



HEInnovate Workshop for Universities of Lower Austria

Summary

06/10/2025



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Summary of the HEInnovate Workshop for Universities of Lower Austria

Date: 10 June 2025

Time: 09:00–11:00 CET

Location: Online (MS Teams)

Speakers:

- **Flávia Colus** – Senior Researcher at PPMI (Part of Verian Group), HEInnovate team.
- **Martin Bliemel** – Director of Innovation, Transdisciplinary School, University of Technology Sydney (UTS).

Introduction

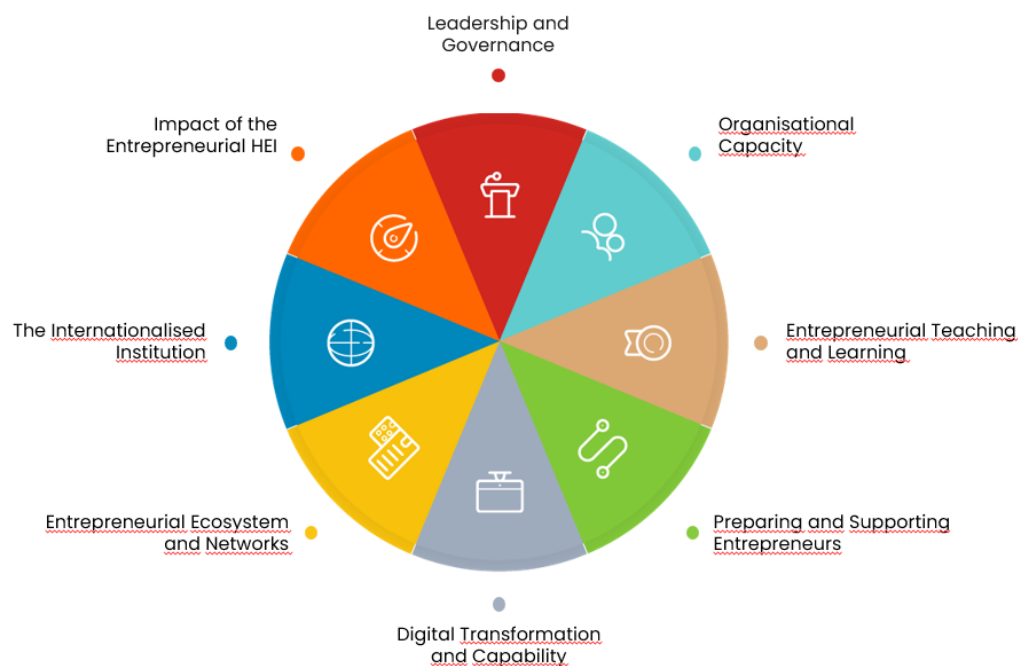
On June 10, 2025, the HEInnovate team co-hosted the event "Driving Transformation: Unlocking Institutional Innovation with HEInnovate" as part of the m-power net series organised by tecnet.at. The m-power net initiative provides opportunities for networking and training for spin-off leaders from universities and research institutions in Lower Austria, emphasising technology transfer, talent development, and strengthening relationships between research and industry. The event attracted around 20 participants from various Lower Austrian universities and research institutions.

The event began with an introduction to HEInnovate, focusing on the tool's purpose and functionalities. This was followed by a real-life application case presented by the University of Technology Sydney, showcasing how HEInnovate was integrated into institutional strategy development. The event concluded with a Q&A and discussion session, allowing participants to reflect, exchange insights, and explore practical pathways for implementing HEInnovate at their own institutions.

Presentation by HEInnovate Team

Flávia Colus, Senior Researcher from PPMI, introduced [HEInnovate](https://heinnovate.eu), a free online self-assessment tool developed by the European Commission in collaboration with the OECD. She outlined the tool's purpose, functionality, and strategic value in evaluating and enhancing entrepreneurial capabilities within higher education institutions. Flávia detailed the eight dimensions assessed by HEInnovate: Leadership and Governance, Organisational Capacity, Entrepreneurial Teaching and Learning, Preparing and Supporting Entrepreneurs, Digital Transformation and Capability, Entrepreneurial Ecosystem and Networks, The Internationalised Institution, and Impact of the Entrepreneurial higher education institution.

FIGURE 1. THE 8 DIMENSIONS OF HEINNOVATE



She emphasised that the tool is designed for internal reflection, helping institutions assess their current practices and set priorities for action. HEInnovate can be used individually or in group settings, with additional resources such as [action cards](#), [case studies](#), and [training materials](#) supporting structured implementation.

To initiate reflection and foster group engagement, participants were asked to identify the HEInnovate dimensions in which their institutions most needed improvement.

The Mentimeter results revealed that "Organisational Capacity" received the highest number of votes (7), indicating that many institutions struggle with securing resources, developing staff capabilities, and aligning incentive systems to support entrepreneurial activities. "Impact of the Entrepreneurial HEI" followed with 4 votes, showing that institutions often face challenges in evaluating and communicating their innovation outcomes. "Entrepreneurial Teaching and Learning" (3 votes) also emerged as a priority area for development. Interestingly, "The Internationalised Institution" received no votes, suggesting either relatively higher confidence in internationalisation efforts or a lower immediate priority among participants.

FIGURE 2. RESULTS FROM THE MENTIMETER: IN WHICH OF THE 8 HEINNOVATE DIMENSIONS DOES YOUR INSTITUTION NEED TO IMPROVE THE MOST?



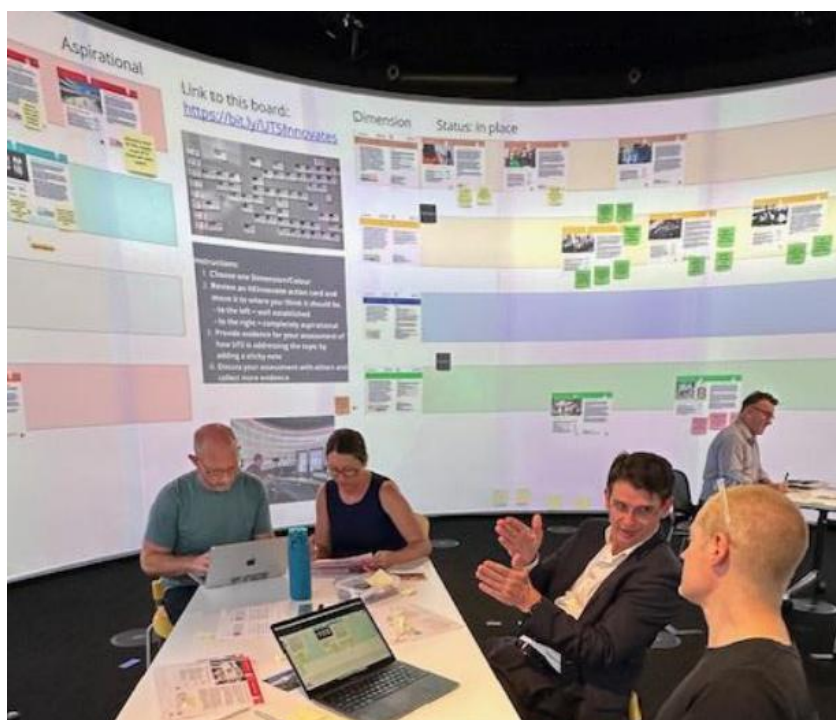
Institutional Transformation with HEInnovate at the University of Technology Sydney (UTS)

Martin Bliemel, Director of Innovation at the University of Technology Sydney (UTS), shared his practical experiences using HEInnovate to formulate UTS's innovation strategy. UTS is Australia's top-ranked young university, known for its creative and entrepreneurial approach to education. Martin's approach to using HEInnovate was grounded in community engagement, collaborative assessment, and strategic synthesis.

The main focus of UTS was the [HEInnovate Action Cards](#). They used the cards in four immersive workshops in the university's [360-degree data arena](#). The workshops engaged 38 participants from across the university, including deputy vice-chancellors, school heads, student representatives, and professional staff.

During the sessions, participants annotated the action cards with sticky notes identifying either existing evidence of activities the university already does related to that card, or new ideas of what the university can do in that topic. The result was over 450 sticky notes of evidence and ideas. Participants were also asked to place coloured dots that classify the cards into categories such as "Start Now" (red), "Quick Wins" (yellow), "Keep Strong" (green) and "Develop & Sustain" (blue).

FIGURE 3. PICTURE OF ONE OF THE HEINNOVATE WORKSHOPS AT UTS DATA ARENA



These inputs were mapped into a Miro board and synthesised into a clear, visual roadmap that identified strategic gaps and strengths. Cards were placed on the left side of the Miro board if these activities were already in place, and they were put more towards the right side of the board if they were still aspirational. Based on the prioritisation of activities done in these workshops, UTS is formalising an Innovation Strategy.

FIGURE 4. PICTURE OF ONE OF THE HEINNOVATE WORKSHOPS AT UTS DATA ARENA



Martin emphasised the value of the HEInnovate framework in three key points: first, the process allowed UTS to 'connect the dots' between existing efforts that were previously isolated, generating **alignment among diverse stakeholders**; second, it helped the institution **identify blind spots and areas for improvement**; and third, it created a **common**

vocabulary that facilitated institutional alignment. His story demonstrated how HEInnovate can be adapted into a structured but flexible engagement tool that informs institutional transformation.

Q&A and Discussion

The Q&A and discussion segment offered participants an opportunity to explore practicalities and share reflections based on their institutional experiences. One of the first questions focused on the challenge of implementing HEInnovate in large institutions with decentralized structures. Martin Bliemel acknowledged this complexity, noting that the distributed nature of universities can be a strength when combined with a unified innovation framework. He emphasized the importance of creating shared spaces—both physical and conceptual—where diverse stakeholders can collaborate.

Another question addressed the sustainability of HEInnovate-driven initiatives beyond initial workshops. Martin recommended integrating HEInnovate actions into formal strategy documents and ensuring continuity through leadership endorsement and clear accountability structures. He also highlighted the need to embed innovation capacity-building into ongoing professional development and institutional planning processes.

Participants were curious about how to overcome institutional resistance or apathy. Martin advised beginning with small, visible wins that demonstrate impact and gradually building momentum. Flávia added that engaging staff and students in the self-assessment process itself could foster a sense of ownership and agency, making transformation efforts more resilient and bottom-up.

Conclusion

The workshop highlighted the benefits and practical applications of HEInnovate, illustrating its potential as a strategic tool for fostering innovation and entrepreneurial culture within higher education institutions. Importantly, both Tecnet and the HEInnovate team committed to continuing their support for the participating universities in implementing HEInnovate. Tecnet proposed organising additional follow-up events and confirmed their intention to provide close, tailored support to institutions in Lower Austria as they advance their self-assessment and strategic innovation processes. This commitment reinforces the workshop's momentum and ensures that the insights gained can be translated into concrete institutional action.