Building Enterprise and Entrepreneurship

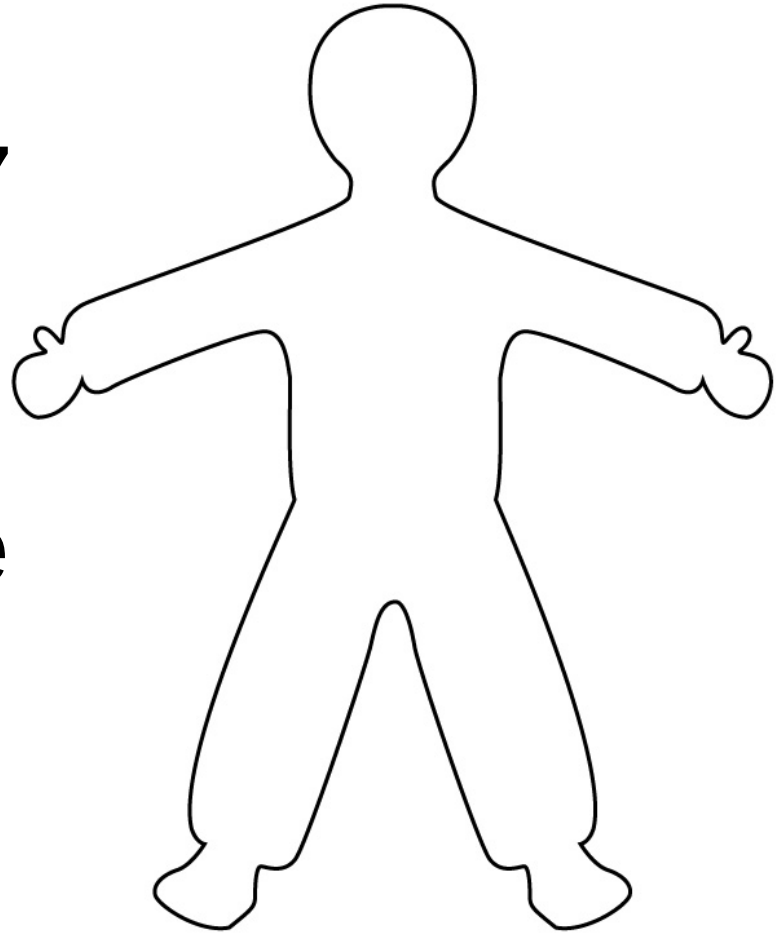
Economy, Enterprise, and Leadership

The key to success

Alison Price, Director of Educator Development
National Council for Graduate Entrepreneurship, UK

Graduate 2009/10

- “will have 19 different jobs and 7 separate careers”
- “will apply for jobs we don’t even have names for yet!”
- Faces complexity & uncertainty



The National Driver for Enterprise and Entrepreneurship in Higher Education

NCGE aims to:

1. lead long term cultural change in our universities
2. shape the institutional environment for enterprise and entrepreneurship and embed good practice
3. increase the number of graduate businesses
4. inform regional and national policies that affect enterprise

www.ncge.com

Our journey so far

- Phenomenal change
- Personal, professional, conceptual growth
- The journey ahead – our vision
- Priorities for Action

Our Future Vision

- ***The Entrepreneurial University:***
  - *Strong leadership; vision, strategy, outcomes; strong culture/values;*
    cross-campus; rewards for excellence; stakeholder partnerships

- ***The Entrepreneurial Educator:***
  - *Innovative entrepreneurial leader; creative learning practices; student ownership; fully engages the entrepreneurial life-world*

- ***The Entrepreneurial Graduate:***
  - *Self-confident; experienced; high entrepreneurial capacities; capable of thriving in an uncertain, unpredictable, complex world*

Exhibit 1
The dominant model of the entrepreneur being taught?

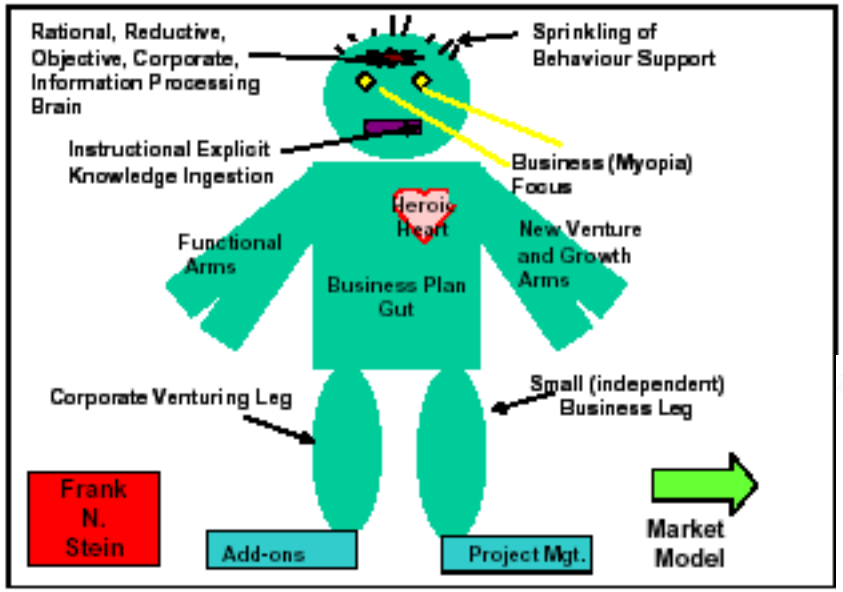
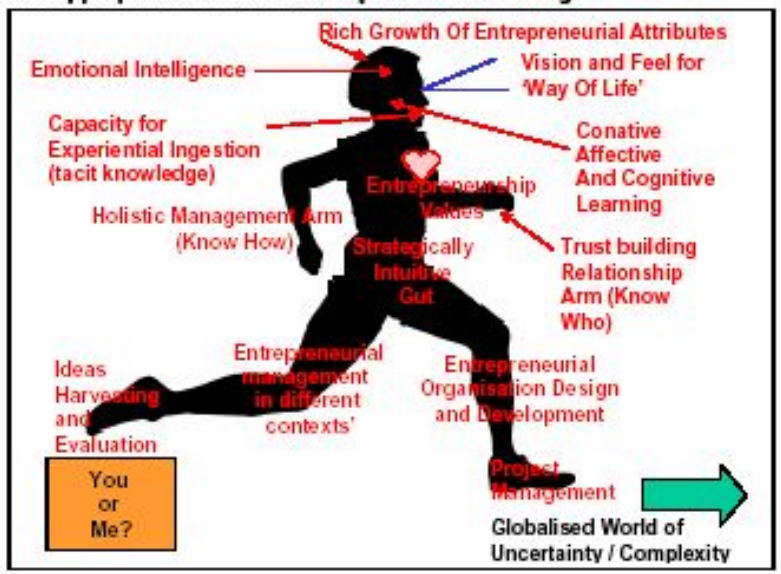


Exhibit 3
Towards an appropriate model for entrepreneurial teaching



Regional & National Ambitions

1. Levelling the playing field – access to opportunity
2. Broadening the concept – relevance to all
3. Stronger recognition - legitimacy
4. Scale-ability
5. Aligning purpose opportunity and **outcomes**
6. Shaping conducive/enabling environments
7. Student-led engagement
8. Stakeholder-led engagement
9. Institutional leadership
10. Sustainability of impact/outputs

NCGE's Approach

1. **Entrepreneurial Stakeholder Partnerships**
   - EC University-Business Collaborations
   - UK University Enterprise Networks (UENs: www.ncge.com/uen)

2. **Entrepreneurial Institutions**
   - 'Towards the Entrepreneurial University' – Models and strategies
   - NCGE Entrepreneurial Outcomes Framework
   - Leadership development – with SAID Business School, Oxford University
   - 'Developing Entrepreneurial Graduates' Report
   - Benchmarking Framework
   - National Institutional Awards

3. **Entrepreneurial Educators**
   - Mastery Framework to shape future leadership
   - International Entrepreneurship Educators Programme (IEEP) + IEEC
   - Recognition/Career Enhancement – professional, academic
   - Building communities – educators, researchers, careers professionals
   - International Links

4. **Entrepreneurial Students/Graduates**
   - Flying Start Graduate Entrepreneurship Programmes
   - Flying Start Online (www.flyingstartonline.com)

UNIVERSITY ENTERPRISE NETWORKS

STEM
(Science, Technology, Engineering, Maths)

NUCLEAR

INNOVATION

ADVANCED MANUFACTURING

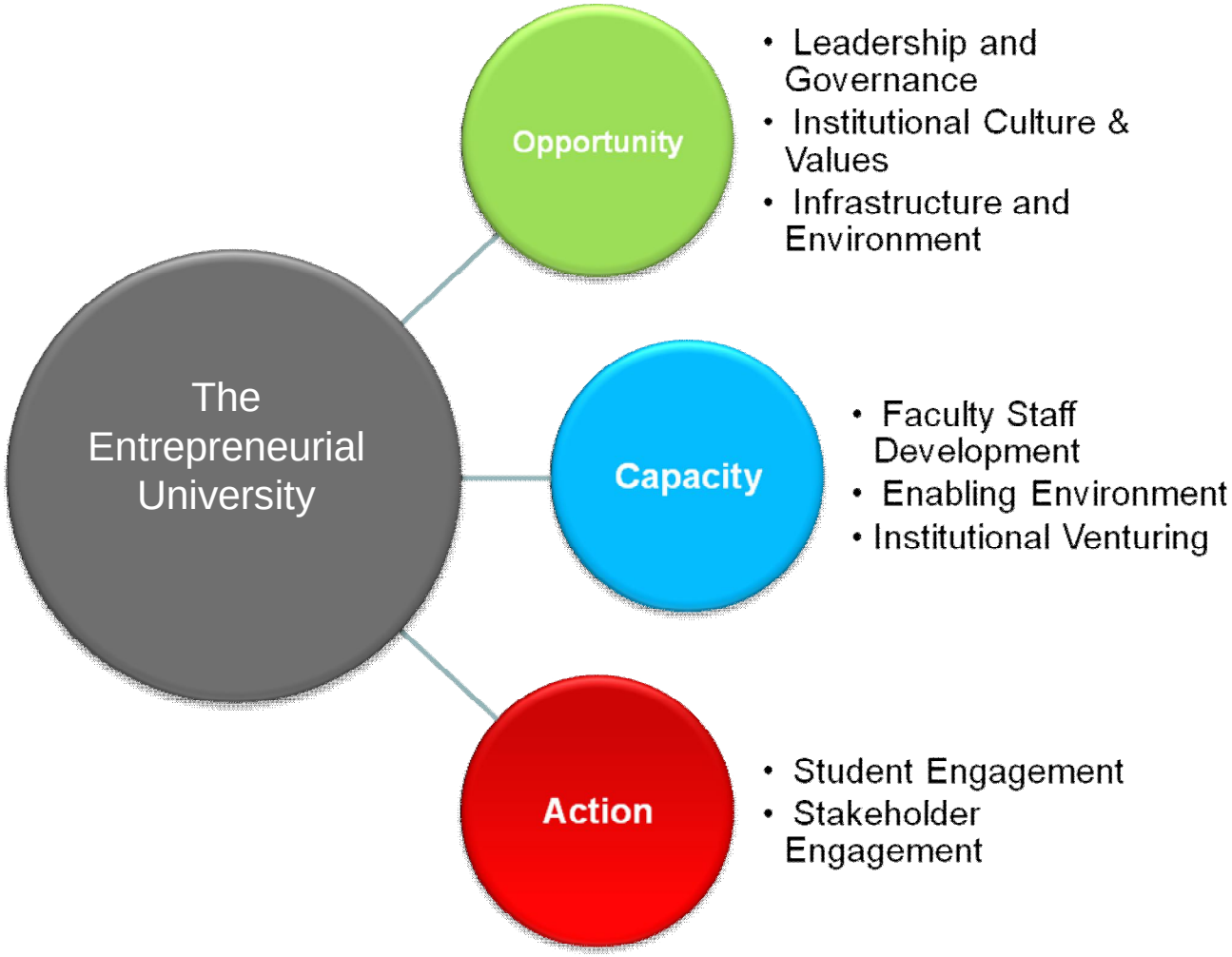
A partnership between the private sector, public agencies and universities.

Current potential partners include:

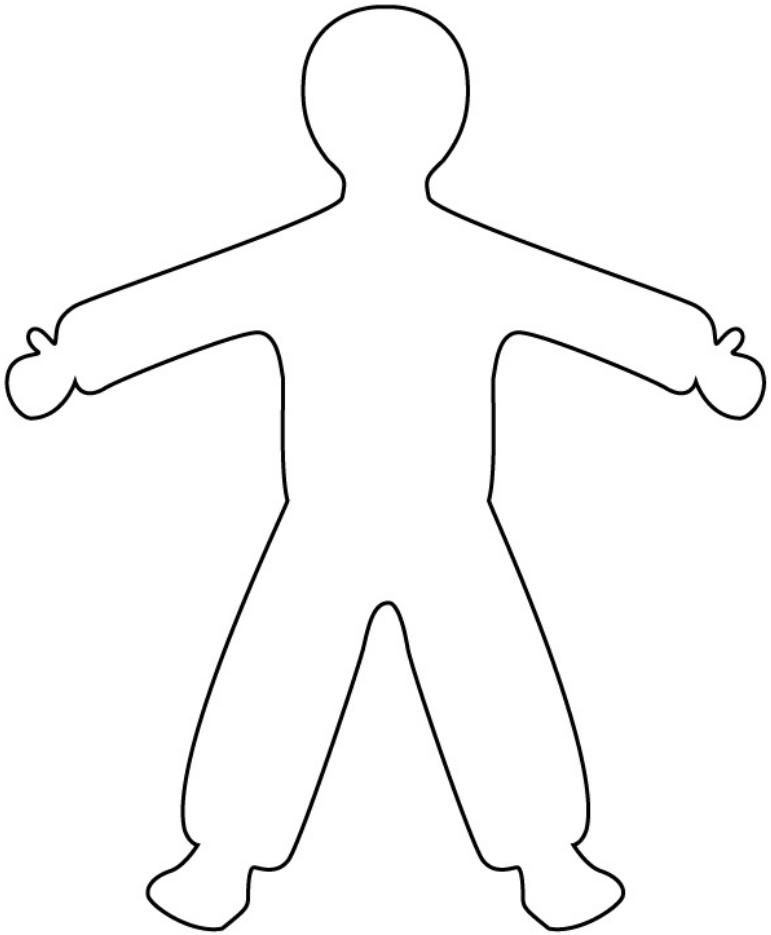
COMPANIES
- Microsoft
- BAE Systems
- Cisco
- HP-MAP
- BT
- Westinghouse
- Hyde Group
- Optare
- Brookhouse Group

RDAs
- AWM
- EEDA
- NWDA
- SEEDA

UNIVERSITIES
- Cambridge
- Central Lancashire (UCLan)
- Coventry
- Cranfield
- Hertfordshire
- Oxford
- Reading
- Southampton


The Entrepreneurial University
Opportunity
• Leadership and Governance
• Institutional Culture & Values
• Infrastructure and Environment
Capacity
• Faculty Staff Development
• Enabling Environment
• Institutional Venturing
Action
• Student Engagement
• Stakeholder Engagement

Graduate 2010....



Entrepreneurial Behaviours	Entrepreneurial Attributes	Entrepreneurial Skills
Opportunity seeking and grasping	Achievement of ambition	Creative problem solving
Taking initiatives to make things happen	Self confidence and self belief	Persuading
Solving problems creatively	Perseverance	Negotiation
Managing autonomously	High internal locus of control	Selling
Taking responsibility for and ownership of things	Action orientation	Proposing
Seeing things through	Preference of learning by doing	Holistically Managing business/projects/situations
Networking effectively	Hardworking	Strategic thinking
Putting things together creatively	Determination	Intuitive decision making under uncertainty
Using judgment to take calculated risks	Creativity	Networking

NCGE (Gibb 2002)

Entrepreneurial behaviours, skills and attitudes	DEVELOPING ENTREPRENEURIAL CAPACITIES
Empathy with the entrepreneurial life	
Embedded entrepreneurial values	
Motivation to entrepreneurial careers/lives	
Understanding venture creation processes	
Developing generic entrepreneurial competencies	
Key business ‘how-to’s	
Key relationship networking skills	

Source: Prof Allan Gibb

Application of the Outcomes Framework creates implications for:

- **What** we teach (curriculum context and content)
- **How** we teach (pedagogic development)
- Our own skills development (as educators)
- Development of the skills of others (stakeholders)
- The **structure and culture** of our organisations (the way we organise and incentivise)

In summary:

- Emphasis on **developing entrepreneurial graduates** rather than graduate entrepreneurs -
- **Three prongs**: strong leadership and institutional values; student opportunity and support; leveraging stakeholder collaborative partnerships -
- Shared explicit integrated outcomes – ***know your journey***
- **Enabling** environments and practices
- An agenda for **ALL** stakeholders

Thank You

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