Transforming Canada-China Educational Co-operation:

Significant Legacies and Future Challenges in Management Education, Tsinghua, May 10, 2014

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Overview

• Introduction
• CCMEP Phase I
• CCMEP Phase II & CCHEP
• Legacy in China
• Legacy in Canada
• Future Challenges
Introduction

- Acknowledgements and personal observations
- Historical context: Christian missionaries, US-style colleges, Soviet influence, the cultural revolution, and Deng’s economic reforms of the late 1970s
- Canada: no direct colonial history, ‘Richardson grain’-good will, Minister’s 1981-visit
- Reforms and transformations require new type of administrator to implement
- CIDA-SEdC-MoU: strengthen Management Education Programs at eight “key” universities (1982)
Phase I: Getting Acquainted (1983-88)

• Planning activity, partner selection & partnership work plans:
  - Treasury Board approval,
  - $12 m. budget, role of CFDMAS, $1.2 m/linkage for 5 yrs.

• Chinese contributions ‘in-kind’

• Crucial start up period: identifying needs, building trust, setting goals, agreeing on means to achieve them

• The partners (and rationale): Dalhousie-Xiamen, McGill-Renmin, Concordia/HEC-Tianjin, York-Nankai, UofT-HUST, UWO-Tsinghua, UofA-XJTU, UBC-SJTU
Phase I cont’d

• The Goals:
  - human resources development
  - institutional development of Chinese universities in management education

• The Means:
  - "train the trainers" (multiplier!)
  - via complex administrative arrangements
  - communication w. China by telex!
Phase I cont’d

• The Components/Dimensions:
  - graduate degrees (MBA, MSc, PhD)
  - information visits & fellowships for senior Chinese faculty to Canada
  - Canadian courses for new in-China MBA Programs (via translation)
  - research & mentorship by Canadians in China
  - provision of books/journals, equipment, expertise, language training (CCLTTC)
Phase I cont’d

• Lead universities have partners (UofA: UofC, UofR, UofS, UofM; XJTU: Chengdu- and Chongqing-UST)

• Nankai, Renmin, Xiamen=comprehensive universities, others technology/engineering schools

• =>: work plans differ according to strengths and interests of partners

• Operational approach at UofA: offer menu of Canadian linkage partners’ strengths for XJTU to choose from
Phase I concluded

• Cultural differences made transfer of management education more difficult than expected:
  - Chinese students and scholars had no work experience (could not relate to…)
  - Chinese students not comfortable participating and discussing in class
• Challenge of administering complex multiple linkages
• Big impression: gracious hospitality and eagerness of Chinese partners to absorb/use new knowledge
Phase II: Maturing Relationships (1988-94)

- Shanghai Conference, 1986: modifications in activities and partnerships (e.g. Waterloo, Dalian, Nanjing IT -> UWO/Tsinghua)

- Joint National PhD-Program in China (XJTU and Nankai) with one year in-Canada component

- National Executive Program (McMaster-Tsinghua, Fudan)

- Non-returnee problem, especially after June 1989, => adjust duration of stays, emphasize in-China MBA

- Also: need for junior staff & lack of English speakers
Phase II cont’d

• June 1993: inaugural Executive Education Program of XJTU in Shaanxi and Henan
  - 5-day workshop, reps. from 30 universities, 3 Canadian academics=pioneering workshop

• Move to consulting activities: links to industry, relevant teaching material, extra income

• 1990 National Conference in Xi’an signals quality aspirations: address by Nobel Laureate H. Simon

• By March 1992: P. Beamish, L. Chan, C. Dipchand, M. Gibbins, M. Gordon=among senior authors of 181 papers
Phase II in Numbers

• Prior to completion, in March 1992:
  - 2562 students had completed 162 courses (103 different ones), not counting auditors
  - 1256 participants, 44 courses for Executives
  - 339 graduate students in 20 PhD seminars
  - 131 grad students in undergrad prep courses
  equivalent of 15 person years of full time teachers

• Numerous textbooks (Dipchand, Mirus & Wong), many case studies (Beamish & co-authors)

• Canadian contribution equivalent to 15 person years of full-time teachers
CCHEP (1997-2001)

• UofA-XJTU linkage continued: the Canada-China Higher Education Program
• CCHEP emphasizes poverty alleviation, environmental sustainability, women entrepreneurship
  - first Campus-wide undergraduate gender issues course at XJTU (elective)
  - XJTU staff offer courses & join new environmental sustainability policy commission of govt.
  - delegation of five women entrepreneurs visits Canada, dine at Lt. Governor Lois Hole’s home

• Introduction of teaching evaluations at XJTU’s School of
Legacy in China

• Evaluation difficulty: methodology, cause/effect attribution

• Outcome/Impact 1

• Outcome/Impact 2
  - Graduates of XJTU-CCMEP in leadership positions:
    - First Dean of Beida’s Executive MBA-Program and now Dean of Chongking Graduate School of Business (PhD from U of A)
    - First General Manager of Royal Bank in Beijing, now President of Everbright Bank in SAR HK
    - President of XJTU-Liverpool University Suzhou
    - Several VP’s and deans; other linkages likely similarly influential

• Outcome/Impact 3
Legacy in China cont’d

• Sample: quote of senior administrator, member of Chinese Academy of Sciences:

- “..the high rankings of the MBA Program and XJTU’s Management School are attributable to the Canadian support and the extra state funding that the national ranking then bestowed on the top schools.”

- “…the governance structure of XJTU’s Management School was built on the model of the U of A’s School of Business, with five departments, four of which headed by academics with Canada-experience.”

- “…our emphasis on transparency and efficiency was influenced by the Canadian experiences.”
"…the co-operation with Canada had a strong impact on curriculum building in the MBA & PhD programs; e.g. North American textbooks were introduced, new practical knowledge spread beyond the teaching staff."

"…the early exposure to Canadian models helped us prepare for the changes happening in China; our academics were ready to take on consulting contracts for emerging businesses and government units."

"…an alumni network was initiated as a result of the experience in/with Canada."

See more quotes in full paper re. career enhancement, teaching skill, new research methodologies (=legacies)
Legacy in China cont’d

• Technology transfer 1
  - key universities acquired conference organization skills earlier (and spread them)

• Technology transfer 2
  - materials, equipment, management philosophy (“empty shelves=successful library”)

• Technology transfer 3
  - first joint editing of a peer-reviewed management journal (Journal of Chinese Management Issues, 1995)

=> Institution Building in China = CCMEP Legacy
Legacy in Canada

• 1) Impact on Management Education in Canada

• 2) Impact on Understanding of China

• 3) Impact on Canada-China business relations

• 4) Impact on administrative skill of managing complex international co-operations

=> Internationalization of our universities and curricula advanced, i.e. institution building in Canada (cf. Amrhein)
Legacy in Canada cont’d

• Re. 1) case studies and joint venture literature were **hugely** fertilized by CCMEP (cf. Beamish); cases helped Canadian as well as Chinese; many theses & research papers with Chinese topics

• Re. 1) 22 of 66 current UofA Management PhD students are Chinese

• Re. 2) the “train the trainers”- approach worked in Canada as well (returnees became early China experts)
Legacy in Canada cont’d

• Re. 3) executive education programs brought Canadian business practitioners into the loop
  - E.g. UofA and UofC E-MBAs’ regular China visits and CAG’s training in Edmonton

• Re. 4) E.g.
  - i) tripartite training program for ICBC’s junior VP’s: Finance courses at UofA, traineeship at RBC in Toronto, return to promotion
  - ii) MFM-degree jointly offered by XJTU and UofA in Shenzhen (where XJTU has many alumni)

= lasting win-win for UofA and XJTU & partners!
Conclusion & Future Challenges 1

• Eye opener for Canadian participants: discipline, curiosity, patience, respect, hard work, gracious hospitality, loyalty of Chinese partners
• CCMEP = basis of several ongoing collaborative ventures, with trust established in 1980s and 1990s
• Challenge 1: to maintain networks (build networking $ into future projects?)
• Challenge 2: to reduce emphasis on quantity of research output (disease imported from North America)
• Challenge 3: to deal with unethical practices ($25,000 for a ‘commissioned’ paper?)
Conclusion & Future Challenges 2

• Challenge 4: to overcome lack of internationally experienced Chinese managers for outward investment (provision of internships by enlightened multinational companies and for Chinese govt. support?)

• CIDA’s CCMEP: a fine win-win in international educational cooperation

• Final and personal point: so many friendships from CCMEP continue; tomorrow I will meet my Chinese counterpart from 1984; he travels by ‘expressly’ from Xi’an to join a dinner with CCMEP-alumni