



HEinnovate Information Session

December 18, 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:

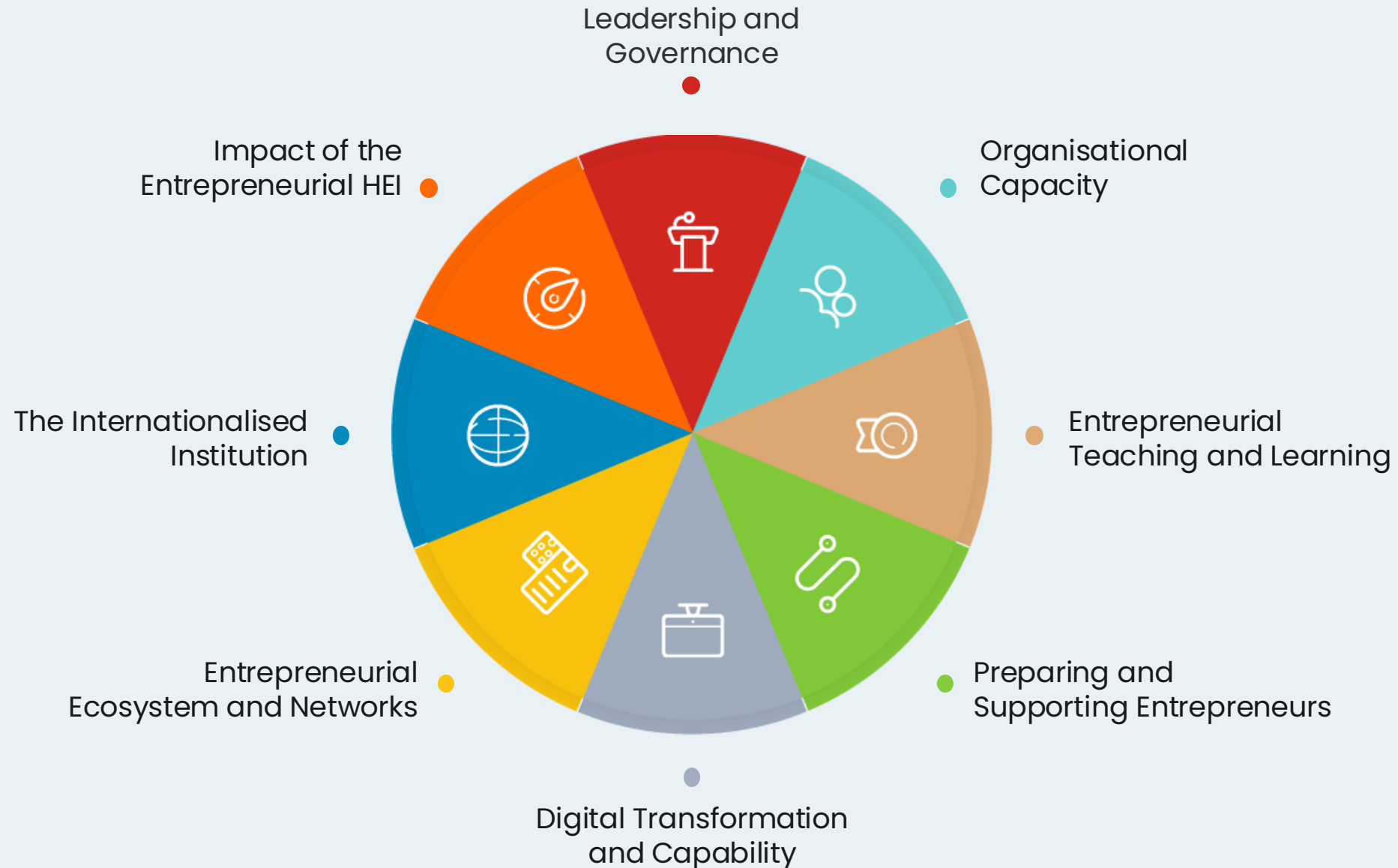
- Tool features, and resources

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 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: Discover

- 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 multiple colleagues, students and stakeholders** 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.



Step 2: Engage

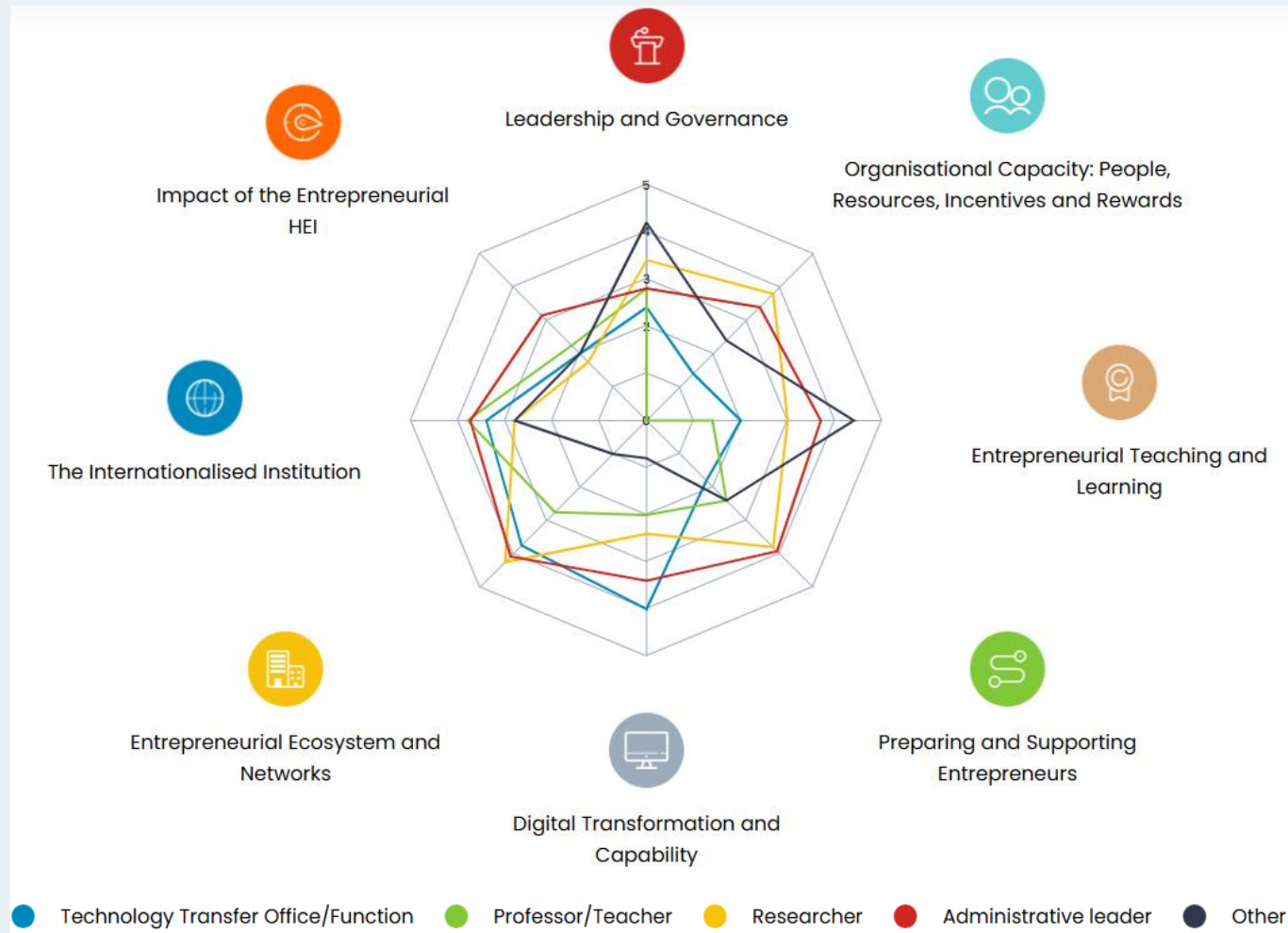
- Once you have your results, **organise a discussion** with leadership, staff, students, and other stakeholders.
- Share the self-assessment outcomes and discuss the results.
- Use this exercise to create a common language to talk about innovation and entrepreneurship in your institution.
- This step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



Step 2: Engage



Step 2: Engage



	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
Partner A	2.8	1.2	2.2	2.0	1.8	3.0	2.4	3.0
Partner B	4.2	4.0	3.8	4.2	3.4	4.3	3.8	4.5
Partner C	2.6	2.0	2.6	3.0	1.6	3.3	2.4	1.0
Partner D	4.4	4.3	3.2	3.6	3.6	4.3	4.2	3.7
Partner E	3.1	1.6	3.8	2.8	3.4	3.3	3.8	2.6
Partner F	2.8	2.2	2.8	2.6	2.1	3.0	2.7	2.2
Partner G	4.2	3.4	4.8	4.6	3.0	4.5	3.4	2.8
AVE	3.4	2.7	3.3	3.3	2.7	3.7	3.2	2.8
MIN	2.6	1.2	2.2	2.0	1.6	3.0	2.4	1.0
MAX	4.4	4.3	4.8	4.6	3.6	4.5	4.2	4.5

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
- **For EIT HEI applicants:** plan according to the **call requirements** and use your self-assessment results to develop your **Innovation Vision Action Plan (IVAP)**.





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 Planning Template



Leadership and Governance



General objective of the Higher Education Institution in this dimension:

Short-term activities

Medium-term activities

Long-term activities

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





How to set up a group and invite participants

HEInnovate: Shaping the future of higher education together

HEInnovate is an initiative of the **European Commission** and the **OECD**. It helps higher education institutions become more entrepreneurial, innovative, and future-ready.

It offers **a complete framework for change** – guiding you from reflection to action. With HEInnovate, your university can **assess its current position, design action plans, and access practical resources** to turn ideas into impact.

Understand where you are today. Decide where you want to be tomorrow. Take concrete steps to get there.

[LEARN HOW IT WORKS](#)[START YOUR SELF-ASSESSMENT](#)

Start your self-assessment

HEInnovate is designed to help interested Higher Education Institutions to assess themselves against statements which are organised under eight areas. Please fill out the details below to start your self-assessment. Keep in mind that you can submit your self-assessment anonymously by checking the box "I wish to take part anonymously".

Self-assessment details



[Home](#) > [Dashboard](#) > [My groups](#)

My groups

 FILTERS

[CREATE NEW GROUP](#)

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

My groups

HEInnovate has a group function for education institutions (or even for individuals) to create dialogue and strategies for change.

Groups I manage

Create a new group

Title — **Mandatory field**

Dimensions

- 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



FILTERS

CREATE NEW GROUP

different roles within a higher education institution to generate discussion, and to create a shared vision and strategy for change.

University test

EDIT GROUP

INVITE MEMBERS

1

Self-assessments in total

1

Completed by registered member

0

Completed by guest users

Open

Group status

Submissions created by guest users will only be visible in an aggregate form under "Group results" section.

VIEW GROUP RESULTS



Invite new members

E-mail address — Mandatory field

To send the invitation to multiple people at once, enter the e-mail addresses separated by a comma.

Message — Mandatory field

CANCEL

SEND INVITATION

...or share direct link

Direct link

You can copy the direct link and send it in an email to invite new members to join the group.



Q&A



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



HEINNOVATE in practice: Increasing service innovation capabilities in Higher Education Institutions



Supported by





Lidia Gryszkiewicz, PhD

- PhD in service innovation management (**Louvain Academy, Belgium**)
- Master in International Business (**Maastricht University, The Netherlands**)
- Master in Management and Strategy (**University of Lodz, Poland**)
- Creating Shared Value programme (**Harvard Business School, US**)
- Oxford Impact Measurement Programme (**Saïd Business School, Oxford, UK**)
- Co-founder and Director of **The Impact Lab, Luxembourg**
- Co-founder of **Limitless, Luxembourg**
- Guest innovation lecturer at the **University of Luxembourg** and **Central Saint Martin's, London**
- Expert for the **European Commission** and **European Institute of Innovation & Technology**
- Mentor at **Founder Institute, WEF Global Shapers Luxembourg**
- Previously: **Luxembourg Institute of Science and Technology, Arthur D. Little, PWC**



**Prof. Dr. Stephanie
Kaudela-Baum**

- **MSc in Economics** (Center of Business and Economics, University of Basel)
- **PhD in Economics** (Center of Business and Economics, University of Basel)
- **Professor of Leadership and Innovation** (Lucerne University of Applied Sciences and Arts – Business)
- **Head of the Competence Center for Business Development, Leadership & HR** (Lucerne University of Applied Sciences and Arts – Business)
- **Guest lecturer at various universities** (including ETH Zurich)
- **Program director** for MSc BA, MAS, and CAS programs in the field of leadership and innovation management
- **Co-Lead, Special Interest Group Innovation Leadership** (ISPIM – International Society for Professional Innovation Management)
- **Member of CINet; Lead, Special Track Innovation Leadership & People Management** (Continuous Innovation Network), EURAM and EGOS
- **AI driven Leadership** (Stanford University)



Piotr Kopyciński, PhD

- PhD in Economics, Krakow University of Economics
- Director of the Małopolska School of Public Administration at the Krakow University of Economics (MSAP KUE)
- Assistant professor in the Department of Public Economy at the Krakow University of Economics.
- Expert in projects of the European Commission, OECD, USAID
- Public policies, innovation, administrative management and regional development
- Academic lecturer: institutional economics, EU cohesion policy, regional policy, territorial self-government and Global Business Services



Marek Oramus, PhD

- PhD in Political Science, Krakow University of Economics
- Assistant professor in the Department of Public Economy at the Krakow University of Economics.
- Participates in the preparation and implementation of national and international research and implementation projects related to issues such as public management, public economy, local government reforms, Industrial Revolution 4.0, entrepreneurship, and cooperation between local government administration and non-governmental organizations.

DISCO Project

- Project goal: *to strengthen the innovation capacity of European higher education institutions (HEIs) through shared learning, cooperation and flow of knowledge.*
- Focus on cooperation between universities from **Poland** (Krakow University of Economics), **Switzerland** (Lucerne University of Applied Sciences and Arts) and **Ukraine** (Lviv National Polytechnic University, Sumy State University) with the support of other institutions
- Due to the war in Ukraine we have intensified our activities dedicated to supporting Ukrainian partners



DISCO Project



Cracow University of Economics (Lead partner)
Poland



Lviv Polytechnic National University
Ukraine



The Ternopil Oblast Council / Ternopil Regional
Council
Ukraine



Sumy State University
Ukraine



Lucerne University of Applied Sciences and Arts
Switzerland



European Centre for Women and Technology
(ECWT)
Norway



International Cyber Academy
Ukraine



All-Ukrainian Public Association of Innovative
Space Clusters
Ukraine

Start-up support

- Over 20 start-ups created and another 20 developed
- Focus on legal aspects and acquiring grants
- Mostly innovative ideas from Ukrainian students
- Wide industry scope: mobile apps, drones, gaming, logistics etc.



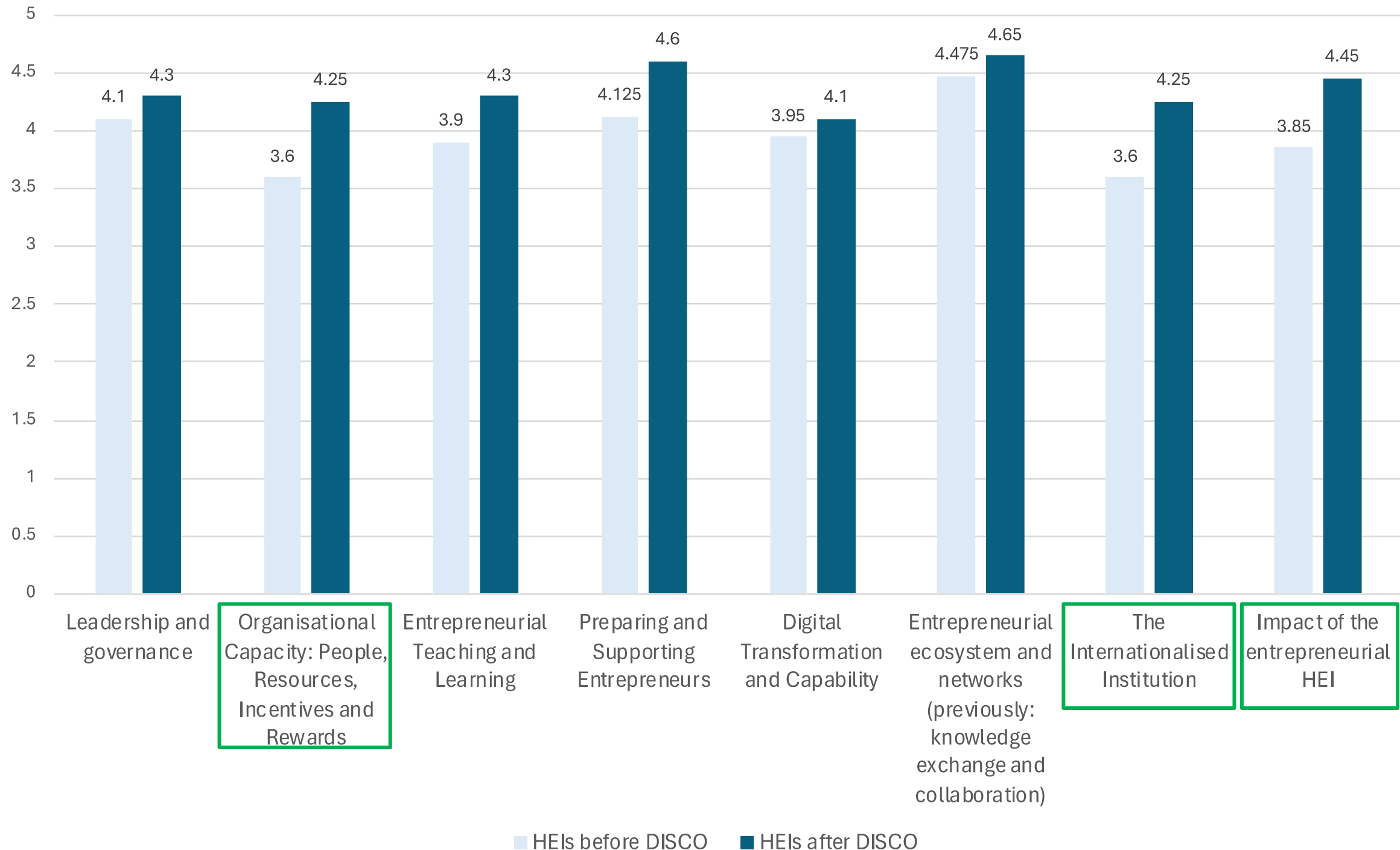
Lessons learnt

- War has changed everything
- Instability makes creating start-ups and supporting them more difficult
- Ukrainian reality vs. EU formal procedures
- Cultural differences between Western and Eastern European countries
- Problem with foreign money transfers
- Even more bureaucracy, difficulties with formal procedures, e.g. establishing start-ups (in effect most of them registered in Poland)
- Important role of Ukrainian universities as facilitators as they have now more opportunities for cooperation
- MOOCs and remote mentoring as a possible solution

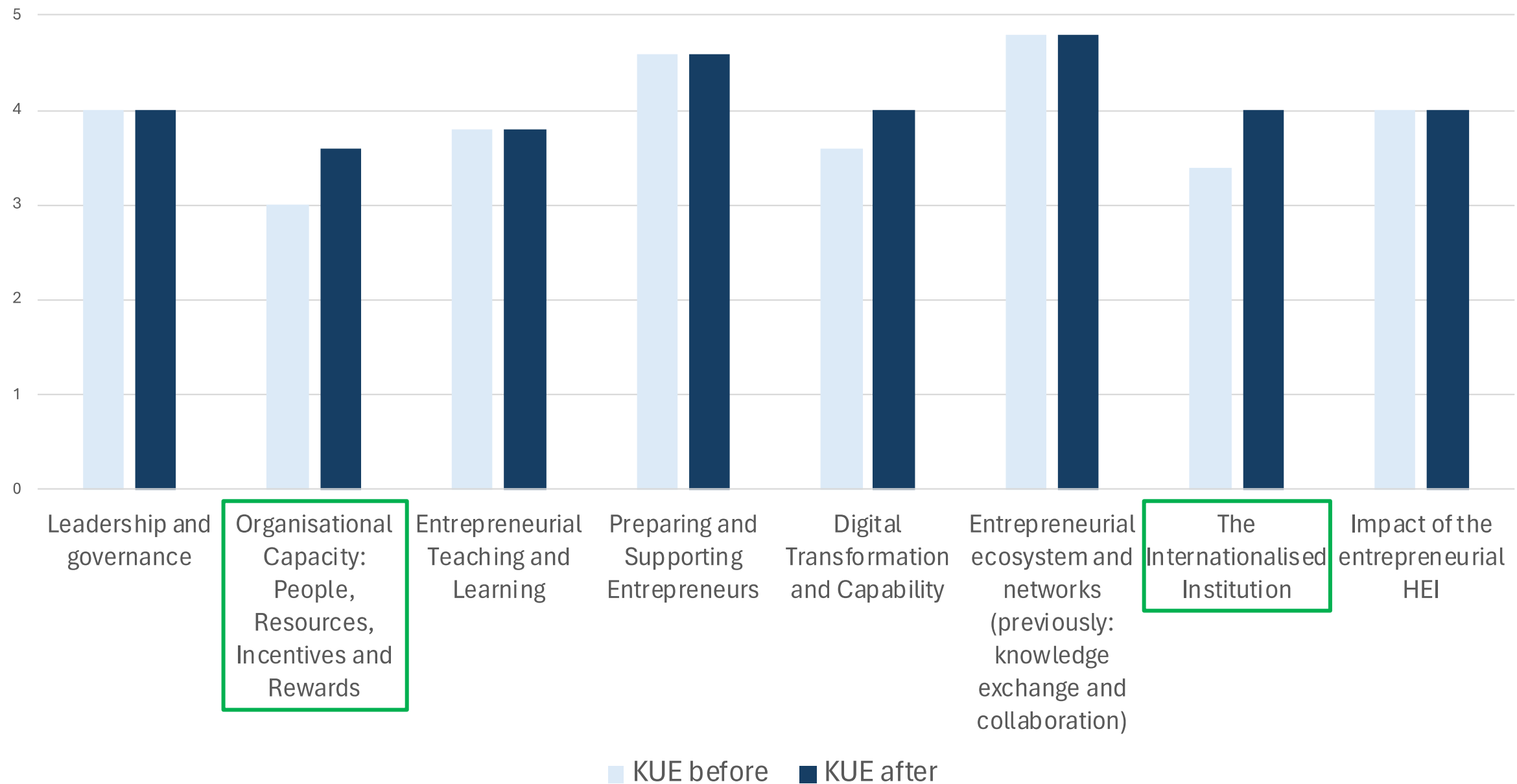
Heinnovate self-assessments before DISCO

Score	KUE	LPNU	HSLU
Highest	<ul style="list-style-type: none"> Knowledge Exchange and Collaboration 4.8 Preparing and Supporting 4.7 	<ul style="list-style-type: none"> Organisational capacity: funding, people and incentives 4.2 Preparing and Supporting entrepreneurs 4.2 	<ul style="list-style-type: none"> Organisational capacity: funding, people and incentives 5.0 Preparing and Supporting entrepreneurs 5.0
Lowest	<ul style="list-style-type: none"> Organisational Capacity: Funding, People and Incentives 3.2 The Internationalised Institution 3.4 	<ul style="list-style-type: none"> Measuring Impact 3.3 Leadership and Governance 3.4 	<ul style="list-style-type: none"> Digital transformation and capability 4.4 The Internationalised Institution 4.0

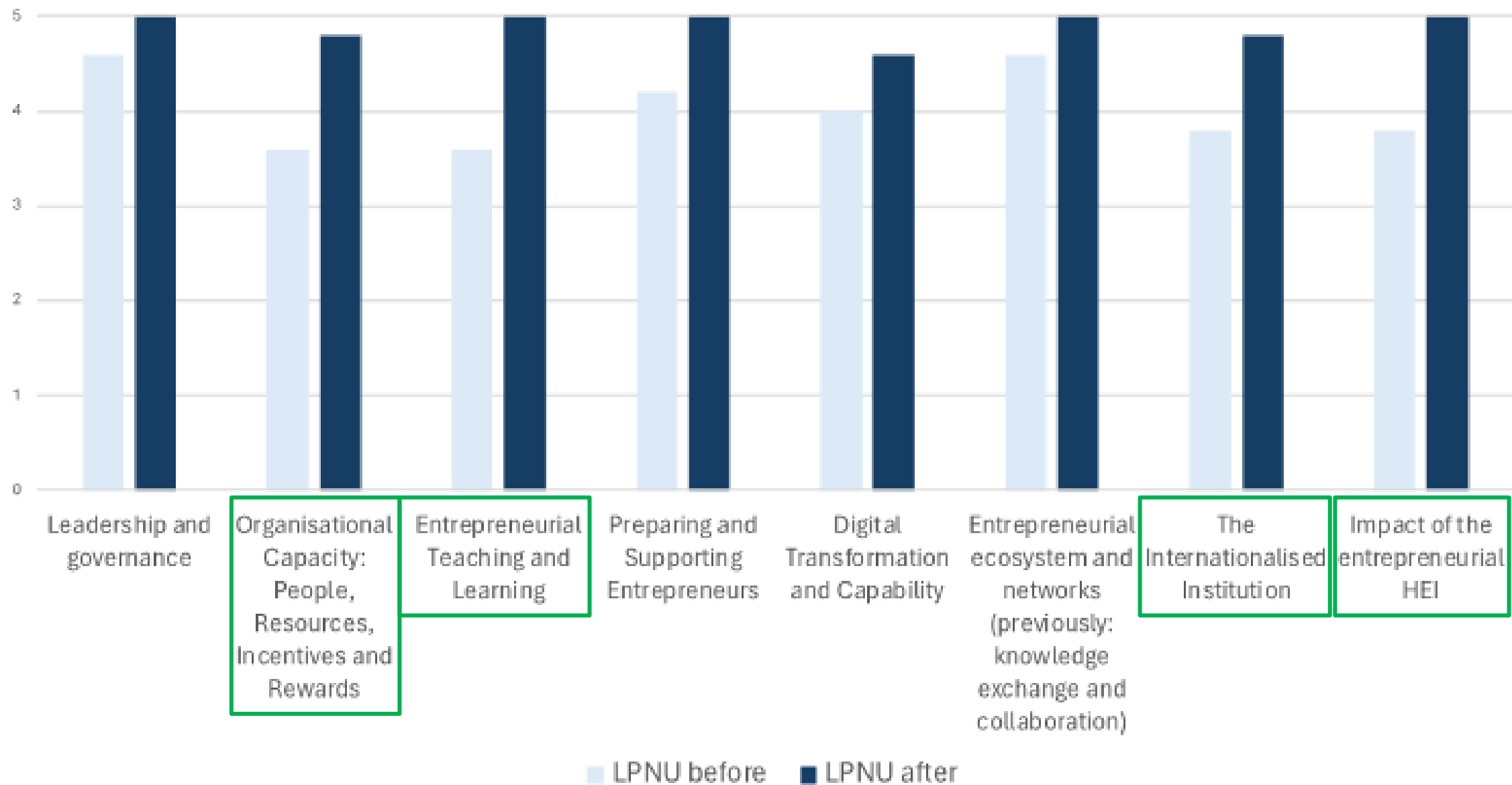
Heinnovate score progress of heis in DISCO



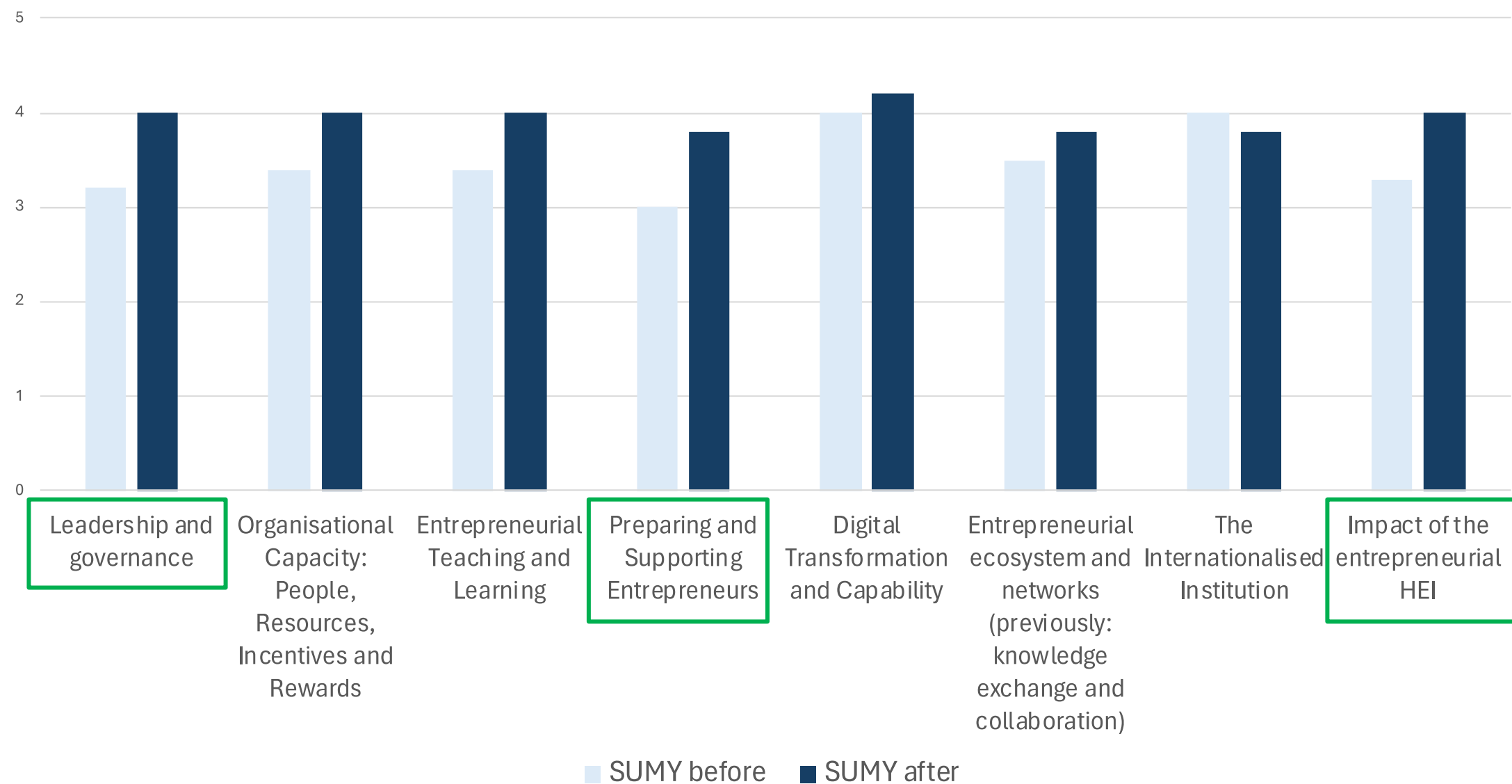
Krakov University of Economics – before and after



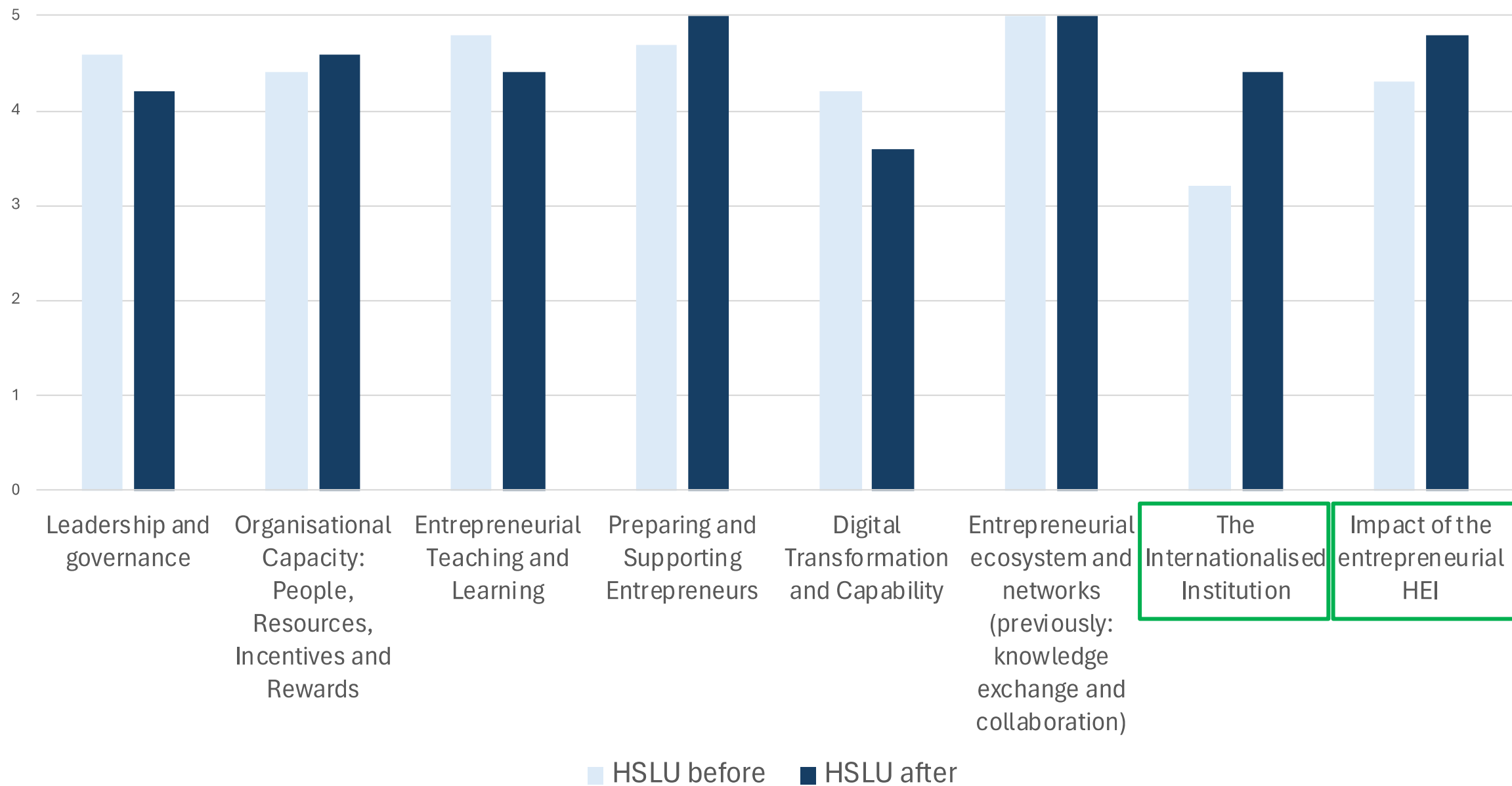
Lviv Polytechnic National University – before and after



Sumy State Univeristy – before and after (joined DISCO later)



Lucerne University of Applied Sciences – before and after



HSLU in comparison with other partners

HSLU starts from a **high baseline**, so room for visible improvement is smaller.

Similar **increase in organisational capacity** development compared to Krakow

Comparatively large **increase in internationalisation** (Lucerne is at a low level in this area, both nationally and internationally)

Project activities strengthened HSLU's **networking capabilities** within the European innovation ecosystem.

HSLU = Key provider of good practices within the consortium

Participated actively in:

- Innovation labs across multiple locations.
- Limitless Innovation Bootcamp.
- Co-organised 2024 training on Service Innovation Capabilities at HEIs.

- HSLU shared **good practices** in the area of establishing an interdepartmental **student start-up centre** and student **start-up coaching and consulting** concepts

Lessons Learned: Development Fields HSLU

- Accelerate Digital Transformation through continued investment in advanced tools, pedagogies, and HEInnovate-guided capability building.
- Deepen European Startup Engagement by expanding cross-border innovation partnerships.
- Strengthen Entrepreneurship Support via enhanced incubation, prototyping, and spin-off funding instruments (also for faculty members)
- Sustain Innovation Labs using flexible, including virtual, collaboration formats.
- Advance **HEI Leadership Development** to drive innovation and entrepreneurial culture.

WE HELP YOU CREATE LIMITLESS IMPACT THROUGH INNOVATION

we help you innovate faster, more effectively, with more fun... and above all,
for good!



INNOVATION STRATEGIES



INNOVATION SKILLS



INNOVATION TOOLS



INNOVATION IMPACT

IN DISCO, WE APPLIED OUR LIMITLESS INNOVATION BOOTCAMP™
& COLLABORATED WITH HSLU TO HELP THE HEIS BOOST THEIR HEINNOVATE SCORES



LIMITLESS INNOVATION FACTORY™

innovation bootcamp for ambitious leaders and experts



The now, new, and next of service innovations at higher education institutions



What about your HEI?

Test yourself!



‘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.’¹

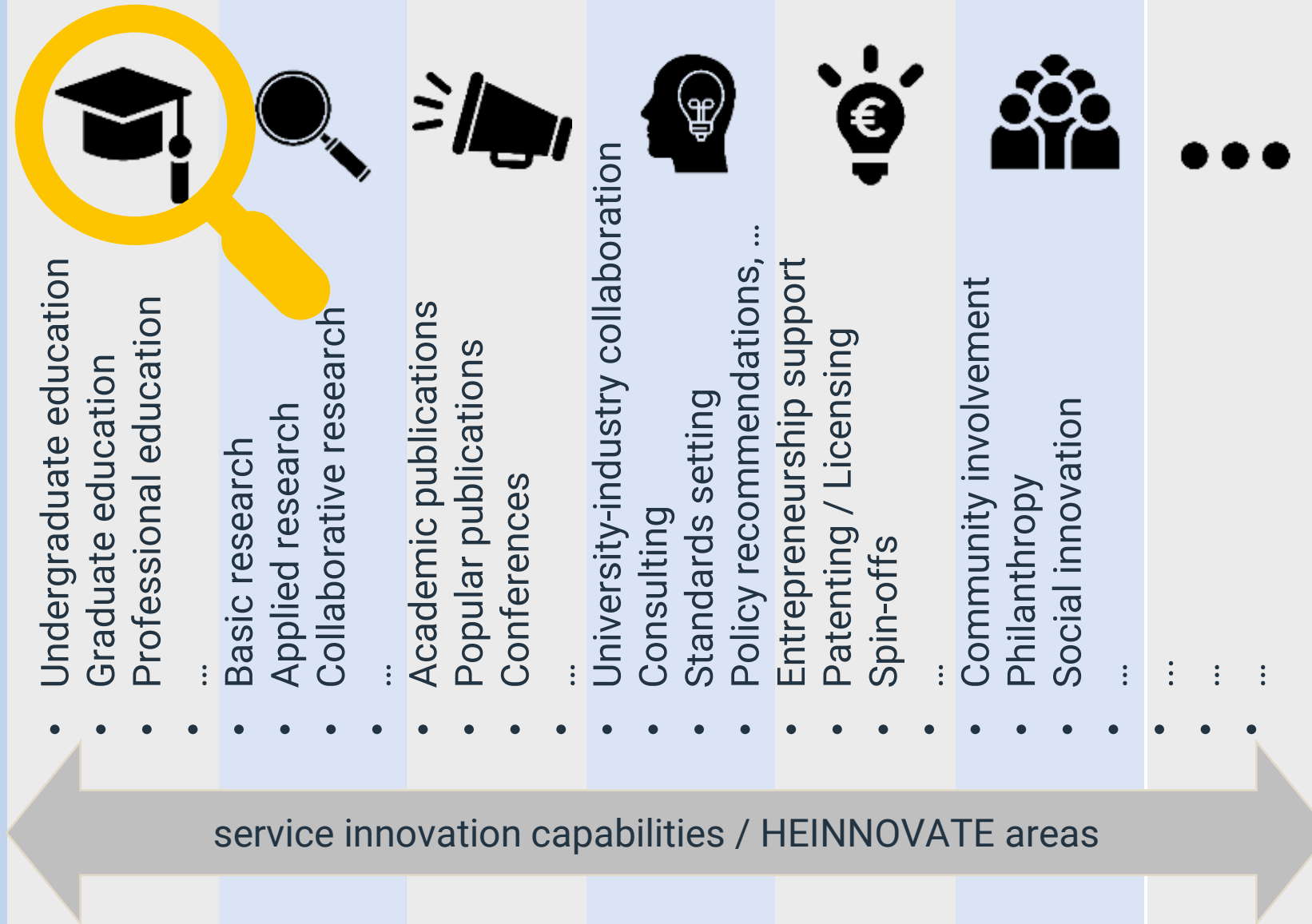


Source: <https://www.heinnovate.eu/en>

Where to innovate?

CORE ACTIVITIES²

HEI¹



ECONOMY & SOCIETY

- Private sector
- Public sector
- Third sector
- Community

Let's zoom in: education



Illustrative: innovation trends in education (1/2)

TRENDING: Accelerating learning

"In today's hypercompetitive world, accelerating learning is the new dominant driver of success."¹

Accelerated learning should not be confused with grade acceleration, which means going faster through the traditional curriculum. The most common acceleration methods include grade-skipping, early school or level entrance, subject-based acceleration, advanced placement, or international Baccalaureate programs.²

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TRENDING: Personalised education

"With better technology and a much deeper understanding of how students learn, educators are beginning to make strides in personalizing learning by combining the best of traditional teaching with digital technology, using analytics to track student success, and focusing on competencies rather than credit hours.

The way we learn should be our most personalized experience because no two people process information the same way."¹

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TRENDING: 24-48 hour admissions decisions

"Why should students wait weeks or months to hear a decision on their admissions application? In the international student marketplace, many universities already turn-around admissions decisions in a matter of a couple of business days. It has become the expectation among prospective students that they will hear right away. And no surprise, the university they hear from first is the one to which they are most likely to matriculate."¹

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TRENDING: Evergreen degrees

"Why not leverage what higher education knows well (degrees) with an innovation that has long been needed - a curriculum that stays with you and keeps you relevant in the workplace long after "graduating." Why not offer a degree program in which students are always enrolled? It's not just a curriculum innovation; it will also be a higher ed financing innovation too."¹

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TRENDING: The rise of entrepreneurial learner

"Entrepreneurial students make higher education work for them by pursuing educational paths custom-tailored to their career interests and objectives, schedule, and budget"¹

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TRENDING: The rise of the Expertise Economy

"Keeping people's skills in sync with fast-changing markets is the biggest challenge of our time. For companies and their employees to succeed, they need to focus on building skills for the future."¹

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Illustrative: innovation trends in education (2/2)

TRENDING:
Lifelong learning with "stackable" micro-credentials

"Emerging educational technology (ed tech) solutions provide new ways for businesses to easily assess the rigor of a candidate's educational track record, no longer relying on the four-year degree as the sole standard of quality."¹



A EUROPEAN APPROACH TO MICRO-CREDENTIALS

DISCO

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TRENDING:
CS + X

"Through CS+X, students and faculty are **expanding the boundaries of computer science and can potentially spark entirely new fields of study** (...)

The CS+X initiative fosters innovative academic programs, curriculum, and research centers that bring together faculty and students across the University."²

"CS + X degrees offer computer science with arts or sciences that allow students to bring computational abilities to their field of choice. The first of their kind, CS + X degrees are growing, with the addition of CS + Advertising, CS + Economics, CS + Geography & Geographic Information Science, and CS + Philosophy."³



DISCO

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TRENDING:
Non-degree education

"Hiring will increasingly tilt toward skills – not degrees. As employers struggle more and more to keep up with the constant re-skilling and up-skilling their employees require, universities have two choices: jump in the game and become a critical non-degree educational partner to employers or let others step in to do so."¹




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TRENDING:
Gamified virtual campus solutions

"Virtual campuses are interactive environments where students can meet, study, and chat. Just like in video games, a student uses their laptops' keyboard and a microphone to walk around the campus and talk with other students or professors presented by digital avatars."¹




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TRENDING:
Predictive analytics to raise graduation rates

"More schools are monitoring student progress to get them early help – and so that they finish on time (...)

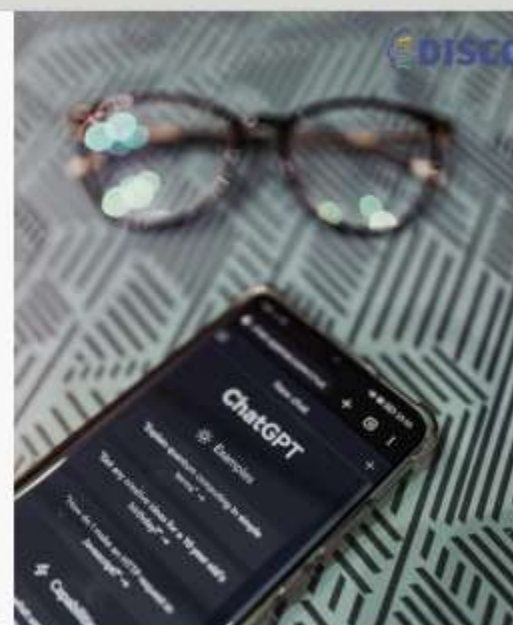
The universities now try to "map" students' paths from enrollment freshman year to graduation by using internally collected data to create an individualized plan for each student."¹



DISCO


TRENDING:
Artificial Intelligence

Beyond the narrative around cheating students, applications such as ChatGPT are opening doors for massive changes in education.



DISCO


Illustrative: innovation examples responding to these trends in education



CUE invites to its virtual campus created in Minecraft¹

Led by students themselves, the construction took 300 hours to complete, and counting!


Check out the video to learn more:
<https://www.youtube.com/watch?v=Ud0d9388Msk>



DISCO

LIMITLESS

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First 100% virtual campus opens in Europe: NEOMA

Through the use of a personalised avatar, students can study and progress in this new space as if they were on a real campus. Once connected, they can access a virtual building to take their courses, meet with a work group, or even attend a conference (...)
You can open a door, raise your hand, sit down, applaud or even play football on the football pitch.¹

The school's virtual campus is represented

DISCO

LIMITLESS

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Dutch 'Graduate Tracking': a European best practice

The new method (...) monitors the career path of graduates who have found a job.

To reconstruct this pathway, the UWV measured the employment and professional trends of 218,000 graduates per year and compared them regarding 70 master's degree courses, 87 bachelor's degree courses, and 104 VET courses (...). The system proved to be reliable, even uncomplicated, based simply on four labour market indicators:

- Permanent contract
- Hourly wage
- Annual income
- Time it takes to find a job that is considered valid and meets one's needs.

The overall score of a young person's position in the labour market results from combining these four elements.¹

DISCO

LIMITLESS

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"Yuki", the first robot teaching assistant

It was introduced in Germany in 2019 and has already started delivering lectures to university students at The Philipps University of Marburg. The robot acts as a teaching assistant during lectures. He can get a sense of how students are doing academically, and what kind of support they need. He can also have them take tests. Some students have found Yuki useful – despite the fact he still requires some significant improvements to be fully functional.¹

Check out the video to learn more:
https://www.youtube.com/watch?v=4u4k0y7y_000g

DISCO

LIMITLESS



Learning with avatars (1/2)

Rensselaer Polytechnic Institute has built an immersion lab with a 360-degree projection system that "transports" the school's Mandarin learners to Chinese city streetscapes.

Conversing with AI-powered avatars that recognize learners' speech, gestures, and facial expressions, the students master Mandarin twice as fast as their fellows taught in conventional classrooms.¹

DISCO

LIMITLESS



Learning with avatars (2/2)

'Among the universities that have already adopted virtual teachers and tutors is the University of Buffalo's Graduate School of Education. The school uses an avatar named Kevin to enhance learning experience for students majoring in teaching. Now the students perfect their tutoring and instructing skills talking to a virtual counterpart and already notice an increase in their professional confidence.'¹

DISCO

LIMITLESS

Illustrative: innovation trends & examples in HEIs' communication

WHERE TO INNOVATE? COMMUNICATION

- 1. Social media (Facebook, LinkedIn, Twitter, YouTube, Instagram)
- 2. Email newsletters
- 3. Podcasts
- 4. Webinars
- 5. YouTube channel
- 6. Open House events
- 7. Science communication events
- 8. Science communication materials (posters, brochures, etc.)
- 9. Science communication website
- 10. Science communication mobile app

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TRENDING: Science popularisation!

THE 6C'S OF SCIENCE POPULARISATION

- CLARITY
- CONNECTION
- CONTEXT
- CONCRETE
- COLOR
- CONVERSATION

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Reading clubs for business executives

University College London (UCL) helped establish a business-academic partnership platform for learning and development. Dr Zachary Walker of IOE, UCL's Faculty of Education and Society runs executive reading clubs for organisations. These clubs use books, articles or reports as a springboard to discussions and support managers' personal development and performance.¹

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Best practice in science popularisation: University of Tallin

- "1 minute lectures" provide short, one-minute **lectures** on interesting topics.
- **The Nature Academy** gives young scientists an idea of what science means (received the Estonian Science Popularization Award).
- A **science week** at during the Science Night Festival.
- "Expert on Air" series can be watched on Tallinn University's Facebook, YouTube, Zoom and website (received the Estonian National Science Popularization Award).
- Tallinn University doctoral students participate in **three minute lectures' competition**.
- Tallinn University researchers introduce their research or interesting knowledge through **exhibitions that are presented in the campus.**¹

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The Design Thinking Playbook

The staff of Institute of Innovation and Technology Management (IIT) at HSLU co-authored the best-selling book series The Design Thinking Playbook, which explores the applications of design thinking to innovation and will serve as the foundation for the Innovation Labs.¹

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Popularisation of knowledge through TED talks

Current studies in TED's approach to scientific popularisation show that science is directly brought into contact with people, without any mediation (...)

TED really breaks with an 'old' consolidated formal representation of science and manifests itself as a new hybrid genre.¹

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Illustrative: DISCO Partners' own good practices in innovation

GLOBAL BUSINESS SERVICES DEGREE COURSE

IN SHORT Global Business Services is the first full-time undergraduate course in Poland, which was created to equip entrepreneurs ready to work in an international environment. The study program was created in cooperation with representatives of global companies. They will also conduct classes and internships, providing students with access to corporate history throughout their entire learning process.

STORY **GLOBAL BUSINESS SERVICES**

The main advantages of this original course created at CGS are:

- Cooperation with representatives of companies who will lead in the selection of educational content, as well as providing students with the best practices of the sector.
- The course partners will offer internships, providing students with access to their professional experience.
- Flexibility - the student chooses content studies from the 1st semester 30% of elective courses.
- International education of English classes - conducted in both Polish and English to ensure fluency in the English language of a given firm.
- Additional education of English classes - conducted in both Polish and English to ensure fluency in the English language of a given firm.
- Additional education of English classes - conducted in both Polish and English to ensure fluency in the English language of a given firm.

IN FOCUS

Knowledge of foreign languages and higher education have always been and will remain key, but it is teamwork, problem-solving and communication skills in the virtual workplace that will develop the most.

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

COLLABORATIVE INTERNATIONAL ONLINE LEARNING

IN SHORT Collaborative Online International Learning (COIL) means virtual and temporary collaborative classes between two international institutions.

STORY

Our students want more involvement in international projects and from international lecturers. COILs could be the right answer, so we are starting them.

IN FOCUS

Entrepreneurial thinking needs a creative mindset, i.e. experience, confidence and the trust to be able to navigate open situations.

STEFANIA BARAN, PROFESSOR, HUMANITIES AND INNOVATION, HSLU

ART THINKING AND ENTREPRENEURSHIP

IN SHORT Under the guidance of artist, author and speaker, participants in the program create their own business plan.

STORY

Entrepreneurial thinking needs a creative mindset, i.e. experience, confidence and the trust to be able to navigate open situations.

IN FOCUS

Entrepreneurial thinking needs a creative mindset, i.e. experience, confidence and the trust to be able to navigate open situations.

STEFANIA BARAN, PROFESSOR, HUMANITIES AND INNOVATION, HSLU

EDUCATION HUBS FOR UKRAINIAN REFUGEE YOUTH

IN SHORT Education hubs for Ukrainian refugee youth are being established in Poland.

STORY

We are helping restore hope and trust in the future for the young people from the war-torn country.

IN FOCUS

Partnership with the business association Akcja which groups together majority of the large companies in Cracow resulted in the creation of the Education Hubs bringing more than 100 refugee kids daily, providing them with snacks, lunch and - most importantly - relevant training.

STEFANIA BARAN, PROFESSOR, HUMANITIES AND INNOVATION, HSLU

TRANSDISCIPLINARY PROJECT SOLAR BUTTERFLY

IN SHORT Vehicle shaped like a solar butterfly with a skin made of photovoltaic cells and 70% solar energy.

STORY

With the highly motivated students and thanks to the transdisciplinary coordination, I can further develop and implement my ideas for a better world.

IN FOCUS

Students from Mechanical Engineering, electrical and mechatronics, and computer science are working together to create a solar butterfly.

LOUISA PALAN, STUDENT, MECHANICAL ENGINEERING, HSLU

ENERGY LAB

IN SHORT The Energy Lab is a program helping the development of new ideas and approaches to reduce CO2 emissions and energy consumption.

STORY **Energy Lab**

The Energy Lab isn't just about innovation. It's about people with distinct minds and backgrounds who are committed to collaborate.

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

SMART-UP

IN SHORT SmartUp is a university-wide program designed to support entrepreneurs and startups.

STORY

Don't hesitate to test, pivot, and adapt your idea and never fall in love with your first ideas.

IN FOCUS

Applied research in colored building integrated photovoltaics (BIPV).

STEFANIA BARAN, PROFESSOR, HUMANITIES AND INNOVATION, HSLU

KNOWLEDGE TRANSFER - COLORED BIPV

IN SHORT Applied research in colored building integrated photovoltaics (BIPV).

STORY

Innovation in building integrated photovoltaics needs technology, but also design and social acceptance.

IN FOCUS

The largest award of its kind in Ukraine brings together startups and innovators, successful entrepreneurs, investors, representatives of major technology corporations, and the government.

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

STARTUP BREAKTHROUGH

IN SHORT Startup Breakthrough is a program helping startups and entrepreneurs.

STORY

We once again join the Startup Breakthrough. As the preliminary submissions showed, the quality of the startups is growing.

IN FOCUS

Startup Breakthrough is a program helping startups and entrepreneurs.

Year	Number of Startups	Number of Teams
2019	10	11
2020	12	13
2021	15	16

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

CREATIVE SPARK PROGRAM

IN SHORT The Creative Spark Program is a free-of-charge initiative to support the entrepreneurial activity and business partnerships.

STORY

Creative Spark partner organizations initiate and implement activities that aim to develop students' enterprise skills.

IN FOCUS

Students from Mechanical Engineering, electrical and mechatronics, and computer science are working together to create a solar butterfly.

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

CROWDFUNDING PLATFORM "STARTERA"

IN SHORT Startera is a crowdfunding platform for people at the start of their projects.

STORY **STARTERA**

Also in 2020, we began cooperation with the Lviv City Council. The direction is the co-financing of projects submitted to Startera.

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

TECH LABINNO

IN SHORT Tech LabInno is an open technological laboratory for innovation.

STORY

There was no place in Lviv where everyone could have the opportunity to realize their own invention from start to finish.

IN FOCUS

Wound regenerating cream and antibacterial powder are products manufactured in our laboratories together with the company "Zerno bio".

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

BIOTECH HUB

IN SHORT Biotech Hub is an innovative biotechnology laboratory.

STORY

Wound regenerating cream and antibacterial powder are products manufactured in our laboratories together with the company "Zerno bio".

IN FOCUS

Wound regenerating cream and antibacterial powder are products manufactured in our laboratories together with the company "Zerno bio".

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

VISUALLY IMPAIRED AS LANGUAGE TUTORS FOR REFUGEES

IN SHORT Visually impaired people are helping refugees learn Polish.

STORY

Teaching Polish as a foreign language by disabled teachers speed up the learning process of participants.

IN FOCUS

Visually impaired people are helping refugees learn Polish.

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

SKILL UP

IN SHORT Skill Up is an entrepreneurship and professional soft-skills workshop.

STORY **Skill UP**

The Skill Up workshops aim to train students, researchers and entrepreneurs in entrepreneurship soft-skills and professional empowerment.

IN FOCUS

Students from Mechanical Engineering, electrical and mechatronics, and computer science are working together to create a solar butterfly.

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

NET4AGE-FRIENDLY/SHAPE

IN SHORT Net4Age-Friendly/SHAPE is a program helping older people.

STORY

The main goal is to foster awareness and support the creation and implementation of smart, healthy indoor and outdoor environments for present and future generations.

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

ENTREPRENEURS 50+

IN SHORT Entrepreneurs 50+ is a program helping older entrepreneurs.

STORY **ENTREPRENEURS 50+**

Innovation, entrepreneurship and success are not only the territory of the younger ones.

IN FOCUS

Wound regenerating cream and antibacterial powder are products manufactured in our laboratories together with the company "Zerno bio".

HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

A.APRENDER

IN SHORT Aprender is a program helping older people.

STORY

Companies founded by older people have a higher success rate.

IN FOCUS

Wound regenerating cream and antibacterial powder are products manufactured in our laboratories together with the company "Zerno bio".

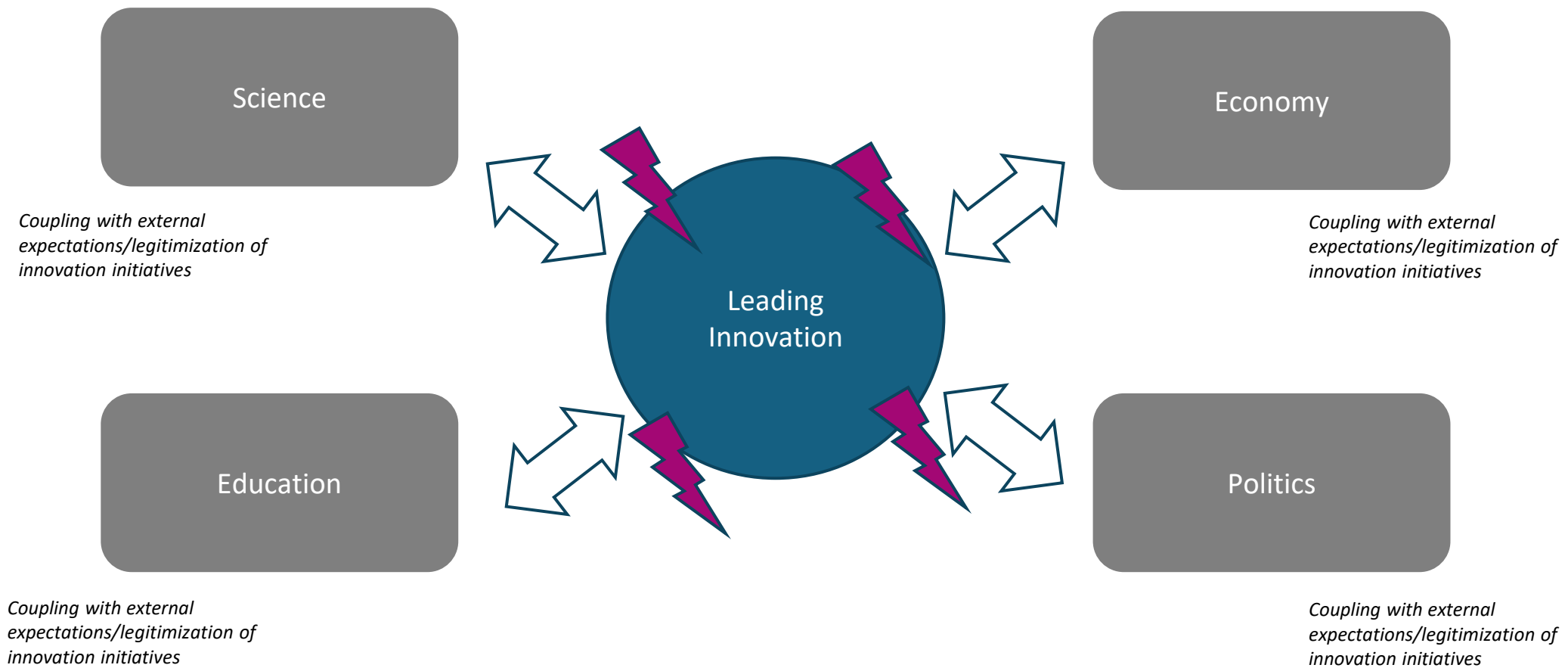
HELEN SZCZEPANIK, DEAN OF THE CGS MANAGEMENT FACULTY

Lessons Learned: Innovation Leadership in HEIs is multi-level and paradoxical

- A high baseline (as at HSLU) shifts the focus from “visible growth” to depth, refinement, and role modelling.
- Ambidexterity is essential: successful leaders balance exploration and exploitation, openness and focus, autonomy and control.
- Tensions are not problems to eliminate, but conditions to be actively embraced and navigated (HEI innovate provides a reflection tool)
- Psychological safety and Safe2Fail cultures enable experimentation, learning, and sustainable innovation.



Leading innovation in the multi-rational environment of the university and its areas of tension



Recommendations: Strengthening HEI Leadership for Sustainable Innovation

- Institutionalise leadership development focusing on innovation, ambidexterity, and ecosystem thinking.
- Formalise Safe2Fail mechanisms: pilot projects, temporary innovation spaces, and protected experimentation zones.
- Develop hybrid leadership roles combining academic, entrepreneurial, and managerial competences.
- Deepen ecosystem engagement through long-term partnerships with startups, industry, policy, and society.
- Align governance and controlling systems with innovation strategies to legitimise experimentation and risk-taking.

Conclusion: From Innovation Activities to Innovation Capability

- Sustainable innovation capacity depends less on individual initiatives and more on leadership mindsets, structures, and cultures.
- Embracing tensions, enabling learning, and building trust are core leadership tasks in innovative universities.
- Reflective leadership positions HEIs as drivers of resilient and sustainable innovation ecosystems.