



## HEINNOVATE USER EXPERIENCE CASE STUDY

Munich University of Applied Sciences, Germany

### Toward an Entrepreneurial University

#### **Background**

HM Hochschule München University of Applied Sciences (HM) is the second largest university of applied sciences in Germany. It offers more than 60 Diploma, Bachelor's and Master's degree programmes in Technology, Economics, Social Sciences and Design, and has approximately 470 professors, 600 staff, 750 lecturers and 18,000 students. HM envisions itself as an entrepreneurial university and, together with the Strascheg Center for Entrepreneurship (SCE), promotes entrepreneurial thinking and action. The University offers education and training programmes in entrepreneurship, supporting innovative projects and young companies from idea development through to marketable innovations. It also supports research activities. In 2014, HM was recognised by the government as one of three "Entrepreneurial Universities", and since then has been ranked 1st or 2nd in the nationwide rankings of the 'Best Entrepreneurial Universities.'

#### **Details**

Following a nationwide call for proposals in 2013, a university-wide entrepreneurship strategy was defined and implemented within HM. In order to engage key university stakeholders across faculties to implement the strategy, the *HEInnovate* tool was used at a joint workshop in 2014. University Management, Professors from different faculties and representatives from the Entrepreneurship Center were involved. Discussions sparked by *HEInnovate* helped refine HM's strategy and implementation. Participants focused on just three *HEInnovate* dimensions: 'Leadership & Governance', 'Entrepreneurial Teaching & Learning', and 'Preparing & Supporting Entrepreneurs.' The Head of the SCE participated as a *HEInnovate* Group expert. This provided valuable inputs and helped build a network with other experts/universities.

#### **Results**

Three years later, the tool was used again after the presidency changed and a new university development plan was proposed. The university had now adopted entrepreneurship and incorporated it into its educational programmes. The second workshop helped participants identify their own strengths and weaknesses within *HEInnovate*'s individual dimensions; enhanced understanding of individual faculties' entrepreneurial activities, and revealed connections/inter-relationships between various disciplines and entrepreneurship within dimensions such as: 'Knowledge Exchange and Collaboration' and 'Internationalization.' Results and discussions helped install a new university development plan supported by clear goals, in which entrepreneurship was strategically positioned.

#### **Key takeaways**

- A workshop format can increase the number of participants and encourage discussion;
- It is advisable to focus on just a few *HEInnovate* dimensions at a time;
- People who can drive entrepreneurship from the 'bottom-up' and implement strategies from the 'top-down' are needed;
- *HEInnovate* can act as a trigger to start a transformation process, or to give feedback on the institution's transformational journey to becoming an entrepreneurial university;
- *HEInnovate* is both an assessment tool and a lively and growing network. Engagement with *HEInnovate* brings new contacts; establishes a network with experts, and creates active collaborations that help accelerate the transformation process and scale impact.