

Leadership and Governance



Entrepreneurial leadership and accountable governance are crucial to developing an entrepreneurial and innovative culture within an HEI. Such leadership defines entrepreneurship as a strategic priority and takes entrepreneurial and innovative practices from one-off experiment to an integrated approach that is core to how the HEI undertakes teaching, research and knowledge

exchange.

1. Entrepreneurship and innovation are a major part of the HEI's strategy.
2. Leadership of the HEI demonstrates entrepreneurial attitude and competences that drive institutional change
3. There is a structure/system for coordinating and integrating entrepreneurial activities across the HEI to facilitate the implementation of the institutional entrepreneurial agenda.
4. The HEI encourages and supports faculties, departments, units, teams and individuals to act entrepreneurially.
5. The HEI is a driving force for entrepreneurship and innovation in regional, social, community development and addressing societal challenges.

Organisational Capacity: People, Resources, Incentives and Rewards



The organisational capacity of an HEI drives its ability to deliver on its entrepreneurial strategy. If an HEI is committed to carrying out entrepreneurial activities to support its strategic objectives, then key resources such as people, funding and investments, expertise and knowledge, reward and incentive systems need to be in place to sustain and grow its capacity for

entrepreneurship and innovation.

1. Entrepreneurship and innovation are supported by the institutional culture and sustainable funding.
2. Building new relationships and synergies are fostered by supportive institutional policies.
3. The HEI engages, recruits and promotes individuals with entrepreneurial attitudes, behaviour and experience.
4. The HEI invests in staff training and development to support its entrepreneurial and innovative agenda.
5. Rewards, incentives and recognition in career progression are given to staff who actively support the entrepreneurial and innovative agenda of the HEI.



Entrepreneurial Teaching and Learning



Entrepreneurial teaching and learning involve exploring pedagogies, practices and flexible learning pathways to stimulate entrepreneurial mindsets in an inclusive and sustainable way. While the idea of creating a start-up remains a powerful and versatile pedagogical tool, entrepreneurship education is not just learning about how to transform an idea into a sustainable business. It is also about being exposed to entrepreneurial experiences and acquiring the skills and competences for developing an entrepreneurial mindset and equipping students to be able to contribute to addressing challenging issues such as sustainability and the UN Sustainable Development Goals (SDGs).

1. The HEI provides diverse formal learning opportunities including the use of flexible learning pathways to develop entrepreneurial mindsets and competences.
2. The HEI provides a wide range of informal learning opportunities and experiences to stimulate the development of entrepreneurial mindsets and competences.
3. The HEI validates and assesses entrepreneurial learning outcomes and impacts.
4. The HEI co-designs and delivers a curriculum with external stakeholders which responds to societal challenges.
5. Results of entrepreneurship research are integrated into teaching and learning activities.

Preparing and Supporting Entrepreneurs



HEIs can help students, graduates and staff consider starting a business as a career option. At the outset it is important to help individuals reflect on the commercial, social, environmental, and lifestyle objectives related to their entrepreneurial aspirations and intentions. For those who decide to proceed to start a business, or other type of venture, targeted assistance can then be offered in generating, evaluating and acting upon the idea, building the skills necessary for successful entrepreneurship, and importantly finding relevant team members and getting access to appropriate finance and effective networks. In offering such support, an HEI should ideally act as part of a wider business support ecosystem rather than operating in isolation.

1. The HEI increases awareness of entrepreneurship and stimulates the entrepreneurial intentions of students, graduates and staff to start-up a business or venture
2. The HEI supports its students, graduates and staff in starting, running and growing a business or new venture.
3. Mentoring and other forms of personal and entrepreneurial project development are offered.
4. The HEI offers or facilitates access to business incubation, acceleration, and financing.
5. Global challenges are reflected in the HEI's entrepreneurial initiatives.



Digital Transformation and Capability



HEIs are already deploying digital technologies, however the uptake and integration varies among and within institutions. HEIs should make the most out of the opportunities presented by digital transformation and consider digital technologies as a key enabler of innovation and entrepreneurship. An HEI's digital capability is defined as the ability

to integrate, optimise and transform digital technologies to support innovation and entrepreneurship.

1. The HEI fosters a digital culture and implements and monitors a digital strategy supporting innovation and entrepreneurship.
2. The HEI invests in, manages and continuously improves a digital infrastructure that supports innovation and entrepreneurship.
3. The HEI actively supports the use of digital technologies to enhance quality and equity in entrepreneurial teaching, learning and assessment.
4. The HEI actively uses open educational resources, open science and open data practices to improve the performance of the institution and increase impact on its entrepreneurial ecosystem.
5. The HEI makes full use of its digital capacity to promote sustainable and inclusive innovation and entrepreneurship.

Entrepreneurial ecosystem and networks



An entrepreneurial and innovative HEI proactively connects with its ecosystem (intended as an array of interlinked actors pooling skills and resources to pursue a common goal) to deliver social, cultural and economic benefits. The capacity to connect with entrepreneurial ecosystems and networks represents an important catalyst for organisational innovation in the HEI. It also helps the

advancement of teaching and research, and transforms the HEI into an important actor in regional development and issues related to territorial cohesion.

1. The HEI creates effective collaboration and enhances synergies with its entrepreneurial ecosystem and networks.
2. The HEI is an active partner in developing and implementing local and regional entrepreneurial and innovation strategies.
3. The HEI has strong links with incubators, accelerators, science parks and other external initiatives supporting the development of a sustainable entrepreneurial ecosystem.
4. The HEI integrates research, education and knowledge exchange to build resilient communities.



The Internationalised Institution



A sustainable entrepreneurial HEI integrates the international into the design and delivery of education, research, and knowledge exchange by introducing new questions, approaches and alternative ways of thinking. Through considering international societal challenges, including the UN SDGs, the entrepreneurial HEI is also better equipped to support its ecosystem.

1. The HEI reflects on global trends, societal and ecological challenges in its entrepreneurial agenda.
2. The HEI explicitly supports inclusive and sustainable forms of mobility of its staff and students.
3. The HEI's entrepreneurial agenda contributes to global and social cohesion, mitigation of climate change and the HEI carbon neutrality.
4. The HEI engages in deep transnational cooperation with other European HEIs. The HEI places European cooperation at the core of its strategy and considers it as a driver for creativity and innovation
5. The HEI pursues international engagement across all its activities: teaching, research and knowledge exchange to deliver impact at local, regional, national and international levels.

Impact of the entrepreneurial HEI



Entrepreneurial and innovative higher education institutions need to understand the impact of the changes they bring about. The entrepreneurial HEI combines institutional self-perception, external reflection and an evidence-based approach. An HEI that monitors the impact of all activities connected to the entrepreneurial and innovation agenda generates valuable information and data to be used to improve its own performance. Metrics should span beyond spin-off creation, the volume and quality of intellectual property generation and research income generation. Assessment activities should focus also on graduate entrepreneurship, skills and competence development, teaching and learning outcomes, talent retention, contribution to global, national and local economic development or the impact of the institution's broader entrepreneurial agenda.

1. The impact of the HEI's entrepreneurial activities is regularly assessed across all its activities.
2. The HEI assesses the impact of its entrepreneurial agenda with key performance indicators, narratives and dedicated assessment tools.
3. The performance indicators allow for comparisons with other national or international peers.
4. The learning generated from the assessment of impact drives the further development of the entrepreneurial and innovation activities of the HEI to enhance its future impact.

