



**HIGHER EDUCATION IN THE ERA OF THE FOURTH
& FUTURE INDUSTRIAL REVOLUTIONS:
CHALLENGES AND OPPORTUNITIES**

Pedro Saraiva, Dean of NOVA IMS

25TH - 27TH FEBRUARY, 2020

THE ADDRESS DUBAI MALL HOTEL, UAE

heinnovate

Promoting
entrepreneurship
and innovation in
higher education



HE Challenges

- HEIs have **always played an important role** in communities and world
- **Society 4.0** creates a number of new opportunities and threats for HEIs
- There is a need for more ***Entrepreneurial Universities***



What is an Entrepreneurial University?

What does it mean to be an Entrepreneurial University? What are the defining characteristics? Are there already Entrepreneurial Universities from which lessons can be learnt?

A Guiding Framework for
Entrepreneurial
Universities

Final version 18th December 2012



What is an entrepreneurial and innovative HEI?

The entrepreneurial HEI is (A. Gibb 2013):

- Designed to **empower students and staff** to demonstrate enterprise, innovation and creativity in teaching, research and the third mission
- Its activities are directed to enhance learning, knowledge production and exchange in a **highly complex and changing societal environment**
- As an organisation, it is dedicated to **create public value** via processes of **open engagement**

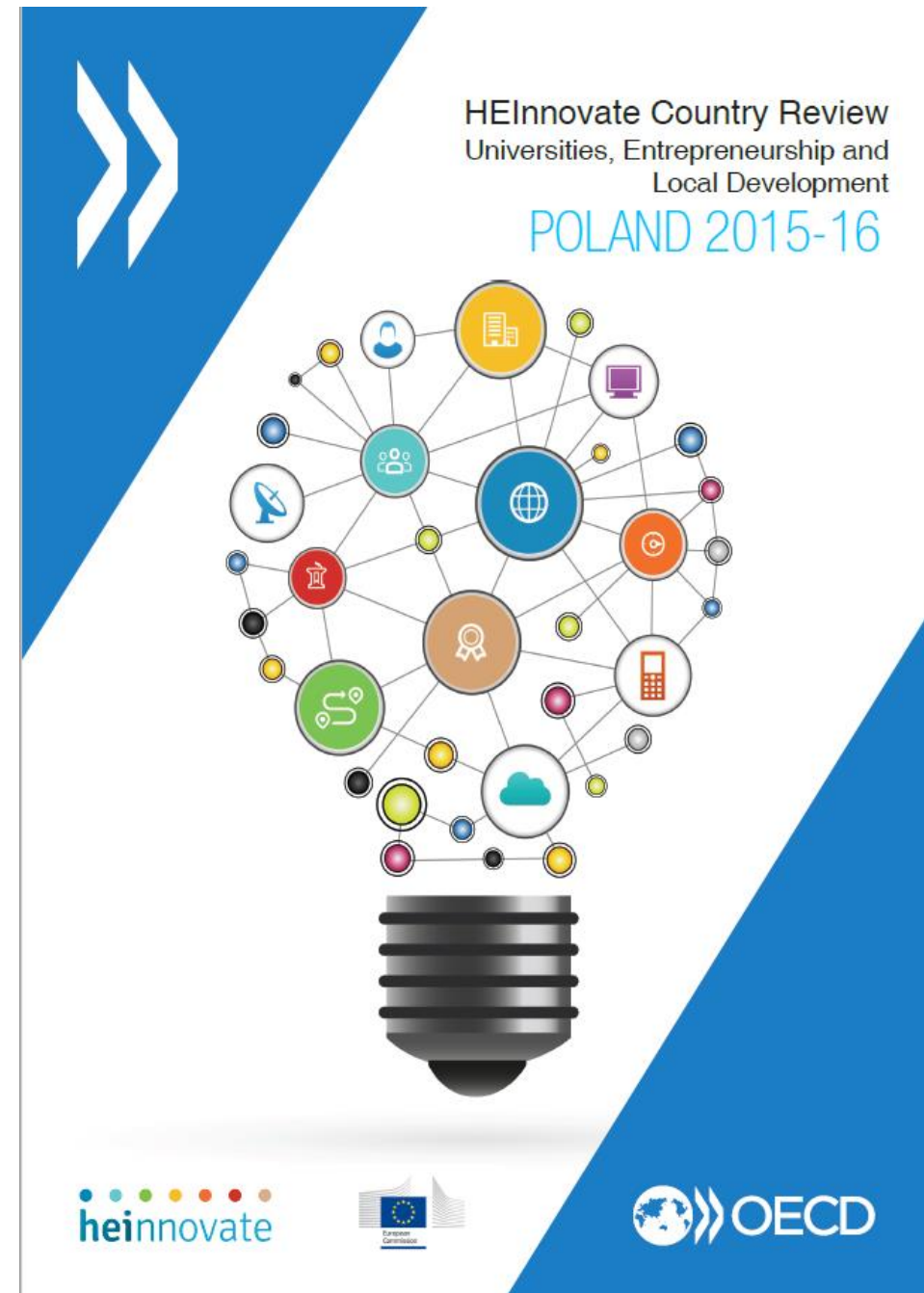
HEInnovate

- A **self-assessment tool** (not a ranking!) to help HEIs in becoming more entrepreneurial
- **Country reports** that assess and suggest how to build stronger entrepreneurial HE systems
- A **community of practices** that exchanges information and supports peer learning



Country Reviews

- A **sound description** of entrepreneurial HE in the country
- International benchmarking and set of policies and other **recommendations for improvement** by OECD
- Creation of **national network** for promoting entrepreneurial HE and HEIs



HEIs Assessments

- **Self-assessment** tool to understand current entrepreneurial status
- **Communication and engagement** under common concepts
- Identification and implementation of **improvement actions**

From Assessment to Action

Eight Dimensions and 42 Statements



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



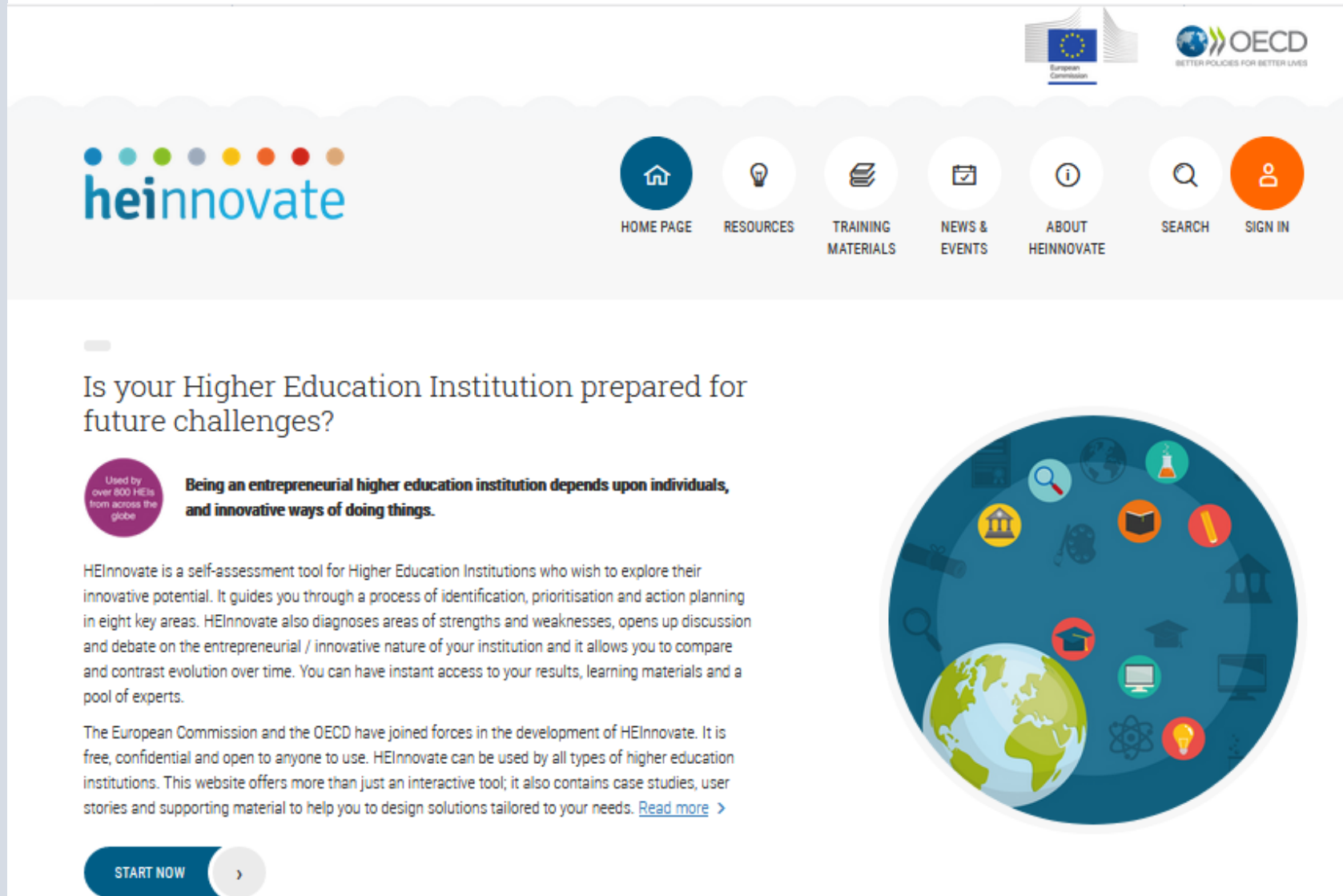
Measuring Impact

HEIs Assessments

- Open Access to All
- Free of Charge
- Flexible Uses

No Rankings Provided

<https://heinnovate.eu>



The screenshot shows the homepage of the HEInnovate website. At the top right, there are logos for the European Commission and the OECD. Below these is a navigation bar with icons for Home Page, Resources, Training Materials, News & Events, About HEInnovate, Search, and Sign In. The main content area features a headline: "Is your Higher Education Institution prepared for future challenges?" followed by a purple circular icon stating "Used by over 800 HEIs from across the globe" and a quote: "Being an entrepreneurial higher education institution depends upon individuals, and innovative ways of doing things." Below this is a paragraph describing HEInnovate as a self-assessment tool. At the bottom right, there is a large circular graphic containing various educational and research icons. A "START NOW" button is located at the bottom left of the main content area.

European Commission

OECD
BETTER POLICIES FOR BETTER LIVES

heinnovate

HOME PAGE RESOURCES TRAINING MATERIALS NEWS & EVENTS ABOUT HEINNOVATE SEARCH SIGN IN

Is your Higher Education Institution prepared for future challenges?

Used by over 800 HEIs from across the globe

Being an entrepreneurial higher education institution depends upon individuals, and innovative ways of doing things.

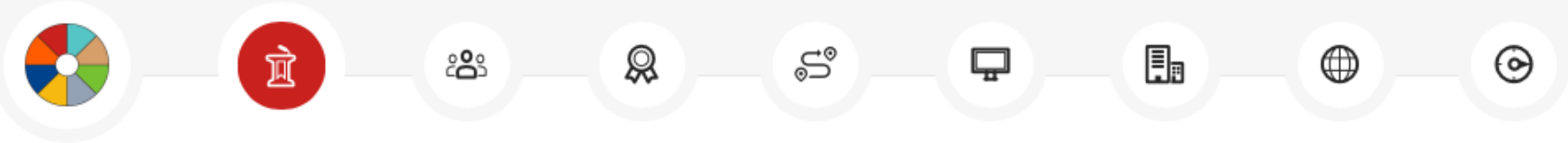
HEInnovate is a self-assessment tool for Higher Education Institutions who wish to explore their innovative potential. It guides you through a process of identification, prioritisation and action planning in eight key areas. HEInnovate also diagnoses areas of strengths and weaknesses, opens up discussion and debate on the entrepreneurial / innovative nature of your institution and it allows you to compare and contrast evolution over time. You can have instant access to your results, learning materials and a pool of experts.

The European Commission and the OECD have joined forces in the development of HEInnovate. It is free, confidential and open to anyone to use. HEInnovate can be used by all types of higher education institutions. This website offers more than just an interactive tool; it also contains case studies, user stories and supporting material to help you to design solutions tailored to your needs. [Read more >](#)

START NOW >

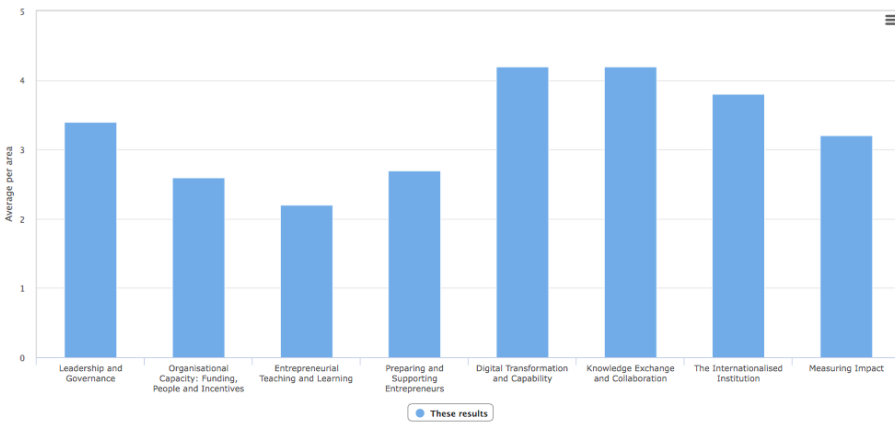


Leadership and Governance



1. Entrepreneurship is a major **part of the HEI's strategy**.
2. There is **commitment** at a high level to implementing the entrepreneurial agenda.
3. There is a model in place for **coordinating and integrating** entrepreneurial activities across the HEI.
4. The HEI **encourages and supports** faculties and units to act entrepreneurially.
5. The HEI is a **driving force for entrepreneurship and innovation** in regional, social and community development.

How are the results displayed?



Average Results Displayed

Recommended resources Recommended Additional Resources

Based on this self-assessment, the following resources are recommended

Case studies

ALL RESOURCES >

University of Huddersfield: Entrepreneurship education across all Schools and how to teach the teachers

[View](#) [Download](#)

University of Southern Denmark: IDEA centre for promoting entrepreneurship education across the university

[View](#) [Download](#)

University of Osijek, Croatia: Developing entrepreneurship education from scratch over time

[View](#) [Download](#)

Linz University, Austria: Inspiring teaching and support network for academic entrepreneurs

[View](#) [Download](#)

Digital resources

ALL DIGITAL RESOURCES >

Brian MacCraith - Leadership and Governance

[Watch the video](#)

Steve Stevens - The Internationalised Institution

[Watch the video](#)

Klaus Sailer - Entrepreneurial Teaching and Learning

[Watch the video](#)

Steve Stevens - Knowledge Exchange and Collaboration

[Watch the video](#)

Guidance notes

- Leadership and Governance** ▼

- Organisational Capacity: Funding, People and Incentives** ▲
 - **Entrepreneurial objectives are supported by a wide range of sustainable funding and investment sources.**
Becoming an entrepreneurial HEI is an incremental and long-term organisational development project, which requires a sustainable and diverse financial basis. A...
[Read more](#)

 - **The HEI is open to engaging and recruiting individuals with entrepreneurial attitudes, behaviour and experience.**
Higher education institutions can build and foster an entrepreneurial culture by recruiting and engaging staff that have strong entrepreneurial backgrounds. This...
[Read more](#)

 - **Incentives and rewards are given to staff who actively support the entrepreneurial agenda.**
Incentives and rewards for staff, who actively support the higher education institution in advancing its entrepreneurial agenda are crucial for raising involvement...
[Read more](#)

Variety of HEInnovate Events



Registration open for the next HEInnovate Train the Trainers session

HEADLINE NEWS Submitted by Zsuzsa Javorka on 2019-11-18 20:03

The next 1.5-day long interactive training session on HEInnovate will take place in Brussels on the 16th – 17th January 2020. The training – run in cooperation with the European Commission – will... [Read more](#)

Supporting Innovation and Entrepreneurship in and through Higher Education Bucharest, 20-21 June

HEADLINE NEWS Submitted by James Ankobia on 2019-05-27 10:30

The European Commission, in partnership with the OECD and the Romanian Ministry of National Education are organising in the framework of the Romanian EU Presidency an HEInnovate conference on "... [Read more](#)



HEInnovate Facilitators Group meeting – draft agenda

29-30 January 2020

HEInnovate Training Materials

Training Package

Here you can download the HEInnovate Training Package, and you will find everything you need to organise your very own HEInnovate workshop.

The Training Package contains five elements:

- A general presentation, which covers the background of HEInnovate and provides a brief overview of the eight areas of the self-assessment. Use the presentation as you see fit and tailor it to suit your workshop.
- The Workshop Training Manual gives a comprehensive overview on how to best use HEInnovate and three different types of HEInnovate workshops. It explains the use and features of the website, including how to set up your own groups.
- The workshop guides are chapters from the Training Manual, providing advice and ideas on how to run the three different types of HEInnovate workshop, set the agenda and whom to invite.
- The evaluation forms help collect feedback from workshop participants. They are tailored to the different workshop types, and include an action sheet you can use to capture the actions agreed on by participants during the workshops.
- The eight dimensions document provides an overview of the eight areas of HEInnovate and lists the statements found in the self-assessment. To access this document in any of the EU languages, click on the 'view' or 'download' buttons below.

HEinnovate Library of Resources

In this section you can access all case studies, guidance notes and user stories relating to the eight dimensions of HEinnovate. Please use the filters below to narrow your search results.

DOCUMENT TYPE
 Case studies ▼

DIMENSION
 Leadership and Governance ▼

AREA OF DISCIPLINE
 - Any - ▼

COUNTRY
 Poland ▼

SEARCH BY KEYWORDS
 Enter keywords

[APPLY](#) >

Resources



Leadership for Knowledge Exchange
at the Gdansk University of
Technology

[View](#)

[Download](#)



Kozminski University, Poland:
Developing minds for ambitious
entrepreneurship and training teachers
at other universities

[View](#)

[Download](#)

HEInnovate Community of Experts

Members of the expert team



Annmarie McHugh



Annmarie is the Programme Director and a Business Studies Lecturer at the Dundalk Institute of Technology, Ireland. She is a member of the EU HEInnovate Expert Facilitators Group and has broad experience with using HEInnovate. She implemented the...

[Read more >](#)

CONTACT EXPERT



Pedro Manuel Saraiva



Pedro has significant experience in Innovation and Entrepreneurship, including teaching and management roles played at the University of Coimbra, after having completed his PhD at MIT. He has participated in several HEInnovate Expert Meetings,...

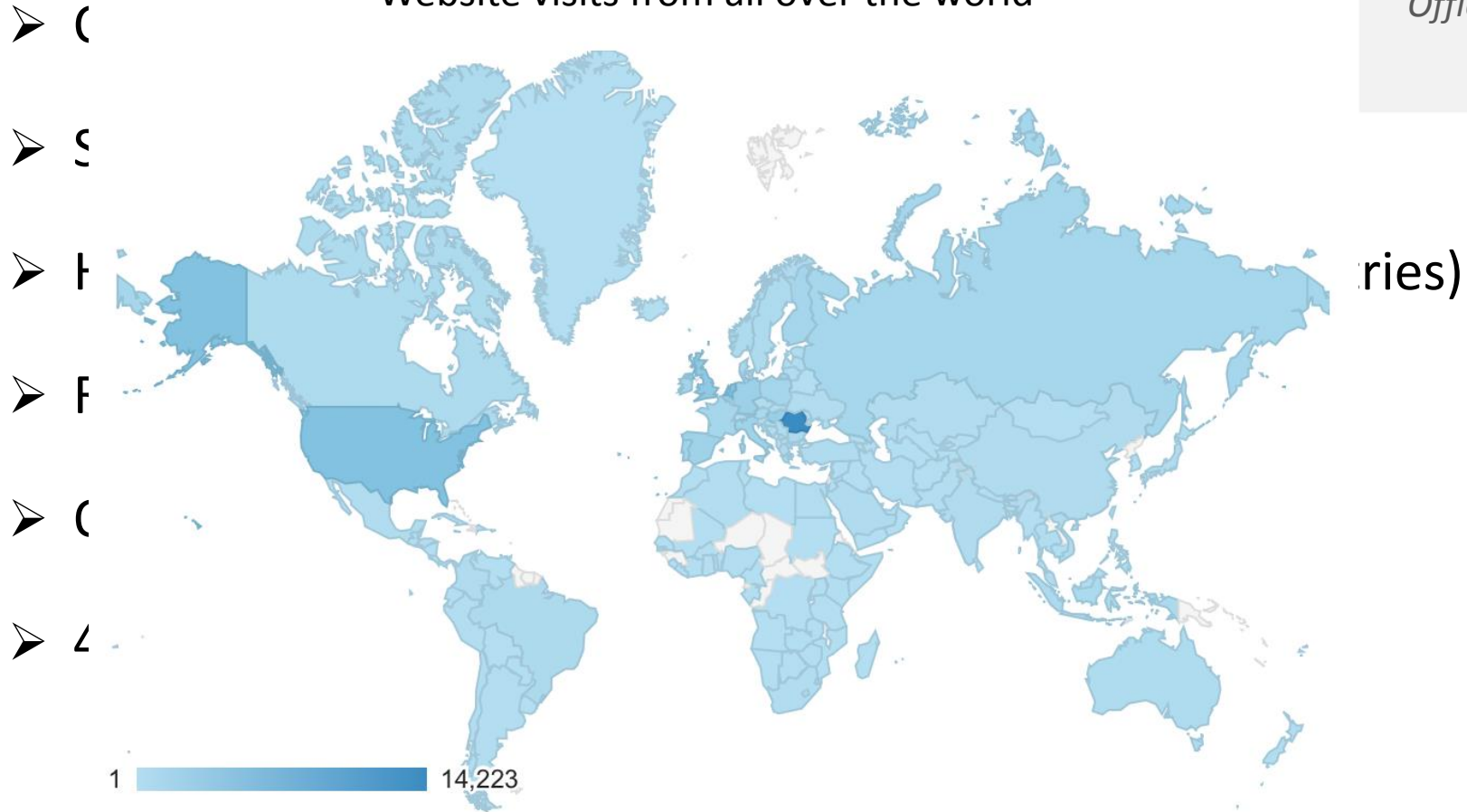
[Read more >](#)

CONTACT EXPERT



Some Key Figures

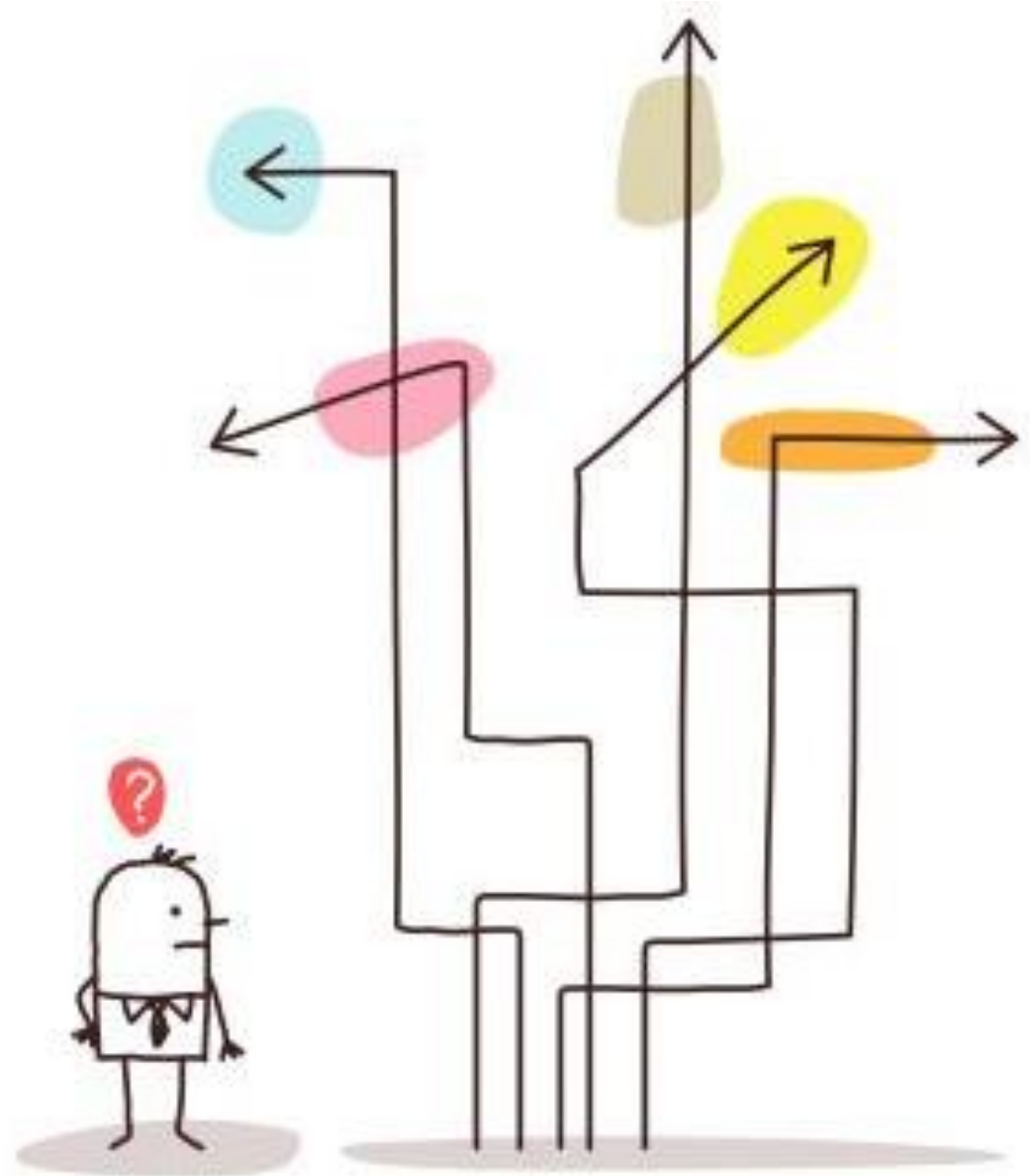
Website visits from all over the world



HEInnovate Action

- Space Matters
- Teaching Matters
- Data Matters

Action Matters



Teaching Matters

NOVA **innovation**
& **analytics** lab
powered by NOVA IMS



DOCTORAL SCHOOL

Amazing 2 day Design
Thinking course with
bright PhD Students that
develop skills and design
together a research, social
or entrepreneurial project.



Bruno Patino

La civilisation du poisson rouge

Petit traité sur le marché de l'attention



Grasset

logical

Basic
needs

Connectivity Needs

Teaching Matters

- Mindsets and Attitudes
- Unstable States
- Extracurricular Spaces

Role Models are Vital



The poster features a central image of a woman in a futuristic, glowing blue suit holding a tablet. The background is dark with glowing blue and green circular patterns. The text is in white and yellow.

NOVAanalytics
accelerator

Lançamento

/ Build your Future

28 de maio às 18h30
Auditório da Reitoria da
Universidade NOVA de Lisboa

NOVAanalytics Ecosystem novanalytics.unl.pt



COMPTA



accenture

aws



esri Portugal

FIDELIDADE

IBM

Microsoft

SAP

sas



Space Matters

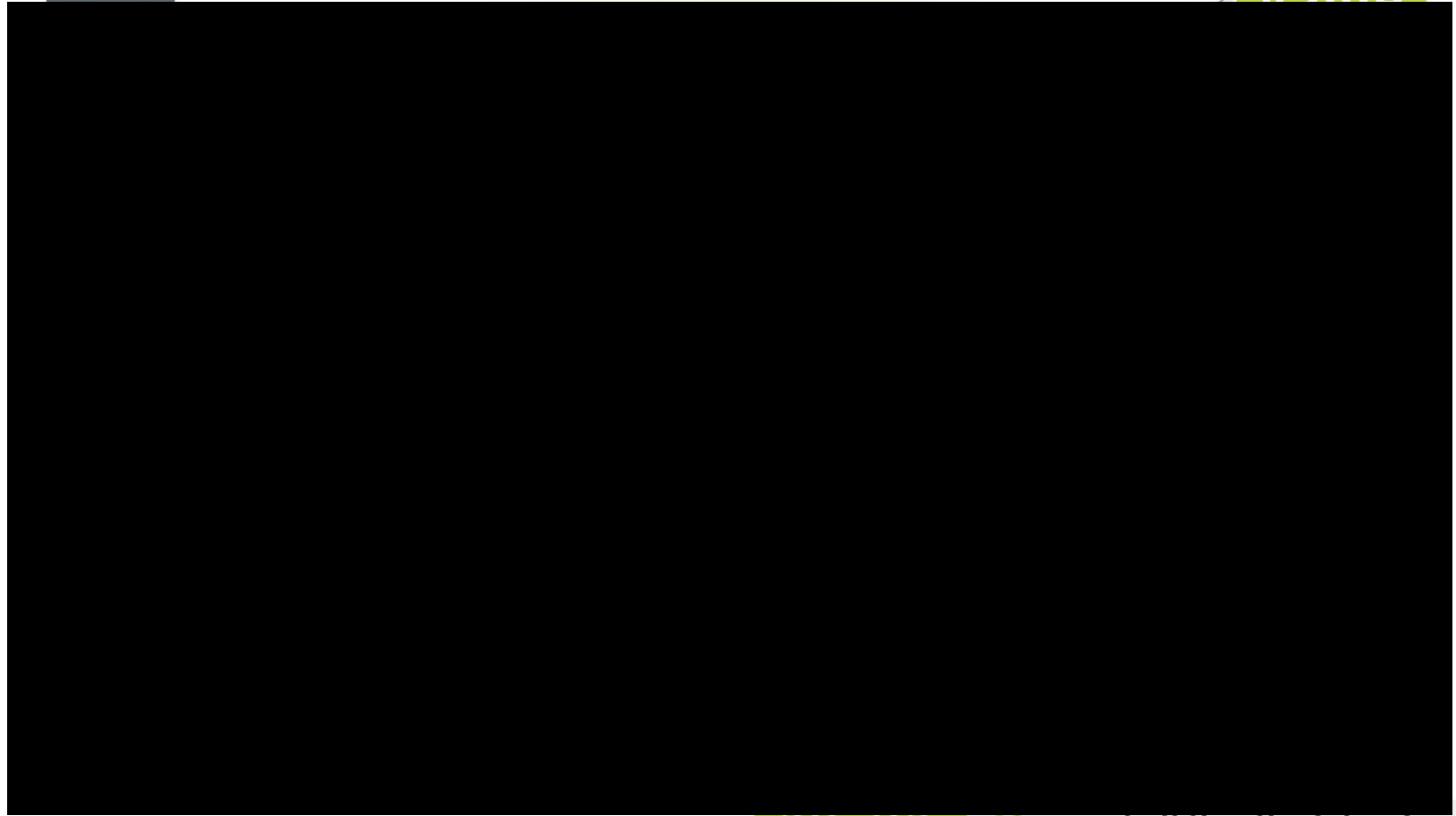
- Creative Environments
- Positive Collisions
- Flexible Solutions



Redesigning
Where We Work
and Learn

Data Matters

- Big Data is Here
- Creates Opportunities
- HE 4.0 is Happening

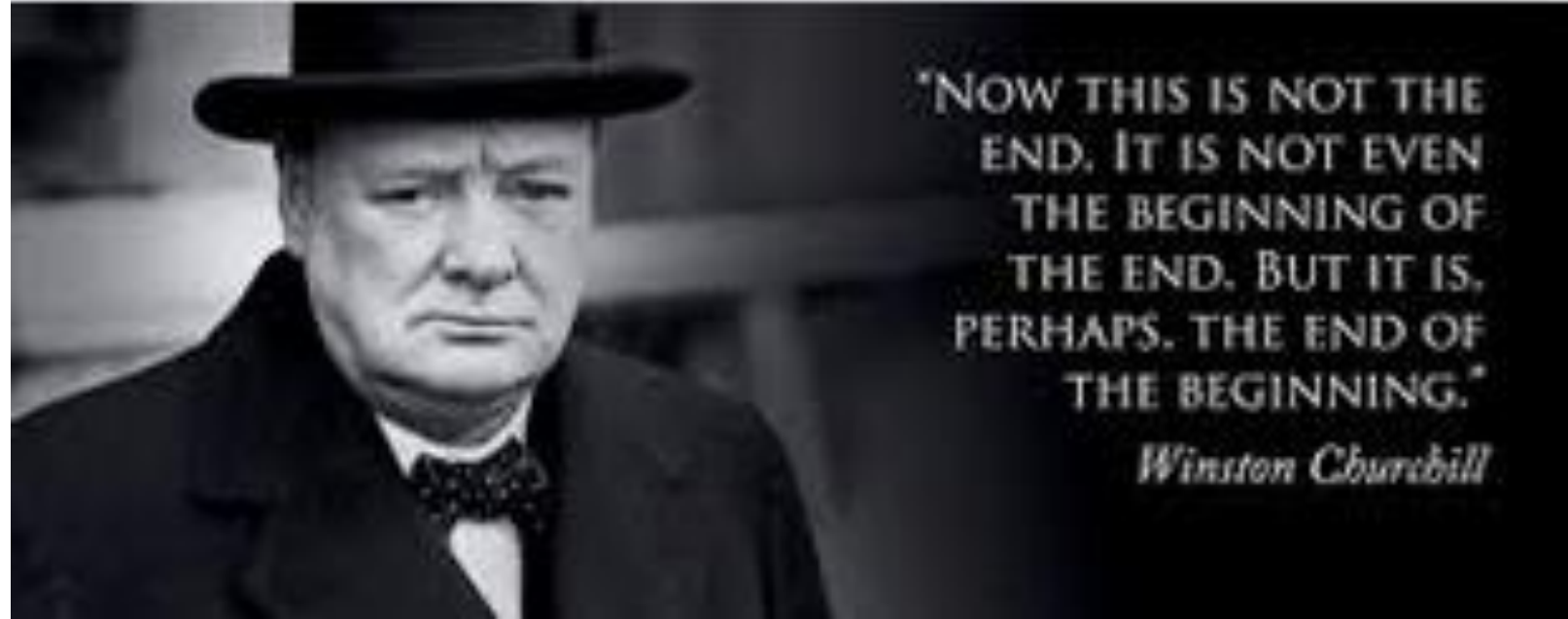


1989 - 2019 30 years building the future!

(tremendous opportunities for HEIs)

In Summary

- Entrepreneurial HE Need
- HEInnovate can Help
- It is Happening



*Many Thanks
for
Your Attention!*

شكرا لكم



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