

HEINNOVATE COUNTRY REVIEWS METHODOLOGY

Rationale

1. Innovation and entrepreneurship in higher education are no longer only associated with technology transfer, commercialisation of research and start-ups, but are increasingly understood as core elements of a procedural framework for how organisations and individuals behave, for example, in how links between education and research are created and nurtured, how societal engagement and knowledge exchange are organised, how resources are build and managed for effective partnerships, and how entrepreneurs are supported. Entrepreneurial and innovative higher education institutions (HEIs) create public value via open engagement, mutual learning, discovery and exchange, and support the creation and growth of new firms.

2. Essential is an effective organisational design, support structures and incentives to empower staff and students to demonstrate enterprise, innovation and creativity in education, research and societal engagement. For this, HEIs need to continuously augment their organisational capacity and a common starting point is the presence of an all-encompassing leadership, strategic planning and professional management of resources. Transforming (traditional) HEIs into innovative and entrepreneurial organisations is neither an easy nor a straightforward endeavour. Major obstacles may also lie deep in the higher education system. Adequate funding arrangements, a high level of institutional autonomy, accountability mechanisms that enhance flexibility, agility and sustainability, as well as close links with strategic partners at local, national and international levels are indispensable building blocks.

3. While HEIs in Europe are beginning to introduce strategies and practices in this area, the progress is uneven, both across and within countries, and efforts are needed to spread the most promising initiatives and level up performance. To this end, the European Commission and the OECD joined efforts to develop HEInnovate – a Guiding Framework for the innovative and entrepreneurial higher education institution with the following seven dimensions:

- Leadership and Governance
- Organisational Capacity: Funding, People and Incentives
- Entrepreneurial Teaching and Learning
- Preparing and Supporting Entrepreneurs
- Knowledge Exchange and Collaboration

- The Internationalised Institution
- Measuring the Impact

4. The Guiding Framework offers a free online tool (www.heinnovate.eu), which allows HEIs to easily gather the views and opinions of key internal and external stakeholders on the status quo and potential areas of change against the seven dimensions. The HEInnovate tool has an instant reporting function with the possibility to compare results over time, and offers cases studies and workshop facilitation tools. The tool is currently used by more than 800 HEIs around the world.

5. The Guiding Framework is also used for country reviews. Since 2013, Bulgaria, Ireland, Poland, Hungary, and the Netherlands have participated in HEInnovate country reviews. More countries will participate in the period 2017-18.

HEInnovate country review methodology

Objective

6. The objective of the HEInnovate country reviews is to establish, within the conceptual framework of HEInnovate, an independent review setting, in which key barriers and enablers, challenges and opportunities will be identified and recommendations provided. An important aim of the country review is to identify, analyse and document good and promising initiatives in HEIs. The recommendations will target both measures that the higher education institutions may undertake themselves and policy measures that can be promoted by national government and sub-national government structures. Recommendations, good practices and learning models are shared with other countries as inspirations for novel actions.

Key stakeholders

7. Key stakeholders in HEInnovate country reviews are:
- A selected number of higher education institutions per country. This would ideally include the 'leading' higher education institutions in the country in terms of number of students, breath of teaching and research, internationalisation, knowledge exchange activities as well as institutions aspiring to become entrepreneurial higher education institutions. These HEIs will be visited by an international review panel.
 - Key actors in the national higher education system; this can include national student representation movements.
 - Key actors in the national and local start-up support systems, that is, organisations providing financial and non-financial business start-up and development support focusing on academic entrepreneurship.

Review phases

8. Each review will take approximately 12 months to complete and include four phases:
1. Preparation phase
 2. Study visit

3. Report preparation
4. Dissemination of findings

These four phases are briefly described below.

1. Preparation phase

Establishment of a steering group

9. The first step in the preparation phase is the establishment of a steering group from the reviewed country that will be involved during the whole process of the review. This group will include representatives from government ministries responsible for higher education, research, technology transfer, employment and entrepreneurship policies.

Selection of HEIs

10. Between 6-8 HEIs will be selected for an in-depth review. The selection will be jointly made by the partner Ministry, the European Commission and the OECD.

Background report

11. The partner Ministry will prepare a background report on:

- National higher education system
- The national support framework for entrepreneurship, innovation and knowledge exchange
- The role of higher education institutions in promoting entrepreneurship and innovation
- Profiles of the selected higher education institutions
- Socio-economic profiles of their surrounding local/regional economies
- Identification of examples of good practices in the country

Self-assessment

12. All HEIs in the country will be invited to undertake a self-assessment against the Guiding Framework using the group function of the HEInnovate online tool. The selected HEIs are expected to complete the self-assessment.

HEI Leader survey

13. An electronic survey will be administered to the leadership of all HEIs in the country. The questionnaire is following the Guiding Framework. Invitation letters will be sent to the rectors.

Kick-off workshop

14. A half-day kick-off workshop hosted by the partner ministry ends the preparation phase. All selected HEIs will participate in this workshop and will present their self-assessment. The partner

Ministry will present the background report and the OECD and EC will present the next steps of the country level review.

2. Study visit

15. An international review team, led by the OECD Secretariat, will undertake a study visit to the country and the selected higher education institutions. During the study mission, a series of individual interviews, focus groups and roundtable meetings will be held with local stakeholders. The meetings will enable the gathering of systematic information on challenges in the current approach to graduate entrepreneurship support and opportunities for improvements.

3. Review report

16. A report will be prepared for the country presenting the following:

- Nature of the higher education system and its national institutional framework with respect to the Guiding Framework;
- HEI Leader survey results;
- In-depth assessment of the strengths and weaknesses of the selected higher education institutions on each of the dimensions of the Guiding Framework, on opportunities for improvement and challenges, and recommended actions for higher education institutions and governments (Action Plan); and
- International learning models that provide illustrations of the recommendations and how these can be achieved.

4. Dissemination workshop

17. An interactive workshop will be organised to present the final report, the recommended actions and examples of learning models. The workshop will also discuss the HEInnovate Guiding Framework in detail and provide the opportunity for HEIs to undertake the self-assessment and to engage in a peer-discussion of results.

Follow-up activities

18. The overall aim of the HEInnovate country reviews is to identify with the partner Ministry and the other members of steering group follow-up activities on the review recommendations.

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