Entrepreneurial Strategy within HE

Economy, Enterprise, and Leadership

The key to success

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

What a difference a year makes!

Economy

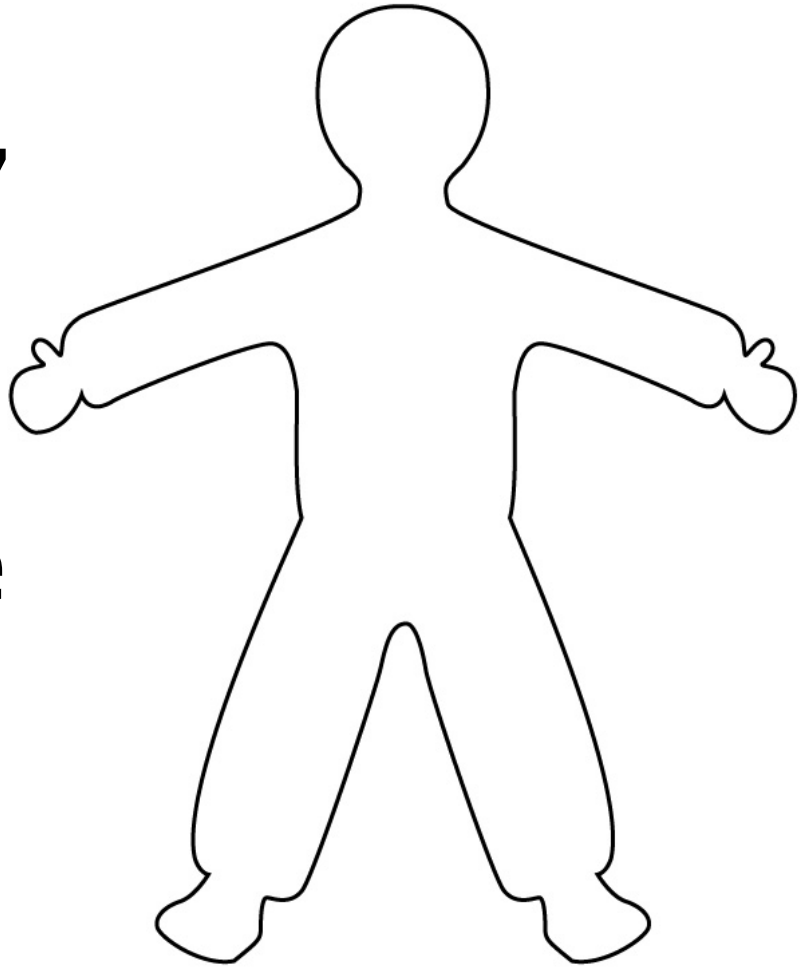
Youth Unemployment

Student Loan Delays

Higher Education Funding

Graduate 2009

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



Landscape

- **UK Employers**
  - Skill gap
  - Seeking "work ready" graduates
  - Work ethic
  - Transferable skills

- **UK Graduates**
  - "Digital natives"
    - IT literate
    - Multi-taskers
  - Work life balance
    - Sabbaticals
    - Values
  - Embrace concept of "no job for life"
    - Self employment
    - Portfolio worker

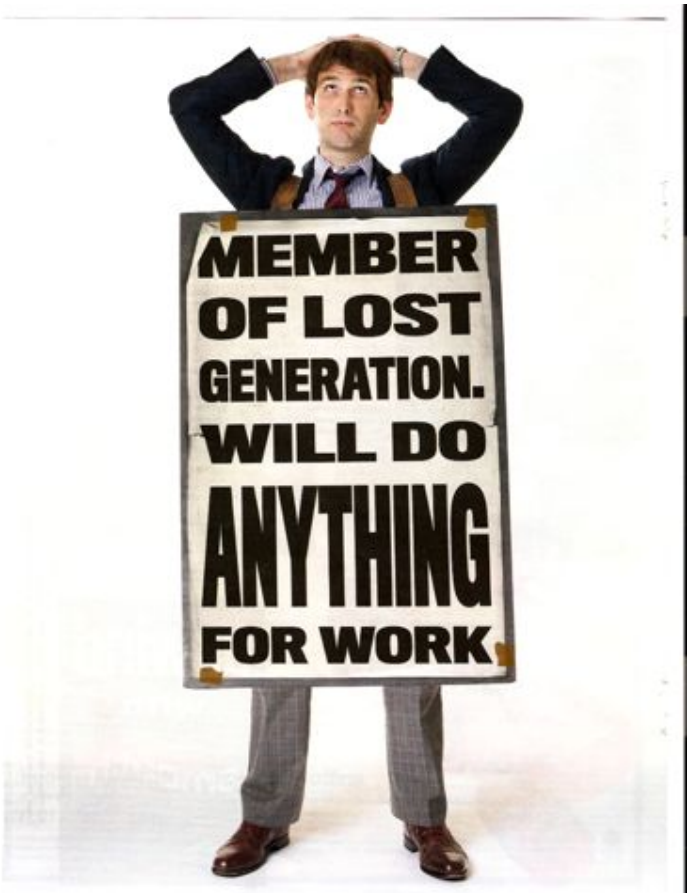
WHAT WOULD YOU ATTEMPT TO DO IF YOU KNEW YOU COULD NOT FAIL?

(UNKNOWN)

What a difference..

- **Employers**
  - Skill gap
  - Seeking “work ready” graduates
  - Work ethic
  - Transferable skills

- **Graduates**

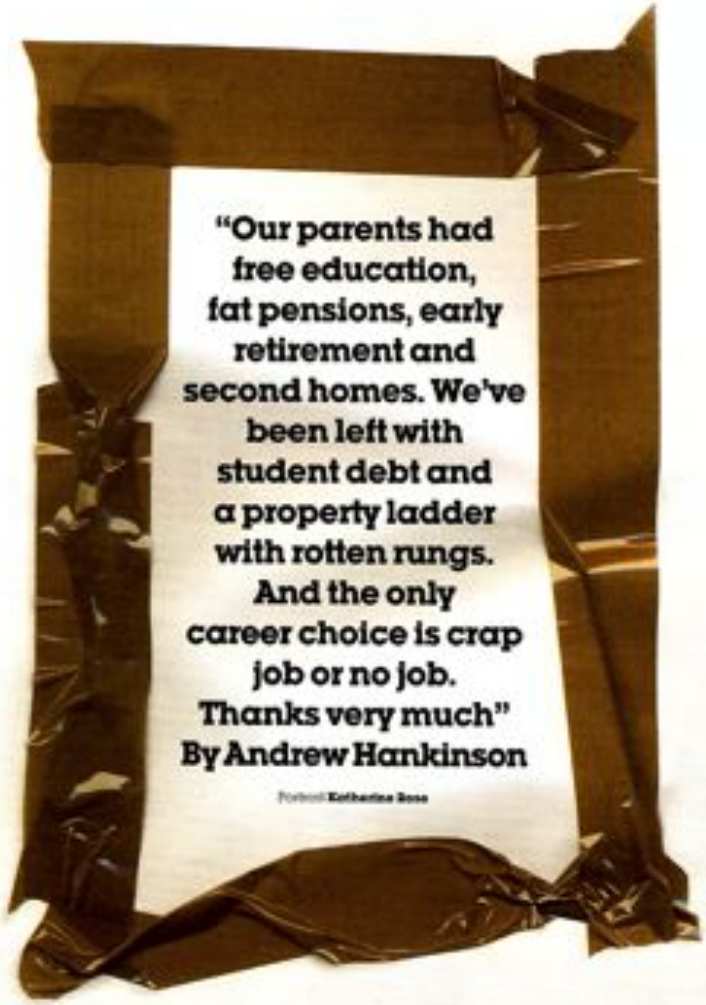


The Observer Magazine

THE LOST GENERATION

Baby boomers took all the good jobs, the free education and the cheap housing, and left their kids with nothing but the credit crunch and the bill for their pensions. Andrew Hankinson BSc, 29, is unemployed and angry

Jan 31 2010



The National Driver for Enterprise and Entrepreneurship in Higher Education

NCGE aims to:

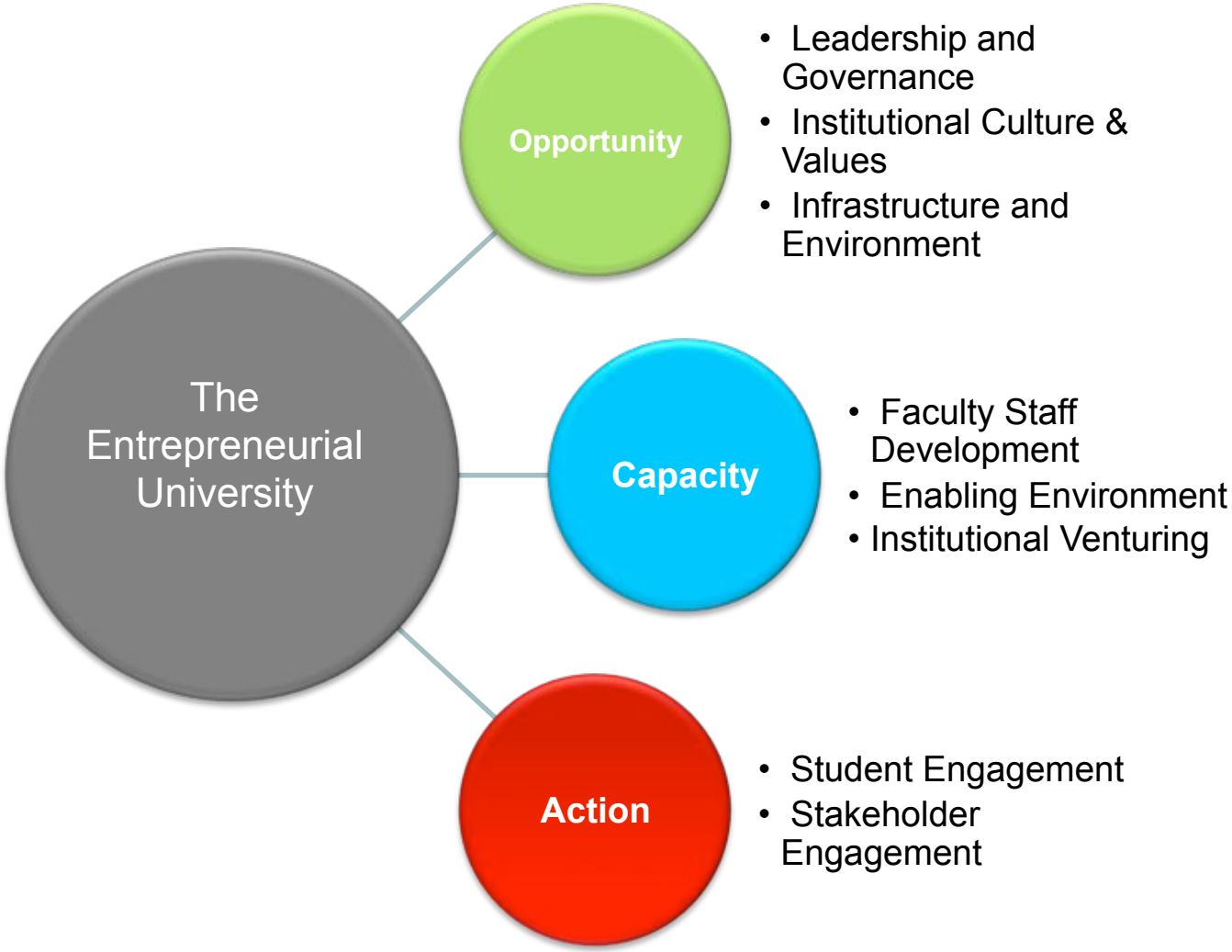
1 lead long term cultural change in our universities

2 shape the institutional environment for enterprise and entrepreneurship and embed good practice

5 increase the number of graduate businesses

6 inform regional and national policies that affect enterprise

www.ncge.com


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

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?

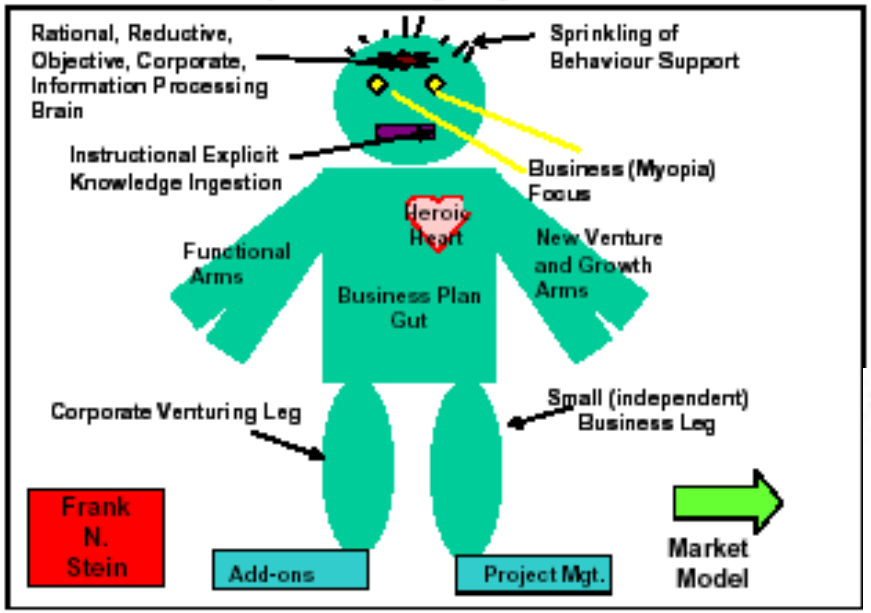


Exhibit 3
Towards an appropriate model for entrepreneurial teaching

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

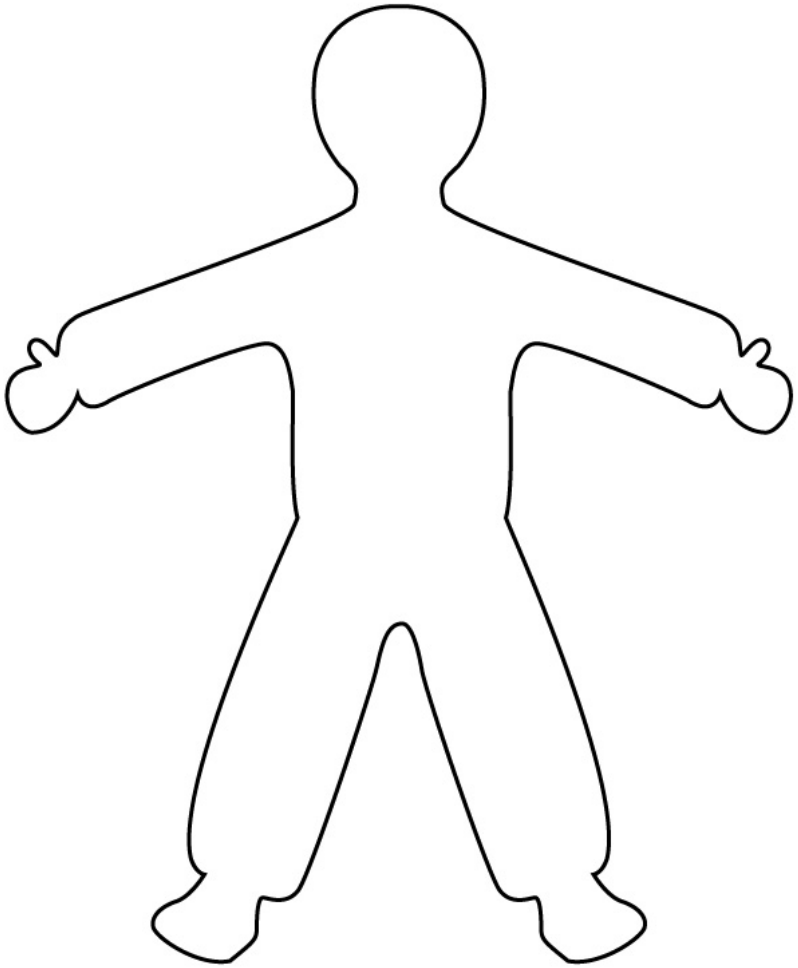
1. **Entrepreneurial Stakeholder Partnerships**
   - EC University-Business Collaborations
   - UK University Enterprise Networks (UENs: www.ncge.com/uen)

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)

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)

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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www.ncge.com

IEEC conference 2010 1-3rd Sept

http://www.ieec.co.uk/

Times Higher Awards:
Entrepreneurial University of the Year