

**RETHINKING  
THE BOUNDARIES**

**DUKE**  
THE FUQUA  
SCHOOL  
OF BUSINESS

**SJTU:  
Responding to the crisis**

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**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

**Dynamic Global  
Interdependence**

Model reaching its limits:

- Environment
- Institutional distrust



## 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



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

