

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

NHL Stenden University of Applied Sciences

June 2020



Co-funded by the
Erasmus+ Programme
of the European Union

This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein

Country Note BeyondScale project - NHL Stenden

Version 12 June 2020



Institutional Country Note NHL Stenden University of Applied Sciences

Rengerslaan 10
PO Box 1080
8900 CB Leeuwarden
The Netherlands

www.nhlstenden.com

E peter.joore@nhlstenden.com
E michiel.galama@nhlstenden.com

Date: 12 June 2020

From: Peter Joore, Michiel Galama

For: BeyondScale Project

Pages: 11

Table of Contents

1	The Dutch Higher Education System and characteristics of NHL Stenden University of Applied Sciences	3
1.1	The North of the Netherlands	3
1.2	Higher Education System in The Netherlands	3
1.3	NHL Stenden University of Applied Sciences	3
1.4	Focus on Design Based Education.....	4
1.5	Entrepreneurial activities within NHLStenden.....	5
2	Activity 1 (inbound): Determining current situation and creating future action plan	6
2.1	Planned inbound activity of NHL Stenden	6
2.2	What do we want to achieve, what actions do we plan to take	6
2.3	Objectives & Outcomes.....	7
2.4	Timing of the planned activities.....	7
2.5	Barriers and challenges for the activity	8
2.6	Applying the HEInnovate platform during activity 1	8
3	Activity 2 (outbound): Public Event related to Center for Entrepreneurship	9
3.1	Planned outbound activities of NHL Stenden	9
3.2	What do we want to achieve, what actions do we plan to take	9
3.3	Objectives & Outcomes.....	10
3.4	Timing of the planned activities.....	10
3.5	Barriers and challenges for the activity	11
3.6	Applying the HEInnovate platform to support Activity 2	11

1 The Dutch Higher Education System and characteristics of NHL Stenden University of Applied Sciences

1.1 The North of the Netherlands

Entrepreneurs are the drivers of the economy of the Northern provinces in The Netherlands. Much more than other regions the Northern economy consists mainly of small and medium sized companies (SME's). With an expected growth of the Northern economy in 2020 of approximately 1% (estimation not corrected for effects of Covid-19), it will lag behind GDP growth of 1.5% in the rest of the country. The sectors of agriculture, construction and industry, which are strongly rooted in this provinces, are all taking a step back in terms of growth. Environmental issues limit the growth for farmers and builders. Uncertain export prospects result in much lower investment growth and lower growth for industrial companies. The strongly represented healthcare sector is growing thanks to the aging of the population, higher-quality medical applications and extra government spending on elderly care.

1.2 Higher Education System in The Netherlands

The Netherlands has various types of higher education institutions. The two main types are research universities and universities of applied sciences. Research universities are mainly responsible for offering research-oriented programmes in an academic setting. Their main focus is on master studies and they have the exclusive rights to award PhD titles. Universities of Applied Sciences (in Dutch: Hoger Beroeps Onderwijs) offers programmes that focus on the practical application of theoretical knowledge previously acquired during lectures. Their main focus is on 4-year Bachelor degree programmes, and a limited amount of professional master programmes. Their education tends to be more practice oriented than education offered by research universities and they prepare students for specific professions. Currently 450,000 students are studying at the 36 government-funded UASs in the Netherlands. Two out of three students in higher education follow a higher professional education.



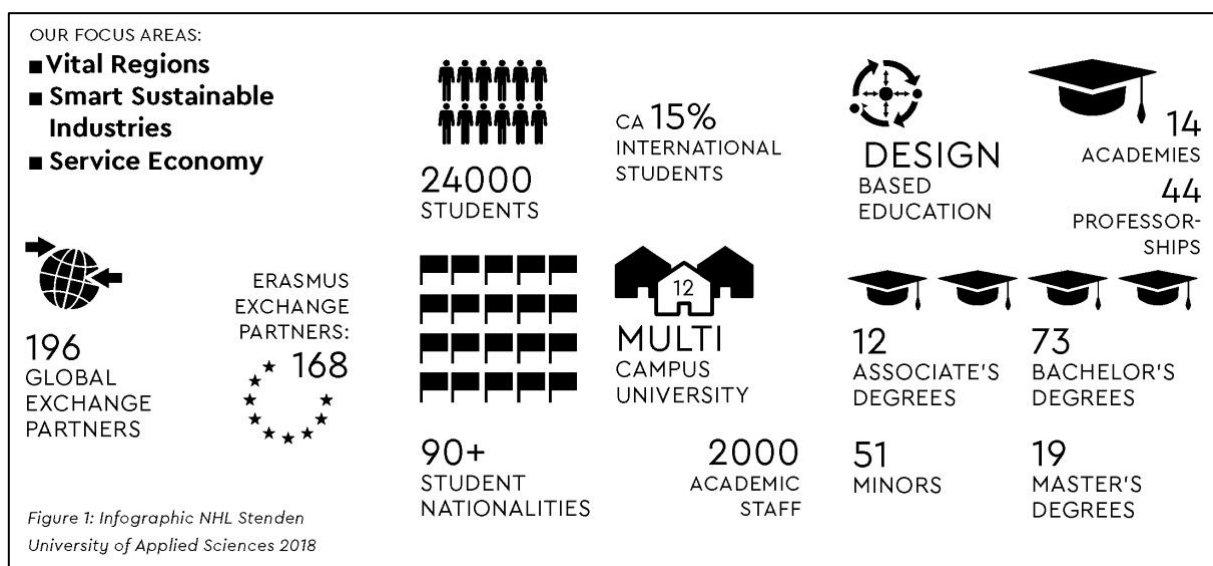
NHL Stenden location, Leeuwarden, The Netherlands

1.3 NHL Stenden University of Applied Sciences

NHL Stenden University of Applied Sciences (from now on: NHLStenden) is located in the Northern provinces of the Netherlands, but also has a strong international presence. The Dutch branches are located in the cities of Assen, Emmen, Groningen, Leeuwarden, Meppel and on the island of Terschelling. Here the The Maritime Institute Willem Barentsz is located, where ship's officers and

hydrographic surveyors for national and foreign merchant fleets are being educated. The international branches of NHLStenden are located in Bangkok (Thailand), Denpasar (Indonesia), Doha (Qatar), Port Alfred (South Africa), which makes it the only university in The Netherlands that has its very own locations abroad.

NHLStenden characterizes itself by a broad range of Bachelors, Associates Degrees, Masters and short term courses. It offers more than 100 courses in all sectors and in various forms (full-time, part-time, dual). NHLStenden has approximately 25,000 students and 2,250 employees in the Netherlands and abroad. The organisation emphasizes a small-scale and personal approach, for which work is carried out in teams of 10 to 15 employees. NHLStenden is comprised of 14 academies in which all education takes place.



1.4 Focus on Design Based Education

NHL Stenden has chosen for a specific educational approach based on the concept of Design Based Education. According to its strategic plan for the period 2019-2024, Design Based Education is based on social constructivist, contextual, self-regulated and collaborative learning. The inter-disciplinary approach and the phases of Design Thinking (empathize, define, ideate, prototype, test) fit well with innovation, finding solutions for complex problems and creating valuable new ideas, products or services. Students, lecturers and researchers work together in small teams on real-life assignments and share their innovative ideas in practice. Design Based Education incorporates five important integrated aspects that reinforce each other:

- **Design thinking:** The student works and does research on real-life issues in an iterative manner to identify meaningful and innovative solutions.
- **International and intercultural:** The student is educated to become a world-wise citizen and feels at home in an international context.
- **Multidisciplinary cooperation:** The student, in a programme transcending manner, starts working in workshops and works together with lecturers, the professional practice and researchers
- **Personal leadership:** Students continue to develop and adapt themselves to changing circumstances on the basis of a strongly developed professional identity and their own (moral) compass.

- Sustainable education: The student develops learning skills with which they can take control of their own learning, also after the programme is completed. The student also contributes to developing meaningful solutions for society.

1.5 Entrepreneurial activities within NHLStenden

NHLStenden has defined three focal points: Smart Sustainable Industries, Vital Regions and Service Economy. Vital Regions is about strengthening the development of regions. Smart Sustainable Industries stands for smart sustainable production and entrepreneurship. Service Economy focuses on rapid developments and the associated social issues in the fields of leisure, tourism, hospitality and retail. NHLStenden is active in five Centers of Expertise, namely CoE Water Technology (CEW), GreenpAC, CoE in Leisure, Tourism & Hospitality, CoE Expertise Healthy aging and CoE Smart Sustainable Manufacturing.

Currently education and support of entrepreneurship is limited and fragmented over several studies and facilities of NHLStenden. There appears to be limited coordination regarding the subject of entrepreneurship. Some studies, specifically the economically oriented ones, have some mandatory student projects and workshops that are part of their curriculum. Other studies have electives and minors which focus on entrepreneurship.

NHLStenden has a Bachelor programme called Entrepreneurship & Retail Management, a four year study mainly focussed on the retail branch. Other studies in the economic domain deal with entrepreneurship, but only to a limited extent. An example of a minor focussed on entrepreneurship takes place at the Bachelor Multimedia Design and is called 'Minor Entrepreneurship'. This minor is also accessible for students of other studies. Another minor is called 'Young Entrepreneurship' and again another minor is a minor called 'De Noorderlingen'. This is a programme which is being organized by three UASs in the North of the Netherlands: NHL Stenden, van Hall Larenstein and De Hanzehogeschool. The programme is led by an external team and a team of lecturers from each UAS. The first batch of Northerners started in 2013. According to their website, the programme now has more than 150 alumni and 50 affiliated partners and coaches. However, each of those minor act on its own, and there is limited cooperation and synergy between the various initiatives.



In the context of its Design Based Education approach, NHLStenden invests in workshops, digital facilities and in other facilities that stimulate and facilitate the personal talent development of students. In the context of the talent development of students, NHLStenden invests in facilities that enhance personal leadership, in particular stimulate and support students' (social) entrepreneurship. Currently, the focus of the DBE approach mainly focusses on the 'creation' part of design, and much less on the 'entrepreneurial' element. This means that students come up with interesting new ideas, but the actual implementation of those ideas needs extra attention. All in all, the initiatives that specifically focus on business-oriented entrepreneurship remain limited in scope, and remain somewhat dependent on the enthusiasm of individual teachers.

2 Activity 1 (inbound): Determining current situation and creating future action plan

2.1 Planned inbound activity of NHL Stenden

NHLStenden will be using the HEInnovate tool to determine which entrepreneurship activities are currently carried out at NHL Stenden. The results of the HEInnovate assessment will be used to raise awareness and to support discussions within the organisation regarding entrepreneurship. Based on this initial assessment and evaluation, possible actions will be defined to improve those areas that need attention. If feasible within the available time, a second measurement will be executed at the end of the BeyondScale project, to determine if improvements have been made with regards to the way that NHL Stenden supports entrepreneurship within its organisation.

2.2 What do we want to achieve, what actions do we plan to take

NHLStenden intends to determine the current situation regarding the way that NHLStenden supports entrepreneurship within its organization. We aim to develop a better insight in the current educational initiatives and other activities to support our students' entrepreneurship. Based on this insight, we intend to increase internal (lecturers, researchers, management and students) awareness of NHL Stenden's current situation regarding the way that NHLStenden supports entrepreneurship within its organization. By creating insight in the current situation, we hope to raise the level of ambition regarding the need for stimulating and supporting students' entrepreneurship. Finally, we intend to create a long term vision regarding the way that NHLStenden will support the subject of entrepreneurship, set out in an activity plan describing what steps to take in order to reach that vision during the coming 5 years

In its Inbound Activity, NHL Stenden will perform an HEInnovate scan for its organisation, including all 14 academies. We expect this assessment to be executed by representatives of all academies, both management, teachers and students. So the measurement results are the first outcome. In the scan, all the elements of the HEInnovate tool will be taken into account, in order to create an overall perspective regarding the current situation. Based on these measurements, NHL Stenden will create a long term vision regarding the future situation regarding the support of entrepreneurship within the organization. Based on that vision, we intent tot develop an action plan describing the steps needed to improve the support of entrepreneurship within its organisation. We expect that these plans will involve the new Center for Entrepreneurship which is currently in its start-up phase, including suggestions how this new initiative may further be strengthened.

The initial scan will involve all 8 aspects of the HEInnovate scan. Based on the results of the scan, we will determine which aspects are either covered sufficiently already (a), which aspects need specific attention in the action plan for 2021 (b), and which aspects are currently not covered (c). During the activity, we will ask representatives of all parts of NHLStenden to fill out the HEInnovate questionnaire. With the results, we will make an analysis of those elements of the HEInnovate dimensions which need attention. A future vision and related action plan for the year 2021 will be created based on the results of the assessments. If time and budget allow, we will make a second measurement at the end of the BeyondScale project at the end of 2021, comparing the first measurements with the second one, in order to determine what progress has been made during the project.

2.3 Objectives & Outcomes

NHLStenden aims to use the HEInnovate tool in order to measure the current status of the university with regards to entrepreneurship. At the end of September 2020, the first NHL Stenden HEInnovate survey is executed and reported. At the end of November 2020, a development plan (2021-2024) is completed to describe activities to improve the entrepreneurial education activities of NHL Stenden. This assessment will be used to raise awareness and support within the institute with regards to the development plan of entrepreneurship, mentioned above.

2.4 Timing of the planned activities

Inbound activity NHL Stenden	Date
1.1 Project start-up	
Setting up the core team for the project	March 2020
Creating a steering group which will serve as a client for the project	September 2020
Informal discussion with executive board to establish further support for the project	September – October 2020
Informal discussion with Center for Entrepreneurship which is currently in development	May 2020 - ongoing
Informal discussions with external stakeholders	June 2020
Creating project plan (one or two A4)	June 2020
Result: Action Plan for HEInnovate measurement, supported by management and team	June 2020
1.2 Execute first HEI-assessment/self-reflection	
Create name list of 25-100 potential respondents from management, staff, students	June 2020
Write invitation to go with request to fill out HEInnovate evaluation	June 2020
Send the invitation to fill-out HEInnovate questionnaire	June 2020
Check response rate, send reminders	July 2020
Get final result of first measurements, write a concise report with conclusions	September 2020
Send results to management and team	October 2020
Discuss results of steering group and team	November 2020
Result: Report with conclusions of first HEInnovate measurements	
1.3 Create Action Plan for improvements	
Prepare working session with stakeholders	
Execute working session with stakeholders, determining possible activities for improvement	November 2020
Determining terms and conditions for action plan	July - November 2020
Write action plan 2021	November 2020

Create support for action plan 2021, get funding	October - December 2020
Explore possibilities for external funding, linked to Center for Entrepreneurship and other initiatives	January 2021
Write plans for internal and external funding	February - April 2021
Result: Action plan 2021, supported by internal organisation	December 2020
Result: Possible plan for external funding for period 2022-2025	June 2021

2.5 Barriers and challenges for the activity

Possible barriers to the execution of the project may be related to stakeholders having other priorities and non-completion of survey by respondents. Other risks are related to the consequences related to the Covid-19 situation. We plan to mitigate these hindrances through close cooperation with management of the Center for Entrepreneurship, by cooperation with the members of the internal NHLStenden steering committee entrepreneurship. Their endorsement may motivate stakeholders to fill out the questionnaire related to the HEInnovate project.

2.6 Applying the HEInnovate platform during activity 1

In the process of improving NHLStendens support for talent-based development, it is relevant to create awareness and common understanding of the organizations policy towards this subject and the benefits it offers for students. It is critical that we measure the current views of key persons within the institute and later on the external stakeholders too. The HEInnovate scan provides a good opportunity for this. At the same occasion we will learn from the implementation of the tool. Experience will be gained about the relevance of the dimensions in this type of research. Moreover, we will evaluate if the scaling of the dimensions and its questions should remain as they are (scale 1-5) or be adjusted. Initially we will contact the HEInnovate experts how to make the necessary adjustments. We will gladly share these experiences with other project partners.

3 Activity 2 (outbound): Public Event related to Center for Entrepreneurship

3.1 Planned outbound activities of NHL Stenden

Recently, NHL Stenden started the development of a Center for Entrepreneurship (CfE) in Leeuwarden. This initiative is still in its infancy. The new CfE offers support for entrepreneurial students with trainings, events, mentoring and facilities. This support takes partly place in an online manner. The BeyondScale project provides an excellent opportunity to support the development of the CfE by using the HEInnovate self-reflection tool.

The CfE is being supported by the Fryslân Innovation Pact (IPF), which is a partnership between Frisian higher education, vocational education, the business community, the province of Fryslân and the several regional municipalities. As a strategic platform, IPF's aim is to strengthen the innovative strength and entrepreneurship of the province. Under the banner of the IPF several activities are planned. NHLStenden contributes to a project called 'Sterk Fries Ondernemerschap' ('Strong Frisian Entrepreneurship') and hosts regular events together with the Center for Entrepreneurship to promote entrepreneurship amongst its students. Also, NHLStenden is implementing Entrepreneurship Mentoring Services at the Center for Entrepreneurship. This is a mentoring programme developed at MIT Venture Mentoring in Boston. Start-ups and entrepreneurs are guided through group mentoring by successful entrepreneurs from the region.



Interior of the new Center for Entrepreneurship

3.2 What do we want to achieve, what actions do we plan to take

As the outbound activity of the BeyondScale project, a public event will be organized in order to celebrate the official opening of the Center for Entrepreneurship at NHL Stenden. The goal of this event is to strengthen the relationship with the various partners within the regional entrepreneurial ecosystem. As part of the event, the results of the HEInnovate scan and the future activity plan (as developed under activity 1) will be presented to the members of the ecosystem. During the event one or more workshops will be held, in which we will discuss the improvement of the co-operation within

the entrepreneurial ecosystem. We intend to split the visiting group in separate workshops to discuss the use of the HEInnovate tool with the visitors.

Also, during the event we intent to increase the awareness of (potential) entrepreneurial students and their (future) external business partners. As part of the programme, the development plan (mentioned under activity 1) will be presented to the members of the ecosystem. Although the exact planning is dependent on the development of the Covid-19 measures, we currently aim at organizing the event in March 2021.

3.3 Objectives & Outcomes

The objective of the public event is to raise the amount of relevant people that are aware of the Center for Entrepreneurship. and the NHL Stenden plans to grow the support for entrepreneurial students will grow. During the event, all participants will be involved to discuss possible additional measures in order to improve the students' support and that may help increase the participation of external stakeholders. Organizing the event will help to strengthen the relationship of NHL Stenden with its stakeholders and partners in the area of entrepreneurship. The aim is that this will lead to an increase in the number of entrepreneurs that are prepared to act as a mentor for entrepreneurial students.

3.4 Timing of the planned activities

Although the exact planning is still under discussion due to the Covid-19 measures, we expect the event to take place in the first half of 2021, preferably in March 2021.

Outbound activity NHL Stenden	Date
2.1 Project start-up	
Setting up the core team for the project	June 2020
Creating a steering group which will serve as a client for the project	July 2020
Informal discussion with executive board to establish further support for the event	July – September 2020
Informal discussion with Center for Entrepreneurship which is currently in development	May - June 2020
2.2 Project Development	
Creating project plan for CfE event (1-2 A4)	September 2020
Determine possible locations for the CfE event	October 2020
Visit and evaluate possible locations, determining which one is the most suitable	November 2020
Determine roles and activities that need to be executed, including the staff that can perform the activities	November 2020
2.3 Budget finances and legal issues	
Determine the budget for the CfE event, including possible funding options	November 2020
Get funding and sponsoring for the event	November 2020 - February 2021
Determine risks, legal issues, permits	November 2020
Arrange for permits, insurance and other legal issues	November 2020 - March 2021
2.4 Communications and invitations	

Determine possible guest list for CfE event	December 2020
Create communication plan	September 2020
Execute communication plan	October 2020 - March 2021
Build website for CfE event	October 2020
Send save the date invitations to guests	December 2020
Send final invitations to guests	January 2020
2.5 Programme, workshops and speakers	
Determine programme and potential speakers for the event, including representatives of the BeyondScale project	October 2020
Invite speakers, determine final programme of the CfE event	November 2020
2.5 Execution and follow-up of the event	
Execution of the CfE event	March 2020
Follow up of the event, questionnaire for evaluation, newsletter, other follow up	April - June 2020
Determine follow-up activities	June - July 2020

3.5 Barriers and challenges for the activity

A major hindrances that could play a role in this project will be the continued uncertainty and measures caused by “Covid-19”? In case the premises of NHL Stenden are still blocked for event-like activities in 2021, the project execution will see effect. If such a situation should occur, the event will be delayed. The new thing of this event is the awareness it will create for the Center for Entrepreneurship. The (internal) stakeholders will feel encouraged to support this planned as it contributes to the realisation of the institute’s plans and strategy to support student’s entrepreneurship. The event itself will encourage the CfE’s network partners to contribute to the event and engage themselves further to the CfE. This implies for government, businesses and other institutions.

3.6 Applying the HEInnovate platform to support Activity 2

The HEInnovate tool will be presented as part of the programme during the external event. The BeyondScale project will be presented as integral partner of the Center for Entrepreneurship. We intent to invite the BeyondScale project participants to the symposium as keynote speaker and visiting partners. The HEInnovate self-assessment tool will be used for a regular measurement during the symposium. Awareness for entrepreneurship supporting activities of NHL Stenden will increase amongst students and University staff. The growing participation of students and staff in the entrepreneurship programmes will increase the number and quality of entrepreneurs in our region.



university of
applied sciences

