Global Leadership Centre
University of Oxford
A physical and digital hub for leaders
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Said Business School can be understood in terms of a set of figures: our age, the number of programmes we run, the number and nature of our students, the size and diversity of alumni body, our positioning in various external rankings, our finances and endowment – all of which are summarised below. To truly understand the School, however, it is important to understand what we are trying to achieve: our purpose.

For the last ten years, we have described ourselves as a world-class business school, embedded in a world-class university, tackling world-scale problems. We talk about purposeful leadership. We have emphasised ‘World Challenges. Oxford Answers’ – with the latter not a boast but a recognition of answering the call. Recently, we have described ourselves not a boast but a recognition of answering the call. Recently, we have described ourselves not only to develop successful individuals and organisations, but also governments and NGOs. While we are a place-based institution, we have expanded our footprint dramatically with online programmes, where each year we have eight times as many online (non-degree bearing) participants as degree students.

- **Why do we emphasise embeddedness?** In many areas of business, it is important to gain domain expertise beyond management, e.g., technology or science. But if we are to address big problems, we need people who are cross trained; hence our commitment to embeddedness, embodied in our 1+1 programme, our GOTO programme, and our increasing number of joint appointments. With the Oxford Foundry, we have created not only a powerful hub for entrepreneurial students and alumni from across Oxford, but also increased our ability to teach a broader range of amazing Oxford students about the power of business to drive profitable social change.

- **Why do we simultaneously emphasise entrepreneurship, traditional business, and megaprojects?** There is no one solution to the big problems of the world, and all organisational forms need to be deployed. While we can be heterodox, we are realistic and understand that traditional forms of business are an important route to social change. Our students and participants must be well trained in a standard sense in order to take their place in the leadership of these organisations.

- **How does our curriculum reflect our values?** For much of the last ten years, a core component of our MBA and EMBA curriculum has been Global Opportunities and Threats: Oxford, which requires students to understand and map the complicated systems that lead to problems such as the climate emergency we face, and to find strategic intervention points to make progress. A multi-university version of GOTO, Map the System, now engages more than 3,500 students in over 50 universities every year.

- **Why don’t we emphasise rankings?** Some rankings, such as the FT’s Open Enrolment rankings, measure participant satisfaction, and we do exceptionally well on these, ranking second in the world. Other rankings, such as the FT’s MBA ranking, put most of the weight on alumni salaries (43%), and since we don’t optimise the class for this purpose, we still do well, but less well, typically ranking in the range of 13–25.

- **But are we at the forefront of business?** Yes! Our Future of Marketing Initiative, working with ten of the leading firms, is one of the most advanced research programmes in this area, dealing with the leading topics of the day. Our work on purpose and sustainability is routinely and prominently covered in the media. Our work on megaprojects has been instrumental in massively increasing the on time/on budget performance of projects in the UK and beyond. Our work with Creative Destruction Lab is helping develop and grow the highest potential ventures throughout the world. Our work in Finance has informed both business practice and regulatory oversight in the UK, US and elsewhere. We have impact.

Peter Tufano
Professor of Finance and Peter Moores Dean
Said Business School, University of Oxford
Oxford Saïd in numbers

Founded in 1996, we celebrate the 25th anniversary of our first MBA class this year. We moved into our Park End facility in 2001.

### Composition of 2020/21 MBA class
- **67** Nationalities
- **47%** Female participants
- **92%** International students

### Open executive education programmes (2019)
- **115** Nationalities
- **44%** Female participants
- **1,600** Executive participants

### Online executive education programmes (since 2017)
- **167** Nationalities
- **25,000** Executive participants

### Custom executive education programmes (since 2016)
- **30+** Nationalities
- **20,000** Executive participants

### Finances (Endowment)
- Harvard Business School: £3,058 million
- INSEAD: £231 million
- Oxford Said: £65.8 million

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MBA (Master of Business Administration)
EMBA (Executive Master of Business Administration)
MLF (Masters in Law and Finance)
MFE (Masters in Financial Economics)
COVID-19 response
– a snapshot

Students
Oxford Said Service Corps
The Oxford Said Service Corps was a student-led initiative to replace cancelled internships and consultancy projects while helping a range of businesses and nonprofits that were themselves affected by the pandemic. The Dean’s Response Fund, created in June 2020, paid students a living wage, allowing them to increase their practical knowledge and apply what they learnt on the MBA programme. Meanwhile, the organisations they worked with, many of which would not normally be able to afford to pay interns themselves, benefited from their energy and new ideas.

Hardship fund
Oxford Said’s hardship fund was able to provide support to a number of students who needed it when the UK’s first lockdown meant that many lost work or suddenly incurred travel costs.

Entrepreneurship
The Foundry COVID-19 Action Plan
The Oxford Foundry COVID-19 Action Plan was launched in April 2020. It increased support and access to networks for ventures in the OXFO portfolio that were already adapting in the light of the pandemic. In addition, more than 100 students and alumni from across the University applied to join the OXFO COVID-19 Rapid Solutions Builder programme, which focused on launching and scaling practical solutions to the secondary and tertiary problems linked to the crisis.

The Liber Project
The Liber Project, created by Oxford Said’s Entrepreneurship Centre, assigned 129 student and alumni volunteers to work with 35 UK start-ups, scale-ups and SMEs in roles involving investor relations, marketing, and strategy. The Project also provided masterclasses and advice from Said Business School faculty as well as expert practitioners.

CDL Recovery
The Creative Destruction Lab (CDL), a global not-for-profit science and tech start-up mentoring programme located in major universities including Said Business School, created this new programme to address the public health and economic recovery challenges created by the global COVID-19 crisis.

As well as supporting the mentoring programme, Oxford Said is using Crowdmanager, a customised app produced by CDL Recovery start-up Crowdless, to help students maintain distance while using social spaces on campus.

10k Small Businesses
The Goldman Sachs 10,000 Small Businesses programme (10KSB) – a joint initiative between Said Business School and Goldman Sachs Foundation – launched Reimagining Business, a support programme featuring webinars, weekly coaching sessions, and faculty insights tailored for quick and practical action.

Community
Leadership in Extraordinary Times broadcast series
The series was launched on 2 April, just one week after the UK formally went into lockdown, with an interview with Oxford Said Chair Paul Polman.

28 free, hour-long interviews and panel discussions were broadcast live during the next four months, with a further 12 taking place during Michaelmas Term, providing ideas and advice for leaders on responding to the immediate crisis as well as on building ‘forward’ for a better post-pandemic economy and society.

The audience is global, with viewers from countries including the UK, USA, India, Australia and South Africa.

Homeless Oxfordshire
Oxford Said helped Oxford City Council by accommodating homeless sleepers in Egrove Park during the first UK lockdown, as well as supporting our partner charity, Homeless Oxfordshire, throughout the year.
Rationale for the Global Leadership Centre

Purpose and strategy
Working with organisations and leaders is fundamental to pursuing our own purpose and academic mission. If we are to support the transformation of business to become the engine of a more sustainable, prosperous, and equal world, we need to provide the highest quality education to current as well as future leaders; and facilitate the challenging conversations and practical innovation that will catalyse systemic change. The Global Leadership Centre will provide the physical and digital space to make that happen.

Education
The Global Leadership Centre has been designed to support this high-level business and leadership education, with a range of formal and informal teaching spaces and state-of-the-art digital tools. This will allow for flexible programmes that can incorporate both face-to-face and remote learning, that can bring diverse teams together from across international organisations, and that can welcome global experts to contribute from wherever they are in the world. Drawing on our experience of the COVID-19 pandemic, it will as far as possible be future-proofed to allow for further technological and other developments.

Sustainability
Consistent with the values of the School, the development of the Osney Power Station building will endeavour to be as environmentally sustainable as possible. Its location next to the railway station, and reduced parking facilities, will encourage the use of public transport for visitors.

Financial
Said Business School is a department of the University of Oxford, which has charitable status. Any surplus made by the School is reinvested in pursuit of its charitable activities – research, education, and the spread of knowledge. The Global Leadership Centre is expected conservatively to improve the School’s surplus by approximately £2 million a year, which will go towards the furtherance of its academic mission.

Location
The Global Leadership Centre will be within a few minutes’ walk of both the main Said Business School building on Park End Street and the Oxford Foundry, the University of Oxford’s entrepreneurship centre, creating a mini ‘campus’ that will ease the cross-fertilisation of ideas and close links between business and management research and practice. The Global Leadership Centre will also be on the doorstep of the main University area and will thus encourage closer links with other departments and disciplines.
Approaches to leadership

Research

Said Business School conducts rigorous, innovative, and practically relevant research in a range of areas that are of critical importance to leaders and organisations today.

The ideas generated by this research power the transformational thinking that is at the heart of our vision for the Global Leadership Centre, developing new models and frameworks for the future in areas including:

- Complex organisations and systems
- Scenario planning
- Innovation
- Leadership
- Corporate governance
- Sustainable development
- Social responsibility

In addition, the Centre will bring together insights from the cluster of research projects grouped around the theme of Responsible Business. These examine the concept of corporate purpose through differing lenses, deepening our understanding of what business is, and what business should be, over the coming decades.

- Changing Conceptions of Corporate Purpose
- Economics of Mutuality
- Rethinking Performance
- The Ownership Project

Teaching

Leadership development at Oxford Said is based on a variety of teaching methods that are combined flexibly to meet the needs of learners and their organisations.

Drawing on Oxford’s long tradition of intensive, tutorial-based dialogues and debates, interactive lectures are mixed with collaborative exercises and small discussion groups to understand and interrogate issues from several different perspectives. Industry experts from a variety of sectors share personal insights that complement the academic learning.

Academics from departments and divisions from across the University provide a broader context and help leaders reframe challenges and explore new solutions. In particular, Said Business School draws on Oxford’s rich tradition of the humanities to introduce a range of new ideas, experiences and ways of thinking, pushing executives out of the comfort of what they know and encouraging them to ask different questions.

Immersive learning experiences in Oxford, in which participants are taken out of their day-to-day working environment, are supplemented by digital learning and virtual interactions, including the Oxford HIVE—a virtual classroom that can simultaneously connect up to 84 participants from around the world.

Many leadership programmes also include action learning modules, in which groups can research, test, and present new ideas or existing projects that add value to their organisations.

Custom leadership programmes are developed in partnership with organisations, such as the Development Bank of Japan, with whom we are working to provide their high-potential future leaders with key understandings of ‘strategic alignment’ and business-critical leadership skills. Other custom leadership programmes include:

- Almi Tankers Leadership Programme
- DLA Piper Global Scholarships Programme
- DS Smith Global Leadership Programme
- EY Future Partner Development Programme
- Financial Conduct Authority: ‘At our best’ Leadership Programme
- Freshfields Leadership Programme
- Scottish Water Future Leaders Programme

Public engagement

Oxford Said has long offered a programme of live events and guest lectures that are open to all students, alumni, and the general public. Most are filmed, ensuring that they remain accessible to audiences across the world on a variety of platforms.

Leaders who have given lectures or been interviewed as part of a Distinguished Speaker Seminar include:

- Michael Bloomberg, Co-Founder, Bloomberg LP
- Aleksander Ceferin, President, UEFA
- Robert Kapito, President Blackrock
- Meg Lustman, Former CEO, Hobbs
- Dame Carolyn McCall, CEO, ITV
- Judith McKenna, CEO, Walmart International
- John Mahama, Former President of Ghana
- Baroness Shriti Vadera, Chair, Prudential PLC; former Government adviser and minister

Since April 2020 and the COVID-19 pandemic, these events have moved exclusively online with the Leadership in Extraordinary Times series, free live broadcasts, that also continue to be available to watch on platforms including YouTube. 40 interviews and panel discussions were broadcast during 2020. Speakers included:

- Al Gore, Former US Vice-President
- André Hoffmann, Vice Chair, Roche Pharmaceuticals
- Rose Marcario, Former CEO, Patagonia
- Kumi Naidoo, Former Secretary General, Amnesty International
- Jacqueline Novogratz, Founder, Acumen, and author, Manifesto for a Moral Revolution
- Dame Barbara Woodward, British Ambassador to China
From Osney Power Station to Global Leadership Centre

The old Osney Power Station, opened in 1892, was Oxford’s first electrical power plant. An important part of Oxford’s industrial heritage, it is fitting that, from 2024, it will power new models of leadership for the future.

Within a few minutes’ walk of both the main Said Business School building on Park End Street and the Oxford Foundry, the University of Oxford’s entrepreneurship centre, the Global Leadership Centre will complete a mini business ‘campus’ on the doorstep of the main University area.

The work to transform the Victorian building will capitalise upon leading-edge thinking on sustainable development. We plan for a solar panel installation on the roof, green roofs, and bird and bat boxes. The scheme also adopts many of the Passivehaus principles for energy efficiency, as well as those from the WELL standard to optimise health and well-being. We aim to use electric vehicles to service the building.
Naming opportunities

Your gift will strengthen the foundation of the Global Leadership Centre and Saïd Business School. It will intensify Oxford’s efforts to connect, develop, and engage leaders to reshape the economy for the benefit of people and planet.

It will allow you to leave your mark on Oxford, forever, by naming a space or room in the Centre, and by enjoying University-level recognition reserved for major benefactors.

£25 million
The Global Leadership Centre A landmark in the city of Oxford and a beacon of sustainable building practice, the 7500m² complex will include high quality teaching and event spaces, break-out facilities, a riverside terrace and other landscaped external areas, and dining rooms and a club lounge.

£5 million
Courtyard This airy, light-filled space next to the old turbine hall will be a central location for rest, reflection, and networking, providing high visibility among programme participants and visitors.

£10 million
Residence Residential leadership programmes are truly immersive experiences, meaning better collaboration, deeper learning, and stronger relationships for every participant. The Global Leadership Centre Residence, right next to the main building, will provide a high-quality ‘home from home’ for up to 120 executives at any time.
£3 million
Dining Hall Dining is central to the Oxford learning experience: it is an opportunity for conversation, for meeting people in different disciplines and departments, and for strengthening relationships. The dining halls in the Global Leadership Centre will be remembered warmly by all executives who enjoy eating, drinking, and debating within them.

£3 million
Riverside Terrace The riverside terrace is one of many informal and interesting spaces in the Global Leadership Centre designed to facilitate relaxation, reflection, and networking. It can also be the backdrop to events, and a space for networking and further conversation following presentations and events in the Agora.

£2.5 million
Club Lounge Next to the terrace and enjoying tranquil river views, the Club Lounge is a comfortable area for working, relaxing, and socialising. Like its counterpart in the West Wing of Oxford Said's Park End Street building we anticipate that it will quickly become the natural hub for small group meetings, interviews, and projects.

£2 million
Fitness Centre Oxford has always encouraged developing physical fitness alongside intellectual development. The fully equipped fitness centre will be a key space for relaxation and mental refreshment.
The Oxford HIVE (Hub for International Virtual Education) is the UK’s first virtual immersive learning and teaching environment, able to bring people together for live seminars, lectures, and discussions from all over the world. This cutting-edge technology is key to the Global Leadership Centre’s international reach and sustainability goals, as it facilitates communication and discussion while reducing the necessity for international flights.

**£1.5 million**

**The Hive**

The flexible classrooms can be adapted to seat up to 100 delegates theatre-style for a lecture, or to accommodate small-group working or kinaesthetic learning experiences. They are spacious and modern, and fitted with the latest audio-visual technology as standard.

**£1 million**

**Classrooms**

The flexible classrooms can be adapted to seat up to 100 delegates theatre-style for a lecture, or to accommodate small-group working or kinaesthetic learning experiences. They are spacious and modern, and fitted with the latest audio-visual technology as standard.

**£500,000**

**Open breakout space**

There are two open breakout spaces, designed to stimulate discussion and creativity, that will be used in conjunction with the classrooms and/or large group presentations and activities in the Agora space.

**£250,000**

**Breakout rooms**

Eleven breakout rooms will be where some of the most intensive learning and development in any programme takes place. Each room will be flexible, able to accommodate up to 12 people at a boardroom-style table, and will be equipped with the latest in audio-visual technology.
Recognition of your generosity

**Major Benefactors**
(*cumulative gifts of £100,000 or more*)

As a Major Benefactor, you will be invited to specific initiatives at Said Business School and be a member of the Dean’s Circle. You will also have the opportunity to attend the annual Rewley Dinner and be recognised on the School’s Wall of Benefactors.

**The Vice-Chancellor’s Circle**

The Vice-Chancellor’s Circle recognises benefactors who have provided generous support of between £250,000 and £1.5 million to the collegiate University. The Vice-Chancellor, Professor Louise Richardson, hosts an annual meeting and dinner for members. The donor will also be recognised in the University’s main donor report and Encaenia ceremony brochure.

**The Chancellor’s Court of Benefactors**

Philanthropic contributions that total more than £1.5 million cumulatively by an individual benefactor, or £3 million by an organisation, once received in full, may enable the Chancellor, The Right Hon Lord Patten of Barnes, CH, to invite the benefactor to join the Chancellor’s Court of Benefactors. The Court meets annually in Oxford and provides an opportunity for benefactors to engage with the Chancellor, Vice-Chancellor, Heads of House and senior academics. Members of the Court who have given exceptional support to the University may also have their names engraved in the Clarendon Arch, near the entrance of the historic Bodleian Library – and may be further honoured with the award of the Chancellor’s Court of Benefactors Fellowship.