Questionnaire to support the use of HEInnovate when preparing and carrying out entrepreneurial change processes

Ben Jongbloed

Andrea Kottmann

CHEPS

The aim of this questionnaire

This questionnaire forms a part of the BeyondScale toolbox. The questions below provide users of the HEInnovate tool with preparatory as well as reflective questions to help them in preparing their action plans, their HEInnovate workshops and the related follow-up activities. They also assist users in identifying adequate ways to carry out and monitor the progress in their projects.

The questions can be used in combination with the other resources provided as part of the BeyondScale toolbox at https://www.beyondscale.eu/

The questions are based on the accompanying research that was part of the BeyondScale project and which collected and analysed the experiences of the BeyondScale project partners in carrying out their entrepreneurial change projects.

The questionnaire covers the various steps in the projects and initiatives undertaken by HEIs that are using the HEInnovate tool as part of projects aimed at becoming more entrepreneurial. In that sense, the questions act as a kind of a checklist for the project leaders that are managing these entrepreneurial change projects.

The questions are meant to stimulate thinking, project preparation, and reflection. They are not simple Yes/No questions or multiple choice questions. In many cases, the questions can and will lead to follow-up questions.

Questions related to the focus of the project

- What is the broad activity area on which the HEI wants to focus? Is this an inbound activity or an outbound activity?
- What are the stakeholders (internal and external) who should be involved in the project? What criteria were applied for selecting and inviting the stakeholders?
- Is the leadership of the HEI providing (sufficient) support for the project?
- What is the appropriate HEInnovate dimension (out of the eight) that the project focuses on?
- Was use made of the Inspiration Fiches that were prepared in the BeyondScale project?

Questions about preparing the project & value proposition workshop

- How can the self-assessment statements that are part of HEInnovate be expanded for use in a survey?
- What are the results of the survey? What was the response rate and what are the differences between the various stakeholder groups?
- Have the appropriate preparations been carried out for organising a Value Proposition workshop? In terms of the agenda, goals, format (e.g., virtual, hybrid, face-to-face), moderation, invitations, supporting webtools and facilities?
- How can the statements of the HEInnovate tool and the Value Proposition Canvas best be used in the workshop with the stakeholders?

Questions on conducting the VPC workshop

- Has the canvas been filled in in the Value Proposition Workshop (VPC)?
- Did the canvas exercise lead to sufficient information on the pains, gains and the mechanisms around the HEI's value proposition?
- What are the main outcomes of the workshop? Which pains and internal barriers were identified in the workshop? Which gains were identified?
- Which of the institution's processes and practices have been evaluated positively by the stakeholders?
- What worked well – and not so well – in the workshop?
- Has a report of the workshop been produced?

Questions on the shared action plan

- How did the participants in the Value Proposition workshop appreciate the self-assessment statements of HEInnovate and the use of the value proposition canvas?
- Did the participants in the workshop agree on a set of actions (interventions) to implement in order to make the HEI more entrepreneurial?
- Did you link canvas elements such as pains and pain relievers, gains and gain creators, or the products and services to be provided by he HEI in a systematic manner after the VPC workshop?
- Has this action plan been translated into a project plan that includes a budget, time planning, deliverables and indicators to assess the progress and achievements of the project?
- In making an action plan, did you make use of further materials such as those available on the HEInnovate and BeyondScale platforms?
- Has the workshop contributed to developing a community of practice or another network?
- Which indicators can be used to monitor and asses the progress made in the project?
- Which indicators can be used to measure the outcomes?
- What evidence (indicators, narratives, or other measures) can be used to measure the outcomes of the project?
- Which outcomes were expected to result from the project? Have they been realized?

Reflection & impact questions

- Did the change processes have an impact in terms of contributing towards more entrepreneurship?
- What changes have occurred since the beginning of the activity in terms of outputs and outcomes of the project?
- Was an evaluation (or survey) carried out where project participants and the target group of the project were asked questions about the (various stages in the) project?
- Do the project's outcomes correspond to the planning?
- Which factors do you hold responsible for the success of the project?
- How do you explain the fact that the expected impact has not (yet) been achieved?
- Were there any unintended outcomes?
- How do you explain the success of your project?
- What recommendations or best practices can you derive from it?
- Is there also a possible need to fundamentally review and adjust the assumptions on which the project is based?
- What (additional) measures are needed to bring about the planned impacts?
- How did the participants evaluate the benefits of using the HEInnovate tool and platform for their activities?
- Did the collaboration with a buddy (a peer HEI, working on the same challenge) help in the various project phases?