



HEinnovate Information Session

October 9, 2025



Political context/Commission remarks

Key Highlights

- Joint initiative with OECD — Bringing together higher education and innovation experts

New Political Vision

- Roxana Mînzatu – EVP for People, Skills & Preparedness
- Ekaterina Zaharieva – Commissioner for Startups, Research & Innovation

Union of Skills & Startup and Scaleup Strategy Priority

- Future-proof skills: Digital, Green, Entrepreneurial
- Stronger education-industry collaboration
- Boost European competitiveness and innovation

Political context/Commission remarks

HEInnovate Milestones (2024)

- 34,000+ platform users
- 80+ case studies
- Action card training tools
- Strategic role in EU policy & EIT Higher Education Initiative

Today's Focus:

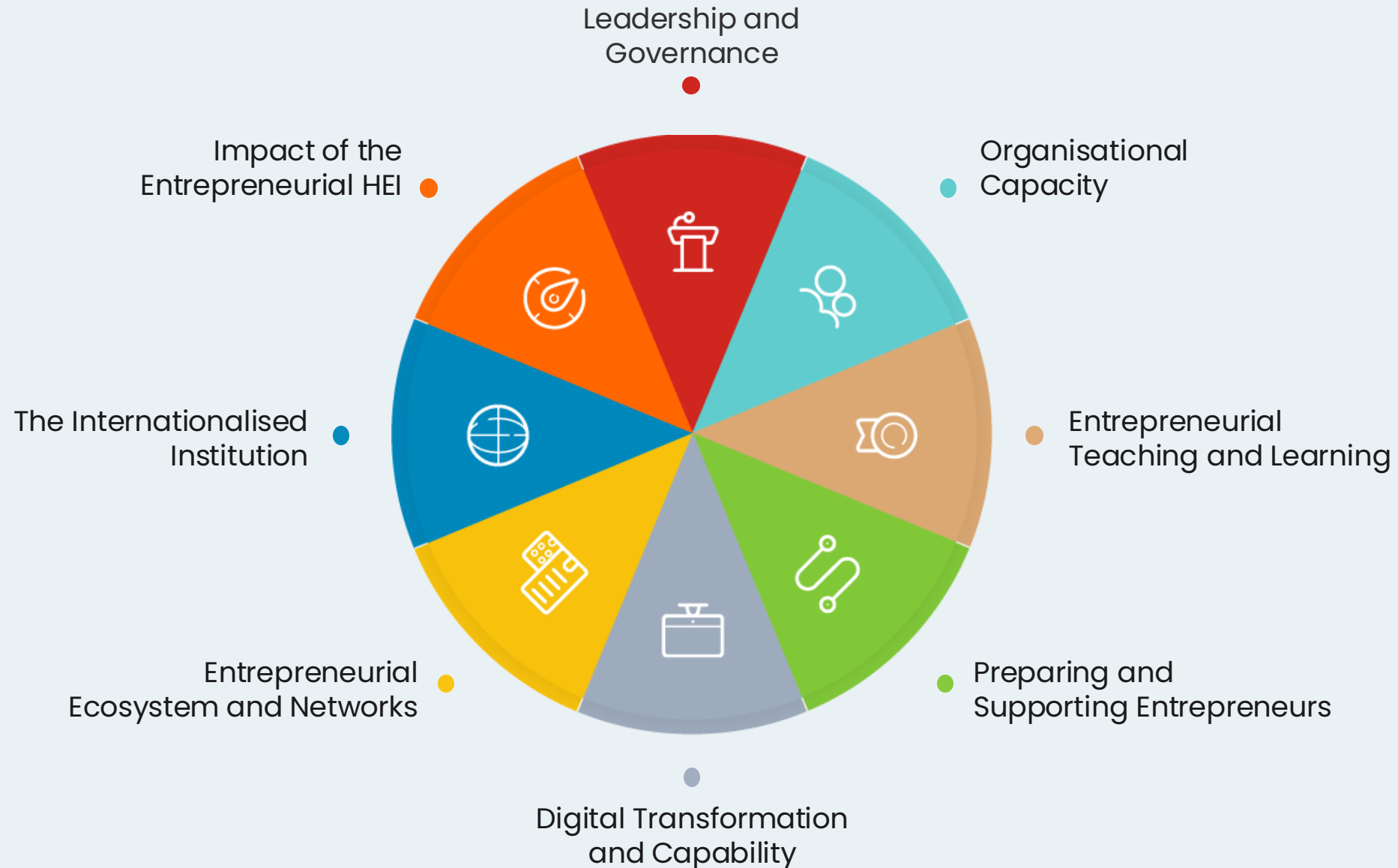
- Tool features, and resources

Let's inspire change across Europe's higher education landscape!

Introducing HEInnovate: A Framework for Change

- A **European Commission & OECD initiative**, part of the **Erasmus+ tools**.
- A **trusted, evidence-based framework** to support higher education institutions (HEIs) in becoming more innovative and entrepreneurial.
 - Helps you **identify strengths and gaps** across 8 key dimensions.
 - Creates a **shared language** that brings leadership, staff, and students into the same conversation.
 - Supports **strategic planning and capacity building**, turning insights into concrete action.
- Opens the door to **EU opportunities** such as the EIT Higher Education Initiative.

The 8 dimensions of HEInnovate



How HEInnovate Supports Institutional Change



Step 0: Orientation

- Before you begin, **take some time to explore the tool**. Understand what it offers, how the self-assessment works, and what kinds of resources are available.
- Recommended resources:
 - Testimonials (User Stories)
 - Case Studies
 - Description of the 8 Dimensions
 - Guidance Notes



Step 1: Reflect

- Start by completing the **HEInnovate self-assessment**. This involves reflecting on eight key dimensions of innovation and entrepreneurship in higher education.
- You can **invite colleagues to join your group on the platform** to collect a **wide range of perspectives** to create a fuller picture.
- The result is a clear, evidence-based overview of your institution's strengths and areas for improvement.

Starting your HEInnovate journey is easier than it seems!

Just create a group in the platform and invite your colleagues/students to fill in the survey!



Step 2: Engage

- Once you have your results, **organise a workshop or discussion** with leadership, staff, students, and other stakeholders.
- Share the self-assessment outcomes and discuss the results.
- Use this exercise to create a common language to talk about innovation and entrepreneurship in your institution.
- This step builds **shared understanding** and ensures everyone has a voice in shaping the way forward.



Step 2: Engage



Step 3: Plan

- Based on Steps 1 and 2, you can start preparing a **concrete, strategic plan**.
- Identify which dimensions of innovation and entrepreneurship need the most attention.
- Use HEInnovate's resources as practical guides for **designing actions** and **shaping interventions**.
- Define **clear goals and indicators to track progress** over time.
- **Assign responsibilities** and engage both leadership and staff to ensure **momentum** and **accountability**.
- Recommended resources:
 - Action Cards
 - Action Plan Template





Entrepreneurship Board or Council

Actions & Formats

Form an entrepreneurship council that brings together local key stakeholders.

Create an entrepreneurship board to challenge and mentor your organisation. Include internal decision-makers and external stakeholders on the board.

Set up a scientific council of advisors to advance your entrepreneurship research agenda.

Timespan

Medium-term

Medium-term

Long-term



Entrepreneurship Board or Council

Regular checks by external stakeholders and experts can provide necessary feedback to craft a realistic yet ambitious entrepreneurship strategy for your HEI. An entrepreneurship board or council can provide non-binding strategic advice to your HEI, interest group or department.

An internal entrepreneurship board could comprise relevant stakeholders, such as vice-presidents, rectors and deans who provide context-specific counsel and help with supporting new initiatives. An external board may consist of national and international entrepreneurship experts who can provide strategic insights into current developments within the field.

A regional entrepreneurship council made up of local industry representatives, politicians and other relevant stakeholders can help connect your activities to the existing local entrepreneurial ecosystem.

If you are part of a research-driven HEI, setting up a scientific council may provide valuable guidance on strengthening your international research profile.

Applicable Profiles

1 2 3 4 5 6 7

4 Internal Performer, 5 Regional Performer,
6 International Performer, 7 Guru

Action Cards – Institutional Profiles

PROFILE SCORE

We used the following averages based on your self-assessment completion to assign an institutional profile for action planning to you.



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

- The Entrepreneurial Aspirant
- The Builder
- The Educator

★ The Internal Performer

- The Regional Performer
- The International Performer
- The Guru



★ RECOMMENDED ROLE

The Internal Performer HEI offers resources to its academic staff to integrate entrepreneurial learning into the classroom. Additionally, the HEI offers extracurricular entrepreneurship courses and regular activities that foster entrepreneurship and innovation among students and educators. The Internal Performer HEI has also initiated other entrepreneurial programmes to provide training and support to would-be entrepreneurs. This includes, for instance, incubation programmes and mentoring for start-ups and entrepreneurs-to-be. The Internal Performer has the potential to grow in the area of knowledge and exchange collaboration by working with other partners (HEIs, enterprise agencies and other stakeholders) to exchange resources and ideas.


Dimension criteria to consider for this profile:

✓	Entrepreneurial Teaching and Learning	≥ 3.5
✓	Preparing and Supporting Entrepreneurs	≥ 3.5
✓	Entrepreneurial Ecosystem and Networks	< 3.5

Action Planning Template

 Leadership and Governance 		
General objective of the Higher Education Institution in this dimension:		
Short-term activities	Medium-term activities	Long-term activities

Action Planning Template

Organisation into Work Packages			
Work Package	Activities Included	Work Package Leader	Estimated Time Frame

Step 4: Act

- **Launch pilot projects, programmes,** and **institutional reforms** that foster innovation and entrepreneurship.
- **Provide training, resources,** and **support** to staff and students to sustain change.
- Use your KPIs to track progress and **refine actions** as needed.
- ***Opportunity for funding:*** Connect your action plan to the EIT HEI Initiative, where your HEInnovate-based roadmap becomes the foundation of an Innovation Vision Action Plan (IVAP). This opens the door to funding, partnerships, and networks across education, business, and research.



EIT HEI Initiative
Innovation Capacity Building
for Higher Education



Benefits for higher education institutions

- Evidence-based map of **strengths and weaknesses**
 - “ I turned to the HEInnovate self-assessment tool to produce concrete proof of these shortcomings.” – *University of Turin*
 - “The tool helped us evaluate our innovation and entrepreneurship capacities.” – *Ss. Cyril and Methodius University in Skopje*
- **Shared language** that mobilises the community
 - “ HEInnovate provided us with not just a framework, but a platform for conversation. ” – *University of Technology Sydney*
 - “HEInnovate is not just a diagnostic tool — it is a conversation starter.” – *New Bulgarian University*
- Supports the engagement of **different stakeholders**
 - “ Empower our students through the Centre for Innovation and Technological Transfer to take the self-assessment to measure their perspective on the university’s focus on entrepreneurship. ” – *West University of Timisoara*

Benefits for European Universities alliances

- Alliance-wide **baseline & peer learning** (without ranking).
 - “The self-assessment helped us identify where our alliance is strong... [and] where we saw room for development.” – *U!REKA*
- Clear, longitudinal **improvement cycles**, especially supporting the development of WPs/activities related to entrepreneurship and innovation. – Support reporting to EC
 - “We plan to repeat the HEInnovate self-assessment in 2027.” – *U!REKA*
- Trigger for reflection and inspiration, becoming a compass for joint strategy.
 - “For U!REKA, HEInnovate is more than a diagnostic — it’s a compass.” – *U!REKA*

Upcoming events and opportunities to engage

- **Train the Trainer – Online (November 2025):**
 - Fully funded session to help you lead HEInnovate workshops in your institution
- **Share Your Experience:**
 - Got a good practice in innovation or entrepreneurship? Contact us to develop a case study
- **Info Sessions:**
 - Stay tuned for upcoming events – next session planned for December
- **Host Workshops:**
 - Facilitate group assessments and strategic planning on campus.
- **Join the Community for Educational Innovation**
 - To connect with like-minded institutions and individuals





Thank you for joining! If you have any further questions, please contact us at info@heinnovate.eu





Using HEInnovate to develop an Innovation Strategy

A/Prof Martin Bliemel

Director of Innovation, Transdisciplinary School, UTS

09 Oct 2025



About me

- Claim to fame: Designing Taipei 101's TMD
- Since then:

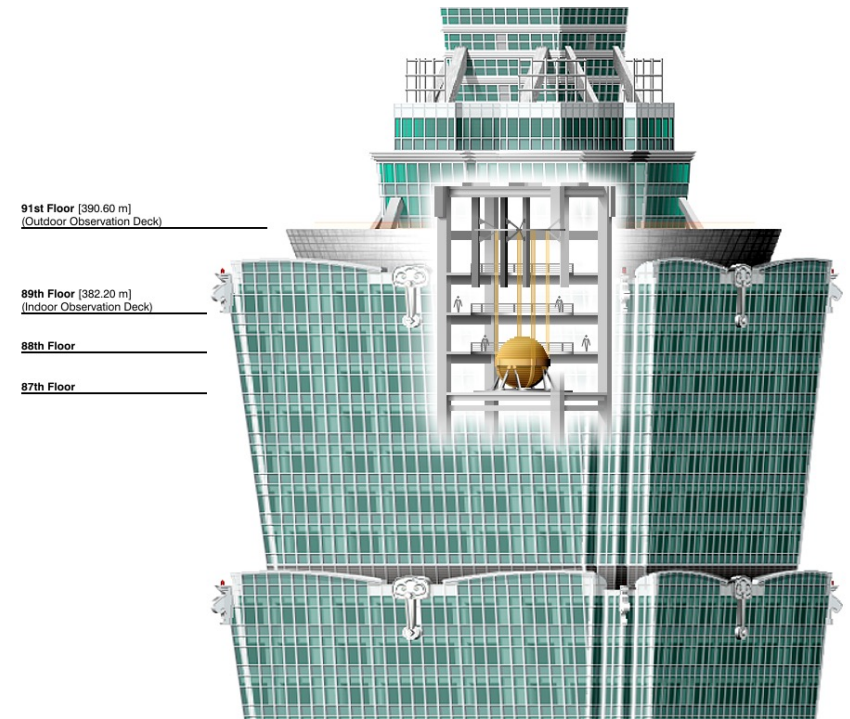
Launched tech startup consulting company

Multiple startups (chemicals, digital media, social media, global SMS forwarding, ..)

Helped run AngelForum.ca and mentored into New Ventures BC

PhD in 2010.

As an academic: Can support 100's of potential founders. Policy work for state, federal and OECD governments. Change universities from within.



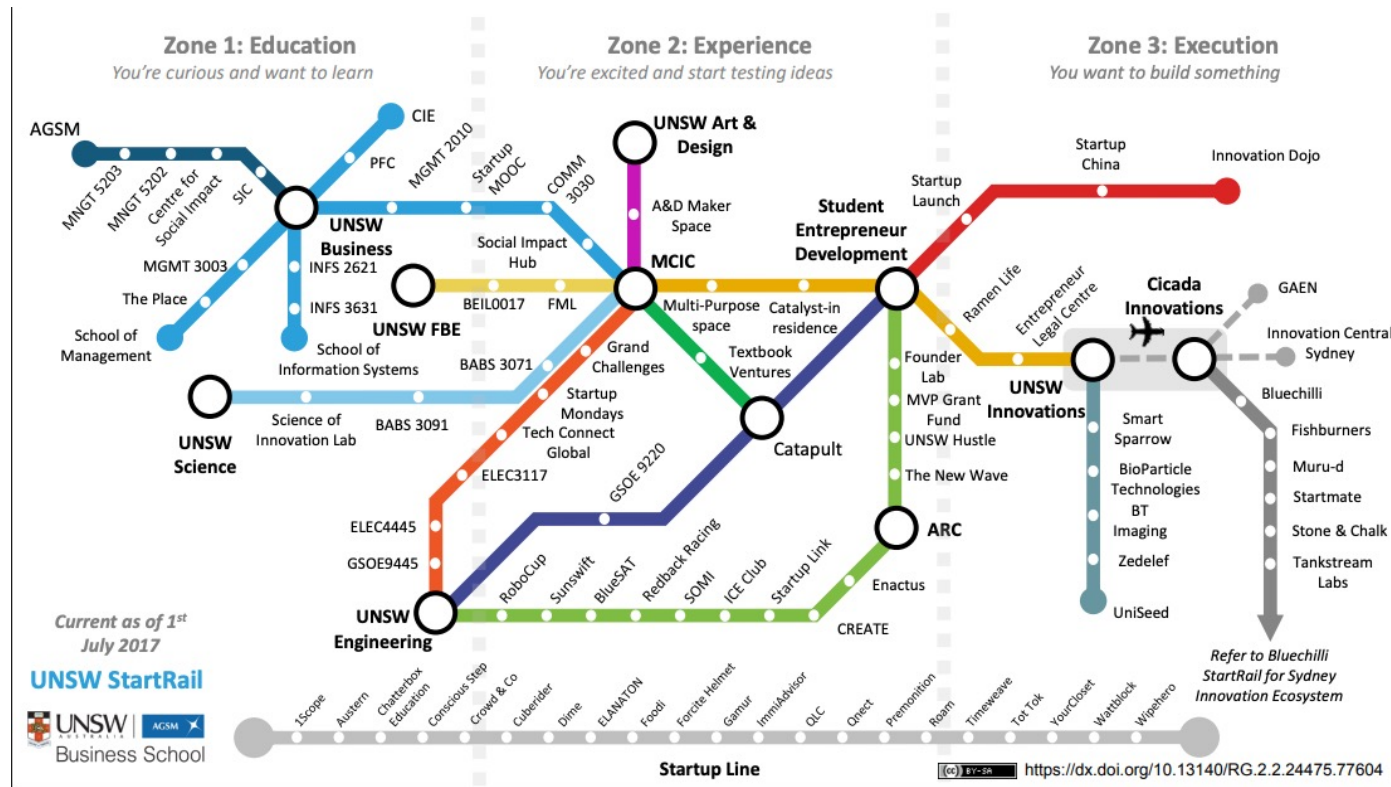


About my research

- Innovation and entrepreneurship as a complex system
 - Multilevel game. Non-linear dynamics
 - Networks and changing ecosystems
- Research on founders, networks, incubators, accelerators, academic entrepreneurship, entrepreneurial university, innovation districts, entrepreneurial ecosystems & various levels of policy
- 4 years as Associate Dean Research
- Now Director of Innovation
- I like to map ecosystems
 - Some examples at <https://bliemel.com/>

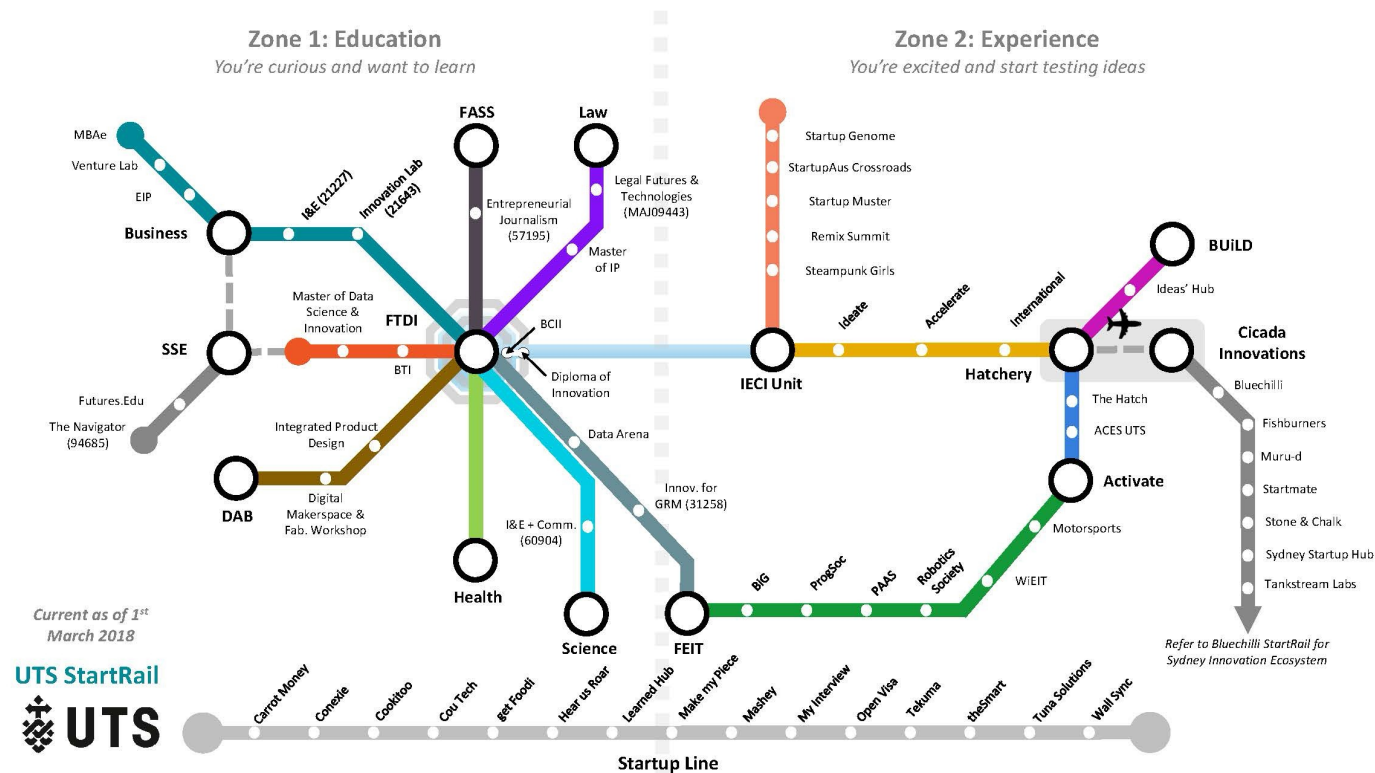


University-based ecosystems – in practice



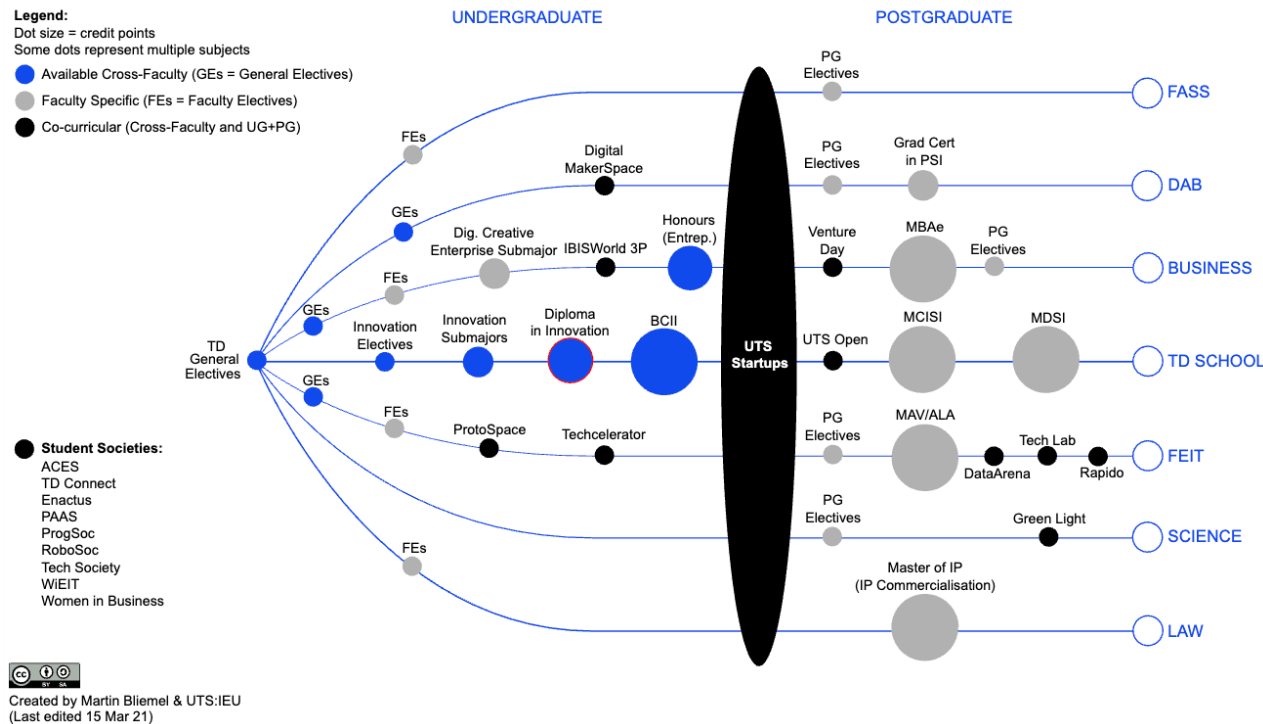


University-based ecosystems – in practice





University-based ecosystems – in practice



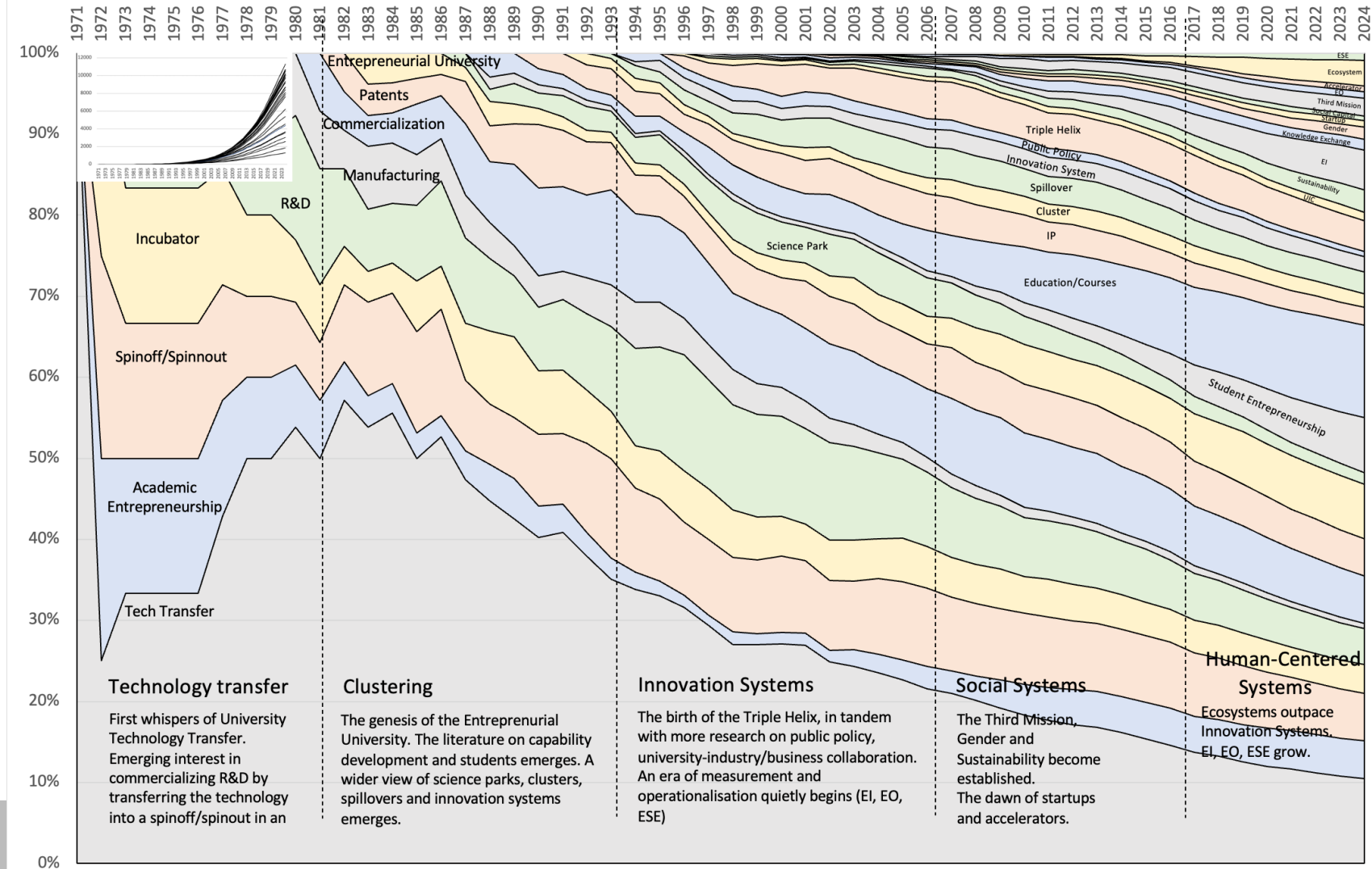
Backstory at <https://uiin.org/wp-content/uploads/2020/07/Australia%E2%80%99s-Innovation-Pathways-Special-Issue-2019.pdf>

University-based ecosystems – in theory

Bibliometric analysis
5,857 articles (1969-2024)

Bliemel (2025) “50 Years of the Entrepreneurial University: Trends, Snapshots, and Ways Forward” Academy of Management Conference, 25-29 July, Best Paper
<https://journals.aom.org/doi/10.5465/AMPROC.2025.43bp>

Revision under review at a top journal, too.





Background to using HEInnovate at UTS

Highlights for UTS

- #1 *Young* University in Australia, 51,000+ students (2,300 PhDs), 4,200+ staff
- Reputation for innovation, entrepreneurship and creativity
- Climbing up various academic and impact rankings

Strategic vision for UTS 2030 includes being “**A creative and innovative university**”

AU Federal government context:

- OECD rankings: high for research, low for commercialisation
- 2022 Research Commercialisation Action Plan ([link](#))
- 2024 Research Translation and Commercialisation Agenda ([link](#))
- 2025 Strategic Examination of Research & Development ([link](#))



Within UTS

- Two “Innovation Reviews” (DIY framework, 2017, 2022)
Education, Startups, (Research) Industry Engagement, Precincts/Ecosystems
- Established frameworks?
 - ACEEU.org: Accreditation for engaged and entrepreneurial universities. Their process is relatively hands-off until a final evaluation by external assessors; some case studies published
 - UIIN.org: Bespoke consulting model
 - HEInnovate.eu: Self-assessment framework developed by EC & OECD; guides for workshops & online surveys, several case studies published
- Conversations in 2024:
Senior leaders and innovation scholars (Australia, Canada, Germany, Sweden, France):
Strong recommendations for HEInnovate model



Our HEInnovate journey

Online: Ok

HEInnovate is an initiative of the European Commission launched in 2013 in partnership with the OECD. As a concept, it is embedded in numerous EU policy initiatives and funding programmes. [Read more.](#)

START YOUR SELF-ASSESSMENT

Live: Better!

The screenshot displays the HEInnovate website interface. On the left is a sidebar menu with the following items: Home page, User dashboard, News & events, Resources (highlighted in orange), Other initiatives, and About. The Resources menu is expanded, showing sub-items: Case studies, User stories, Guidance notes, Country reviews, and Training materials (selected). The main content area has a breadcrumb trail: Home / HEInnovate resources / Training materials. Below this is a search bar and links for PROFILE and LOG OUT. The section title is 'Training materials', followed by a paragraph explaining the self-assessment tool and its use in workshops. Another paragraph describes the training materials, including guidance on organizing workshops, drafting agendas, and downloading evaluation forms. A 'FILTERS' link is visible. At the bottom, there is a section titled 'Action cards' with a description and two buttons: 'VIEW' and 'DOWNLOAD'.

Home / HEInnovate resources / Training materials

Search

PROFILE LOG OUT

Training materials

FILTERS

The HEInnovate self-assessment tool works best if it is used as part of a process for HEIs who are exploring their entrepreneurial and innovative potential rather than in isolation. Workshops are an important part of the process as they provide an opportunity for those involved to discuss their self-assessment completion results and prioritise actions for the future.

The training materials provide information on how to use HEInnovate, how to organise your HEInnovate workshop including suggestions for draft workshop agendas, whom to invite and formats. In addition, you can also find below a presentation about HEInnovate, tailored evaluation forms, an action sheet, and you can download the eight dimensions document with the statements in the EU languages.

TRAINING MATERIALS

Action cards

These cards will help you translate your self-assessment results into actionable programmes. You can download the cards and explore your entrepreneurial profile.

VIEW DOWNLOAD

UTS



Our HEInnovate journey



humanitix



Seeding a UTS Innovation Strategy

This event has passed

[Get tickets](#)



Tue, 4 Feb, 10am - 20 Feb,
11:30am AEDT



UTS Data Arena (20 Feb VENUE
CHANGE to TD School)
Ultimo, Australia

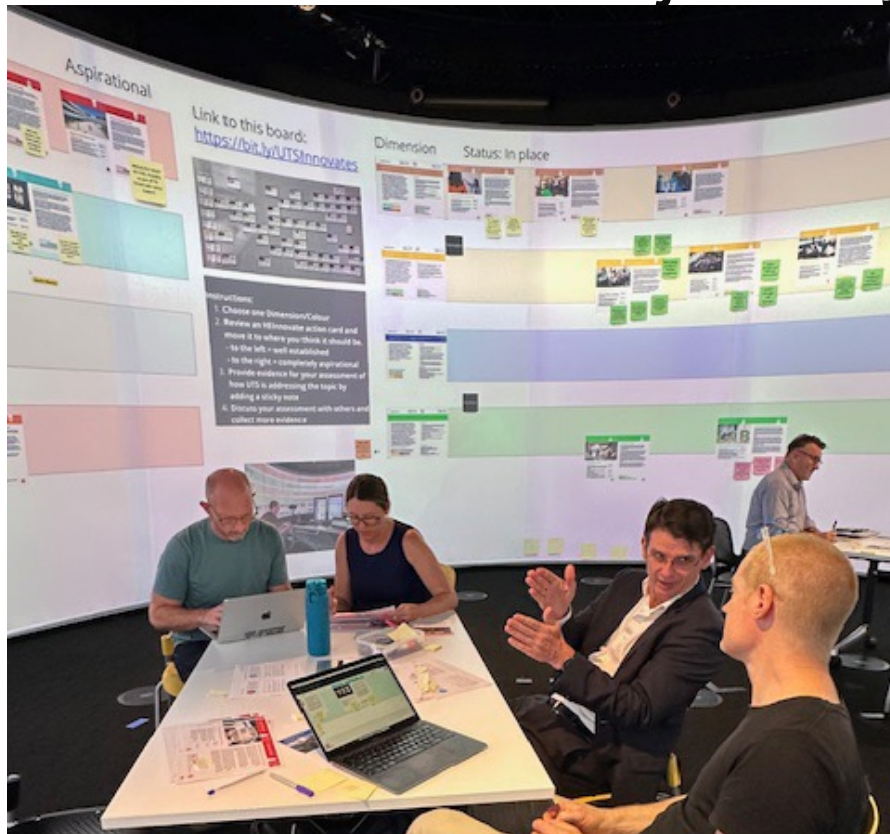
Event description

This is a set of four workshops to seed ideas for a UTS wide *innovation strategy*. For these workshops, we will use HEInnovate's '[Action Cards](#)', a well-established and versatile framework, which include over 50 prompts for how universities can *be*

UTS



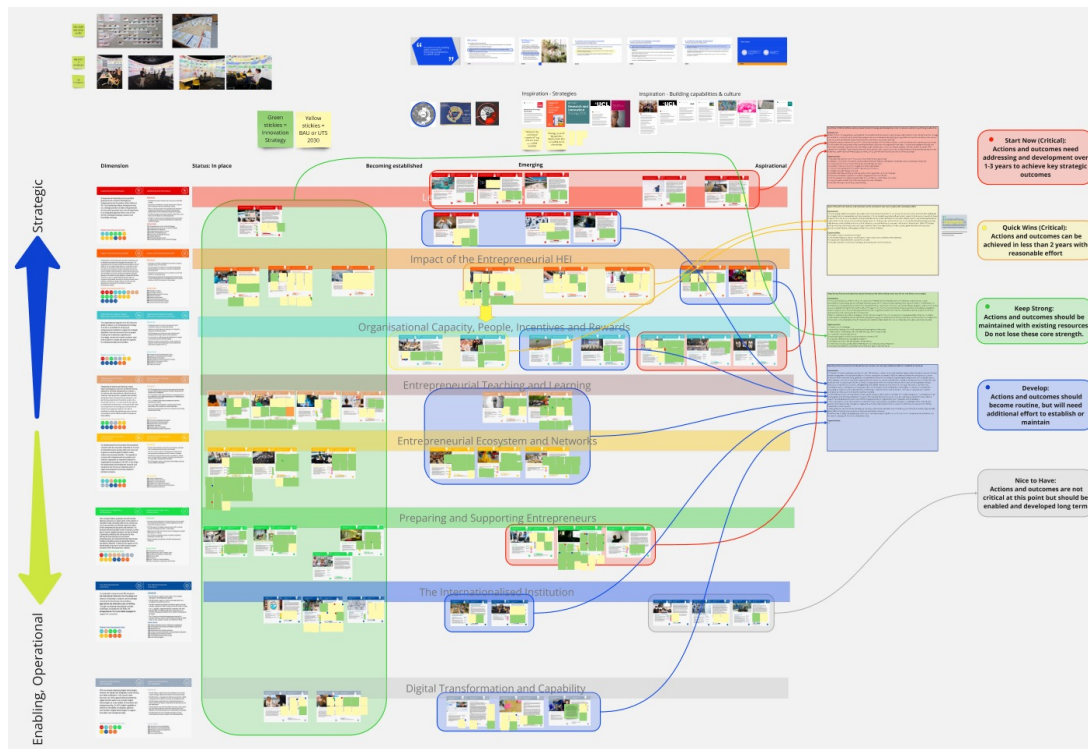
Our HEInnovate journey



Framework: 8 dimensions, 56 Actions
4 workshops, 38 participants incl DVCs, CIO,
COO, HoS, MCR/ECR, students
450+ sticky notes of evidence & ideas



Workshop synthesis (March)



Synthesis board:

Start Now (critical, strategic foundations)

- A clear strategy, leadership & KPIs

Quick Wins (critical, strategic initiatives)

- A burst of priority actions to lift our innovation capacity and shift our culture

Keep Strong (existing operations to reinforce)

- Strong portfolio of T&L, research, ecosystem building

Develop & Sustain (complements to operational strengths)

- New actions to add to our portfolio

Out starting layout: https://bit.ly/UTS_HEI



Key actions proposed (early 2025)

- Next steps:

Formalise the Innovation Strategy (**start now**)

Form a new organisational unit to operationalise the strategy (**start now**)

Innovation capability uplift & professional development modules (**quick win**)

Data gathering & analysis: coordinating & consolidating subjects, impact on students, philanthropy opportunities [e.g. scholarships for Entrepreneurial PhD, Diploma in Innovation, BCI, seed grants, other] (**quick win** → **develop & sustain**)

- Beyond:

Embedding professional development and behaviours in workplanning, recruiting, onboarding, and other processes (**quick win** → **develop & sustain**)

Other initiatives as per Innovation Strategy (mix of **start now**, **quick win**, **keep strong**, & **develop & sustain**)



Actions (today)

- Next steps:
 - Formalise the Innovation Strategy (pending \$100m restructure)
 - Form a new organisational unit to operationalise the strategy (pending \$100m restructure)
 - Innovation capability uplift & professional development modules (**launched, more to come**)
 - Data gathering & analysis: coordinating & consolidating subjects, impact on students, philanthropy opportunities [e.g. scholarships for Entrepreneurial PhD, Diploma in Innovation, BCII, seed grants, other] (**working with advancement**)
- Beyond:
 - Embedding professional development and behaviours in workplanning, recruiting, onboarding, and other processes (pending \$100m restructure)
 - Other initiatives as per Innovation Strategy (pending \$100m restructure)