



**Saïd Business School**  
UNIVERSITY OF OXFORD

**ncge**  
National Council for Graduate Entrepreneurship

 **The University of Nottingham**

# THE ENTREPRENEURIAL UNIVERSITY LEADERSHIP PROGRAMME

[WWW.SBS.OXFORD.EDU](http://WWW.SBS.OXFORD.EDU)





“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

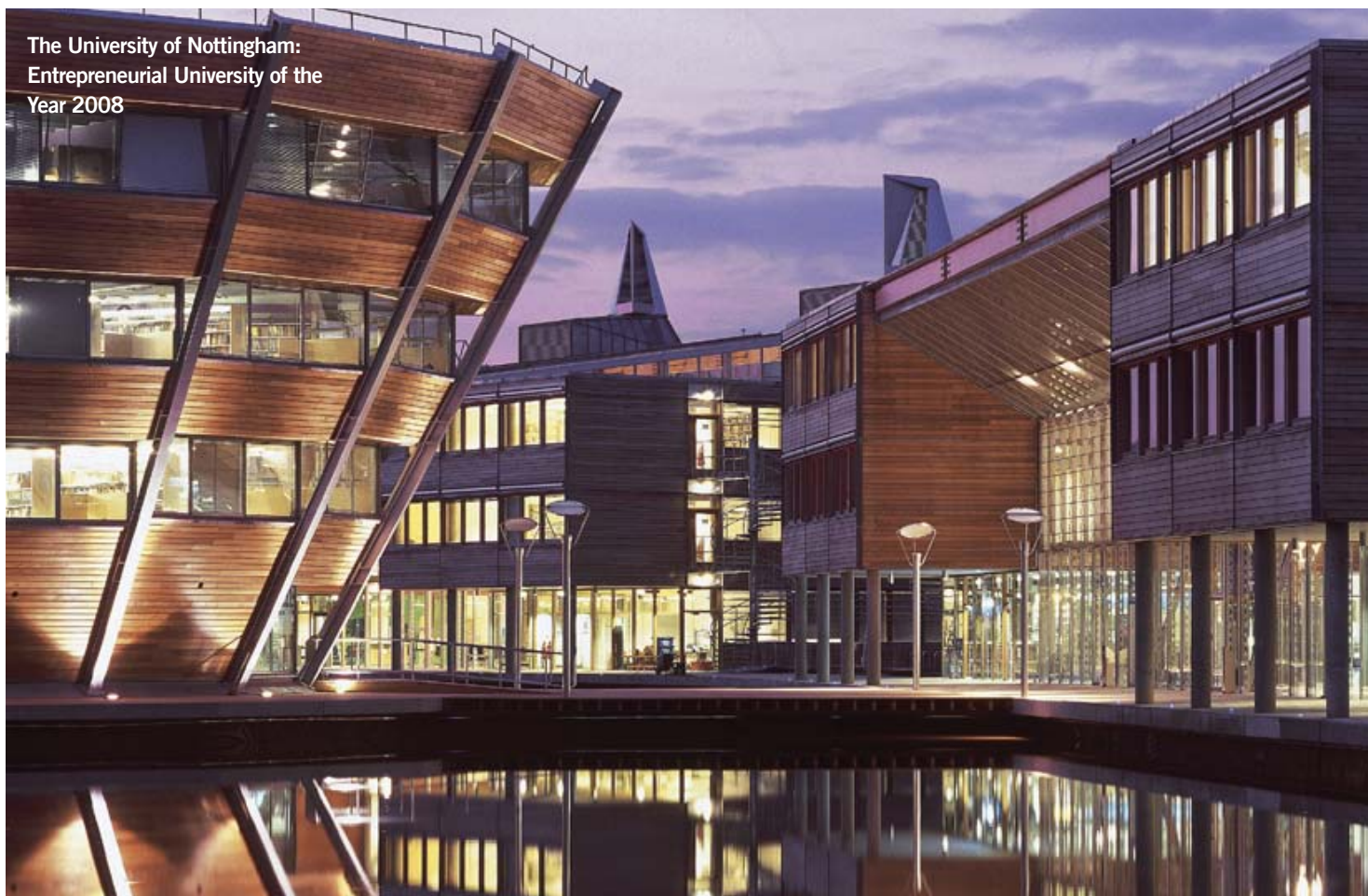
Effective at working collaboratively, at motivating others, and at making an impact regardless of your position

Working in a university, higher education institution or funding council



Christ Church College, University of Oxford

The University of Nottingham:  
Entrepreneurial University of the  
Year 2008



## PARTNER NETWORK



**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.



“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

## A PROGRAMME FOR ACTION

### A DYNAMIC DESIGN

The Entrepreneurial University Leadership Programme comprises four three-day modules, delivered within one year. The programme is highly interactive, building from the experience of participants, faculty and practitioners, and exploring a range of different university and disciplinary contexts. Participants appraise the entrepreneurial capacity of their own organisation, identify areas for potential development, and then create and enact strategies for change.

Action between modules is supported by peer learning and mentoring. Between the third and fourth module, participants are encouraged to visit another institution, either in the UK or abroad, to explore alternative experiences and draw lessons for their own practice. The framework for this is developed throughout the programme to enable participants to gain maximum value from the activity.

### BENEFITS

After the programme you will be able to:

Understand the global context for entrepreneurialism in universities and learn from best practice around the world

Cultivate a clear vision of the nature of this leadership challenge

Develop and hone your capacity to lead entrepreneurially, and to develop the same skill in others

Translate university ‘enterprise’ missions statements into active, successful strategies and practice

Understand and prioritise areas for change, development and synergy in your own institution

Maintain an on-going network of peers with whom to discuss on-going challenges and practice, and to share success

### LOCATIONS

Oxford, one of the world’s most renowned universities, is the programme’s main location. It will take place at the Executive Education Centre of the Saïd Business School, University of Oxford. The centre offers comfortable accommodation, award-winning cuisine and high-tech facilities.

The third module of the programme will be held at the University of Nottingham (Times Higher Education Entrepreneurial University of the Year, 2008), providing a valuable alternative learning context for participants.

Participants are encouraged to make a study visit to another institution of their choice between the third and fourth modules.

### DATES

Module 1: 03–06 Feb 2010

Module 2: 05–08 May 2010

Module 3: 15–18 Sep 2010

Visit: Dec 2010 or Jan 2011

Module 4: 19–22 Jan 2011

### FEES

The fee for the programme in 2010 is £13,500. This is inclusive of accommodation, meals and refreshments for the duration of each module.

### CONTACT

For further information and to apply to join the programme, contact: **Liz Starbuck Greer**  
[liz.greer@sbs.ox.ac.uk](mailto:liz.greer@sbs.ox.ac.uk)  
Tel: +44 (0)1865 422565.



## AT A GLANCE

### 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

# 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 Saïd 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 Saïd 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.

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## IAN ROBERTSON

Chief Executive Officer, NCGE

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## PAUL HANNON

Director of Research and  
Education, NCGE

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## MARTIN BINKS

Professor of Entrepreneurship  
and Director of The University  
of Nottingham's Institute of  
Entrepreneurship and Innovation

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## GAY HASKINS

Dean of Executive Education,  
Saïd Business School, University  
of Oxford

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# 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 NCGE. 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.

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## HENRY ETZKOWITZ

The Changing Character of the Triple Helix Model

Professor of Innovation, Creativity and Enterprise, University of Newcastle; Research Fellow, Stanford University

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## 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), Linköping University, Sweden

For further information on faculty and contributors, please visit our website [www.sbs.oxford.edu/eu](http://www.sbs.oxford.edu/eu)



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## 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](http://www.sbs.oxford.edu/execed)