

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](#)



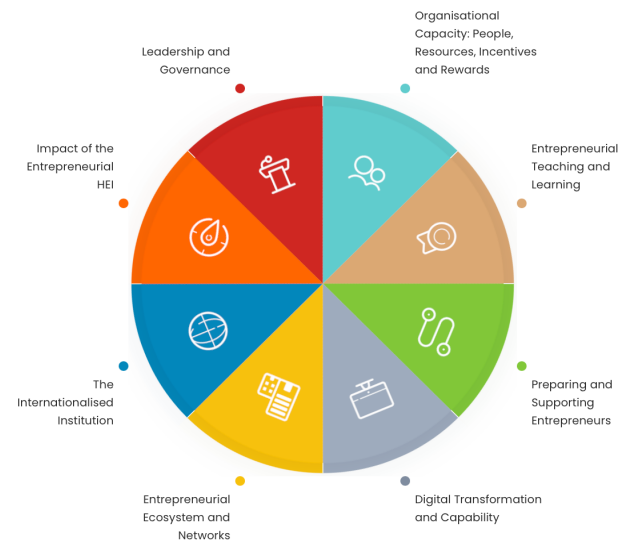
What is HEInnovate?

- 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: PEOPLE, RESOURCES, INCENTIVES AND REWARDS
-  ENTREPRENEURIAL TEACHING AND LEARNING
-  PREPARING AND SUPPORTING ENTREPRENEURS
-  DIGITAL TRANSFORMATION AND CAPABILITY
-  ENTREPRENEURIAL ECOSYSTEM AND NETWORKS
-  THE INTERNATIONALISED INSTITUTION
-  IMPACT OF THE ENTREPRENEURIAL HEI

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



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>

NO
RANKING

NO
BENCHMARKING

What does it do?

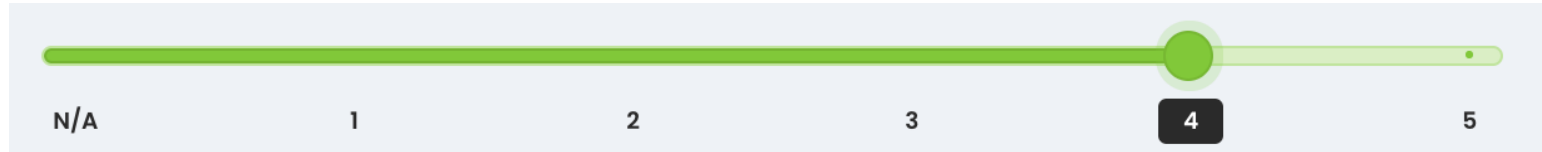
- Allows individuals to **assess** their **HEIs in a systematic way**
- Diagnoses areas of strengths and weaknesses across eight areas, **38 different statements**
- Opens up **discussion and debate** associated with the entrepreneurial / innovative nature of your institution
- Compares and contrasts **evolution over time**
- Provides **access** to high quality **learning materials**

How is it used?

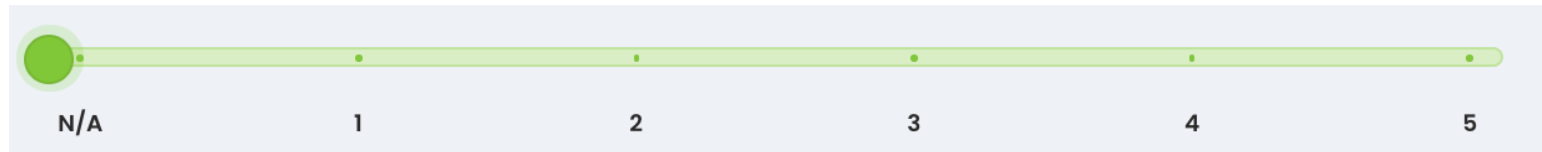
- Register online at <https://heinnovate.eu> or explore it as a guest user
- **Individually** - any individual can create a personal account and complete the self-assessment
- **As part of a group:**
 - **Anyone can set up a group** on HEInnovate and invite others (colleagues, external partners, students, 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

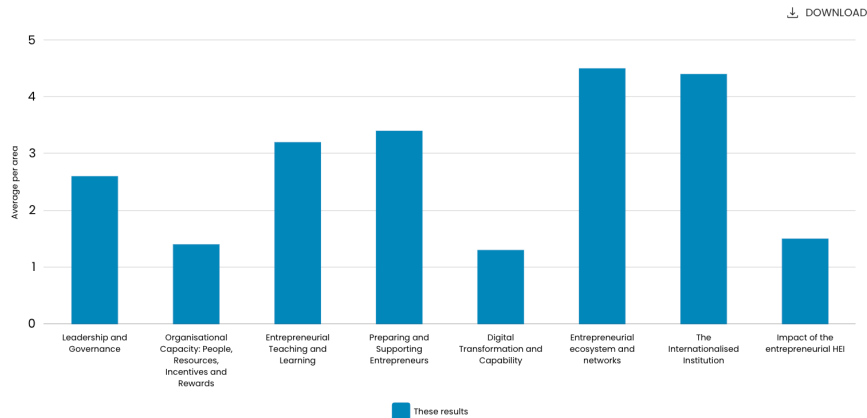


- Click or drag the bar from the left to the right to indicate the score on a scale of **1-5**, with **5 being the highest score**
- The bar **can be left at n/a** (not applicable), if the statement is unanswered



- When finished, **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)


Recommended resources

ALL RESOURCES

Based on this self-assessment, the following resources are recommended.

CASE STUDIES

Milan Polytechnic University, Italy: Experience-oriented entrepreneurship education



[READ MORE](#) [DOWNLOAD](#)


USER STORIES

HEInnovate at the University of Ruse "Angel Kanchev"

[READ MORE](#)

CASE STUDIES

Engaging students and staff in knowledge exchange at Warsaw University of Technology



[READ MORE](#) [DOWNLOAD](#)

Guidance notes

LEADERSHIP AND GOVERNANCE

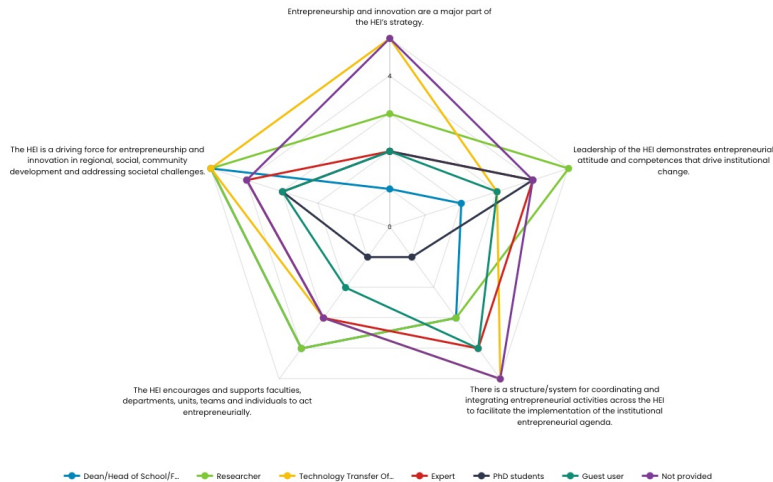
- **Entrepreneurship and innovation are a major part of the HEI's strategy**
Being entrepreneurial and innovation driven applies both to the organisation as a whole and to its constituting individuals. Organisational culture and values can tie the organisation and the individual together. [Read more](#)
- **There is a structure/system for coordinating and integrating entrepreneurial activities across the HEI to facilitate the implementation of the institutional entrepreneurial agenda**
The ultimate aim of an entrepreneurial HEI is to embed innovation and entrepreneurship into the organisational DNA so that they become part of the organisation's culture and its values, policies, structures and practices. [Read more](#)

ORGANISATIONAL CAPACITY: PEOPLE, RESOURCES, INCENTIVES AND REWARDS

What happens to the results in a group?

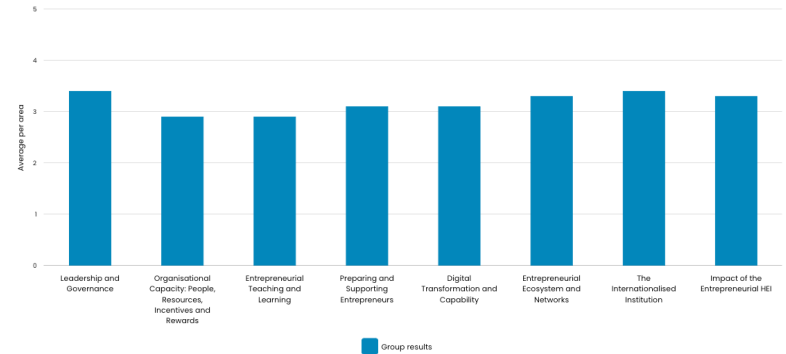
LEADERSHIP AND GOVERNANCE

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Group self-assessment

↓ DOWNLOAD



Select a dimension

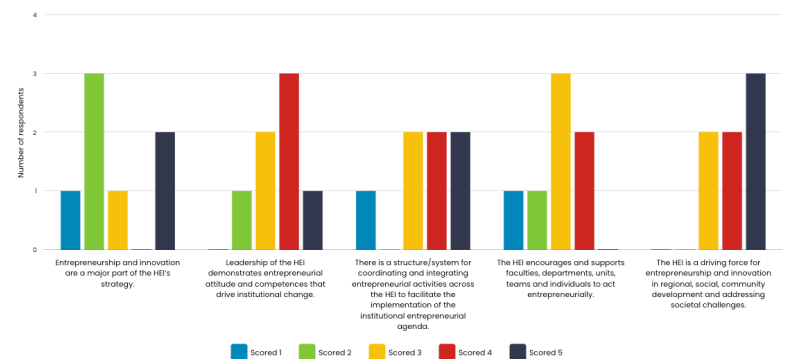
Leadership and Governance

Click on the legend in the graphs to customise the results displayed. You can select any of the items in the legend to display or hide. You can also download the images by clicking on the icon in the top right hand corner.

The group results are displayed for the group administrator in various charts that can be **tailored** (online) and **downloaded**

LEADERSHIP AND GOVERNANCE

↓ DOWNLOAD





Leadership and Governance

1. Entrepreneurship and innovation are a **major part of the HEI's strategy**.
2. Leadership of the HEI demonstrates **entrepreneurial attitude and competences** that drive institutional change
3. There is a structure/system for **coordinating and integrating** entrepreneurial activities across the HEI to facilitate the implementation of the institutional entrepreneurial agenda.
4. The HEI **encourages and supports** faculties, departments, units, teams and individuals to act entrepreneurially.
5. The HEI is a **driving force for entrepreneurship and innovation** in regional, social, community development and addressing **societal challenges**.





Organisational Capacity: People, Resources, Incentives and Rewards

1. Entrepreneurship and innovation are supported by the **institutional culture and sustainable funding**.
2. Building **new relationships and synergies** are fostered by supportive institutional policies.
3. The HEI **engages, recruits and promotes** individuals with entrepreneurial attitudes, behaviour and experience.
4. The HEI **invests in staff training and development** to support its entrepreneurial and innovative agenda.
5. **Rewards, incentives and recognition in career progression** are given to staff who actively support the entrepreneurial and innovative agenda of the HEI.





Entrepreneurial Teaching and Learning

1. The HEI provides **diverse formal learning** opportunities including the use of flexible learning pathways to develop entrepreneurial mindsets and competences.
2. The HEI provides a wide range of **informal learning** opportunities and experiences to stimulate the development of entrepreneurial mindsets and competences.
3. The HEI **validates and assesses** entrepreneurial learning outcomes and impacts.
4. The HEI **co-designs and delivers** a curriculum with external stakeholders which responds to societal challenges.
5. Results of **entrepreneurship research are integrated** into teaching and learning activities.





Preparing and Supporting Entrepreneurs

1. The HEI increases awareness 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 in **starting, running and growing a business or new venture.**
3. **Mentoring** and other forms of personal and **entrepreneurial project development** are offered.
4. The HEI offers or facilitates access to **business incubation, acceleration, and financing.**
5. **Global challenges** are reflected in the HEI's entrepreneurial initiatives.





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 **digital infrastructure** that supports innovation and entrepreneurship.
3. The HEI actively supports the use of digital technologies to **enhance quality and equity** in entrepreneurial 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 impact on its entrepreneurial ecosystem.
5. The HEI makes full use of its **digital capacity** to promote **sustainable and inclusive innovation and entrepreneurship**.





Entrepreneurial Ecosystem and Networks

1. The HEI creates **effective collaboration** and **enhances synergies** with its entrepreneurial ecosystem and networks.
2. The HEI is an active partner in **developing and implementing local and regional entrepreneurial and innovation strategies**.
3. The HEI has strong links with **incubators, accelerators, science parks and other external initiatives** supporting the development of a sustainable entrepreneurial ecosystem.
4. The HEI **integrates research, education and knowledge exchange** to build resilient communities.





The Internationalised Institution

1. The HEI reflects on **global trends, societal and ecological challenges** in its entrepreneurial agenda.
2. The HEI explicitly supports **inclusive and sustainable forms of mobility** of its staff and students.
3. The HEI's entrepreneurial agenda contributes to **global and social cohesion, mitigation of climate change and the HEI carbon neutrality**.
4. The HEI engages in **deep transnational cooperation** with other European HEIs. The HEI places European cooperation at the core of its strategy and considers it as a driver for creativity and innovation
5. The HEI pursues **international engagement** across all its activities: teaching, research and knowledge exchange to deliver impact at local, regional, national and international levels.





Impact of the Entrepreneurial HEI

1. The **impact of the HEI's entrepreneurial activities** is regularly assessed across all its activities.
2. The HEI assesses the impact of its entrepreneurial agenda with **key performance indicators, narratives and dedicated assessment tools**.
3. The performance indicators allow for **comparisons with other national or international peers**.
4. The learning generated from the assessment of impact drives the further development of the entrepreneurial and innovation activities of the HEI to enhance its future impact.

