BeyondScale

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

Institutional Country Note

Cork Institute of Technology

May 2020

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Erasmus+ Programme
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Institutional Country Notes are higher education institutes (HEI) specific and do not reflect national positions.

Country notes will outline the proposed activities, associated outcomes and objectives.

The output of the initial deployment of the HEInnovate tool, including potential barriers, challenges and opportunities identified as well as proposals on how the HEInnovate platform will be experimented with as part of the activity area work programme with a view to

Beyond Scale

Erasmus + KA3, Output 1

Institutional Country Note - Cork Institute of Technology, IRELAND

CORK INSTITUTE OF TECHNOLOGY

INSTITIÚID TEICNEOLAÍOCHTA CHORCAÍ

HINCKS CENTRE

May 2020

Contents

**Section 1   Overview of Cork Institute of Technology (CIT) in the context of Ireland's
                     Higher Education System**

Ireland – Higher Education is delivered by seven universities, eleven institutes of technology (IoT) and one technological university all publicly funded through the Higher Education Authority (HEA). The HEA leads the strategic development of the Irish higher education and research system with the objective of creating a coherent system of diverse institutions with distinct missions. Currently, there are circa. 226,000 students enrolled in higher education in Ireland (HEA and CSO, 2020).

Cork Institute of Technology (CIT[1]) - is the largest IoT in Ireland with a strong student-centred approach to education and research, ensuring students are work-ready graduates who can add value to organisations and society. CIT is comprised of two constituent Faculties, Engineering & Science and Business & Humanities and three constituent Colleges, CIT Crawford College of Art and Design, CIT Cork School of Music and the National Maritime College of Ireland located over four campuses with many outreach activities in the region. The Institute offers a wide range of flexible full-time and part-time higher education courses. The institute catered for over 15,000 students ranging from undergraduate, graduate and doctoral programmes. CIT has over 1400 staff members of which more than 800 are academic staff. The academic staff consists of permanent whole-time, pro-rata part-time and hourly-paid part-time members. The non-academic staff is composed of technical support, library, administrative and services staff.
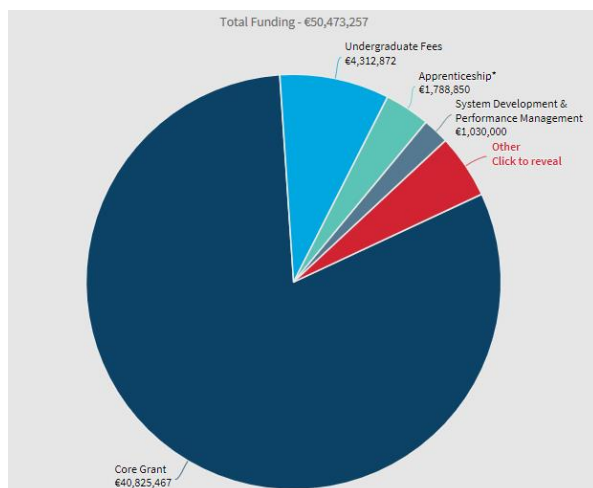
Plans to merge CIT and the Institute of Technology Tralee, Co. Kerry are at an advanced stage and anticipate the new Munster Technological University will be established by late 2020. This merged publicly funded University will grow its student numbers to a level in excess of 20,000 across the south west region of Ireland.

While CIT is publicly funded, it has the capacity to generate external funding. The figure (1) below shows that core grant from the HEA accounts for 80% of total funding of €50.5 million. Undergraduate fees (€3k per local student) generates €4.3million.

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[1] Also referred to as the Institute throughout the document.

CIT has a number of vibrant and successful research and enterprise support centres, regional based programmes that have had many notable achievements, and have been successful in attracting Irish, EU and international funding.

Total Funding - €50,473,257
Undergraduate Fees €4,312,872
Apprenticeship* €1,788,850
System Development & Performance Management €1,030,000
Other Click to reveal
Core Grant €40,825,467

Figure 1: CIT's Funding Source for 2017/2018

The entrepreneurial and innovation ecosystem that exists in CIT, having been built over many years, reflects the recently published *CIT Strategy (2019-2023) and CIT Entrepreneurship Strategy (2017-2020).* The success of the latter and the driving force behind the ecosystem lies with the commitment of CIT and the Entrepreneurship Team. The CIT Entrepreneurship Team champions entrepreneurship across all four CIT campuses and beyond. The Team was awarded the very prestigious DELTA 2018 National Disciplinary Excellence Award for their work in supporting Entrepreneurship across the Institute.

The Hincks Centre for Entrepreneurship Excellence, part of the School of Business is an integral part of the vibrant Entrepreneurship team and ecosystem at CIT. It was established in 2013 to support entrepreneurship in all its forms. In establishing this centre, CIT is extending its long-standing, strong commitment to supporting the entrepreneurship drive at regional and national levels. CIT intends to address a gap in Ireland's current ability to train and provide support to all stakeholder groups who support and nurture entrepreneurship. The Hincks Centre is Ireland's first Centre of Entrepreneurship Excellence and is engaged in academic and policy focused research, education and training. The Centre has a strong International focus with research partners including Finland, Greece, Spain, Vietnam, UK, France, Italy and Poland. The Hincks conducts research, training and education in all aspects of enterprise and entrepreneurship development.

Also, part of CITs vibrant internal ecosystem is the on-campus business incubator Rubicon Centre (launched in 2006). It focuses on developing Ireland's next generation of start-ups who have the potential to develop and employ more than one person. As an innovation centre for entrepreneurs, the Rubicon Centre helps, encourages and supports people who present a unique idea or highlight a market niche. The Centre aims to stimulate an environment of creativity and innovation with a continual focus on nurturing the growth of knowledge based business and commercial research that they believe they can target. The Rubicon has grown rapidly, and today is home to over 50 companies.

Section 2   Activity 1 - CIT's planned Outbound activity, using the HEInnovate framework

2.1   Proposed outbound activity: The expansion of CIT's entrepreneurship ecosystem

CIT's outbound activities: *The expansion of CIT's entrepreneurship ecosystem beyond the Institute.* While CIT's Entrepreneurship ecosystem has been well linked to various external stakeholders, a holistic and in-depth understanding of this network is less developed. The value of external stakeholders is crucial for the continued success of CIT's support for entrepreneurship and innovation. Providing evidence-based and applied education and supports for entrepreneurship and innovation across the region depends on exchange of knowledge and practices for the benefit of our students, CIT and the region.   In order to further develop links with stakeholders beyond the Institute, the outbound activity (1) will assess the current state-of-play, before setting a plan to develop new and existing networks/collaboration with external stakeholders. These efforts will result in tangible and transferrable knowledge that will inform CIT's teaching, training, research and contribution to the region's economy and inform policy.

Objective: The expansion of CIT's entrepreneurship ecosystem beyond the Institute.

Outcomes - Activity 1 (O1)

O1.1*: Map current external collaborations with CIT* - This initial review will include the use of the HEInnovate tool (by internal members of the CIT Entre'ship ecosystem) and mapping the nature and purpose of existing engagement with external stakeholder and CIT. The mapping will involve identifying current collaborations, location, level of contact, engagement type, beneficiaries and duration of the collaboration. Table 1.1 provides a sample of the information the CIT BeyondScale team will gather on each external stakeholder's engagement with the Institute.

Stakeholder's Name	Year link began	Sector (e.g., public body, business, education)	Location (e.g, city, county, region etc)	Knowledge exchange - one way or bilateral	Engagement Type (e.g. work placement, research, advisor etc)	Benefits (e.g, knowledge Increase profits. Product development	Beneficiaries (e.g., students, staff,)
Paddles Ltd.,	1989	Tourism business (15 employees)	Co. Waterford	Bilateral learning	Work placement every year, judge for Prize for Innovation 2011 and innovation vouchers x 2 (2019)	New employee and new marketing plan	Students,

Table 1.1: Sample of stakeholder mapping activity - O1.1.

O1.2: Measuring the impact of knowledge exchange and collaboration.

Based on the use of the HEInnovate tool and the stakeholder mapping activity (O1.1) a representative from each of the key stakeholder groups (including public bodies, businesses and private educator/trainers) will be invited to take part in a workshop. Participants will include approximately 6-10 people representing a broad range of sectors related to entrepreneurship and innovation. The aim of the workshop will be to inform participants of the CITs support for entrepreneurship and discuss ways which the Institute can support and collaborate further. The workshop will explain the HEInnovate tool the results from O1.1 and the relevance and value to them. This workshop will gather information on possible gaps and actions required to expand CIT's entrepreneurship ecosystem beyond the Institute.

As part of the workshop, participants will be asked to reflect on the use and improvements to the two HEInnovate dimensions: Measuring impact and Knowledge exchange and collaboration. The use of the HEInnovate tool by the external stakeholders will provide valuable insights into the use of the tool from an outbound perspective and also highlight possible gaps in both the tool and outbound links with CIT.

O1.3: Action Plan to expand CIT's entrepreneurship ecosystem beyond the Institute.

From the information gathered from O1.1 and O1.2, an action plan will be developed (Table 1.2). This action plan of engagement for entrepreneurship and innovation will be developed by CIT and a stakeholder group with the aim of expanding CIT's entrepreneurship ecosystem. In addition, the 'Buddy' scheme and HEInnovate online resources (e.g, User Stories and Country notes) will also inform this action plan in identifying good practices.

Action #	Action	Benefits	Link with CIT
1	Encourage CIT researcher to work on Innovation Vouchers and other publicly funded programmes/instruments	R&D output for CIT and private SMEs	Researchers and Research Centres across CIT
2	Increase the number of CIT staff on Local Authority entrepreneurship/enterprise advisor groups Currently 3. Target 2 additional	Knowledge exchange. Directly between staff and community; indirectly through relevant teaching.	All departments
3			

Table 1.2: Action Plan for holistic entrepreneurship ecosystem beyond CIT - O1.2

To ensure implementation of the Action Plan an evaluation will be conducted. This report will include details of issues arising from implementing each action, and possible changes to actions which were not successful. Table 1.3 provides a sample of an evaluation of the action plan.

Action #	Action	Action achieved 1-10 (10=completed)	State details of the actions achieved and next stage.
1	Encourage CIT researcher to work on Innovation Vouchers (IV)	7	2 new CIT researchers involved in IV. Three new companies using CIT for IV research
2	Increase the number of CIT staff on Local Authority entrepreneurship/enterprise advisor groups Currently 3. Target 2 additional	2	Due to Covid 19, most committee/panel elections are delayed and will take place new year. Next step is to keep in contact with the Local Authority members.
3			

Table 1.3: Evaluation of Action Plan - O1.3

Planned completion of the outcomes are as follows:

> O1.1:   November 2020 - Mapping and HEInnovarw Tool

> O1.2:   December 2020/February 2021 - Stakeholder workshop and HEInnovate tool

> O1.3:   April 2021 Action Plan (Table 1.2) & October 2021 Evaluation report (see Table 1.3)

Potential barriers, challenges and opportunities:

As is the case in most innovative activities, there are challenges and opportunities, as well as protentional barriers to the success of expanding CIT's outbound entrepreneurship ecosystem. The following figure (1.2) illustrates a sample of positive and negative issues. To mitigate any negative issues, close monitoring and strong team work is essential.
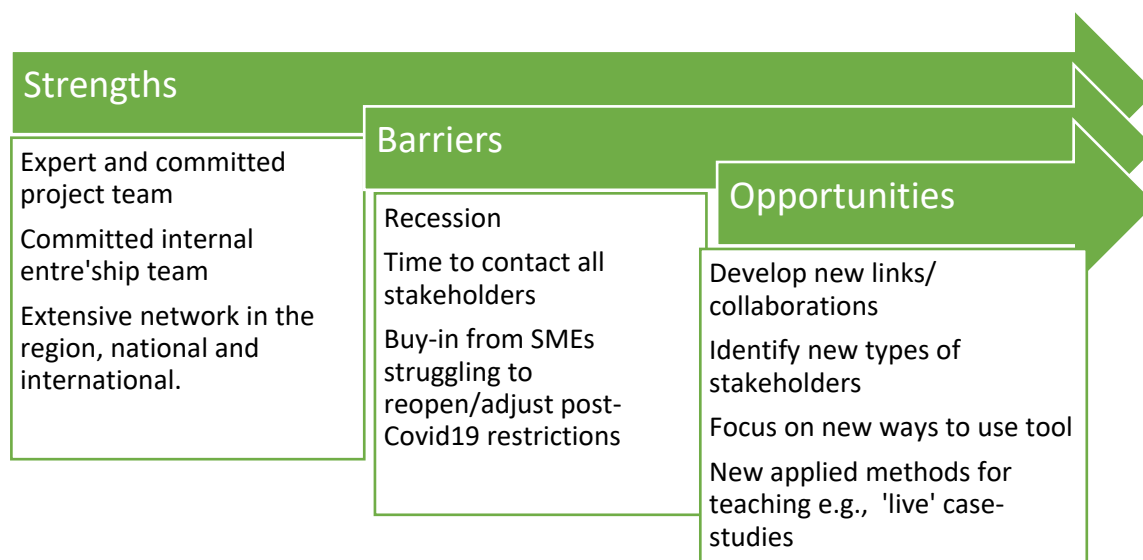

Strengths

Expert and committed project team

Committed internal entre'ship team

Extensive network in the region, national and international.

Barriers

Recession

Time to contact all stakeholders

Buy-in from SMEs struggling to reopen/adjust post-Covid19 restrictions

Opportunities

Develop new links/ collaborations

Identify new types of stakeholders

Focus on new ways to use tool

New applied methods for teaching e.g., 'live' case-studies

Figure 1.2: SBO analysis for Activity 1.

2.2.   Knowledge Exchange - Applying the HEInnovate framework

The HEInnovate self-assessment tool and the use of online resources available through the HEInnovate platform will be employed to expand CIT's outbound entrepreneurship ecosystem. As outline above in O1.1 a mapping links with stakeholder and use of the HEInnovate tool, O1.2, a workshop with a sample group of external stakeholders will reflect on two dimensions of the tool and O1.3 will encompass HEInnovate's *User Stories, Country Notes* and the Buddy Scheme (Beyond Scale).

The workshop (O1.2) and use of the HEInnovate tool (O1.1 and O1.2) will provide information on possible new questions/issues on the use of the tool, and explore creative ways to use it. The workshop forum allows the exchange of ideas on how and why the HEInnovate tool can support collaboration with CIT and external stakeholder with mutual benefits.

Part of the workshop and use of the HEInnovate self-assessment tool (O1.1 and O1.2), participants will be asked to reflect on the tool.   Table (1.5) is a sample reflection form. Centred on the two HEInnovate dimensions (Knowledge exchange & collaboration and Measuring Impact), each will be assessed on how its use can support CIT expand their links with external stakeholders, with the ultimate aim of assisting students and the regional economy. Output is potentially, tailored questions or section in the HEInnovate tool to increase relevance and value from an external stakeholder perspective with potential case studies/stories of enhanced engagement.

In order to move beyond the scale of the HEInnovate tool and to explore innovative uses and development of the tool, CIT activity will endeavour deploy two dimensions for the outbound activity.	
Knowledge Exchange & Collaboration - Knowledge exchange is an important catalyst for organisational innovation, the advancement of teaching and research, and local development.	**Measuring Impact** - HEIs need to understand the impact of the changes they bring about in their institution.
Strengths & Weaknesses of the tool dimensions when evaluating the external entrepreneruship ecosystem	
New ways to use the tool when evaluating the external entrepreneruship ecosystem	

Suggested new questions and/or items for self-reflection

Table 1.5: Innovative, creative ways to use the HEInnovate

How Outbound activities could be applied to other higher education institutes (HEI) and stakeholders.

Learning from CIT's application of the HEInnovate tool from the external stakeholder perspective, with the aim of expanding CIT's outbound entrepreneurship ecosystem, will be presented in a User Story format (similar to those available on HEInnovate platform).

The presentation of the outcomes from Activity 1 and use of the HEInnovate platform (twice) will be presented at a conference attended by representatives from other HEIs and external stakeholders. For example, CIT's Innovation Week event 2021; National Forum for Enhancement of Teaching and Learning in Higher Education event or Shared Learning Conference. CIT will also submit their User Story for publication on the HEInnovate platform.

Links with Buddies

CIT will Buddy with another BeyondScale partner to exchange knowledge on the use of the Knowledge exchange & collaboration and/or Measuring Impact dimensions. This link with a buddy will provide a valuable opportunity to develop a co-authored conference paper/user stories through a cross country comparison on the use of the HEInnovate tool in the context of an outbound activity.

> SEEKING: A Buddy who is focusing on the Knowledge exchange & collaboration and/or Measuring Impact dimensions in the context of an outbound activity

(Section will be extended once all partners delivered their institutional country notes.)

2.3   Conclusion – summary of the planned outbound activity

While this outbound activity and the related outcomes and assessments are ambitious, the team believes there is great value in exploring the current level of collaboration with stakeholders beyond the Institute. The activities will also develop an action plan to improve the external ecosystem to complement the current internal ecosystem. This activity will give the CIT team evidence and a co-

developed roadmap to build on the current ecosystem and to enhance the vibrant multi-level entrepreneurship network inside and outside the institute.

These efforts will result in tangible and transferrable knowledge that will inform our teaching, training, research, contribution to our region and inform policy. In addition, the activity (1) will provide reflections by external stakeholders on the use and possible changes to HEInnovate.

In practice, application of the outbound activity means that

- CIT will expand their entrepreneurship ecosystem and engagement with outbound stakeholders.
- Optimal business supports for our students, spin-outs, regional SMEs and economy are provided.
- CIT will align their education and training system with industry needs and expectation for the future.
- CIT will progress entrepreneurship education, training and supports (e.g., R&D).

This in turn means that CIT will be an attractive place to study, research and contribute to the regional economy.

Section 3   Activity 2 - CIT's planned Inbound activity, using the HEInnovate framework

3.1   Proposed Inbound Activity: Supporting the upcoming merger

CIT is at the final stages of a merger with the Institute of Technology Tralee (ITT) which, together will form the new Munster Technological University (MTU). Engagement will underpin the culture of MTU with both internal and external stakeholders in facilitating connections, collaborations and exchanges towards mutual economic and social benefits and impact. Activity 2 (CIT's inbound activity) will focus on using HEInnovate to operationalise the entrepreneurship activities for the MTU.

The two merging institutions (CIT and ITT) have some level of cooperation but post-merger it is planned to develop this engagement. To this end, Activity 2 will explore the value of using the HEInnovate platform, and buddy scheme to track the progress and strengthen a merged entrepreneurship culture. This activity has the overall aim of exploring new internal stakeholders and

cross-cultural links and ecosystem to the benefit of students, staff, entrepreneurs and the region at large.

The current situation where CIT and ITT are operating as two separate Institutes of Technology, provides an excellent opportunity to test the value of HEInnovate in this regard. Overall Activity 2 will:

a) Review current entrepreneurship activities in CIT and ITT by using HEInnovate self-assessment tool;

b) Facilitate a post-merger workshop to consider results from the pre-merger assessment, explore joint activities, programmes and entrepreneurship culture and use the HEInnovate tool as MTU;

c) Facilitate a shared learning event/conference workshop to present findings from the use of HEInnovate, and propose changes to the HEInnovate resources to support internal organisational/strategic changes.

Objective of Activity 2: *Opportunities and Development of entrepreneurship and innovation through merger/organisational change.*

Outcomes for Activity 2 (O2):

O2.1   Review current entrepreneurship activities in CIT and ITT

A briefing workshop with internal entrepreneurship ecosystem stakeholders from CIT and ITT. The purpose of the workshop is to review current entrepreneurship activities in the pre-merger ecosystem by using HEInnovate self-assessment tool.   This briefing will explain HEInnovate, its resources, the aims of BeyondScale project and CIT's Activity 2. Stakeholder will include members of the existing ACE[2] and CPEER groups, both of which include staff at all levels and the former includes representative from the student body.

Part of the O2.1 workshop will provide overview of how to use the HEInnovate tool and set a two-week deadline for completion of the two dimensions of interest:

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[2] ACE (Accelerator Campus Enterprise) and CPEER (Community of Practice for Entrepreneurship Educators and Researchers) both groups are central to CIT's entrepreneurship ecosystem.

Entrepreneurship learning and teaching

- Entrepreneurial teaching and learning involve exploring innovative teaching methods and finding ways to stimulate entrepreneurial mindsets.

Knowledge Exchange and Collaboration.

- Knowledge exchange is an important catalyst for organisational innovation, the advancement of teaching and research, and local development.

O2.2   Post-merger workshop

Facilitate a workshop with entrepreneurship focused staff and student representatives of the newly merged MTU. The workshop will to consider results from the pre-merger assessment (O2.1) with participants. In addition, the group will explore joint activities, programmes and entrepreneurship culture. Participants will also be invited to consider possible gaps in the use of HEInnovate platform in merging and/or organisational change.

Workshop details:

- Participants: 8-10 people (with a balance between both locations - the former CIT and ITT) and staff and students from various disciplines.
- Duration: 2-3 hours in duration
- Facilitators: Beyond Scale team and a note taker.
- Equipment: Laptops, whiteboards.
- Location: MTU campus

O2.3   Shared learning event/conference workshop

In order to learn from the experience of using HEInnovate to operationalise the entrepreneurship activities for the new MTU and the broader use in an organisational/culture change findings will be presented at a shared learning event/conference workshop. The workshop will present a proposal to change/add questions or sections to the HEInnovate platform.

Facilitate a shared learning event/conference workshop to present findings from the use of the HEInnovate platform (e.g., tool and resources).

Shared-Learning/conference workshop details:

- Participants: 10-15 people (from MTU, national and international HEI staff)
- Duration: 2 hours in duration
- Presenters: Beyond Scale team and a note taker.
- Equipment: Laptops, whiteboards.
- Location: Proposal was accepted for presentation at the 3e conference May 2020 in Norway but due to COVID19 government restrictions this was postponed. It is planned to be presented same in 2021.

3.2.   Knowledge Exchange - Applying the HEInnovate framework

The HEInnovate self-assessment tool and the use of online resources available through the HEInnovate platform will be employed to support CIT during a merger with another HEI in the region. Both institutes have a strong entrepreneurship culture but will be required to collaborate and eventually merge. As outline above in O2.1, both Institutes will assess their current teaching and learning and knowledge exchange using the HEInnovate tool. Post-merger O2.2 will provide a joint workshop with staff and student representative. The over-arching purpose is to explore new ways to use the HEInnovate platform (user stories, tools etc), identify new questions/sections which could improve how entrepreneurship activities are addressed and potentially support other HEIs in their merger/organisational changes. The three workshops proposed will allow the exchange of ideas on how and why HEInnovate tool can support CIT and ITT in merging to form MTU.

Part of each workshop in include the opportunity to review HEInnovate. Table (2.1) of an evaluation form. Centred on the two HEInnovate dimensions (Knowledge exchange & collaboration and Entrepreneurship Learning & Teaching), each will be assessed to highlight its use in supporting HEIs through organisational/cultural change such as mergers, with the ultimate aim of assisting students and the new MTU. Output is potentially tailored questions or section in the HEInnovate tool to increase relevance and value from an organisational change/merger perspective with potential case studies/stories of enhanced engagement.

In order to move beyond the scale of the HEInnovate tool to support merging entrepreneurship cultures, strategies and stakeholder to explore innovative uses and development of the tool, CIT activity will endeavour deploy two dimensions for the inbound activity.	
Knowledge Exchange & Collaboration - Knowledge exchange is an important catalyst for organisational innovation, the advancement of teaching and research, and local development.	**Entrepreneurial teaching and learning -** Explore innovative teaching methods and ways to stimulate entrepreneurial mindsets.
Strengths & Weaknesses of the tool dimensions when evaluating the external entrepreneruship ecosystem	
New ways to use the tool when evaluating its use dueing a merger of entrepreneruship ecosystem	
Suggested new questions/sections and/or items for self-reflection	

Table 2.1 Assessment form

The Activity (2), *Opportunities and Development of entrepreneurship and innovation through merger/organisational change* will have potential value for other stakeholders beyond the inbound mentioned above. These include the external stakeholders of both CIT and ITT. These will be explored during O2.2 and presented in O2.3 shared learning workshop.

Planned completion of the outcomes are as follows:

      O2.1:   September/November 2020 -   Pre-merger workshop & use of using HEInnovate self-assessment tool

      O2.2:   February - April 2021 -   Post-merger Workshop and use of HEInnovate

      O2.3:   September/Oct 2021 -   Shared Learning Event

Links with Buddies

Working with other partners through the Buddy Scheme will allow CIT to learn from partners' experiences. It is planned to Buddy with two partners for this activity

Buddy A: Partner with experience in organisational change/merger and the use of HEInnovate.

Buddy B: Partner with strong Knowledge Exchange & Collaboration capabilities inbound and outbound. (Buddy identified but to be confirmed)

While Activity 2 will review two dimensions of HEInnovate, the Buddy A will provide advice/information on the use and role of other dimensions of HEInnovate that might inform the process of organisational change/mergers at O2.2 (Post-Merger Workshop).

Given the use of the Knowledge Exchange & Collaboration dimension of the HEInnovate tool in both activities (inbound and outbound), the CIT team with support from Buddy B, propose to reflect on the use of the same dimension for two different activities. Specifically, Buddy B will act as an independent observer/facilitator for the workshop and activities in O2.2. This reflection will involve a focus group style discussion (to include CIT BeyondScale Team, Buddy and independent mediator) where the finding from the both activities are shared during O2.3 (Shared Learning Event). A potential outcome from this focus group style review may be, for new questions or items for the dimension and reflections on its use for inbound and outbound activities.

SEEKING: Buddy (A), experience in organisational change/merger and the use of HEInnovate

Conclusion – summary of the planned inbound activity.

While this inbound activity and the related outcomes and assessments may be considered beyond the scope of the HEInnovate platform, the team believes there is great value in exploring its use to operationalise the merging of two Institutes in the formation of a new University with entrepreneurship at is core. The activities will also develop potentially valuable additional questions/sections for the HEInnovate resources. This activity (2) will support the CIT team and their new colleagues in developing a joint vision for a merge entrepreneurship culture. These efforts will result in tangible and transferrable knowledge that will inform our teaching, training, research, contribution to our new University, region and inform policy.

In practice, application of the inbound activity means that

- CIT will assess their current knowledge exchange and teaching and learning.
- MTU will explore current and future collaboration
- Share finding with HEIs nationally and internationally.
- MTU will have a strong and sustainable entrepreneurship culture.

This in turn means that MTU will provide relevant and cohesive entrepreneurship education and research in the region.