

Navigating International Waters: A Canadian view on successful growth

David M. Saunders, PhD
Dean, Queen's School of Business
Kingston, Canada

October 19, 2012



QSB – SOME BACKGROUND

- **Mission** – To develop outstanding leaders with a global perspective and create new knowledge that advances business and society.
- **Vision** – To be one of the world's most innovative and influential business schools
- One of Canada's top business schools - oldest undergraduate business degree (1919)
- Full-time MBA ranked by *BusinessWeek* #1 or #2 worldwide (outside of U.S.) for a decade
- International reputation for innovative programs and an unparalleled student experience



QSB – STRENGTHS AND WEAKNESSES

- Strengths:
 - Entrepreneurial culture, excellent teaching, tech-savvy, superb customer service
 - High quality degree programs and non-degree executive education
 - Well-developed international exchange program (90+ partners)
- Weaknesses:
 - Not well known outside of Canada
 - Relatively small school
 - Small-city location



QSB – MAJOR INTERNATIONAL INITIATIVES

- International exchanges – over 80% of undergraduates; 90+ partners
- Cornell-Queen’s Executive MBA
- Renmin partnership with Master of Finance
- Double-degree options for Queen’s Master of International Business
- Non-degree executive education in MENA region



QSB – KEY INTERNATIONAL LEARNINGS

- Leverage relationships to build networks: Alumni, faculty, b-school organizations
- Partner with best schools in each country to build reputation
- Deliver an *exceptional* experience to exchange students coming to QSB
- Take incremental steps versus one big leap
- Invest for the long term – but be prepared to constantly adjust strategy



CHALLENGES EXPANDING INTERNATIONALLY

- Education is a cultural property – often heavily regulated
- Governments want to protect their culture while ensuring quality
- Regulations may appear unreasonable to outsiders, but can be quite logical especially in emerging economies



BRIC ISSUES AND OPPORTUNITIES

- Fast growth attracts those wanting a fast return without regard for quality
- Regulation is restrictive and constantly changing



RECOMMENDATIONS FOR SUCCESS

- Aim to be “bi-cultural”
 - i.e. bring something from your country to contribute to growth and success of destination country
- Instead of free-standing programs in another country, consider...
 - Partnering with a local school
 - Using technology where you have an advantage
 - Double degrees to meet growing demand for extra credentials
 - Student and/or faculty exchanges
 - Corporate partnerships