HEI INNOVATIVE AND ENTREPRENEURIAL DEVELOPMENT ANALYSIS: STEPS AND TOOLS

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This paper investigates approaches to the analysis of innovative and entrepreneurial development of HEI based on HEI Self-assessment methodology and considering PDCA cycle, as well as using the experience of the 4InnoPipe project.

Innovations and entrepreneurship are the drivers that move education on the path of transforming acquired competencies into successful results. Modern universities introduce a wide range of educational products to support and develop innovation and entrepreneurship. At the same time, in this process of movement from education to its results, precisely in terms of producing innovations and being able to bring them to the market, it is quite difficult to see the relationship between educational initiatives, efforts and results. An important issue for educators seeking to promote innovation and boost entrepreneurship is how to track the effectiveness of this process and measure results. Identifying steps and tools for monitoring and evaluating the effective management of innovative and entrepreneurial competencies is a way to solve the specified problem.

Goal setting. Stated goal is the starting point to define directions and set indicators for tracing progress and measuring results. Therefore, HEI's first task is to justify and formulate a goal for increasing its innovative and entrepreneurial potential.

Planning and evaluating KPI. The next step is defining KPI to guide HEI toward achieving the goal. Mentioned KPI can be based on the methodology of HEI Self-assessment [1]. HEInnovate Action Card Set [2] provides universities with directions and steps to improve their entrepreneurial status. HEInnovate Self-assessment methodology describes eight dimensions to assess university entrepreneurial position. Based on analysis of these dimensions they can be defined through four HEI activity areas: Management and Leadership, Education in Entrepreneurship and Innovations, Digital Services and Infrastructure, Innovation Ecosystem. Consequently, HEI KPI in innovative and entrepreneurial development can be defined in these four directions as quantitative and qualitative characteristics.

Maturity development. HEI innovative and entrepreneurial development is based on continuous improvement and can be regulated through the PDCA cycle (Plan-Do-Check-Act) [3]. Appropriately, defined goals guide directions (plan); implementation of measures ensures and records results (do); evaluation of KPIs provides the data for analysis and

conclusions regarding the current level of indicators to define deviations and progress necessary to update HEI entrepreneurial and innovative position (check); implementation and standardization enable the dissemination of proven initiatives (act); periodic audit

collects data and initiates a continuous transition to the next cycle. HEInnovate Action Cards approach is based on seven levels for HEI entrepreneurial development (Entrepreneurial Aspirant, Builder, Educator, Internal Performer, Regional Performer, International Performer, Guru), that enables constant transformation from the current level to the next through appropriate actions.

Results interpretation. Evaluation process and results interpretation for HEI innovative entrepreneurial development assessment can be provided based on timing for assessment (once a year and/or considering milestones); progress (survey-questionnaire before and after actions); impact (in-depth interviews, factor analysis), post-audit (monitoring of impact based on delayed effects).

To conclude, HEI innovative and entrepreneurial development is a continuous process that includes HEI activity directions: organizational, educational, digital and ecosystem building, with provision of communication and dissemination. Mentioned directions and actions are currently implemented within the framework of the 4InnoPipe project [4] with the support of the European Institute of Innovation & Technology. These directions and corresponding steps are implemented by universities, and the best way to do this is through partnership within the framework of EU project activities.

References

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