



“Our five-course dinners start with **denial**, followed by **anger**, **bargaining**, **depression** and finally **acceptance**.”

# REBRANDING A BUSINESS SCHOOL IN FIVE (VERY EMOTIONAL) STAGES



Presented by Ron Duerksen, Chief Strategy & Marketing Officer  
Desautels Faculty of Management, McGill University

Eduniversal World Convention, Harvard Business School  
October 13, 2015

# OUR STORY

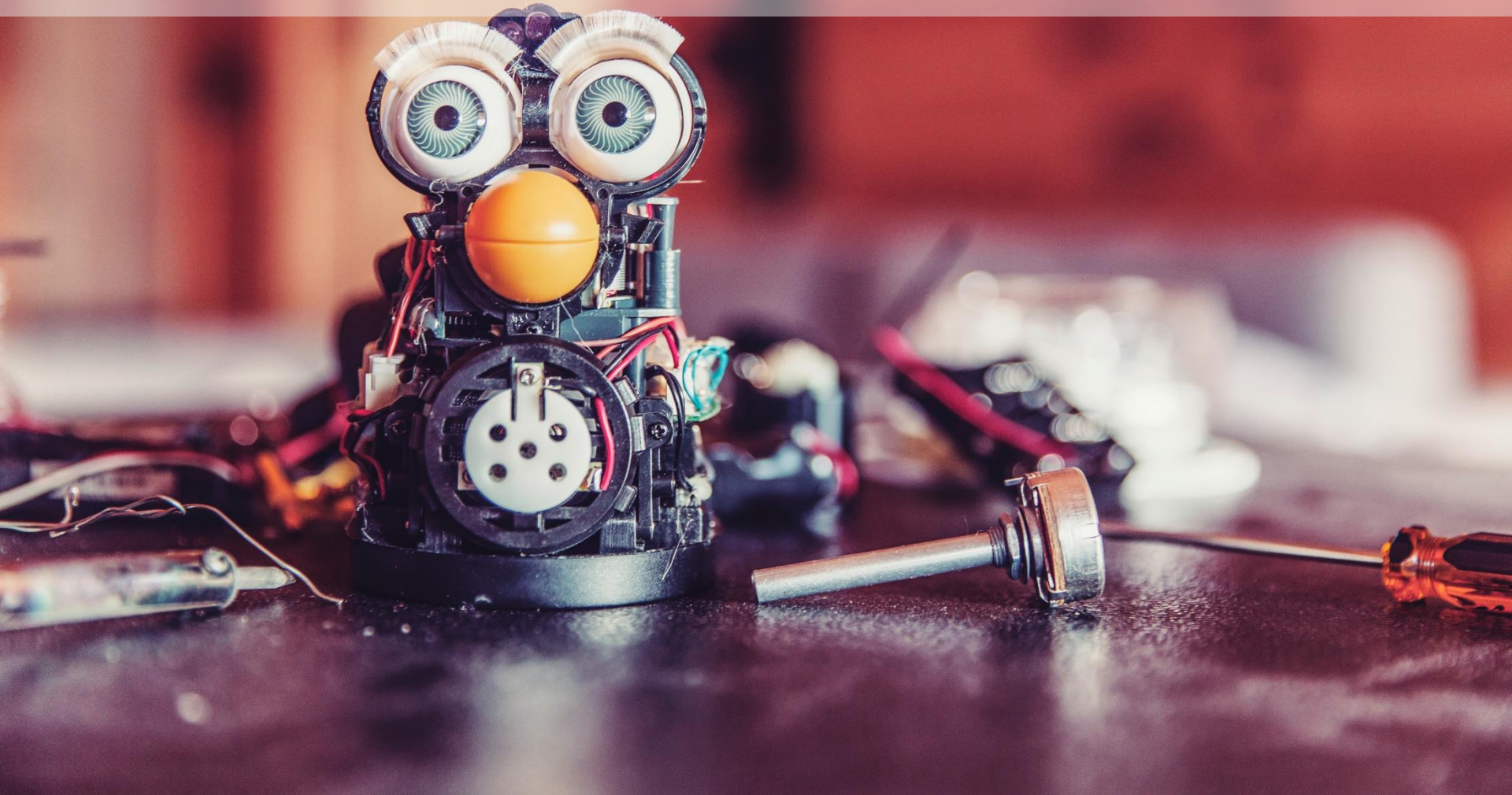
## PROLOGUE

- Branding 101
- McGill Brand vs. Faculty of Management Brand

## FIVE EMOTIONAL CHAPTERS

- |               |             |
|---------------|-------------|
| 1. Denial     | 2005-2008   |
| 2. Anger      | 2008-2010   |
| 3. Depression | 2010-2012   |
| 4. Bargaining | 2012-2014   |
| 5. Acceptance | 2014-Onward |

# BRANDING 101



# WHAT IS BRANDING?

*“the **art** of aligning what you want people to think about your organization with what people actually do think about your organization.  
And vice-versa.”*

Jay Baer – *Convince & Convert*. Author with Amber Naslund of *The Now Revolution*.

# REBRANDING THE WRONG WAY



...the creation of a **NEW NAME**,  
**term**, **symbol**, design,

with the *intention* of developing  
a differentiated (new) position  
in the mind of stakeholders.



# REBRANDING THE RIGHT WAY

To **communicate** a modified differentiated position

BECAUSE

the brand has **new**, modified, improved or enhanced value

OR

the brand wants to **disassociate** itself from old, outdated or negative value.

**Desired result:** help **retain** your current consumers in the long-term, and **attract new ones**.

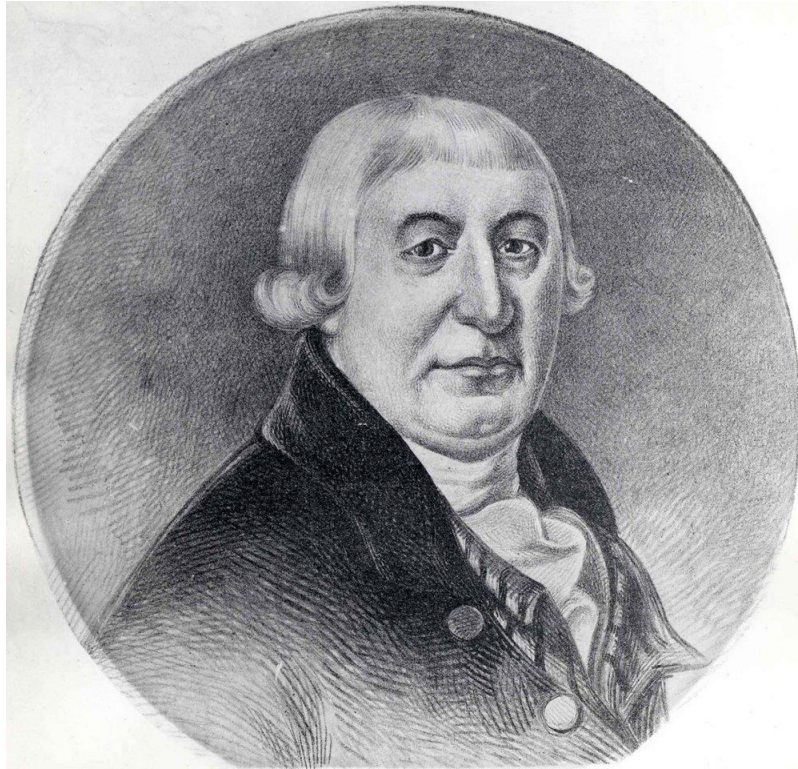


# THE MCGILL BRAND VS. THE FACULTY OF MANAGEMENT BRAND





# ONCE UPON A TIME ...



James McGill



# MCGILL BRAND



- 200-year legacy
- Highly International – Student, Faculty, Alumni
- Very Research-intensive
- Rigorous admissions & academics

# MCGILL MANAGEMENT BRAND



- 100 year legacy
- Highly International – Student, Faculty, Alumni
- Very **Research-intensive**
- **Rigorous** admissions & academics
- Faculty of Management – **NOT a business school**



1906



1957



1965



1972

## DESAUTELS SNAPSHOT

**8**

ACADEMIC  
PROGRAMS

**10**

RESEARCH  
CENTRES  
& INSTITUTES

**790**

DEGREES AWARDED  
IN THE 2012-2013  
ACADEMIC YEAR

MORE THAN  
**2,700**  
STUDENTS

MORE THAN **75**  
COUNTRIES  
REPRESENTED BY  
CURRENT STUDENTS

**68%**

INTERNATIONAL  
PROFESSORS  
FROM 24 COUNTRIES



**DESAUTELS**

Faculty of Management  
Faculté de gestion



**McGill**



# MANAGEMENT PROGRAMS OFFERED



# BUT...

which product within the management portfolio matters the **most**?



WORLD'S MOST FAMOUS



HARVARD  
BUSINESS  
SCHOOL

**MBA**

**WHAT WERE THEY THINKING?**

*Harvard, you got some 'splainin to do.*

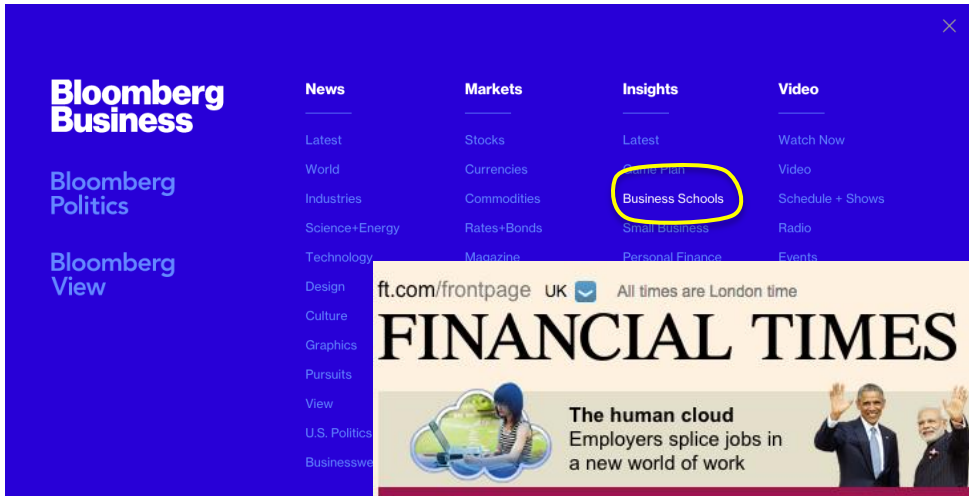


**DESAUTELS** Faculty of Management  
Faculté de gestion



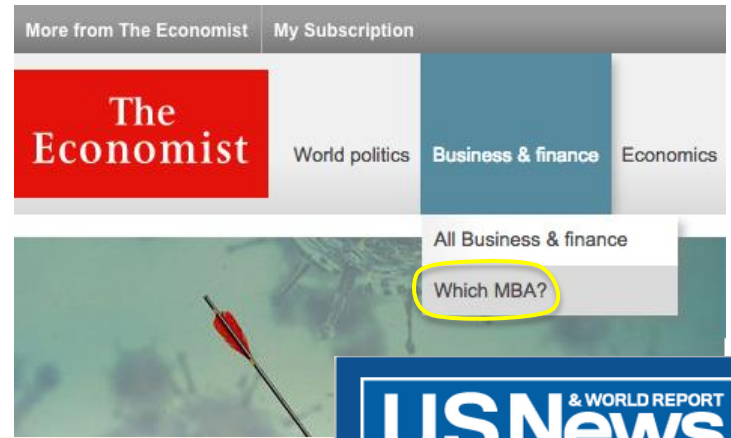
**McGill**

# WHY?



**Bloomberg Business**

- News
  - Latest
  - World
  - Industries
  - Science+Energy
  - Technology
  - Design
  - Culture
  - Graphics
  - Pursuits
  - View
  - U.S. Politics
  - Businessweek
- Markets
  - Stocks
  - Currencies
  - Commodities
  - Rates+Bonds
  - Magazine
- Insights
  - Latest
  - Game Plan
  - Business Schools**
  - Small business
  - Personal Finance
- Video
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**The Economist**

- World politics
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- Economics

All Business & finance

**Which MBA?**



ft.com/frontpage UK All times are London time

# FINANCIAL TIMES

The human cloud  
Employers splice jobs in a new world of work

Philip Stephens  
China spurs Modi's pivot to Washington

FT View Clinto  
Digital detox  
Gavyn Davies

Home UK World Companies Markets Global Economy Lex Comment Management



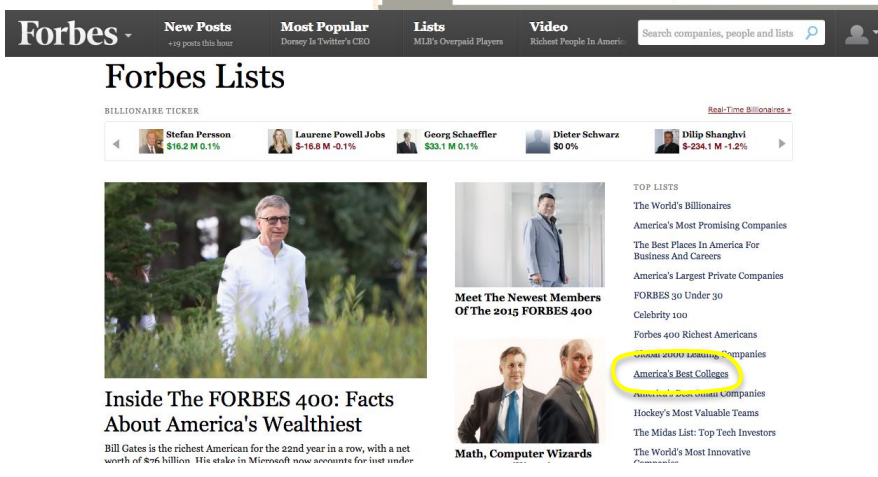
**U.S. News & World Report**

## Rankings & Advice

BEST RANKINGS

LIFE'S DECISIONS MADE HERE

Pick Category  GO



**Forbes**

New Posts +19 posts this hour | Most Popular Dorsey Is Twitter's CEO | Lists MLB's Overpaid Players | Video Richest People In America

## Forbes Lists

BILLIONAIRE TICKER

- Stefan Persson \$16.2 M 0.1%
- Laurene Powell Jobs \$-16.8 M -0.1%
- Georg Schaeffler \$33.1 M 0.1%
- Dieter Schwarz \$0 0%
- Dilip Shanghvi \$-234.1 M -1.2%

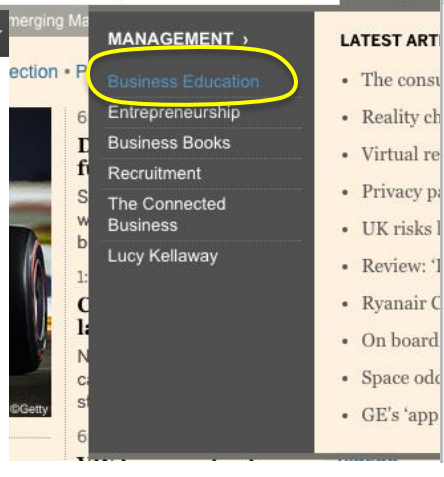
Real-Time Billionaires

Meet The Newest Members Of The 2015 FORBES 400

Math, Computer Wizards

TOP LISTS

- The World's Billionaires
- America's Most Promising Companies
- The Best Places In America For Business And Careers
- America's Largest Private Companies
- FORBES 30 Under 30
- Celebrity 100
- Forbes 400 Richest Americans
- AMERICA'S BEST COLLEGES
- America's Most Valuable Companies
- Hockey's Most Valuable Teams
- The Midas List: Top Tech Investors
- The World's Most Innovative

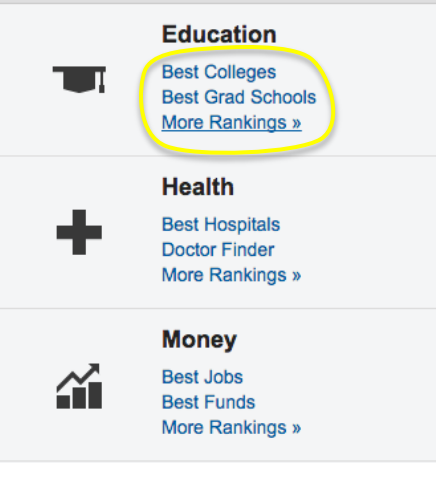


MANAGEMENT

- Business Education**
- Entrepreneurship
- Business Books
- Recruitment
- The Connected Business
- Lucy Kellaway

LATEST ART

- The const
- Reality ch
- Virtual re
- Privacy p
- UK risks l
- Review: 'I
- Ryanair C
- On board
- Space ode
- GE's 'app



**Education**

- Best Colleges
- Best Grad Schools
- [More Rankings »](#)

**Health**

- Best Hospitals
- Doctor Finder
- [More Rankings »](#)

**Money**

- Best Jobs
- Best Funds
- [More Rankings »](#)



# 2004...A REALITY CHECK

- Business school's reputation is based almost entirely on its **MBA program**. Ranking of an MBA program has a halo effect on the entire school.
- Top schools across Canada have become **private**, charging \$40,000 - \$90,000 for an MBA program, **investing in better teaching, services and facilities** = better for global MBA rankings.
- Quebec provincial government prohibits the privatization of MBA programs, leaving tuition at about \$5,000 for the MBA program, **loosing \$ millions every year**.
- **Higher competition** from emerging schools in Asia, Middle East, Latin America
- McGill's **Faculty of Management MBA** ranked 4<sup>th</sup> in Canada and 38<sup>th</sup> in the world and **risks declining** in the face of competition and limited resources.

# 2005...A TURNING POINT

The Canadian Credit Management Foundation and Marcel Desautels  
donate \$22 million to the Faculty  
(another \$15 Million followed).

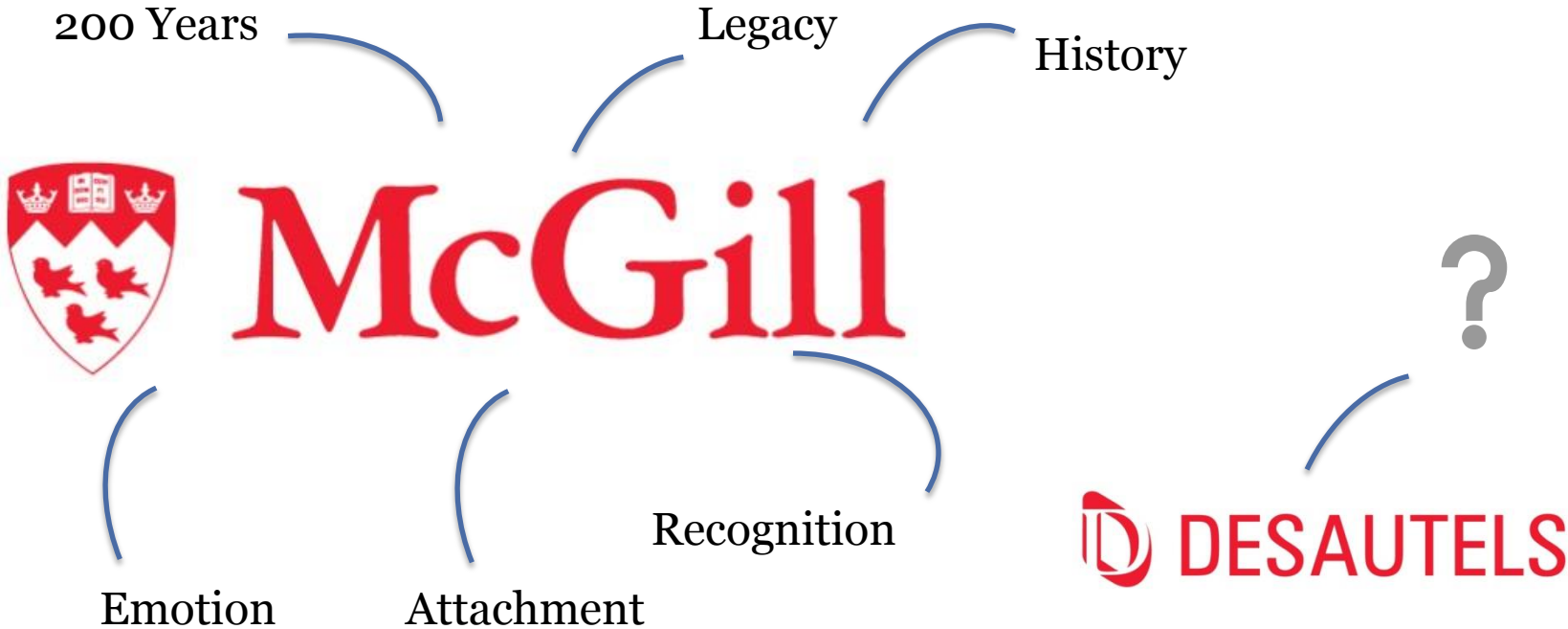
The largest single donation ever made to a business faculty in Canada at  
that time.

McGill's Faculty of Management is renamed **the Desautels Faculty of  
Management.**

# 2005...A NEW BRAND IS BORN?



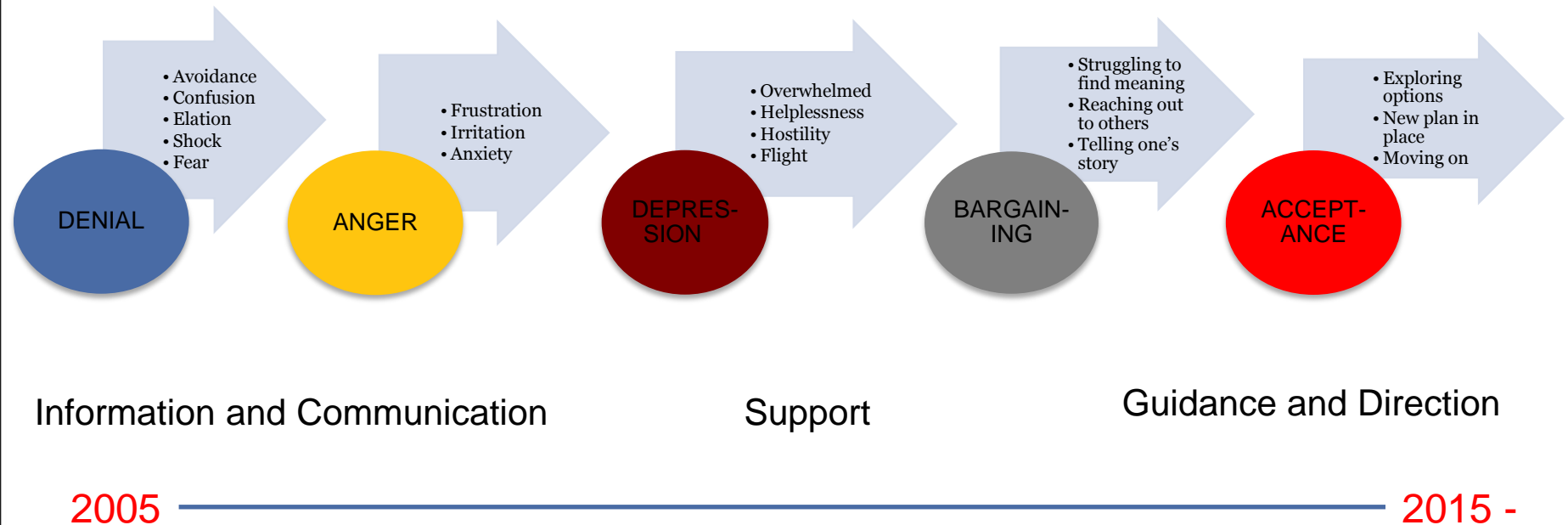
# WHAT DOES A LOGO REPRESENT?



# THE DESAUTELS STORY IN FIVE CHAPTERS



# THE DESAUTELS REBRANDING GRIEF PROCESS



# IMPACTED STAKEHOLDERS

- Prospective Students (undergrad, masters, PhD)
- Students
- Professors
- Alumni & Donors
- Administration
- Marcel Desautels
- Dean
- Principal of McGill
- Board of Governors
- Deans Advisory Board
- Community (Montreal, Quebec, Canada, International)
- Quebec Government

# CHAPTER 1: DENIAL

## Inform & Minimize Confusion

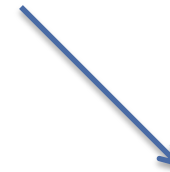
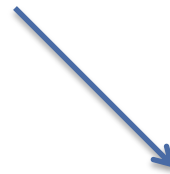
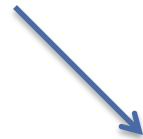
Avoidance  
Confusion  
Elation  
Shock  
Fear



*“McGill is a strong global brand. McGill is why I am here. This “Desautels” thing will **never** stick.”*

**-Prominent Tenured Professor**

# LOGO EVOLUTION



1.5"



0.75"



# LOGOS BEFORE REBRANDING





# LOGO GUIDELINES



## Logo Usage & Guidelines

This document outlines the general logo usages & guidelines for the Desautels Faculty of Management at McGill University.

For any inquiries, email us at [web.desautels@mcgill.ca](mailto:web.desautels@mcgill.ca)

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# LOGOS **AFTER** REBRANDING

 **DESAUTELS** Faculty of Management  
**MBA**

 **DESAUTELS** Faculty of Management  
**Bachelor of Commerce**

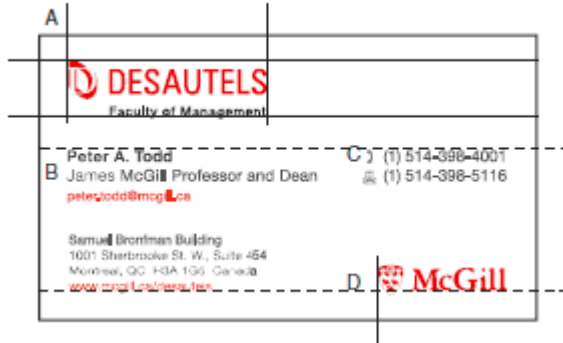
 **DESAUTELS** Faculty of Management  
**PhD Program**

 **DESAUTELS** Faculty of Management  
**Career Services**

 **DESAUTELS** Faculty of Management  
**Program for International Competitiveness**

 **DESAUTELS** Faculty of Management  
Faculté de gestion

# STATIONARY



# BRANDED ITEMS





# WEBSITE

**McGill**

**DESAUTELS** Faculty of Management  
Faculté de gestion

ABOUT PROGRAMS FACULTY RESEARCH CAREERS ALUMNI CONTACT

Home > Desautels Faculty of Management

**UNDERGRADUATE** **MASTERS** **EXECUTIVE** **PhD**

**Join the International Summer Program!**  
For all undergraduates from any country.

**RESEARCH**

FEB. 23, 2011  
Professor Steve Maguire Releases The SAGE Handbook of Complexity and Management

JAN. 31, 2011  
Prof. Alan Pinsonneault and Shameel Adas win Best Paper Award at ICS 2010

JAN. 26, 2011  
Mohammad Nkoolal awarded GERAD Doctoral Student Financial Award

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**NEWS**

MAR. 1, 2011  
Desautels BCom students place 1st at the Business Strategy Challenge 2011

FEB. 28, 2011  
Desautels Students Win Chartered Accounting Scholarships

FEB. 28, 2011  
\$10,000 in 10 Days

FEB. 25, 2011  
To Reduce Smoking Tax The Act Of Smoking: Not The Price Of Cigarettes

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**EVENTS**

MAR. 9, 2011 - 3:30 PM TO 5:00 PM  
Town Hall: Vice-Principal (Research & International Relations), Dr. Rose Godwin

MAR. 10, 2011 - 7:00 PM TO 10:00 PM  
2011 Pijjasson

MAR. 11, 2011 - 9:00 AM TO 9:00 PM  
Business Deputy Tomorrow Conference

MAR. 16, 2011 - 12:00 PM TO 1:00 PM  
McGill-MEC EMBA Information Session

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Undergraduate Programs

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Student Life

Admission

Alumni

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**BCom**

**Join the INTERNATIONAL SUMMERS PROGRAM!**  
For international undergraduate students!

**Exceptional Learning Experience**

Visit a highly international faculty and student body, on one the most advanced and rigorous admission standards of any undergraduate business program in Canada. Students acquire a solid disciplinary business foundation with a flexible and interdisciplinary curriculum, allowing them to design and personalize their education without compromising the fundamentals of comprehensive management training.

**Extraordinary Student Life**

The BCom program offers students a wealth of extracurricular activities from which to choose. The award-winning Management Undergraduate Society provides students with an array of events and services unique to the management traditions of globalized, full-student orientation and, of course, academic excellence. The Faculty of Management is one of the few business schools that provides

**McGill**

**DESAUTELS** Faculty of Management  
Faculté de gestion

ABOUT PROGRAMS FACULTY RESEARCH CAREERS ALUMNI CONTACT

Home > Desautels Faculty of Management > MBA

**ABOUT**

Undergraduate Programs

Current Students

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Admission

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**MBA**

**THE DESAUTELS MBA: A PREMIER FOR POST-MBA SALARY, GMAT SCORE, AND INTERNATIONAL FACULTY**

**Exceptional Learning Experience**

The MBA program at McGill University's Desautels Faculty of Management ranks as one of the world's most integrated, international and diverse degree programs. It is offered at Canada's leading universities, in the truly remarkable, interdisciplinary city of Montreal.

Contact: Jonathan Arispe (514 399-4031), Associate Director, Recruitment & International Development to visit our MBA facilities or organize a meeting.

With a highly international faculty and student body, we develop responsible leaders with a global perspective and an innovative, holistic approach to problem-solving. Our one-of-a-kind integrated and cross-disciplinary curriculum gives students a comprehensive understanding of business, while providing them with specialized skills to become experts in their field of choice. The program is enhanced by a unique combination of practical experiences provided by leading

# BROCHURES



# PHOTOS & VIDEOS



Photoshoot for marketing purposes



Videos for marketing purposes

# BUILDING



# LESSONS LEARNED

## Little things can make a big difference

- What costs the least and is easiest to implement?
- Start with low-hanging fruit
- Show that the brand “sticks”



# CHAPTER 2: ANGER

## Communicate Positively

Frustration  
Irritation  
Anxiety



*“I don’t support the Desautels Faculty. I support McGill University. **Why** do you need a new name?!”*

**-Major Faculty of Management Donor**

# INTERNAL COMMUNICATIONS

**6.5.4. COMMUNICATIONS CONTEST**

6. A tagline of 6 words  
Prize: \$100

5. A series of 5 images  
Prize: \$1,000

4. A video clip of 4 minutes  
Prize: \$2,000

Contest Details > [desautels-654.mcgill.ca](http://desautels-654.mcgill.ca)

Student Branding Concept Contest – sent via e-mail

E-mail signature:

**DESAUTELS**

Dear Letitia,  
Read on to find out about this visit of the art installation.

**Calendar of Events**

- Montreal**
  - Inspiring Ontario: Productivity and Innovation February 23-24
  - McGill-EMBA Information Session March 16
  - EMBA Information Sessions March 16 & 17
  - International Conference on the Role of the State in Ukraine March 18
  - CEO Speaker Series with Robert Lippman, CEO of TD Securities, Inc. March 18
  - India
- Reconnect with us in India** during the 8th India Forum. If you're going to be in the Mumbai, Delhi, or Bangalore area...

Monthly alumni e-newsletter

Ryan Beaupré  
New Media Officer



Desautels Faculty of Management - **McGill University**  
1001 Sherbrooke Street West - Room 464 - Montreal, QC - H3A 1G5  
t. 514 398 8818 - f. 514 398 5116 - [ryan.beaupre@mcgill.ca](mailto:ryan.beaupre@mcgill.ca)  
[www.mcgill.ca/desautels](http://www.mcgill.ca/desautels)



# EXTERNAL COMMUNICATIONS

## A TRANSFORMATION AT DESAUTELS

**SINCE WE BECAME THE DESAUTELS FACULTY OF MANAGEMENT IN 2006 AND OVER THE COURSE OF CAMPAIGN MCGILL, THE FACULTY HAS TRULY EVOLVED**

# REDESIGNED CURRICULA

MBA, BCOM, AND  
PROFESSIONAL PART-TIME MBA

# MAJOR RENOVATIONS

TO THE BRONFMAN BUILDING:  
FROM THE CONCOURSE  
TO THE 5<sup>TH</sup> FLOOR

↑ **50%**

# OF TENURED/TENURED-TRACK  
PROFESSORS

IMPROVING OUR STUDENT-TO-FACULTY RATIO

**3 NEW  
PROGRAMS**

International Masters for Health Leadership,  
McGill-HEC Montreal Executive MBA,  
International Summer Program

**2x**

# OF BCOM  
ACADEMIC  
ADVISORS

↑ **200%**

ANNUAL FUND DONATIONS

↑ **700%**

SCHOLARSHIPS AND AWARDS

# ALUMNI COMMUNICATIONS

Holiday card cover (internal and external use):

A graphic with a red background. On the left, a textured grey circle contains the text 'RE CONNECT'. To its right is a small photo of a modern office interior with a reception desk and a 'DESAUTELS' sign.

### REDISCOVER YOUR FACULTY...

- Hired over 30 additional professors from around the globe since 2005
- Totally transformed Career Services for students and alumni
- Integrated alumni real-world expertise into the curriculum and in all disciplines
- Completely redesigned the MBA with a new co-taught integrated core curriculum
- Revitalized the BCom with an interdisciplinary approach and unique new options
- Fully renovated learning spaces, including new high-tech classrooms
- Launched new world-class programs such as an International Masters for Health Leadership and the first bilingual Executive MBA Program in North America, inspired by the pioneering work of Henry Mintzberg
- Inaugurated the Marcal Desautels Institute for Integrated Management, supporting integrated management research, education and practice

A graphic with a red background. On the left, a textured grey circle contains the text 'RECONNECT WITH YOUR NETWORK...'. To its right is a photo of a classroom or meeting room with people seated around a table.

### RECONNECT WITH YOUR NETWORK...

- Access the Desautels online job bank for recruitment postings or job searches
- Build your personal and professional network around the globe
- Announce new developments and achievements to thousands of fellow alumni
- Receive invitations to exclusive events in your part of the world
- Participate in lecturing, mentoring or Desautels representation opportunities
- Receive regular research, news and faculty updates

# LESSONS LEARNED

## Communicate

- Be transparent and honest
- Be consistent and clear
- Be positive!

# CHAPTER 3: DEPRESSION

## Provide **Support**

Overwhelmed  
Helplessness  
Hostility  
Flight

*“I’m considering **leaving**. This is not the place it used to be.*

**-Administrator**

# SUPPORT EVENTS



"Staff appreciation day" cupcakes with Desautels folders



# SUPPORT STUDENTS



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# SUPPORT RECRUITMENT



# STUPPORT ALUMNI



desautelsmcgill  
Desautels Faculty ...

FOLLOW

28 likes

49w

**desautelsmcgill** Our Halloween edition of #DesautelsFamily presents: The lovely #BCom office and staff! Saving students one advising appointment at a time, the BCom office is your **FIRST** stop if you ever have ANY questions regarding your student life here at @mcgillu! #HappyHalloween and stay safe tonight, everyone! #halloween #desautels #mcgillu #faculty #business #management #university #staff #office #DesautelsBCom #students #lifesavers #firststop

Log in to like or comment.



# LESSONS LEARNED

## Support

- **Listen!** To EACH stakeholder
- Find your **champions**
- **Engage** in positive ways



# CHAPTER 4: BARGAINING

## Give **Guidance**

Struggling to find meaning  
Reaching out to others  
Telling one's story



**“What do you want me to do? *How* do I promote Desautels when McGill is what my clients want?”**

**-Recruiter**

# GUIDE PROGRAMS



**McGill**

**Executive Institute**  
Desautels Faculty of Management



**McGill**

**Desmarais Global Finance Research Centre**  
Desautels Faculty of Management



**McGill**

**MBA Japan**  
Desautels Faculty of Management



**McGill**

**Dobson Centre for Entrepreneurial Studies**  
Desautels Faculty of Management



**DESAUTELS**

Faculty of Management  
Faculté de gestion



**McGill**

# TELL A CONSISTENT STORY

WORLDLY  
INTEGRATED  
PERSONALIZED

## MBA

McGill is the #1 university in Canada and among the top 20 world-wide.\* Desautels is one of the world's most recognized business schools, and #1 in Canada for percentage of international faculty, international mobility of its graduates, post-MBA job placement and compensation.\*\*

Information Sessions:  
MBA Jan. 18 & Professional MBA Jan. 19  
RSVP: mba.mgmt@mcgill.ca

- Full time MBA**  
Ground-breaking team-taught integrated & international curriculum
- Professional MBA**  
Integrated & international part-time program for working professionals
- Executive MBA**  
McGill & HEC Montréal's bilingual, experience-based program for seasoned managers
- Mini MBA**  
McGill Executive Institute seminar offered in Montreal or Toronto

mcgill.ca/desautels

**DESAUTELS** BEYOND BUSINESS AS USUAL  
Faculty of Management

McGill

\*QS World University Rankings, 2011. \*\*Canadian Business, 2011 and Financial Times, 2011.

WORLDLY  
INTEGRATED  
APPLIED

## MASTER

McGill is the #1 university in Canada and among the top 20 world-wide.\* Desautels is one of the world's most recognized business schools, and #1 in Canada for percentage of international faculty, international mobility of its graduates, post-MBA job placement and compensation.\*\*

- MASTER OF BUSINESS ADMINISTRATION**  
For individuals with 2+ years work experience wanting a wholly integrated and international management education. Full-time MBA + Part-time Professional MBA + Bilingual MBA + MBA Japan + MBA-Medicine + MBA-Law
  - INTERNATIONAL MASTERS IN PRACTICING MANAGEMENT**  
For highly experienced managers and entrepreneurs from around the globe wanting to enhance their leadership and managerial skills. Global program delivered in modules held across Canada, U.K., China, India and Brazil.
  - INTERNATIONAL MASTERS FOR HEALTH LEADERSHIP**  
For managers in health care organizations worldwide, most with clinical experience, who wish to enhance their leadership and managerial skills while having a lasting impact in health care.
  - MASTERS IN MANUFACTURING MANAGEMENT**  
For professionals wishing to pursue a career in the effective management of global operations and supply chain.
- mcgill.ca/desautels
- DESAUTELS** BEYOND BUSINESS AS USUAL  
Faculty of Management
- McGill

INTERNATIONAL  
INTÉGRÉ  
PERSONNALISÉ

## MBA

McGill est la meilleure université au Canada et l'une des 20 meilleures au monde.\* La Faculté Desautels est l'une des écoles de gestion les plus mondialement reconnues, et occupe le premier rang au Canada pour la pourcentage de membres internationaux au sein de son corps professoral, la mobilité internationale de ses diplômés, le taux de placement suivant l'obtention du diplôme du MBA et le niveau de rémunération.\*\*

mcgill.ca/desautels

**DESAUTELS** BEYOND BUSINESS AS USUAL  
Faculté de gestion

McGill

\*QS World University Rankings, 2011. \*\*Canadian Business, 2011 et Financial Times, 2011.

**THE PROFESSIONAL MBA**  
THE INTEGRATED & INTERNATIONAL PART-TIME MBA FOR MONTREAL'S WORKING PROFESSIONALS

Information Session **January 19**  
RSVP: professionalmba.mgmt@mcgill.ca

McGill is the #1 university in Canada and among the top 20 world-wide.\*  
\*QS World University Rankings, 2011.

mcgill.ca/desautels

**DESAUTELS** BEYOND BUSINESS AS USUAL  
Faculty of Management

McGill

**LE MBA PROFESSIONNEL**

UN MBA À TEMPS PARTIEL INTÉGRÉ ET INTERNATIONAL DESTINÉ AUX PROFESSIONNELS DU MARCHÉ DU TRAVAIL MONTRÉALAIS

**23 octobre**: séance d'information  
Pour confirmer votre présence: professionalmba.mgmt@mcgill.ca

McGill est la meilleure université canadienne et se classe parmi les 20 meilleures au monde.\*  
\*QS World University Rankings, 2011.

mcgill.ca/desautels

**DESAUTELS** PARLONS DES VRAIES AFFAIRES  
Faculté de gestion

McGill

# TELL A POSITIVE STORY





# ENGAGE OTHERS IN STORYTELLING



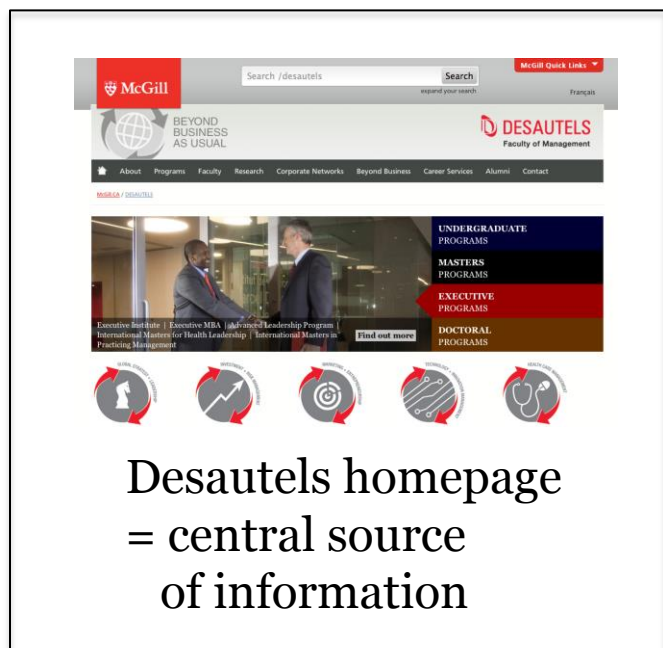
Instant Communication



Selective communication via posts, photos and videos



WIKIPEDIA  
"Official" description of Faculty



Desautels homepage = central source of information



Communicate to alumni and create a network



Instagram

Instant photo sharing



Publishing videos



Interaction with students



Public photo database

# ENGAGE STUDENTS



desautelsmcgill  
Desautels Faculty ...

FOLLOW

28 likes

45w

desautelsmcgill Wait but first... let me take a #DesautelsSelfie! From Nov 28 to Dec 4, take a #selfie in front of/at your fave study spot, hashtag #DesautelsSelfie & we'll add the location onto the #DesautelsApp map! We hope to encourage #students to go beyond #Bronfman and the campus to explore neat study spaces! One special student will receive a surprise. []  
Note: Not to worry, your homes will not be added!  
#study #examseason #desautels #app #letmetakeaselfie #studyspace #bronfmanhigh #explore #mcgillu #campus  
bbercs4 @battat\_\_mtl the selfie king my boy

Log in to like or comment.

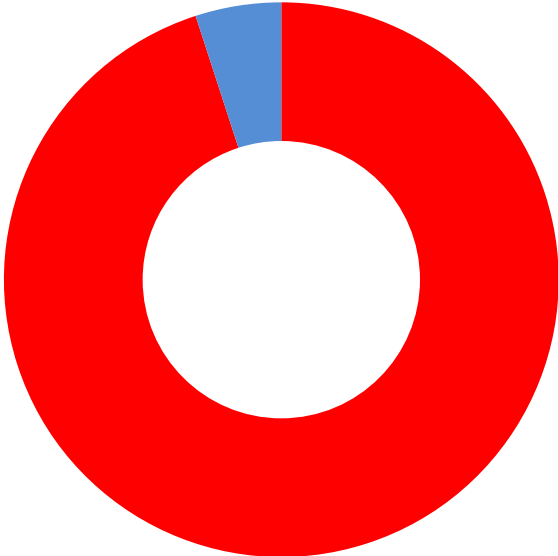


# ENGAGE THE MEDIA

**2008**

McGill 95%

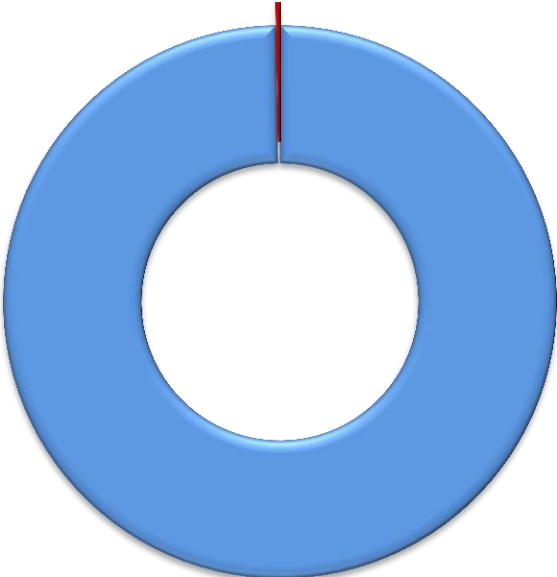
Desautels <5%



**2015**

Desautels Faculty of Management 100%

McGill <1%



Source: Meltwater News

# LESSONS LEARNED

Focus on what you can control

- Get senior leadership **buy-in**
- Show positive results!
- Engage!



# CHAPTER 5: ACCEPTANCE

## Provide Direction

Exploring options  
New plan in place  
Moving on



desautelsmcgill  
Desautels Faculty ...

FOLLOW

25 likes

44w

desautelsmcgill The kittens are here for #DesautelsDestress! They are the perfect brand ambassadors :) #kittens #cat #therapy #destress #stressrelief #desautels

nour\_sukkar @rashatabbakh we have a kitten stress relief not dogs hahaha

dez41383 Any way I can get one of those mugs or hats? I'm a #Desautels

Log in to like or comment.



“I’ll meet you at **Desautels.**”

**-Student, Faculty Member, Alumnus, Administrator**

# MISSION & VISION

## Our Focus

In partnership with our alumni and friends, we will build on our strength as a leader in international management, enhance our focus on research and knowledge development, and continue to increase our emphasis on integrated management, entrepreneurship and health management in our teaching and research.

In so doing, we aspire to be increasingly:

### WORLDLY

Beyond being highly international in terms of the makeup of our students and professors, or global in the outlook of our curriculum and research, worldly implies a holistic view, a deep understanding of another's world—knowledgeable, insightful, enlightened, experienced, streetwise.

### INTEGRATED

Integrated management constructively faces the tensions between different and seemingly opposing perspectives to implement strategies that transcend these differences. Breaking down disciplinary barriers and embracing multiple perspectives encourages holistic approaches to management as well as to organizational and world challenges, leading to more innovative and sustainable solutions.

### PERSONALIZED

Diversity means that each and every student and alumnus is truly unique, with very individual needs, aspirations and potential to contribute to the spheres of management, organizations and society. Supporting these differences requires an increasingly tailored approach to the curriculum, the services we provide for our students, and the engagement opportunities available to our alumni.

# STRATEGIC PRIORITIES

We are guided by the following strategic priorities in accomplishing our mission:

## 1 DRIVING INTEGRATED MANAGEMENT

*"The significant issues with which society is now wrestling and the major challenges confronting managers are closely related. As these challenges mount, we need leaders who appreciate the interconnectedness of business disciplines as well as the values of different forms of capital – financial, natural, and social – to develop innovative solutions. We call this integrated management."*

– Professor Steve Maguire, Director, Marcel Desautels Institute for Integrated Management

## 2 EXPANDING OUR RESEARCH CAPACITY

*"Growing our Faculty's research strengths and, in particular, building on our existing strengths in health care management research, help shape the future of management and lead to significant implications for our students, industry, and society. We must continue to recruit the finest researchers from around the world."*

– Professor Saibal Ray, Director, PhD Program

## 3 ADVANCING THE WORLD'S BEST STUDENTS

*"My fellow students, my professors, and Desautels alumni are making great contributions toward society. In particular, we must continue to attract and support the most talented and diverse students from all corners of the globe who have the potential to create economic, social, and ecological value."*

– Liboria Marsala, BCom student

## 4 PERSONALIZING THE STUDENT DEVELOPMENT EXPERIENCE

*"Providing more customized personal and professional development helps us confidently go on to achieve outstanding things in all walks of life, all over the world. Employers are sure to take notice."*

– Alexis Pradie, MBA student

## 5 CONNECTING WITH ALUMNI

*"It's important for alumni to be involved with the Faculty in any way we can, helping to build the next generation of responsible leaders. By creating this stronger community, as alumni, we gain much from our interaction with students and faculty."*

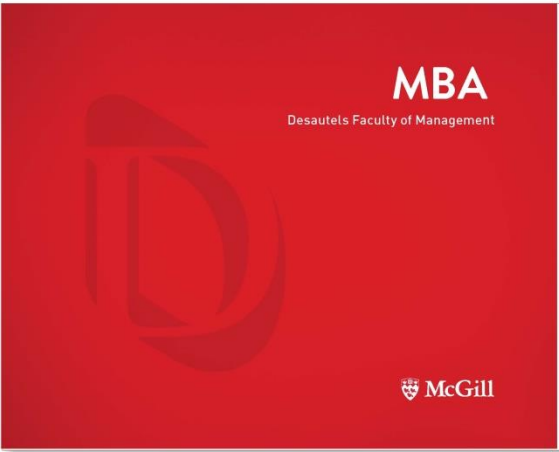
– Sheila Fraser, BCom'72, LLD'08, Corporate Director, Former Auditor General of Canada, Faculty Advisory Board member

## 6 BUILDING AN ENDURING FUTURE

*"Given the challenges faced by universities today, Desautels continues to develop financial security by growing its self-funded programs, by diversifying where it offers its programs, and through building stronger relationships with the business community. We are also working toward building a better, more state-of-the-art learning, teaching, and research environment."*

– J. Robert Swidler, BCom'68, Chairman (Canada), Egon Zehnder International Inc., Faculty Advisory Board Chairman





Eduardo Mandri, MBA'00  
Co-founder and President, Tuango.ca



DESAUTELS

A Life Changing Experience

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Our Alumni are Exceptional

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DESAUTELS *is* WORLDLY

The world at your doorstep

Cutting-edge education. It's what we at the Desautels Faculty of Management have long been committed to. But we don't just stop there. In fact, we like to bring that cutting-edge innovation into the international stage.

Our professors come from all over the world. Most have worked on research projects abroad and many continue to have international collaborations, thereby bringing a strong global perspective to the classroom. We also attract the help of world-wide industry leaders to ensure that our program remains relevant, both to students and employers, and in touch with today's business realities.

Students typically hail from every corner of the globe, come from a wide variety of cultures and backgrounds, and possess highly diversified educational and work-related experience.

Our distinguished Desautels global alumni network is not only available to you as a student, but you'll be proud to be a member for many years after graduation.

- Terriwood Covert, MBA'08 Montreal, QC CANADA
- Eric Fournier, MBA'11 Montreal, QC CANADA
- Margaret Graham, UK
- Benjamin Cochran, FRANCE
- Anna-Jay, MBA'15 CHINA
- Josee Perreault, MBA'15 Toronto, ON CANADA
- Ne Ladin, MBA'16 UNITED STATES
- Sebastian Schulich, MBA'15 Toronto, ON CANADA
- Yusuf Madan, INDIA
- Denise Rosemond, MBA'07 Toronto, ON CANADA
- Justine Eichinger, MBA'15 BRAZIL
- Ali Alshamari, MBA'15 SAUDI ARABIA

ACCESS TO THE WORLD'S BEST A SAMPLING OF DESAUTELS:

STUDENTS ○ (Country of origin)

PROFESSORS ● (Country of origin)

ALUMNI ○ (Where they are working now)

COLOMBIA, MBA'15  
CANADA, MBA'15  
FRANCE, Associate Professor, Finance  
BRAZIL, MBA'15  
IA, Academic Director, MBA Program, Professor of Practice, Finance & MBA '15, 2016 Strategy & Business Operations, George  
CANADA, MBA'08, President and CEO, TELUS  
CANADA, MBA'16

JOURNEY

The Desautels MBA program is designed for high achievers who show strong managerial and leadership potential.

APPLICATION REQUIREMENTS INCLUDE

CURRICULUM VITAE

GMAT  
Graduate Management Admissions Test  
-OR-  
GRE  
Graduate Record Examination

3  
ESSAY QUESTIONS

2  
YEARS  
MINIMUM OF TWO YEARS of relevant full-time work experience after completion of an undergraduate degree

TOEFL -OR- IELTS  
Completion of the TOEFL -OR- IELTS (when applicable)

TWO LETTERS of reference

LANGUAGE  
The language of instruction is English

4 WEEKS  
ADMISSION DECISIONS are usually made within four weeks upon receipt of a completed application (including all supporting documents)

The program begins in AUGUST and lasts 20 months

ADMISSION DEADLINES

Applications are reviewed on a rolling basis. We advise you to submit your completed application as early as possible because the program may become full before our first application deadline.

1<sup>ST</sup> ROUND > NOVEMBER 1, 2015  
2<sup>ND</sup> ROUND > JANUARY 15, 2016  
3<sup>RD</sup> ROUND > MARCH 15, 2016  
FINAL DEADLINE FOR INTERNATIONAL STUDENTS  
4<sup>TH</sup> ROUND > MAY 1, 2016  
FINAL DEADLINE FOR CANADIAN CITIZENS AND PERMANENT RESIDENTS

Please see our website for additional dates and details [mcgill.ca/mba/admissions](http://mcgill.ca/mba/admissions)



## EXECUTIVE INSTITUTE

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## INTERNATIONAL MASTERS for HEALTH LEADERSHIP

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## MASTER of BUSINESS ADMINISTRATION

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## MASTER of BUSINESS ADMINISTRATION JAPAN

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## THE MCGILL DOBSON CUP

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## PhD

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## BACHELOR of COMMERCE

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## CGPA

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## MARCEL DESAUTELS INSTITUTE for INTEGRATED MANAGEMENT

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## GSM CHINA

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## MCGILL CENTRE for the CONVERGENCE of HEALTH and ECONOMICS

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## CAREER SERVICES

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## SIX SIGMA - GREEN BELT

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## INTERNATIONAL SUMMER PROGRAM

Desautels Faculty of Management

> Worldly / Integrated / Personalized



## MCGILL - HEC MONTREAL EXECUTIVE MBA

Desautels Faculty of Management

> Worldly / Integrated / Personalized



# DESAUTELS

Faculty of Management  
Faculté de gestion



# McGill

# LESSONS LEARNED

## Provide direction

- [Engage](#) people in the fun...
- Take some risks and **have fun** with the brand
- Make decisions and [move forward](#)



*Strategies* grow like weeds in a garden.

*They take root in all kinds of places, wherever people have the capacity to **learn** (because they are in touch with the situation) and the resources to support that capacity.*

*These strategies become **organizational** when they become collective, that is, when they proliferate to guide the behavior of the organization at large.*

**- Henry Mintzberg**

# LESSONS LEARNED

## Rebranding is a journey

- Help people **reach their own specific goals**
- Make small concessions along the way, but don't lose sight of the **ultimate goals**
- **Measure success** & communicate it at each step!

# THANK YOU!

