

Accompanying Research : Lessons learned

BeyondScale Final Conference
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Aims of the accompanying research

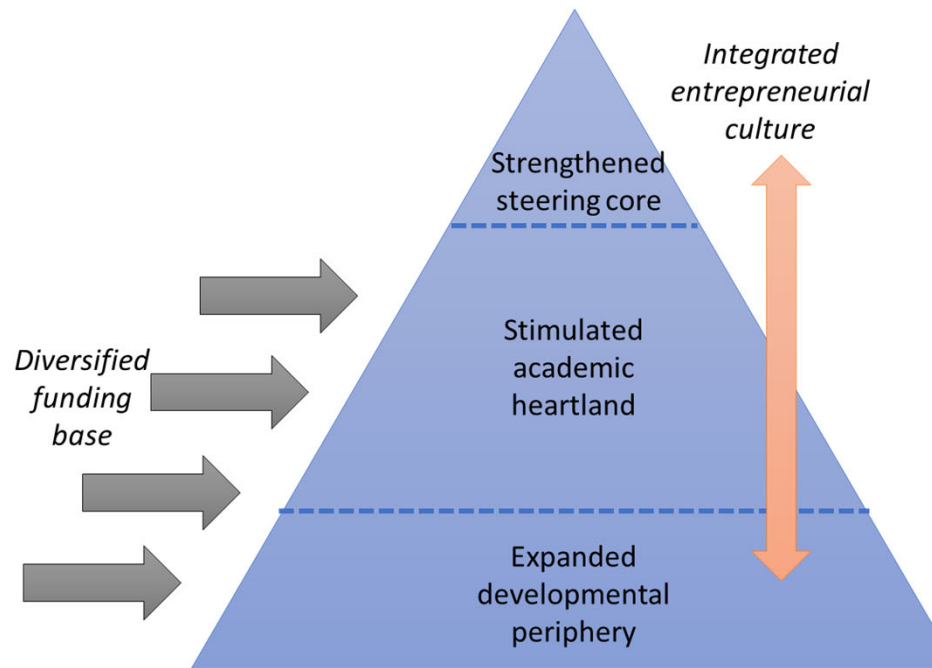
- **Provide support for BS partners**
 - **Reflect with BS partners on use of HEInnovate**
 - **Analyse BS partners' experiences in the change processes**
 - **Conclude lessons for enhancing the use and usefulness of HEInnovate**
- How useful is HEInnovate in supporting change processes in higher education institutions?*
- Can we improve its usefulness?*

Methods

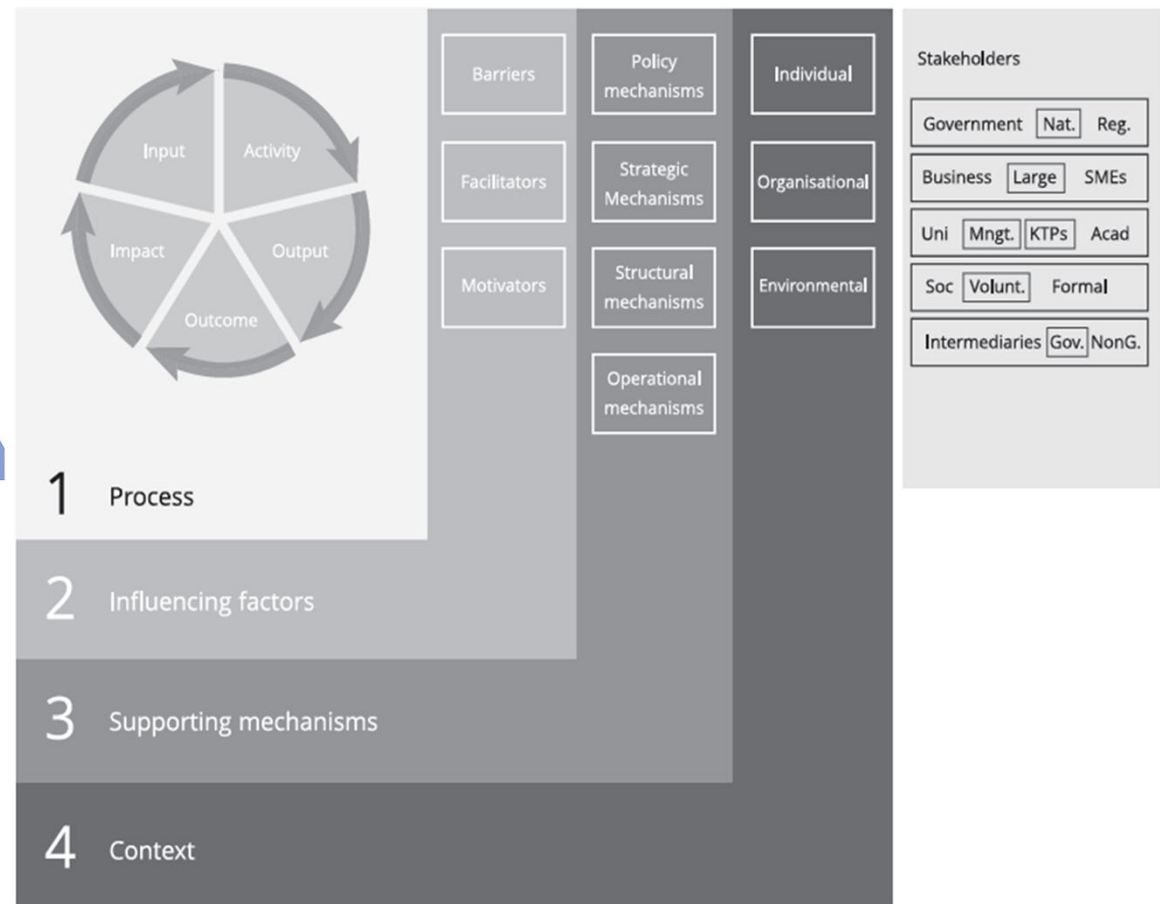
- **Peer Review**
- **Document Analysis**
- **Literature Review**
- **Interviews**



How do HEIs become more entrepreneurial?



Source: after Burton Clarke (1998)



Source: Davey (2018)

The HEInnovate Process (according to HEInnovate manual)

Workshop 1: Learning about HEInnovate and entrepreneurial higher education institutions

Online Self-assessment (involving stakeholders)

Workshop 2: Discussing outcomes, identify areas for institutional development

Outcome: Action plan and implementation

Workshop 3: Measuring progress – reflecting achievements against plan

The HEInnovate Process

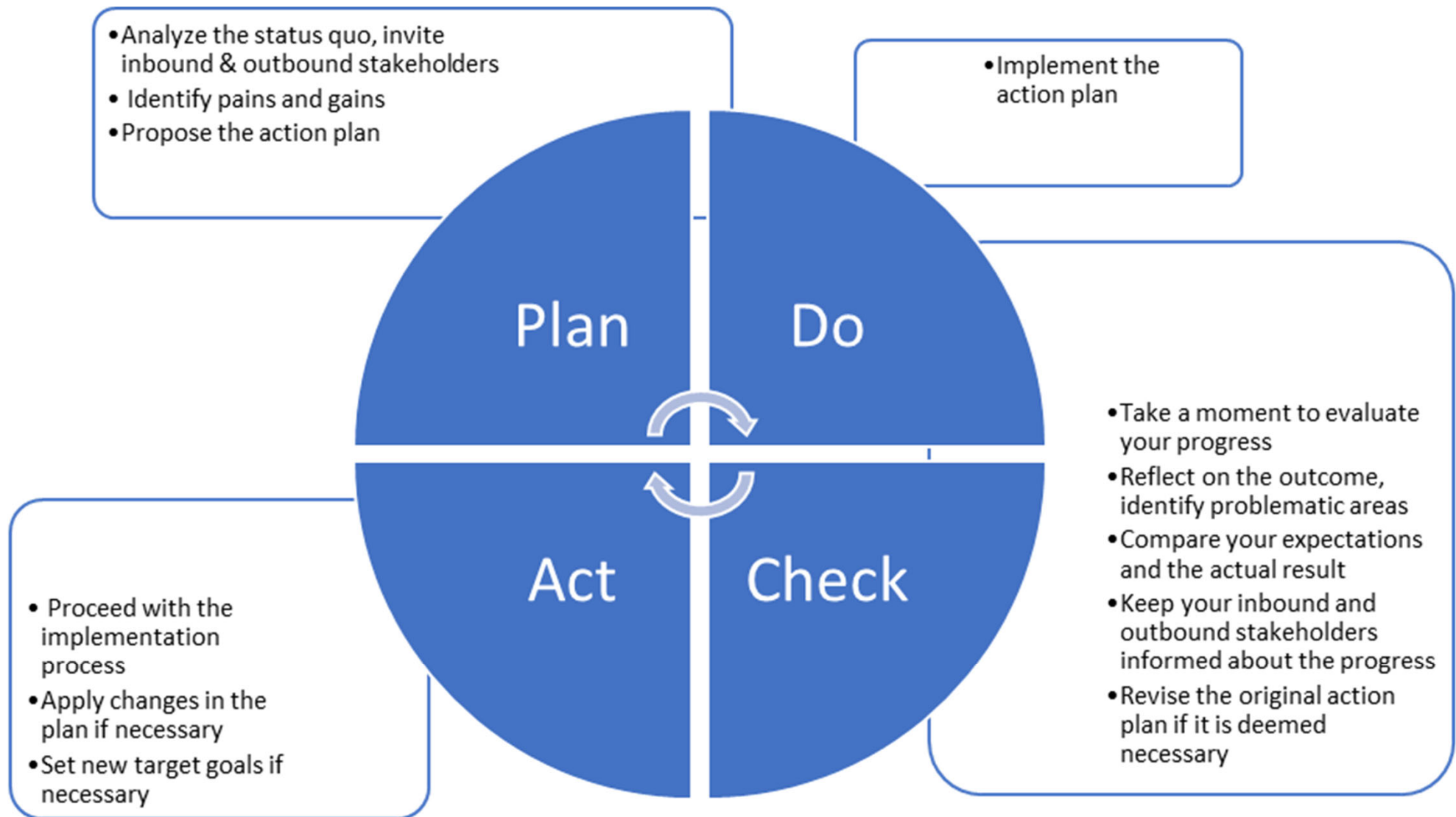
- **Does the HEInnovate process support the HEIs?**
 - **Translate self-assessment into actions/ interventions**
 - Making sense of HEInnovate resources
 - Deciding on steps after completing the self-assessment
 - Involvement of stakeholders



The HEInnovate Process

- **Can we improve the usefulness of the tool?**
- **Adapt HEInnovate process: PDCA-cycle**
- **Make additions to the tool:**
 - Questionnaire
 - Value Proposition Canvas
 - Buddy system
 - Inspiration Fiches

The BeyondScale Experience



A structured approach – Step 1: Plan

Tasks

Select HEInnovate dimension

Select intervention

Consult Stakeholders

Additions to HEInnovate

Peer review

Consult buddies

Adapt HEInnovate
statements

Questionnaire

Inspiration fiches

A structured approach – Step 2: Do

Tasks

Workshop with stakeholders

Detailed Action Plan:

- Resources
- Time
- Deliverables

Additions to HEInnovate Process

Value Proposition Canvas

Inspiration Fiches

Buddy System

A structured approach – Step 3: Check

Tasks

2nd workshop with stakeholders and buddies

Develop specific indicators to monitor progress

Collect evidence on progress of activity

Additions to HEInnovate

Peer Review

Consult Buddies

Guidelines for building indicators

A structured approach – Step 4: Act

Tasks

Adapt action plan

Dissemination

Additions to HEInnovate

User stories

Consult Buddies

***How useful is HEInnovate in supporting
change processes in higher
education institutions?***

Can we improve its usefulness?

- **Great for identifying strengths and weaknesses on own situation**
- **Rich database of evidence and practices**

▪ **Challenges:**

- **Translate awareness into action: need to make choices**
- **Identifying relevant resources from HEInnovate case studies, etc**
- **Differences among HEIs:**
 - Autonomy, degree of decentralisation
 - Degree of experience in entrepreneurship
 - Culture/attitude of staff
 - Managerial capacity and skills

- **Focus: select dimensions – What goals do HEIs want to achieve?**
 - BS partners found this the most important advice. Specific interest of stakeholders – increase of stakeholder motivation
- **Select interventions – How do HEIs want to achieve the set goals?**
 - BS partners: easier to adapt to stakeholder needs

Lessons learned (part 2)

- **Learn about stakeholder demands – Value Proposition Canvas**
 - Well received by BS partners, helped structure discussion, identified pains and gains
- **Peer Learning: Learn with other HEIs – Digi Buddy**
 - Difficult to realise because of Covid 19, Process is time consuming, need to build trust and collaboration
- **Resources: Support the search process – Inspiration fiches**
 - Too fresh...
- **Check the progress – Monitoring and indicators**
 - To be developed further...

Thanks for your attention!

