

# HEInnovate: how to make your HEI more innovative

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Kick off meeting – HEInnovate review of Croatia, Zagreb

# Why HEInnovate?

In recent decades, the **missions and mandates of higher education institutions have become more complex** and their activities have broadened. The following trends are partly responsible for these changes.

- **Greater autonomy of HEIs** combined with shifts in funding towards greater emphasis on performance and competition
- Globalisation affecting the way that **HEIs interact and compete at the international level**
- **Growing importance of third mission activities** (that is to all the activities that go beyond the education and research functions of HEIs). **More than start-up creation!!**

*HEInnovate was developed to provide guidance on how HEIs and policy makers should react to these changes*



Leadership and Governance



Organisational Capacity: Funding, People and Incentives



Entrepreneurial Teaching and Learning



Preparing and Supporting Entrepreneurs



Knowledge Exchange and Collaboration



The Internationalised Institution



Measuring Impact

## HEInnovate

# A GUIDING FRAMEWORK FOR THE INNOVATIVE AND ENTREPRENEURIAL HIGHER EDUCATION INSTITUTION

### How innovative is your higher education institution?

Being an entrepreneurial higher education institution depends upon individuals, and innovative ways of doing things. There is no 'unique' approach, but a variety of ways in which HEIs behave entrepreneurially, for example, in how they manage resources and build organisational capacity, involve external stakeholders into their leadership and governance, create and nurture synergies between teaching, research and their societal engagement, as well as knowledge exchange. This also includes recognising and building on what already exists.

Now in its third year, HEInnovate has been used by 100s of institutions across Europe to assess their entrepreneurial and innovative potential.

START NOW



# What is an entrepreneurial and innovative HEI?

Higher education institutions are changing

- New funding models
- Focus on employability, entrepreneurship and the student as consumer
- Internationalisation /globalisation
- New modes of engagement with stakeholders and local/regional environments
- Pressure of measuring impact
- Contributions to economic growth
- Pressure on academic careers

Being or becoming an entrepreneurial / innovative higher education institution is a response to these challenges

# What is an entrepreneurial and innovative HEI?

The entrepreneurial HEI is (A. Gibb 2013):

- Designed to empower students and staff to demonstrate enterprise, innovation and creativity in teaching, research and the third mission
- Its activities are directed to enhance learning, knowledge production and exchange in a highly complex and changing societal environment
- As an organisation, it is dedicated to create public value via processes of open engagement

*Where HEInnovate comes from...*  
*A bit of history...*

# The origins of HEInnovate – UBForum 2011

**Theme: Engines of Innovation - entrepreneurial universities**

Questions

- What does it mean to be an entrepreneurial / innovative higher education institution?
- What are the defining characteristics?
- Are there already entrepreneurial higher education institutions from which lessons can be learnt?

Forum conclusions and recommendations:

- To come forward with a ‘guiding framework’ that would be available to HEIs as a tool for learning and inspiration

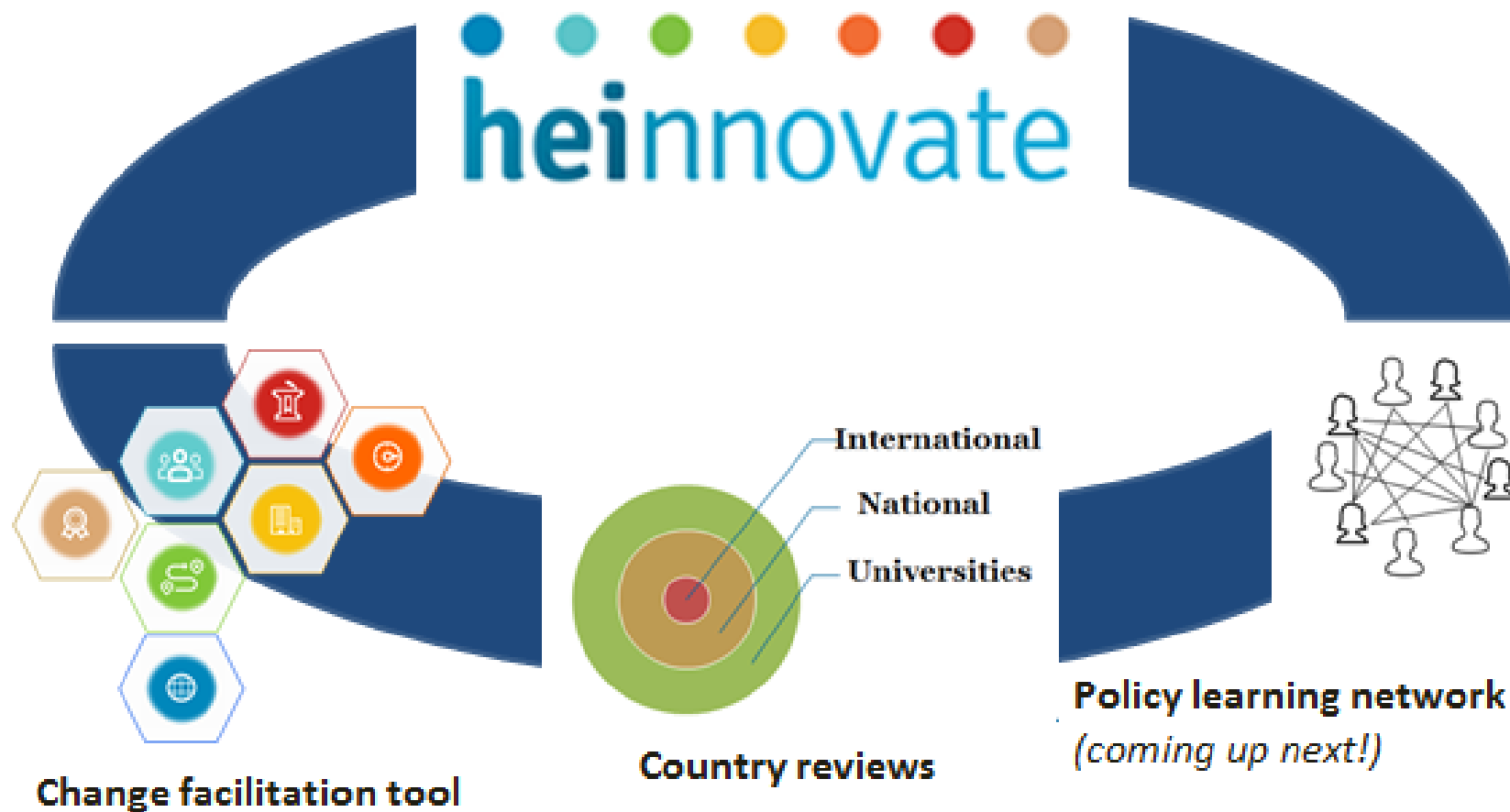


## Origins of HEInnovate

- **European Commission, DG Education and Culture:** University Business Forum – Theme: entrepreneurial universities as engines of innovation
- **OECD, Centre for Entrepreneurship, SMEs, Local Development and Tourism:** Supporting entrepreneurship in universities

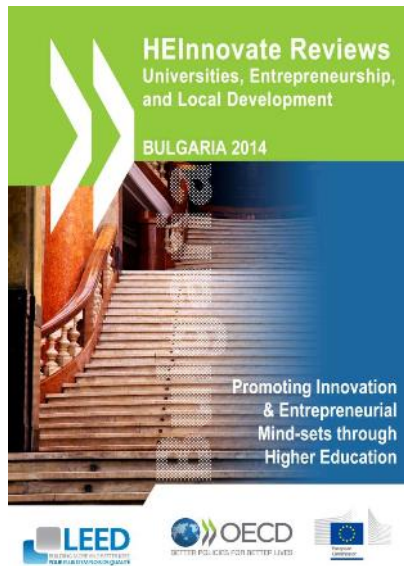
***Joint objective:** Develop a ‘guiding framework’ that is available to higher education institutions as a tool for learning and inspiration*

# Elements of the Guiding Framework

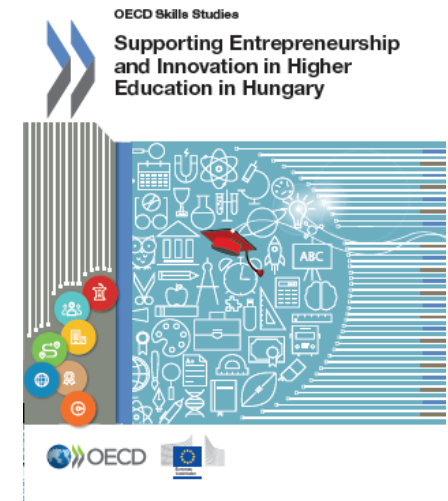
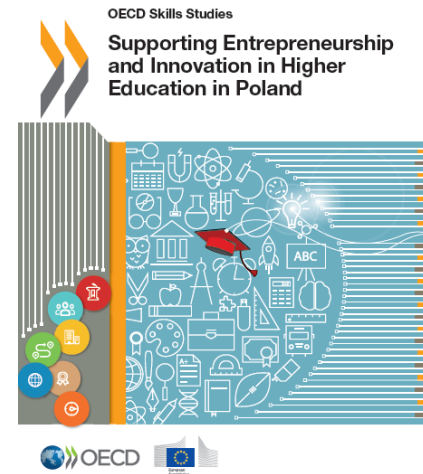


# HEInnovate country reviews – reports

2014



2017



Forthcoming: the Netherlands

Planned: Austria, Croatia

# The HEInnovate 7 dimensions

- A self-assessment tool for higher education institutions who wish to explore their entrepreneurial / innovative potential
- The simple purpose of helping higher education institutions identify their current situation and potential areas for action
- Seven broad areas, under which are the statements for self-assessment

-  Leadership and Governance
-  Organisational Capacity: Funding, People and Incentives
-  Entrepreneurial Teaching and Learning
-  Preparing and Supporting Entrepreneurs
-  Knowledge Exchange and Collaboration
-  The Internationalised Institution
-  Measuring Impact



# The Tool

# Who is HEinnovate for?

- **Open to all** HEIs (Universities, University Colleges, Polytechnics, etc)
- **Free** of charge
- Intentionally open and **flexible** so you can choose how to organise and use the results
- You can register on HEinnovate at :  
<https://heinnovate.eu>



# What does it do?

- Allows individuals to **assess** their **HEIs** in a **systematic way**
- Diagnose areas of strengths and weaknesses across seven areas, **37 different statements**
- Opens up **discussion and debate** associated with the entrepreneurial / innovative nature of your institution
- Compares and contrasts **evolution over time**
- **Access** to high quality **learning materials**

NO  
RANKING

NO  
BENCHMARKING

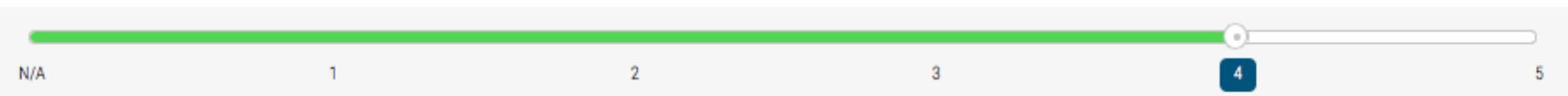
# How is it used?

- Register online at <https://heinnovate.eu>
- **Individually** - any individual can create a personal account and complete the self-assessment
- **As part of a group** - the self-assessment has a group function where individuals can be invited by an assigned group administrator to complete the tool for the purposes of internal comparison
- Anyone can set themselves up as a group administrator and invite others to complete the self-assessment as part of a group

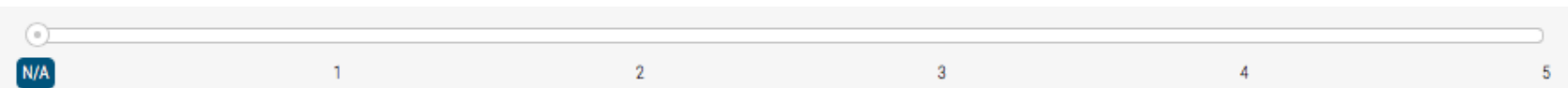


# How do I use the statements to assess the HEI?

- Under each statement, there is a sliding bar which moves from n/a to 5



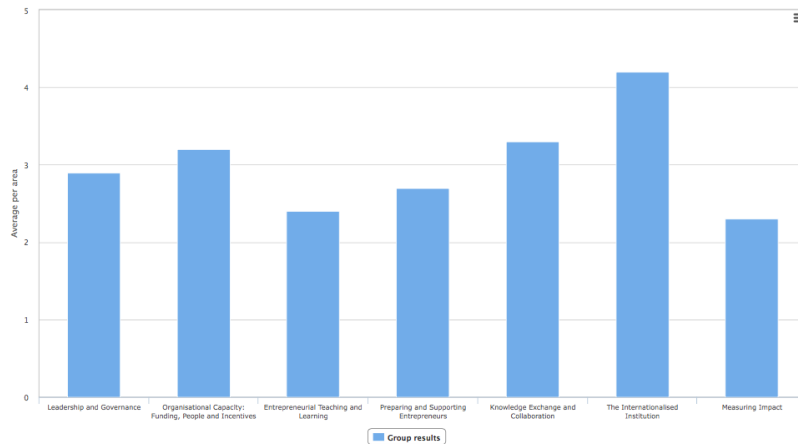
- Click or drag the bar from the left to the right to indicate the score on a scale of 1-5, with 5 being the highest score
- The bar can be left at n/a (not applicable) if the statement is unanswered



- When finished, the results of the self-assessment are displayed showing the average result for each of the seven areas and your detailed results i.e. the scores given for the individual statements

# What happens to the results in a group?

Group self-assessment

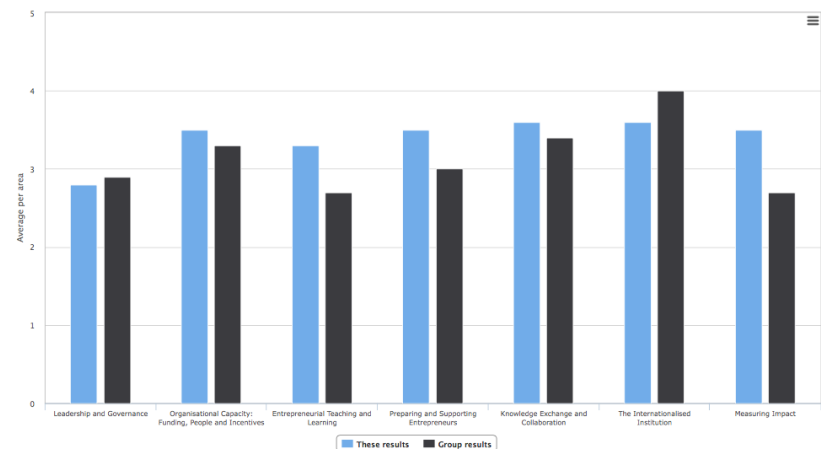


The group results are displayed for the group administrator in a chart that can be downloaded

If you are part of a group, HEInnovate displays your results compared to the group average

How does this assessment compare?

Comparing these results against 3 self assessments from the **Test Group 1** group.



# Use of Group Function by Hungarian HEI to prepare the review visit in March 2016, 43 respondents

The HEI is committed to collaboration and knowledge exchange with industry, the public sector and society.

Statements with high level of agreement between groups → opportunity

The HEI integrates research, education and industry (wider community) activities to exploit new knowledge.

The HEI demonstrates active involvement in partnerships and relationships with a wide range of stakeholders.

Statements with high level of disagreement between groups → areas for improvement

The HEI provides opportunities for staff and students to take part in innovative activities with business/the external environment.

The HEI has strong links with incubators, science parks and other external initiatives.

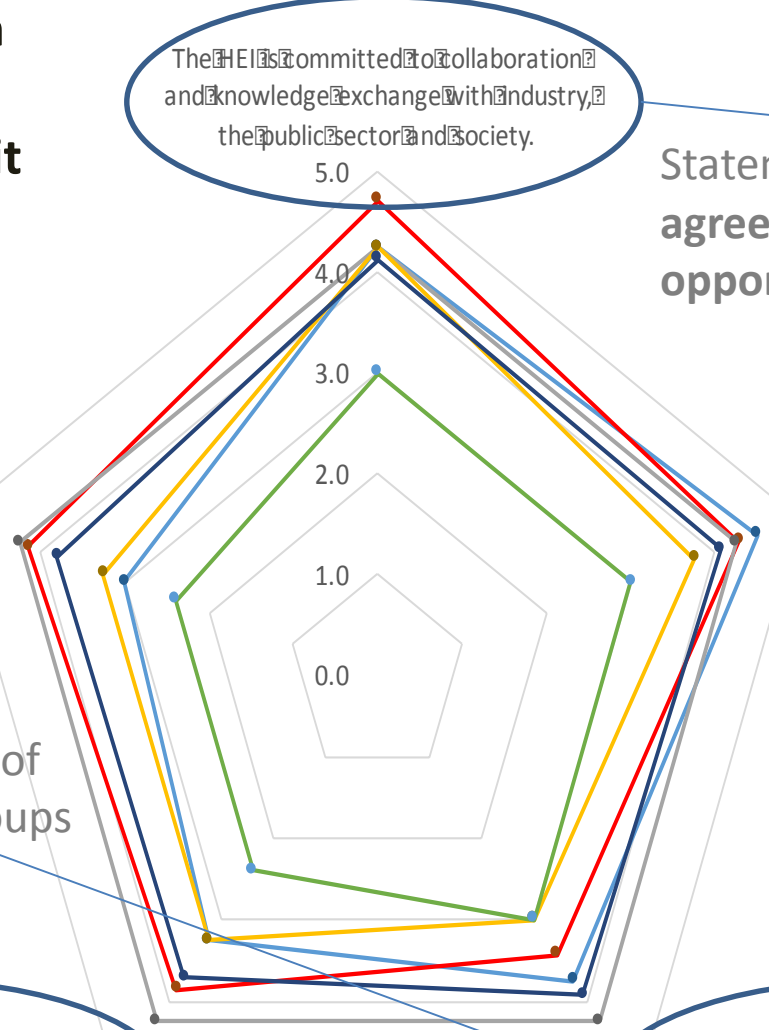


Figure 7 Leadership and Governance by stakeholder group (n=52)

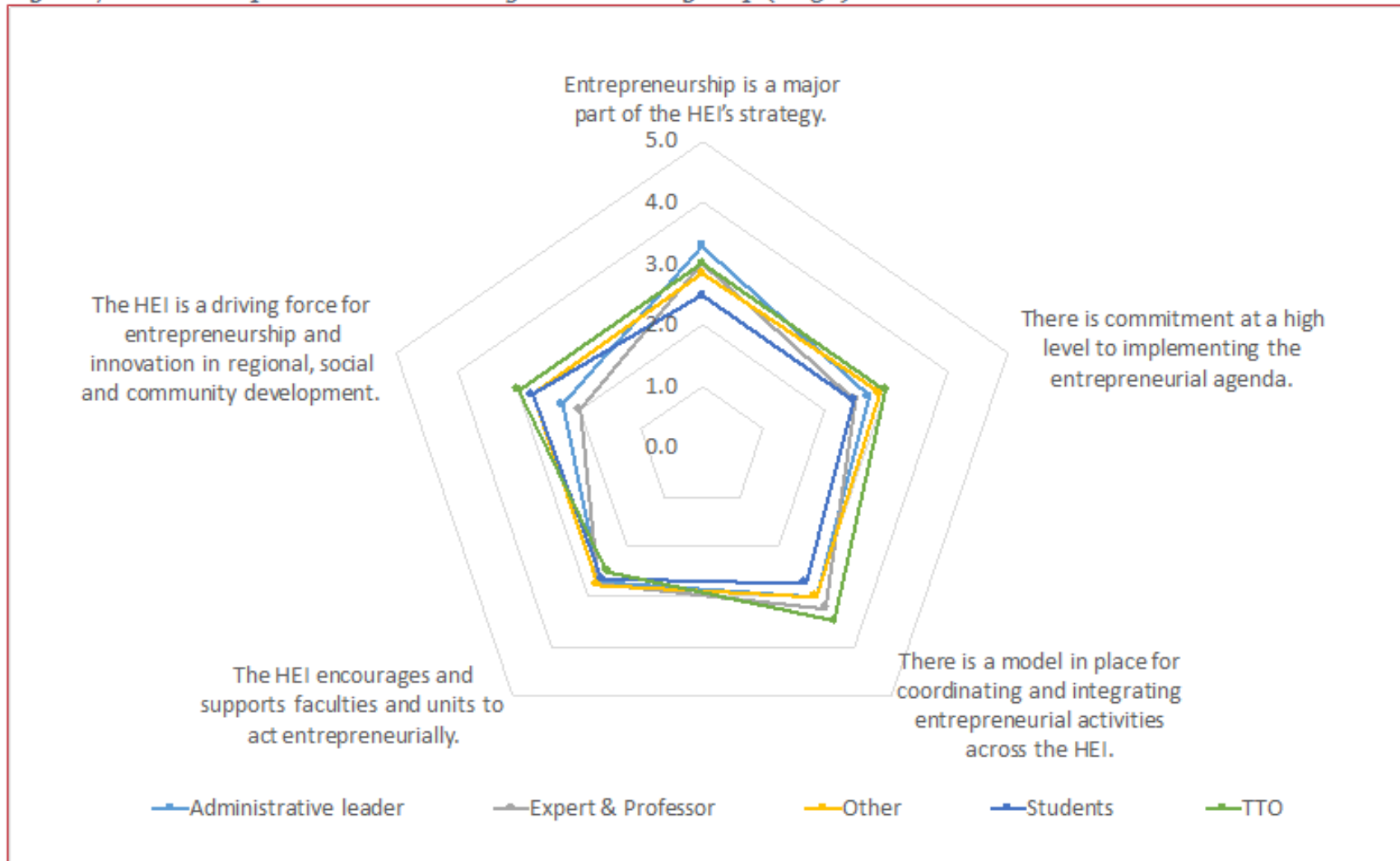
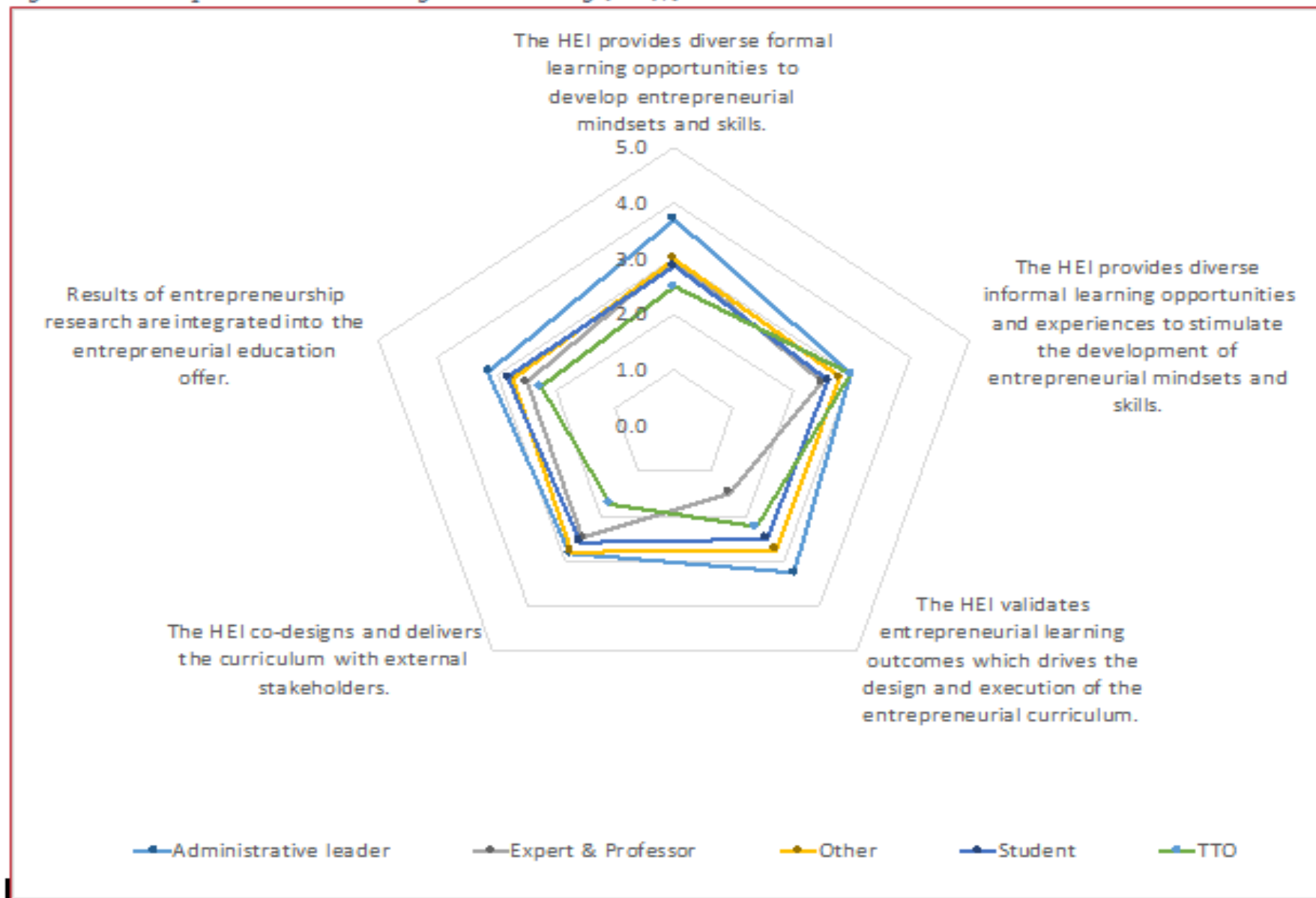


Figure 12 Entrepreneurial Teaching and Learning (n=47)





# Leadership and Governance



1. Entrepreneurship is a major **part of the HEI's strategy**.
2. **There is commitment** at a high level to implementing the entrepreneurial agenda.
3. There is a model in place for **coordinating and integrating** entrepreneurial activities across the HEI.
4. The HEI **encourages and supports** faculties and units to act entrepreneurially.
5. The HEI is a **driving force for entrepreneurship and innovation** in regional, social and community development.



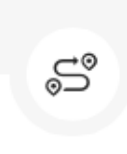
# Organisational Capacity: Funding, People and Incentives



1. Entrepreneurial objectives are supported by a **wide range of sustainable funding and investment sources**.
2. The HEI has the **capacity and culture** to build new relationships and synergies across the institution.
3. The HEI is **open to engaging and recruiting** individuals with entrepreneurial attitudes, behaviour and experience.
4. The HEI **invests in staff development** to support its entrepreneurial agenda.
5. **Incentives and rewards** are given to staff who actively support the entrepreneurial agenda.



# Entrepreneurial Teaching and Learning



1. The HEI provides **diverse formal learning opportunities** to develop entrepreneurial mindsets and skills.
2. The HEI provides **diverse informal learning opportunities and experiences** to stimulate the development of entrepreneurial mindsets and skills.
3. The HEI **validates entrepreneurial learning outcomes** which drives the design and execution of the entrepreneurial curriculum.
4. The HEI **co-designs and delivers the curriculum** with external stakeholders.
5. Results of entrepreneurship research are **integrated into the entrepreneurial education offer**.





# Preparing and Supporting Entrepreneurs



1. The HEI **increases awareness of the value of entrepreneurship** and stimulates the entrepreneurial intentions of students, graduates and staff to start-up a business or venture.
2. The HEI **supports** its students, graduates and staff **to move from idea generation to business creation.**
3. **Training is offered** to assist students, graduates and staff in **starting, running and growing a business.**
4. **Mentoring and other forms of personal development are offered** by experienced individuals from academia or industry.
5. The HEI **facilitates access to financing** for its entrepreneurs.
6. The HEI offers or **facilitates access to business incubation.**



# Knowledge Exchange and Collaboration



1. The HEI is **committed to collaboration and knowledge exchange** with industry, the public sector and society.
2. The HEI demonstrates **active involvement** in partnerships and relationships with a wide range of stakeholders.
3. The HEI has **strong links with incubators, science parks** and other external initiatives.
4. The HEI provides **opportunities for staff and students** to take part in innovative activities with business / the external environment.
5. The HEI **integrates research, education and industry** (wider community) activities to exploit new knowledge.



# The Internationalised Institution



1. Internationalisation is an **integral part** of the HEI's entrepreneurial agenda.
2. The HEI **explicitly supports the international mobility** of its staff and students.
3. The HEI **seeks and attracts** international and entrepreneurial staff.
4. International perspectives are reflected in the HEI's **approach to teaching**.
5. The international dimension is reflected in the HEI's **approach to research**.



# Measuring Impact



1. The HEI regularly assesses **the impact of its entrepreneurial agenda**.
2. The HEI regularly **assesses** how its **personnel and resources** support its entrepreneurial agenda.
3. The HEI regularly assesses **entrepreneurial teaching and learning** across the institution.
4. The HEI regularly assesses the **impact of start-up support**.
5. The HEI regularly assesses **knowledge exchange and collaboration**.
6. The HEI regularly assesses the institution's **international activities in relation to its entrepreneurial agenda**.

# Thank you!

For more information you can contact us:

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