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FACILITATING CHANGE IN HIGHER EDUCATION

Brussels, 19 - 20 May 2016

DG Education
and Culture



paul@profpaulcoyle.com



HEInnovate events: -
lessons learned



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HEInnovate Leadership and Governance

How do leaders:-

Ignite - excite people, get them interested

Inspire - fill people with the urge to do something

Innovate - enable people to change something established, introducing new methods, ideas or products



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HEInnovate Event
October 2015

50 participants: -

Academics &
Professional Support

Main contacts:-

1 Pro Vice-Chancellor

2 Organisational
Development and Learning
Manager

Facilitators: -
Rebecca Allinson,
Paul Coyle
and Zsuzsa Jávorka

Reflections on the importance of leadership support and connections to the overall strategy

1. A factor that helped to make the event so popular was that it was advertised as a BCU leadership network event as part of BCU's 2020 Leadership Programme. This located HEInnovate within a broader strategic context and helped to create a high level of engagement during discussions at the event.
2. Identified potential priority areas for development in support of the BCU strategic priorities
3. Identified a small set of priority actions for them to personally take forward following the event
4. Identified colleagues within the leadership network with whom they can work following the event



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HEInnovate Event October 2015

20 participants from the
Hollings Faculty and 1
from a partner college

Main contact:-
Dean of Faculty

Facilitator: -
Paul Coyle

Reflections on the organisation of events

1. Very strong enthusiasm from MMU about hosting an HEInnovate event
2. Difficult to organise the event, due to competing demands on people's time
3. Despite these issues, the event itself was successful with very high levels of engagement by the participants.
4. Participants found the 7 dimensions relevant to the work of the faculty and were able to critique their current plans and performance



HEInnovate Event
October 2015

University of Aberdeen
University of Dundee
Edinburgh Napier University
University of Glasgow
Glasgow Caledonian University
Glasgow School of Art
Heriot-Watt University
Queen Margaret University
Robert Gordon University
University of St Andrews
University of Strathclyde
University of Stirling
University of West of Scotland
Deloitte
Scottish Funding Council
Scottish Institute for
Enterprise
Universities Scotland
29 people (16 men, 13 women)
17 organisations
13 of 20 Scottish HEIs

Facilitators: - Paul Coyle
and Fiona Godsman

Suggestions arising from the discussions: -

1. There is a need to recognise that not all staff can or will want to teach entrepreneurship
2. Teaching staff should be allowed to experiment and fail with their teaching initiatives
3. There should be equal recognition for researchers who get published and the teaching staff who don't publish
4. Need to resolve the conflicting priorities in universities between research, teaching, and commercialisation
5. Leaders need to commit to change the culture, otherwise the approach will always be piecemeal, reliant on the advocates who want to push the agenda



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Llywodraeth Cymru
Welsh Government

HEInnovate Event

November 2015

All 8 Welsh Universities

Aberystwyth University

Bangor University

Cardiff Metropolitan
University

Cardiff University

Glyndwr University

University of South Wales

Swansea University

University of Wales, Trinity St
David's

Welsh Government

21 people

10 organisations

Facilitators: -

Rebecca Allinson,

Paul Coyle

and Zsuzsa Jávorka

Common Features of Unsuccessful Dimensions

- 1 Not joined up - pockets of good practice
- 2 Multiple internal perspectives
- 3 Not clear how to scale up
- 4 Mismatch between policy and practice
e.g.in promotion criteria
- 5 Challenging to achieve



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HEInnovate Relaunch
November 2015

Some quotes in relation to change management: -

1. "Asking a leader to spend 45 minutes to complete the tool is unrealistic" Troels Jacobsen
2. "Difficult to get buy in from university leaders" Jonathan Potter
3. "Entrepreneurial staff find it difficult to convince others" Jonathan Potter
4. "Major change fails. Change is actually incremental" Allan Gibb
5. "To generate entrepreneurial behaviour you have to push people out of their comfort zone" Frank Gielen
6. "Isn't it unrealistic to expect innovative individuals to be able to change their whole organisation?" Paul Coyle
7. "Shouldn't people in HE be talking more to be people outside HE?" Paul Coyle



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HEInnovate Event
December 2015

Duesto Business School
Universidad de Cádiz
Universidad de Cantabria
Universidad de Castilla la
Mancha
Universidad de Extremadura
Campus Iberus
Universidad de Leon
Universidad de Miguel
Hernández
Universidad de Murcia
Universidad del País Vasco
Universidad Rey Juan
Carlos

11 HE Institutions
45 participants

Facilitators: - Paul Coyle
and Ana Fernández-Laviada

Some examples of the aspirations for
collaboration: -

1. Involve all people in the university
2. Promote joint projects between different
faculties and schools
3. Promote collaboration with industry
4. Try to connect with the whole society
5. Promote entrepreneurship in schools
6. Make a rich network with all stakeholders



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Non HEInnovate events Entrepreneurial teaching events in Baotou, Inner Mongolia & Beijing, China May 2016

Baotou Light Industry Vocational Technical College
Beijing Forestry University
Beijing University of Technology
Beijing Technology and Business University
Guangdong University of Technology
Guizhou University of Commerce
Hebei Geo University
Inner Mongolia University of Science and Technology
Jinan Vocational College
Lanzhou University
Lanzhou University of Arts and Science
Minzu University of China
North China Institute of Science and Technology
Northwest University
Northwestern Polytechnical University
Shandong Technology and Business University
Shanghai University of Int. Business & Economics
Shihezi University
Weihai Ocean Vocational College
Wuchang University of Technology
Xiamen University

21 HE Institutions
115 participants
41 men, 74 women

Facilitators: - Paul Coyle and
Alison Price @ Enterprise Evolution

Reflections on a whole organisation approach Baotou Light Industry Vocational Technical College

1. Event opened by the President
2. All faculties represented
3. Competition to attend the development course
4. All participants connected through social media sharing lessons learned
5. Participants sharing, the next day after the course, pictures of changes they had made in the classroom
6. Everybody to attend a meeting in one month to report actions taken as a result of training



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280 people
51 organisations

Facilitator: -
Paul Coyle

HEInnovate events: lessons learned

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organise events	connect to strategy	don't rely just on individuals
invite all staff	encourage experimentation	create a network
clarify ambiguous definitions	provide equity in incentives & rewards	make things joined-up
acknowledge change will take time	report progress regularly	work out how to scale up
talk to people outside HE	connect on social media	show commitment from the top



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