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BEEHIVE

Erasmus+ Programme, Key Action 2: Capacity Building in Higher Education

BEEHIVE: Building Entrepreneurial Ecosystems to Enhance Higher Education Value-Added for Better Graduate Employability

Project Number: 573936-EPP-1-2016-1-BG-EPPKA2-CBHE-JP

Introduction

The BEEHIVE project is funded through the Erasmus+ programme for Capacity Building in Higher Education. It combines the efforts of universities in Indonesia, Philippines, Bulgaria, Greece, Iceland and Italy. In addition, the consortium includes the IdeaSpace Foundation from the Philippines and the WestBIC Innovation and Management Centre in Ireland. The project's chief end is to build sustainable university-based entrepreneurial ecosystems at the universities involved from Indonesia and the Philippines and to enhance their students' and graduates' employability and ability to create jobs. Furthermore, the project strives to support these universities' transformation into entrepreneurial universities.

The Benchmarking Tool presented below was designed as part of the consortium's efforts to map out and benchmark the status of universities in Indonesia and the Philippines towards an alignment with the entrepreneurial university concept. On the one hand, the questionnaire is inspired by the HEInnovate self-assessment tool. HEInnovate (<https://heinnovate.eu/en>) is an initiative of the European Commission and the OECD LEED forum that is supported by a panel of six independent experts. HEInnovate is intended for higher education institutions of all types and size, which are interested in assessing themselves against a number of statements related to the entrepreneurial and innovative nature of their higher education environment.

On the other hand, the current Benchmarking Tool is based partially on the University Entrepreneurial Scoreboard developed by Allan Gibb and published, inter alia, as an Annex to the 2013 publication of the National Centre for Entrepreneurship in Education (NCEE) (<http://ncee.org.uk/>) entitled The Entrepreneurial University: from Concept to Action (<http://ncee.org.uk/wp-content/uploads/2014/06/From-Concept-To-Action.pdf>).

The current Benchmarking Tool below is targeted at senior university managers of higher education institutions in Indonesia and the Philippines who are kindly asked to fill out the questionnaire below by providing information on behalf of their institutions. For each participating higher education institution only one questionnaire has to be filled out and submitted. The results

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of the questionnaires will be collected, collated and analyzed by the BEEHIVE project team. These results will feed into two National Benchmarking Reports, one for Indonesia and one for the Philippines. The two National Benchmarking Reports will assess the progress towards the alignment with the entrepreneurial university concept in the two Partner Countries.

For the purposes of the questionnaire, the term *University* is used, which shall refer to any accredited and state recognized higher education institution established in Indonesia and in the Philippines.

The BEEHIVE project team highly appreciates the time and contributions of all respondents in Indonesia and the Philippines and invites them to submit their questionnaires no later than **10th May 2017** to the following **email address:** _____



BENCHMARKING TOOL

Name of the University:

Country:

Website of the University:

Name of the respondent providing information on behalf of the University:

Position of the respondent:

Contact data of the respondent (email & telephone):

A. LEADERSHIP AND GOVERNANCE

1. Entrepreneurial approaches and attitudes applied in the leadership and governance of the University, including organization design, decision making mechanisms, existing opportunities for leveraging external funding.

1.1. Is entrepreneurship a major part of your University's Strategy (mission statement, vision, indicators?)

Not at all 1 2 3 4 5 6 7 8 9 10 Very much

If relevant, please provide evidence of this. (*max. 1000 characters*)

1.2. Is this Strategy articulated in a formal way?

Yes

No.

If Yes, please specify how. (*max. 1000 characters*)



1.3. Is innovation in broader sense seen as central to the University work?

Not at all 1 2 3 4 5 6 7 8 9 10 Very much

If relevant, please specify how. (*max. 1000 characters*)

1.4. Does your University have strategic and practical directions vis-a-vis challenges and opportunities in the society?

Yes

No.

If Yes, please provide an example of such challenges and opportunities and specify how they are addressed. (*max. 1000 characters*)

1.5. Does your University have a model for coordinating and integrating entrepreneurial activities across all levels?

Yes

No.

If Yes, please specify the model and how. (*max. 1000 characters*)

B. ORGANIZATION CAPACITY, PEOPLE AND INCENTIVES

2. Does your University encourage faculties and units to act entrepreneurially?

Yes

No.

If Yes, please specify how they're encouraged. (*max. 1000 characters*)



3. Do the faculties and units have autonomy to act?

- Yes
- No.

If Yes, please explain how is this embedded in the University. *(max. 1000 characters)*

4. Do you consider your University to be a driving force for entrepreneurship and innovation (E&I) in regional, social and community developments?

Not at all 1 2 3 4 5 6 7 8 9 10 Very much

If relevant, please specify how your University acts as a driving force for E&I. *(max. 1000 characters)*

In regional development:

In community development:

5. Does your University's organizational design facilitate and support bottom-up entrepreneurial and innovative behavior?

- Yes
- No.

If Yes, please explain shortly how. *(max. 1000 characters)*



6. Does your University apply decentralized decision making?

Not at all 1 2 3 4 5 6 7 8 9 10 Very much

If relevant, please specify in which key university domains. (*max. 1000 characters*)

7. Is your University open to recruiting and engaging with individuals who have entrepreneurial attitudes, behaviours and experience (people from outside academia, incl. alumni)?

Yes

No.

If Yes, please explain what are the relevant specific criteria for recruiting? (*max. 1000 characters*)

8. Does your University invest in staff development to support its entrepreneurial agenda?

Yes

No.

If Yes, please specify what specific actions are taken for staff development. (*max. 1000 characters*)

9. Does your University provide incentives and rewards to staff who actively support its entrepreneurial agenda?

Yes

No.

If Yes, please specify what kind of incentives/rewards are these? (e.g. development sabbaticals, rewards beyond research, publication and teaching criteria, professors working part time in their own companies, office and laboratory space, all incl. PhDs). (*max. 1000 characters*)



10. Are there any resources or funding allocated to the completion of entrepreneurial objectives?

- Yes
- No.

If Yes, please specify how much of your resources are allocated to entrepreneurial objectives? Furthermore, please provide information on what kind of resources are allocated to entrepreneurial objectives? (*max. 1000 characters*)

Financial:
Infrastructure:
Human Resources:
Other:

11. Does your University show commitment and capacity to raising revenue from non-fee and traditional public sources?

- Yes
- No.

If Yes, please elaborate. (*max. 1000 characters*)

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12. Please provide information on the existing ratio of private to public funding at your University. (*max. 1000 characters*)

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13. Are deans and faculty heads at your University proactive in raising funds and revenues?

Not at all 1 2 3 4 5 6 7 8 9 10 Very much



If relevant, please provide up to 3 examples of successful revenue raising initiatives within the last 3 years. *(max. 1000 characters)*

14. Is an Alumni Office/Department a part of your organizational structure?

- Yes
- No.

If Yes, please provide up to 3 examples of how this unit engages successfully with the University's alumni. *(max. 1000 characters)*

15. Does your University have a dedicated support office for IP and licensing?

- Yes
- No.

16. If relevant, please provide information on the number of patents and licenses and royalties received at your University. *(max. 1000 characters)*

17. Does your University actively encourage individuals to become entrepreneurial?

- Yes
- No.

If Yes, please explain shortly how. *(max. 1000 characters)*



C. ENTREP. DEVELOPMENT THROUGH TEACHING AND LEARNING

18. Please explain shortly how is your University engaged with local entrepreneurs in teaching and research? (max. 1000 characters)

19. Does your University offer degrees with active business and professional engagement?

- Yes
- No.

If Yes, please provide examples of such programmes. (max. 1000 characters)

20. Is student engagement and ownership considered essential at your University?

Not at all 1 2 3 4 5 6 7 8 9 10 Very much

If Yes, please provide at least 1 example for each of the following types of student engagement. (max. 1000 characters)

Students as change agents, hence students engagement in the processes of university governance and change:

Students as knowledge producers, hence students as initiators and deliverers of research projects:

Students as co-creators of curriculum, hence students as contributors to curriculum development and update:

Students as evaluators, hence students as educational quality assessors:

21. Does your University integrate research, education and industry (wider community) activities to exploit new knowledge?

- Yes
- No

If Yes, please explain shortly how. (max. 1000 characters)



22. Entrepreneurship education provided at the universities in Indonesia and the Philippines including pedagogy, staff development, cross campus initiatives, student start-up examples.

22.1. Does your University offer courses in Entrepreneurship, or courses that help to develop entrepreneurial mindsets and skills?

- Yes
- No.

If Yes, please explain how many and what kind of courses are offered. Furthermore, how many students (%) per academic year attend these courses? (*max. 1000 characters*)

23. Is entrepreneurship education embedded in each department's curriculum?

- Yes
- No.

24. Is there a central support unit for entrepreneurship and enterprise education at your University?

- Yes
- No.

25. At your University, is there capacity for entrepreneurship education and development beyond the business school?

- Yes
- No.

26. Are external stakeholders involved in the design and delivery of the entrepreneurship curriculum?

- Yes
- No.



If yes, please explain which stakeholders are these and how do they contribute. (*max. 1000 characters*)

27. Are the results of entrepreneurship research (if any) at your University integrated into the entrepreneurial education offer?

- Yes
- No.

28. At your University, is access to experienced individuals from academia or industry (for mentoring or other personal development actions) offered?

- Yes
- No.

If Yes, please provide information on what kind of people usually act as mentors (e.g. businessmen, former students etc.) (*max. 1000 characters*)

D. PATHWAYS FOR ENTREPRENEURS

29. Are there any social enterprise initiatives generated at your University?

- Yes
- No.

If Yes, please provide an example of at least 1 successful initiative. (*max. 1000 characters*)

30. Knowledge transfer including spin-offs, incubators and intellectual property policies in place in the universities of Indonesia and the Philippines.

30.1. Does your University have links with incubators, science parks and other external initiatives?



- Yes
- No.

31. Does your University offer incubator or accelerator services?

- Yes
- No

If Yes, do you consider the incubator mentoring and service support provided at your University efficient?

Not at all 1 2 3 4 5 6 7 8 9 10 Major part.

32. Does your University specifically support staff and student mobility between academia and the external environment?

- Yes
- No.

If Yes, please provide an example for this. (*max. 1000 characters*)

33. Does your University provide support for spin-off activities?

- Yes
- No.

33.1. If relevant, please provide information on the number of spin-offs recorded at your University. (*max. 1000 characters*)

33.2. If relevant, please provide up to 3 examples of your University's most successful spin-offs. (*max. 1000 characters*)



34. Does your University have joint venture funding partnership arrangements (angel connections)?

- Yes
- No.

35. Does your institution support its students, graduates and staff to move from idea generation to business creation?

- Yes
- No.

If Yes, please explain shortly what kind of support is offered. Furthermore, is there any funding for start-ups available? *(max. 1000 characters)*

36. Does your University facilitate access to private financing for its potential entrepreneurs?

- Yes
- No.

If Yes, please explain shortly how. *(max. 1000 characters)*

E. KNOWLEDGE EXCHANGE

37. Stakeholder management mechanisms at the University, including regional and local partnerships, business links, alumni engagement, social enterprises, student ownership.

37.1. At your University, is commitment to collaboration and knowledge exchange with industry, society and the public sector an institutional policy?

Not at all 1 2 3 4 5 6 7 8 9 10 Very much.

38. Is your University or any of its faculties and units involved in consultancy activity?

- Yes
- No.

If Yes, please specify if the consultancy activities do bring actual revenues to the institution. *(max. 1000 characters)*



39. Does your University demonstrate active involvement in partnerships and relationships with a wide range of key stakeholders?

Not at all 1 2 3 4 5 6 7 8 9 10 Very much

If Yes, please list what kind of stakeholders are relevant to your University. *(max. 1000 characters)*

40. Does your University have active partnerships with local vocational schools and colleges?

Yes

No.

If Yes, please provide examples of such partnerships. *(max. 1000 characters)*

F. INTERNATIONALIZATION

41. Is internationalization considered a horizontal policy at your University?

Not at all 1 2 3 4 5 6 7 8 9 10 Very much

42. Does your University explicitly support the international mobility of staff and students?

Not at all 1 2 3 4 5 6 7 8 9 10 Very much

If Yes, please explain how do you support staff and student mobility? Furthermore, what percentage of your staff and students take part in mobility activities? *(max. 1000 characters)*



43. Are the processes of “internationalization at home” stimulated at your University?

- Yes
- No.

If yes, please specify how (e.g. through recruitment of international faculty, overseas students enrolment, fostering inbound student and staff mobilities, introduction of MOOCs etc.) (*max. 1000 characters*)

44. Does the University, its departments and faculties actively participate in international networks (support structures, partnerships and international alumni)?

- Yes
- No.

If yes, please provide examples of your University’s most prominent memberships and international cooperation projects. (*max. 1000 characters*)

G. MEASURING IMPACT

45. Does your University regularly assess the impact of its entrepreneurial agenda?

- Yes
- No.

If Yes, please explain shortly how. (*max. 1000 characters*)

46. Does your University regularly assess the impact of start-up support?

- Yes
- No.

If Yes, please explain shortly how. (*max. 1000 characters*)



47. Does your University regularly assess knowledge exchange and collaboration?

Yes

No.

If Yes, please explain shortly how. *(max. 1000 characters)*

48. Please explain shortly to what extent does your University assess its value on the basis of wide legitimacy with stakeholders. *(max. 1000 characters)*

49. Please provide up to 5 examples of your University's most successful and high-profile business partnerships. *(max. 1000 characters)*

Thank you for your time and valuable contribution!

BEEHIVE project team