

# 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 <u>Community of Practice</u> through the Buddy system
- Further <u>development of the HEInnovate application</u> and methodology (instrument and resource base) going beyond current use for organisational change and entrepreneurial agenda setting
- Accompanying research to better understand <u>organisational change</u> processes and use of HEInnovate in achieving change with a view to producing innovative learning models for higher education stakeholders and policy makes













Organisational Capacity: Funding, People and Incentives



Entrepreneurial Teaching and Learning



Preparing and Supporting Entrepreneurs



Digital Transformation and Capability



Knowledge Exchange and Collaboration



Institution

(e)

The Measuring Impact Internationalised

#### Case studies

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



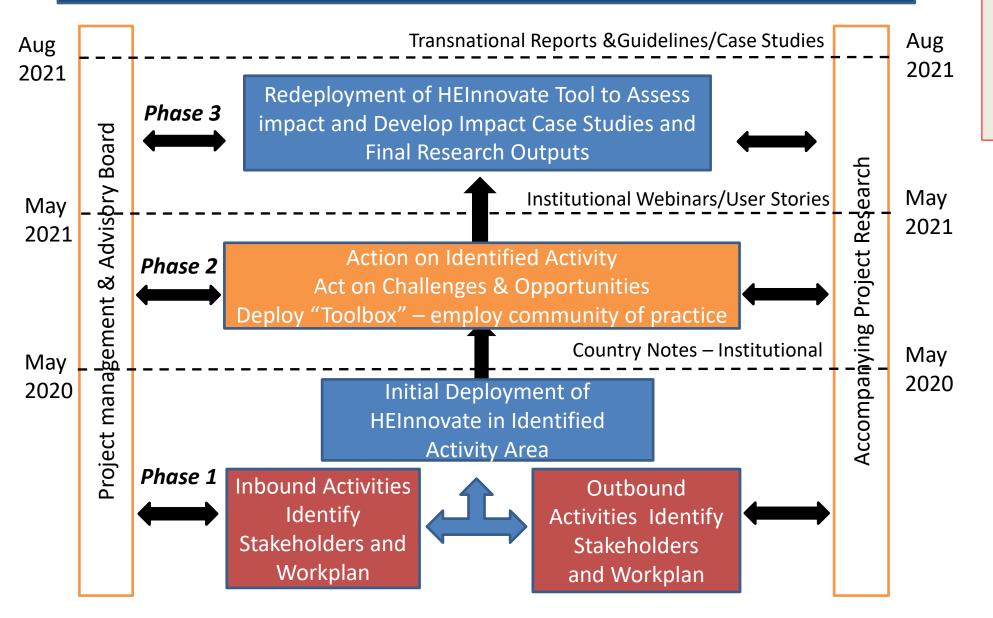
These short notes are linked to the individual statements of the HEInnovate self-assessment. You can gain ideas and guidance, how to further your institutions practices and approaches along the different statements.



#### User stories

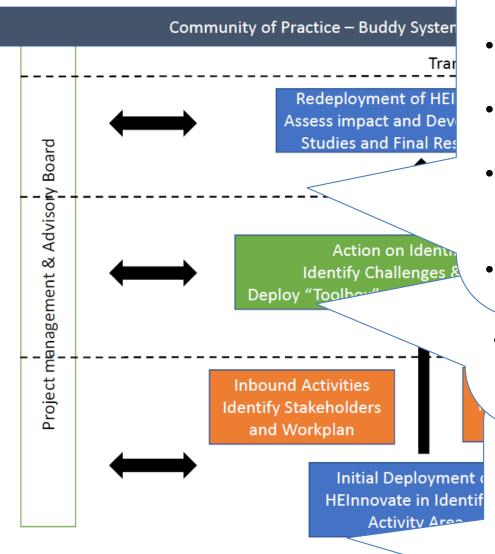
In this section you can read about the different uses and experiences of higher education institutions undertaking the HEInnovate self-assessment. The user stories also highlight the lessons learnt and results achieved.

#### 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 or partners plans
  - Perform systematic literature review on organizational change (covering academic literature and HEInnovate resources)
- Develop Framework

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Bey and Scale



Center for Higher Education Policy Studies

## 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

USE AND USEFULNESS OF TOOL





r for r Education Studies



Scoping study of project partners





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

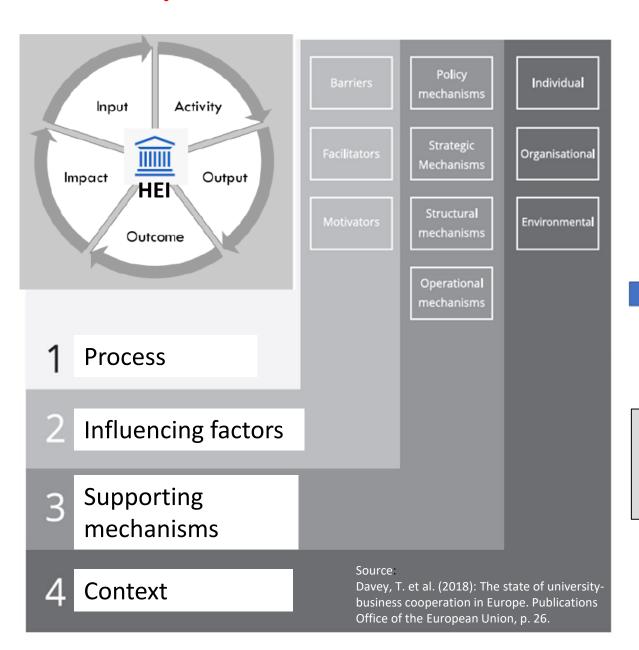


Systematic literature review of scientific papers studying organisational change processes towards entrepreneurship, in particular Entrepreneurial Teaching and Learning





## Analytical framework



## **Key Questions**

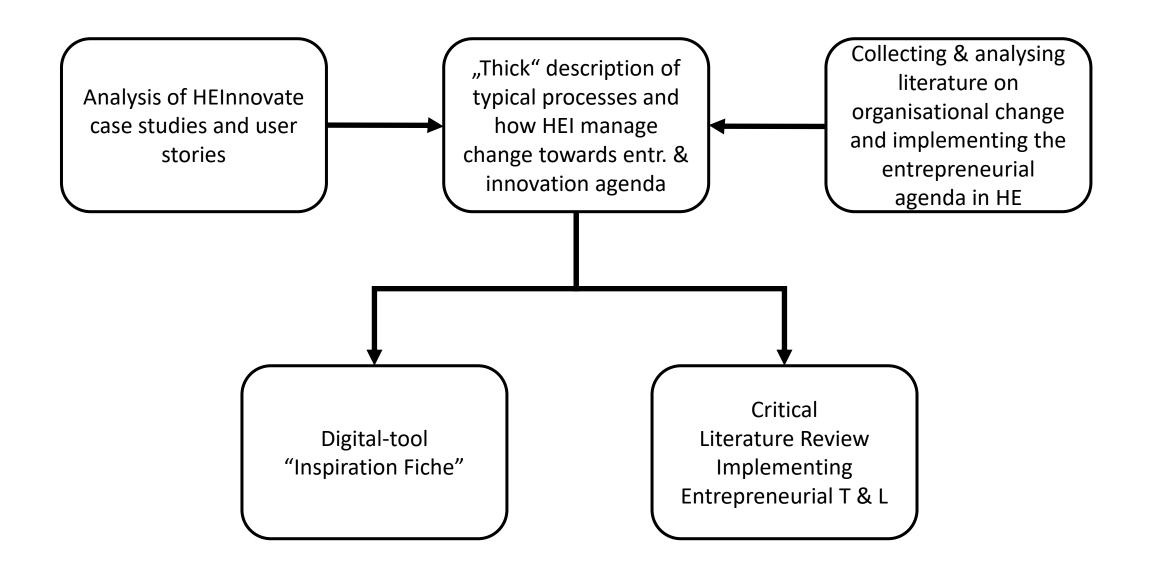
- What do change processes in HEIs look like – in particular, the change processes focusing on the goals and dimensions distinguished in HEInnovate?
- What dimensions does the implementation of the entrepreneurial agenda include?
- What changes at individual, group and organisational level relate to 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?

Inspiration

Fiche

 What drivers and barriers have to be considered at the individual, group and organisational level when implementing the entrepreneurial agenda in HEIs?

#### Phase 1 – Tasks, Goals and Output of Accompanying Research



#### Literature Search

120 references imported for • 0 duplicates removed screening as 120 studies 120 studies 0 studies screened against excluded title and abstract •88 studies excluded •57 not on processes in institutions •17 Wrong study design 119 studies •6 Wrong intervention •4 Wrong setting assessed for full-•3 no fulltext available text eligibility •1 Wrong outcomes •0 studies ongoing •0 studies awaiting classification 31 studies included Bey and Scale

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** 

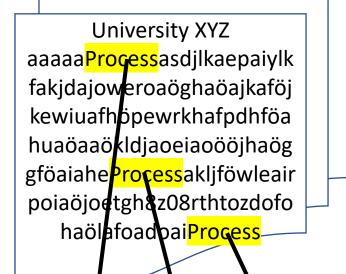


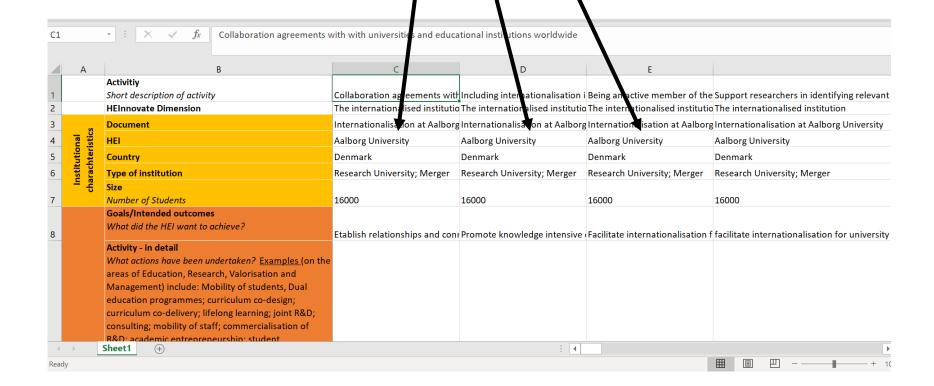
### Tool for analysing the HEInnovate Case Studies and Scientific Literature

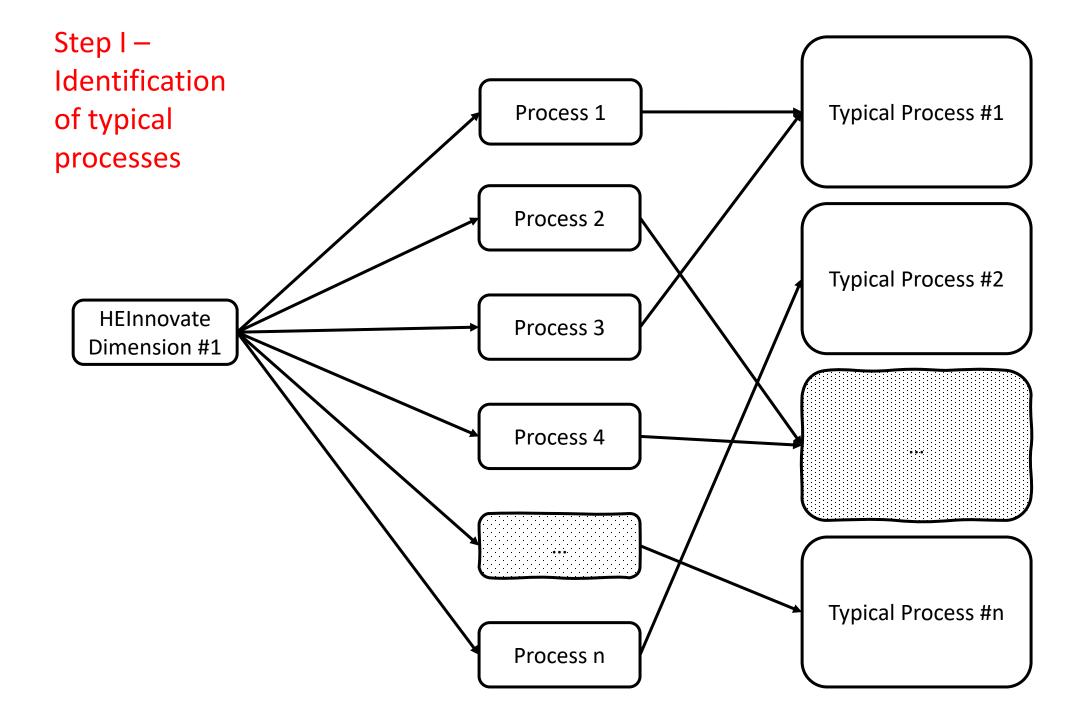
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Short description of activity   HEInnovate Dimension   Goals/Intended outcomes   What did the HEI want to achieve?   Supporting Mechnisms	Activitiy	The process		
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# Making an inventory of HEInnovate Processes

Using the HEInnovate case studies/user stories









# 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



Center for Higher Education

Challenges for HEI

**Interventions** 

Produce entrepr graduates "venturing in owr ups"

Detailed descriptions of intervention addressing the challenges

Link to relevant literature and HEInnovate case studies

Produce graduates with an effective entrepreneurial skill set

("business-ready")

entrepreneurship

Collaborative Courses with business/industry partners

> Entrepreneurship vs. Enterprise education

Summary of findings from literature review how to design incentives for staff and students who lack motivation for entrepreneurial T&L Link to relevant literature and HEInnovate case studies

Network – Establish close ollaboration with external stakeholders

Funding:

additional funds from external programmes

Ensure continuous funding by the

Infrastructure

Create physical space for entrepreneurship education that links HEI and external eco-system

Infrastructure – fit for purpose!

Cultural mismatch: Institutional culture does not link well with Entrepreneurship

tanding

l how to

Structural barriers in HEI: "Silos"

Lack of resources: time, knowledge, qualification, motivation, funds

No institutional experiences in internal and external collaboration

Solutions

Incentives for staff and students New experiences New contacts

New practices

**Training** Entrepreneurship Collaboration

Innovative/creative T&L practices/methods

Explore and communicate Explore providers'/users' needs of EE Share (institutional) expectations

Invest in shared idea of entrepreneurship

Infrastructure Entrepreneurship physical on campus Incubators, Entrepreneurship Centres

Networking Stay in close contact with regional

environment Follow-up/Tracking of Alumni

≟ras. of the European Union





## Current activities and achievements



