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THEI2.0 – Towards HEInnovate2.0: From assessment to action

Project Reference: 612868-EPP-1-2019-1-PT-EPPKA3-PI-FORWARD



D8.4 A Set of Finalised Unique Digital Badges

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Partners and team



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CONTENTS

1. Background and Objectives

2. Assessment Process and Criteria

3. Applicant Guidelines

4. Appendix:

- Digital Badge Self-Reflection Surveys (Bronze, Silver, Gold)
- Letter of support template
- THEI2.0 Profiles
- Entrepreneurial Vision Statement Template
- HEInnovate's Eight Dimensions
- THEI2.0 eHEI Cards
- Plan to Action Template
- Prepare Your Pitch Template
- Certificate Templates

1. Background and Objectives

The **THEI2.0 Digital Badges** were developed in 2021 as part of the **ERASMUS+ funded THEI2.0 project**, led by the University of Aveiro, Portugal. **They are designed to support Universities/HEIs in their efforts to become more entrepreneurial by helping raise awareness of the HEInnovate tool and its associated resources, increasing the tool's usership and enhancing its overall impact.** The *Digital Badges* add value to Universities'/HEIs' entrepreneurial endeavours by introducing participants to the unique *THEI2.0 Profiling Model* and encouraging them to develop and implement an effective Entrepreneurial Action Plan for their organisation. As the *Digital Badges* recognise Individual, Team or Institutional entrepreneurial efforts, they can act as a valuable component to support internal staff and departmental evaluation processes. The award of a Digital Badge highlights entrepreneurial champions who are helping the HEI/University progress on its entrepreneurial journey.

2. Assessment Process and Criteria

Digital Badges are assessed and awarded based on the information provided. The process assesses the extent to which the applicant has addressed the various questions, has completed the actions and supplied the relevant evidence where required. In some cases it may be necessary to request clarification, further verification or additional information from the applicant before the Badge can be awarded.

Data supplied by Individuals/Teams/Institutions as part of the Digital Badges application process are treated as strictly confidential. Data are managed and stored in accordance with GDPR. Following an initial check by the Digital Badges Co-ordinator, any applicant-identifying information is removed from the documentation before being passed to the Digital Badges Assessment Committee for objective 'blind' assessment.

Assessment Criteria

1. All sections of the application form must be completed in full, with the requested details provided.
2. It should be clear from the details provided whether the applicant is applying as an individual, a department/faculty or an institution.
3. Where long answers or explanations are required, these must be provided in sufficient detail.
4. Where the applicant is requested to upload additional documentation (e.g. Letter of Support, Entrepreneurial Vision Statement, Plan to Action, previous Badge Certificate, etc), this must be provided and comprise the necessary detail.
5. The Letter of Support must be signed, stamped and dated by the appropriate person in authority (e.g. Line Manager/Senior Manager).

6. Overall, in order to award a badge, the Committee should be satisfied that the answers and documentation provided are sufficient to evidence that the applicant has genuinely engaged with the *HEInnovate* and *THEI2.0* tools to the extent requested. If there is any doubt – particularly with the Silver and Gold Badges – the Committee may request clarification or further information.
7. Applications for Digital Badges should be acknowledged by the Committee within seven days from the date of submission, advising that a decision on the application will be returned to the applicant within a maximum of 4 weeks.

The Digital Badges Committee

The THEI2.0 Project Team acknowledges that the assessment process needs to be independent and that, currently, team members do not have the required authority to make judgements on awarding the badges. In due course, should the Digital Badges be adopted by the European Commission/Technopolis, assessment criteria will be further clarified by the relevant administering organization and an appropriate independent assessment team will be set up.

For the purposes of creating and piloting the Digital Badges within the THEI2.0 project, the assessment committee comprised the following:

- Dr. Katja Lahikainen, Lappeenranta University of Technology, Finland (Chair)
- Ms Hilka Laakso, Lappeenranta University of Technology, Finland (Secretary)
- Dr. Barbara Gabriel, University of Aveiro, Portugal
- Dr Ester Bernado Mansilla, Tecnocampus, Spain
- Professor Kaus Sailer, Strascheg Center for Entrepreneurship, Germany
- Professor Colette Henry, Dundalk Institute of Technology, Ireland



3. Applicant Guidelines

All information relating to the Digital Badges is available on the THEI2.0 website (thei2.eu). During the piloting phase, applicants can apply for the Digital Badges via the THEI2.0 website. They may apply for each of the three Badges as an:

- Individual
- Department/Group/Faculty
- Institution

Each badge has an explanatory video on the THEI2.0 project website (thei2.eu) outlining the application process, learning outcomes and the evidence required for assessment. The value of applying for and obtaining the badge is also explained.

Applicants will need to indicate their category of application (i.e., Individual; Department/Group/Faculty, or Institution) at the outset. Applicants will then need to stay within that category as they progress from Bronze to Silver to Gold. Please note that it is not possible to start out with the Bronze Badge as an Individual applicant and then change to a Departmental or Institutional applicant for the Silver or Gold Badges. Each category will need to start with the Bronze Badge and work sequentially through Silver and Gold.

Bronze Badge

To apply for the **Bronze Badge**, applicants are required to:

- Visit the THEI2.0 website and watch the **Bronze Badge video**.
- Using the '**Letter of Support**' **template** available on the THEI2.0 website, provide a Letter of Support from your University/HEI – signed and stamped by the President, Line manager or a member of your Senior Management Team.
- Visit the *HEInnovate* website and complete the **self-assessment HEInnovate questionnaire**.
- Visit the *HEInnovate* website and select one **Case Study** to read.
- Visit the THEI2.0 website and select one **User Case Study** to read.
- Visit the THEI2.0 website, download the **eHEI Profiles Document** and, using your completed *HEInnovate* survey results, identify and determine which profile best fits your University/HEI.
- Finally, complete the Bronze Self Reflection Survey and upload your signed 'Letter of Support.'



Silver Badge

To apply for the **Silver Badge**, applicants are required to:

- First, successfully complete the **Bronze Badge**.
- Visit the THEI2.0 website and watch the **Silver Badge video**.
- Using the '**Letter of Support**' **template** available on the THEI2.0 website, provide a Letter of Support from your University/HEI – signed and stamped by the President, Line manager or a member of your Senior Management Team.
- Create a small team of **three** or more staff members.
- As a team, (using the **Entrepreneurial Vision Statement Template** available on the THEI2.0 website), create an Entrepreneurial Vision Statement - one that is aligned with your University's/HEI's eHEI Profile and organisational strategy. This Statement should reflect what you and your team are aiming to achieve to help your University/HEI become more entrepreneurial.
- Identify one of **HEInnovate's eight dimensions** that you feel will help achieve this vision.
- Read about the **eHEI Recommendation Cards** which you will use with your team.
- Download the **eHEI Recommendation Cards** associated with the above dimension.
- Read one Card (all team members read the same card), discuss and identify one action from this card that will help you achieve the Entrepreneurial Vision Statement you have created for your University/HEI.
- Discuss each action within the team and prioritise the **top three actions** using the '**Plan to Action**' template (to be completed by the team).
- Summarise (as a team) key actions and complete the '**Prepare your Pitch**' template.
- Finally, complete the **Silver Badge Self-Reflection Survey** and upload your completed 'Letter of Support,' 'Plan to Action,' 'Prepare to Pitch' and 'Entrepreneurial Vision Statement' templates as pdf files. In addition, you will also need to upload the **Bronze Badge Certificate (pdf)** which you previously received from the Digital Badge Award Committee.

Gold Badge

To apply for the **Gold Badge**, applicants are required to:

- First, successfully complete the **Bronze and Silver Badges**.
- Visit the THEI2.0 website and watch the **Gold Badge video**.
- Complete all of the actions you identified in your '**Plan to Action**' **template** (from your Silver Badge application).
- Using the '**Letter of Support**' **template** available on the THEI2.0 website, provide a Letter of Support from your University/HEI – signed and stamped by the President, Line manager or a member of your Senior Management Team.



- Prepare relevant evidence in an **'Evidence File'** to support your answers and to demonstrate that the plans/actions you mentioned have been implemented.
- Finally, complete the **Gold Self-Reflection Survey** and upload your 'Letter of Support' and 'Evidence File' as pdf files. You will also need to upload your **Silver Badge Certificates (pdfs)** which you previously received from the Digital Badge Award Committee.



4. Appendix:



THEI2.0: Self-Reflection Survey - Bronze Badge

Please indicate if you are applying for the Bronze Badge as an:

- **Individual**
- **Department/Group/Faculty**
- **Institution**

Please provide your contact details in the box below:

Contact Person Name:

E-mail:

Department/Group/Faculty:

Institution:

Before completing this Self-Reflection Survey for the Bronze Badge, applicants will need to complete the self-assessment *HEInnovate* questionnaire available via the HEInnovate website: <https://heinnovate.eu/en>

If you are unfamiliar with HEInnovate, you should watch this introductory video: <https://heinnovate.eu/en/node/add/self-assessment>

Please also visit the THEI2.0 website: <http://www.thei2.eu/> to determine your profile and download the relevant learning resources.

Applicants will also need to provide a Letter of Support - signed and stamped - from their President or a member of their Institution's Senior Management Team (template available on the THEI2.0 website) confirming support for this Bronze Badge application.

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Section 1: The *HEInnovate* tool – These questions deal specifically with the *HEInnovate* tool

1) Was this your first time completing the *HEInnovate self-assessment*?

Yes

No

2) How useful did you find the tool? (1= not very useful; 5 = extremely useful)

1

2

3

4

5

3) On a scale from 1 to 5, where 1 means “strongly disagree” and 5 means “strongly agree”, please indicate the extent to which you agree with the following statements:

- I am now familiar with the *HEInnovate* tool and understand its potential

1

2

3

4

5

- The *HEInnovate* tool has allowed me to identify areas of strengths and weaknesses in my HEI

1

2

3

4

5

- The *HEInnovate* tool has allowed me to identify potential actions for change in my HEI

1

2

3

4



5

- Completing the *HEInnovate* self-assessment survey has inspired me to implement changes across the different dimensions within my HEI

1
2
3
4
5

Section 2: Strategic Objectives – These questions deal specifically with your HEI's strategic objectives

4) Which of the following *HEInnovate* dimensions do you feel are the most important for your HEI?
(Please tick all that apply)

- 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

5) Please indicate the top three *HEInnovate* dimensions you feel are most closely aligned to your HEI's strategic objectives (please rank as 1, 2, 3).

- 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



Section 3: Learning Resources - You will need to access the 'Resources' section on the *HEInnovate* website (<https://heinnovate.eu/en/heinnovate-resources>) in order to answer the next two questions.

6) Please download and read one of the **Case Studies** on the *HEInnovate* website (**you may choose any case that you feel is relevant**). How many actions can you identify from the case that you feel will benefit the development of key strategic objectives in your HEI?

- 0
- 1
- 2
- 3 or more

Please mention the Case Study you used in the box below:

7) Please download and read one of the **User Stories** from the *HEInnovate* website. (You may choose any User Story you feel is relevant). How many actions can you identify from it that you feel will benefit the development of key strategic objectives in your HEI?

- Choose
- 0
 - 1
 - 2
 - 3 or more

Please mention the User Story you used in the box below:



Section 4: THEI2.0 Learning Resources - You will need to access the 'User Case Studies' on the THEI2.0 website (<http://www.thei2.eu/>) to answer the final two questions

8) Please download and read one of the **User Case Studies** on the THEI2.0 website. (You may choose any User Case that you feel is relevant). Which User Case Study did you read?

- Ireland (DkIT)
- Finland (LUT)
- Germany (SCE)
- Spain (TecnoCampus)
- Portugal (UAVR)

9) Please download and read the **eHEI Profiles Document** on the THEI2.0 website. Depending on your scores for each dimension of the *HEInnovate tool*, decide which of the seven THEI2.0 profiles is best suited to you.

- Future Leader
- The Builder
- The Educator
- Internal Performer
- Regional Performer
- Internationally Ambitious
- The Guru

Thank you for completing this questionnaire

Once completed, please save this document as a pdf and e-mail to the THEI2.0 Digital Badges Committee





THEI2.0: Self-Reflection Survey - Silver Badge

Please indicate if you are applying for the Silver Badge as an:

- **Individual**
- **Department/Group/Faculty**
- **Institution**

Please provide contact details in the box below:

Contact Person Name:
E-mail:
Department/Group/Faculty:
Institution:

Before completing this Silver Badge Self-Reflection Survey, you must have completed the following:

- Successfully completed the Bronze Badge
- Watched the THEI2.0 Silver Badge video on the THEI2.0 website
- Created a team of three or more staff members
- Identified an entrepreneurial Mission Statement within your team; one that is aligned with your profile and reflects your aspirations to become more entrepreneurial
- Identified one of *HEInnovate's* eight dimensions that you feel will help you achieve this mission
- Visited the THE2.0 website and downloaded the eHEI Recommendation Cards associated with this dimension
- Read one eHEI recommendation card (all members in your team) and identified one action from the eHEI card that will help your HEI achieve its mission statement



- Discussed each action and prioritised the top three actions using the 'Plan to Action' document which should be completed by the team
- Summarised (as a team) key actions and completed the 'Prepare your Pitch' document

Applicants will also need to provide a Letter of Support – signed and stamped - from their President or a member of their Institution’s Senior Management Team (template available on the THEI2.0 website) confirming support for the Silver Badge application.

The following questions deal with your Team, Mission Statement, the eHEI Recommendation Cards, and the 'Plan to Action' and 'Prepare to Pitch' documents (available from the THEI2.0 website)

1) How did you select your **team members**?

- I – as the individual *HEInnovate* Bronze Digital Badge recipient - chose them
- Management chose the team members for me/us
- The Department/Group/Faculty Bronze Badge recipient chose them
- The University/HEI Bronze Badge recipient chose them
- Other (Please specify in the box below)

2) How did your team agree on the **Mission Statement** (1=with great difficulty; 5=with ease).

- 1
- 2
- 3
- 4
- 5

3) How did your team agree on the **chosen HEInnovate Dimension** that will help your HEI achieve your team’s Mission Statement? (1=with great difficulty; 5=with ease).

- 1
- 2
- 3
- 4
- 5



4) What is your overall assessment of the **eHEI Recommendation Cards**? (1=unclear/not useful; 5=very clear/ useful).

- 1
- 2
- 3
- 4
- 5

5) How did your team agree on the **chosen action** from the eHEI Recommendation Cards? (1=with great difficulty; 5=with ease).

- 1
- 2
- 3
- 4
- 5

6) How did your team agree on the **'Plan to Action'** (1=with great difficulty; 5=with ease).

- 1
- 2
- 3
- 4
- 5

7) How useful do you think the **'Plan to Action'** will be to achieving your team's mission statement? (1=not very useful; 5=very useful).

- 1
- 2
- 3
- 4
- 5

8) How did the team agree on the **'Prepare your Pitch'** document? (1= with great difficulty; 5=with ease).

- 1
- 2
- 3
- 4
- 5



9) How useful do you think the '**Prepare your Pitch**' document will be to achieving your team's mission statement? (1=not very useful; 5=very useful).

- 1
- 2
- 3
- 4
- 5

10) To what extent has this exercise helped the **development of your team**? (1=not very helpful; 5=extremely helpful).

- 1
- 2
- 3
- 4
- 5

Thank you for completing this survey

Once completed, please save the 'Self-Reflection Survey', 'Letter of Support', 'Plan to Action', 'Prepare to Pitch' and 'Mission' documents as pdf files and e-mail to the THEI2.0 Digital Badge Committee





THEI2.0: Self-Reflection Survey - Gold Badge

Please indicate if you are applying for the Gold Badge as an:

- **Individual**
- **Department/Group/Faculty**
- **Institution**

Please provide your contact details in the box below:

Contact Person Name:

E-mail:

Department/Group/Faculty:

Institution:

In order to gain the Gold badge, applicants must have successfully completed and been awarded both the Bronze and Silver Badges. Applicants should also have completed all of the actions identified in their 'Plan to Action.'

Applicants will also need to provide a Letter of Support from their President or a member of their Institution's Senior Management Team (template available on the THEI2.0 website) confirming support for the Gold Badge application. They will also need to provide evidence to support their answers to each of the questions below, demonstrating that plans/actions have been implemented, and append a file containing this evidence to this application.



The following questions deal specifically with the actions identified in the 'Plan to Action' and 'Prepare to Pitch' documents that you prepared for the Silver Badge.

1) **How long (approximately)** did it take your HEI to complete all of the actions identified in your 'Plan to Action'?

0- 3 months

4- 6 months

7- 12 months

1+ year

3+ years

Other (Please specify in the box below):

2) To what extent has the implementation of the Silver badge **improved the level of entrepreneurialism** at your HEI? (1=little or no improvement; 5=significant improvement).

1

2

3

4

5

3) What were the **main entrepreneurial successes** from the Silver badge?

- Improved teamwork on entrepreneurship activities across your University/HEI
- Improved communication on entrepreneurship activities across your University/HEI
- Improved strategic direction on entrepreneurial activities across the University/HEI
- Other, please specify in the box below



- 4) What were the main obstacles (for example, times, resources, resistance among departments, students, academic staff, etc) your HEI faced when trying to implement your 'Plan to Action'? (Please type your answer in the box below):

- 5) How did you overcome these obstacles?

Please type your answer in the box below:

- 6) What lessons did you learn from the process?

Please type your answer in the box below:

- 7) How do you think the achievement of the Gold badge will help your HEI **become more entrepreneurial?**

Please type your answer in the box below:



8) What future **actions** have you planned to help your University/HEI continue to become a more entrepreneurial University/HEI?

Please type your answer in the box below:

Thank you for completing this self-reflection survey.

Once completed, please save this document as a pdf and e-mail – along with your evidence file - to the THEI2.0 Digital Badges Committee





LETTER OF SUPPORT FOR THEI2.0 DIGITAL BADGES

The THEI2.0 Digital Badges were developed in 2021 as part of the ERASMUS+ funded THEI2.0 project, led by the University of Aveiro. They are designed to support Universities/HEIs in their efforts to become more entrepreneurial by helping raise awareness of the HEInnovate tool and its associated resources, increasing the tool's usership and enhancing its overall impact. The Digital Badges add value to Universities'/HEIs' entrepreneurial endeavours by introducing participants to the unique THEI2.0 Profiling Model and encouraging them to develop and implement an effective entrepreneurial action plan for their organisation. As the Digital Badges recognise Individual, Team or Institutional entrepreneurial efforts, they can act as a valuable component to support internal staff and departmental evaluation processes. The award of a Digital Badge highlights entrepreneurial champions who are helping the HEI/University progress on its entrepreneurial journey.

Dear THEI2.0 Digital Badge Committee

I wish to state my support for the application of:

Name: _____ **E-mail:** _____

(Insert the name of the Individual OR Department/Group/Faculty OR Institution)

[If the letter of support is for a Department/Group/Faculty OR for the Institution, insert the contact person]

Name of contact person: _____ **E-mail:** _____

To undertake the THEI2.0 [state whether Bronze, Silver or Gold] Digital Badge for :

[insert University/HEI name here]: _____

By signing this letter of support, I confirm that I will support the above-named individual/Department/Group/Faculty to implement *HEInnovate* in our University/HEI and, where possible, facilitate resulting entrepreneurial activities. The Digital Badge Applicant agrees to keep me up to date with planned actions, and understands that Departmental or Institutional approval may be required in some cases. The identification and implementation of these actions should help further improve the entrepreneurial nature of our University/HEI.

Signed: _____ **Date:** _____

E-mail: _____

(E-mail of University/HEI Line Manager of individual or Department/Group/Faculty Head or Dean)

University/HEI Stamp:



THEI2.0 EHEI PROFILES



The seven THEI2.0 eHEI profiles are listed in a specific, chronological order.

The first 4 profiles are:

1 – The Entrepreneurial Aspirant

2 – The Builder

3 – The Educator

4 – The Internal Performer

These profiles focus on the internal, entrepreneurial competencies at a HEI: Their learning programs and course curricula in addition to their overall ability to prepare students in the field of entrepreneurship. These are considered to be the foundational elements of becoming an entrepreneurial HEI. In this way, the first profile “The Entrepreneurial Aspirant” is considered the most novel in regard to this foundation novel, and “The Internal Performer” (Profile 4) is the best performing.

The latter 3 Profiles are:

5 – The Regional Performer

6 – The International Performer

7 – The Guru



These profiles have also succeeded in regard to the foundational elements and are now focused on advancing with their external programs in the field of regional and/or international partnerships in regard to their entrepreneurial competencies.

To read more about the unique aspects of the 7 Profiles, check out the Profile Descriptions tab.

1. **The Entrepreneurial Aspirant**
2. **The Builder**
3. **The Educator**
4. **The Internal Performer**
5. **The Regional Performer**
6. **The International Performer**
7. **The Guru**

PROFILE DESCRIPTIONS

The following sections provide you with descriptions of the eHEI Profiles. For the proper contextualization on the indicators below, you should try and determine your profile based on your score with the [HEInnovate](#) Self-Assessment.

The Entrepreneurial Aspirant

Dimension 3 < 3.5 Dimension 4 < 3.5

The Future Leader HEI has both the capacity and opportunity to implement entrepreneurial teaching and practice-based programmes into the classroom. The HEI may benefit from more academic staff with entrepreneurial backgrounds and programme experience to support entrepreneurial ideas. The HEI has the potential to grow not only in preparing and supporting staff and students but also in entrepreneurs and startups. It can become entrepreneurial by the availing of some expert guidance and support, and also by incorporating more innovative thinking.

The Builder

Dimension 3 < 3.5 Dimension 4 > = 3.5



The Builder represents a HEI that offers its students and academic staff a variety of programmes and support to develop novel entrepreneurial ideas, both internally and externally. This includes incubation programmes and mentoring for startups and entrepreneurs-to-be. The HEI can benefit from providing more entrepreneurship education and training opportunities for their students and academic staff. The Builder has the potential to grow and become stronger in this area of preparation and support, with the help of expert guidance, and also by involving the wider academic community.

The Educator

Dimension 3 >= 3.5 **Dimension 4** < 3.5

The Educator HEI offers resources to its academic staff to integrate entrepreneurial learning into the classroom. This includes the integration of extracurricular courses and regular activities that foster entrepreneurship and innovation among students and staff. In general, the HEI can provide more internal and external opportunities that better prepare both academic staff and students for entrepreneurship in the outside world. This may include incubation programmes or entrepreneurial workshops (ex: Guide to Prototyping)

The Internal Performer

Dimension 3 >= 3.5 **Dimension 4** >= 3.5 **Dimension 6** < 3.5

The Internal Performer HEI offers resources to its academic staff to integrate entrepreneurial learning into the classroom. The academic staff can integrate extracurricular courses and regular activities that foster entrepreneurship and innovation among students and staff. The Internal Performer HEI has also excelled in creating entrepreneurial courses and programmes to encourage student learning in entrepreneurship. Its academic staff and students are provided with external and internal opportunities to develop their entrepreneurial competencies. This includes, for instance, incubation programmes and mentoring for startups and entrepreneurs-to-be. The Internal Performer has the potential to grow in the area of knowledge and exchange collaboration by working with other partners (HEIs, enterprise agencies and other stakeholders, etc.) to exchange resources and ideas.

The Regional Performer

Dimension 3 >= 3.5 **Dimension 4** >= 3.5 **Dimension 6** >= 3.5 **Dimension 7** < 3,5



The Regional Performer HEI offers resources to its academic staff to integrate entrepreneurial learning into the classroom. The academic staff can integrate extracurricular courses and regular activities that foster entrepreneurship and innovation among students and staff. The Regional Performer HEI has also excelled in creating entrepreneurial courses and programmes to encourage student learning in entrepreneurship. Its academic staff and students are provided with external and internal opportunities to develop their entrepreneurial competencies. This includes, for instance, incubation programmes and mentoring for startups and entrepreneurs-to-be. The HEI performs at a high level in regional collaborations with local stakeholders. It may, for example, have a programme for knowledge exchange, like transference knowledge and research collaborations with local industry. Unlike “The International Performer” profile, it is more focused on strengthening and working with its regional ecosystem. However, the HEI can improve in dimension 7, the Internationalised Institution, by increasing its international presence, engaging in international networks and partnerships, and by collaboration with HEIs that are internationally recognised for their entrepreneurship teaching, programmes, practical support and research.

The International Performer

Dimension 3 >= 3.5 **Dimension 4** >= 3.5 **Dimension 6** < 3.5 **Dimension 7** >= 3.5

The International Performer offers resources to its academic staff to integrate entrepreneurial learning into the classroom. The academic staff can integrate extracurricular courses and regular activities that foster entrepreneurship and innovation among students and staff. The International Performer HEI has also excelled in creating international, entrepreneurial courses and programmes to encourage student learning in entrepreneurship. Its academic staff and students are provided with external and internal opportunities to develop their entrepreneurial competencies. This includes, for instance, incubation programmes and mentoring for startups and entrepreneurs-to-be. The International Performer has established and maintained local networks. However, it can improve in Dimension 6, Knowledge Exchange and Collaboration, by increasing its local presence, engaging in regional networks and partnerships, and by collaborating with HEIs that are recognised for their entrepreneurship teaching, programmes, practical support and research in the nearby region.



The Guru

Dimension 3 ≥ 3.5 **Dimension 4** ≥ 3.5 **Dimension 6** ≥ 3.5 **Dimension 7** ≥ 3.5 , in addition to:

Dimension 1 ≥ 3.5 , **Dimension 2** ≥ 3.5 , **Dimension 5** ≥ 3.5 , **Dimension 8** ≥ 3.5

The Guru HEI excels in all dimensions of HEInnovate. It regards all dimensions as equally important for creating a high quality entrepreneurial HEI. It is committed to an entrepreneurial vision and the belief that – despite its entrepreneurial achievements – there is always room for further improvement. It believes in excellence and continuous improvement to enhance its entrepreneurial impact globally





ENTREPRENEURIAL VISION STATEMENT

Our *entrepreneurial vision* (to help our University/HEI on its entrepreneurial journey) is:

We aim to achieve this vision through the following action(s):

[List a maximum of 3 actions]

Signed:

Position:

Date:



HEINNOVATE'S 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

THEI2.0 eHEI CARDS

In order to recommend relevant, up-to-date and adequate activities and programs for every HEInnovate dimension, we have collected successful programs from the 5 THEI partner universities in addition to 5 experienced entrepreneurial universities.

With the help of a questionnaire, we were able to collect 3 of the universities top-notch programs or activities per dimensions. Simultaneously, the questionnaire required the university to organize the initiative into either basic or advanced and top-down or bottom-up. Besides this collection, we also analyzed the HEInnovate case studies for good-practice activities.

Creating the eHEI Card Sets

Following the collection of all the results, we clustered the recommendations into thematic sub-dimensions. For example, if two programs from two universities had similar action items and goals, we would cluster them into a specific theme, relating to one of the HEInnovate dimensions. We then labelled this theme, a “sub-dimension”, which resulted in a card. Each sub-dimension or card was then categorized into “Basic” or “Advanced”, depending on it’s complexities and requirements. In this way, every Dimension has about 4-6 sub-dimensions or cards, via the creation of program clusterings from the 5 THEI partner universities and 5 experienced entrepreneurial universities. Ultimately, this resulted in 40 cards total.

Knowledge Exchange and Collaboration A Advanced	Knowledge Exchange and Collaboration A Advanced						
 <p>Entrepreneurship Ecosystem</p> <table border="1"> <thead> <tr> <th>Actions & Formats</th> <th>Timespan</th> </tr> </thead> <tbody> <tr> <td>Act as a trusted market intermediary and engage in matchmaking activities between the different stakeholders within the ecosystem.</td> <td>Medium-term</td> </tr> <tr> <td>Actively build and shape your local entrepreneurial ecosystem.</td> <td>Long-term</td> </tr> </tbody> </table> <p style="text-align: right;">30</p>	Actions & Formats	Timespan	Act as a trusted market intermediary and engage in matchmaking activities between the different stakeholders within the ecosystem.	Medium-term	Actively build and shape your local entrepreneurial ecosystem.	Long-term	<p>Entrepreneurship Ecosystem</p> <p>HEIs must actively engage in shaping their local entrepreneurship ecosystem. This ecosystem may include nascent and mature start-ups, established companies, public stakeholders, other HEIs, policy advisors and enterprise agencies.</p> <p>For every striving ecosystem it is important that the participating actors trust each other to share relevant information, talent and resources. HEIs are generally seen as credible entities and may take on the role of a trusted market intermediary within the entrepreneurial ecosystem.</p> <p>Moreover, the HEI must consider cultural aspects as they play a key role in the development of an ecosystem and can help the HEI nurture relevant relationships with key stakeholders.</p> <p>Striving ecosystems do not always require heavy financial investments and physical structures, such as labs and co-working spaces. What your ecosystem will look like and what its defining features will be, depends on your local circumstances.</p> <p>Related Cards</p> <p>Entrepreneurship as the Core of HEI Strategy 4 Entrepreneurship Lab & Incubator Space 18 Industry Collaboration 28</p> <p>Applicable Profiles</p> <p>1 2 3 4 5 6 7</p> <p>4 Internal Performer, 7 Guru</p> <p style="text-align: right;">30</p>
Actions & Formats	Timespan						
Act as a trusted market intermediary and engage in matchmaking activities between the different stakeholders within the ecosystem.	Medium-term						
Actively build and shape your local entrepreneurial ecosystem.	Long-term						

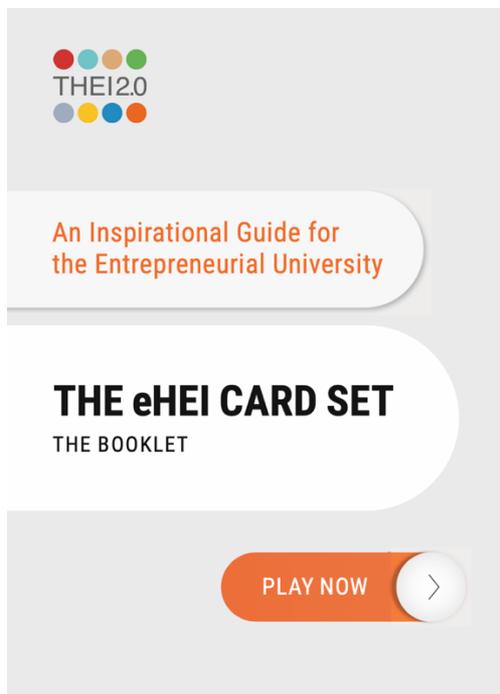
How to Use the eHEI Card Sets

Each recommendation card can not only help an HEI with the further development in a specific field, but also allows an HEI to compare their activities and programs with existing ones and find the best fit unique to each university.

Furthermore, the individual recommendation cards can together in combination, act as a foundation, in the various Dimensions, to foster a transformation process. Of course it is also important for a university to keep their own ideas, experiences and resources in mind, when further developing their HEI.

Download the eHEI Cards

Experience the eHEI journey by downloading the eHEI Cards. Your opinion is very important and we invite you to give us your feedback: [short-questionnaire about the THEI2.0 Toolkit](#). Thank you!



eHEI Card Set

Size: 20.3 MB

Version: Year 2022

[Download the THEI2.0 Card Set](#)





THEI2.0 PLAN TO ACTION

Contact Details

Name: _____

Institution: _____

E-Mail: _____

PLAN TO ACTION					
<i>ACTION</i> <i>What will be done?</i>	<i>TIMEFRAME</i> <i>By when?</i>	<i>RESPONSIBLE</i> <i>Who is going to do it?</i>	<i>STAKEHOLDERS</i> <i>Who is involved?</i>	<i>RESOURCES</i> <i>What resources are available/needed?</i>	<i>KPIS</i> <i>What are the indicators of success?</i>





THEI2.0 PREPARE YOUR PITCH TEMPLATE

Summarise your Mission, Action, Stakeholders, Resources and KPIs

Our University/HEI: _____

(University/HEIName)

With a profile of: _____

(eHEI Profile)

Aims to: _____

(Mission)

By: _____

(Doing Actions)

With: _____

(Resources)

And: _____

(Stakeholders)

Being measured by: _____

(KPIs)





The THEI2.0 Digital Badge Committee is delighted to award a **BRONZE DIGITAL BADGE** to:

Name:

Email:

University/HEI:

In recognition of their contribution to making their University/HEI more entrepreneurial by using the *HEInnovate* Self Reflection Tool and components of the *THEI2.0 Toolkit*.

Signed:

(on behalf of the THEI2.0 Digital Badge Committee)

Date:





The THEI2.0 Digital Badge Committee is delighted to award a *SILVER DIGITAL BADGE* to:

Name:

Email:

University/HEI:

In recognition of their contribution to making their University/HEI more entrepreneurial by using the *HEInnovate* Self Reflection Tool and components of the *THEI2.0 Toolkit*.

Signed:

(on behalf of the THEI2.0 Digital Badge Committee)

Date:





The THEI2.0 Digital Badge Committee is delighted to award a **GOLD DIGITAL BADGE** to:

Name:

Email:

University/HEI:

In recognition of their contribution to making their University/HEI more entrepreneurial by using the *HEInnovate* Self Reflection Tool and components of the *THEI2.0 Toolkit*.

Signed:

(on behalf of the THEI2.0 Digital Badge Committee)

Date:

