



# Enhancing HEI's participation in regional smart specialisation strategies using self-assessment

## Module 1

## Introduction – the Entrepreneurial University

# AUTHORIZATI ON



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# Module Objectives

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- Understand the three **roles of universities** and its complementarity;
- Connect the concept of **Entrepreneurial University** with the aims of the **HEInnovate** tool;
- Be familiar with the **RE-ACT project** and how it can support HEIs in their engagement in regional smart specialization strategies.
- Get to know ongoing initiatives aimed at fostering **collaboration between HEIs and other regional stakeholders**

# CHAPTER 1.1

## **Course presentation**

The RE-ACT course for Higher  
Education Institutions

# RE-ACT Course

*Why is this course  
useful for me and my  
University?*



This course will give you the knowledge and tools to **boost the participation of your HEI in your regional smart specialisation strategy.**

At the end of this journey you will be able to:

- ✓ Understand HEIs current positioning and have awareness about the latent **potential for HEIs to play a pivotal role** in the design and implementation of innovation-driven **regional development strategies;**
- ✓ Be familiar with the **HEInnovate tool**, its aims and resources, as well as with the self assessment process for HEIs using HEInnovate;
- ✓ Be familiar with the **HEInnovate for RIS3 new self-reflection online tool**, its aims and connection to HEInnovate;
- ✓ **Perform a self-assessment** of the own HEI using the HEInnovate for RIS3 new self-reflection online tool;
- ✓ Analyse the results from HEInnovate for RIS3 via peer support meetings and start to develop **organisational action plans** based on the self- assessment results.

# COURSE STRUCTURE AND METHODOLOGIES – HOW WILL IT WORK?

**I. Understanding the concepts and tools**  
(training, debate, self-study)

**II. Hands on!**  
(using self-assessment tools with your HEI)



Part I. HEIs and regional innovation strategies	Duration (total)	Training session	Self-study	Dates
Module 1. Introduction – The entrepreneurial university	1 h	1 h	-	
Module 2. RIS3 and Higher Education Institutions	5h30	2h30	3h	
Module 3. HEInnovate and the new HEInnovate for RIS3	5h30	2h30	3h	



Part II. Enhancing HEI's participation in regional innovation strategies	Duration	Activities	Dates
Step 1. Self-assessment with HEInnovate for RIS3	6h	Self-assessment exercise	
Step 2. Organisational action plans	6h	Peer support meetings	

# CHAPTER 1.2

## The Entrepreneurial University and HEInnovate



- *What should be the roles of universities?*

- Regarding their “internal community”: students, researchers, professors
- In the context where they are inserted: in connection to the industry, to the policy-makers, to the community



**Short activity** (5 minutes): write a maximum of 3 key-words or expressions about what you think SHOULD BE the role of a University.

# The roles of Universities

*Are these roles conflicting?*

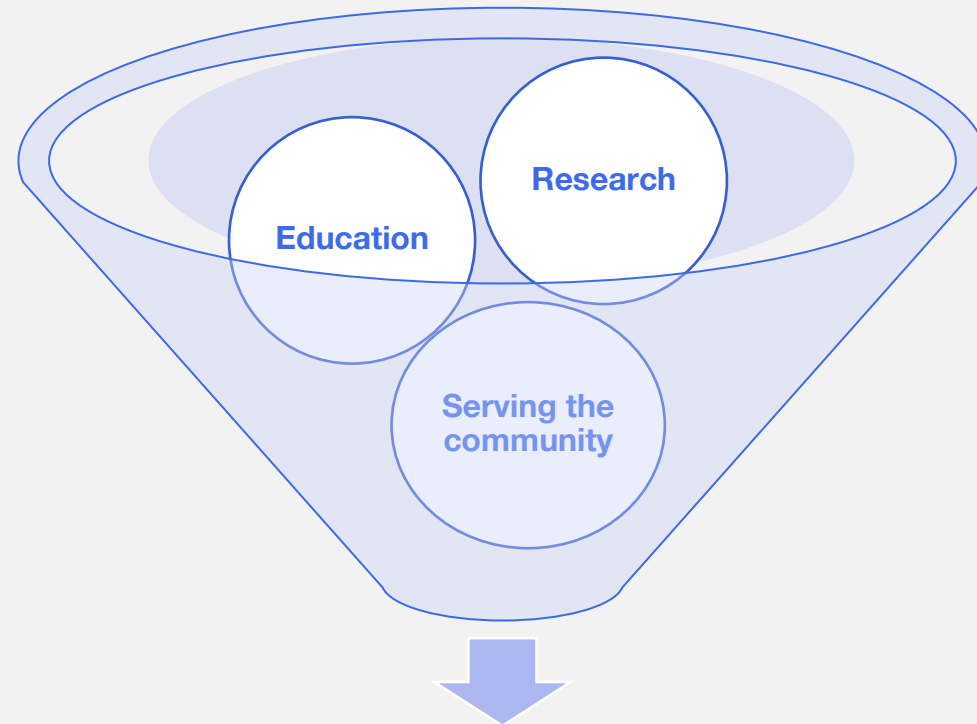


**Educational (first mission): qualifying the human capital**

**Research (second mission): producing new knowledge**

HEIs are not only responsible for qualifying the human capital and producing new knowledge.

**Universities must engage with societal needs and market demands by linking the university's activity with its own socio-economic context.**



**Entrepreneurial University**  
**Civic University**



“The **entrepreneurial university** incorporates the teaching and research academic models and takes them to the next stage of development, integrating forward and reverse linear models into a renewed ‘social contract’ between the university and the larger society, **for creating economic and social enterprises as the quid pro quo for large-scale funding of the academic enterprise.**”

*Etzkowitz (2013; p. 507)*

“**Entrepreneurial higher education institutions** are designed to **empower staff and students** to demonstrate enterprise, innovation and creativity in research, teaching and pursuit and use of knowledge across boundaries. They contribute effectively to the **enhancement of learning** in a societal environment characterised by high levels of uncertainty and complexity, and they are **dedicated to creating public value via a process of open engagement, mutual learning, discovery and exchange with all stakeholders in society** - local, national and international.”

*Gibb et al. (2014)*

**Entrepreneurial HEIs integrate and coordinate innovative activities across the institution and beyond!**

# The Entrepreneurial University

*But what does it mean concretely to be an entrepreneurial university?*



- ✓ **Interaction.** The entrepreneurial university **interacts closely with industry and government**; it is not an ivory-tower university isolated from society;
- ✓ **Independence.** The entrepreneurial university is a relatively **independent institution**; it is not a dependent creature of another institutional sphere;
- ✓ **Hybridization.** The resolution of the tensions between the principles of **interaction and independence** is an impetus to the creation of **hybrid organizational formats** to realize both objectives simultaneously.
- ✓ **Reciprocity.** There is a continuing **renovation of the internal structure of the university as its relation to industry and government changes**, and of industry and government as their relationship to the university is revised.

Etzkowitz (2013; p. 491)

In practical terms, an **Entrepreneurial University**:

1. Ensures the integration of innovation policies in the institutional, governmental practice;
2. Stimulates the creation and development of public-private R&D partnerships;
3. Encourages the transfer of new knowledge to all users.



[www.heinnovate.eu](http://www.heinnovate.eu)

How do I know if my university is entrepreneurial?



- What?** Self-assessment tool supporting HEIs to reflect about its entrepreneurial / innovative nature
- By who?** Initiative of the European Commission and OECD
- To whom?** For HEIs who wish to explore their innovative potential
- How?** HEIs can identify and assess their capabilities in eight dimensions.



Leadership and Governance



Organisational Capacity: Funding, People and Incentives



Entrepreneurial Teaching and Learning



Preparing and Supporting Entrepreneurs



Digital Transformation and Capability



Knowledge Exchange and Collaboration



The Internationalised Institution



Measuring Impact

HEInnovate users can rate statements related to each area on a scale from 'not applicable' (n/a) to 5, according to how much they agree or disagree with the statement in relation to their institution.





## Debate Sharing experiences

- ✓ Do you know HEInnovate?
- ✓ Do you know if your HEI has used HEInnovate?
- ✓ What is your impression about HEInnovate?



After this session, try to investigate more about HEInnovate and your university, as it will be helpful for future sessions. For example, if HEInnovate has been used, try to find out when, who was involved in the assessment process, etc.



# CHAPTER 1.3

## The RE-ACT Project

RE-ACT - EXPLORE THE INNOVATIVE POTENTIAL OF YOUR UNIVERSITY!

<http://ris3heinnovate.eu/>



**RE-ACT**

Self-reflection Tools for Smart Universities Acting Regionally



[Home](#) [The Project](#) [HEInnovate](#) [Download Area](#) [News & Events](#) [Contact Us](#)



# SELF-REFLECTION TOOLS FOR SMART UNIVERSITIES ACTING REGIONALLY

*RE-ACT will develop, test and scale-up an innovative tool, using an interactive methodological approach and producing a useful set of resources - HEINNOVATE for RIS3- that will support HEIs*

[KNOW THE PROJECT](#)

[CONTACT US](#)





RE-ACT aims to support HEIs to revise their strategies, structures and actions in order to become **more engaged in the regional innovation ecosystem**

As a HEI representative you will:

- Better understand the **role of my HEI in the regional ecosystem** and how all regional players can benefit;
- Use **self-assessment tools** to understand where we are in terms of being an active **entrepreneurial university**;
- Develop a vision of **becoming an entrepreneurial smart university** regionally embedded and turn this **vision into an action plan**
- Dialogue and **collaborate with other Universities and other regional representatives** of the industry, policy and the community



*What does RE-ACT have to do with Entrepreneurial Universities? What's on it for me?*

***RE-ACT supports Higher Education Institutions who wish to explore their innovative potential.***

# RESULTS CONSORTIUM

HEInnovate for RIS3 online self-assessment tool and supporting resources



Porto Business School  
(coordinator)  
[www.pbs.up.pt/](http://www.pbs.up.pt/)

Capacity building programmes and resources for HEIs and regional actors



Corvinus University of Budapest  
[www.uni-corvinus.hu/](http://www.uni-corvinus.hu/)

HEIs' self-assessment, organisational action plan and joint positioning



Technical University of Kosice  
[www.tuke.sk/](http://www.tuke.sk/)

RIS3 design and other collaborative processes leveraged by HEIs and engaging key actors of the quadruple helix



University Babeş-Bolyai  
[www.ubbcluj.ro/](http://www.ubbcluj.ro/)

Trans-regional spillovers underpinned by a validated framework and facilitated by an effective peer support mechanism



University of Macerata  
[www.unimc.it/](http://www.unimc.it/)

White Paper with policy recommendations for HEInnovate for RIS3



SERN  
[www.startupregions.eu/](http://www.startupregions.eu/)

REGIONS NETWORK

of the European Union



# OVERVIEW



● Research phase  
● Training and collaboration

# RESEARCH PHASE



## Research activities

Literature Review

The role of HEIs in their regional environment. RIS3 and HEInnovate implication

Delphi Technique

HEInnovate implementation to enable HEIs to better operate within their regional innovation system

Interviews

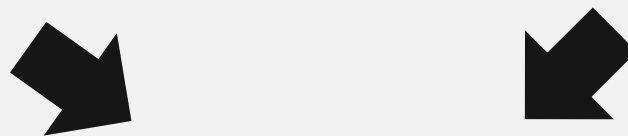
Revision and implementation of HEIs involvement in RIS3.



## Research questions

*What and how should be changed in **HEInnovate** to be more in line with **RIS3 approach**, and contribute to a more efficient involvement of HEIs in RIS3 process?*

*How can **HEInnovate** provide support in strengthening the role of HEIs as actors in regional innovation system?*



Research Report

# CHAPTER 1.4

## Other relevant initiatives

## BeyondScale

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



- ✓ Create a community of practice among HEIs and their stakeholders thus promoting the take-up of practical entrepreneurial experiences and activities focused on strengthening the links between education, research and business
- ✓ Further develop the HEInnovate approach
- ✓ Provide learning models for higher education actors, policy-makers and academy

<https://www.beyondscale.eu/>



## UASIMAP – Mapping Regional Engagement of Universities of Applied Sciences



- ✓ To map and further support the regional engagement activities of European professional higher education institutions, in particular Universities of Applied Sciences (UAS).
- ✓ To develop a self-reflection tool which will measure UAS local engagement and development of their further strategies
- ✓ collect good practices of successful UAS engagement on the local level

<https://uasimap.eu/>

# OTHER PROJECTS AND PROGRAMS ADDRESSING HEIs' REGIONAL ENGAGEMENT



## THEI2.0 - Towards HEInnovate2.0: From assessment to action



- ✓ Develop an increased and improved version of the HEInnovate, offering the HEInnovate user a set of new features
- ✓ Support decision making by HEIs decision-makers, in order to make them more innovative and entrepreneurial, allowing greater involvement

<http://www.thei2.eu/>



# Conclusions

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- The idea of **Entrepreneurial University** relates to a strong interaction of HEIs with various stakeholders and contributing to the economy and society.
- **HEInnovate** (as well as other initiatives) are supporting HEIs in various countries to become more innovative and entrepreneurial.
- **RE-ACT** project proposes activities for HEIs to learn more about key concepts, to understand and improve their positioning and relation to relevant regional stakeholders

