



# HEInnovate

## Introduction to HEInnovate

Online briefing webinar for EIT HEI Initiative

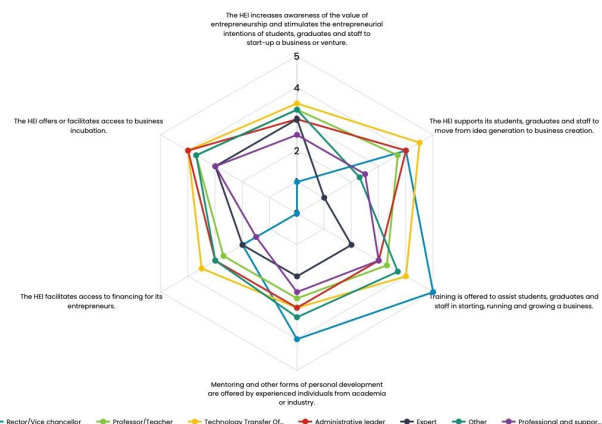
7th October 2024, 15.00-16.30 CET

Mikkel Trym, Rebecca Allinson



# Agenda

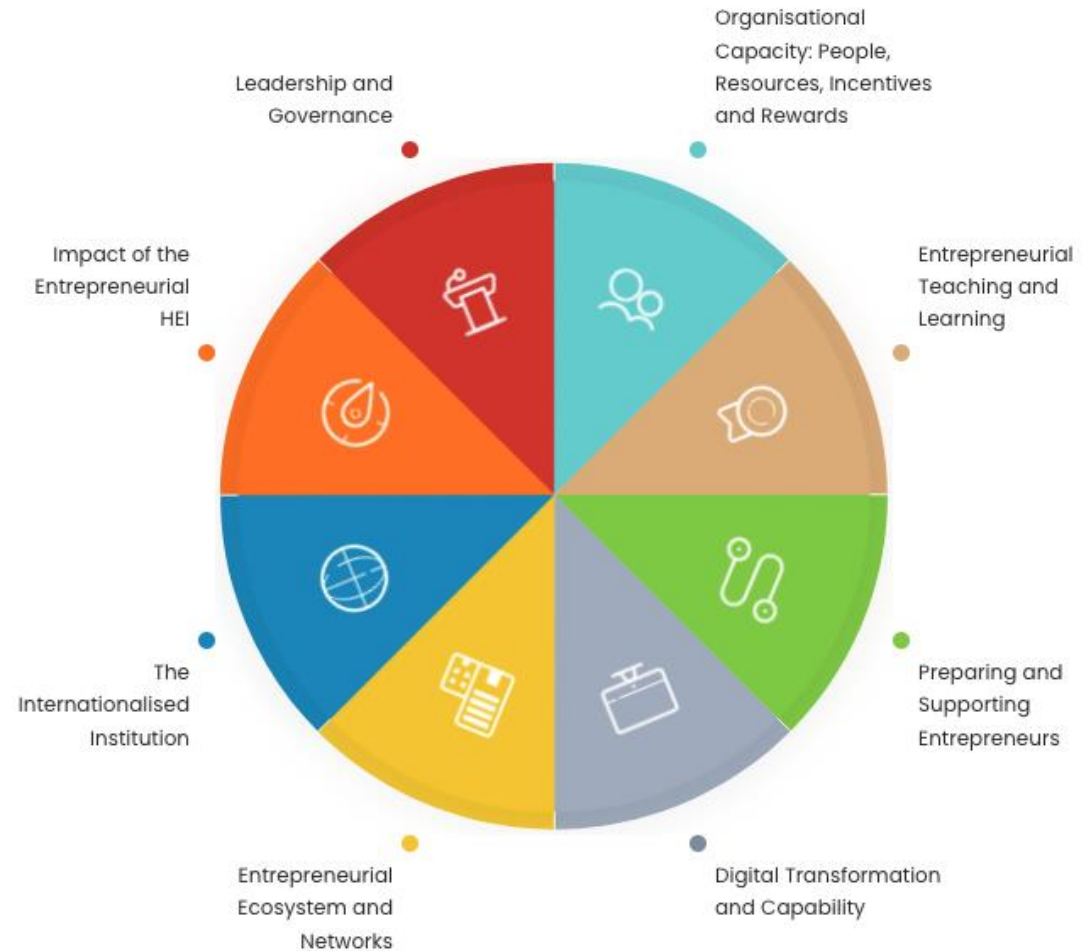
15:00-15:05	<b>Welcome and introduction</b>	
15.05-15:35	<b>What is HEInnovate? Introducing the concept and the rationale behind</b>  <b>The eight dimensions of HEInnovate</b>	Rebecca Allinson, Mikkel Trym
15.35-15.50	<b>Live demonstration of the HEInnovate website and the self reflection tool</b>	Rebecca Allinson
15.50-16.10	<b>Providing inspiration on the use of the tool</b>	Mikkel Trym
16.10-16.30	<b>Questions and Answers</b>	Rebecca Allinson, Mikkel Trym



**Disclaimer:** This webinar is solely an introduction on how to use the HEInnovate self-assessment tool. We are not providing formal nor legal guidelines on the HEI Initiative: Innovation Capacity Building for Higher Education call for proposals process

# What is HEInnovate? Introducing the concept and the rationale behind The eight dimensions of HEInnovate

Rebecca Allinson and  
Mikkel Trym



# What is HEInnovate?

HEInnovate is an **online self-assessment tool** to explore the entrepreneurial and innovative potential of HEIs

A joint initiative of the **European Commission** and the **OECD**

**Purpose:** helping HEIs assess their current situation and identify potential areas for action, by exploring:

- the **concept** of entrepreneurial and innovative HEIs
- the **characteristics** of an entrepreneurial HEI across 8 areas

It can be used by **all types of HEIs**

Available **online, free** of charge: [www.heinnovate.eu](http://www.heinnovate.eu)

## 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 strength and weakness, opens up discussion on the entrepreneurial/innovative nature of your institution and 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. It is free, confidential and open to anyone to use. [Read more.](#)

**NEW:** To further support Higher Education Institutions in their entrepreneurial development, seven profiles and corresponding sets of recommendations are now available for actions toward more innovative institutions! [Read more](#)

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.](#)



# Origins of HEInnovate

- Expert group established to support the **concept of an “entrepreneurial HEI”** and design a self-assessment tool
- Joined forces with the OECD – developed a combined tool
- Tested the concept on pilot HEIs to assess its relevance and usefulness
- Developed the online environment, supporting materials

**Official launch 18th November 2013**

- Multiple revisions and updates since to enhance the use

**Latest revision launched: June 2023**

# What does HEInnovate do?

- **Diagnose strengths and weaknesses** of HEIs across **8 areas / 38 different statements**
- Allows all stakeholders to **assess and engage in HEIs systemic development**
- Supports **your group self-assessment** exercises
  - Can be **completed anonymously**
  - The **results are confidential** – no EC/OECD access
- **Opens discussion and debate** on your HEIs needs/opportunities
- **Compares and contrasts** evolution over time
- **Access to results and learning materials** -> Action Plans/Development

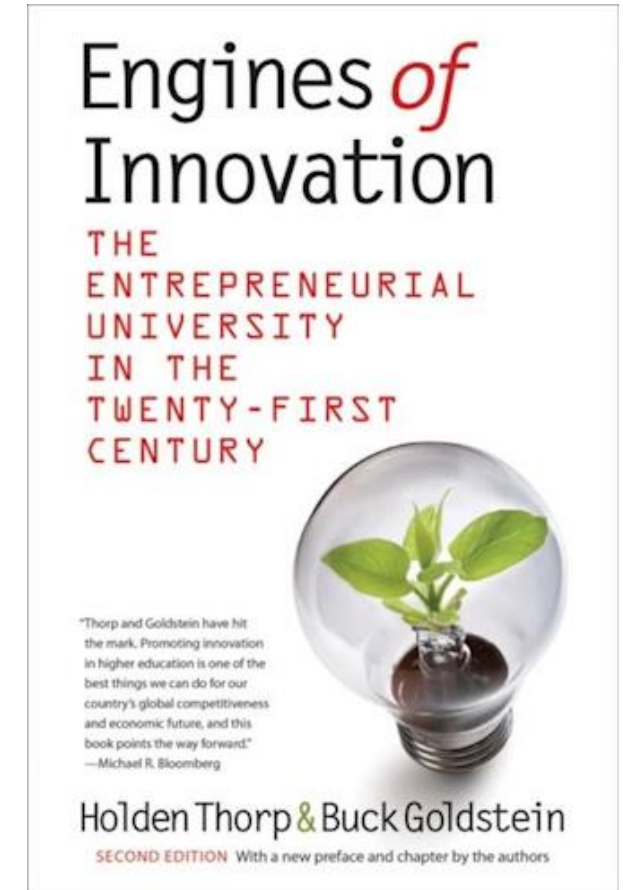
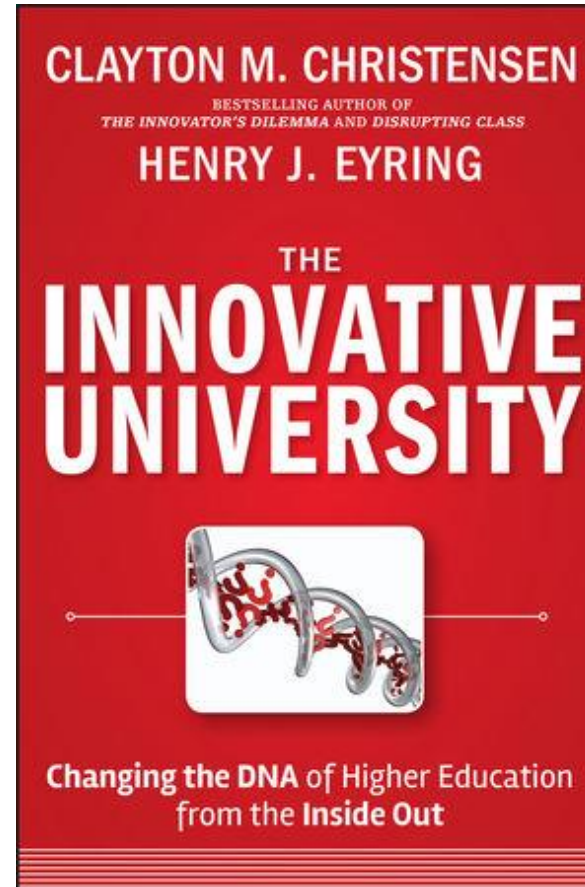
NO  
RANKING

NO  
BENCHMARKING

**The self-assessment is just the starting point of HEInnovate**

# The rationale for HEInnovate

- Adaptation to **Disruption**
- Societal **Impact** and **Global Challenges**
- **Economic** Development, Competition, Efficiency and Cost Management
- **Interdisciplinary** and Real-World Learning Approaches
- **New Funding Models**
- **+ Practice**



# Why do we need entrepreneurial universities?

- **The role of Higher education and research institutions are changing**
- **New funding models**
- Focus on students' **employability**, 21st century skills, value creation via **intra-/entrepreneurship**
- **Internationalisation / globalisation / digitisation / AI**
- New demands of **engagement with stakeholders** and local/regional development, PPP
- Pressure of **showing impact**, purpose-driven, solving the **grand challenges/SDGs**
- Contributions to **economic growth**
- **Academic career development**

Being or becoming an entrepreneurial / innovative higher education and research institution is a response to these challenges



# The eight areas of the self-assessment



## Leadership and Governance

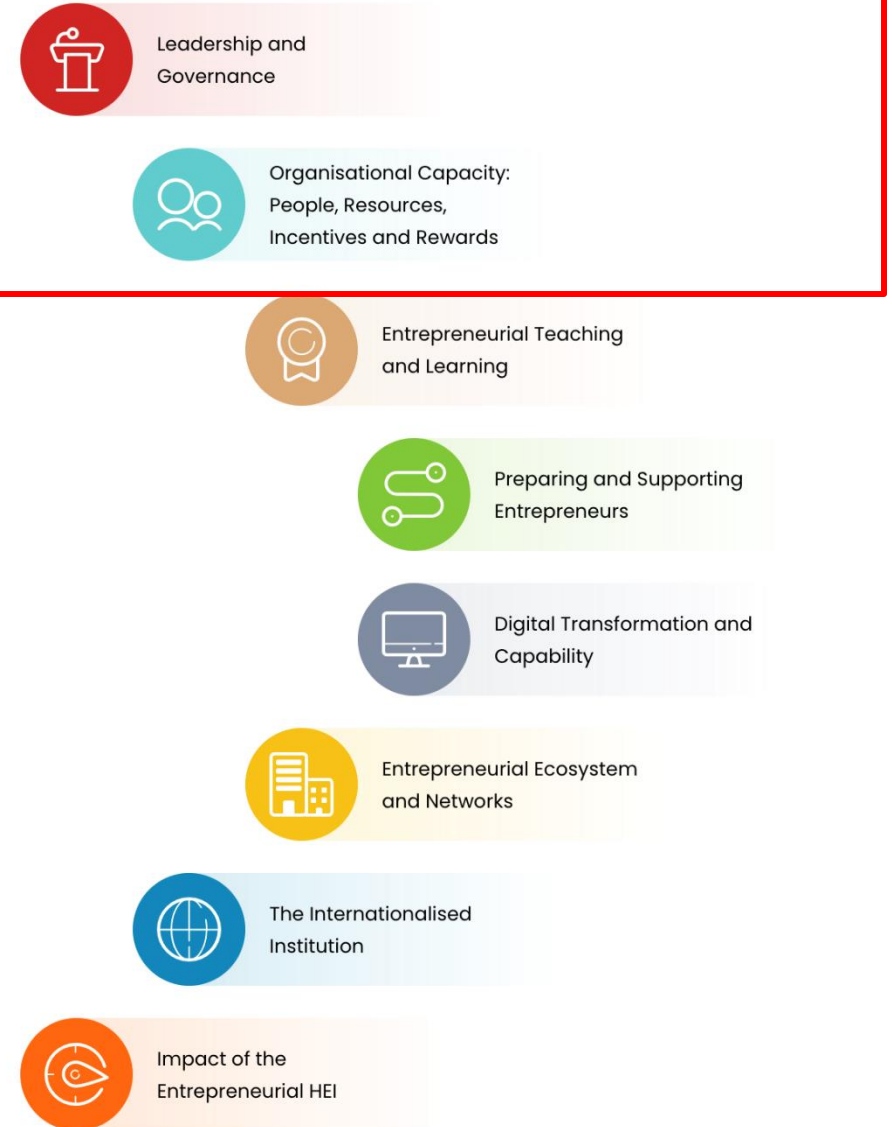
Leadership commitment / strategy / coordination / integration / encouragement (internal / external)



## Organisational Capacity:

### People, Resources, Incentives and Rewards

Sustainable funding & investment sources, human capacities (recruitment + staff development), rewards



# Organisational Capacity: People, Resources, Incentives and Rewards



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

# The eight areas of the self-assessment



## Entrepreneurial Teaching and Learning

Formal + informal entrepreneurial mindset and skills, validating outcomes, co-design curriculum, integrating research



## Preparing and supporting Entrepreneurs

Awareness and support for students, graduates and staff, idea to business, training & mentorship, finance and facilities



# Preparing and Supporting Entrepreneurs



- The HEI increases **awareness of entrepreneurship** and **stimulates the entrepreneurial intentions** of students, graduates and staff to start-up a business or venture.
- The HEI supports its students, graduates and staff in **starting, running and growing a business** or new venture.
- **Mentoring** and other forms of **personal and entrepreneurial project development** are offered.
- The HEI offers or facilitates **access to business incubation, acceleration, and financing**.
- **Global challenges** are reflected in the HEI's entrepreneurial initiatives.

# The eight areas of the self-assessment



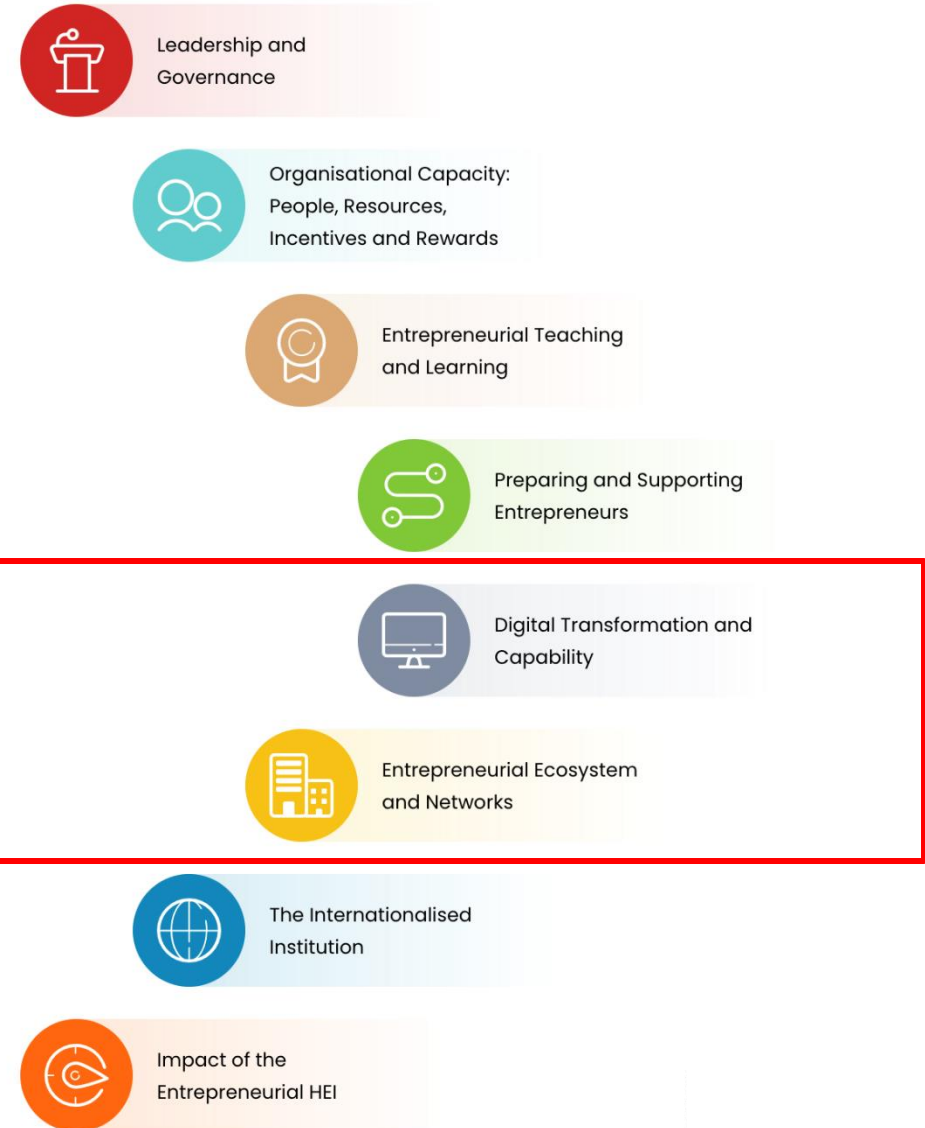
## Digital Transformation and Capability

Key enabler - digital strategy: invest, support, use, improve, quality and equity in T&L, open data



## Entrepreneurial Ecosystem and Networks

Commitment, active involvement in PPP, links to the entrepreneurial eco-system, opportunities for staff, knowledge triangle integration (research)



# Digital transformation and capability



- The HEI fosters a **digital culture** and implements and monitors a digital strategy supporting innovation and entrepreneurship
- The HEI invests in, manages and continuously improves a **digital infrastructure that supports innovation and entrepreneurship**
- The HEI actively supports the use of **digital technologies** to enhance quality and equity in entrepreneurial teaching, learning and assessment
- 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
- The HEI makes full use of its **digital capacity to promote sustainable and inclusive innovation and entrepreneurship**

# The eight areas of the self-assessment



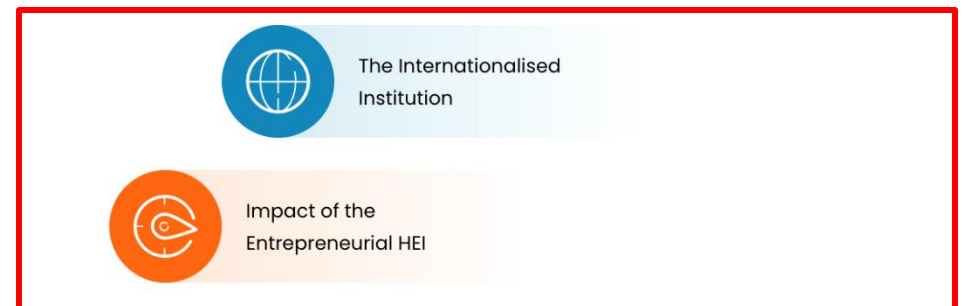
## The Internationalised Institution

Vehicle for change and improvement (resonate with entrepreneurial), integral part, mobility, staff, delivery of teaching and research.



## The Impact of the Entrepreneurial HEI

Quantitative and qualitative impact of entrepreneurship. Impact of personnel, resources, T&L, start-ups, knowledge collaboration.



# The Entrepreneurial Ecosystem across other dimensions

- The HEI is a driving force for entrepreneurship and innovation in **regional, social and community development and addressing societal challenges**. (L&G)
- The HEI engages, **recruits and promotes** individuals with entrepreneurial attitudes, behaviour and experience. (OC)
- The HEI co-designs and delivers a curriculum with external stakeholders which responds to societal challenges. (ET&L)
- Mentoring and other forms of personal and entrepreneurial project development are offered (PSE)
- 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**. (DTC)
- The HEI pursues international engagement across all its activities: teaching, research and knowledge exchange to deliver impact at local, regional, national and international levels. (II)



## HEinnovate works best when..

- Increased **involvement** and **commitment** across the **whole institution (Systemic Bottom-Up and Top-Down change process)**
- From assessment to **ideas and action**
  - Note: the results are based on subjective perceptions, it is a self-reflection exercise
- Differing opinions can be explored as part of the process:
  - What was taken into consideration when scoring the statements?
  - Are there significant differences in views of the stakeholders?
  - What are the areas of strengths / need of improvement?
  - Focusing on the key areas for improvement, which are the highest priority?
  - What are the barriers to making improvements in these areas?

Intentionally open and flexible: choose  
the focus and how to use the results

## Why using HEInnovate?

- **Credible** (Based in Science, Best-Practice, and a joint EC – OECD initiative)
- **Systemic** – One tool with eight important cross-cutting areas: SWOT -> Specific REAL needs
- **Flexible** – focus on selected area(s): Interest/Needs of target audience, Types of stakeholders engaged
  
- It **initiates dialogue** promoting change in a **systemic** way: Connecting the dots
- It aids **prioritisation**, action planning – **roadmap for change**
- It compares and contrasts **change over time** – It can be used in the whole change process, multiple times, with access to previous completions

# HEinnovate resources

- **Training package** – to provide suggestions on how to organise different HEinnovate workshops including:
  - General presentation
  - The 8 dimensions document
  - WS guides and ‘how to use’ HEinnovate manual
- **Guidance notes** – to provide inspiration, to be supported / guided related to the statements
- **User stories and case studies** – to be inspired by peers
- **HEinnovate action cards** – to support action planning short, medium and long term
- **HEinnovate country reviews** – to see policy level recommendations by the OECD
- **EPIC** – Entrepreneurial Potential and Innovation Competences course assessment tool

# HEinnovate resources

➤ **HEinnovate webinars** - to engage with the HEinnovate community and learn about relevant topics

➤ **HEinnovate newsletter** – incl. the webinar summary articles

➤ **HelpDesk** – [info@heinnovate.eu](mailto:info@heinnovate.eu)

**Individual self-assessment completion**  
Explore the eight dimensions of HEInnc assessment. The self-assessment tool higher education institutions identify ti the local and national environments, c potential areas for action. Under eight statements to consider in relation to y whether you want to complete all eigh few selected areas.

**Group self-assessment completions**  
HEinnovate has a group functi allows people with different rol generate discussion, dialogue The group function of HEInncv institutions to use HEInncv f user can set up a group and in external stakeholders to comp group.

**The HEinnovate workshops**  
The HEinnovate self-assessment of a process for HEIs who are exp innovative potential rather than i important part of the process as those involved to discuss and pr

**HEinnovate resources**  
Explore the HEinnovate resources. The v relevant resources for further improv resources include:

- **Case studies** on institutional practi dimensions of HEinnovate.
- **User stories** about the different exp undertaking the HEinnovate assessr
- **Guidance notes** linked to the indic statements to gain ideas and guidc institutions practices and approach statements.
- **Country reviews**, prepared by the C

**Action cards**  
The HEinnovate action cards provid recommendations based on their e profile. Each HEI can assign itself to profiles that best suits its entrepren and its institutional strength. The Ac forward relevant and actionable re short-, medium- and long-term im tailored to each institutional profile dimensions of HEinnovate. The 56 a accompanying instruction materia downloaded and are best used in c

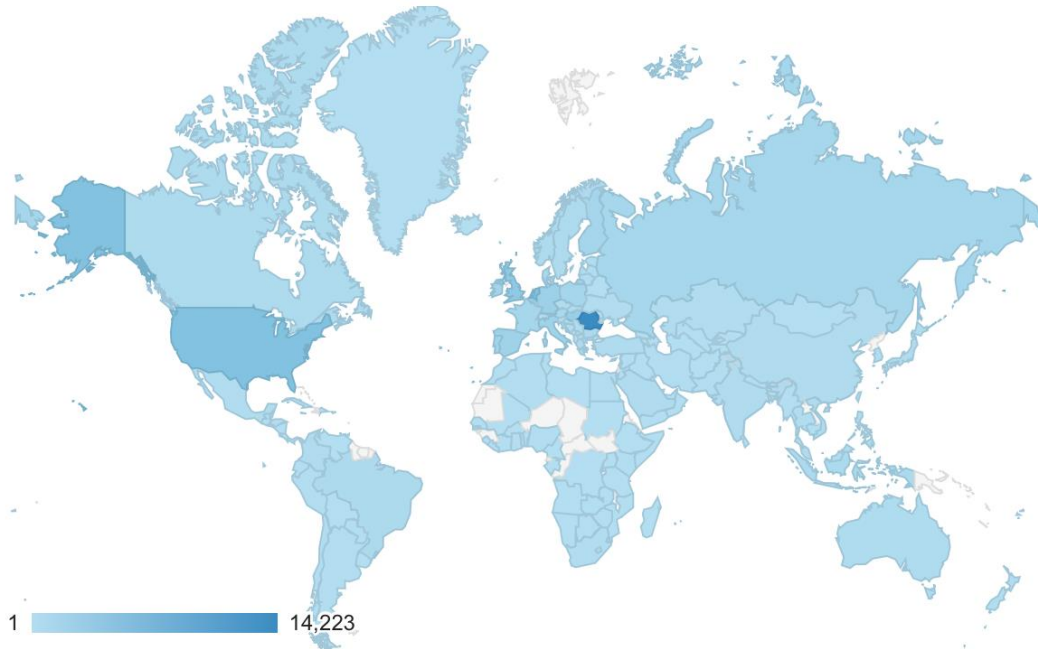
**Join our events and webinars**  
Sign up to our news and newsletter to receive not articles and upcoming events. We are also runnin which usually take place at 5pm CET/CEST on the The webinars engage invited speakers in discussi around topics of relevance to the current discour education, with a special focus on innovation anc

**Other initiatives**  
Here you can learn more about:

- The EIT HEI Capacity Building Initiative, and
- The Entrepreneurial Potential and Innovation Competences (EPIC) course assessment tool

**Case Studies**  
You can view and download case studies that showcase different institutional approaches and good practices along the eight dimensions of HEinnovate.

# Where are we now?



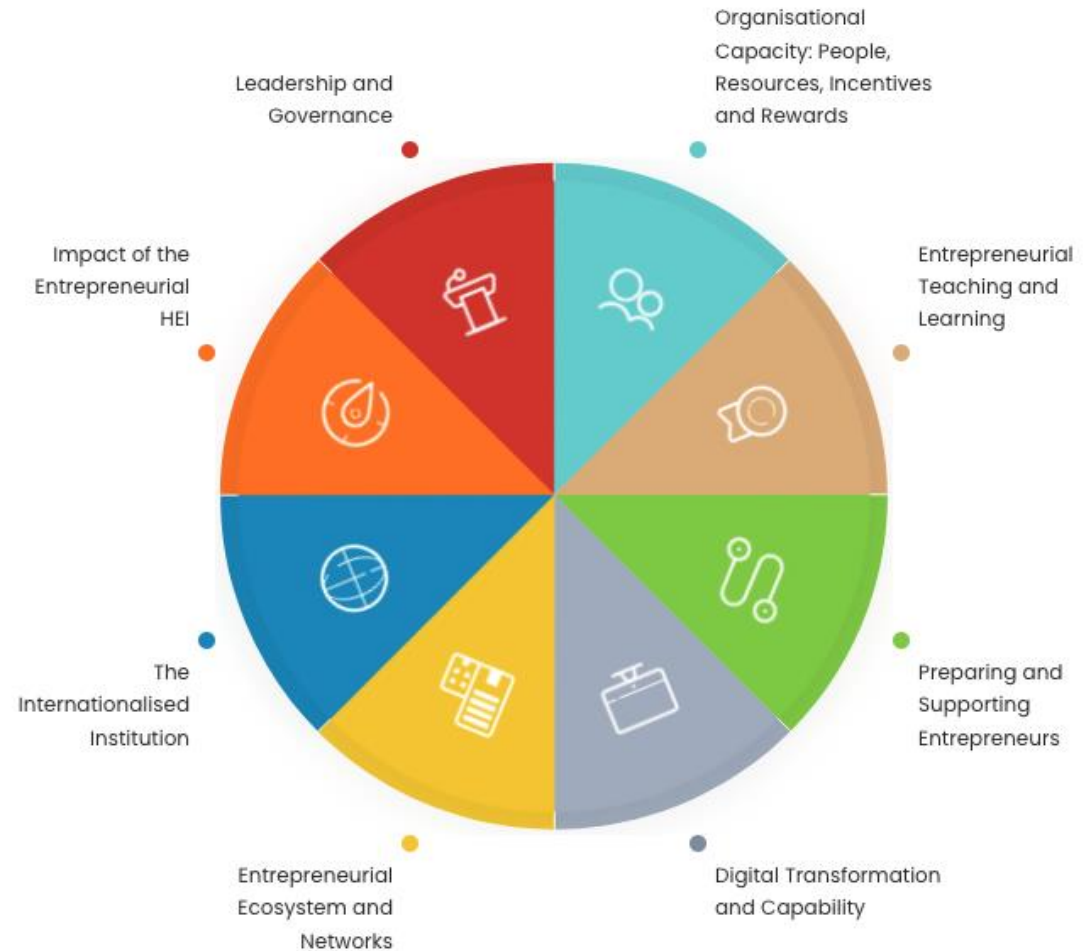
**Website visits** from all over the world

- **Number of SAs completed:** over 30k
- **Number of HEIs with SA completion:** over 1,700 from 75+ countries
- **Number of users:** more than 30.6k registered users
- **Number of groups** on the site: over 2,500
- More than 70 **workshops, webinars, training sessions**

Nr of HEIs, Nr of self-assessment completions:  
<http://heinnovate.eu>

# Live demonstration of the HEInnovate website and the self reflection tool

Rebecca Allinson



# The group function of HEInnovate

## **What is a Group?**

HEInnovate has a group function, it is a highly versatile feature which allows people with different roles within a higher education institution to compare their results and use them to generate discussion, dialogue and strategies for change.

Once the group is set up, the group administrator can invite other participants to complete the self-assessment as part of that group.

## **Who can start a group?**

Anyone can start a group and become a group administrator.

## **Who can be part of a group?**

You can invite anyone to be part of a group. The tool has been left intentionally open and flexible so higher education institutions can decide themselves on how best to organise people and get the most out of it to suit their own objectives

## **How do I invite people?**

There is a 'create a new group' function, that allows you to upload names and e-mail addresses of people you wish to invite. You can also personalise the message you want to send out, which also includes the link to the established group.

## **What do people need to do who are invited?**

Once a group is set up, each invited individual should register with HEInnovate and start completing the self-assessment as part of the group.

# How to use the web-site and self-assessment tool

**Online demonstration**

**<https://heinnovate.eu/en>**



# Recap – the content of the HEInnovate website

## Individual self-assessment completion

Explore the eight dimensions of HEInnovate by completing the 1 assessment tool has the simple purpose of helping higher education institutions, respecting the local and national environment potential areas for action. Under eight dimensions, there are 42 relation to your institution. You can choose whether you want to dimensions or focus only on a few selected areas.

[START YOUR SELF-ASSESSMENT](#)

## Group self-assessment completions

HEInnovate has a group function. It is a highly versatile tool for different roles to compare their results and use their strategies for change.

The group function of HEInnovate is the best way HEInnovate for institutional change. Once register colleagues and relevant internal and external staff part of their group.

[CREATE YOUR GROUP](#)

## The HEInnovate workshops

The HEInnovate self-assessment tool works best for HEIs who are exploring their entrepreneurial capabilities. Workshops are an important part of opportunity for those involved to discuss and You can find additional information on how to Training Materials, including an HEInnovate 11 workshop agendas, whom to invite and form HEInnovate, workshop guides and an action plan. You can also seek advice to the organisation HEInnovate Team or the members of the HEInnovate.

[EXPLORE TRAINING MATERIALS](#)

## HEInnovate resources

Explore the HEInnovate resources. The web resources for further improvement and insights.

- **Case studies** on institutional practices HEInnovate
- **User stories** about the different experiences
- **Guidance notes** linked to the individual and guidance on how to further your institution along the different statements
- **Digital resources**, including videos and education institutions implement HEInnovate
- **Other documents**, including the HEInnovate reviews and the concept note behind it

[SEE RESOURCES](#)

## Join our events and webinars

Sign up to our news and newsletter to receive events. We are also running a series of webinars last Thursday of the month. The webinars are sharing around topics of relevance to the current special focus on innovation and entrepreneurship webinars and watch the recordings as well.

[SEE UPCOMING EVENTS](#)



Leadership & Governance	Organisational Capacity	Entrepr. Teaching & Learning	Preparing & Supporting	Digital Transformation	Knowledge Exchange & Collaboration	Internationalisation	Measuring Impact
10 thumbnails	10 thumbnails	10 thumbnails	10 thumbnails	10 thumbnails	10 thumbnails	10 thumbnails	10 thumbnails

## CASE STUDIES

You can view and download case studies that showcase different institutional approaches and good practices along the eight dimensions of HEInnovate.

[BROWSE](#)

## Related projects

You can also explore two other initiatives that are complementary with HEInnovate. The Entrepreneurial Potential and Innovation Competences (EPIIC) course assessment help educators to measure the effectiveness of their entrepreneurship courses. It can be used to assess the development of participants in different entrepreneurship courses, or bootcamps or training programmes. The assessment works with a set of statements to which course participants can answer their development. (1) entrepreneurial and core entrepreneurial intentions and attitudes, (2) enterprising behaviours, (3) entrepreneurial educational effects.

[SEE RELATED PROJECTS](#)

## Other initiatives

There are a number of initiatives run by the European Commission that are of interest to the users of HEInnovate. In this section of the website, you can learn more about the following initiatives:

- **University Business Cooperation (UBC)** is supported by a range of European Commission initiatives, including events such as the University-Business Forum
- **Higher Education for Smart Specialisation (HE4SS)** helps stimulate debate and explore the role of HEIs in designing and implementing Smart Specialisation Strategies (SS3)
- The **Labour Market Relevance and Outcomes of Higher Education (LMRO)** project aims to help governments and higher education institutions enhance the employment outcomes of graduates
- **Erasmus+ Alliance for innovation** are bringing together businesses, higher education institutions and vocational education and training (VET) providers to work on more innovative forms of teaching and learning
- **Erasmus+ Forward Looking Cooperation Projects** aim to foster innovation, creativity and participation, as well as social entrepreneurship in different fields of education and training

[SEE OTHER INITIATIVES](#)

# Recap – how are the results displayed

SA / Rebecca Allinson / 2024-09-27

SEND REPORT

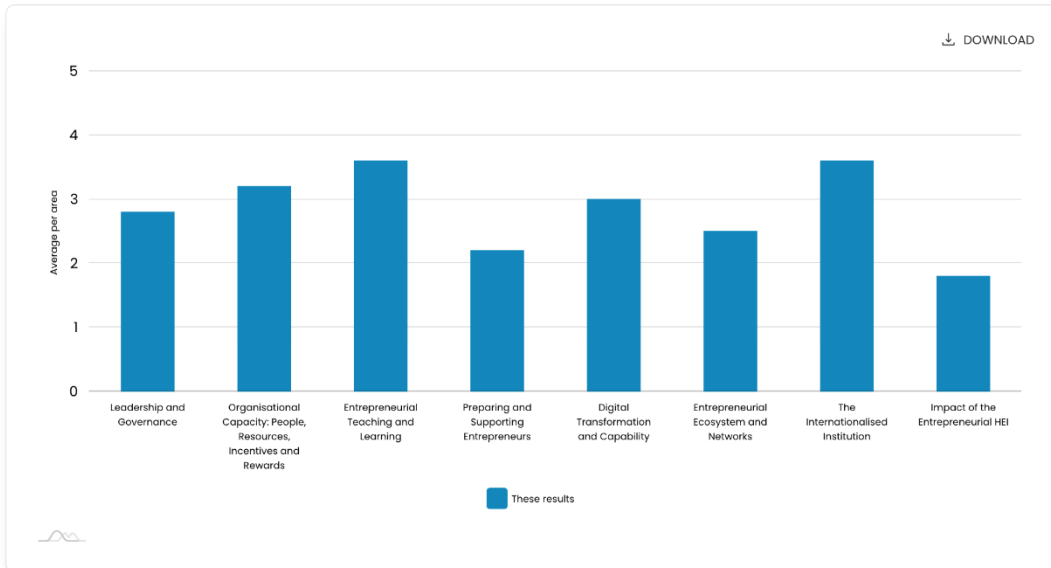
DOWNLOAD PDF

Submitted: 2024-09-27    Institution: Alberoni University    Role: Rector/Vice chancellor    Group: Test Group for EIT initiative webinar

Report

Comparison

Detailed results



## Recommended resources

ALL RESOURCES

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

CASE STUDIES

Technical University of Kosice, Slovakia: Extracurricular entrepreneurship education activities and start-up coaching within the region



READ MORE

DOWNLOAD

USER STORIES

HEinnovate at Turan University, Kazakhstan

READ MORE

CASE STUDIES

International entrepreneurial activities at ESSEC Business School



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 and the individual together. [Read more](#)
- Leadership of the HEI demonstrates entrepreneurial attitude and competence**  
 For an institution to become more entrepreneurial and innovative there are several ideological beliefs of academic staff, resulting from misperceptions and... [Read more](#)
- There is a structure/system for coordinating and integrating entrepreneurial institutional entrepreneurial agenda**  
 The ultimate aim of an entrepreneurial HEI is to embed innovation and entrepreneurship in the organisation's culture and its values, policies, structures and practice
- The HEI encourages and supports faculties, departments, units, teams and individuals**  
 A major development challenge is providing a strong rationale and academic support for entrepreneurship and innovation across the whole institution, across all subjects and for all levels of study. [Read more](#)
- The HEI is a driving force for entrepreneurship and innovation in regional development**  
 Higher education, and higher education institutions more generally, play a key role in supporting and driving regional, social and community development as well as...

### Next steps

#### Workshop preparation

The self-assessment works best if it is used as part of a process and workshops are an important part of this. The training manual provides information on how to organise your HEinnovate workshop including suggestions for draft workshop agendas, whom to invite and formats.

FIND OUT MORE

#### Action sheet

You can use the action sheet to capture the actions agreed on by participants during the workshops.

FIND OUT MORE

#### Resources

Here you can access relevant resources – case studies, guidance notes and user stories – for further improvement and inspiration.

FIND OUT MORE

#### Other Initiatives

There are a number of initiatives run by the European Commission and the OECD that are of interest to the users of HEinnovate

FIND OUT MORE

The average results are displayed as a bar chart (above), and additional resources are recommended (right)

# Recap – how are the group results displayed?

## Test Group for EIT initiative webinar – results overview

EXPORT DATA TO XLS

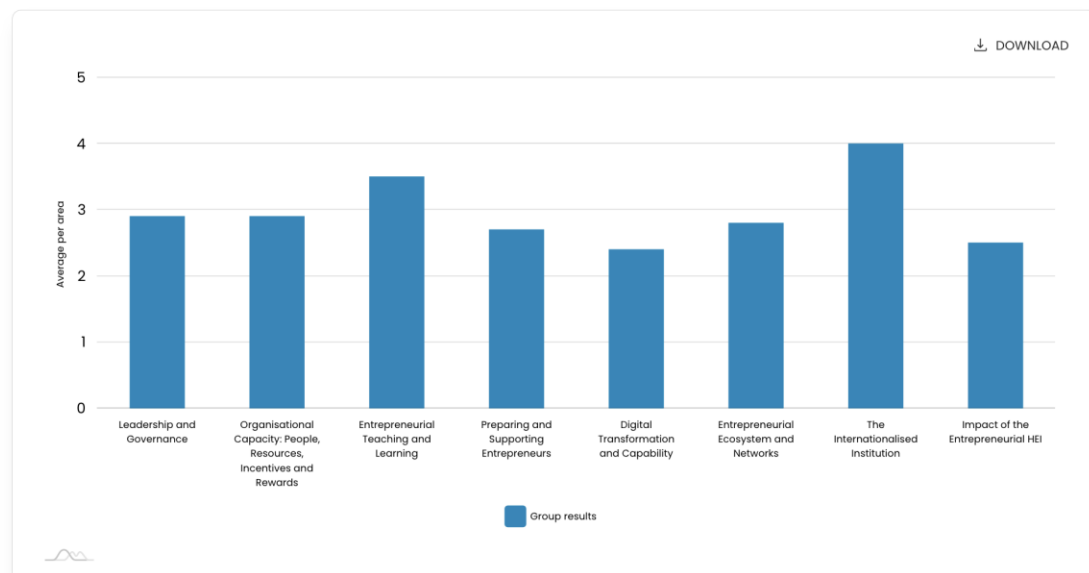
DOWNLOAD PDF

### overview

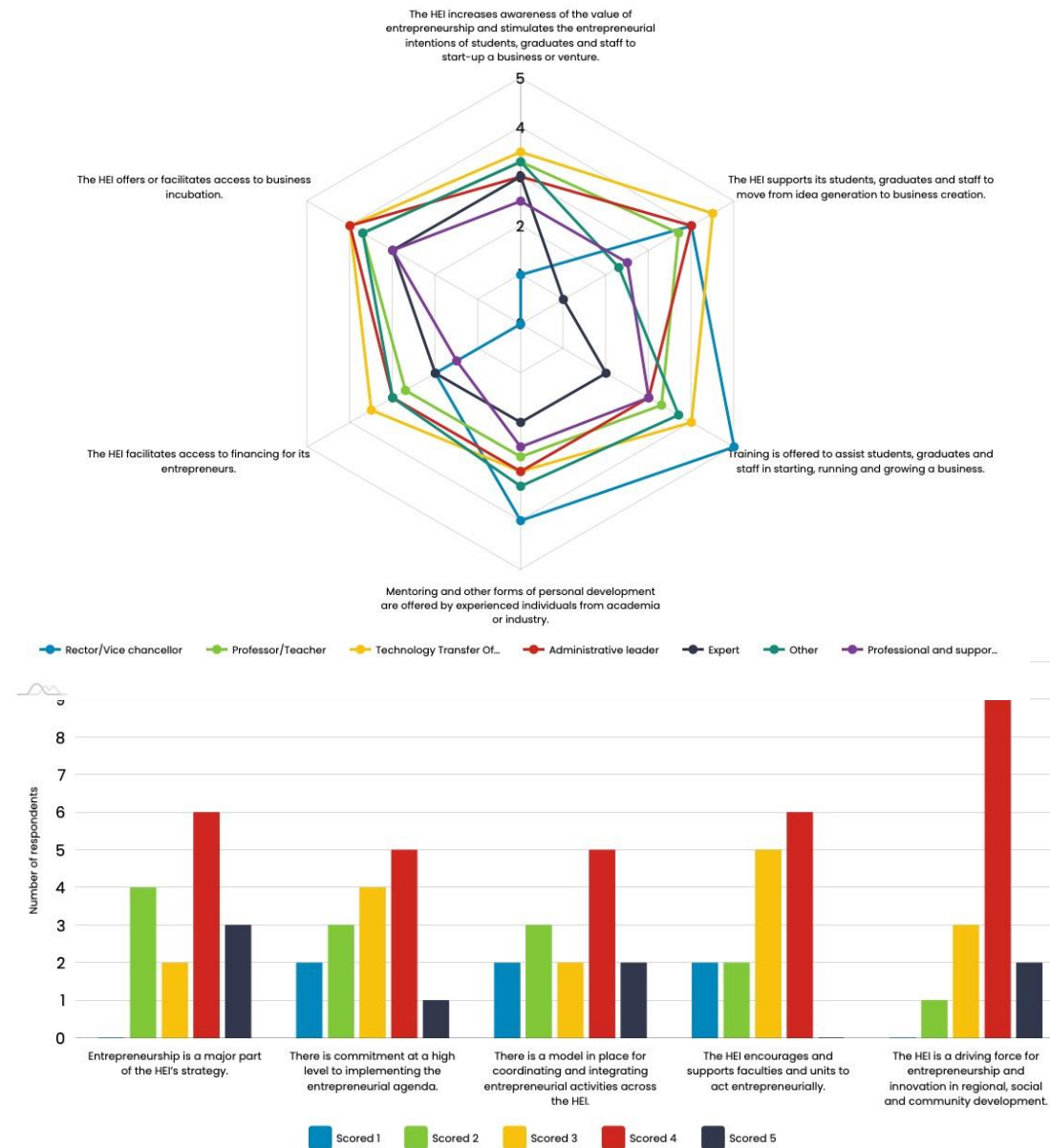
Overview

Detailed results

### Group self-assessment

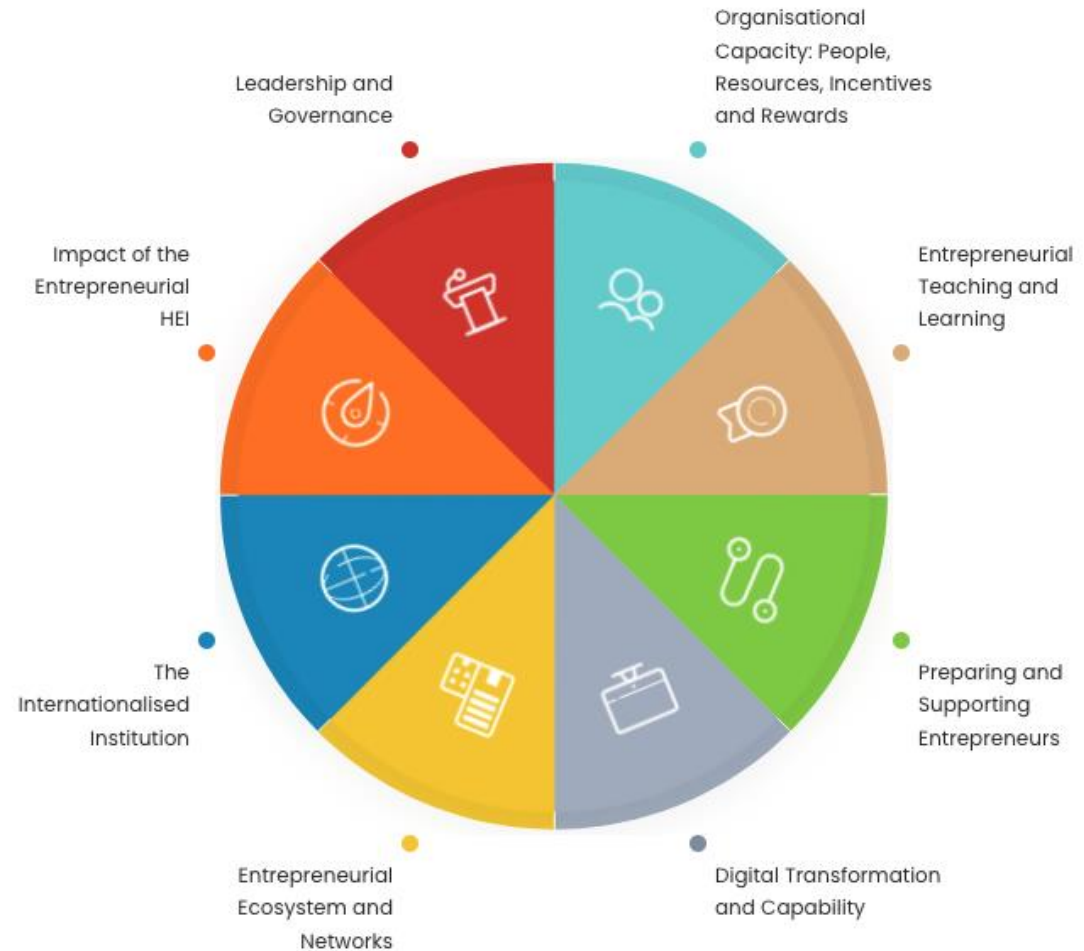


The group results are displayed for the group administrator in various charts that can be tailored (online) and downloaded together with a full pdf of the results



# Providing inspiration on the use of the tool

Mikkel Trym

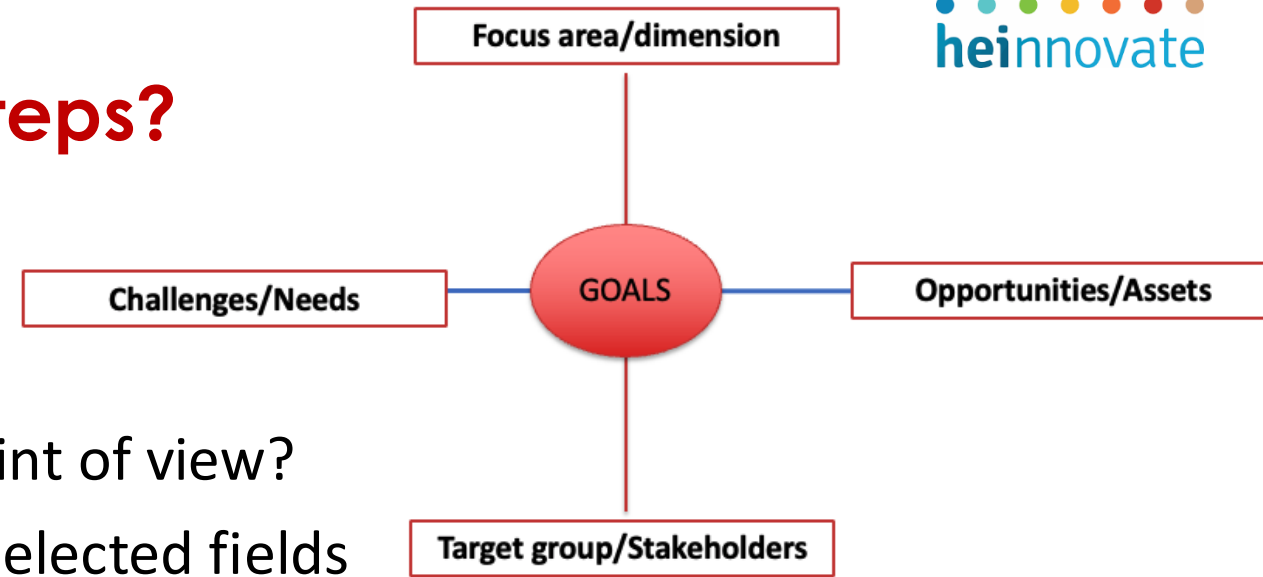


# How can the assessment results foster dialogue?

## ➤ Key questions for discussion:

- What was taken into consideration when scoring the statements?
- Are there significant differences in views on the scores between participants?
- With the benefit of this discussion is it possible to come to more consistent views?
- What are the areas of strengths which can be considered good practice?
- What are the areas in need of improvement that should be addressed?
- Focusing on the key areas for improvement, which are the highest priority?
- What are the barriers to making improvements in these areas?
- What enabling factors can facilitate change?

# Questions to address the next steps?



- Which are the priority areas from your point of view?
- Summary of key challenges and needs in selected fields
- Do you have any good practice examples you can share?
- How can you address them? What are planned actions?
- What stakeholders would you invite to contribute to your activities? How would you motivate them to join the work?
- What is the timeline for change?
- Where can you find support incl. inspirational ideas (e.g. the HEInnovate website), additional resources?

## From Need Assessment to Action

# HEInnovate Action Card Set An Inspirational Guide For the Entrepreneurial University

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# HEinnovate Action Card Set includes:

- **56 Action cards** with actionable suggestions including
- **Short, Medium and long-term** time-frame
- and **Explanation**.
- Divided within **7 Profiles**:
  - Aspirant
  - Builder
  - Educator
  - Internal Performer
  - Regional Performer
  - International Performer
  - Guru
- **Unique recommendation sequence** for each profile
- **A canvas** to organise your action cards

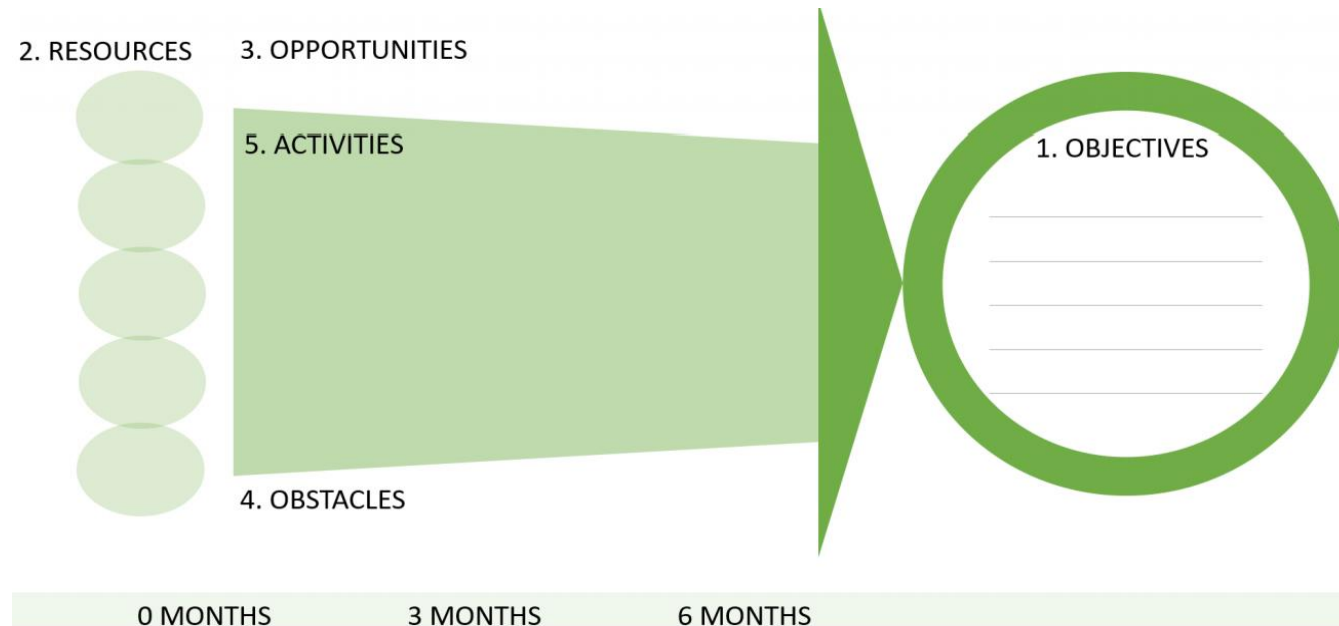




# Preparing your action plan / roadmap

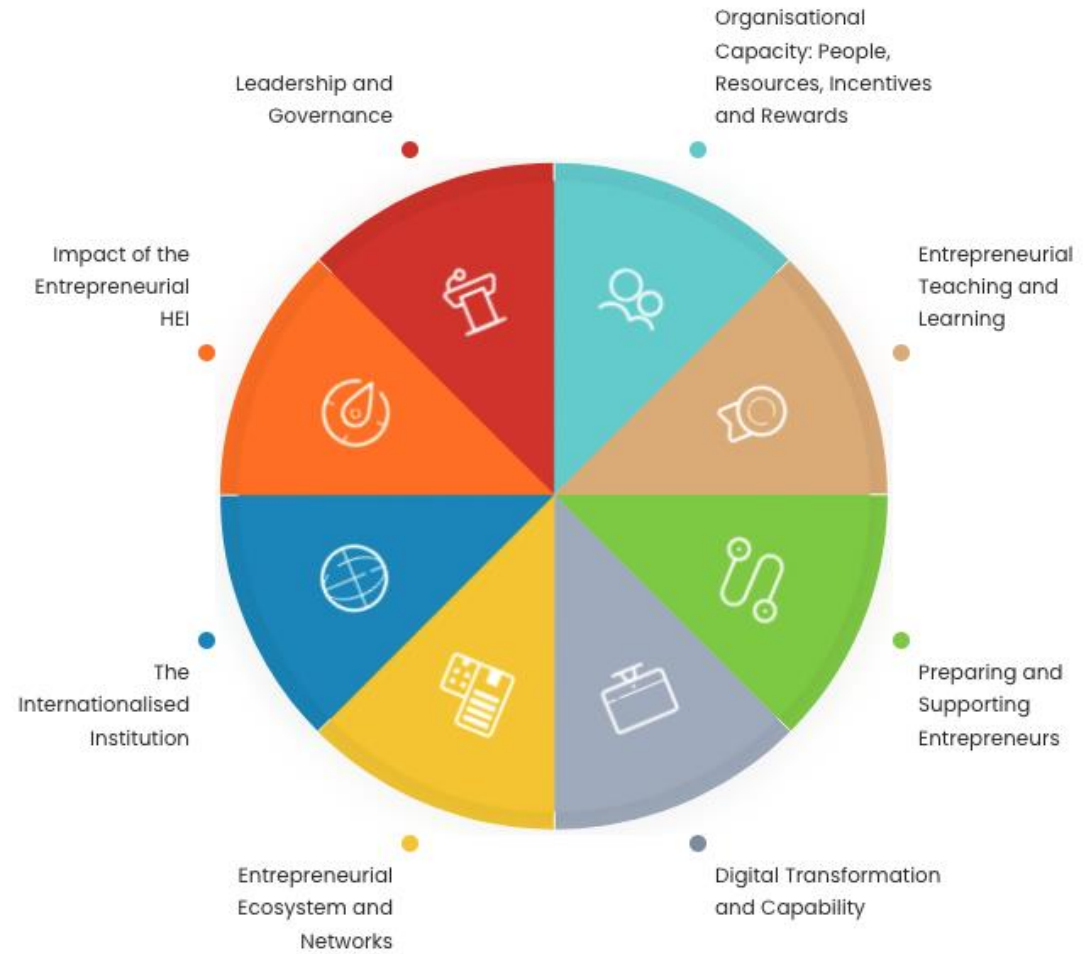
## ➤ Developing an action plan / roadmap:

- Objectives: Aim/rationale/argument of working within this domain?
- Resources: What key assets can you build on to make a change?
- What are key opportunities/obstacles you need to be aware of?
- Activities: What are the next steps/actions – Build a simple roadmap on what you are going to do and who you are going to involve – including a timeline



# Q&A

Rebecca Allinson and  
Mikkel Trym



# End of the webinar

Thank you for your participation!

Please contact us at [info@heinnovate.eu](mailto:info@heinnovate.eu)

