BeyondScale
European Forward Looking Corporation Projects in the fields of Education and Training

Kick-off Report

December 2019

WPZ Research GmbH

Kick-off Report

With the support of the Erasmus+ Programme of the European Union

Contact:

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WPZ Research GmbH

BeyondScale: Kick-off meeting

27-28 November 2019

Vienna, Austria (Bankgasse 1, room 224)

Goals of the Kick-off meeting

- Get to know each other
- Find buddies
- Present and discuss the results of the pre-kick-off survey
- Present plans for the accompanying research
- Develop and agree on project aims, deliverables, etc.
- Answering administrative questions

Day 1: 27 November 2019

12.00	**Arrival/Lunch**
13.00 13.00 – 13.10 13.10 – 13.20 13.20 – 13.30 13.30 – 13.40	**Welcome** Brigitte Ecker, WPZ Research Peter Baur, EC Andrea Hofer, OECD Maria Keplinger, BMBWF
13.40 13.40 – 13.50 13.50 – 14.00 14.00 – 14.10 14.10 – 14.20 14.20 – 14.30 14.30 – 14.40 14.40 – 14.50 14.50 – 15.00	**(Poster)presentation of the partners and their projects** University of Ruse "Angel Kanchev" (URAK) FH-Campus Wien Cork Institute of Technology (CIT) Dublin City University (DCU) Stichting NHL Stenden Hogeschool Polytechnic Institute of Viana do Castelo (IPVC) Universidade Nova de Lisboa Universität Innsbruck
15.00 – 15.10	**Connecting with the Master in Research and Innovation in Higher Education (MARIHE) at the Danube University Krems** David F.J. Campbell
15.10 – 15.30	**Coffee Break**

15.30 – 15.45	Barbara Gabriel (Universidade de Aveiro): **Presentation of THEI2.0**
15.45 – 16.15	CHEPS: **Presentation of analysis of the kick-off survey, plan for accompanying research**
16.15 – 17.00	**Discussion**
17.00 – 18.00	**Find buddies** During this activity, the partner projects will have the chance to get to know each other in more detail. Its goal is to find "buddies", i.e. to establish small networks of two to three partner projects that will collaborate and exchange more closely. Three questions will guide this activity. The questions aim to highlight aspects of the partner projects that help you to learn in more detail, which projects work on similar challenges.
18.00 – 20.00	**Dinner**

Day 2: 28 November 2019

8.45	**Coffee, tea**
9.00 9.00 – 9.10 9.10 – 9.25 9.25 – 9.40 9.40 – 9.50 9.50 – 10.00	**Presentation of the work packages and deliverables by the leads** WP 1: Preparation, project management and monitoring (Lead: WPZ Research) WP 2: Organisational Capacity Development in Light of the Entrepreneurial Agenda (Lead: FH-Campus Wien) WP 3: The regionally engaged entrepreneurial higher education institution (Lead: CIT) WP 4: BeyondScale - Lessons learned from Accompanying Research (Lead: CHEPS) WP 5: Communication, exploitation and dissemination (Lead: WPZ Research)
10.00 – 10.15	**Summary and reflection** by Ruaidhri Neavyn, Advisory Board
10.15 – 11.00	**Discussion of the overall work programme and role of associate partners**
11.00 – 11.15	**Coffee Break**
11.15 – 12.00	**Agreements on deliverables and time table**
12.00 – 12.30	**Next steps**

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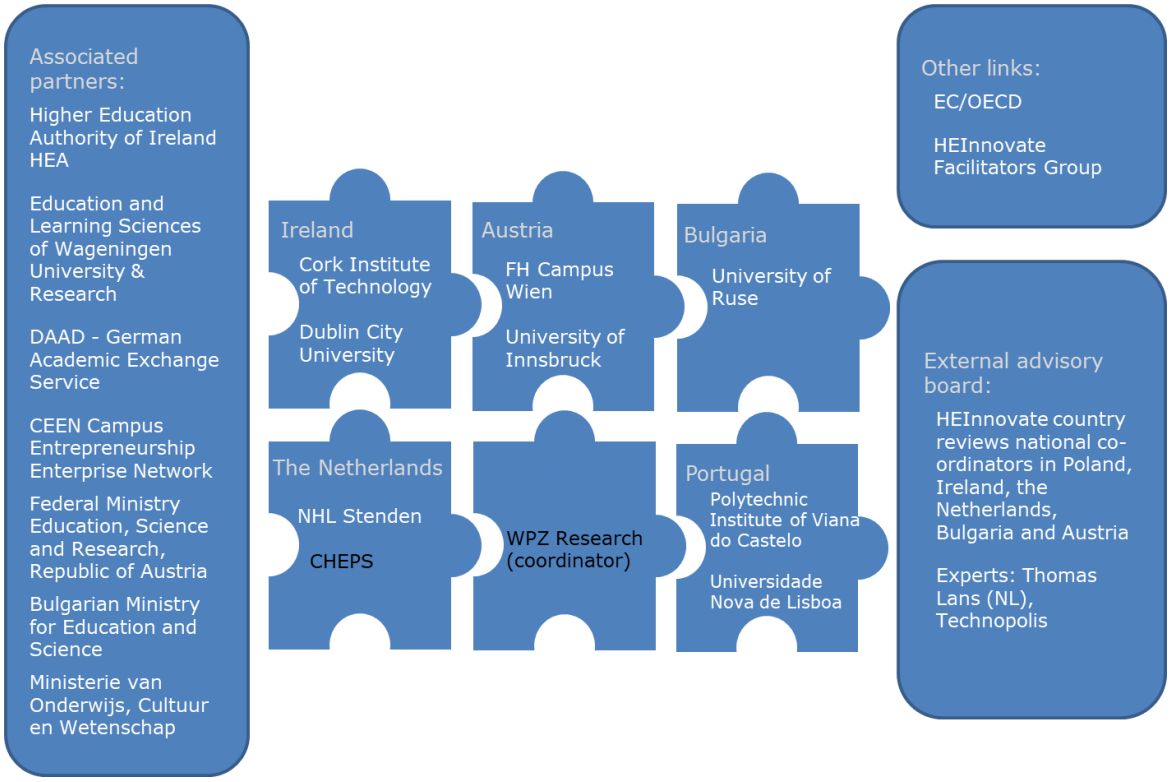
1. Participants

Institution	Participant
WPZ Research	Gerald Gogola
	Brigitte Ecker
	Susanne Fröhlich
University of Twente (CHEPS)	Andrea Kottmann
	Ben Jongbloed
Cork Institute of Technology (CIT)	Helen McGuirk
	Breda Kenny
Dublin City University (DCU)	Emer Ni Bhrádaigh
FH Campus Wien	Susanna Boldrino
	Steffen Keijl
Universität Innsbruck (UIBK)	Sara-Maria Matt-Leubner
	Alexander Knapp
University of Ruse (URAK)	Diana Antonova
	Plamen Kangalov
	Daniel Pavlov
	Svilen Kunev
Instituto Politécnico de Viana do Castelo (IPVC)	Carlos Sérgio Brandão Gonçalves
	Teresa Bernardino
Universidade Nova de Lisboa (UNL)	Roberto Henriques
Stichting NHL Stenden Hogeschool	Peter Joore
BMWFW	Maria Keplinger
	Elisabeth Doppler
OECD	Nora Brüning
	Shizuka Kato
Policy advisor to the Higher Education Authority, Ireland	Ruaidhri Neavyn
Universität für Weiterbildung Krems	David F.J. Campbell
Universidade de Aveiro	Barbara Gabriel
European Commission	Peter Baur

2. Welcome Notes



Brigitte Ecker (WPZ)

Brigitte Ecker thanks all partners for joining the kick-off meeting in Vienna. She expresses special thanks the EC for financing of the project. The project consortium was very pleased that BeyondScale was chosen for the funding. Everyone is looking forward to an exciting project. Brigitte Ecker also thanks the OECD for its support. The team has already worked well with the OECD in the HEInnovate Country Review over the past two years. The project consortium is looking forward to continuing its cooperation with the OECD in the future and to jointly taking up interesting topics in fields, such as change management in higher education institutions, skill development, market relevance of education, etc. Special thanks also go to the Austrian Federal Ministry of Education, Science and Research, hosting the kick-off meeting and always being open to support projects with a focus on the further development of the higher education system.

Peter Baur (EC)

It is the first time HEInnovate is part the Erasmus+ fund. HEInnovate has to be updated and re-assessed to keep it alive. Therefore, the results of the BeyondScale project should be used to evolve HEInnovate. BeyondScale should encourage the development of higher education institutions, even if they are not directly involved in the project and thereby strengthen the organisational capacity. In January 2020 three more projects dealing with HEInnovate will start and advance this approach and it is the intention to bring the four projects together to see and profit from the synergies.

Nora Brüning & Shizuka Kato (OECD) (on behalf of Andrea Hofer)

The OECD is especially interested in the job opportunities of university graduates and to strengthen the labour market outcomes. A self-assessment-tool dealing with these issues is planned. Additionally, there is a strong connection to the project LMRO (Labour Market Relevance and Outcomes), which is a joint initiative of OECD and EC. It examines if the development of competences at universities correspond to the requirements of the labour markets.

Maria Keplinger (BMBWF)

The HEInnovate Country Review for Austria, which was published recently, offered various recommendations for entrepreneurship and innovation in the higher education system of Austria. The HEInnovate Country Review provides a basis for the new RTI-Strategy of Austria. One recommendation was to develop a broader understand of what the entrepreneurial agenda is. Therefore, a clear and shared definition of entrepreneurship is needed in Austria and should include social entrepreneurship and open innovation. BeyondScale could help to reach this goal. Furthermore, it is supported, because it follows an evidence based and international view. The peer learning approach of BeyondScale could help to implement entrepreneurship at Austrian higher education institutions and to gain the commitment of all stakeholders.

3. Presentation of partners and their projects

3.1 WPZ Research

Brigitte Ecker brigitte.ecker@wpz-research.com

WPZ Research

Our goals

1. To **develop scientific studies** on innovation and higher education policy topics, in economic issues also in close cooperation with the WPZ at the University St. Gallen.
2. To **establish ourselves as** a national and international **research partner** whose achievements, the high degree of networking, independence and openness towards interdisciplinarity, and finally combining basic research with applied research, are significant.
3. To **be engaged in evidence-based policy advice** – in particular with the aim of making a substantial contribution to the economic and educational policy debate in Austria. Basic research, knowledge transfer, the objectification of topics and public perception should complement each other.

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WPZ Research

We focus on six fields of expertise

1. Innovation
2. Enterprise development
3. Fiscal policy
4. Business location and regional research
5. Higher education research
6. Evaluation

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WPZ Research

Some of our recent projects

- Coordination of the Austrian Research and Technology Report 2019-2022
- Accompanying the HEInnovate Country Review Austria "Supporting the Entrepreneurship in Higher Education in Austria": Background Report & Organisation of the Side Visits
- Study on „tenure track" models at public universities
- Study on the use of business management instruments for financial planning at the Austrian HEIs, etc.

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Our Project

BeyondScale

Developing the Organisational Capacity of Higher Education Institutions using the HEInnovate platform to facilitate peer learning and a pan-European community of practice

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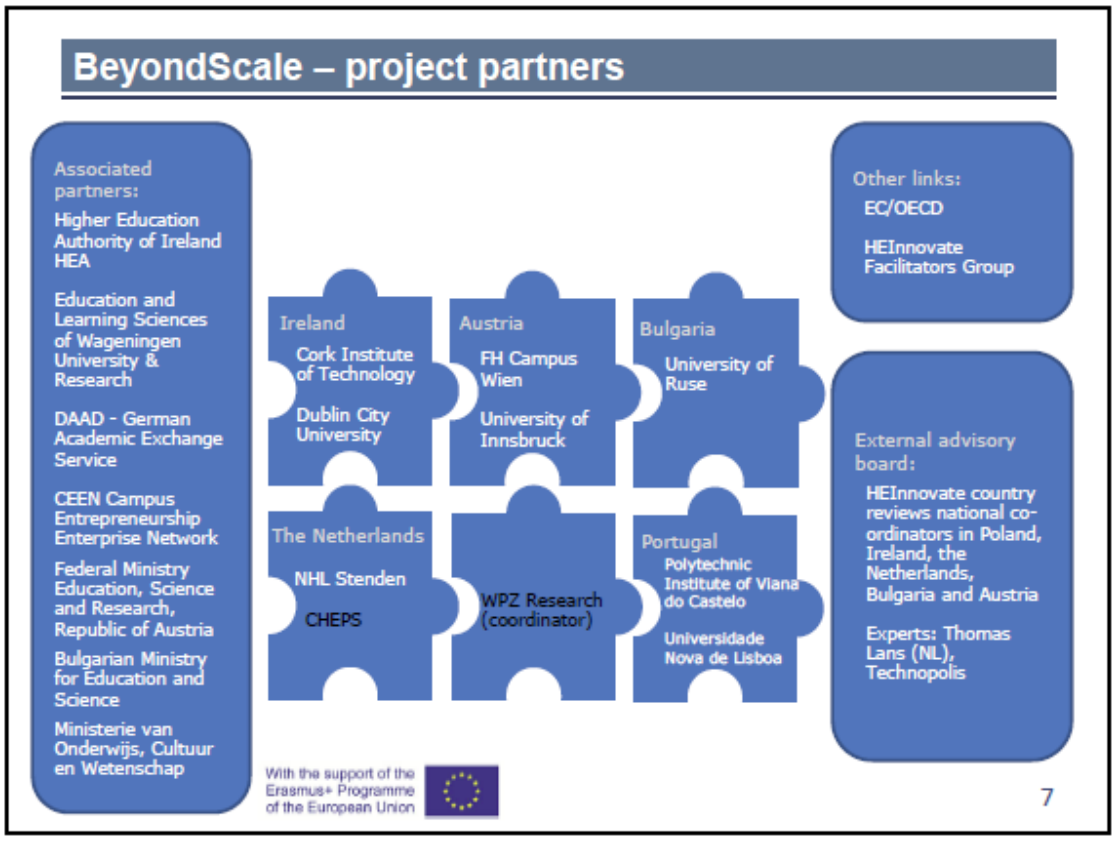
BeyondScale – project partners
Associated partners:
Higher Education Authority of Ireland HEA
Education and Learning Sciences of Wageningen University & Research
DAAD - German Academic Exchange Service
CEEN Campus Entrepreneurship Enterprise Network
Federal Ministry Education, Science and Research, Republic of Austria
Bulgarian Ministry for Education and Science
Ministerie van Onderwijs, Cultuur en Wetenschap
Ireland
Cork Institute of Technology
Dublin City University
Austria
FH Campus Wien
University of Innsbruck
Bulgaria
University of Ruse
The Netherlands
NHL Stenden
CHEPS
WPZ Research (coordinator)
Portugal
Polytechnic Institute of Viana do Castelo
Universidade Nova de Lisboa
Other links:
EC/OECD
HEInnovate Facilitators Group
External advisory board:
HEInnovate country reviews national co-ordinators in Poland, Ireland, the Netherlands, Bulgaria and Austria
Experts: Thomas Lans (NL), Technopolis
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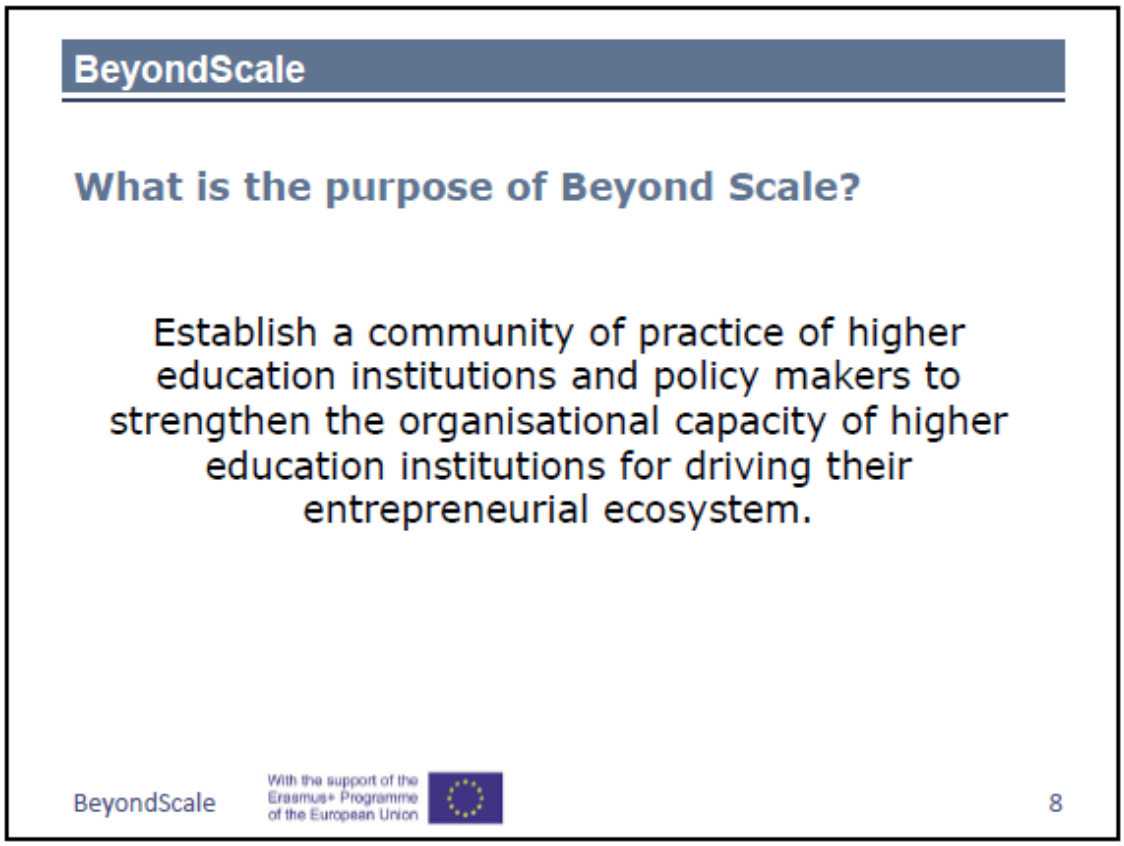
BeyondScale
What is the purpose of Beyond Scale?
Establish a community of practice of higher education institutions and policy makers to strengthen the organisational capacity of higher education institutions for driving their entrepreneurial ecosystem.
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BeyondScale

Objectives

1. Capacity building on organisational development and regional engagement.
2. Further development of the HEInnovate methodology and going beyond current use for organisational change and entrepreneurial agenda setting.
3. Document practices of organisational development and institutional change in light of using the HEInnovate and similar tools, and beyond as (i) learning models for higher education actors and policy makers, and (ii) for the academic debate.

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Partners in BeyondScale

Each HEI partner will be able to tailor the involvement in BeyondScale to its institutional needs and specific context

- design and deliver seminars that discuss, do pilot tests and develop initiatives to identify and overcome bottlenecks
- observe, analyse and document good practices and other ways of
  - removing institutional barriers,
  - more (transnational) opportunities for entrepreneurial learning, in general as well as with a focus on social entrepreneurship,
  - enhancing the impact of these activities on the learner,
  - strengthening quality improvement and assurance mechanisms.

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HEInnovate

The **HEInnovate** approach serves as a conception framework to identify bottlenecks in

- internal processes work
- the core functions of education, research and engagement, and in
- stakeholder relationships

heinnovate

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WPZ Research - TEAM

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3.2 University of Ruse "Angel Kanchev" (URAK)

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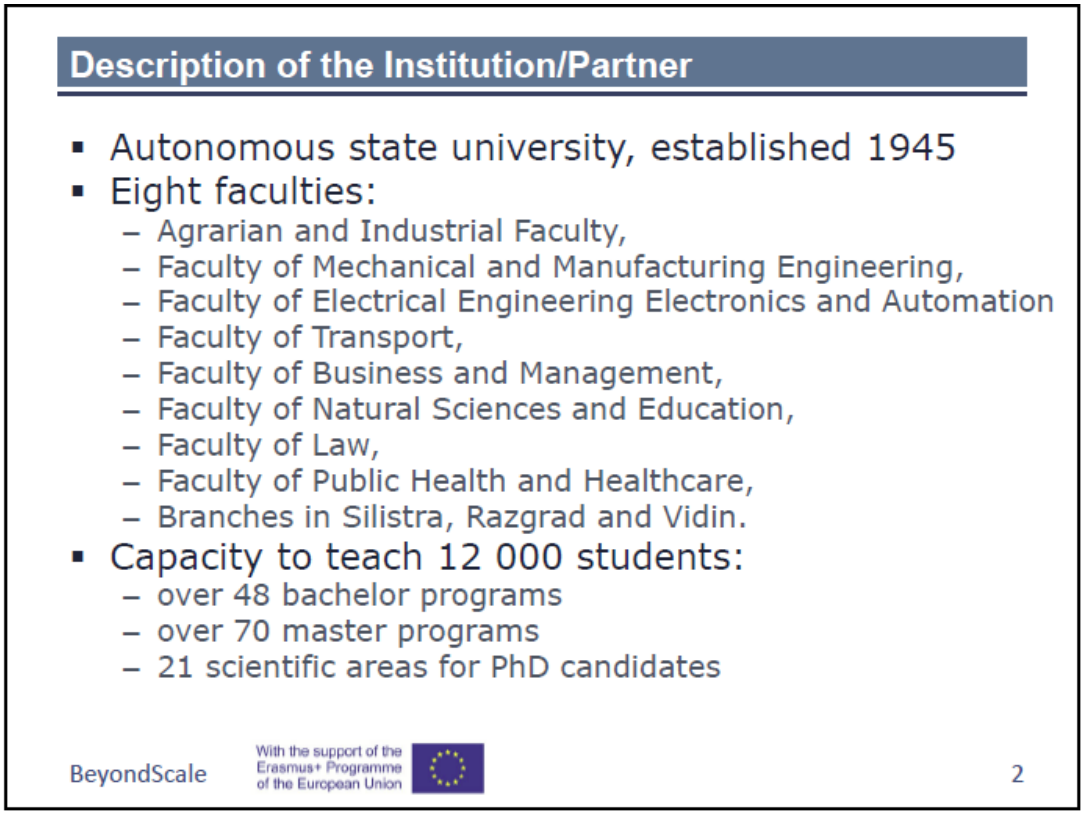

Project description

- To improve the communication among the professors in benefit to the students and firms.
- To develop more bachelor/master programs with joint skills – entrepreneurial and technological.
- To develop proper publications to disseminate the achievements.
- To organize meetings (seminars, round tables, etc.) for further application of the HEInnovate concept.
- To support the efforts of the European Commission and the Bulgarian Ministry of Education towards "Entrepreneurial university".
- To give high contribution to BeyondScale.

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Main project goals

- URAK will contribute to all WPs.
- The specific event for URAK - "Innovative Youth Expo" should be supported by BeyondScale partners (In 2018 – HEInnovate).
- International Scientific Conference of the University, - November 2020, "New Industries, Digital Economy, Society - Projections of the Future - III."
- Bachelor programs "Digital Entrepreneurship and Innovation" and "Business Informatics" - ready to invite professors from BeyondScale.
- "E-Learning Shell Platform"
- INTRANET - http://local.uni-ruse.bg/

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HEInnovate – experience and use in BeyondScale

- **Participation in HEInnovate:**
  - 29.01.2013 – Brussels (Belgium)
  - 20.05.2014 – Ruse (Bulgaria)
  - 21-23.05.2014 – Swansea (UK)
  - 26.09.2014 – Sofia (Bulgaria)
  - 26.08.2015 – Brussels (Belgium)
  - 15.03.2016 – Sofia (Bulgaria)
  - 19-20.05.2019 – Brussels (Belgium)
  - 06.04.2017 – Brussels (Belgium)
  - 29-30.06.2017 – Dundalk (Ireland)
  - 26.10.2017 – Ruse (Bulgaria)
  - 2-3.11.2017 – Ruse, (Bulgaria)
  - 26-28.02.2018 – Brussels (Belgium)
  - 14-16.06.2018 – Ruse (Bulgaria)
  - 20-21.06.2019 – Bucharest (Romania)
  - 13.09.2019 – Brussels (Belgium)

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Major challenges for the project

For the University of Ruse

- To keep the already achieved results
- To introduce new activities
- To close some activities

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3.3 FH-Campus Wien

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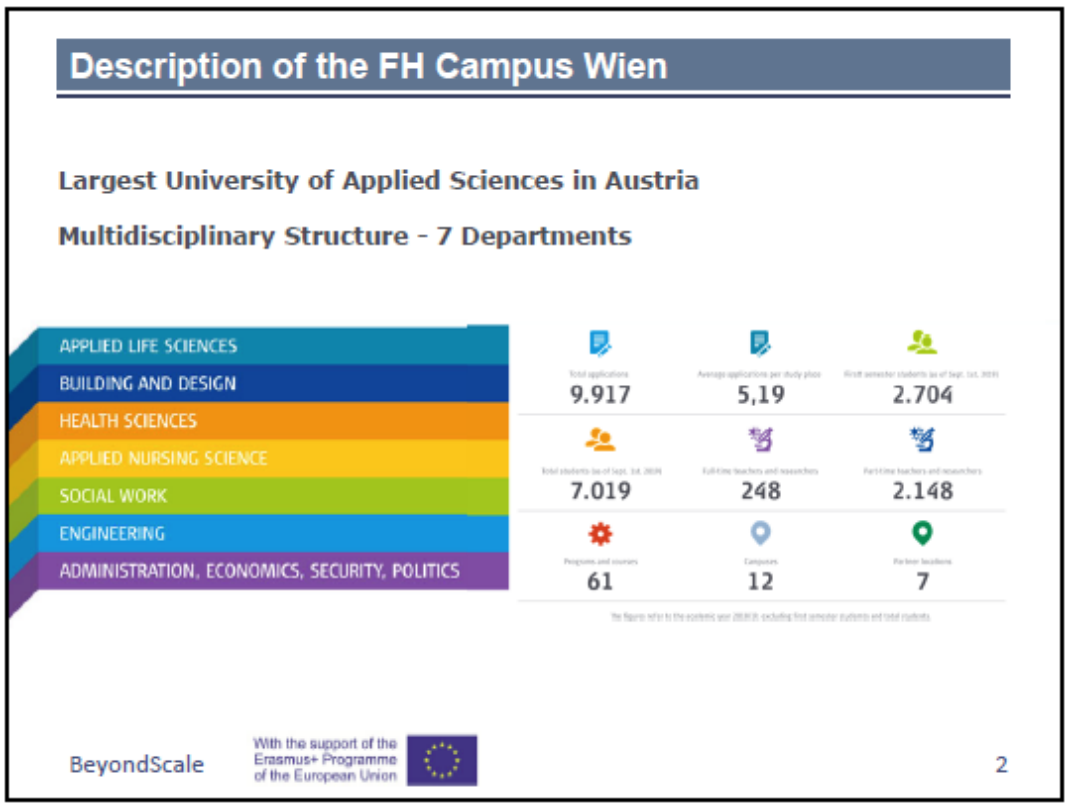

Project description / contribution

- working package 2.1. capacity building (inbound perspective)
- working package 2.3. and 3.3. HEInnovate: further development of the tool (both the in- and outbound perspective) as well as 4.3. upscaling the HEInnovate
- working packages 5.2. and 5.3. the engagement of stakeholders and organization of events

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Main project goals

1. Combining quality, innovation and entrepreneurship
   Consider HEInnovate dimensions in initial development and further development of curricula
2. Foster interdisciplinarity and internationality
   Enable interdisciplinary electives across study programs
3. Underpin digital transformation and societal change
   Assign learning outcomes (to HEInnovate dimensions)
4. Encourage entrepreneurial spirit
   Establish internal network of teachers for innovation and entrepreneurship
5. Draw attention to global challenges and sustainable development
   Assign learning outcomes / courses to at least three sustainable development goals

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HEInnovate – experience and use in BeyondScale

We already analysed the other seven dimensions in the spring of 2018 (HEInnovate Country review) and would like to complement this.

We plan to focus on the newest dimension of the HEInnovate framework "Digital Transformation and Capability".

Furthermore, we plan to screen other options of integrating the HEInnovate tool in established processes.

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Major challenges for the project

Staff - Time constraints

- *Engage in focus groups or personal interviews and inform about the benefits*

University Management - Scarce resources (public funding)

- *Visibility of the FHCW*

Students - Awareness (pressure to graduate)

- *Integral activities in the courses*

FH Campus Wien – Many topics on the agenda (priority setting)

- *Combination and integration into processes*

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Partner contact data

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3.4 Cork Institute of Technology (CIT)

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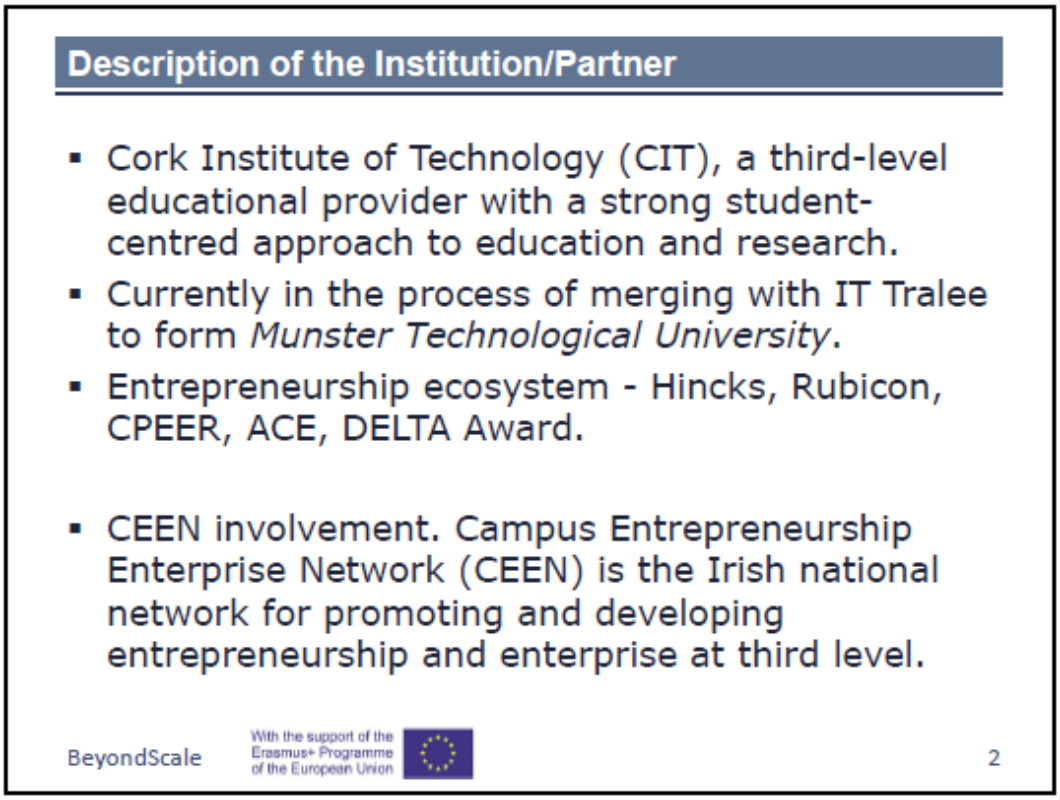

Main project goals

Specifically in relation to WP 3 and the activities focusing on regional engagement, the following are the key areas of focus:

- Enhance regional engagement
- Increase labour market relevance
- Impact innovation in firms
- Provide evidence based policy advice (local and regional initiatives)

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HEInnovate – experience and use in BeyondScale

Senior Leadership and the ACE group in CIT have engaged with HEInnovate.

CIT has an integrated student centered approach to Entrepreneurship Education operationalised through:

- ACE - group comprising ALL academic departments, enterprise & innovation, incubation & students union meet on a regular basis.
- CPEER – Community of practices for entrepreneurship educators and researchers across CIT.
- The DELTA award for Entrepreneurship Education

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Major challenges for the project

- Selecting appropriate partners for capacity building.
- Ensuring a relevant and diverse range of buddy/peer learning partners.
- Ensuring an appropriate level of engagement and commitment from buddy/peer learning partner.
- Managing confidential and proprietory knowledge, NDA requirements of partners.
- Maintaining consistency in reports and data for use stories across the consortium.

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Partner contact data

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3.5 Dublin City University (DCU)

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Project Description

Embed Social Innovation and Entrepreneurship in the student experience by collaborating with the Irish Not-For-Profit Sector.

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Main Project Goals

1. Devise and deliver student social innovation and social entrepreneurship (SIE) projects in conjunction with Not-For-Profit Organisations (NFPOs).
2. Increase number of students engaging in SIE projects as part of their curriculum and/or in an extracurricular capacity.
3. Review and evaluate the learning outcomes for students.
4. Review and evaluate the impact on the NFPOs.
5. Learn from and exchange best practice with other members of project.

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Main Outcomes

1. 10 Innovative projects completed to the satisfaction of the NFPOs
2. 50 students to have completed the 10 projects to a sastisfactory standard
3. Completion of a coherent analysis of the intervention, to inform future programme and module development
4. Assessment and evaluation of the engagement with the NFPOs from their point of view, to inform future iterations.
5. Adoption of appropriate best practice for use in next iteration

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HEInnovate – experience and use in BeyondScale

- **Used internally in DCU since first prototype**
- **Highly praised in 2017 Country Review**
  - Engagement with industry; teaching of innovation and entrepreneurship (I&E) at UG & PG level; formal recognition of I&E and of engagement via President's Awards; DCU Engage Award for student extra-curricular activity; Enactus social entrepreneurship success, etc.
- **Hosted launch of Country Review Report**
- **Beyond Scale Use**
  - Academic staff, students, external stakeholders

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Major challenges for the project

- Academics' time to engage; skepticism about the concepts of entrepreneurship and innovation
- Managing expectations of the NFPOs; their understanding of how a university can collaborate with them; and what one should expect from students
- Other partners concentrating on commercial entrepreneurship?

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Partner contact data

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3.6 Stichting NHL Stenden Hogeschool

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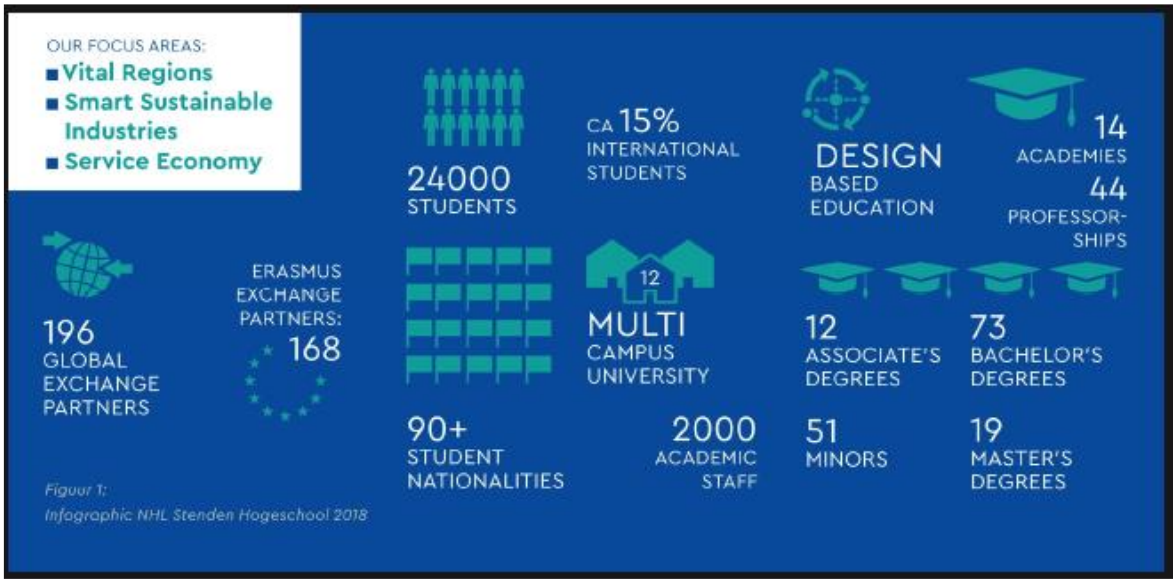
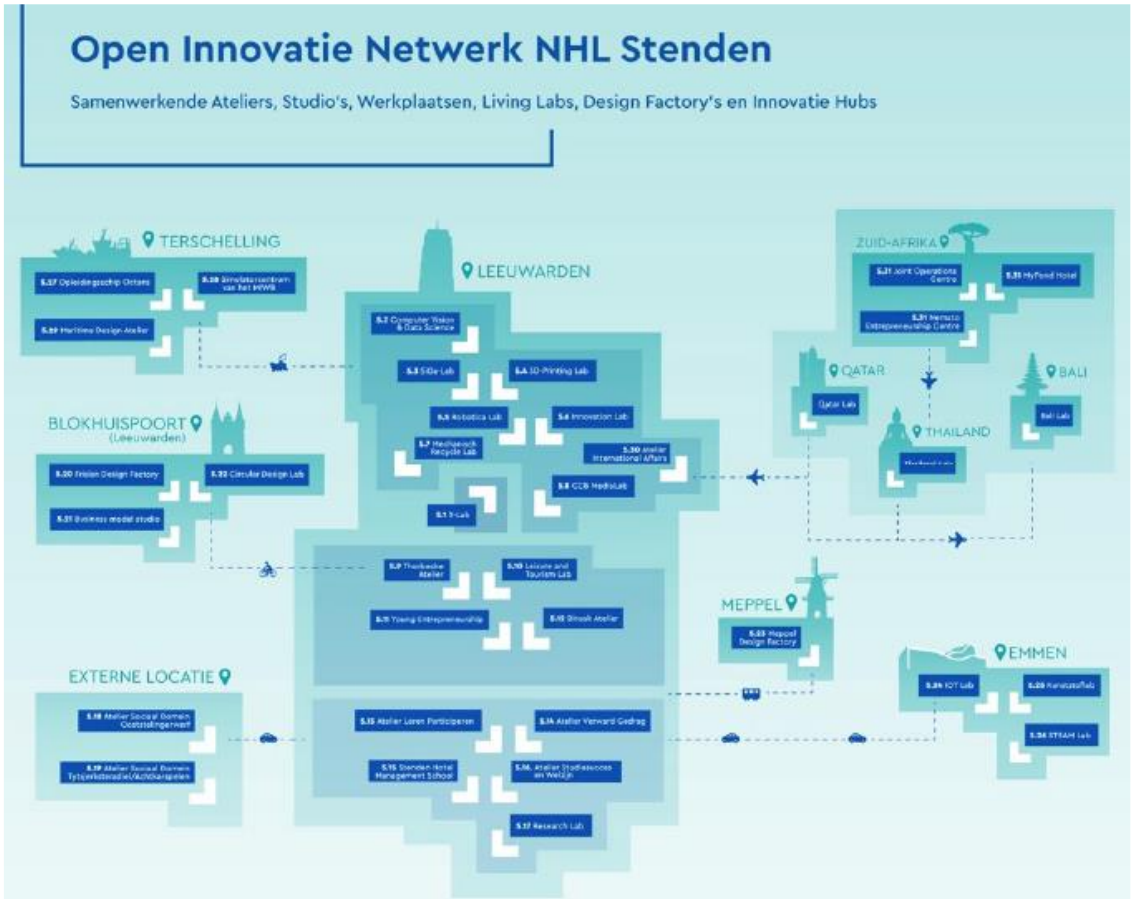


Figuur 1:
Infographic NHL Stenden Hogeschool 2018

1. Inleiding

Peter Joore, Lector Open Innovatie



3.7 Instituto Politécnico de Viana do Castelo (IPVC)

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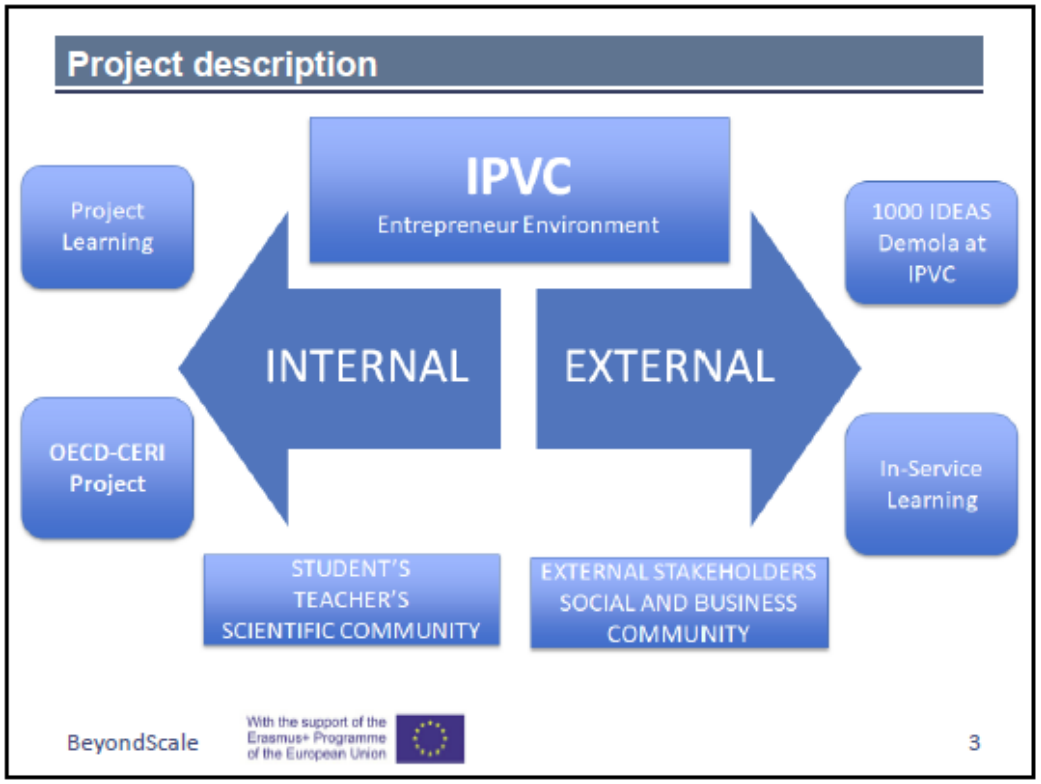

Main project goals

- **Strengthen cooperation**
  between HEI, the regional/national stakeholders and business community.
- **Respond to the real challenges**
  enhancing the link between the academic community and the business economic sector, increasing the levels of regional competitiveness.
- **Promote entrepreneurship' initiatives**
  best practices within HEI, opening and preparing students for new perspectives and entrepreneurship challenges.
- **Strengthen entrepreneurship knowledge**
  enabling students to improve their performance as future professionals and support them with knowledge enabling them the creation of their own business thus respond to a highly globalized and multicultural market.

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HEInnovate – experience and use in BeyondScale

- Project PI / Leaders for the Future
- OECD-CERI project - Fostering and Assessing Students' Creativity and Critical Thinking
- Poliempreende – Buisiness Creation at PT Polytechnics
- IN-Service Training
- Demola at IPVC
- Social responsability and inclusive School

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Major challenges for the project

- Involvement of the teachers;
- Coordination of the different subject courses;
- Students immaturity thus its acceptance;
- Lack of financial support to put in practise the business/project Idea;
- Lack of proper laboratories for experiences and to test products.

Partner contact data

- Carlos Rodrigues (President) - geral@ipvc.pt
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3.8 Universidade Nova de Lisboa

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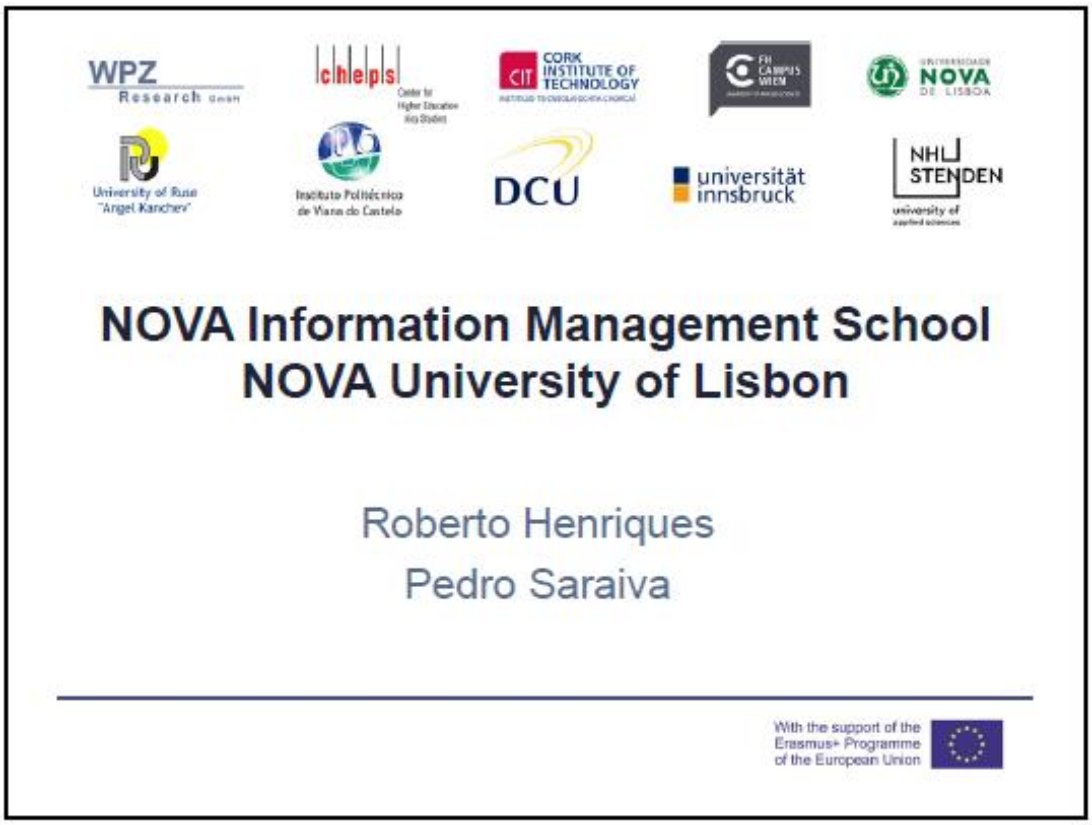

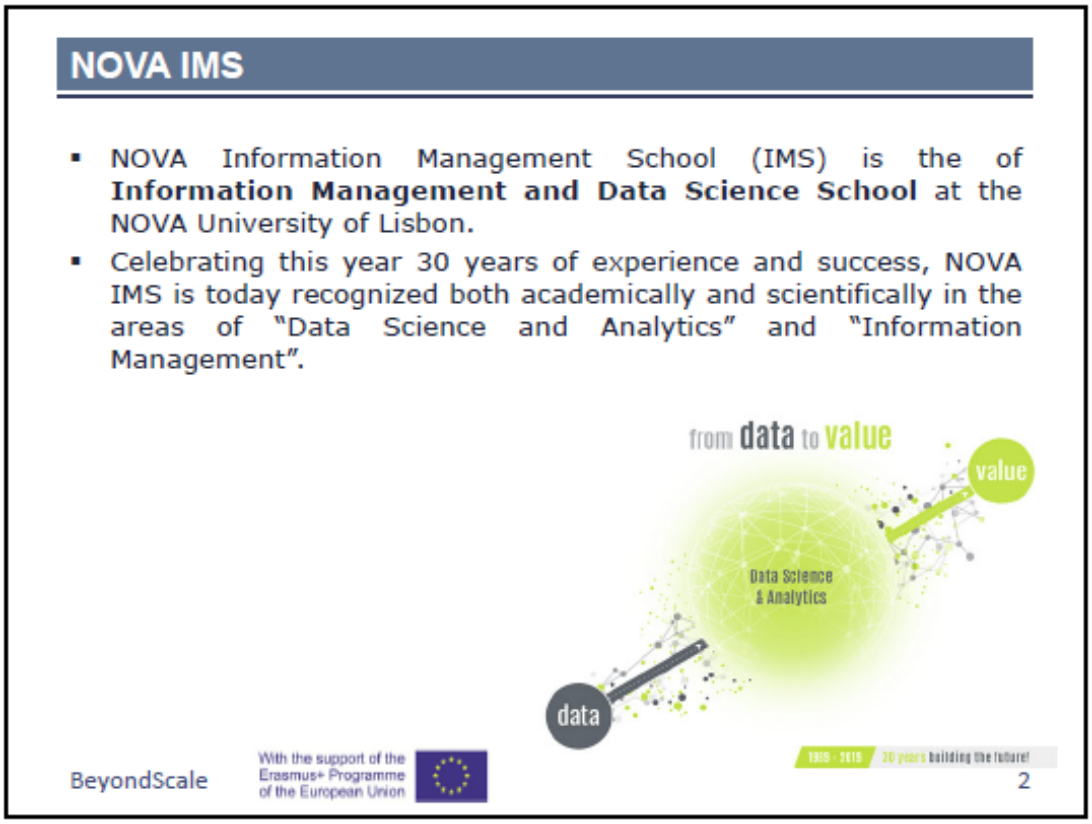

NOVA IMS facts

Students

+ 2 300 Enrolled students

+28% Foreign students

76 Different nationalities

Faculty

104 Professors

48 Researchers

2018 Projects

37 Support to the community

4 National research projects

3 European research projects

2018 Research

87 Indexed Papers

3,70 Papers per FTE (PhD)

Main Areas of R&D

- Sampling and data analysis
- Statistical modeling, analysis and information management
- Marketing and market research
- Business intelligence
- Data Science
- Design and development of information systems
- Geographic and spatial information systems
- Evaluation, quality control and certification of information.

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Ranking Eduniversal 2018

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4

Main project goals

- Getting faculty members more involved in innovative and entrepreneurial ways of promoting teaching and learning
- Using digital transformation to achieve more entrepreneurial HEI
- Apply Design Thinking to come up with new teaching models
- Promote entrepreneurship teaching and learning

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HEInnovate – experience and use in BeyondScale

- Increase the number of courses where innovation is used to promote teaching and learning
  - Promote innovation sessions between professors to share experiences and best practices
- Apply digital transformation to the main processes of the school
  - develop with the main departments of the school a project for building a central hub of communication between professors, students and administrative staff.
- Develop an Education Lab promoting the use of DT to prototype new teaching models
  - Create an Education lab with main stakeholders, implementing agile sprints to propose alternative teaching models
- Increase the number of courses where entrepreneurship is covered
  - involve course coordinators in the need to promote entrepreneurship; promote workshops among professors;

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Major challenges for the project

- **NOVA IMS is new to HEInnovate**
  - Plan to use the tool to evaluate ourselves
- **Pedagogy is not seen as the only main objective**

Partner contact data

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3.9 Universität Innsbruck

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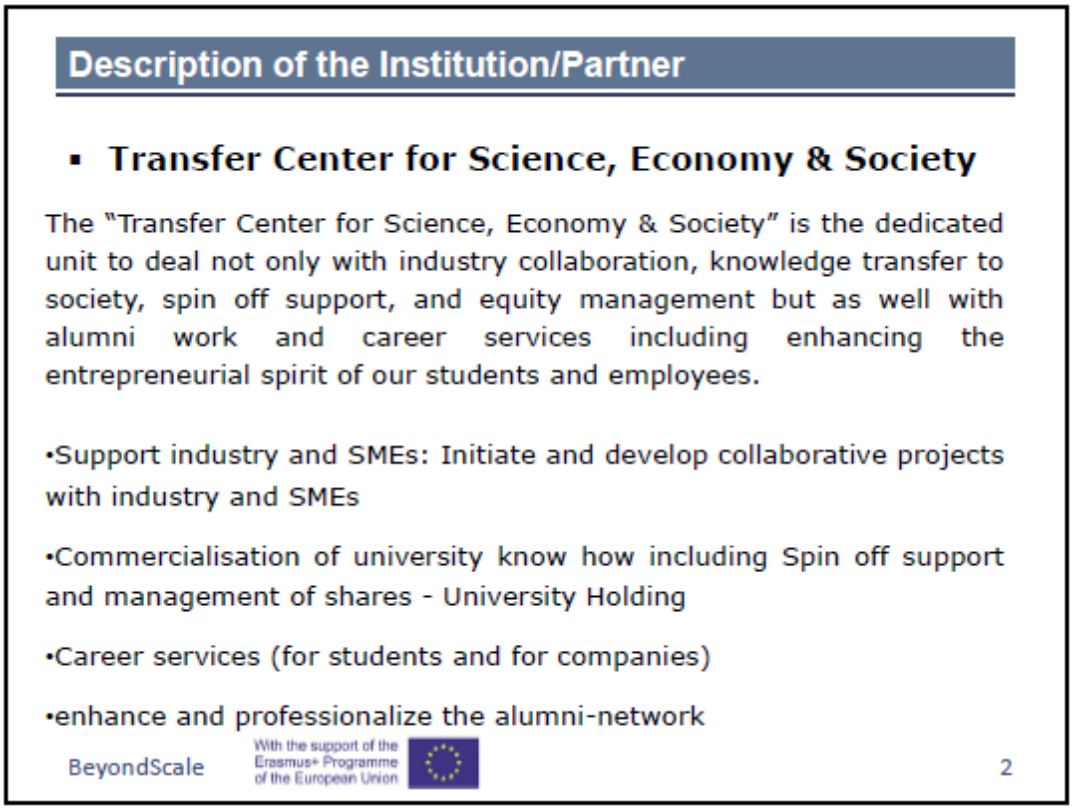
Alexander Knapp	alexander.knapp@uibk.ac.at



Main project goals

- develop the entrepreneurial capacity of HEIs in a pan European community of practice → **UIBK goals**
- further development of the HEInnovate approach → **UIBK goals**
- document and share emerging practices → **UIBK goals**

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HEInnovate – experience and use in BeyondScale

Experiences

- Project partner in GITA Erasmus+ project where 7 Indonesian HEI made a HEInnovate – selfassesment
- UIBK Self-assement in 06/2018

Use in BeyondScale

- Improve HEInnovate skills
- Check/improve possibilities with the tool and improve tool

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Major challenges for the project

- **internal processes** of each HEI
- **lack of time of scientists and students for additional activities**
- **external activities** (Ecosystem around the HEI)
- **Different Pan-European systems**
- **different support** from University lead and ecosystem around at each HEI

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4. Connecting with the Master in Research and Innovation in Higher Education (MARIHE) at the Danube University Krems, David F.J. Campbell

David F.J.Campbell (Danube University Krems)

Teaching and Learning

- Higher Education Management (MSc)
- Educational Management (MA)
- Higher Education Management (MBA Specialization)
- Master in Research and Innovation in Higher Education (MSc/MA)

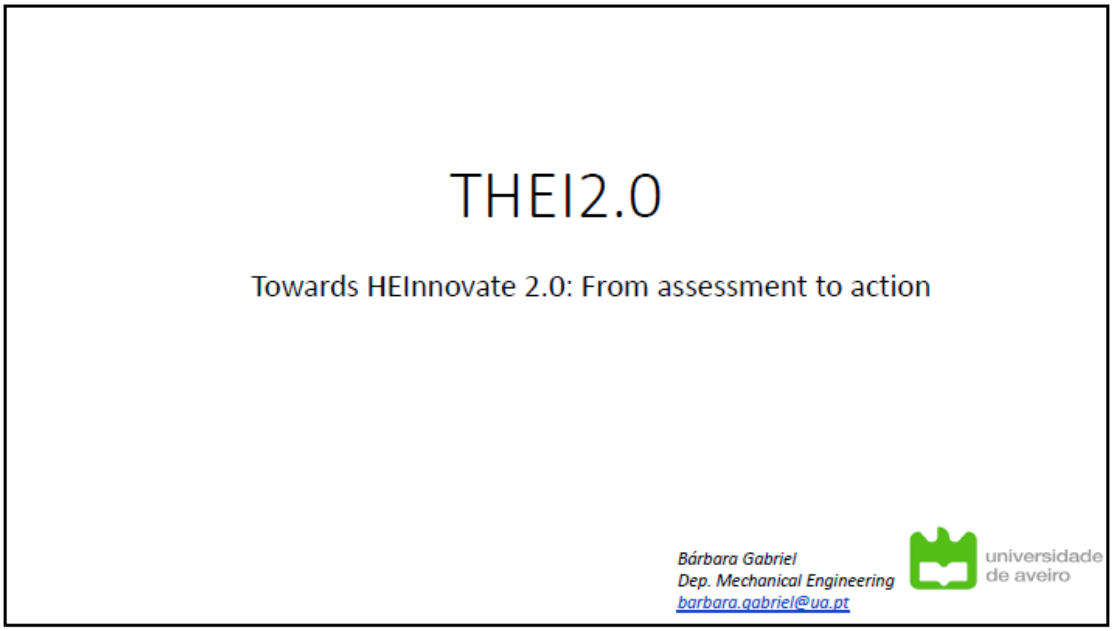
Master in Research and Innovation in Higher Education (MaRIHE)

- Erasmus Mundus Programme
- 4 Semester, 120 ECTS
- Krems, Tampere, Beijing Normal, Osnabrück, Thapar, Budapest
- 80 Scholarships for the next 5 years
- Specializations:
  - High Education Research
  - Innovation (Third Mission Activities)
  - Management
  - Institutional Research
  - Teaching and Learning
- www.marihe.eu

Hochschule Osnabrück
University of Applied Sciences
Eötvös Loránd University
UNIVERSITY OF TAMPERE
Danube University Krems
University for Continuing Education
北京師範大學
BEIJING NORMAL UNIVERSITY
THAPAR INSTITUTE

5. Presentation of THEI2.0, Barbara Gabriel:

Barbara Gabriel (Universidade de Aveiro)



THEI2.0

How

- A+ methodology – Aim, Acquisition, Analysis, Action, Assessment
- Augmented HEInnovate framework *(Provide users of HEInnovate with new capabilities of the tool)*
- Translate results of HEInnovate (in)to potential actions *(Support users of HEInnovate in decision-making processes)*
- Digital badges *(Recognise and reward users efforts in implementing actions within its context)*

General results

THEI2.0

- THEI2.0 Webpage
- Platform and guidance handbook to support users on creating potential actions based on HEInnovate
- Recommendations on future directions for HEInnovate tool: analysis, limitations and future trends
- A set of unique "Digital Badges" system, rewarded according to the level of the utilisation of the HEInnovate Tool
- THEI2.0 scientific publications
- Toolkit for HEInnovate Train the Trainers Workshop: From assessment to action
- Tutorial for step-by-step implementation by user(s): From assessment to action

6. Presentation of the analysis of the kick-off survey and introduction of the buddy system

Mapping of partners based on the survey results:

- Inbound: NOVA Lisboa
- Inbound/Outbound: FH Vienna, University Ruse, IPVC
- Outbound: DCU, Cork
- Not specific: Innsbruck, NHL Stenden

Most important topics:

1. Entrepreneurial Teaching and Learning,
2. Knowledge exchange,
3. Funding, People, Incentives

Least important topics:

1. Leadership
2. Internationalisation

Possible barriers:

- Lack of resources like time and funding
- Staff not familiar with entrepreneurship
- High expectations of external stakeholders
- High competition on education market
- Lack of awareness of outside world

Find buddies for advice, questions, feedback, etc

1. Based on dimensions: Which dimensions fits you best?
2. Which dimensions fits you second best?
3. In which area you would like to collaborate

Introduction of the Buddy-System

1st question: Which dimension of the HEInnovate matches the most important goal of your project best?
Five tables:

- Entrepreneurial Teaching and Learning
- Knowledge Exchange and Collaboration
- Organisational Capacity: Funding. Peoples and Incentives
- Preparing and Supporting Entrepreneurs
- Digital Transformation and Capability

2nd question: What dimension of the HEInnovate matches the goals of your project second best?
(Also see first question)
In which of the following areas would you like to collaborate with your buddy/buddies?

- How to deal with institutional barriers?
- How to engage/collaborate with external stakeholders/the regional economy/social entrepreneurs in the region?
- How to engage teachers and students?
- How to tell the world about the institution's entrepreneurial achievements?

Finding Buddies

- **Buddy-System: Collaboration among partner projects – peer learning and dissemination of results**
- **Collaboration will be on your projects and overarching topics relevant to all partners**
- **Goal of this session: Find one or two partner projects to work with during the next two years**
- **Get-to-know: Discuss your preferred topic with others at the tables, and learn about their perspectives**

Finding Buddies

- **Which dimension of the HEInnovate matches the most important goal of your project best?**
  - Entrepreneurial Teaching and Learning
  - Knowledge Exchange and Collaboration
  - Organisational Capacity: Funding. Peoples and Incentives
  - Preparing and Supporting Entrepreneurs
  - Digital Transformation and Capability
- **Please go to the table!**

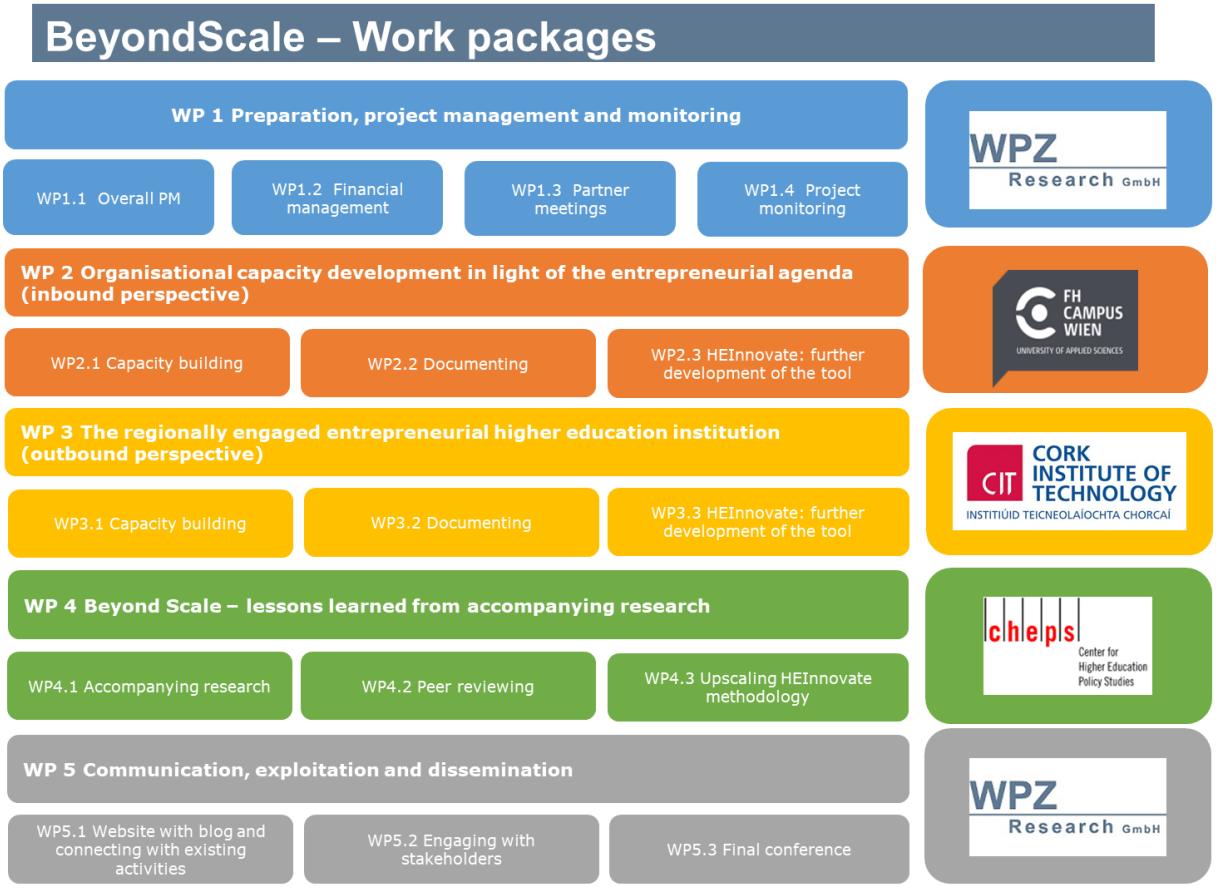
Finding Buddies

- **Which dimension of the HEInnovate matches the goals of your project second best?**
  - Entrepreneurial Teaching and Learning
  - Knowledge Exchange and Collaboration
  - Organisational Capacity: Funding. Peoples and Incentives
  - Preparing and Supporting Entrepreneurs
  - Digital Transformation and Capability
- **Please go to the table!**

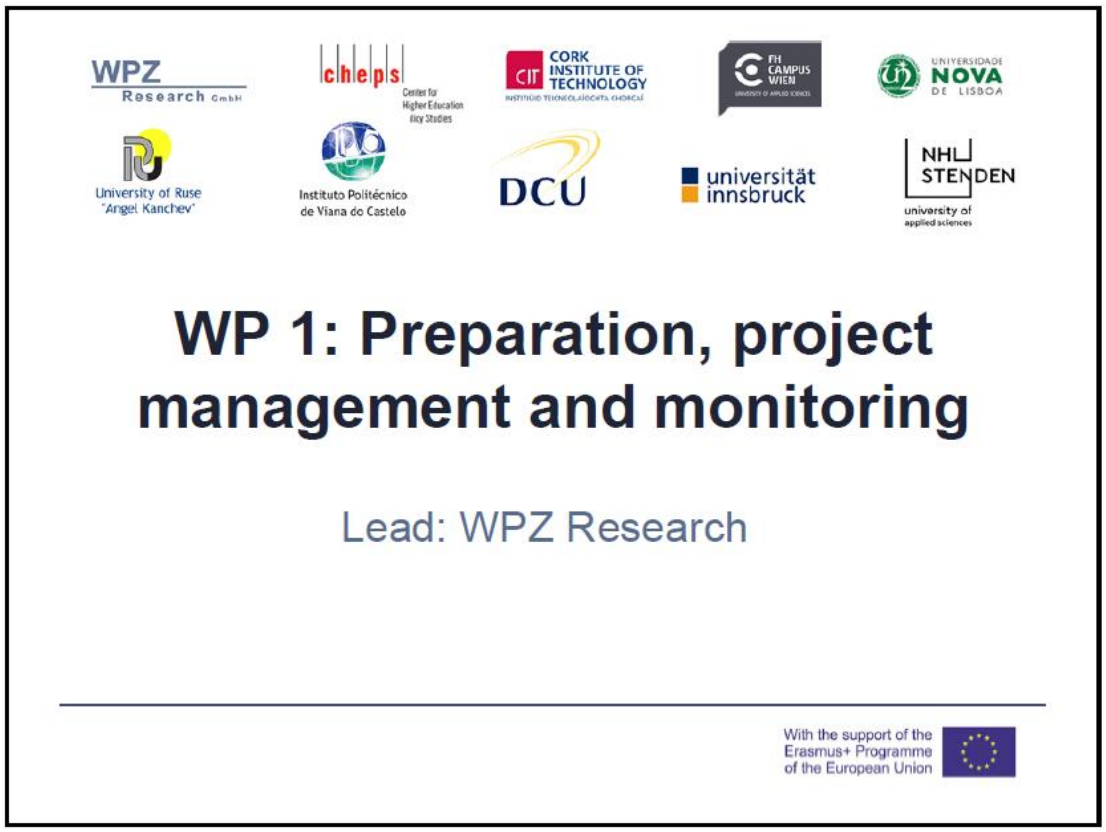
Day 2:

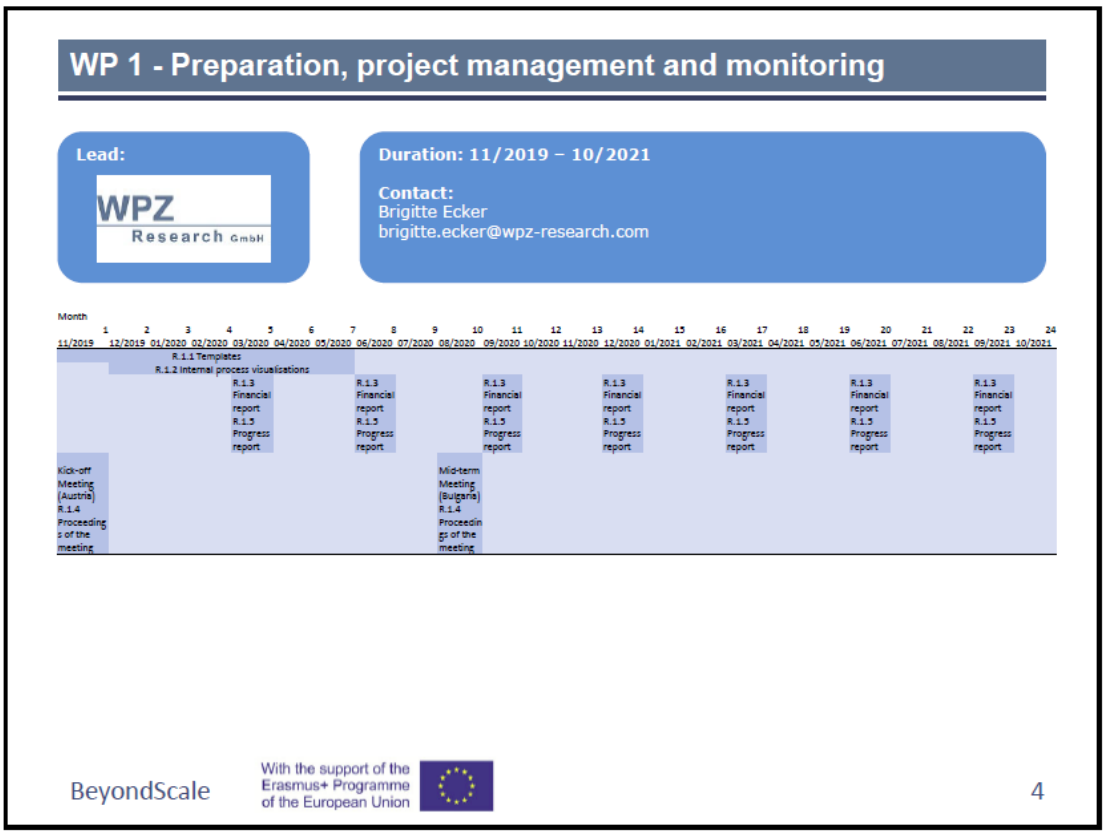
November 28th, 2019

7. Work Packages



7.1 Preparation, project management and monitoring





Project Management, Monitoring

The **overall project management** will be done by WPZ Research.

WPZ Research will be responsible for

- the **day-to-day management** of the project
- the **financial management**, as well as it
- will aim to secure the path to **reach the objectives** of the project – Project monitoring
- Coordinate the **partner meetings**
- with regard to **quality assurance** WPZ Research will be supported by CHEPS.

Deliverables

- Directory, templates
- Internal collaboration process visualisations
- Quarterly financial reports (starting M5 – 03/2020)
- Proceedings of the meetings (starting M2 – 12/2019)
- Quarterly progress reports (serving for later EACEA reporting) (starting M5 synchronized with financial reporting – 03/2020)

Quality assurance

- To develop HEInnovate further and to secure the quality of the project on a high level at the same time, CHEPS will do the accompanying research of the project (for details see WP4).
- Additionally, the external advisory board is an important quality assurance tool as the members of the advisory group will provide feedback. They will participate in the key meetings and provide support for the activities, also providing the most up-to-date knowledge in their area.

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Time Schedule

Very strict time schedule…

- **Meetings and seminars**
  - Kick-off meeting
  - Seminar 1 in IRL
  - Seminar 2 in NL
  - Mid-term Conference in BG
  - Final Conference in IRL
- **Deliverables**
  - Progress reports
  - Financial reports
  - Minutes of meetings
  - Use stories
  - Country specific webinars
  - Guidelines and recommendations

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Project Management

Trello

- management system to find templates, info on meetings, information on financial procedures

Templates

- Travel and subsistence
- Timesheets
- Meeting/seminar attendance template
- PowerPoint template for presentation
- Meeting registration form
- Disclaimer how to use the EC logo
- Financial reporting template – will be filled in by WPZ based on the information received from you
- Reporting templates – to be filled in by WPZ based on your contributions

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7.2 Organisational Capacity Development in Light of the Entrepreneurial Agenda

- View of Organisations and Curricula in the focus of WP2
- Further development of the organisation and the culture
- Change in curricula and internal processes
- Visualise different ways to define and implement entrepreneurship in a higher education institution
- Find enablers and barriers
- Expected Output:
    - 4 Country Notes – Institutional
    - 4 User Stories
    - 4 Webinars
    - 5-6 guidelines on peer learning activities/Case Studies
    - 1 transnational report
- WP-Leader is responsible for time management within the WP
- WP-Leader will prepare the transnational note with the input of the partners

Learning community in WP 2

- Sharing knowhow
- Developing webinars
- User stories, guidelines

- AT - Facilitating collaboration and stakeholder contact, Feedback loops
- NL – Quality advice and assurance, exploiting results, questionnaires and interviews

- WP time and progress management
- Agenda-setting
- Major contribution

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2

The aim is to…

visualise different ways to define and implement an entrepreneurial agenda in a HEI

find out enablers and barriers and to share practices and learnings

How?

- HEI-Buddy System, international meetings, events
- Each partner will establish a number of buddy/peer learning partnerships within the institution

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Results

2.1 Four country notes

2.2 Four user stories

2.3 Four country-specific webinars

2.4 Five-Six guidelines on peer learning activities and a consolidated guideline for each engagement type

2.5 Transnational report note (incl. suggestions for further development of the HEInnovate Tool)

heinnovate

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4

The 8-Step Process for Leading Change

Kotter 8 steps, Nov 15, 2019

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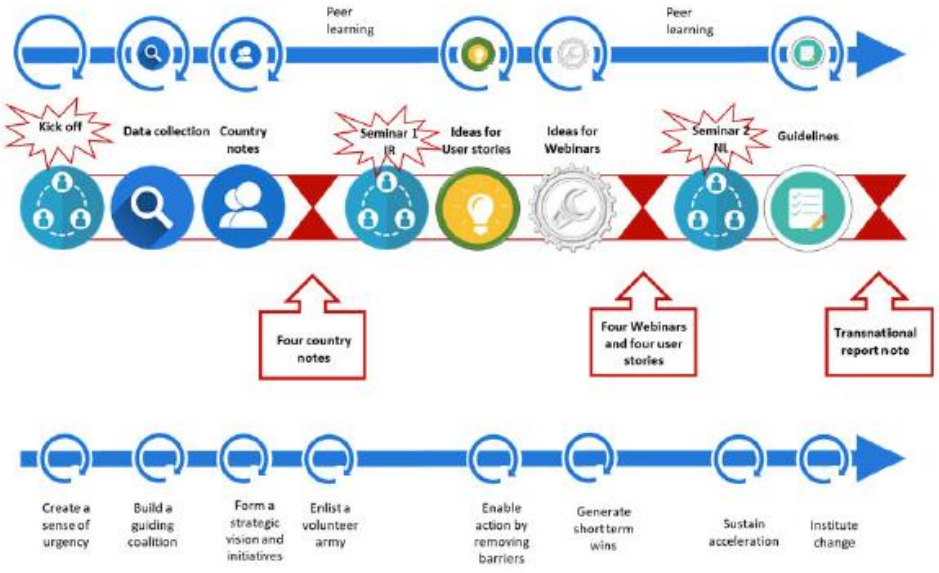
5

Architecture



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It's all about the future ....

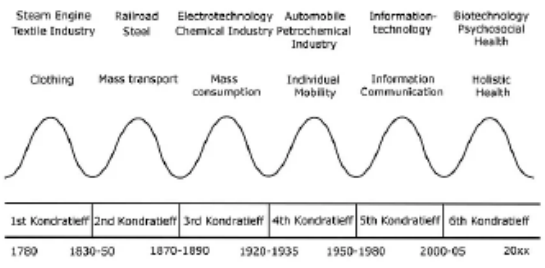
Universities are not good enough? Or are Universities the game changers for a better world?

High expectations

UN	*Sustainable Developm. Goals*
EWF	*21st century skills*
UNESCO	*Future Literacy Workshops*
EC, OECD	*Innovation & Entrepreneurship*

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility



https://www.kondratieff.net/the-sixth-kondratieff, Nov 26, 2019

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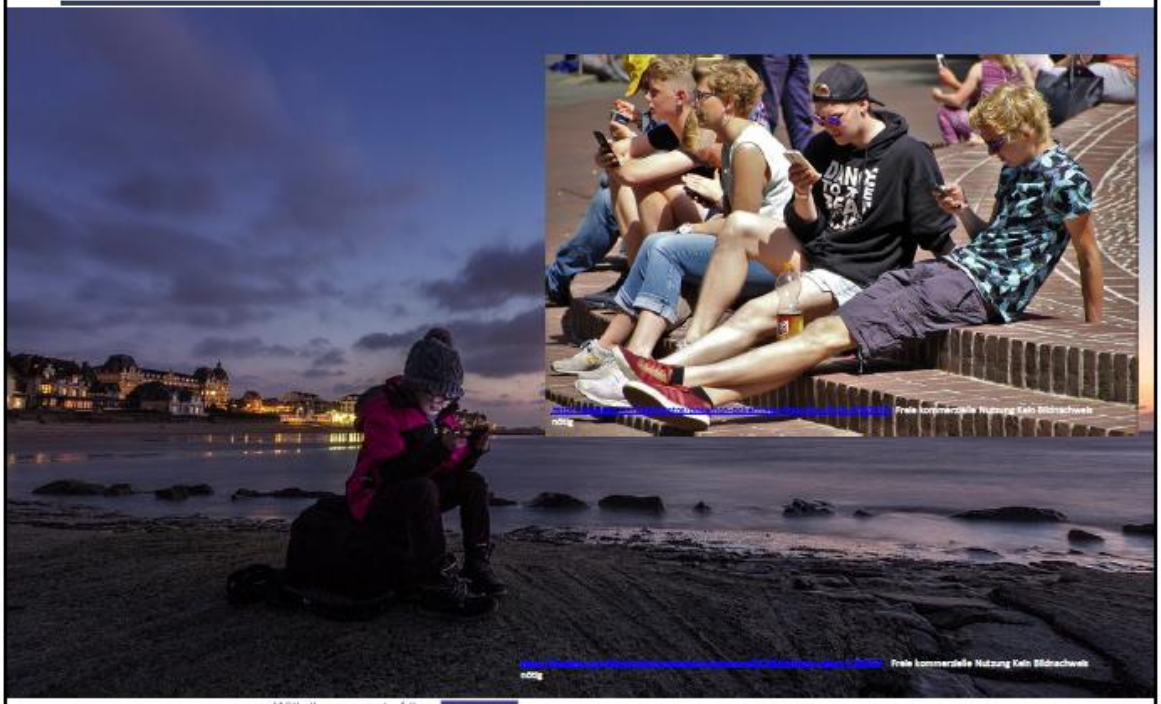
Because the new generation will be much smarter…



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21st century skills – e.g. student lab Oulu /Artevelde

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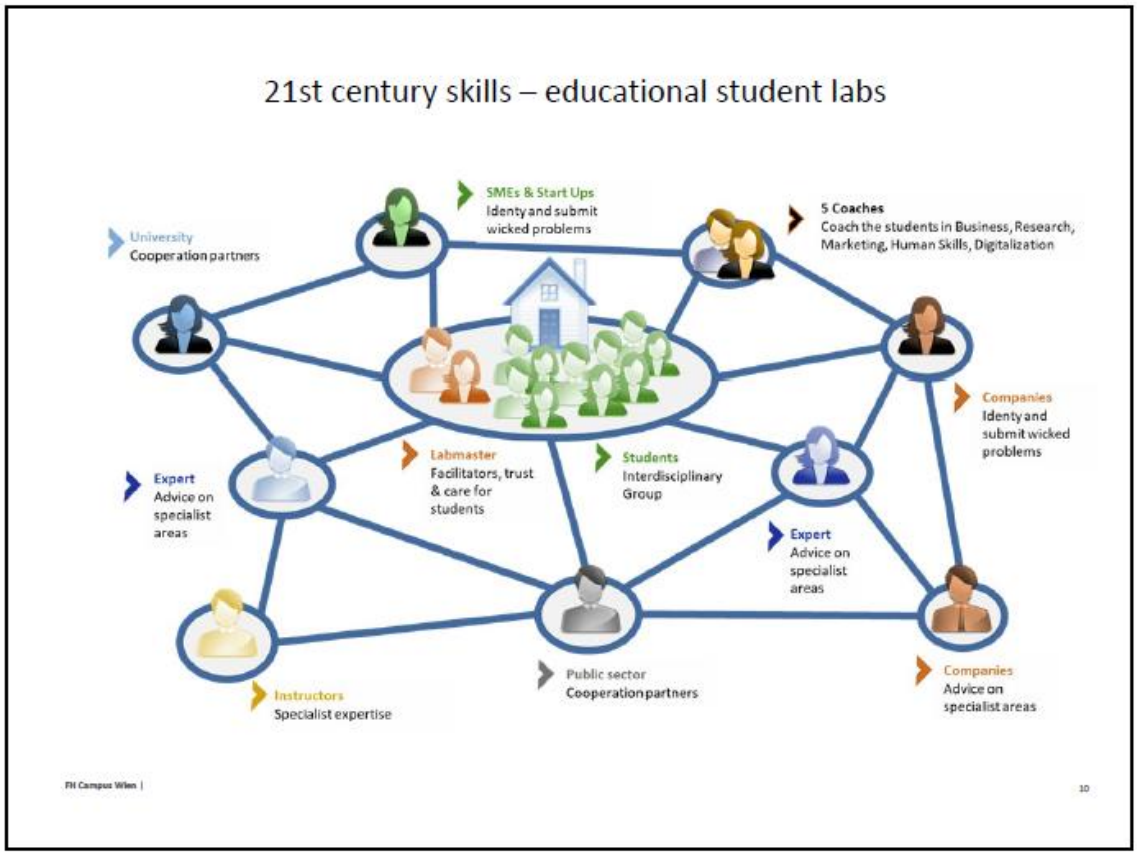
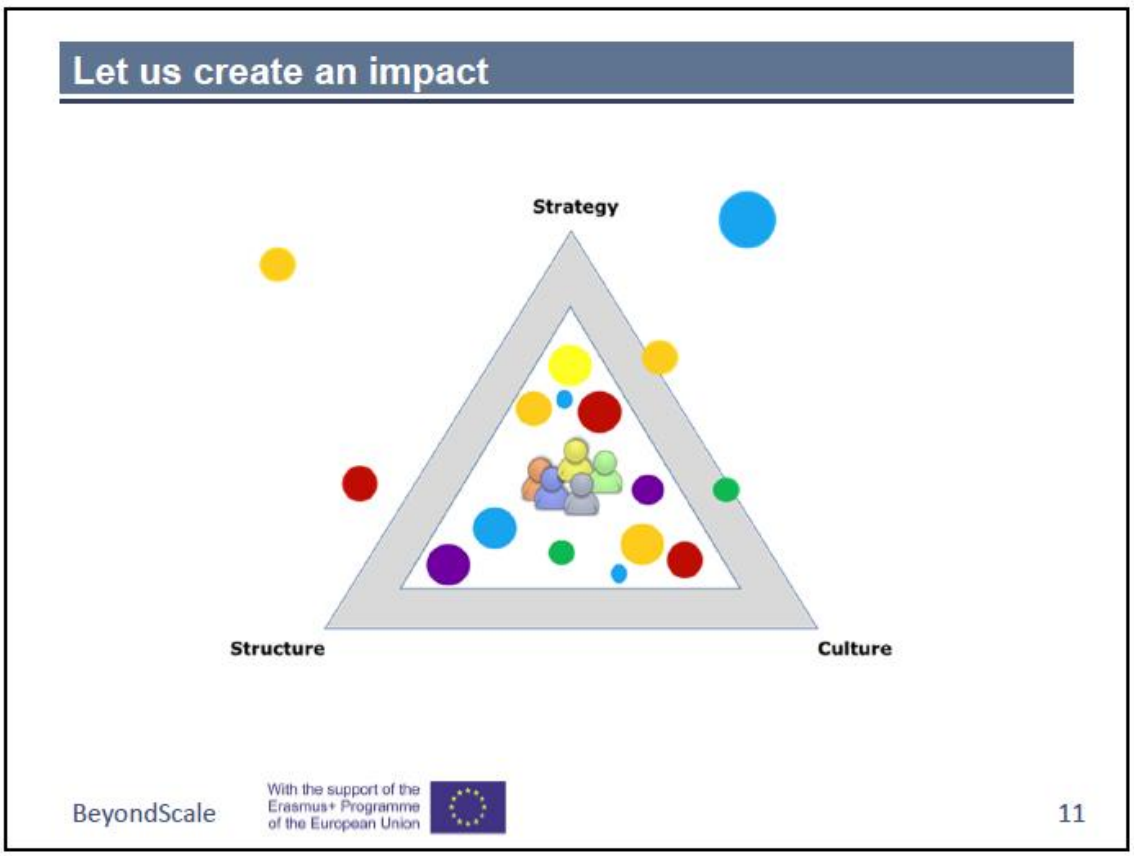

21st century skills – educational student labs
SMEs & Start Ups
Identy and submit wicked problems
5 Coaches
Coach the students in Business, Research, Marketing, Human Skills, Digitalization
University
Cooperation partners
Companies
Identy and submit wicked problems
Labmaster
Facilitators, trust & care for students
Students
Interdisciplinary Group
Expert
Advice on specialist areas
Expert
Advice on specialist areas
Public sector
Cooperation partners
Companies
Advice on specialist areas
Instructors
Specialist expertise
FH Campus Wien |
10


Let us create an impact
Strategy
Structure
Culture
BeyondScale
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11

We will focus on …

- Overarching understanding of entrepreneurship & innovation
- Corresponding Culture and Values
  - Link to strategy and structure
- Connection to existing processes of the HEI
- Connection to 21st century skills
  - Integration in Curricula via learning outcomes
  - Link to future literacy
- Suggestions for further development of the HEInnovate Tool
  - Options for integrating the HEInnovate Tool in the further development of curricula
- .....People

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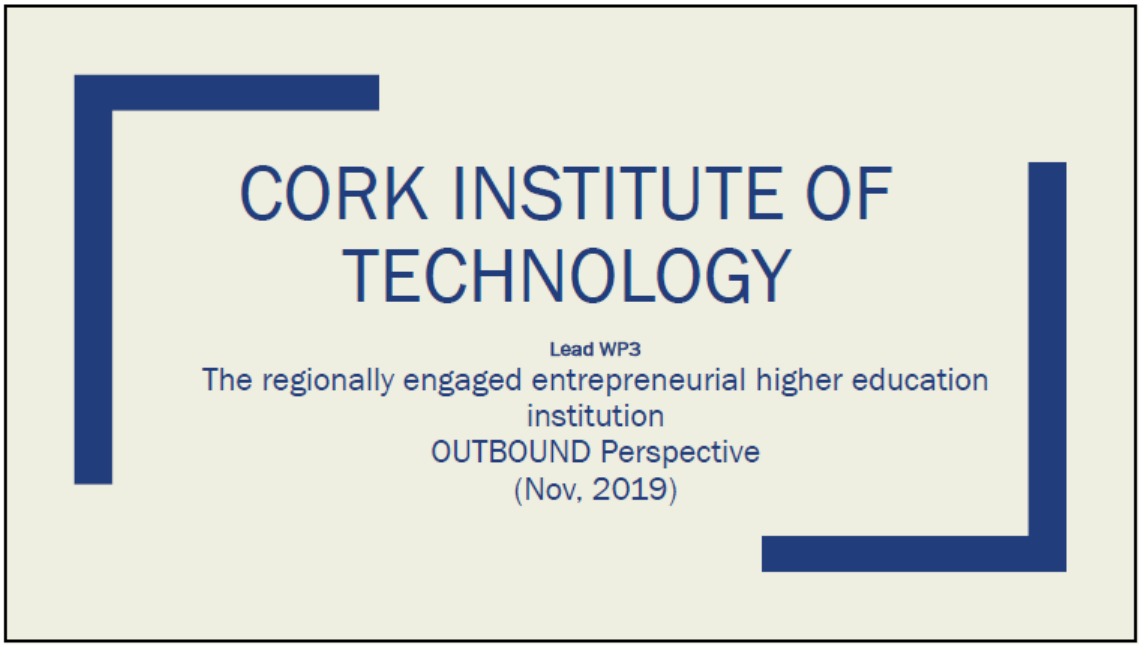
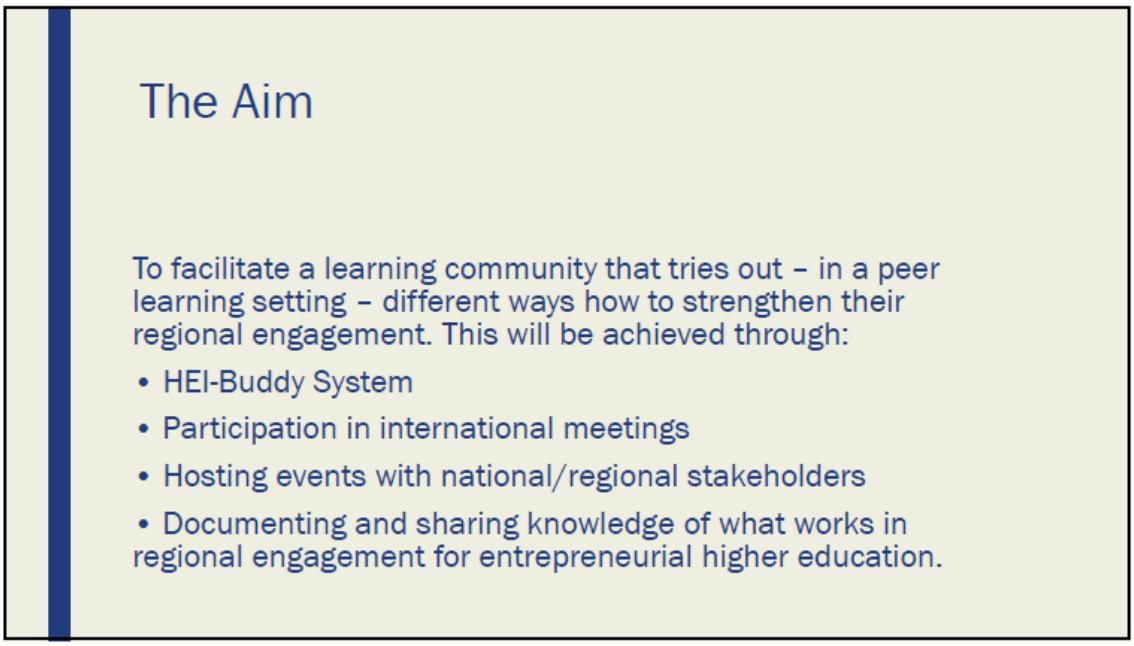
7.3 The regionally engaged entrepreneurial higher education institution

- The Learning Region and not the single institution is in the focus of WP3
- Expected Output:
  - 4 Country Notes – Institutional
  - 4 User Stories
  - 4 Webinars
  - 5-6 guidelines on peer learning activities/Case Studies
  - 1 transnational report
- WP-Leader is responsible for time management within the WP
- WP-Leader will prepare the transnational note with the input of the partners
- WP-Leader will host Seminar 2 on 26./27. November 2020 in Cork





Contributions

- URAK, Bulgaria
- FH Campus Wien Austria
- DCU, Ireland
- Stichting NL
- IPVC Portugal
- UNL Portugal
- UIBR Aust

- Sharing knowhow,
- developing webinars,
- use of stories,
- guidelines.

3.1 Capacity building

Facilitate a targeted HEInnovate peer mentoring/learning initiative for practitioners in particular discipline areas, e.g experienced educators with novices; education staff; industry with staff etc. Each partner will establish a number of buddy/peer learning partnerships covering the following stakeholder:

- HEI + Pubic Sector/Policy oriented organisations
- HEI + Enterprise Support Organisations/Incubators
- HEI + Industry/large and Medium business
- HEI + Start Up & Micro firms
- HEI + Non Profit Sector/Third Sector
- Other combinations will be considered

3.1 Capacity building

- Each partnership will meet a minimum of 3 times during the project.
- The first meeting will take place in Month 2,
- The second meeting will meet in Month 12 to review outputs
- The final meeting will take place in Month 16 to prepare good and proven practice for final conference in Month 22.

Deliverables:

- 1 guideline for peer learning activities on HEI's regional engagement

R.3.1 Four country note In each partner country -conduct a review of the Engaged Entrepreneurial Higher Education Institute practice.

In each country/region should be identified an appropriate tool for mapping the existing connections and footprint of cross sectoral and external engagement.

3.1. Capacity building

In summary activities include:

- Teaming-up with advanced users and newcomers
- Design and organise
- National and transnational Webinars
- Peer-learning activities

3.2 Documenting

- Developing and sharing good practice and resources.
- The purpose is to uncover and document the types of external engagement activity taking place in the HEIs currently, to share good and proven practice and other learnings,
  - *to encourage collaboration and innovation between educators and entrepreneurs,*
  - *to highlight the challenges and the barriers in implementing HEInnovate relevant practice /entrepreneurship education, and to transfer and disseminate all of the above.*

3.2. Documenting

In summary of activities:

- Analysing HEInnovate resources an EC studies and related publications
- Survey, questionaires or poll among HEInnovate users?

Deliverables:

- 2 Case studies/user stories

R3.2 Four user stories

- Develop exemplars of impactful engagement practice for publication in BeyondScale newsletter/ E zine.
- 1 per quarterly edition after Month 12
- Further to be elaborated for uploading at the HEInnovate platform – publicly accessible resources section.

3.3. HEInnovate: further development of the tool

Summary of Activities:

- Design transnational collaborative projects around HEInnovate usage
- Explore Service Learning experiences from PT
- Sustainable entrepreneurship education

Deliverables:

1 position paper to submit to EC EAC on regional dimension in HEInnovate.

3.3 Four of country-specific webinars on 'closing the gap'

3.4 Five to Six guidelines on peer learning activities and a consolidated guideline

- In conjunction with the Buddy/peer learning partnerships, guidelines will be produced on peer learning activities for each HEI+ stakeholder combination outlined in A3.1.

- WP3 lead CIT will produce a consolidated guideline for each engagement type (5 in total).
- One transnational report note
- CIT to produce a consolidated report for a European report on the Engaged Entrepreneurial Higher Education Institute for BeyondScale. Suggestions on how the tool could be further developed to be included.

(Recap) Contributions

- URAK, Bulgaria
- FH Campus Wien Austria
- DCU, Ireland
- Stichting NL
- IPVC Portugal
- UNL Portugal
- UIBR Aust

- Sharing Knowhow,
- developing webinars,
- use of stories,
- guidelines.

Contributions

- WP3 contribution for **WPZ-R (AT)** Facilitating collaboration, feedback loop, sharing knowhow, facilitating national and European stakeholder contacts
- WP3 contribution from **CHEPS (NL)** Quality advice and assurance, exploiting (intermediary) results for WP4, feeding in questionnaires and interviews.

WP3 - Partner contribution

	Manager	Researcher	Admin	Total
CIT	0	49	0	49
BG,	45	63	0	108
AT	0	20	20	40
DCU	22	26	0	48
NL	0	23	0	24(23)
PT (IPVC)	0	93	23	116
PT (Nova)	0	45	0	45
AT	0	45	0	45
Subtotal	**67**	**364**	**46(43)**	**477(475)**

Sharing Knowhow, developing webinars, use of stories, guidelines.

7.4 Lessons learned from Accompanying Research

- Accompanying research
- Summarize the experience and put it on a higher level
- Survey partners
- Collect data on activities
- Expected Output:
  - A solid knowledge base
  - Reflection of HEinnovate's role in institutional change and learning processes
  - Guidelines and Recommendations

Aims for accompanying research (from our work plan)

1. Learn about use of HEInnovate tool by our partners through observation, communication, surveys among users/project partners, attending project meetings & workshops
2. Support networking & development of Community of Practice in our networks
3. Publications / user stories on emerging practices (aimed at practitioners as well as academic audience)
4. Make recommendations on adapting HEInnovate methodology if needed

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Aims for accompanying research (rephrased)

- **Explore the role of the HEInnovate instrument in the change management of European Higher Education Institutions**
  - What is the role of the HEInnovate instrument in supporting change? What are the barriers? How to overcome them?
  - Are there any best practices in change management using HEInnovate?
- **Develop suggestions for alternatives of the current version of HEInnovate**

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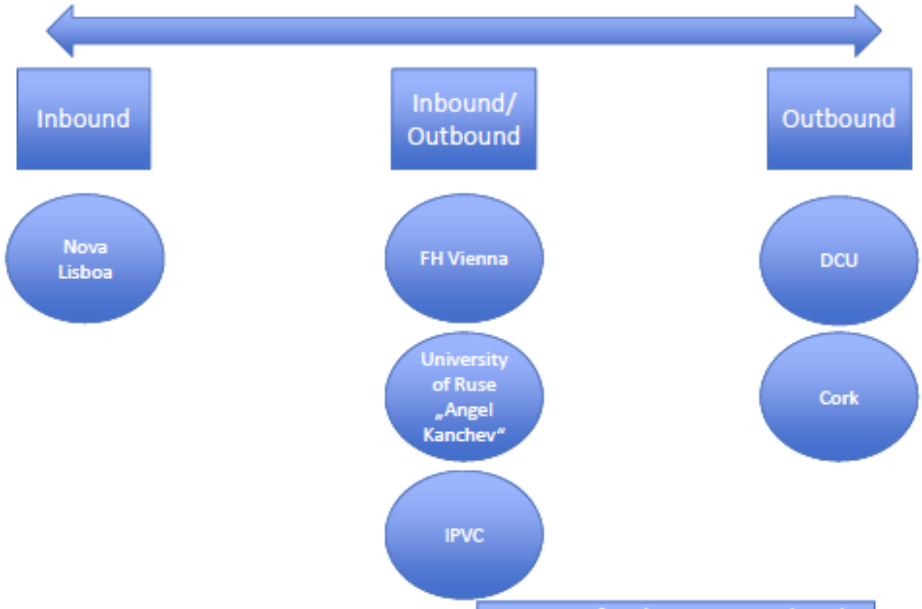
Variety of Plans of Partner Projects (based on survey)



No specific plans yet: Innsbruck and NHL Stenden

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How important are the HEInnovate Dimensions? (survey)

	Mean	# Partner Projects mentioning dimension	# Partner Projects that will address dimension to a large extent
Entrepreneurial Teaching and Learning	4.9	8	7
Knowledge Exchange and Collaboration	4.6	8	6
Organisational Capacity: Funding. Peoples and Incentives	4.3	6	3
Preparing and Supporting Entrepreneurs	4.1	7	4
Digital Transformation and Capability	3.9	8	3
Measuring Impact	3.6	8	3
The Internationalised Institution	3.4	7	3
Leadership and Governance	3.3	6	2

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Major barriers and facilitators for projects (Survey)

	Inside Institution	Outside Institution
Facilitators	• Support of leadership • Institution has further projects on entrepreneurialism • Entrepreneurialism is a supported/shared value	• Interest and support of stakeholders • Region identified need for more entrepreneurialism
Barriers	• Lack of resources, in particular time and funding • Staff often not familiar with entrepreneurialism	• High competition on education market • High expectations of external stakeholders • Lack of awareness of opportunities to collaborate with HEIs. • Too little resources and interest of external stakeholders

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Relating to HEInnovate (survey)

- **5 out of the 8 projects plan to use the HEInnovate tool**
- **3 have not yet planned this fully**
- **3 out of the 8 projects plan to do the HEInnovate work or have already done it**
- **5 partners plan to use HEInnovate in a different way, for example:**
  - Explore the use of the new dimension "Digital Transformation"
  - Include Students as Stakeholders
  - Screen other processes for using HEInnovate

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Using the HEInnovate resources (Survey results)

- 2 project partners have already used the HEInnovate resources, such as case studies etc.
- They evaluated the resources as 'very useful'
- 3 project partners were supported by HEInnovate experts

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Engaging stakeholders in the projects (survey)

- Some projects have not yet planned how they will communicate and collaborate with the different stakeholders,
  - academic staff (35 points), institutional leadership (32), students (24), internal policy advisors (26), external stakeholders/business (23)
- Some projects have already planned how they will communicate their project to the different stakeholders. Measures include: emails, meetings, ..

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Conclusions relevant for accompanying research

- Need to know more details about plans and scope of projects
- Need to know about your plans to make use of HEInnovate in your projects/change processes
- Need to know more about your plans for collaborating with (and engaging/activating) stakeholders

- CHEPS will focus on these issues in first phases of project

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Timetable for accompanying research

Phase 1: Kick-off (Scoping)

Deliverables: Workplan

Phase 2: Creating Knowledge base/Framework for use of HEInnovate

Deliverables: Framework, Presentation, Journal article

Phase 3: Reflection on role of HEInnovate in change processes

Deliverables: Guidelines for users, Good practices, Recommendations for upscaling HEInnovate, Articles, Presentations

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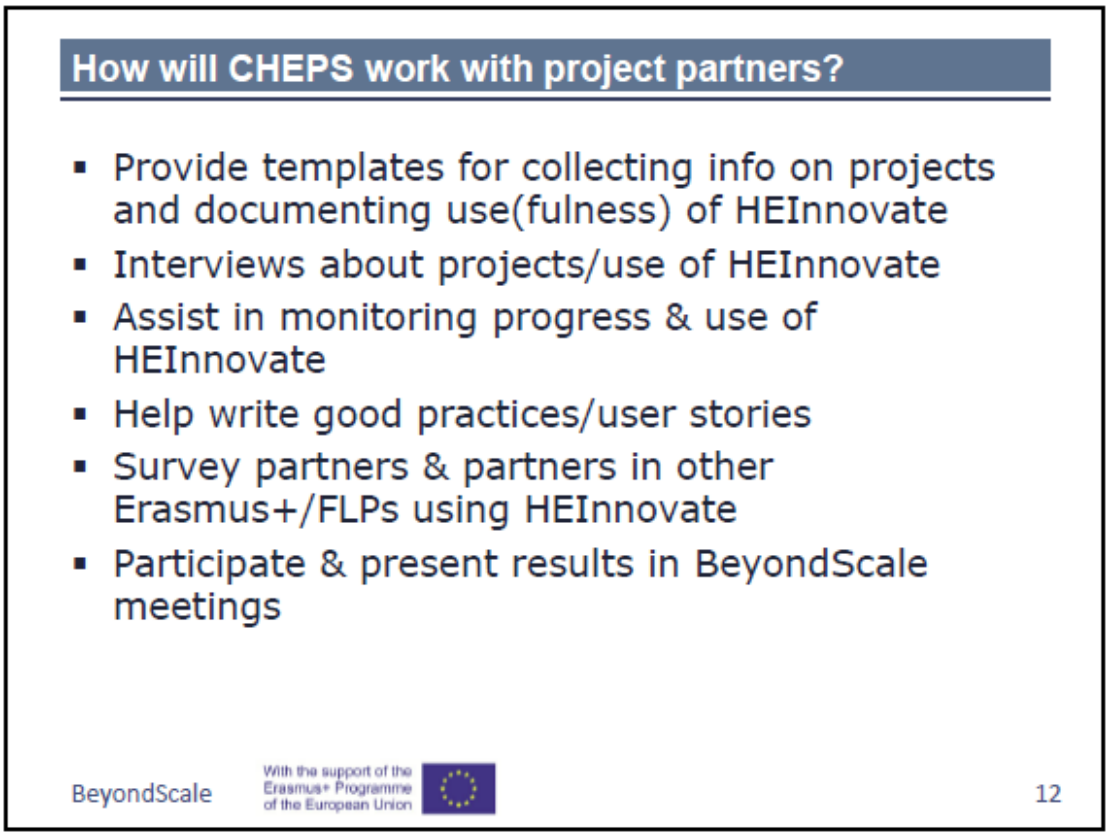
How will CHEPS work with project partners?
Provide templates for collecting info on projects and documenting use(fulness) of HEInnovate
Interviews about projects/use of HEInnovate
Assist in monitoring progress & use of HEInnovate
Help write good practices/user stories
Survey partners & partners in other Erasmus+/FLPs using HEInnovate
Participate & present results in BeyondScale meetings
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7.5 Communication, exploitation and dissemination

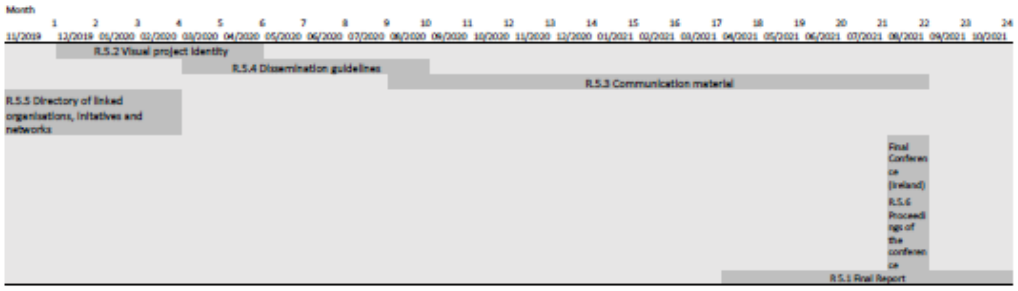
WP 5 - Communication, exploitation and dissemination

Lead:

WPZ Research GmbH

Duration: 11/2019 – 10/2021

Contact:
Brigitte Ecker
brigitte.ecker@wpz-research.com



BeyondScale 2

Dissemination

Means for reaching target groups, relevant stakeholders and the general public during the lifetime of the project:

- HEI-Buddy Teams
- Documentation
- Capacity building seminars and a conference
- Connections with OECD, DAAD, JRC and the wider HEInnovate community
- Links with national HEI umbrella organisations
- HEI will be committed to involve into BeyondScale a broad set of internal stakeholders

BeyondScale 3

Exploitation

3 project objectives

1. Develop the entrepreneurial capacity of HEIs in a pan European community of practice;
2. Further development of the HEInnovate approach, and
3. Document and share emerging practices.

BeyondScale 4

Visual project identity

Start of website: December 2019

- Set up a digital platform - create and maintain (at least during the project lifetime) a website for the action.
- Connect with initiatives/events, such as HEInnovate train the trainer, HEInnovate conference, UBForum etc.
- Link with the partners/advisories' networks
  - Which networks?
  - Are they already online?
- Publishing articles also in national languages
- Joint use of social media? Should we use a shared (eg. Twitter) account or rely on the existing accounts of the individual organisations?

BeyondScale 6

Visual project identity

Engaging with stakeholders

- Presence at national and EU events via core, associate partners and members of the advisory board
- Meetings with political decision makers at national and EU level via associate partners and members of the advisory board
- Participating and presenting results of the project at conferences, as for instance the EEE conference

Final conference

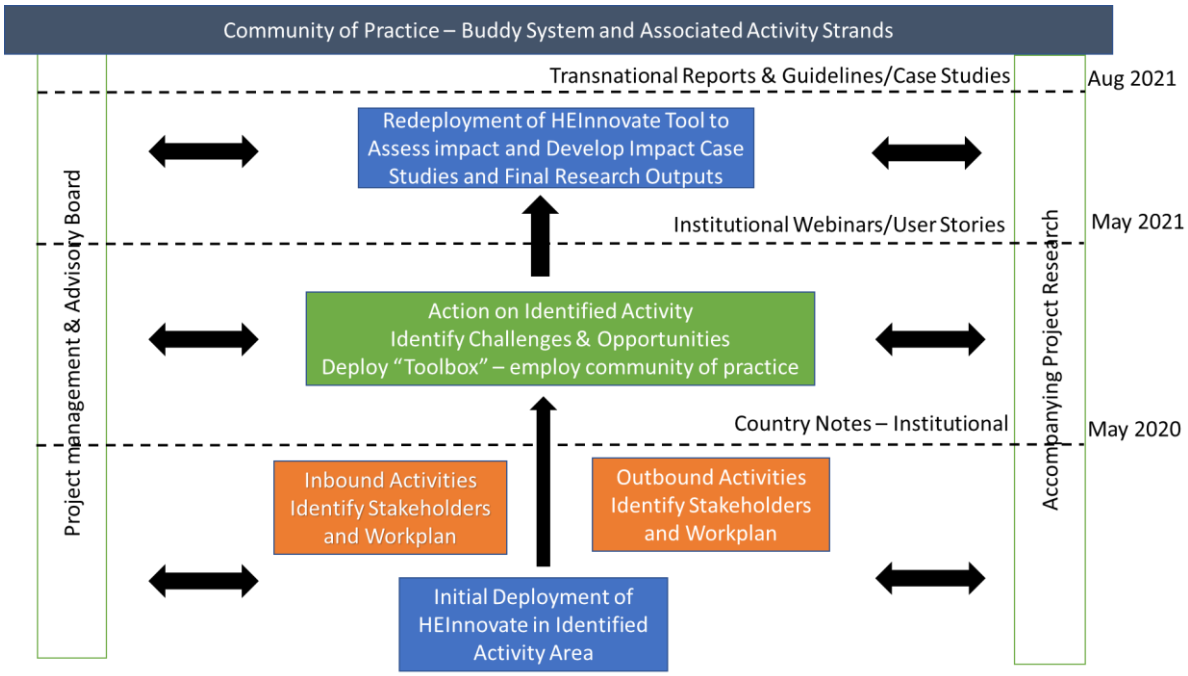
- Organisation of an international conference
- Invitation of a big community coming from HEIs, companies and policy
- Enhancement of the academic debate on HEInnovate

BeyondScale 7

8. Summary and reflection – understanding, work plan, deliverables, time schedule

8.1 Project visualisation

Ruaidhri Neavyn, Advisory Board



8.2 Next Steps, deliverables and deadlines

1. **Initial Deployment of HEInnovate** (blue box): First of all, the universities ask themselves in which areas and dimensions they would like to start activities and deploy the HEInnovate-tool. This might not be the case for all eight areas of the HEInnovate self-assessment-tool. Step 1 shows the initial state of play. Universities ask themselves *"Where are we standing right now?"*

2. **Inbound and Outbound Activities** (orange boxes): After the universities have identified their problems, needs, challenges, potentials, etc. they choose between Inbound Activities and Outbound Activities. *What are the barriers and the potentials at a country level, seen with the experience of the institution?*

   Deliverables:

   a. overall 8 Country Notes – Institutional
      i. 4 Country Notes – Institutional for Inbound Activities (WP2)
      ii. 4 Country Notes – Institutional for Outbound Activities (WP3)

The partners will decide if they work on Inbound or Outbound Activities and report this decision to Brigitte Ecker (WPZ Research). It is not needed, that every partner writes 2 Country Notes – Institutional, most partners will deliver 1 Country Note – Institutional. The WP-Leaders FH Campus Vienna (WP2) and CIT (WP3) will provide templates for the Country Notes – Institutional. Ideally these templates are very similar.

Deadline: May 2020

3. **Action on Identified Activities** (green box): In this step, the universities take actions, follow their activities[1] and reflect the output of their work. In the Webinars the universities discuss their ongoing processes, solve their issues and learn from each other. *How are the universities progressing?* The 8 user stories show good and bad practices and can be used as examples for other users of HEInnovate, which are not part of BeyondScale.

   Deliverables:

   a. 8 Webinars
      i. 4 Webinars for Inbound Activities (WP2)
      ii. 4 Webinars for Outbound Activities (WP3)
   b. 8 User Stories
      i. 4 User Stories for Inbound Activities (WP2)
      ii. 4 User Stories for Outbound Activities (WP3)

   Deadline: May 2021

4. **Redeployment of HEInnovate** (blue box): After the actions and activities taken, the partners use the HEInnovate self-assessment tool again and compare the results. *What was the impact of the activities? What changed? Which lessons were learned?* The partners provide suggestions for further development of HEInnovate

   Deliverables:

   a. 10-12 Guidelines/Case Studies
      i. 5-6 Guidelines/Case Studies for Inbound Activities (WP2)
      ii. 5-6 Guidelines/Case Studies for Outbound Activities (WP3)
   b. 2 Transnational Reports
      i. 1 Transnational Report for Inbound Activities (WP2)
      ii. 1 Transnational Report for Outbound Activities (WP3)

   Deadline: August 2021

[1] Topics of the Activities could be for example:
1. Social entrepreneurship and non-profit institutions
2. Curricula design: How to implement entrepreneurship in teaching and learning?
3. Organisation capacity
4. Addressing the outside community
5. Digitalisation
6. Design Based Learning

5. CHEPS provides accompanying research by monitoring processes, surveying partners and collecting data on activities. The research is split into 3 phases:
    a. Kick-off
    b. Creating a solid knowledge base: Learn how change processes work, what works? Create knowledge and share it with others
    c. Reflection on roles in change processes: good and bad practice examples

    CHEPS coordinates the buddy-system, used for knowledge transfer and to break down the whole group 8 partners for a manageable communication.
6. The whole project BeyondScale is accompanied by the project management of WPZ Research, which provides regular progress reports and regular financial reports and creates relevant templates.

The project partners constantly keep contact via email, skype, phone, trello board, etc.

Dates:

1. Mid-term Conference: 9./10. June 2020 at University of Ruse, Bulgaria
2. Seminar 1: 26./27. November 2020 in Cork, Ireland
3. Seminar 2: 18./19. March 2021 in Friesland, Netherlands
4. Final Conference: Last Week of September 2021 in Ireland

Other Dates:
16./17. January: HEInnovate Train the Trainer

Discussion of the overall work programme and role of associate partners. Summary note of the meeting including a proposed to do list for the project will be sent out to all partners.

9. Dissemination

First collection of ideas:

- Use HEInnovate-website
- BeyondScale website is planned
- Proposal University of Ruse: 6-7 articles (7-8 pages) for a special-issue of the Journal of Entrepreneurship and Innovation http://jei.uni-ruse.bg (online+paper). Each article is bilingual, free online access
- Invite associate partner to meetings, based on the content and the country, not all associate partners attend every meeting, but only when they can bring input, decide meeting per meeting
- All associate partner are invited to the final conference in Ireland

Annex: Questionnaire (CHEPS)

Dear Colleague,
The purpose of the questionnaire below is to collect information on the activities you would like to link to the BEYONDSCALE project. The questions below aim at collecting more detailed information on your plans: the goals your institution wants to achieve with the acitivity that will be linked to BEYONDSCALE, the motives and drivers underlying it, its scope in terms of who will be involved, what actions you plan to do, and what might hinder or facilitate your work. We will use your answers and information to prepare the Kick-Off Meeting of BeyondScale at the end of November 2019. We aim to provide you with an overview of the planned activities of all partner projects, to support the implementation of the buddy system and to adapt our activities to the needs of the partner projects.

Tips for answering the questionnaire:

- Please answer the questions as concise as possible. You can also use bullets!
- There is no need to fill the questionnaire in one go; it will save your answers and you can return to filling the questionnaire whenever you want. At the end of the questionnaire, you can download your answers.
- If possible, please ask a colleague to review your answers and add his or her perspective.
- If you cannot yet provide information and answers to some of the questions, please say so and write it down in the answer field.
- If you have questions or need some advice, please contact Andrea Kottmann at a.kottmann@utwente.nl.
- If you already have prepared documents and papers about your project that you would like to share with us, we would very much appreciate this. Unfortunately, we will only be able to read texts in English, Dutch, or German.

Please return filled questionnaire before 8 November 2019.

Q1 **Please state the major goals of the activity you want to relate to BeyondScale.**

- ○ Goal 1 (1) _____
- ○ Goal 2 (2) _____
- ○ Goal 3 (3) _____
- ○ Goal 4 (4) _____
- ○ Goal 5 (5) _____

Q2 **Please indicate to what extent your activity will address the dimensions of the HEInnovate tool.**

	Not at all (1)	To a small extent (2)	To a moderate extent (3)	To some extent (4)	To a large extent (5)	Don't know (6)
Leadership and Governance (1)	○	○	○	○	○	○
Organisational Capacity: Funding, People and Incentives (2)	○	○	○	○	○	○
Entrepreneurial Teaching and Learning (3)	○	○	○	○	○	○
Preparing and Supporting Entrepreneurs (4)	○	○	○	○	○	○
Digital Transformation and Capability (5)	○	○	○	○	○	○
Knowledge Exchange and Collaboration (6)	○	○	○	○	○	○
The Internationalised Institution (7)	○	○	○	○	○	○
Measuring Impact (8)	○	○	○	○	○	○
Other dimension, please specify here: (9)	○	○	○	○	○	○

Carry Forward All Choices - Displayed & Hidden from "Please state the major goals of the activity you want to relate to BeyondScale."

Q3 **Please describe the outcomes you wish to achieve with your activity related to BeyondScale.** *If possible, please describe the outcomes (say, measures of success) for each of the goals you mentioned in question 1.*

- ○ Goal 1 (1) _____
- ○ Goal 2 (2) _____
- ○ Goal 3 (3) _____
- ○ Goal 4 (4) _____
- ○ Goal 5 (5) _____

Q4 **Please describe below, what you plan to do to achieve the goals of your activity.** *We kindly ask you to not outline the planned steps in detail but to bullet the main activities you want to do. In case you have prepared already a written plan for your activity we very much appreciate if you share it with us by email.*

_____
_____
_____
_____
_____

Q5 **Please rate below to what extent the stakeholders listed below will be involved in the activities related to BeyondScale.**

	Not at all (1)	To a small extent (2)	To a moderate extent (3)	To some extent (4)	To a large extent (5)	Don't know (6)
Academic staff (1)	○	○	○	○	○	○
(Policy) Advisors at your HEI (2)	○	○	○	○	○	○
Institutional leadership (3)	○	○	○	○	○	○
Students (4)	○	○	○	○	○	○
External stakeholders (please write down below): (5)	○	○	○	○	○	○

Q6 **From your perspective: What benefits will stakeholders have from participating in the activity related to BeyondScale?**

- ○ Academic Staff (1) _____
- ○ (Policy) Advisors at your HEI (2) _____
- ○ Institutional Leadership (3) _____
- ○ Students (4) _____
- ○ External Stakeholders (5) _____

Q7 **For the stakeholders involved in the BeyondScale activities: What are the most important barriers that stand in the way of achieving the desired outcomes?**

- ○ Academic Staff (1) _____
- ○ (Policy Advisors) at your HEI (2) _____
- ○ Institutional Leadership (3) _____
- ○ Students (4) _____
- ○ External Stakeholders (5) _____

Q8 **How do you plan to engage these stakeholders in your project?** *Please describe below what you plan to do to motivate stakeholders to contribute and actively engage in the project.*

- ○ Academic Staff (1) _____
- ○ (Policy) Advisors at your HEI (2) _____
- ○ Institutional Leadership (3) _____
- ○ Students (4) _____
- ○ External Stakeholders (5) _____

Q9 **From your perspective, what characteristics of *your institution* will have an impact on the success of your activity?**
(Please describe below: we are interested in enablers as well as barriers)

- At my institution there are the following facilitators: (1)
  _____
- At my institution there are the following barriers: (2)
  _____

Q10 **What characteristics that are *outside your institution* (i.e. beyond its control) have an impact on the success of your activity?**
(Please describe below: we are interested in enablers as well as barriers)

- Outside my institution there are the following facilitators: (1)
  _____
- Outside my institution there are the following barriers: (2)
  _____

End of Block: I. Your activity in BeyondScale

Start of Block: Using the HEInnovate tool

Q11 **Has the HEInnovate tool already been used at your institution?**

- Yes (1)
- No (2)
- Don't know (3)

Q12 **Has the activity you want to relate to BeyondScale already started?**

- Yes, it started in (Please write down month and year): (1)
  _____
- No, but it will start in (Please write down month and year): (2)
  _____

Q13 **Do you plan to use the HEInnovate tool for the activity?**

- Yes, we will use the HEInnovate tool for the activity. (1)
- Yes, we already used the HEInnovate tool for this activity. (2)
- This is not fully planned yet. (3)

Q14 **Have you already done a workshop/Do you plan to do a workshop guided by the HEInnovate tool to kick off your activity?**
With "workshop" refer to the workshops as described in the HEInnovate resources, in particular the 'Planning and Discovery Workshops' as set out in this document: https://heinnovate.eu/sites/default/files/heinnovate_workshop_guides_0.pdf.

- Yes, we did. (1)
- Yes, we plan to do so. (2)
- No, we plan to use the HEInnovate tool in the following way (please describe): (3)
  _____

Display This Question:
If Have you already done a workshop/Do you plan to do a workshop guided by the HEInnovate tool to ki... = Yes, we did.
Or Have you already done a workshop/Do you plan to do a workshop guided by the HEInnovate tool to ki... = Yes, we plan to do so.

Q17 **Which of the following stakeholders participated/will participate in the workshop? *Please tick all that apply.***

- ☐ Academic staff (1)
- ☐ (Policy) Advisors at your HEI (2)
- ☐ Institutional Leadership (3)
- ☐ Students (4)
- ☐ External stakeholders (5)

Display This Question:
If Have you already done a workshop/Do you plan to do a workshop guided by the HEInnovate tool to ki... = Yes, we did.

Q18 **Have you evaluated the workshop?**

- ○ Yes. (1)
- ○ No (2)
- ○ Don't know. (3)

Display This Question:
If Have you evaluated the workshop? = Yes.

Q19 **Would you share the results with us? Are we allowed to use them to prepare the kick-off meeting?**

- ○ Yes. Please send your reports to our email address. (1)
- ○ No. (2)

Display This Question:
If Have you already done a workshop/Do you plan to do a workshop guided by the HEInnovate tool to ki... = Yes, we did.
Or Have you already done a workshop/Do you plan to do a workshop guided by the HEInnovate tool to ki... = Yes, we plan to do so.

Q20 **The table below lists all thematic fields and all statements of the HEInnovate instrument.** ***Please tick all statementes that you plan to select/that you have been using in the kick-off for the activity you want to relate to BeyondScale.***

☐ **Leadership and Governance** (1)

☐ 1. Entrepreneurship is a major part of the HEI's strategy. (2)

☐ 2. There is commitment at a high level to implementing the entrepreneurial agenda. (3)

☐ 3. There is a model in place for coordinating and integrating entrepreneurial activities across the HEI. (4)

☐ 4. The HEI encourages and supports faculties and units to act entrepreneurially. (5)

☐ 5. The HEI is a driving force for entrepreneurship and innovation in regional, social and community development (6)

☐ **Organisational Capacity: Funding, People and Incentives** (7)

☐ 1. Entrepreneurial objectives are supported by a wide range of sustainable funding and investment sources. (8)

☐ 2. The HEI has the capacity and culture to build new relationships and synergies across the institution. (9)

☐ 3. The HEI is open to engaging and recruiting individuals with entrepreneurial attitudes, behaviour and experience. (10)

☐ 4. The HEI invests in staff development to support its entrepreneurial agenda. (11)

☐ 5. Incentives and rewards are given to staff who actively support the entrepreneurial agenda. (12)

☐ **Entrepreneurial Teaching and Learning** (13)

☐ 1. The HEI provides diverse formal learning opportunities to develop entrepreneurial mindsets and skills. (14)

☐ 2. The HEI provides diverse informal learning opportunities and experiences to stimulate the development of entrepreneurial mindsets and skills. (15)

☐ 3. The HEI validates entrepreneurial learning outcomes which drives the design and execution of the entrepreneurial curriculum. (16)

☐ 4. The HEI co-designs and delivers the curriculum with external stakeholders. (17)

☐ 5. Results of entrepreneurship research are integrated into the entrepreneurial education offer. (18)

☐ **Preparing and Supporting Entrepreneurs** (19)

☐ 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. (20)

☐ 2. The HEI supports its students, graduates and staff to move from idea generation to business creation. (21)

☐ 3. Training is offered to assist students, graduates and staff in starting, running and growing a business. (22)

☐ 4. Mentoring and other forms of personal development are offered by experienced individuals from academia or industry. (23)

☐ 5. The HEI facilitates access to financing for its entrepreneurs. (24)

☐ 6. The HEI offers or facilitates access to business incubation. (25)

☐ **Digital Transformation and Capability** (26)

☐ 1. The HEI fosters a digital culture as a means for innovation and entrepreneurship (27)

☐ 2. The digital infrastructure is planned, managed and continuously improved to align with the vision, mission and strategy of the innovative HEI. (28)

☐ 3. The HEI is committed to digital teaching, learning and assessment practices. (29)

☐ 4. Open science and innovation practices are widespread across the HEI. (30)

☐ 5. The HEI has a dynamic digital presence supporting all its activities. (31)

☐ **Knowledge exchange and collaboration** (32)

☐ 1. The HEI is committed to collaboration and knowledge exchange with industry, the public sector and society. (33)

☐ 2. The HEI demonstrates active involvement in partnerships and relationships with a wide range of stakeholders. (34)

☐ 3. The HEI has strong links with incubators, science parks and other external initiatives. (35)

☐ 4. The HEI provides opportunities for staff and students to take part in innovative activities with business / the external environment. (36)

☐ 5. The HEI integrates research, education and industry (wider community) activities to exploit new knowledge. (37)

- [ ] **The Internationalised Institution** (38)
- [ ] 1. Internationalisation is an integral part of the HEI's entrepreneurial agenda. (39)
- [ ] 2. The HEI explicitly supports the international mobility of its staff and students. (40)
- [ ] 3. The HEI seeks and attracts international and entrepreneurial staff. (41)
- [ ] 4. International perspectives are reflected in the HEI's approach to teaching. (42)
- [ ] 5. The international dimension is reflected in the HEI's approach to research (43)
- [ ] **Measuring Impact** (44)
- [ ] 1. The HEI regularly assesses the impact of its entrepreneurial agenda. (45)
- [ ] 2. The HEI regularly assesses how its personnel and resources support its entrepreneurial agenda. (46)
- [ ] 3. The HEI regularly assesses entrepreneurial teaching and learning across the institution. (47)
- [ ] 4. The HEI regularly assesses the impact of start-up support. (48)
- [ ] 5. The HEI regularly assesses knowledge exchange and collaboration. (49)
- [ ] 6. The HEI regularly assesses the institution's international activities in relation to its entrepreneurial agenda. (50)

Display This Question:
If Have you already done a workshop/Do you plan to do a workshop guided by the HEInnovate tool to ki... = Yes, we did.
Carry Forward Selected Choices from "The table below lists all thematic fields and all statements of the HEInnovate instrument. Please tick all statementes that you plan to select/that you have been using in the kick-off for the activity you want to relate to BeyondScale."

Q21 **Please rate to what extent the statements contributed to kicking off your activity.**

	Not at all (1)	To a small extent (2)	To a moderate extent (3)	To some extent (4)	To a large extent (5)	Don't know (6)
Leadership and Governance (x1)	○	○	○	○	○	○
1. Entrepreneurship is a major part of the HEI's strategy. (x2)	○	○	○	○	○	○

2. There is commitment at a high level to implementing the entrepreneurial agenda. (x3)	○	○	○	○	○	○
3. There is a model in place for coordinating and integrating entrepreneurial activities across the HEI. (x4)	○	○	○	○	○	○
4. The HEI encourages and supports faculties and units to act entrepreneurially. (x5)	○	○	○	○	○	○
5. The HEI is a driving force for entrepreneurship and innovation in regional, social and community development (x6)	○	○	○	○	○	○
Organisational Capacity: Funding, People and Incentives (x7)	○	○	○	○	○	○
1. Entrepreneurial objectives are supported by a wide range of sustainable funding and investment sources. (x8)	○	○	○	○	○	○
2. The HEI has the capacity and culture to build new relationships and synergies across the institution. (x9)	○	○	○	○	○	○
3. The HEI is open to engaging and recruiting individuals with entrepreneurial attitudes, behaviour and experience. (x10)	○	○	○	○	○	○
4. The HEI invests in staff development to support its entrepreneurial agenda. (x11)	○	○	○	○	○	○
5. Incentives and rewards are given to staff who actively support the entrepreneurial agenda. (x12)	○	○	○	○	○	○
Entrepreneurial Teaching and Learning (x13)	○	○	○	○	○	○
1. The HEI provides diverse formal learning opportunities to develop entrepreneurial mindsets and skills. (x14)	○	○	○	○	○	○
2. The HEI provides diverse informal learning opportunities and experiences to stimulate the development of entrepreneurial mindsets and skills. (x15)	○	○	○	○	○	○
3. The HEI validates entrepreneurial learning outcomes which drives the design and execution of the entrepreneurial curriculum. (x16)	○	○	○	○	○	○

4. The HEI co-designs and delivers the curriculum with external stakeholders. (x17)	○	○	○	○	○	○
5. Results of entrepreneurship research are integrated into the entrepreneurial education offer. (x18)	○	○	○	○	○	○
Preparing and Supporting Entrepreneurs (x19)	○	○	○	○	○	○
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. (x20)	○	○	○	○	○	○
2. The HEI supports its students, graduates and staff to move from idea generation to business creation. (x21)	○	○	○	○	○	○
3. Training is offered to assist students, graduates and staff in starting, running and growing a business. (x22)	○	○	○	○	○	○
4. Mentoring and other forms of personal development are offered by experienced individuals from academia or industry. (x23)	○	○	○	○	○	○
5. The HEI facilitates access to financing for its entrepreneurs. (x24)	○	○	○	○	○	○
6. The HEI offers or facilitates access to business incubation. (x25)	○	○	○	○	○	○
Digital Transformation and Capability (x26)	○	○	○	○	○	○
1. The HEI fosters a digital culture as a means for innovation and entrepreneurship (x27)	○	○	○	○	○	○
2. The digital infrastructure is planned, managed and continuously improved to align with the vision, mission and strategy of the innovative HEI. (x28)	○	○	○	○	○	○
3. The HEI is committed to digital teaching, learning and assessment practices. (x29)	○	○	○	○	○	○
4. Open science and innovation practices are widespread across the HEI. (x30)	○	○	○	○	○	○

5. The HEI has a dynamic digital presence supporting all its activities. (x31)	○	○	○	○	○	○
Knowledge exchange and collaboration (x32)	○	○	○	○	○	○
1. The HEI is committed to collaboration and knowledge exchange with industry, the public sector and society. (x33)	○	○	○	○	○	○
2. The HEI demonstrates active involvement in partnerships and relationships with a wide range of stakeholders. (x34)	○	○	○	○	○	○
3. The HEI has strong links with incubators, science parks and other external initiatives. (x35)	○	○	○	○	○	○
4. The HEI provides opportunities for staff and students to take part in innovative activities with business / the external environment. (x36)	○	○	○	○	○	○
5. The HEI integrates research, education and industry (wider community) activities to exploit new knowledge. (x37)	○	○	○	○	○	○
The Internationalised Institution (x38)	○	○	○	○	○	○
1. Internationalisation is an integral part of the HEI's entrepreneurial agenda. (x39)	○	○	○	○	○	○
2. The HEI explicitly supports the international mobility of its staff and students. (x40)	○	○	○	○	○	○
3. The HEI seeks and attracts international and entrepreneurial staff. (x41)	○	○	○	○	○	○
4. International perspectives are reflected in the HEI's approach to teaching. (x42)	○	○	○	○	○	○
5. The international dimension is reflected in the HEI's approach to research (x43)	○	○	○	○	○	○
Measuring Impact (x44)	○	○	○	○	○	○
1. The HEI regularly assesses the impact of its entrepreneurial agenda. (x45)	○	○	○	○	○	○
2. The HEI regularly assesses how its personnel and resources	○	○	○	○	○	○

support its entrepreneurial agenda. (x46)						
3. The HEI regularly assesses entrepreneurial teaching and learning across the institution. (x47)	○	○	○	○	○	○
4. The HEI regularly assesses the impact of start-up support. (x48)	○	○	○	○	○	○
5. The HEI regularly assesses knowledge exchange and collaboration. (x49)	○	○	○	○	○	○
6. The HEI regularly assesses the institution's international activities in relation to its entrepreneurial agenda. (x50)	○	○	○	○	○	○

Display This Question:
If Have you already done a workshop/Do you plan to do a workshop guided by the HEInnovate tool to ki... = Yes, we did.
Or Have you already done a workshop/Do you plan to do a workshop guided by the HEInnovate tool to ki... = Yes, we plan to do so.

Q22 **What do you plan to do with the outcome of the HEInnovate workshop?**

- ☐ To start a debate (1)
- ☐ To achieve consensus (2)
- ☐ To identify ways forward (3)
- ☐ To identify weak points (4)
- ☐ To identify strong points (5)
- ☐ To suggest contacts/relations inside/outside the institution (6)
- ☐ To identify priorities (7)
- ☐ Other things (please specify): (8) _____

Q23 **Did you consult the resources such as the case study reports that are available on the HEInnovate website to inform the (planned) activities for BeyondScale?**

- ○ Yes. (1)
- ○ No. (2)

Q24 **How useful were these resources?**

- ○ Not at all useful (1)
- ○ Slightly useful (2)
- ○ Moderately useful (3)
- ○ Very useful (4)
- ○ Extremely useful (5)
- ○ Don't know (6)

Q25 **Please describe below how the resources have supported your work.**

_____

Q26 **Did you ask for advice from the HEInnovate experts when you started using the HEInnovate tool or prepared the HEInnovate workshop?**

- ○ Yes. (1)
- ○ No. (2)
- ○ Don't know (3)

Q27 **How do you evaluate their advice?**

- ○ Not at all useful (1)
- ○ Slightly useful (2)
- ○ Moderately useful (3)
- ○ Very useful (4)
- ○ Extremely useful (5)
- ○ Don't know (6)

Q28 Please describe below how their advice has supported your work.

_____