

RETHINKING THE BOUNDARIES

DUKE
THE FUQUA
SCHOOL
OF BUSINESS

**SJTU:
Responding to the crisis**

Blair Sheppard, Dean Fuqua School of Business

**Forces acting on business,
also acting on business schools**

DUKE
THE FUQUA
SCHOOL
OF BUSINESS

Globalization:

- Shifting east
- New competition

Locus of money shifting:

- Privatization
- State controlled

Technology is changing:

- Industries
- Business models

Model reaching its limits:

- Environment
- Institutional distrust

Dynamic Global Interdependence



Crisis exacerbated and.....

Forces in the World



Post Crisis

- Heightened effects
 - Accelerated shift east
 - Heightened pressure on price
 - Business schools source of problem
 - Concentrated wealth further
- Added two others
 - Looking for who to blame
 - Illiquid at small firm level

Time for a new kind of business school



- | | |
|---|--|
| <ul style="list-style-type: none"> • Business schools have historically been <ul style="list-style-type: none"> – Regionally predicated – Isolated from the university – Daytime MBA focused – Discipline based | <ul style="list-style-type: none"> • The world needs a business school <ul style="list-style-type: none"> – Global in form and mindset – Linked across the university – With a full suite of offerings – Engaging the fundamental issues confronting the world |
|---|--|



Global Strategy: What?

Embedded

- Research Centers:
 - built around major challenges and opportunities within the region to serve the region's unique intellectual and practical needs
- Non-degree education in order to serve regional needs and to learn:
 - Corporate and Government
- Signature local degree offerings:
 - serving the specific needs of the region
- Service activities within region
- Faculty development region
- Regional partner(s)

Connected

- Global programs allowing students to study across regions to develop the next generation of global leader
- Comparative research across regions to develop global insight
- Convening of cross-regional discussions around critical global issues
- Faculty and student interaction across regions
- Technology connection



Linked around key issues

Linked

- Dual degrees
- Major issue research and programs engaged globally
- Joint hires
- Co-located in region
- Experiment in region and bring back to Durham
- Institutional emphasis

Key issues

- Sustainable energy model
- Global health
- Education
- Robust soft-touch institutions
- Engendering entrepreneurship, social and classic

Why it is hard



- Seems abstract, hard and not fun to many
- Give something up
- Enter domain of incompetence
- Reasons for failure more obvious
- Challenges US ideals
- No obvious burning platform for main campus



So what?



- Seems abstract
 - Get some wins
- Give something up
 - Create interesting work
- Enter domain of incompetence
 - Chance to learn and lead
- Reasons for failure more obvious
 - But, you are smart
- Challenges ideals
 - That is the idea
- No obvious burning platform
 - Never give up

