

## **Universities as interactive partners**

### **Application of the «Entrepreneurial Universities» organizational models introduced by Silicon Valley to specific Russian conditions.**

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### *Abstract*

Nowadays, there are a number of places the climate of which is favorable for the development of knowledge-based economy. Historically, all high growth technology startups have emerged from no more than 3-4 startup ecosystems. However, recently, due to a global explosion of entrepreneurship, there has been reported an increase in the rise of new startup ecosystems around the world, and a newly discovered maturity in others<sup>1</sup>. One of the leading innovative clusters in the world is Silicon Valley. This article is aimed to reveal the principal patterns that contribute to the growth of a favorable climate in the Valley and to the organization of entrepreneurial universities. Besides, the authors analyze the possibility of transfer of an adapted model to other countries, particularly, to the Russian Federation. This article can be interesting to economists, students, and other people concerned in the development of the triple helix model.

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<sup>1</sup> Startup Ecosystem Report 2012. Startup Genome, Telefonica Digital / Part one, 2012. – Vol. 10.

### *Full paper*

At present, Silicon Valley is the major startup ecosystem, being the largest, most significant and authoritative, and so making all other ecosystems try to align with it. The total number of startups produced by Silicon Valley has established a model to which all other ecosystems are compared. In course of the recent few decades, many countries have made attempts at copying the conditions of Silicon Valley, but only several states managed to achieve such great results. No matter how many other startup ecosystems have been established around the world, Silicon Valley is still at the top of the list in every respect. The reasons and the patterns, that enabled the creation of the perfectly unique atmosphere, so characteristic of Silicon Valley particularly, are topical for scientific studies.

Based on the conducted research, certain patterns contributing to the growth of a favourable climate in Silicon Valley, as well as to the organization of enterprising state, have been revealed.

Among such factors, we can name:

- *Historical aspect*

The historical background of the development of Silicon Valley in course of many decades has been based on the entrepreneurship at higher school, the relations between the university and business, the continuous process of the establishment of companies, state support of R&D, and the development of a special policy for the support of business, that is oriented towards both military and civil purposes.

At the beginning of the 20th century, the territory of Silicon Valley used to be a place for work and studies of the structures of the United States Navy (USN), that contributed to the concentration of specialists and developers related to this area in one place. Further on, the development of Silicon Valley was encouraged by the establishment of Stanford Industrial Park that enabled graduate students of the university with an opportunity to create businesses on

preferential conditions in immediate proximity of their alma mater. Soon, there were opened offices of such companies as «Eastman Kodak», «General Electric», «Shockley Semiconductor Laboratory», «Lockheed», «Hewlett-Packard», and other companies.

- *Developed enterprise culture*

Silicon Valley managed to create such culture that attracts start-ups from all over the world exactly to California in order to improve their companies and to mobilize the investments. This happened due to the fact, that in the Valley, both investors and businessmen, and, at the same time, best engineers, ready to work in startup regime, are concentrated. In other words, at the moment, when an idea occurs to a businessmen, there are vast possibilities to find both engineers, and investments. The highest possible number of technologies appear as a result of communication between people in the ecosystem of Silicon Valley.

A special place in the system is occupied by the attitude to “failures”. Silicon Valley, due to the concentration of investors, and the availability of successful start-ups, is a place where big investments are also concentrated, thanks to which investors are able to allow themselves to invest more in risky projects. The mentioned attitude to “failures” is one of the reasons of the success of Silicon Valley. One out of a hundred of such risky projects achieve incredible success in the end.

- *Favourable climate for investments*

Silicon Valley is exactly where venture business was born, having spread in the developed countries afterwards, with certain national differences. One of the reasons why venture business appeared was high intellectual and professional level shown in Silicon Valley. Then, thanks to the long-term innovative State policy, the scientific progress, and the investments in human

capital assets, venture business started to develop so briskly. In the Valley, venture capitalists are proactive; they keep holding workshops, publishing their requirements, and actively invite everyone interested in listening to them.

- *Concentration of leading universities*

The University of San Jose, Stanford University, the University of California in Santa Cruz, Berkeley - they are all concentrated in Silicon Valley, which plays an important role for shaping up the ideas. Besides students, who are going to become specialists in the future, a special role is attached to professors. Professors are an inalienable part of the enterprise culture in Silicon Valley. They often combine academic activities with the entrepreneurial ones, which allows commercializing the intellectual activities. The university's policy encourages such an approach, since the University gets royalty for those technologies that are developed on its basis.

- *Highly developed and efficient system of interaction between business companies, state and higher education institutions.*

Highly developed and efficient system of interaction between business companies, state and higher education institutions. One of the main reasons for the success of Silicon Valley was the creation of such conditions that allowed the integration of science, state and business communities on the basis of universities to appear. As a methodological basis of such type of interaction serves the conception of «Triple Helix», introduced by H.Etzkowitz in 2000 and based on the prospective role of the university as a leader in the relations between business and the State. The «Triple Helix» model sets up a new scientific mainstream, and is gaining more and more supporters<sup>2</sup>, being reputedly admitted as a foremost ideological and scientific platform for the innovative progress within 20-30 years-to-come. Practically any developed country attempts placing the cooperation between higher education institutions and business sector in the

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<sup>2</sup> Etzkowitz, H. The Dynamics of Innovation: From National Systems and “Mode 2” to a Triple Helix of University – Industry – Government Relations/H. Etzkowitz, L. Leydesdorff//Research Policy February. – 2000. – Vol. 29.

middle of the national innovation system, while the notion of «Triple Helix» combining the government, the university and the business sector is getting more and more widespread<sup>3</sup>.

One of the main elements of the «Triple Helix» is the creation of a new conception– the entrepreneurial university model. The main principles, those are in the basis of the conception of the entrepreneurial university and that represent the keystone of the triple helix model are as follows:

- more prominent role for the university in innovation, on a par with industry and government in a knowledge-based society;
- movement toward collaborative relationships among the three major institutional spheres in which innovation policy is increasingly an outcome of interactions among the spheres rather than a prescription from government or an internal development within industry;
- in addition to fulfilling their traditional functions, each institutional sphere also ‘takes the role of the other’ operating on a vertical axis of their new role as well as on the horizontal axis of their traditional function (Etzkowitz, 2008).

As we mentioned before, in course of recent decades many countries made attempts at copying the conditions of Silicon Valley, but such successful results have been achieved only by several states. Starting from 2008, the Government of Russia made a decision to start the construction of their own innovative system, similar to Silicon Valley. Moscow and Silicon Valley are two perfectly different systems; therefore, when applying the patterns and tools, used in Silicon Valley, it is necessary to adjust them to the conditions of Russian lifestyle.

Hereafter, our article will be devoted to the examination of Russian experience in the building of the «Entrepreneurial Universities», where many building tools were borrowed from the practice

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<sup>3</sup>Etzkowitz, H. Networks of Innovation: Science, Technology and Development in the Triple Helix Era, *International Journal of Technology Management & Sustainable Development* / H. Etzkowitz// 2002. – Vol. 39.

of Silicon Valley, but adjusted with the consideration of the special character of Russian conditions.

### **The process of the formation of entrepreneurial university in Russia**

The prospects of social and economic development of Russia, with its great intellectual and industrial potential, are related to their actualization, as well as to overcoming the dependence of the export of raw materials, to the development of sectors of high technology, and to the maintenance of high economic growth rates on this basis. The transfer to science intensive economy is one of the main goals; Russian Government has set for the society. In this new system, organizations producing new knowledge, related to research and development, to knowledge spreading and searching the ways of their practical commercialization, prove to acquire the key role. In Russia, such organizations include research institutions, universities, laboratories, scientific production units of companies, and small innovation companies. Along with it, the country's progress depends not only on the availability of new ideas and breakthrough technologies, but also on the speed, with which those technologies get commercialized in the market, turn into new products.

Many recent research works are devoted to the problem of the *new role of universities* that are regarded as being among the key tools of the support and the reinforcement of the innovative development. Along with *education and research* (which are the first two functions of the university), the university is gaining a third function – *entrepreneurial* one, related to the commercialization of the products of research activities. The entrepreneurial university is the next step after the implementation of research university model that will enable a new balance between science, education and innovation. So far, Russia is at the initial stage of the formation of entrepreneurial universities. In course of the last several years, the consecutive program of entrepreneurial universities building has been in the process of step-by-step implementation. At present, the preparation stage is completed, and as early as last year the stage of the

implementation of the program started. However, it is worth mentioning the existence of first results. The active participation of the State in the formation of the program evidences its interest, thus allowing making a long-term forecast on the success of the project.

### **State policy, aimed at the formation of innovative activities in Russian institutions of higher education, as a stage of preparation to the organization of entrepreneurial universities**

The given policy was initially conditioned by the transfer of the country to the economy, based on market relations, and was directed towards solving the problems in the area of creation and application of research and technology data. Higher education institutions were the principal and basic participants of the key state programs, aimed at the development of innovative entrepreneurship<sup>4</sup>.

Starting from 2008, the Government of Russia has been paying more and more attention to the development of innovative activities in the country. Considerable attention to the problems of the formation of innovative economy was demonstrated in the address of the president of the Russian Federation D. Medvedev to the Federal Assembly in 2009. Specific actions, directed towards the development of Russian economy, and related to the innovative growth, are specified in the “Conception of long-term social and economic development of the Russian Federation till 2020”, approved by the Government of Russia. Thus, since that time, the foundations were laid on governmental level for the establishment of the integration between science, the State and business communities, and for the emergence of higher education institutions as leading participants of this interaction process. Main trends of public policy, aimed at the formation of the industrial university in this area include the following ones:

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<sup>4</sup>N.P. Ivashchenko and While. While. Engovatova. Contemporary tools of the innovative policy of the State as concerns Russian higher education institutions. / MIR (Modernization. Innovation. Growth) №4 // 2012. – Vol. 46–54. [ [http](http://) ]



1) *change of types of higher education institutions, revelation of universities of governmental importance.* The mentioned changes contributed to the creation of conditions for the higher education institutions to get involved into innovative activities and to build on their basis centers of economic and social growth in the regions, and in certain sectors of industry. The key goal consists in the development of interaction between higher education institutions and industry and scientific organizations, as well as the development of research, scientific, and infrastructure basis of higher education institutions. Such estimated figures must undoubtedly encourage innovative activities and contribute to the increase in innovative actions.

2) *approval of federal law № 217-Ф3 of 2 August 2009 «On the application of amendments to certain legislative acts of the Russian Federation concerning the issues of the establishment of business companies by government-financed academic and educational institutions in order to practically apply (to introduce) the products of intellectual activity».* The main purpose of the above mentioned law is to provide actual adoption in production of the results of research and technology activities, developed at the expense of state funds, and legally belonging to government-financed institutions of science and education. The given initiatives are rather substantial for the development of the processes of commercialization of the products of research and technology activities of higher education institutions at a contemporary stage. At present, Russian institutions of higher education have established over 1700 business companies<sup>5</sup>, complying with the criteria of this law.

3) *governmental support of the development of the innovative infrastructure in federal educational institutions of higher professional education (by Decree of the Government of the Russian Federation №219 of 9 April 2010).*

The Decree stipulated governmental support of the development of the innovative infrastructure in educational institutions by means of provision of funds from federal budget in

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<sup>5</sup> Based on the materials of the Center of statistics and scientific studies, 2012 / <http://www.csrs.ru/stat/sk/sk2012.htm>

the amount of 2.6 billion \$, including 100 mln. \$ in 2010 , 67 mln. \$ in 2011 , and 100 mln. \$ in 2012 .

State funds, allocated on the governmental support of the development of the innovative infrastructure in educational institutions are supposed to cover the expenses on the improvement of the objects of innovative infrastructure (business incubators, industrial parks, industrial park zones, innovation and technology centers, engineering centers, certification centers, centers of technology transfer, multiple-access centers, centers of research and technology information, centers of innovative consulting, and other objects of innovative infrastructure) and their equipment with modern facilities;

Thus, contemporary state policy is aimed at Russian higher education institutions getting involved in the innovation and implementation activities, which is a preparatory stage on the way to building entrepreneurial universities.

One of the results of the policy pursued is an important event related to the problem of the formation of entrepreneurial universities in Russia that is the establishment of the Association of entrepreneurial universities of Russia that was signed on 28 September 2011<sup>6</sup>. The created Association contributes to the formation of the public policy, to the promotion of Russia's foremost experience, to the active introduction into the processes of technology transfer and commercialization of the products of intellectual activities, as well as to the development of efficient partnership between governmental bodies and businesses within the framework of the «Triple Helix» model.

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<sup>6</sup> The Association of Russian entrepreneurial universities / Internet source : [http://polit.ru/news/2011/09/28/jump\\_vuz\\_association/](http://polit.ru/news/2011/09/28/jump_vuz_association/)

## **Principal tendencies in the building of entrepreneurial universities**

For leading Russian universities, the implementation of the model of industrial university is related to their strategic priorities and guidelines. For an industrial university, location and the level of maturity of innovative and technological policy in the regions are crucially important<sup>7</sup>. As established historically, due to the large territory of the country, the greater part of higher education institutions are concentrated in its capital, the city of Moscow, while the lesser one is in the regions, though still it is a whole system that embraces the whole country's territory. The building of an industrial university requires availability of resources in large amount, that most Russian higher education institutions lack. Therefore, it is necessary to learn how to unite with strategic partners, such as universities, technological platforms, state corporations.

- *Cooperation with technological platforms*<sup>8</sup>

Technological platforms need entrepreneurial universities as a source of project culture, a source of graduate students, who can handle several technologies simultaneously and are able to combine them in a particular design, as well, as a source of projects. Technological platforms regard innovative territorial clusters as subsidiary support of the development of the patterns for project package and fix the necessity of transfer of functions and rights of rule-making to project groups, working on the breakthrough technologies.

- *Cooperation with state corporations*

The cooperation between entrepreneurial universities and governmental corporations is planned to be built on the basis of the “open innovations” model. In order for the sectors to pass to a

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<sup>7</sup> L.V.Kobzyeva , V.V.Pudkova , A.F.Uvarov Experience of the interaction between TUSUR and institutions of development of Russia / Innovative Russia № 11 // 2012. – Vol. 41-50

<sup>8</sup> Results of the Conference of the Association of Entrepreneurial Universities, 4-5 October 2012, Tomsk, Russia

new technological level, it is necessary to address the universities, since, due to rapid changes in the market, big companies cannot react to the mentioned changes in time, which leads to their lagging behind their international competitors. Therefore, corporations demand the research function of universities, and are ready to give them big orders on R&D.

- *Cooperation with institutions of development*

It concerns the formation of market relations. For institutions of development, it is important, that universities actively introduce their leading scientific research data into the market of intellectual property. Institutions of development are ready to work together with academic groups (professors and students) on the projects of mutual interest.

### **First results. Building of entrepreneurial universities illustrated by the examples of two higher education institutions**

- *Lomonosov Moscow State University (MSU)*

MSU is a first-rate university of Russia, having been functioning since 1755. The University represents an academic town, on the territory of which there are 15 research institutions, 40 schools, and over 300 departments and 6 branches<sup>9</sup>.

The University was awarded with the status of a university of state importance, which stimulated again to continuous improvement of innovative activities in the principal institution of higher education in Russia. Hereafter, we shall describe the first steps towards the implementation of the organization of an industrial university:

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<sup>9</sup> From the official site of MSU <http://www.msu.ru/info/struct/#inst>

The Scientific Park of MSU<sup>10</sup> is one of the first technological parks of Russia that has been functioning since 1990. The activities of the Park are aimed at the encouragement of innovative activities in the university, and at the improvement of the welfare of MSU's academic staff, postgraduate students, and students by means of efficient and rational application of scientific, innovative and human resources potential of the university.

Since 2004, The Scientific park of MSU holds annual educational programs, aimed at the encouragement of students of various schools in the creation of innovative projects. Principal trends of projects: IT, bioengineering, pharmaceuticals, and medicine. The programs' finalists get an opportunity to take part in a two-week educational training at MIT in the US, organized on the basis of Global Innovation Labs<sup>11</sup>, where the participants obtain a chance to present their projects to international experts.

In 2010, a Business incubator was established on the territory of MSU within the framework of the university's program aimed at the support of innovative entrepreneurship. In order to speed up companies' entering the market, the Business incubator functions according to the principle of a business - accelerator. The incubator provides its residents with initial investments, access to the infrastructure of the university, help in the design of a business model, and, most importantly, – an opportunity to turn an idea into a working business in course of 4 month.

The Science Park and the Business incubator started functioning relatively not so long ago, however, they already demonstrated first results. Thus, the total turnover of resident companies of the Incubator for two years of functioning is over 3 mln. \$. The amount of attracted investments is over 3 mln. \$. Market evaluation of resident companies of the Business incubator

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<sup>10</sup> From the official site of the Scientific Park of MSU <http://www.sciencepark.ru/ru/about>

<sup>11</sup> From the official site of Global Innovation Labs <http://www.innovationlabs.net/>

of MSU is over 11.5 mln. \$., which is a good sign for the prospective work of the above mentioned institutions in the future <sup>12</sup>.

- *Tomsk State University of Management Systems and Radio Electronics (TUSUR). Regional experience.*

At present, one of the leading regional higher education institutions, that was among the first ones to achieve the results as regards the formation of entrepreneurial universities, is TUSUR. The main task of the contemporary industrial university in Russia is to actively participate in the economic development of regions and the country. The strategic purpose of TUSUR as an industrial university is to create a high-performance cultural, educational, scientific and innovative environment, that will provide the efficient training of specialists for science intensive high-technology sectors of economy, who will actively apply innovations, while being capable of entrepreneurial activities, and, in cooperation with the whole innovative zone, the ability to reach the world level as to the declared priority trends of the development of science, engineering and technology, thus making a real contribution to the process of creation of the Center of education, studies and designs in Tomsk area, and to the transition of the economy of Russia to the innovative way of development. The program of the strategic development of TUSUR as an industrial university is being successful implemented, which is an important stage in the formation of the regional innovative system <sup>13</sup>.

The main strategy of TUSUR consists in working with the institutions of development, arranging systematic work with each of those, while attaching a priority role to it, and providing the university's units in charge with administrative and financial resources.

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<sup>12</sup> From the official site of the Business incubator of MSU <http://inmsu.ru/ru/ob-inkubatore>

<sup>13</sup> L.V.Kobzyeva , V.V.Pudkova , A.F.Uvarov Experience of the interaction between TUSUR and institutions of development of Russia / Innovative Russia № 11 // 2012. – Vol. 41-50

Besides, TUSUR takes an active part in international conferences (annual participation in the Triple Helix International Conference), cooperates with international associations (Triple Helix Association), and is a representative of the Triple Helix Association on the territory of the Russian Federation since 2012. In October 2012, TUSUR hosted in Tomsk a conference of the Association of entrepreneurial universities devoted to the “ Development of entrepreneurial universities as backbone elements of territorial innovative clusters ”

### **Difficulties, appearing with the formation of entrepreneurial universities**

Due to the low maturity of the climate of investments in risk projects, which innovations in Russia often are, venture funds are not developed enough. The regulations of many existing funds are aimed to provide their own safety and decrease their own risks, while the success of the projects serves as a secondary factor. In recent years, the given tendency is changing, mainly due to the private -governmental partnership that is getting popular in Russia, together with concessions.

The drawbacks may include the communication gap between the participants of the investment process, as a result of Russia's territorial dimensions. As a result, there are resources of the support of innovative activities in the regions. Annually, they provide about 2.5 mln. \$. from the regional budget. The amount of this financial support equals one single funding of the priority institutions<sup>14</sup>.

Some difficulties with the development appear as a result of the lack of institutions of development in the innovative regions, as well. It is necessary to build a network of regional entrepreneurial institutions, the cooperation of which will encourage the formation of

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<sup>14</sup> L.V.Kobzyeva , V.V.Pudkova , A.F.Uvarov Experience of the interaction between TUSUR and institutions of development of Russia / Innovative Russia № 11 // 2012. – Vol. 41-50

entrepreneurial higher education institutions all over the country. The main reason consists in the nonuniform state of the development of different regions as regards предмет their innovative infrastructure. Thus, the presence of network principles of interaction between universities will help to smooth the mentioned gaps over and to decrease the concentration of resources in Moscow.

### **Cultural aspect**

Due to historical peculiarities of the Russian Federation, the entrepreneurship appeared in the country no sooner than 20 years ago. Therefore, the cultural aspect is important as regards the formation of the industrial university.

A separate point here is the attitude to risks that is predominating in business. Here, it is worth mentioning, that Russian people are inclined to risk, but still there is a dangerous border called “Russian roulette <sup>15</sup>”. Russian people may risk a lot, that is may lead to reckless or unreasonable actions. In course of the last 20 years, the situation has been changing for the better, largely thanks to the foreign education obtained and to the formation of a new business-culture in the country.

Thus, in order to expand cultural horizons and develop open-mindedness of the students, who create start-ups, they organize the “ Open University Skolkovo ” program. This program of the Skolkovo Foundation is aimed at the recruitment, development and support of gifted young people with the purpose of the improvement of communities around the Skolkovo Innovative Center. Classes take place in Moscow, Saint Petersburg and Tomsk.<sup>16</sup> The program is aimed at teaching the students to reveal the difficulties and develop the tools for their solution.

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<sup>15</sup> Russian roulette [http://en.wikipedia.org/wiki/Russian\\_roulette](http://en.wikipedia.org/wiki/Russian_roulette)

<sup>16</sup> From the official site of Skolkovo Open University <http://community.sk.ru/opus/>



Besides, it is necessary to take certain consecutive strategic steps to the formation of the entrepreneurial culture at the university. It is important that both professors and students understand what benefits will be made from the commercialization of the intellectual property. It is necessary to change the life schedule of professors, sparing some of their time for not only the participation in the educational process, but also for the participation in business projects.

### **Future steps to the formation of entrepreneurial universities**

The Association of entrepreneurial universities has approved a program of the development of entrepreneurial universities up to 2020 years, the strategic trends of which are as follows<sup>17</sup>:

- Formation of a Russian notion of the «entrepreneurial university». It is worth mentioning, that the given notion is new for Russia, and it takes time to introduce it both in regional institutions, and in legislative and political ones.
- Development of the legislative basis to provide the implementation of the model of the industrial university in Russia.
- Promotion of the model of entrepreneurial universities in the world and in Russia by means of the publication of best experiences and problem issues in the international journal « Innovation of the Triple Helix », published in Russian and founded by TUSUR and the Association of the Triple Helix
- Development of the culture of technological entrepreneurship among professors and students.
- Holding annual conference of the Association of entrepreneurial universities with the purpose of the formation of the negotiation stand with ministries, innovative territorial clusters, state corporations, the development of types and criteria for the industrial university, the exchange of best experiences, the analysis of the

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<sup>17</sup> Summary of the conference of the Association of entrepreneurial universities –4-5 October , 2012 Administration of Tomsk area , Tomsk

international experience.

- Establishment of Funds of initial investments~ for entrepreneurial universities of Russia with an active participation of federal, regional and private resources. Establishment of a foundation, funding innovative projects of professors and students at pre-initial~ and initial~ stages, is related to the further growth of the innovative~ infrastructure of the universities, of the competence in selection of projects, and their delivery « outside the university ».

Thus, the building of entrepreneurial universities is a topical task for the Russian Federation. The interest demonstrated by both higher education institutions, and state authorities, as well as the total of tools and funds, used for the establishment of entrepreneurial universities, gives a reason to assume that the given project looks promising for Russia in the long-term prospective.

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7. From the official site of Skolkovo Open University <http://community.sk.ru/opus/>
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