THE ENTREPRENEURIAL UNIVERSITY LEADERSHIP PROGRAMME
“The leadership challenges for universities today can best be met with skills that we commonly associate with entrepreneurs: perceiving opportunity where others see challenge, creativity in motivating people, skill at marshalling scarce resources, an urge to create change.”

ANDREW HAMILTON, VICE CHANCELLOR, UNIVERSITY OF OXFORD

MEETING THE CHALLENGE

A POWERFUL IDEA
Higher education plays a major role in enhancing a nation’s competitive capability. As globalisation brings greater complexity and uncertainty, especially in the current economic climate, institutions are increasingly seeking to innovate, to create and realise greater opportunities, and to develop their capacity for responding to challenges.

The concept of entrepreneurial leadership is now emerging as a powerful idea, especially for organisations like universities that must adapt rapidly if they are to continue creating public value.

The Entrepreneurial University Leadership Programme will explore both the concept and its application, embracing governance systems, organisational design and the development of personal skills for entrepreneurial leadership.

PARTICIPANT PROFILE
You are the ideal candidate for this programme if you are:

- Motivated to lead change in your institution of higher education
- Keen to impact the strategic direction of your institution, or elements of its activity
- Able to perceive opportunities for synergy, especially in resource-constrained environments
- Motivated to learn from international developments in university leadership
- Willing to examine your own abilities as a leader, and your entrepreneurial capacity
- Effective at working collaboratively, at motivating others, and at making an impact regardless of your position
- Working in a university, higher education institution or funding council
The University of Nottingham: Entrepreneurial University of the Year 2008

The UNIVERSITY OF OXFORD
Oxford is the oldest university in the English-speaking world, and a leader in learning, teaching and research. With over a third of its students coming from outside the UK, and its unique college and tutorial systems, it fosters an intensely interdisciplinary approach that inspires outstanding research and learning. Local and regional engagement are central to its mission, and to the many entrepreneurial activities within and around it.

THE UNIVERSITY OF NOTTINGHAM
Times Higher Education Entrepreneurial University of the Year for 2008, the University of Nottingham was one of the first in the UK to establish large-scale entrepreneurial education. Under the direction of Professor Martin Binks its Institute for Enterprise and Innovation (UNIEI) has extended entrepreneurship across the University for a decade. Nottingham is highly entrepreneurial in its strategy, curriculum, approach to learning, and the subjects it teaches. It supports business and industry sectors nationally and internationally, and encourages enterprise in its staff, students and graduates.

NATIONAL COUNCIL FOR GRADUATE ENTREPRENEURSHIP
The NGCE drives institutional change throughout the higher education sector. It works in partnership to create better conditions for long-term sustainable entrepreneurship in HE. Through its engagement with universities in the UK and worldwide, the NGCE leads the way in sharing and applying international entrepreneurship best practice. It informs national, regional and institutional policy, making a serious contribution to the long term competitiveness of the UK economy and to enhancing social cohesion.

THE COUNCIL FOR INDUSTRY AND HIGHER EDUCATION
The CIHE is a strategic leadership network of businesses and higher education executives promoting a system of higher learning that leads to greater market competitiveness and social well-being.

THE LEADERSHIP FOUNDATION FOR HIGHER EDUCATION
The Foundation’s mission is to deliver a significant and visible contribution towards equipping current and future leaders in higher education with the skills and the awareness of good practice to help them deliver continuous improvement and respond to future challenges.

PARTNER NETWORK
To serve the needs of the economy in an increasingly competitive, fast moving, knowledge based environment, society requires a vibrant, diverse and flexible higher education sector. Universities that can face the challenges of funding, access and regulation with entrepreneurial leadership will bring most benefit to society.”

DAVID GREENAWAY, VICE CHANCELLOR, UNIVERSITY OF NOTTINGHAM
MODULE 1: THE IDEA OF THE ENTREPRENEURIAL UNIVERSITY

This module will provide a firm foundation for the programme, exploring the concept of the ‘entrepreneurial university’ by:

- Considering the challenges to universities of globalisation and funding constraints, and identifying how to lead appropriate responses
- Confronting issues of governance and entrepreneurial leadership by opening an active debate on the notion of public value, with live case-studies from leaders of diverse institutions
- Drawing out implications for your own organisation’s mission, strategy, and stakeholder relationships, and examine relevant national and international developments and practice

MODULE 2: ENTREPRENEURIAL LEADERSHIP IN THE UNIVERSITY

The university context raises particular challenges for both leadership and the entrepreneurial mindset

This module will explore these challenges in depth, and enable you to develop a clear vision of the particular challenges of entrepreneurial leadership and how to meet them

The learning will relate directly to your own organisational context and personal development, and enable you to begin to identify areas for change and synergy

MODULE 3: EXPLORING GOOD CONCEPT AND PRACTICE IN DEPTH

This module will run at the University of Nottingham, the Times Higher Education Entrepreneurial University of the Year in 2008

We will examine key areas of entrepreneurial practice, including knowledge transfer activities, regional partnerships, student-led enterprise and alumni development

These explorations will enable you to review your organisation in the context of the best practice from Nottingham and around the world

MODULE 4: STRATEGIC PLANNING FOR ENTREPRENEURIAL DEVELOPMENT

This final module will be delivered after a study visit at another institution of your choice, either abroad or closer to home

It will draw together participants’ experiences of different institutional contexts and consider these in the light of the priorities of current national and international stakeholders

As the final activity in the programme, you will prepare a strategic development plan for your own organisation

AT A GLANCE
SELECTED FACULTY

The programme will be delivered by internationally-recognised university leaders, faculty engaged in boundary-extending research on key management issues, and expert contributors from around the world.

ALLAN GIBB
Programme Director
Entrepreneurship and Education

Allan Gibb is Professor Emeritus at Durham University. He has worked for over 30 years in the field of entrepreneurship, with businesses, educational institutions, governments, and development organisations in over 80 countries across the world. He has published extensively in the field of entrepreneurship education and entrepreneurial organisation design.

PEGRAM HARRISON
Programme Director
Entrepreneurship and Leadership

Pegram Harrison is a Fellow in Entrepreneurship at the Said Business School. A former entrepreneur and consultant, he conducts research and teaching on entrepreneurship and leadership in an entrepreneurial context. He also works at the intersection of business and social issues, and on projects relating to business education, particularly for women entrepreneurs in Muslim communities.

SUE DOPSON
Organisational Behaviour and Leadership

Sue Dopson is Dean of Faculty and Rhodes Trust Professor at the Said Business School. She has been the School’s Director of Research Degrees, and was the founder of the Oxford Healthcare Management Institute. She is co-Director of the School’s Diploma in Organisational Leadership, and consults on management development to organisations in the health care industry, including the NHS.

IAN ROBERTSON
Chief Executive Officer, NCGE

PAUL HANNON
Director of Research and Education, NCGE

MARTIN BINKS
Professor of Entrepreneurship and Director of The University of Nottingham’s Institute of Entrepreneurship and Innovation

GAY HASKINS
Dean of Executive Education, Said Business School, University of Oxford
LEADING NATIONAL AND INTERNATIONAL CONTRIBUTORS

MICHAEL CROW
Leading the Research University of the Future
Michael Crow is President of Arizona State University. He is guiding the transformation of ASU into one of the USA’s leading public metropolitan research universities, one that is directly engaged in the economic, social, and cultural vitality of its region.

SIR PETER SCOTT
Knowledge and the Public in an Age of Uncertainty
Professor Sir Peter Scott is Vice Chancellor of Kingston University, and has been Pro Vice-Chancellor and Professor of Education at the University of Leeds, Director of the Centre for Policy Studies in Education and editor of The Times Higher Education Supplement.

MADELEINE ATKINS
Leadership and Innovation in Higher Education
Madeleine Atkins is Vice Chancellor of Coventry University, a member of HEFCE’s Research and Innovation Committee, and a board member of the NCHE. She has taught education management, emphasising the use of new technologies to support effective learning.

DAVID GREENAWAY
University Leadership and Funding
David Greenaway is Vice Chancellor and Professor of Economics at The University of Nottingham, and previously Pro-Vice Chancellor and Dean of the Faculty of Law and Social Sciences and founding Director of the Leverhulme Centre for Research on Globalisation and Economic Policy.

THOMAS DARWIN
Intellectual Entrepreneurship and Citizen Scholars
Thomas Darwin is Director of Professional Development and Community Engagement at the University of Texas-Austin. His teaching and research emphasise effective collaboration, ethics and leadership, and community engagement.

MICHAEL SHATTOCK
Governance in Higher Education
Michael Shattock is a Visiting Professor at the Institute of Education, University of London and Joint Director of the MBA in Higher Education Management. He is well known for his high profile inquiries into institutional governance and management.

ROBIN MIDDLEHURST
The Challenge of Internationalisation
Robin Middlehurst is a Director at the Leadership Foundation for Higher Education and Professor of Higher Education at Kingston University. Her work concerns the nature and impact of change in international higher education policy and practice.

HENRY ETZKOWITZ
The Changing Character of the Triple Helix Model
Professor of Innovation, Creativity and Enterprise, University of Newcastle; Research Fellow, Stanford University

BRENT SMITH
Knowledge Transfer and Entrepreneur Engagement
Associate Dean of Executive Education; Associate Professor of Management and Psychology, Rice University

ANTTI PAASIO
Knowledge Transfer and Entrepreneur Management
Professor of Business and Innovation Development, Turku School of Economics, Finland

JOHN GODDARD
Universities, Cities and Regions
Emeritus Professor of Regional Development Studies at University of Newcastle; Director of Centre for Urban and Regional Development Studies

MAGNUS KLOFTSEN
Knowledge Transfer and Entrepreneur Engagement
Director of the Centre for Innovation and Entrepreneurship (CIE), Linkoping University, Sweden

For further information on faculty and contributors, please visit our website www.sbs.oxford.edu/eu
SAID BUSINESS SCHOOL
The Saïd Business School is Europe’s fastest growing business school. An integral part of The University of Oxford, the School embodies the academic rigour and forward thinking that has made Oxford a world leader in education. The School is dedicated to developing a new generation of business leaders and entrepreneurs and conducting research not only into the nature of business, but the connections between business and the wider world.

EXECUTIVE EDUCATION AT SAID BUSINESS SCHOOL
Executive Education at Saïd Business School draws on thought leadership from the entire resource base of Oxford University, as well as the Business School, to offer executive development that both inspires individuals and creates significant business impact. Ambitious leaders and organisations benefit from the challenge of working with world experts to mine rich insights into the complex realities of global management, and to envisage and anticipate the future. Rising in the Financial Times international ranking of Executive Education programmes, Saïd Business School’s programmes for clients such as Telefonica, BMW Group and Standard Chartered lead to lasting change at both the organisational and individual level. And with a fast-growing, forward-facing portfolio of pioneering leadership and practitioner programmes, such as The Oxford Strategic Leadership Programme (celebrating its 27th year in 2009), Diploma in Financial Strategy, and The Oxford Advanced Management and Leadership Programme, it supports and inspires the business leaders of today and tomorrow.

For more information, see:
www.sbs.oxford.edu/execed