school
Robert	BAUER	Landesgymnasium für Hochbegabte Schwäbisch Gmünd	Teacher	Secondary school
Jane	DELFINO	Manchester Academy	Director of Employability	Secondary school



Michael	LINDQUIST	Municipality of Huddinge	Development Manager and Teacher	
Helena	PALMHEDEN	Ostra Real Gymnasium	Teacher	Secondary school
Norbert	BOTHE	Peter Joseph Lenné School	Teacher	Secondary school
Susanna	KLEIN	Pauline-Thomas-Mittelschule	Teacher	Secondary school
Sophie	REINERT	Rectorat de Reims	Programme Director	
Mareike	BARSH	Ulrich-von-Hutten-Gymnasium, Berlin	Teacher	Secondary school

### Working Group 3

**|Leader: Loek NIEUWENHUIS, Professor, HAN University of Applied Sciences (Netherlands)**

First Name	Last Name	School name	Position	School Type
Antigoni	PYROVETSI	Anatolia High School	Teacher	Vocational Education and Training
Margje	VISSER	Friesland College	Teacher and project manager	Vocational Education and Training
Koen	SCHEVENELS	Koninklijk Technisch Atheneum Ghent	Teacher	Vocational Education and Training
Wolfgang	FORSTNER	Landesberufsschule Murau	Deputy Head Teacher	Vocational Education and Training
Laura	PALACIO FERNÁNDEZ	VALNALON	Programme Director	
Elina	OKSANEN-YLIKOSKI	OMNIA Joint Authority in Education in the Espoo Region	Director of Communications and Development	
Rafael	BALPARDA PILAR	San Jose de Calasanz Ikastetxea	Teacher	Vocational Education and Training
Daniele	SORDONI	Technical Institute "Corinaldesi"	Teacher	Vocational Education and Training
Javier	ARETXEDERRATA	TKNIKA	Teacher	Vocational Education and Training
Ivan	PALÚCH	Transport Academy, Dopravná akadémia	Teacher	Vocational Education and Training
Jaana	SEIKKULA-LEINO	University of Turku, YVI Project	Programme Director	Vocational Education and Training

**Experts / Faculty** *(sorted by last name)*

1. Catherine BRENTNALL, Ready Unlimited – Leader Working Group 1
2. Ivan DIEGO, Valnalon – Leader Working Group 2
3. Andrew HARRISON, learning study – peer learning facilitator
4. Malcolm HOARE, Warwick University – Background paper on institutional guidance and quality assessment instruments
5. Andrea-Rosalinde HOFER , OECD
6. Norris KRUEGER - Thematic paper on Entrepreneurial Education in Practice – broad understanding
7. Martin LAKEUS, University of Chalmers – Entrepreneurship360 concept note on Entrepreneurial Education – Why, What, How
8. Elin MCCALLUM, European Commission
9. Loek NIEWENHUIS, UAS Arnhem – Leader Working Group 3
10. Andy PENALUNA, University of Swansea - Thematic paper on Entrepreneurial Education in Practice –
11. Cathrine PENALUNA, University of Swansea - Thematic paper on Entrepreneurial Education in Practice
12. Jonathan POTTER, OECD
13. Helena SAGAR, Municipality of Kungsbacka – Thematic paper on The Entrepreneurial School
14. Joseph TIXIER, OECD
15. Olivier TOUTAIN / Sabine Mueller, EM Dijon - Thematic paper on the Outward Looking School

**OECD LEED Programme**

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**OECD LEED Trento Centre for Local Development**

Vicolo San Marco, 1  
38122 Trento, Italy  
[www.trento.oecd.org](http://www.trento.oecd.org)

**Contact:**

E-mail: [leed.trento@oecd.org](mailto:leed.trento@oecd.org)  
Phone: +39 0461 277 600  
Fax: +39 0461 277 650



*The activities of the OECD LEED Forum on Partnerships and Local Development benefit from the support of the European Commission DG Employment, Social Affairs & Inclusion*