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BEEHIVE

Towards the Entrepreneurial University

National Benchmarking Report for the Philippines

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

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EXECUTIVE SUMMARY

The *Towards the Entrepreneurial University National Benchmarking Report for the Philippines* is prepared in the framework of the BEEHIVE project funded under the Erasmus+ Programme for Capacity Building in Higher Education. This national assessment activity which aims to benchmark the current situation of the Philippine higher education institutions (HEIs) with regards to entrepreneurial ecosystem was carried out between March 2017 - October 2017.

The results show that majority of the Philippine HEIs consider the inclusion of entrepreneurship into their institutional strategy as moderately relevant. Coupled with the desire to develop university entrepreneurial ecosystem is the establishment of internationalization in the university.

In order to be entrepreneurial, a university must embed entrepreneurship in every part of the organization, from its leadership through to its teaching and student impact.

INTRODUCTION

BEEHIVE stands for Building Entrepreneurial Ecosystems to Enhance Higher Education Value-Added for Better Graduate Employability. The BEEHIVE Project is funded under the Erasmus+ Programme for Capacity Building in Higher Education. The project's chief objective is to support the partner institutions involved to transform into entrepreneurial universities.

Major outcomes of the BEEHIVE Project are Entrepreneurship for All MOOC, BEEHIVE Accelerator Programme, and BEEHIVE Label. The project targets Indonesian and Philippine universities' students and graduates in all four stages of the entrepreneurial pipeline and addresses various issues linked to entrepreneurship education, start-up support, innovation and entrepreneurial university governance.

NATIONAL CONTEXT OF THE PHILIPPINE HEIs

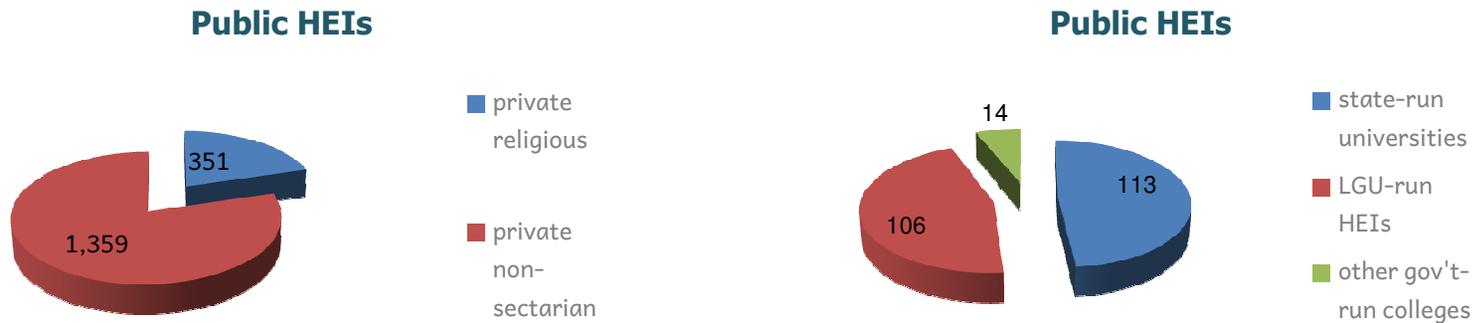


Figure 1. National Context of HEIs in the Philippines

The Philippines is currently in the K to 12 transitions. It has **1,943 HEIs** categorized as **private** and **public**.

FRAMEWORK AND METHODOLOGY

CONCEPTUAL FRAMEWORK

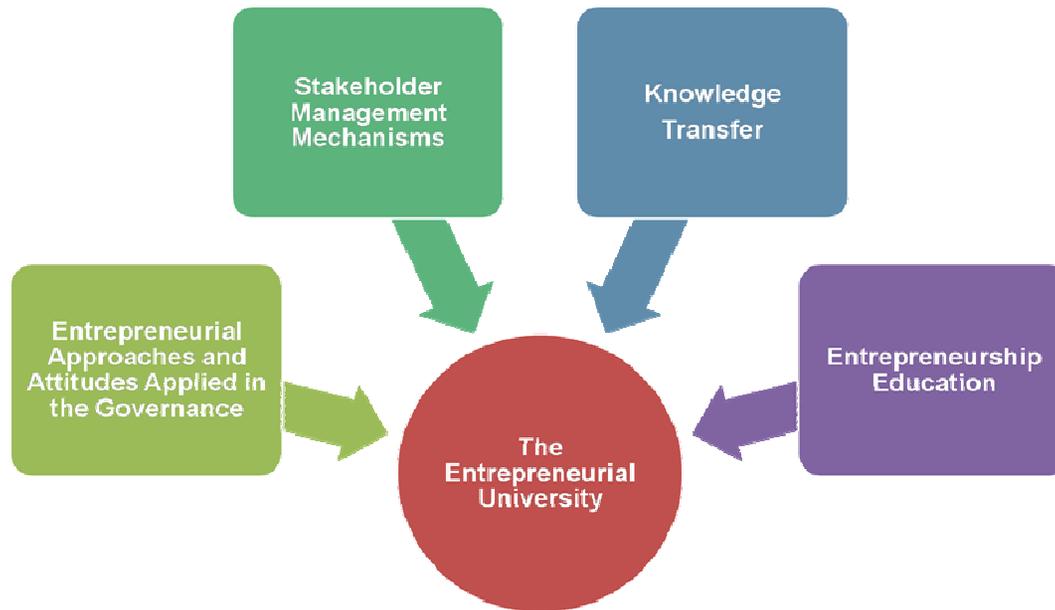


Figure 2. Conceptual Framework of the Philippine NBR

The conceptual framework of this study is anchored on the Guiding Framework for Entrepreneurial Universities (GFEU) published by OECD in 2012.

METHODOLOGY

The Benchmarking Tool instrument composed of **49 items** employing both **close- and open-ended questions**.

Target respondents were **senior managers and/or higher management personnel** of Philippine HEIs.

Data gathering was carried out during the period of **March to June 2017**.

Twenty-seven (27) university-respondents participated in the research, more than the **initially targeted fifteen (15) university-respondents** from across the country.

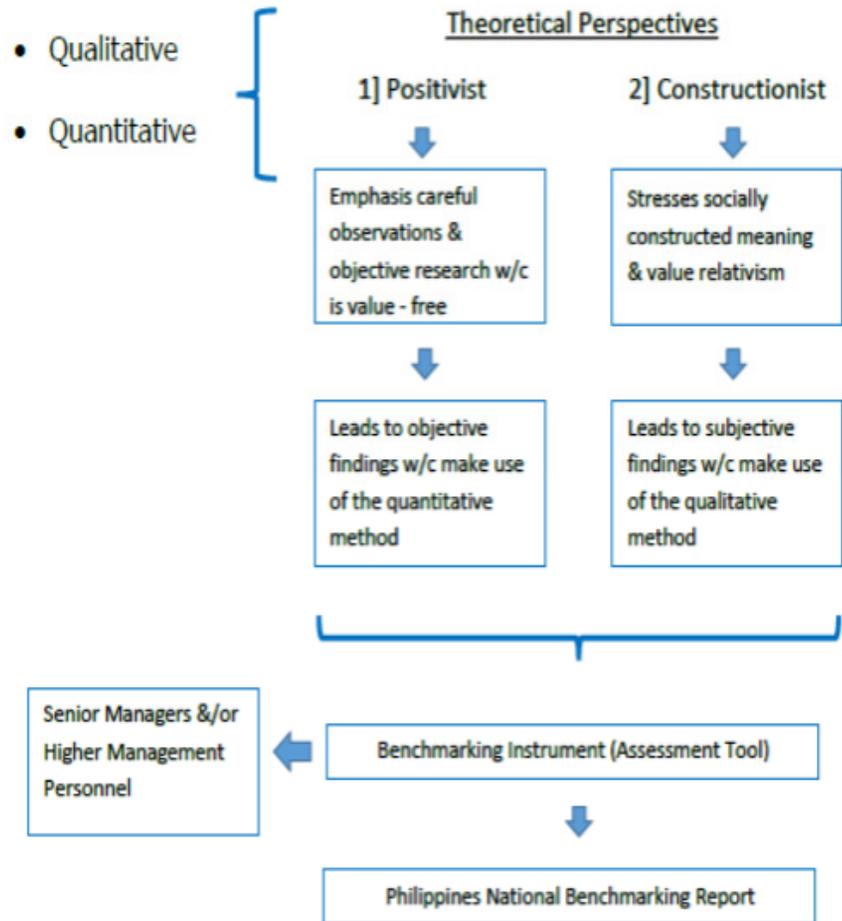


Figure 3. Methodological Approaches for Data Assessment

KEY FINDINGS

Theme I - ENTREPRENEURIAL APPROACHES AND ATTITUDE APPLIED IN GOVERNANCE

- State universities and colleges (SUCs) are encouraged by the government to source out additional funds through IGPs that follow a dispersed innovation modality.
- Some academic research outputs are being transferred to the community to aid in income generating activities for its residents.
- Common strategic and practical directions employed by university-respondents in addressing challenges and opportunities in the society are producing high quality and multi-disciplinary research.
- The most common model used are integrating an entrepreneurship course, not only in the business curricula but as well as in ITE and engineering programs, requiring faculty and students to conduct applied research, and bringing research outputs with commercial value through the Innovation and Technology Support Office (ITSO).

Theme II - STAKEHOLDER MANAGEMENT MECHANISM

- The internationalization projects done by the university-respondents are sandwich programmes, exchange students, inbound/outbound research students, inbound/outbound researchers, visiting professorship and faculty development.
- The university-respondents are not doing regular assessment due to the fact that the entrepreneurial agenda in a university level are new to HEIs.
- Some HEIs are starting to learn about entrepreneurship in the university level.
- The typical practice of HEIs in the Philippines during the past years is to implement “entrepreneurship” as a degree programme and not in a university level programme.

Theme III - KNOWLEDGE TRANSFER

- The lack of PHD holders in the Philippines is seen to among the factors that affect the quality of research output and capability to guide or advise student to carry out quality research activities leading to data or information useful to the society.
- The lack of competency of human resource for research impedes the flow of financial support for research in the HEIs.
- A significant number of respondents said that no internal funding is provided to students to do research and graduates to do startups.
- Only one-third (9/27) of the university-respondents have their incubation and acceleration programmes that offer basic support services such as provision of space, linkages to mentors, and linkages to potential funders.
- Among the 27 university-respondents, 24 reported that they do not employ new methods of learning. However, internships or practicum programmes for students are very common across the HEIs involved in the study.

Theme IV - ENTREPRENEURIAL DEVELOPMENT IN TEACHING AND LEARNING

- 85% of the Philippine universities offer courses in Entrepreneurship or course that help to develop entrepreneurial mindset or skill
- 74% of the university-respondents said that external stakeholders are involved in the design and delivery of the entrepreneurship curriculum
- 59% of the university respondents said that results of entrepreneurship research is integrated into the entrepreneurial education being offered.
- 59% of the university respondents said that they have the capacity for entrepreneurship education and development beyond the business school.

CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

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- Internal and external financial support as well as competent personnel structure is necessary.
- Capacity building is among the activities necessary to achieve a university-entrepreneurial ecosystem.
- The National Benchmarking Report for the Philippines illustrates that HEIs are at the point of emergence in the track towards an entrepreneurial ecosystem.
- The building up of soft and hard infrastructure, including the university-based Innovation and Technology Support Offices and Centers related to entrepreneurship by the HEIs, to support the needs of their students, teaching and non-teaching personnel and alumni are indicators leading to achieving the goals of a university entrepreneurial ecosystem.
- Procurement and funding are challenges seen in Philippine HEIs surveyed. This certainly presents a relevant call to action on reviewing current procurement policies and considering a more optimized process to procure materials needed for the creation of products and fast prototyping.

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

While there are available funding mechanisms for business investment in the Philippines, a gap is seen between businesses in the pre-commercialization stage and commercialized businesses that have achieved significant revenue targets.

The data gathered by this assessment serves as good input into the design, development, dissemination and use of the Massive Open Online Course (MOOC) planned for the next phase of the BEEHIVE project.

In addition, it will facilitate the establishment and implementation of acceleration programmes in the setup of accelerators for the BEEHIVE project as well as the design and award of BEEHIVE Label.

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

Given the collective HEI input on existing initiatives to support these entrepreneurial initiatives, there is a validated need to bolster support and capabilities of HEIs to enable and sustain entrepreneurial activity on different fronts. The assessment advised that HEIs take the following steps:

- (1) create opportunities to build more partnerships with investors
- (2) establish joint ventures
- (3) address the need for guidance on engaging in new business models and
- (4) strengthen industry engagement to craft relevant programmes and opportunities for students.

To optimize the benefits of open innovation, it is also recommended to focus on designing organizational structures for HEIs to have fair representations on bottoms-up approaches.

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To read the full Philippine National Benchmarking Report, visit <http://bit.ly/beehivephnbr>

What can you say about the report? Submit your feedback to <https://www.surveymonkey.com/r/LMHW7F9>

Let's Collaborate!



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