

Index

- Abelson, Hal, 139
- Abrams, Samuel J., 168
- academic freedom, 159–162
- activities, entrepreneurial, 23, 24, 31, 33, 34, 36, 39
- Adams, Stephen B., 121
- administrators, 13, 33, 36, 39, 40, 59, 68, 123, 139, 140, 145, 157, 161, 162, 164, 167, 168, 172, 182, 184
- admissions lottery, 63
- Adner, Ron, 43
- Adorno, Theodor, 163
- Agarwal, Anant, 136
- aligned leadership, 192–194
- Alivisatos, Paul, 123
- Allen, Peter, 101
- alumni, 28, 32, 45, 48, 81, 95, 103, 115, 124, 140
- Amara, Roy, 133
- American Association of State Colleges and Universities, 181
- American Association of University Professors (AAUP), 161
- American Council of Trustees and Alumni, 175
- anticipatory leadership, 182–184
- antisemitism, 1, 2, 164
- artificial intelligence (AI), 20, 46
 - Alexa virtual personal assistant, 152
 - chatbot, 153
 - digital avatars, 154
 - digital twin technology, 153, 154
 - IBM Watson, 153
 - large language models, 154
 - Reid AI, 154
 - university leaders, uses of, 152
- athletics, 24, 32
- AUTM, 27, 28
- auxiliary enterprises, 8
- baby boomers, 9
- Bacow, Lawrence S., 134
- Barone, Michael, 157
- Baumol, William, 10, 132, 137
- Baumol's cost disease, 10, 132, 178, 186, 202
- Bayh, Birch, 26
- Bayh–Dole Act, 26, 39, 202
- Berdahl, Robert, 193
- Berkeley Free Speech Movement, 162
- Berkeley SkyDeck, 80, 112
- Berkeley-Haas entrepreneurship program, 80, 124
- Birgeneau, Robert, 119
- Blank, Steve, 30
- Bok, Derek, 23, 52, 53
- Bowen, William, 10, 132
- Bowker, Albert, 76, 97, 98, 109, 111
- Boyer, Herbert, 21, 22, 26, 31, 121
- Brayboy, Bryan, 149
- Brown, Robert, 140
- Busch, Lawrence, 117
- Bush, Vannevar, 25, 96
- Calcado, Antonio, 184
- campus
 - culture, 1, 17, 24, 110, 163, 171, 172, 203
 - entrepreneurs, 21–26
 - leaders, 4, 10, 39, 51, 52, 54, 56, 57, 175
 - leadership, 1, 2, 18, 50, 52, 115, 127, 129, 157, 175, 201
 - protests, 162, 169, 182
- campus entrepreneurship, 22, 23
 - astute strategies, 37
 - concept of, 202
 - dimensions of, 23
 - governance framework, 24
 - raising funds, 33
 - technology licensing, 23, 26
 - technology transfer, 26–29
- campus free speech
 - academic freedom and, 159–162
 - attacks on, 162–169

248 INDEX

- campus free speech (cont.)
 - dissenting voices, 169
 - dynamic capabilities and defense of, 169–176
 - trigger warnings, 157, 158, 162, 165, 171
- campus technology-transfer offices, 39, 79
- Carr, Nicholas, 134
- Cattell, James, 90
- Chancellor's Advisory Committee on Biology (CACB), 122
- ChatGPT, 153
- Cheit, Earl, 113, 118, 120, 121
- Chemersinsky, Erwin, 166
- the Chicago Principles, 172
- Chronicle of Higher Education*, 4, 17
- Civil Rights Act of 1964, 162, 167
- Clark, Burton, 40
- Cohen, Michael D., 59
- Cohen, Mike, 80, 112
- Cohen, Stanley, 21, 22, 26, 52, 53
- Cole, Jonathan, 52, 94, 96
- College of Natural Resources (CNR), 116
- college wage premium, 6
- college-age population, 188
- commercial enterprises, 50
 - strategic management in, 57
- competition, 14–15, 64, 178, 189, 202
- controversial speakers, 164, 171
- conventional wisdom, 184, 185
- The Coddling of the American Mind* (Lukianoff and Haidt), 165
- Christensen, Clayton, 78
- Cottrell, Frederick Gardner, 24
- COVID-19 pandemic, 2, 3, 4, 5, 14, 145, 183, 187, 191, 202
 - massive open online courses during, 137
- Craig, Gordon, 98
- Crow, Michael, 146–149, 155, 185, 186
- Cultural Marxism, 2
- Cyert, Richard, 71
- Davis, Kevin, 45
- Dean, Jodi, 167
- debt, student, 5, 13, 178
- debt financing, 119
- decision-making, in leadership, 189–192
- deep uncertainty, 31, 54, 57
- In Defense of Troublemakers: The Power of Dissent in Life and Business* (Nemath), 169
- deplatforming movement, 157, 162, 164
- digital disruption, 134–135
- digital technologies
 - artificial intelligence, 152–155
 - in COVID-19 pandemic, 131
 - digital disruption, 134–135
 - dynamic capabilities in, 138–151
 - massive open online courses, 135–138
 - online education, 131, 135
 - World Wide Web, 132
- digital-twin technologies, 153, 154
- Dirks, Nicholas, 124, 192
- dissenting voices, 169
- diversity, equity, and inclusion (DEI), 1, 56, 177
- Djerassi, Carl, 98
- Dole, Bob, 26
- Drucker, Peter, 133
- dynamic capabilities
 - AI program, 19
 - in business enterprises, 60–61
 - campus free speech, 169–176
 - clustering activities, 20, 57, 66
 - development of, 18–19
 - digital technologies
 - seizing, 135–138
 - sensing, 138–142
 - transforming, 146–151
 - entrepreneurial leadership, 201
 - fundamental uncertainty, 60
 - institutional leaders, 64
 - management theory, 19
 - online learning, 66
 - seizing, 73–81
 - sensing, 67–73
 - transforming, 81–87
 - in UC Berkeley, 112–125
 - university culture, 65
- eAdvisor, 148
- economic development, 41, 42, 51
- Education Amendments of 1972 (Title IX), 162, 166
- Elop, Stephen, 64
- emotional intelligence (EI), 36
- The Endless Frontier* (Bush), 25
- enrollments, student, 3, 4, 7, 9, 12, 14, 16, 19, 36
- Enron Corporation, 121
- entrepreneurial leadership, 201

- campus innovation ecosystems, 202
- challenges in, 56
- needs for, 52–58
- entrepreneurial university, 39–42
 - concept of, 202–203
 - definition and characteristics, 40
 - economic development of, 42
 - innovation ecosystems, 42–51
- Entrepreneurial University: New Foundations for Collegiality, Autonomy, and Achievement* (Clark), 40
- entrepreneurship
 - athletic departments, 31
 - campus, 22, 23, 24, 26, 28, 29, 36, 37, 202
 - commercial activities, 33
 - core mission, 33–35
 - degree program, 78
 - fostering, 35
 - industry partnerships and, 34
 - innovation and, 31
 - semiconductor industry, 46
 - social sciences departments, 32
 - teaching, 29–31
 - university leadership, role of, 35–38
- Etchemendy, John, 195, 196
- external economies, 47
- faculty pay, 56, 99
- Falconi, Stefano, 7
- FastForward innovation hubs, 27
- federal funding, 72, 96, 97, 101, 103, 109, 177, 200
- Federal Telegraph, 94
- financial aid, 8, 9, 11, 13, 19
- financial challenges, 8–13
- financial endowment, 4, 7, 8
- First Amendment, 160, 165, 171, 172
- Fleming, Graham, 119
- Flood, Cora Jane, 107
- Ford Foundation, 103
- Foundation for Individual Rights and Expression (FIRE), 164, 166, 167, 170
- Franklin, Benjamin, 41, 49
- freedom of speech
 - academic freedom and campus, 159–162
 - attacks on, 162–169
 - campus culture, 172
 - campus hostility, 158
 - codes of, 164–165
 - during Cold War, 161
 - dynamic capabilities and defense of, 169–176
 - Enlightenment ideal of, 160
 - fundamental contradiction, 158–159
 - issue of, 203–204
 - Marcuse, Herbert, 163–164
 - microaggressions, 166
 - principle of, 171
 - protests of, 169
 - student activism, 157
 - tolerant of, 157
- Galil, Zvi, 145
- Galilei, Galileo, 159
- Gallagher, Sean, 137
- garbage can model, 52
- Garg, Rajiv, 154
- Gee, Gordon, 187, 194
- gene editing, 46
- George, Robert P., 175
- Georgia Tech, 144, 145, 146, 152
- Gerson, Jeannie Suk, 165
- GI Bill, 94
- Gibbons, James, 104
- Gibbons, Jim, 102
- Gillman, Howard, 166
- Gillmor, C. Stewart, 101
- Gilman, Daniel Coit, 160
- Golden Age University, 96
- Gordon Moore foundations, 119
- governance structure, 76, 82, 83
- graduate-school graduates, 91
- The Great American University* (Cole), 94
- Great Resignation, 3
- Haidt, Jonathan, 158, 165, 168
- Harper, William Rainey, 160, 171
- Harris, Joseph, 32
- hate-speech codes, 162, 164
- Hayward, Steven F., 174
- Hennessy, John, 55, 68, 69, 75, 79, 94, 102, 106, 136, 181
 - leadership skills, 194–198
- Hewlett Foundation, 119
- Hewlett, Bill, 70
- Hewlett, Flora, 141
- Hewlett, William, 55, 76, 96

250 INDEX

- Hewlett-Packard (HP), 92, 102
 Heyman, Ira Michael, 108, 110, 111, 115, 116, 122
 Heyns, Roger, 76
 Higher Education Research Institute survey, 168
 Hill, Linda, 187
 Hodges, Luther, 47
 Hoffman, Reid, 154
 Holloway, Jonathan, 191
 Holmes, Oliver Wendell, Jr., 159
 Honors Cooperative Program, 37
 Hood, John, 53, 155
 Hoover, Herbert, 94
 Hopkins, Johns, 4
 Horkheimer, Max, 163
 Houston energy, 121
 Howland, Samantha, 182
 Huang, Jensen, 183

 Indiana Code (2024), 174
 industrial districts, 47
 innovation clusters, 43
 Innovation Corps (I-Corps), 30
 innovation districts, 43
 innovation ecosystems, 42–51
 concepts of, 43–44
 decline and renewal, 48–49
 and entrepreneurship programs, 31
 interdependent actors, 42–43
 mayor/governor, 47
 quality housing and cultural offerings, 45–46
 relationship of, 43
 Silicon Valley, 44, 45
 technological innovation, 44
 university-centered, 48
 institutional-neutrality policy (2024), 173
 intangible assets, 66, 76, 84
 interdependent actors
 characteristics of, 42
 in university ecosystem, 42
 International Alliance of Research Universities, 74
 international students, 3, 12, 14, 15, 16, 17
 US visa denials, 17
 Internet, 132, 134, 135, 139, 141, 150, 151
 interpretation leadership, 186–189

 Jefferson, Thomas, 156, 160
 John Von Neumann Medal, 106

 Johns Hopkins University
 Coronavirus Research Center, 5
 Johns Hopkins Technology Ventures, 27
 Johnson, Robert E., 186
 Johnson, William S., 97
 Jordan, David Starr, 93, 94

 Kalven, Harry, Jr., 173
 Kant, Immanuel, 159
 Kauffman Foundation, 29
 Kennedy, Donald, 76
 Kerr, Clark, 114, 120, 126, 159, 191
 Keynes, John Maynard, 164
 Kipnis, Laura, 166, 167
 Knowledge Enterprise Development program, 66
 Koller, Daphne, 136
 Koshland, Dan, 122
 Krupp, Steve, 182

 Land-Grant College Act of 1862, 106
 large language model (LLM), 152, 153, 154
 The Law School, 103
 Lawrence Berkeley National Laboratory, 109
 Lawrence Livermore National Laboratory, 109
Leadership and Ambiguity: The American College President (Cohen & March), 59
 leaderships
 campus, 1, 2, 18, 50, 52, 54, 56
 entrepreneurial, 52–58
 role of, 35–38
Leading Matters: Lessons from My Journey (Hennessy), 181
 lean startup method, 30, 31
 learning leadership, 194–198
 LeBlanc, Paul, 178
 Lester Center for Entrepreneurship program, 80
 Levin, Jonathan, 133
 Levin, Richard, 74, 82, 83, 86, 149, 150, 151, 190
 local economy, 41, 48, 50, 51, 71, 99
 Locke, John, 159
 Lowell, Lawrence, 81
 Lukianoff, Greg, 158, 165
 Lyman, Richard, 104
 Lyons, Richard, 124, 128, 133

 mainstream theory, 102
 management-by-walking-around approach, 55

- March, James G., 52, 53, 59
 Marcuse, Herbert, 158, 163
 Marshall, Alfred, 47
 Massachusetts Institute of Technology (MIT), 25, 28, 41, 139
 edX, 136, 141, 142
 MicroMasters programs, 142
 OpenCourseWare program, 139, 140, 141, 149, 203
 massive open online courses (MOOCs), 17, 190
 nonprofit universities, goals for, 142
 rise of, 135–138
 Matkin, Gary W., 121
 Matson, Pamela, 105
 McPherson, Michael S., 134
 medical centers, university, 85
 Mehrabian, Robert, 72
 Mellon, Andrew W., 141
 MicroMasters programs, 142
 Milken Institute, 27, 28
 Mill, John Stuart, 163
 Milton, John, 159, 163
 Montclair State University, 3
 Moore, Gordon, 45
 Morrill Act, 41
 Murray, Charles, 164
 Musk, Elon, 92
 Musselin, Christine, 14
- national innovation systems, 43
 National Institutes of Health, 177
 National Research Council survey, 90, 91
 National Science Foundation (NSF), 26, 30, 91, 148, 177
 National Science Foundation's Innovation Corps (NSF I-Corps), 30, 128
 National Union of Students (NUS), 164
 Naval Biosciences Laboratory, 109
 Nemath, Charlan, 169
 The New York Times, 177
 Ng, Andrew, 136
 Nikias, C. L. Max, 143
 Novartis, 116, 117
 agreement of, 118, 193
- O'Brien, Morrough P., 114
 Office of Naval Research, 97, 99
 Office of Scientific Research and Development (OSRD), 25
- Office of Technology Licensing (Stanford), 22, 26
 online distance-learning program, 82, 135
 online education, 131. *See also* digital technologies
 seizing capabilities, 135–138
 sensing capabilities, 138–142
 transforming capabilities, 138–151
 online learning, 66
 online program managers (OPMs), 17, 142, 143
 online teaching, 2, 3, 4, 5, 7
 OpenCourseWare (OCW), 139, 140, 141, 149, 203
 operational cost, for university, 10
 Oppenheimer, J. Robert, 109
 orchestrating assets, 84
 ordinary capabilities, 19
 functions of, 62
 offshore oil companies, 62
 operational efficiency, 63–64
 smartphone market, 63–64
 Toyota's production system, 62
 organizational renewal, 82
 organized anarchy, 53
- Packard, David, 55, 70, 76, 96
 Palo Alto networks, 92
 Palo Alto Research Center (PARC), 100, 111
 Paquette, Gabriel, 5
 Park, Roderic, 122, 123
 Partnership for Innovation, Ventures, Outreach & Technology (PIVOT), 28
 Peking University, 16
 Pell Grants, 113
 Penhoet, Edward, 111, 122
 Penn Alexander, 50
 Pettit, Emma, 1
 Pettit, Joseph, 102
 Pisano, Gary, 18, 60
 Pitchbook, 91, 112
 Pitzer, Kenneth, 104
 Plummer, Jim, 105
 Potter, David, 98
 Princeton University, 4
 private universities, 4, 6, 10, 11, 12, 25, 49
 funding for, 73
 state government support for, 107

252 INDEX

- public universities, 7, 8, 10, 11, 12, 51, 55
 - funding for, 72, 73
 - state investments in, 85
- radical left-wing ideology, 168
- rankings
 - Cattell, James, 90
 - national and global university, 15
 - National Science Foundation, 91
 - Pitchbook, 112
 - U.S. News and World Report*, 185
- Rausser, Gordon, 117, 193, 194
- Reimers, Niels, 21, 22
- Repressive Tolerance (Marcuse), 163
- research and development (R&D), 25, 26, 30, 44, 50
- Research Triangle Park, 42
- research universities, 5, 6, 21, 28, 34, 35, 41, 56, 57, 59, 78, 88, 96, 108, 111, 156, 157, 178
- revenue orchestration, 8
- Richmond Field Station, 113, 114, 126, 127
- Ries, Eric, 30, 31
- Rodin, Judith, 49, 51, 52
- Rogers, William Barton, 41
- Rosenberg, Brian, 4
- Royal Society of Arts (Great Britain), 20
- Rumsfeld, Donald, 54, 183
- Russell, Varian, 76
- safe spaces
 - adoption of, 158
 - and freedom of speech. *See* freedom of speech
 - and trigger warnings, 157, 171
 - campus classrooms, 167
- salary splitting, 99
- San Francisco Bay Area program, 30
- Schoemaker, Paul, 182
- scholarships, 13, 105, 107, 166, 168
- seizing capabilities, 20, 66, 73–81
 - in digital technologies, 135–138
 - in Stanford University, 103–105
 - in UC Berkeley, 115–119
- sensemaking, 70
- sensing capabilities, 20, 66, 67–73
 - in digital technologies, 138–142
 - in Stanford University, 102
 - in UC Berkeley, 112–115
- Shuen, Amy, 19, 60
- Silicon Valley
 - birth of, 70
 - characteristics of, 45
 - engineering school, 104
 - entrepreneurial hotbed of, 92
 - father of, 101
 - innovation ecosystems, 44, 45, 46, 92
 - Stanford Research Park, 100
 - success in, 127
- skepticism, 13
- skilled leaders, 181–182
 - alignment, 192–194
 - anticipation, 182–184
 - challenges, 184–186
 - decision-making, 189–192
 - interpretation, 186–189
 - learnings, 194–198
- Skydeck, 112
- Sloan, Alfred P., 119
- Socially Responsible Licensing Program (SRLP), 112
- solid-state electronics, 99
- Southern New Hampshire University, 82
- Spinoza, Baruch, 159
- sponsorship, 26, 30, 32, 39, 97, 100, 121, 177, 193, 194
- sports programs, revenue for, 31
- Sproul, Robert Gordon, 120
- stakeholders, 18, 52, 54, 55
- Standard & Poor's (S&P) rating service, 4
- Stanford Engineering Venture Fund (SEVF), 104, 105
- Stanford Honors Cooperative Program, 100
- Stanford Research Park, 41, 95, 100, 102, 114, 127
- Stanford University
 - ascendancy of, 94
 - dynamic capabilities at, 101–106
 - educational and research programs, 100
 - electrical engineering, 96
 - Electronics Research Laboratory, 97
 - engineering department, 94
 - entrepreneurship, 91–92
 - establishment of, 88–89, 93–94
 - financial challenges, 101
 - founded in, 93
 - funding source, 89
 - industry-friendly strategy, 99
 - Microwave Laboratory, 97
 - National Research Council survey, 90

- Office of Technology Licensing, 80
- rankings in, 90–91
- research sponsorship, 100
- seizing capabilities, 126–128
- sensing capabilities, 126
- solid-state electronics, 99
- Stanford Research Park, 95, 100
- Sterling, Wallace. *See* Sterling, Wallace
- Terman, Frederick. *See* Terman, Frederick
- transforming capabilities, 128–130
- Stanford, Leland, 93, 94
- state funding, 6, 56
- State Higher Education Executive Officers Association, 11
- state legislatures, 158
- state university system, 14
- Steenbock, Harry, 25
- steeple concept, 102
- Sterling, Wallace, 96
 - brilliant leadership duo of, 94
 - educational standards, 95
 - in financial situation, 94
 - model for, 95
 - seizing capabilities, 103
 - sensing capabilities, 101
 - transforming capabilities, 105, 128
- strategic management frameworks, 17–20, 56
- students
 - debt, 13, 178
 - enrollment, 3, 4, 7, 9, 12, 14, 16, 19, 36
 - fee discount, 3, 11, 19
 - government funding, 7
 - graduate program, cost of, 11
 - international, 3, 12, 14, 15, 16, 17
 - US visa denials, 17
- Swanson, Robert, 22
- teaching entrepreneurship, 29–31
- technological innovation, 44
- technology licensing, 22, 23, 24, 26, 27, 28, 32
- Technology Square, 79
- technology transfer, 25, 26–29
- technology-licensing agreements, 44
- Teece, David J., 7, 18, 60
- Terman, Frederick, 21, 37, 70, 76, 94, 95, 96, 100, 101, 202
 - creation of, 95
 - electrical engineering, 96
 - federal funding, 96, 97
 - research sponsorship, 97, 100
 - salary splitting, 99
 - seizing capabilities, 104
 - sensing capabilities, 101, 102
 - Stanford Research Park, 100
 - steeples of excellence, 97–98
 - transforming capabilities, 128
 - two-way relationship with industry, 100
 - with private industry, 99
- Thiel, Peter, 13
- Thrun, Sebastian, 135
- Times Higher Education*, 91
- Title IX of the Education Amendments of 1972 (Title IX), 162, 166
- Toyota's production system, 62
- transforming capabilities, 20, 66, 81–87
 - in digital technologies, 138–151
 - in Stanford University, 105–106
 - in UC Berkeley, 119–125
- trigger warnings, 157, 158, 162, 165, 172
- Trow, Martin, 123
- Trump, Donald, 1, 2, 16, 17, 158, 177
- U.S. News and World Report*, 90, 185
- UC Berkeley
 - among startups, 112
 - Bakar BioEngenuity Hub, 130
 - campus in, 108
 - dynamic capabilities in, 112–125
 - entrepreneurship, 91–92, 112
 - establishment of, 88–89, 106–107
 - federal money in, 109
 - funding source, 89
 - governance structure, 76, 89, 127, 129
 - innovation hub, 92
 - mission for, 108–109
 - National Research Council survey, 90
 - Novartis agreement with, 193
 - on-campus entrepreneurship, 128
 - with private industry, 110
 - public funding, 109
 - rankings in, 90–91
 - seizing capabilities, 126–128
 - sensing capabilities, 126
 - state funding, 108
 - student and faculty activism, 79
 - transforming capabilities, 128–130
- UC Board of Regents, 119
- Udacity Inc., 135, 144, 145

254 INDEX

- university culture, 65, 83, 158
- university ecosystem
 - interdependent actors, 42–43
 - relationship of, 43
- university leaders, 5, 7, 13, 200, 201
 - asset orchestrators, 70
 - competitive environment, 14, 17
 - in COVID-19 pandemic, 191
 - emotional intelligence of, 36
 - freedom of speech, 203
 - geopolitical issues, 17
 - idiosyncratic threats, 178–179
 - innovation ecosystems, 47
 - management-by-walking-around
 - approach, 55
 - skilled. *See* skilled leaders
 - survey of, 12
- university leadership, 1, 2
 - initial reaction of, 1
 - role of, 35–38
 - skills of, 181–182, 204
 - alignment, 192–194
 - anticipation, 182–184
 - challenges, 184–186
 - decision-making, 189–192
 - interpretation, 186–189
 - learnings, 194–198
- university management challenges
 - competitive environment, 14–15
 - cost control, 56
 - financial, 8–13
 - geopolitical issues, 16–17
 - overview of, 1–6
 - strategic framework, 17–20
 - in US higher education, 6–8
- University of California (UC) system of, 89
- University of Pennsylvania (Penn)
 - founded in, 49
 - innovation ecosystems, 49, 50, 51
- University of Pittsburgh
 - technology and education, 72
 - unemployment rate, 71
- University of Southern California (USC), 142
 - cost to students, 144
- The University & Urban Revival* (Rodin), 51
- US Agency for International Development, 177
- US National Institutes of Health, 118
- US Postal Service, 134
- Valdivia, Walter D., 44
- validated learning, 31
- Varian, Sig, 76
- Vest, Charles, 141
- vibrant ecosystems, 85
- volatility, uncertainty, complexity,
 - and ambiguity (VUCA), 8, 54, 179, 202
- von Humboldt, Wilhelm, 160
- Watkins, Dean A., 99
- Watson, Jill, 152
- weak signals, in environments, 67, 183
- West, Cornel, 175
- Wheeler, Benjamin Ide, 107, 115
- Whittington, Keith E., 170
- Wilbur, Ray Lyman, 105
- Williamson, Oliver, 42
- wind of freedom blows, 94
- Wisconsin Alumni Research Foundation, 25
- Wohlpert, Jim, 179
- World Wide Web, 132, 139
- Wright, Gordon, 98
- Wu, Frank H., 12
- Yale University, 49, 74, 75, 85, 149
- Yiannopoulos, Milo, 164