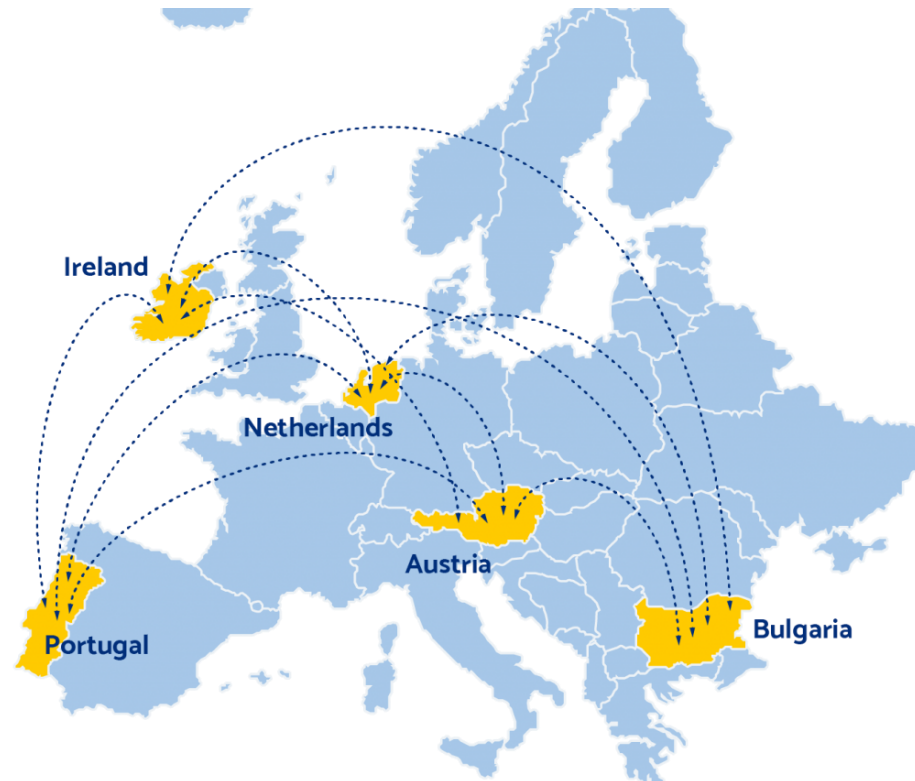


The accompanying research in BeyondScale

Andrea Kottmann, Ben Jongbloed, Guus Dix
Centre for Higher Education Policy Studies (CHEPS)
Lunch Seminar 6 May 2021



10 partners from 5 countries



BeyondScale objectives

- 🎓 Capacity building - working with HEInnovate in organisational development and regional engagement through “Inbound” and “Outbound” activities
- 🎓 Establish and evolve a Community of Practice - through the Buddy system
- 🎓 Further development of the HEInnovate application and methodology (instrument and resource base) going beyond current use for organisational change and entrepreneurial agenda setting
- 🎓 Accompanying research to better understand organisational change processes and use of HEInnovate in achieving change with a view to producing innovative learning models for higher education stakeholders and policy makes





Leadership and
Governance



Organisational
Capacity: Funding,
People and
Incentives



Entrepreneurial
Teaching and
Learning



Preparing and
Supporting
Entrepreneurs



Digital
Transformation and
Capability



Knowledge
Exchange and
Collaboration



The
Internationalised
Institution



Measuring Impact

Case studies

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

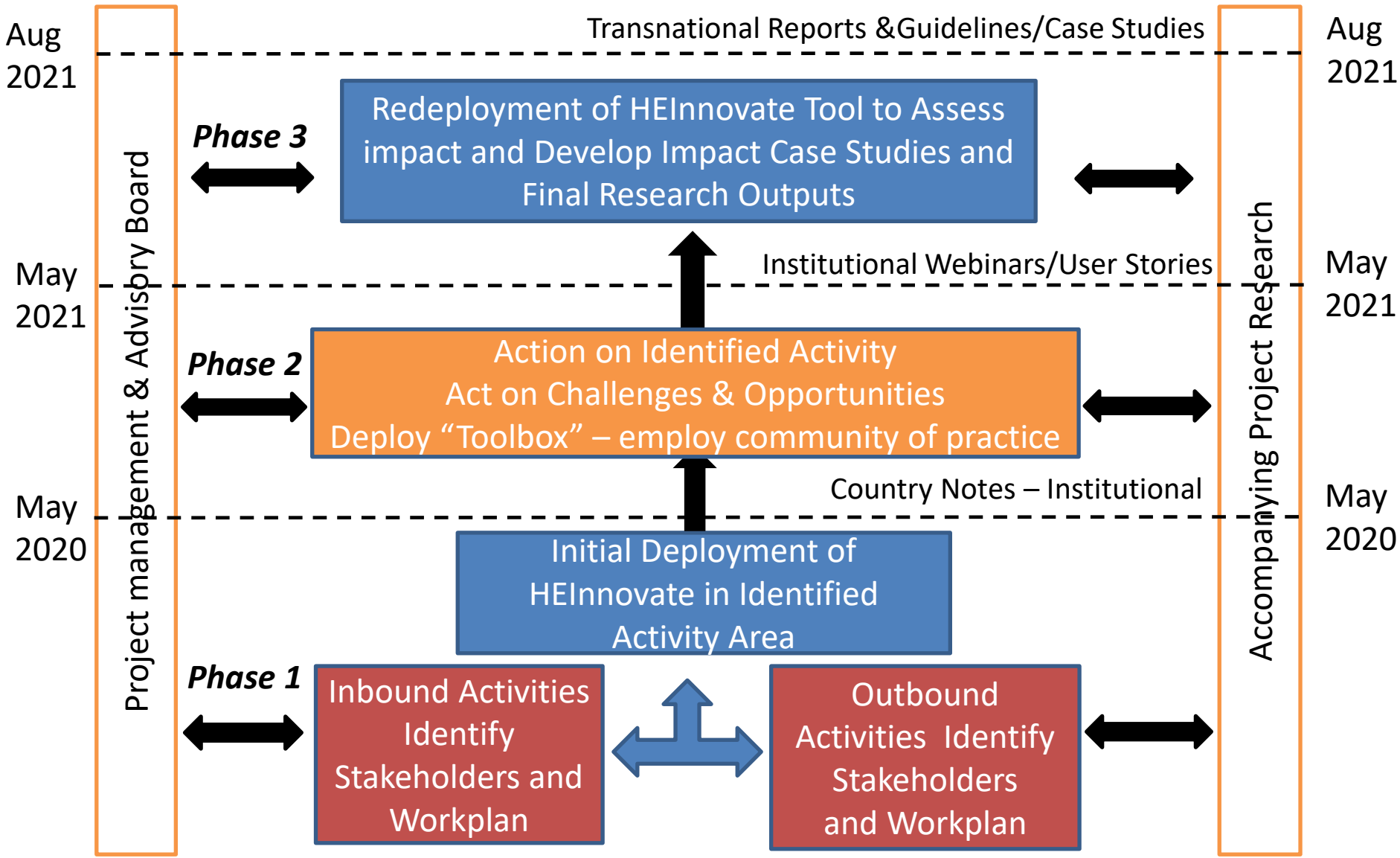
Guidance notes

These short notes are linked to the individual statements of the HEInnovate self-assessment. You can gain ideas and guidance, how to further your institutions practices and approaches along the different statements.

User stories

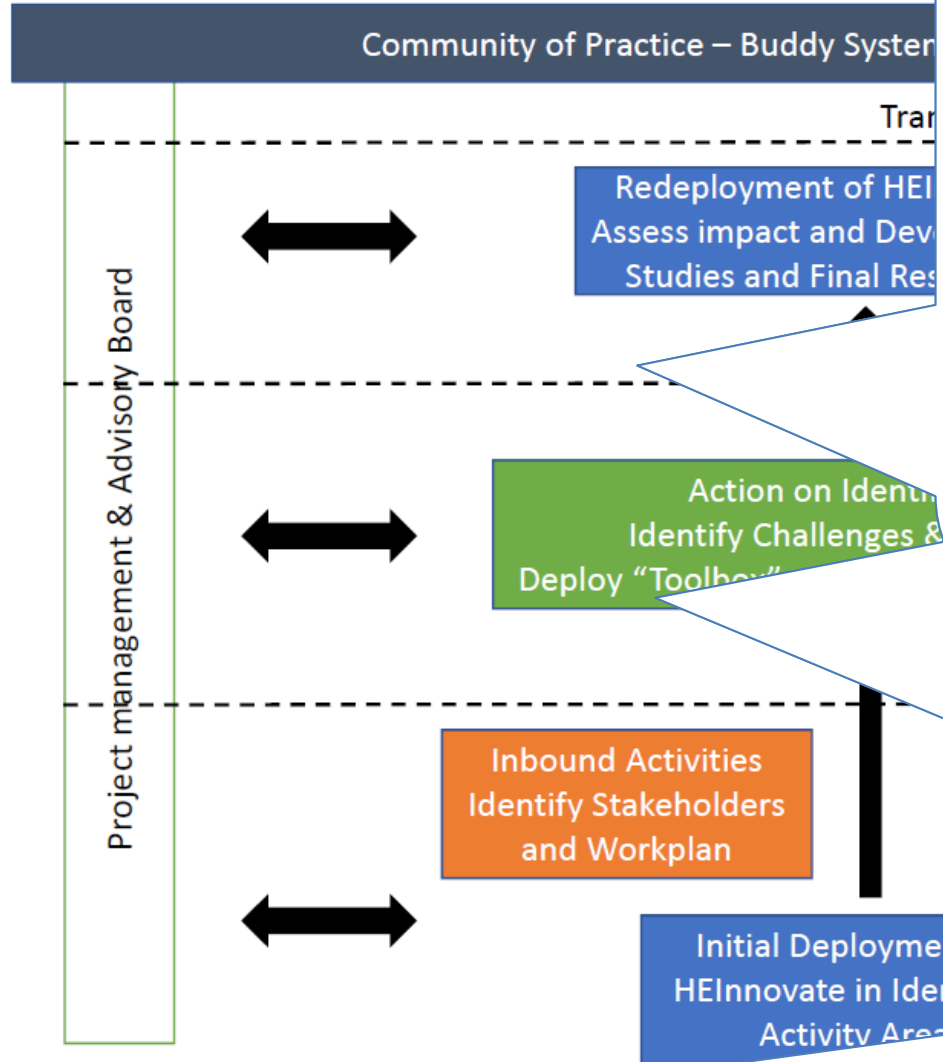
In this section you can read about the different uses and experiences of higher education institutions undertaking the HEInnovate self-assessment. The user stories also highlight the lessons learnt and results achieved.

Project Plan: Community of Practice – Associated Activity Strands



Extended
by 6
months

Project plan



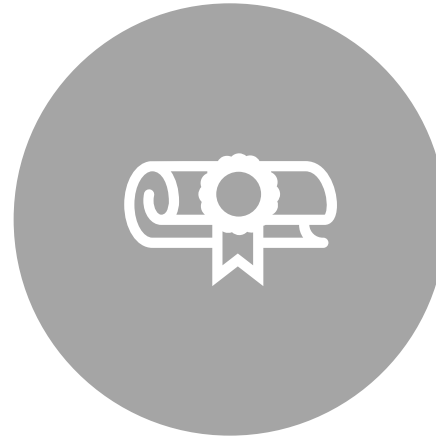
- Identify good practices (=> policy briefs; case studies; guidelines; user stories)
- Development of indicators on impact of HEInnovate
- Add to HEInnovate Knowledge Base
- Disseminate research results (academic paper; working papers)
- Recommendations for upscaling HEInnovate platform
- Exchange experiences with other FLPs (interviews; surveys)
- Scoping of partners' plans
- Perform systematic literature review on organizational change (covering academic literature and HEInnovate resources)
- Develop Framework



The three tasks of the accompanying research



SUPPORT PROJECT PARTNERS IN
CONDUCTING THEIR ACTIVITIES



BUILD A **KNOWLEDGE BASE** ON
„HOW TO MANAGE THE
ENTREPRENEURIAL
TRANSFORMATION IN HIGHER
EDUCATION INSTITUTIONS“



REFLECT ON EXPERIENCES OF PARTNERS
WHEN USING HEINNOVATE TOOL
DISTILL SUGGESTIONS FOR **ENHANCING
USE AND USEFULNESS OF TOOL**

Building the Knowledge Base: Goals



Scoping study of project partners



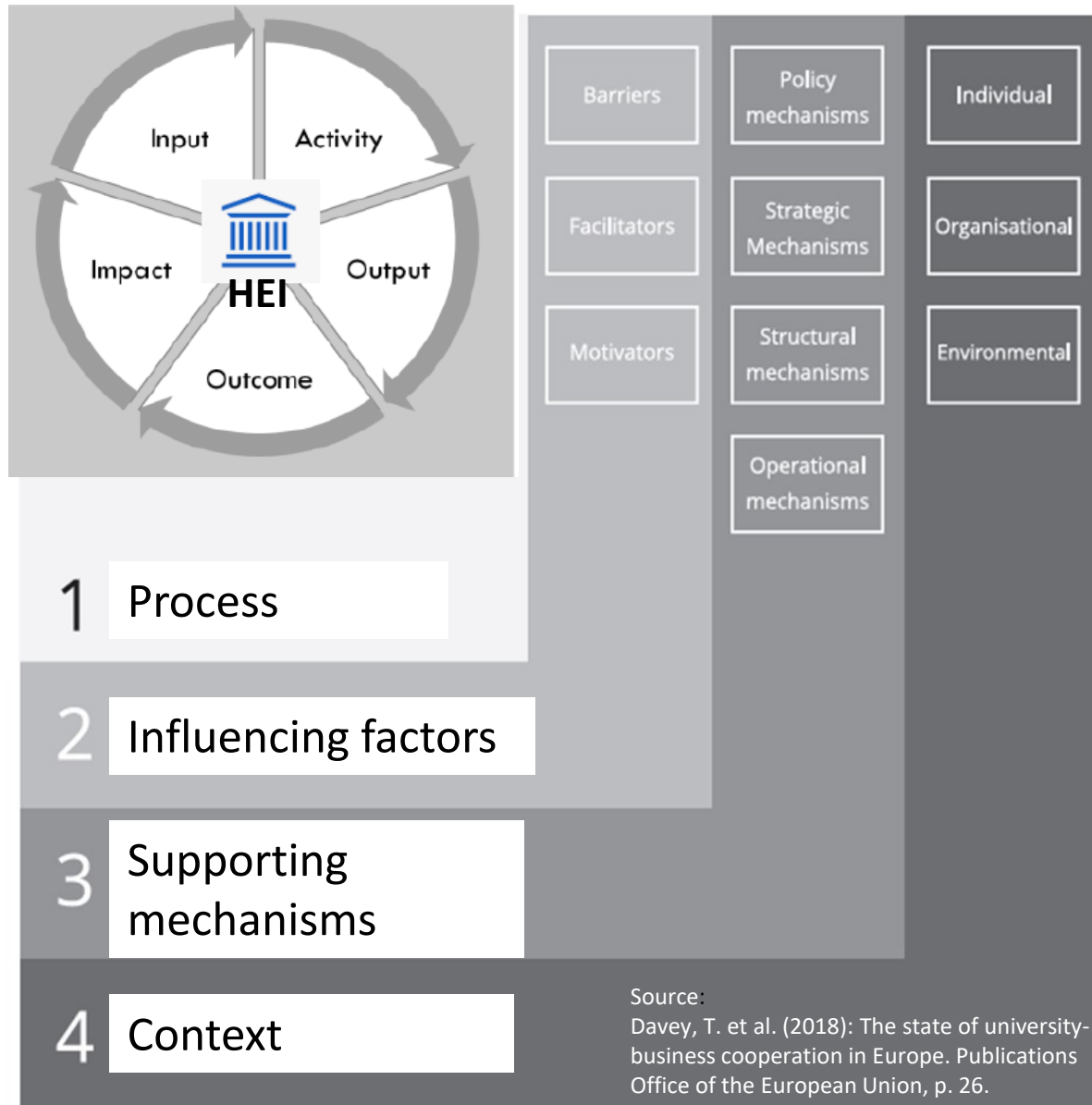
A systematic review of the documents that are available from the HEInnovate website



Systematic literature review of scientific papers studying organisational change processes towards entrepreneurship, in particular Entrepreneurial Teaching and Learning



Analytical framework



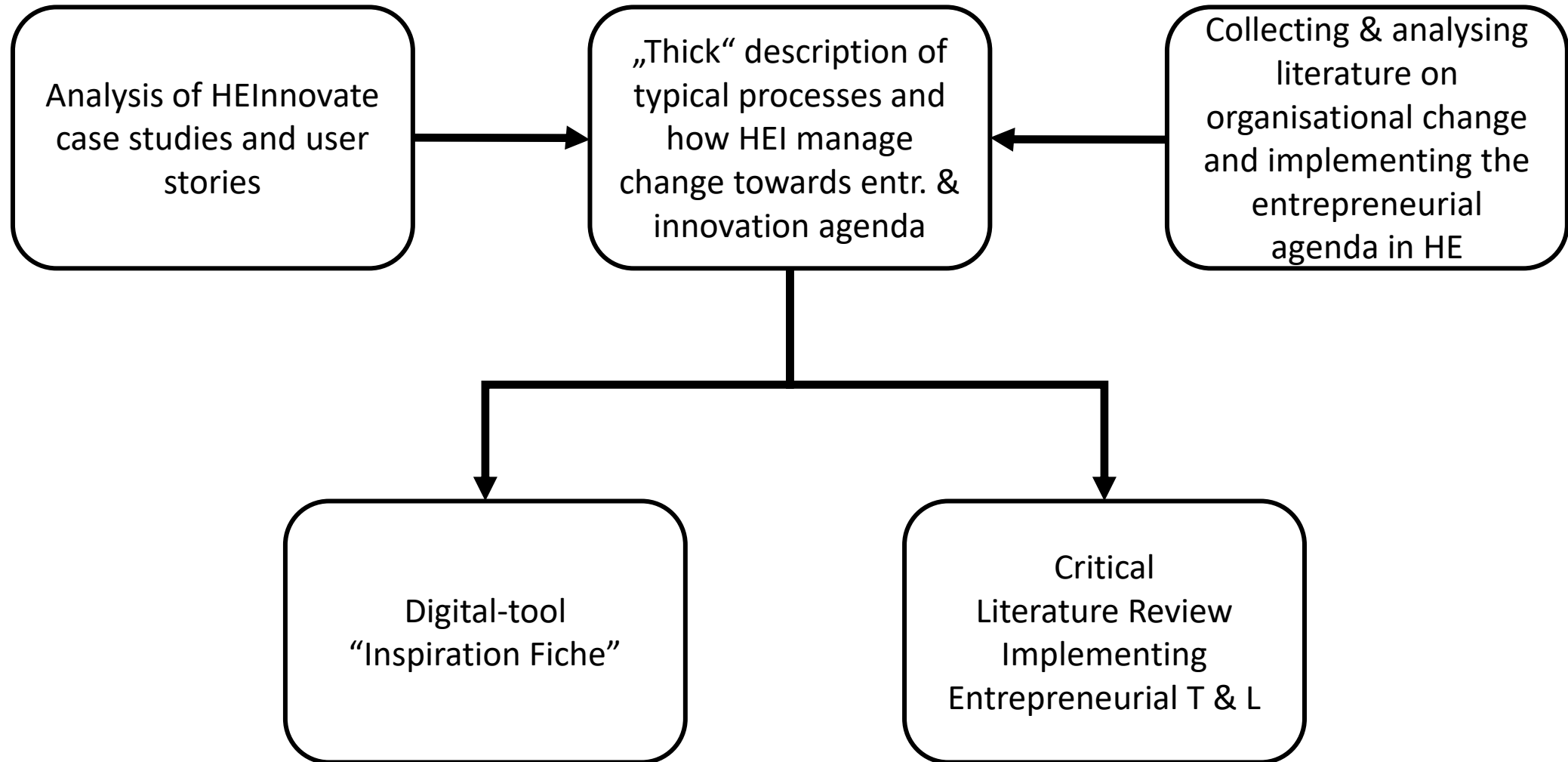
Key Questions

- What do change processes in HEIs look like – in particular, the change processes focusing on the goals and dimensions distinguished in HEInnovate?
- What dimensions does the implementation of the entrepreneurial agenda include?
- What changes at individual, group and organisational level relate to the implementation of the entrepreneurial agenda in HEIs?
- What actions /strategies/ structures /approaches seem to have a positive impact on furthering the HEI's entrepreneurial agenda?
- What drivers and barriers have to be considered at the individual, group and organisational level when implementing the entrepreneurial agenda in HEIs?

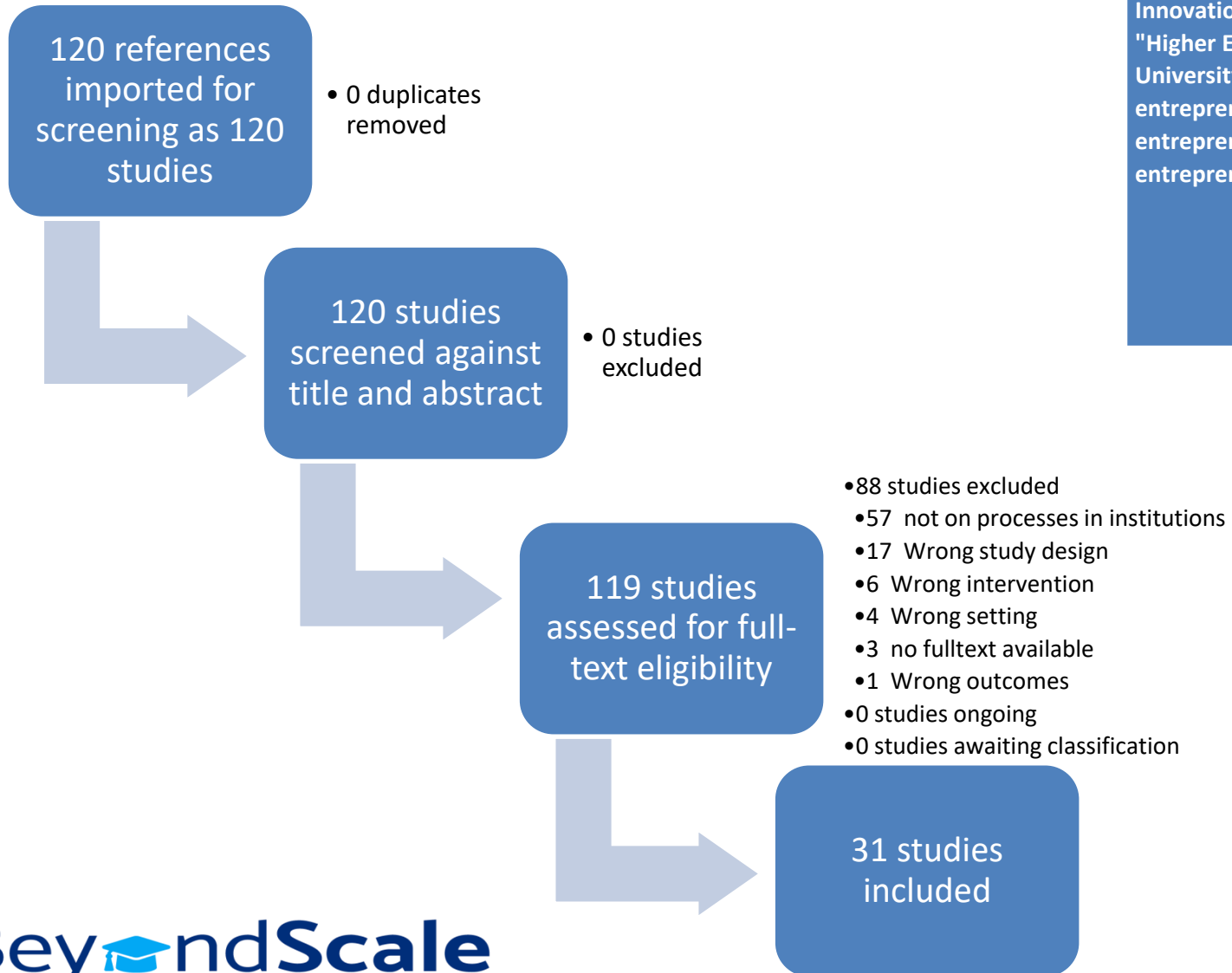


Inspiration
Fiche

Phase 1 – Tasks, Goals and Output of Accompanying Research



Literature Search



Teaching Learning
Innovation Education
"Higher Education"
University AND AB (entrepreneur or entrepreneurship or entrepreneurial)

Limiters - Linked Full Text; Published Date: 20100101-20201231

Expanders - Apply related words

Narrow by Subject: - **higher** education

Search modes - SmartText Searching



Tool for analysing the HEInnovate Case Studies and Scientific Literature

Activity <i>Short description of activity</i>	The process	Influencing factors	Supporting Mechanisms
HEInnovate Dimension	Goals/Intended outcomes <i>What did the HEI want to achieve?</i>		
Institutional characteristics	Activity - in detail <i>What actions have been undertaken? Examples (on the areas of Education, Research, Valorisation and Management) include: Mobility of students, Dual education programmes; curriculum co-design; curriculum co-delivery; lifelong learning; joint R&D; consulting; mobility of staff; commercialisation of R&D; academic entrepreneurship; student entrepreneurship; governance; shared resources; industry support</i>	Barriers <i>Generally, a barrier provides a hindrance or obstacle to do something. Examples are: lack of awareness, funding & resource barriers; internal university barriers; result barriers</i>	Policy <i>Regulations, funding, organisations or information created by regional, national and international governments to maximise the long term economic performance, welfare or other policy objectives of a region with a focus on, or relation to, innovation and entrepreneurship. Examples: funding, grants, subsidies, taxation; public seed capital; non-profit appeals</i>
Document			
HEI			
Country			
Type of institution			
Size <i>Number of Students</i>	Facilitators <i>Drivers that enable or ease the process of starting an activity and are often related to the expected outcome(s). Examples: Relationship drivers (distance; trust; shared goals; prior relationship; mutual commitment) and Orientation drivers (mission of HEI; scientific orientation of external partner; existence of funding for collaboration; interest of HEI in accessing external partner's R&D facilities)</i>	Strategy <i>Drafting and implementation of cross-functional level plans, methods, or series of maneuvers that will enable it to achieve its long-term objectives with respect to innovation & entrepreneurship (Innovation & Entry). Examples: paper strategies (documentation) embracing Inn & Entr; committed leadership; coordinated communication approach (Innovation & Entry) and Implementation strategies (business experience considered in recruitment of academics; recognition of academics for their Inn & Entr activities; dedication of resources for Inn & Entr assessment of Inn & Entr performance; recruitment of business professionals into knowledge transfer; reduction of teaching time for undertaking collaboration/Innovation & Entry activities)</i>	
Context			
Individual			
Organisational			
Environmental			
National	Inputs <i>What resources have been employed/utilized to undertake the activities? Examples: infrastructure, personnel, equipment, funds invested</i>		
Supranational			
Stakeholders			
Internal stakeholders <i>List the internal stakeholders mentioned</i>			
External stakeholders <i>List the external stakeholders mentioned</i>			
	Outputs <i>products, services or other properties that are delivered as a direct result of the activities. Examples: Number of students and staff members trained; research contracts signed; events organised; courses offered</i>	Motivators <i>Drivers that encourage partners to do the activity and are often related to the expected outcome(s). Examples are: promotion incentives; usefulness of research; gaining new insights; improvements in teaching and graduate employability; contribution to society/SDGs; obtaining funding/financial resources</i>	

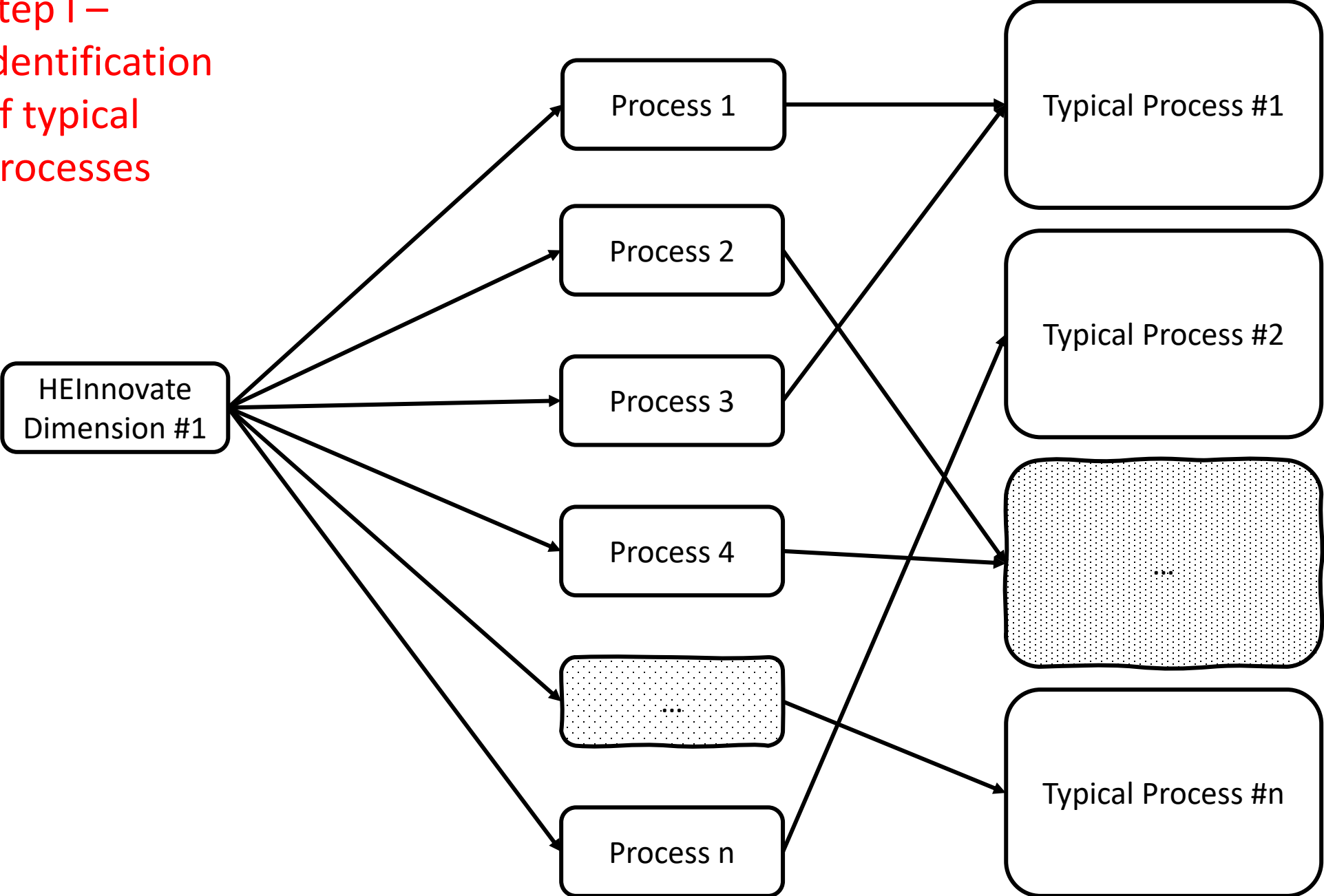
Making an inventory of HEInnovate Processes

Using the HEInnovate case studies/user stories

University XYZ
aaaaaProcessasdjlkæpaiylk
fakjdajoweroaöghaöajkaföj
kewiuafhöpewrkhafpdhföa
huaöaaökldjaoeiaooöjhaög
gföaiaheProcessakljföwleair
poiaöjoetgh&z08rthtozdofö
haölafoadpaiProcess

A	B	C	D	E
	Activity <i>Short description of activity</i>	Collaboration agreements with	Including internationalisation i	Being an active member of the
	HEInnovate Dimension	The internationalised institutio	The internationalised institutio	The internationalised institutio
	Document	Internationalisation at Aalborg	Internationalisation at Aalborg	Internationalisation at Aalborg
	HEI	Aalborg University	Aalborg University	Aalborg University
	Country	Denmark	Denmark	Denmark
	Type of institution	Research University; Merger	Research University; Merger	Research University; Merger
	Size			
	Number of Students	16000	16000	16000
	Goals/Intended outcomes <i>What did the HEI want to achieve?</i>	Establish relationships and con	Promote knowledge intensive	Facilitate internationalisation f
	Activity - in detail <i>What actions have been undertaken? Examples (on the areas of Education, Research, Valorisation and Management) include: Mobility of students, Dual education programmes; curriculum co-design; curriculum co-delivery; lifelong learning; joint R&D; consulting; mobility of staff; commercialisation of R&D; academic entrepreneurship; student</i>			facilitate internationalisation for university

Step I –
Identification
of typical
processes

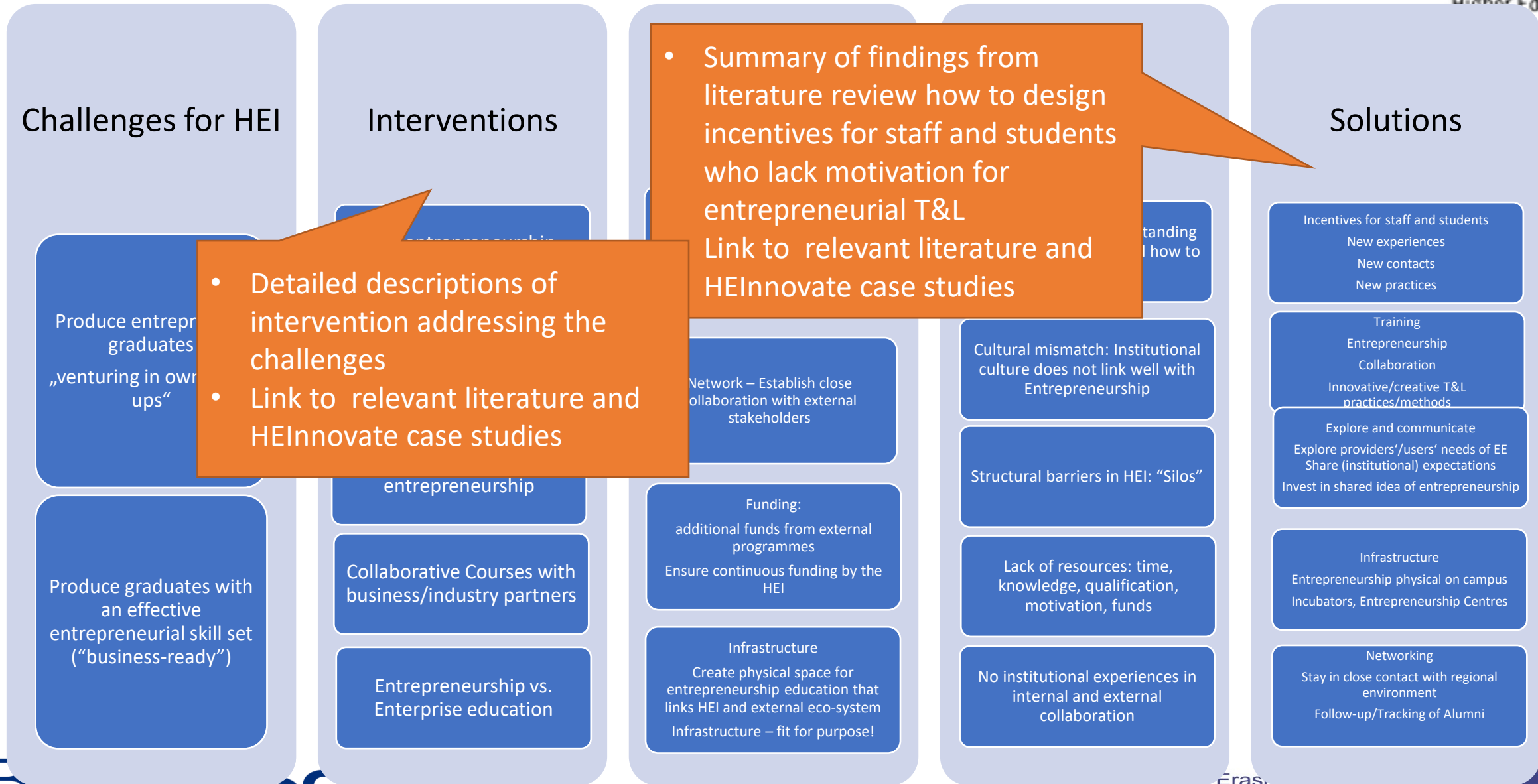


The Inspiration Fiche

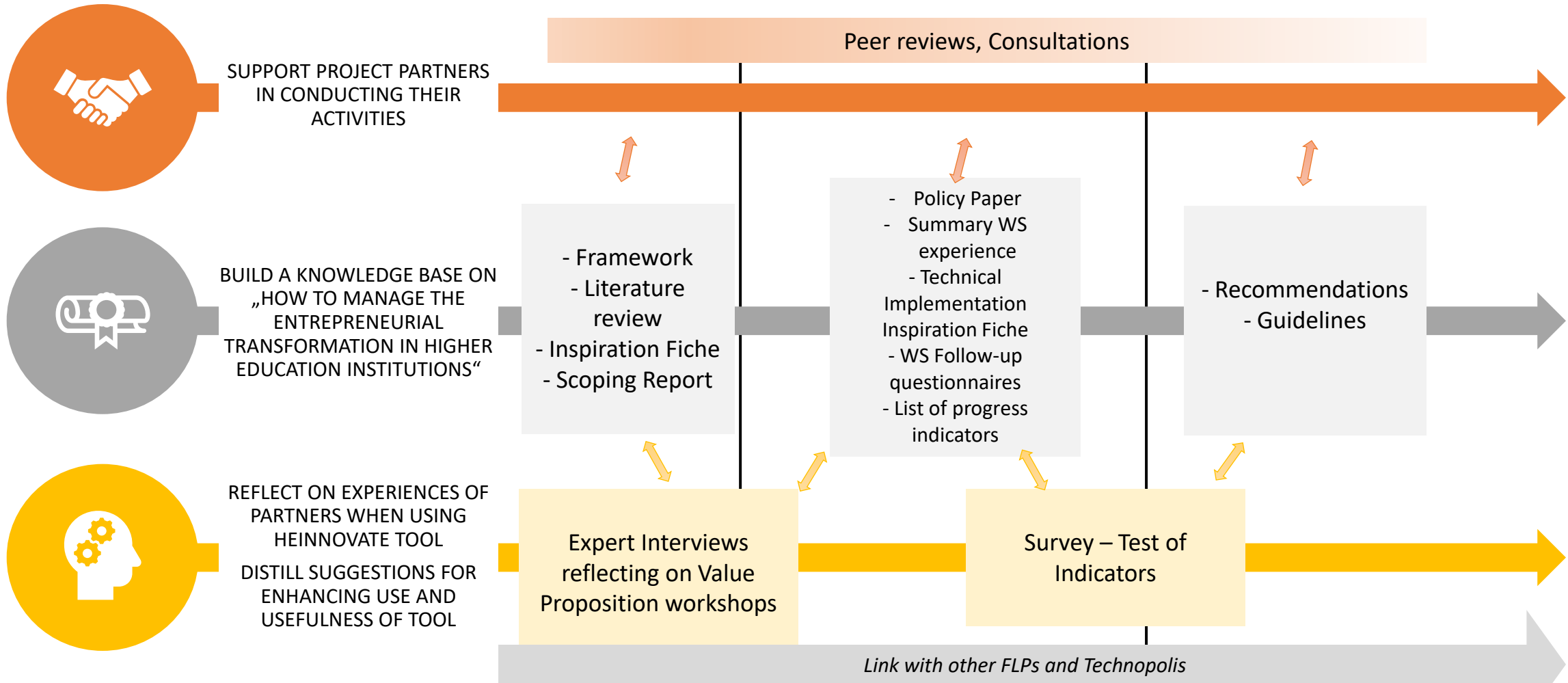
- Provides a menu of typical challenges and what HEIs can do to respond to them
- Targets practitioners and managers in higher education institutions who seek inspiration when planning activities to address challenges
- Summarizes knowledge from the scientific literature and the HEInnovate resources/platform
- Provides different entry points when searching for evidence to guide institutional change: users can search for inspiration based on similarity in challenges, interventions or barriers.



Example of Inspiration Fiche – Entrepreneurial T&L



Current activities and achievements



May 2021

Autumn 2021

