HEInnovate:
Entrepreneurship in Higher Education and Research
Commercialization
Athens Center for Entrepreneurship & Innovation, 11th April 2019
Paul Simmonds, Paul Hannon and Martin Wain

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.
WELCOME
<table>
<thead>
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<th>Time</th>
<th>Activity</th>
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<td>14:15-14:30</td>
<td>Welcome, introduction to HEInnovate, objectives of the session</td>
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<tr>
<td>14:30-15:45</td>
<td>Group work around selected areas of HEInnovate – identification of strengths and weaknesses</td>
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<td>15.45-16:00</td>
<td>Coffee break</td>
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<td>16:00-17.15</td>
<td>Group work around selected areas of HEInnovate – Action planning</td>
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<td>17.15-17.30</td>
<td>Close of the day – The way forward and conclusions</td>
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Roundtable introduction

• Please introduce yourselves to your table (1 minute each)
  • Your name and role
  • Expectations for the day
  • Report back:
    • 1 common objective found on your table
    • 1 common principle or ‘ground rule’ we should observe through the session
Welcome and introduction

Objectives for the session:

• To introduce (or re-introduce) HEInnovate to you, the participants
• To identify areas of strength, where there is significant potential to scale
• To identify areas of weakness where there is a need to improve
• To identify and agree joint areas for action
INTRODUCTION TO HEINNOVATE
What is an entrepreneurial and innovative HEI?

Higher education institutions are changing:

- New funding models
- Focus on Students employability, 21st century skills, value creation via intra-/entrepreneurship
- Internationalisation / globalisation / digitalisation
- New modes of engagement with stakeholders and local/regional environments
- Pressure of measuring and showing 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 HEInnovate?

- HEInnovate is an **online self-assessment** for Higher Education Institutions to explore their entrepreneurial and innovative potential
- A joint initiative of the **European Commission** and the **OECD**
- It has the simple **purpose** of helping HEIs assess their current situation and identify potential areas for action, by exploring:
  - The **concept** of entrepreneurial and innovative HEIs
  - The **defining characteristics** of an entrepreneurial HEI across eight broad areas
- It is to be used by **all types of HEIs**
- **Available online, free of charge**

[www.heinnovate.eu](http://www.heinnovate.eu)
Introduction to HEInnovate - What does it do?

- Allows individuals to assess their HEIs in a systematic way
- Diagnose 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
Introduction to HEInnovate – where we are now

- **Number of SAs completed:** over 18k
- **Number of HEIs** with SA completion: over 1,100 from 70+ countries
- **Number of users:** more than 18k registered users
- **Number of groups** on the site: over 1,400
- Over 100 different supporting materials, reports, case studies and videos available
- More than **50 workshops**

**Website visits**
from all over the world

Official launch of HEInnovate
18th November 2013
The use of HEInnovate in an HEI - What did we see?

• Initially supported awareness raising and use of the online self-assessment – taster sessions

• There are differences in the level of maturity of HEIs and what they want to get out of it

• There are differences in the way the workshops are run for single / multiple HEIs

• There were some workshops involving external stakeholders

• There were instances where HEIs were using HEInnovate for very specific needs (mergers, focus on knowledge exchange, performance contracts, stakeholder engagement)
The use of HEInnovate in an HEI - What did we learn?

HEInnovate works best when:

- There is involvement and commitment from the HEI
- There is discussion around the statements and what they mean
- There is a possibility to move from ideas to action
- The workshops have proved to be more than awareness raising and led to some significant action at the level of HEIs
- The self-assessment tool is just part of HEInnovate
Available resources

- **Training package**: to support the take up of HEInnovate
  - Guidance **how to use** the online self-assessment tool
  - Guides for delivering **three different types of workshops**
  - **Templates** for documenting agreed actions and supporting materials
  - The self-assessment is available in all 28 EU languages
Available resources

- **Case studies** and **guidance notes**, the **concept note**
- The reports from the **HEInnovate country reviews**
- Access to the **expert group of HEInnovate**
- **Digital resources**: interviews and tutorials
- For questions a dedicated **Helpdesk** ([info@heinnovate.eu](mailto:info@heinnovate.eu))
GROUP WORK: IDENTIFYING AREAS OF STRENGTH AND WEAKNESS
The eight dimensions

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

Preparing and supporting entrepreneurs includes ensuring students, graduates and staff **consider starting a business as a career option**, help individuals reflect on the commercial, social, environmental or lifestyle objectives of their entrepreneurial intentions. Offer **targeted assistance** to act on the idea, **build the necessary skills for successful entrepreneurship**, find relevant team members, get **access to appropriate finance and effective networks**. The HEI should ideally act as part of a wider business support ecosystem. Six specific statements within the dimension:

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
Preparing and Supporting Entrepreneurs

Knowledge exchange is an important catalyst for organisational innovation, the advancement of teaching and research, and local development. It is a continuous process which includes the ‘third mission’ of an HEI, defined as the stimulation and direct application and exploitation of knowledge for the benefit of the social, cultural and economic development of society. The motivation for increased collaboration and knowledge exchange is to create value for the HEI and society.

Five specific statements within the dimension:

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.
Relevant statements in other dimensions

The HEI encourages and supports faculties and units to act entrepreneurially

Entrepreneurial objectives are supported by a wide range of sustainable funding and investment sources

The HEI co-designs and delivers the curriculum with external stakeholders.

Open science and innovation practices are widespread across the HEI

International perspectives are reflected in the HEI’s approach to research

The HEI regularly assesses knowledge exchange and collaboration
Preparing and Supporting Entrepreneurs

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The HEI supports its students, graduates and staff to move from idea generation to business creation.

Training is offered to assist students, graduates and staff in starting, running and growing a business.

Mentoring and other forms of personal development are offered by experienced individuals from academia or industry.

The HEI facilitates access to financing for its entrepreneurs.

The HEI offers or facilitates access to business incubation.

Scoring of dimension statements, overall

- 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.
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Average

Variance
Preparing and Supporting Entrepreneurs

Overall view of the dimension, by stakeholder

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Administrative leader
Preparing and Supporting Entrepreneurs

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Administrative leader

External
Preparing and Supporting Entrepreneurs

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Preparation and Support for Entrepreneurs

Overall view of the dimension, by stakeholder

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Preparing and Supporting Entrepreneurs

Overall view of the dimension, by stakeholder

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Group work: Strengths and weaknesses

- **Individually:** 10 minutes to review the statements and pick one to focus on

- **In groups:** 45 minutes to discuss areas of strengths and weaknesses in your chosen dimension at your institution(s)
  - Identify good practice, considering barriers to scaling
  - Identify areas that could be improved with intervention

- **Report back** to plenary: 15 minutes
Group work: Strengths and weaknesses

- Reporting back
  - What areas of good practice did you identify and why?
  - What barriers exist to scaling them?
  - What areas of improvement did you identify and why?
Q&A and Coffee break

Any questions or comments?

During the break, please rank your priorities for action:

You may tick one ‘item’ more than once, but you only have three ticks!

15:45-16:00 - Coffee break
GROUP WORK: ACTION PLANNING
Group work – action planning

• **In plenary:** 10 minutes to summarise priorities identified in the coffee break

• **In groups:** 50 minutes to discuss areas of action, completing the action sheet. Consider all factors, and possible resourcing

• **Report back** to plenary: 15 minutes
Group work – action planning

• Reporting back
  – Brief overview of the discussion
  – Present the main actions selected by the group participants and why
  – What are the barriers and enabling factors identified for implementation?
  – Is there a need for further support?
WAYS FORWARD AND CONCLUSIONS
Thank you!

Any questions?
Please complete your feedback forms

17:30 – Close
Thank you

Any questions or comments?

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