Leadership and Governance

Organisational Capacity: Funding, People and Incentives

Entrepreneurial Teaching and Learning

Preparing and Supporting Entrepreneurs

Digital Transformation and Capability

Knowledge Exchange and Collaboration

The Internationalised Institution

Measuring Impact

HEInnovate

A self-assessment tool for higher education institutions (HEIs) wishing to explore their entrepreneurial and innovative potential

Is your Higher Education Institution prepared for future challenges?

HEInnovate is a self-reflection tool for Higher Education Institutions who wish to explore their innovative potential. It guides you through a process of identification, prioritisation and action planning in eight key areas. The self-assessment is available in all EU languages.

HEInnovate is not a benchmarking tool. It diagnoses areas of strengths and weaknesses, opens up discussion and debate on the entrepreneurial / innovative nature of your institution and it allows you to compare and contrast evolution over time. You can have instant access to your results, learning materials and a pool of experts. HEInnovate can be used by all types of higher education institutions.

HEInnovate is an initiative of the European Commission in partnership with the OECD. It is free, confidential and open to anyone to use. Read more.

Being an entrepreneurial higher education institution depends upon individuals, and innovative ways of doing things.

START YOUR SELF-ASSESSMENT

European Commission

OECD
BETTER POLICIES FOR BETTER LIVES

What is HEInnovate?

- 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

- Eight broad areas, under which are statements for self-assessment

Expand the dimensions below to read more

- LEADERSHIP AND GOVERNANCE
- ORGANISATIONAL CAPACITY: FUNDING, PEOPLE AND INCENTIVES
- ENTREPRENEURIAL TEACHING AND LEARNING
- PREPARING AND SUPPORTING ENTREPRENEURS
- DIGITAL TRANSFORMATION AND CAPABILITY
- KNOWLEDGE EXCHANGE AND COLLABORATION
- THE INTERNATIONALISED INSTITUTION
- MEASURING IMPACT

DOWNLOAD CONCEPT NOTE

Select one of the dimensions below to start a self-assessment

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

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

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

Who is HEInnovate for?

- **Open to all** HEIs (Universities, University Colleges, Polytechnics, etc.)

- **Free** of charge

- Available in **all EU languages**

- Intentionally open and **flexible** so you can choose how to organise and use the results

- You can explore HEInnovate at : https://heinnovate.eu

What does it do?

- Allows individuals to **assess** their **HEIs in a systematic way**

- Diagnoses areas of strengths and weaknesses across eight areas, **42 different statements**

- Opens up **discussion and debate** associated with the entrepreneurial / innovative nature of your institution

- Compares and contrasts **evolution over time**

- Provides **access** to high quality **learning materials**

How is it used?

- Register online at https://heinnovate.eu or explore it as a guest user

- **Individually** - any individual can create a personal account and complete the self-assessment

- **As part of a group:**

  – Anyone can set up a group on HEInnovate and invite others (colleagues, external partners, students, etc.) to complete the self-assessment as part of the group

  – The group function allows contrasting and comparing the views of the groups members, and helps create a basis for structured dialogue

How to use the statements?

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

| N/A | 1 | 2 | 3 | 4 | 5 |
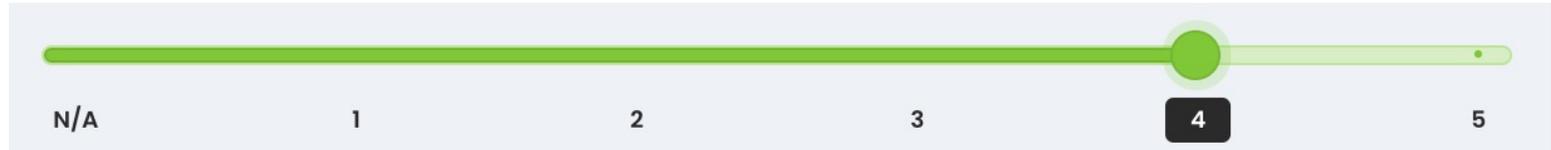
- Click or drag the bar from the left to the right to indicate the score on a scale of 1-5, with 5 being the highest score

- The bar can be left at n/a (not applicable), if the statement is unanswered

| N/A | 1 | 2 | 3 | 4 | 5 |
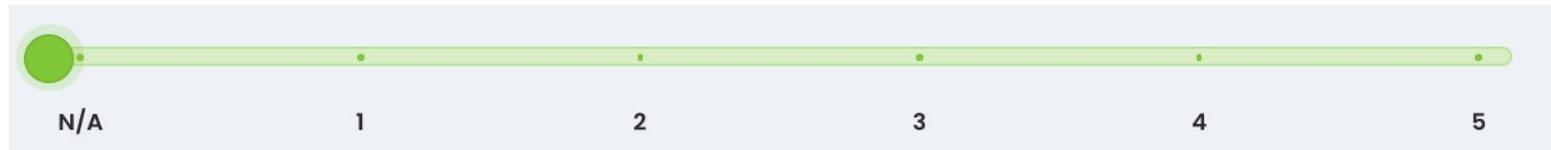
- When finished, submit the completed self-assessment, and the results are displayed showing the average for each of the eight areas and the detailed results i.e. the scores given for the individual statements

How are the results displayed?
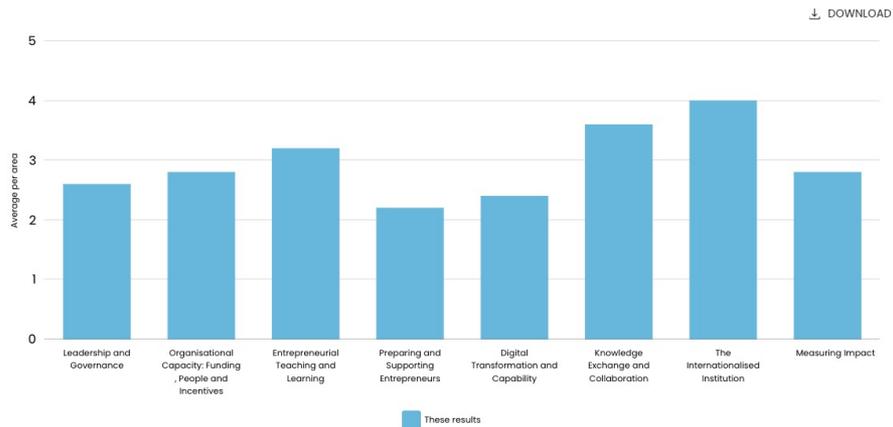
Upon submission of the self-assessment, the average results are displayed as a bar chart (above), and additional resources are recommended (to the right)

What happens to the results in a group?
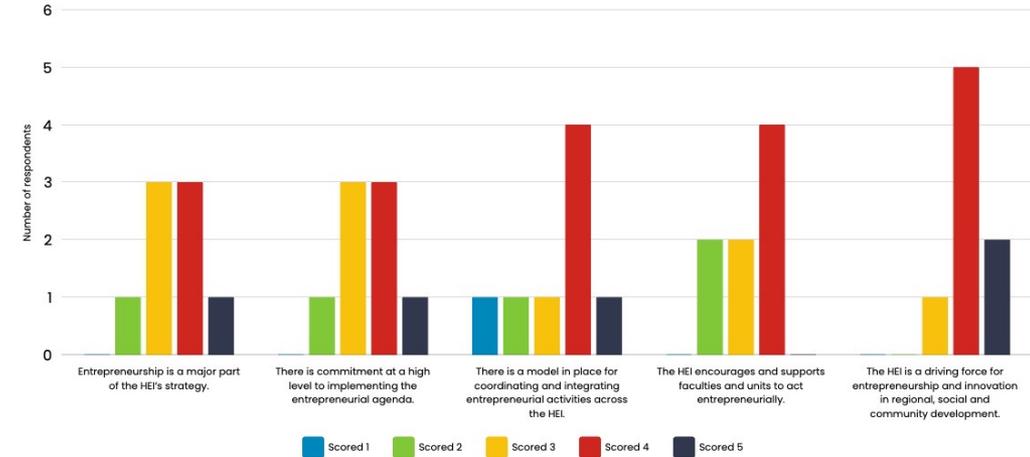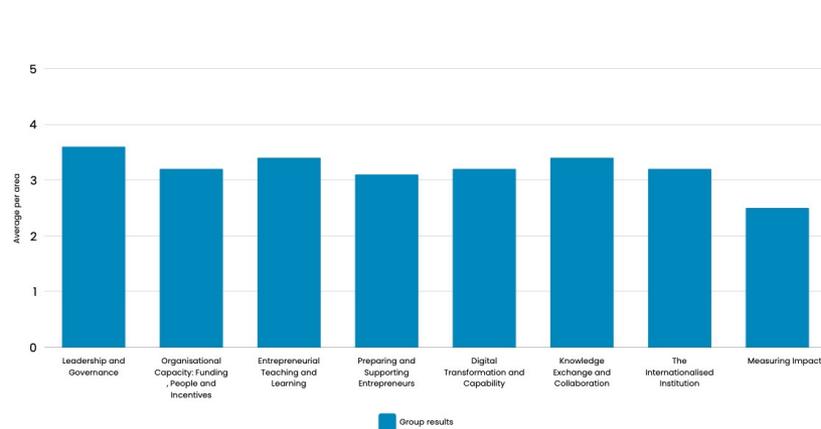
The group results are displayed for the group administrator in various charts that can be tailored (online) and downloaded
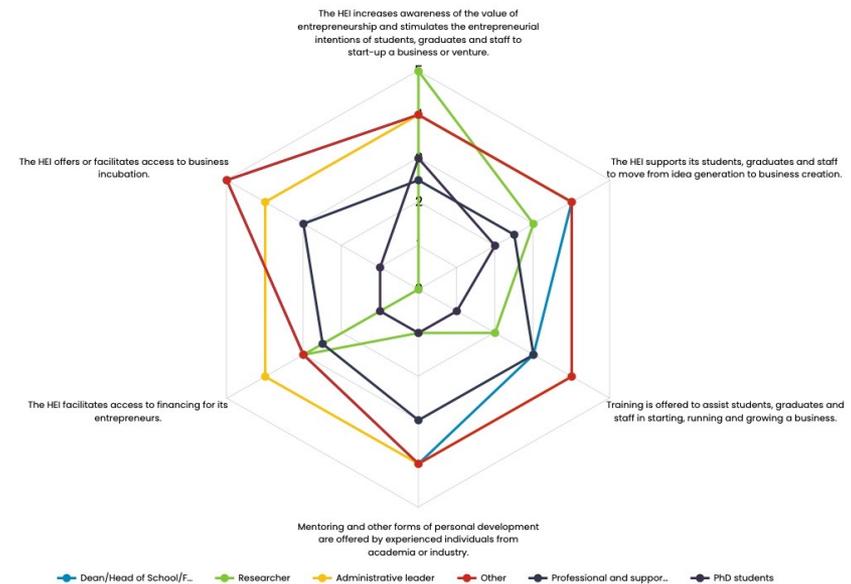
Leadership and Governance

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. I**ncentives 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**.

Digital Transformation and Capability

1. The HEI fosters a **digital culture** and implements and monitors a **digital strategy** supporting innovation and entrepreneurship.

2. The HEI invests in, manages and continuously improves a **fit-for-purpose digital infrastructure.**

3. The HEI actively supports the use of **digital technologies** to **enhance quality and equity in teaching, learning and assessment**.

4. The HEI actively uses **open educational resources, open science and open data practices** to improve the performance of the institution and increase its impact on its **ecosystem**.

5. The HEI makes full use of its **digital capacity** to promote **sustainable and inclusive innovation and entrepreneurship.**

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.**