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## **PRME Report: 2018 July**

The United Nations Global Compact spearheaded a critically important global initiative to advance corporate social responsibility by challenging and engaging business schools worldwide to align their core educational and research activities with the Principles for Responsible Management Education.

It has been an honor for Thunderbird to not only play a role in the development of the Principles, but more importantly, be among the first signatories.

The Principles of Responsible Management Education have already served us well at Thunderbird as a framework to organize our multiple activities and assess the areas where we are not doing enough. Through the work of our faculty, staff and students, the PRME continues to serve us in many meaningful ways.

-Angel Cabrera  
Former Thunderbird President and Chair PRME Taskforce

## The Principles for Responsible Management Education

### Principle 1

**Purpose:** We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

### Principle 2

**Values:** We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

### Principle 3

**Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

### Principle 4

**Research:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

### Principle 5

**Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

### Principle 6

**Dialogue:** We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

## Global Citizenship at Thunderbird

### ◆ Principles Addressed: 1 & 2 ◆

Global Citizenship has been part of Thunderbird since the school's inception in 1946. After World War II, the school's founders recognized that enterprise and commerce could help foster a more peaceful and equitable world. Summed up in the phrase, "borders frequented by trade seldom need soldiers," the worldwide Thunderbird community is the living embodiment of the belief that global management can be a force for positive economic and social change.

Today, the school continues to promote the role of business management dedicated to the creation of sustainable prosperity worldwide, as embodied in our mission statement:

*"We educate global leaders who create sustainable prosperity worldwide."*

At Thunderbird, Global Citizenship is an umbrella for all the activities on campus related to professional ethics, corporate social responsibility and sustainability. These include institutional activities related to curriculum, research and outreach and student-led activities driven by the student government and extracurricular clubs.

Thunderbird's new leadership, Dr. Sanjeev Khagram, Dean and Director General, personifies the spirit of Thunderbird as a world-renowned scholar and practitioner in areas of globalization to social enterprise to sustainable development. Additionally, Thunderbird's new location in downtown Phoenix will allow us to reach other academic units within the Arizona State University system in order to diversify our principles and offer our students as well as other students within the downtown academic community the opportunity to engage in dialogue regarding these principles.

### **The Thunderbird Professional Oath of Honor**

The Thunderbird Oath of Honor is believed to be the first of its kind at a business school. Rooted in the School's strong commitment to global citizenship, the Oath derives from the school's belief that global managers must contribute to the creation of sustainable economic and social value.

The oath was drafted by the student-run Thunderbird Honor Council after past president Dr. Angel Cabrera challenged the students in 2004 to be the first business school to establish an oath that would guide them during their business careers. In June 2006, the Thunderbird Board of Trustees voted to formally assimilate the oath into the school's overall educational experience by including it in the application process, the curriculum and at graduation, when students will be asked to sign it.

Thousands of students have signed a version of the oath since its inception as part of their graduation ceremony.

Having drawn the attention of the global educational and business community, the Thunderbird Professional Oath of Honor has been featured in numerous business publications and academic, business and government conferences including the United Nations Global Compact (UNGC).

### ***Thunderbird Professional Oath of Honor***

As a Thunderbird and a global citizen, I promise:

I will strive to act with honesty and integrity,  
I will respect the rights and dignity of all people,  
I will strive to create sustainable prosperity worldwide,  
I will oppose all forms of corruption and exploitation, and  
I will take responsibility for my actions.

As I hold true to these principles, it is my hope that I may enjoy an honorable reputation and peace of conscience.

This pledge I make freely and upon my honor.

### **Global Citizenship Institutional Activities**

#### **◆ Principles Addressed: 1, 2, & 3 ◆**

Thunderbird has two main entities that promote Global Citizenship: The Lincoln Center for Applied Ethics at Arizona State University of which Thunderbird is now a part and Thunderbird for Good. The Center is involved in all campus activities related to ethics, corporate social responsibility and the creation of sustainable economic prosperity worldwide. These efforts include academic program development and coursework, research and public outreach as well as support for student-led initiatives (<https://lincolncenter.asu.edu/>).

Thunderbird for Good (T4G) is a unit that began as a program to provide learning opportunities for women in Afghanistan, but today its outreach has spread to emerging markets from all over the world. T4G is committed to leveraging the school's expertise in international business in order to provide learning experiences for its students around the globe (<https://thunderbird.asu.edu/global-impact/thunderbird-for-good-programs>).

## **Lincoln Center for Ethics: Background and Activities**

Unlike most ethics programs that focus on theology, philosophy and general theory, The Lincoln Center for Applied Ethics concentrates on individual and professional ethics: personal integrity and professional practice in international management, and company behavior: corporate governance, policy, social choice, and corruption.

### *The Impact of Ethics*

If companies can rely on the integrity of their managers, they need not be concerned with the devastation that ethical collapses could cause. This is particularly important at Thunderbird because our graduates enter a global environment. The longer distances, combined with cultural differences, make it vital that companies be able to rely on the integrity of their remotely located managers.

As an institutional center of Global Citizenship at Arizona State University, the Lincoln Center is involved in all campus activities related to ethics, corporate social responsibility and the creation of sustainable economic prosperity worldwide. These efforts include academic program development and coursework, research and public outreach as well as support for student-led initiatives. Here are a few examples:

Undergraduate Scholars – one credit course exploring applied ethics through an interdisciplinary course

Lincoln-Chautauqua Fellows – Week of offsite programming that explores social innovation in various social settings

Academic Integrity Initiative – Recently implemented wide review of academic integrity policies as well as develop student behavioral interventions in a higher education setting.

Sustainability Workshop – Develop training for groups of individuals surrounding Moral Foundations of Sustainability

Lincoln professors – faculty with interests in supplementing their regular courses with applied ethics

Student Leadership Training – The student leadership training in ethics and their applications

## **Thunderbird for Good: Background and Activities**

Thunderbird's dedication to global citizenship is exemplified by Thunderbird for Good, a program committed to leveraging the school's expertise in international business in order to provide learning experiences for non-traditional students.

The efforts of Thunderbird for Good help to fight poverty, secure peace and improve living conditions in communities throughout the world in ways the school knows best — by putting education to practice in unique and valuable projects. Some of the current programs include:

### Project DreamCatcher

The Freeport-McMoRan sponsored Project DreamCatcher is a business education program that aims to build the entrepreneurial skills of promising, high-potential Native American businesswomen. This unique program focuses on developing business skills for current and future business owners in the Native American communities. Scholars of this program learn from Thunderbird's leading faculty in courses on marketing, financial planning, strategy, negotiations, project management, leadership and more.

This program pairs successful area businesspersons with each program participant to provide support and guidance on setting and achieving goals as the women return to their communities. Participants are able to use their new business knowledge to succeed in their communities now as well as in the future - creating jobs, sharing knowledge, breaking down barriers, and improving lives.

Thunderbird for Good partners with The Phoenix Indian Center in the recruitment process of participants and mentors for the program. The Phoenix Indian Center's experience and expertise with Arizona's Native American communities play an integral role in connecting us with women that will most benefit from our program, as well as addressing cultural and business environment elements that are unique to the Native American communities we will be serving.

Project DreamCatcher is a fully funded program by Freeport-McMoRan Foundation. The only cost to the participant is transportation to and from Phoenix for each of the one-week training modules, and the time and hard work that will be needed to make the best use of the program.

### DreamBuilder: The Women's Business Creator

Thunderbird for Good and Freeport-McMoRan have partnered to develop an online business skills training program that supports women entrepreneurs at learning

centers where the world's largest mining company operates facilities. Three initial sites in Chile and Peru use web-based technologies to deliver instruction, tools and resources in Spanish to program participants. Following certification, program participants continue to have access to an online forum that provides the women with tools and templates to manage and track their business performance. The program, announced at the 2011 Clinton Global Initiative in New York, also provides networking opportunities among participants. Empowering women through education provides opportunities for them to live more productive lives and enables the development of healthier, more sustainable communities.

### Project Artemis Afghanistan

Project Artemis is a unique program that trains Afghan women entrepreneurs in business skills. Project Artemis graduates have returned to Afghanistan to run successful businesses that have created over 3,000 jobs for their local communities, and have trained and mentored well over 15,000 of their fellow Afghan citizens in business and leadership skills. With a total of 86 graduates since 2005, the program aims to build the entrepreneurial skills of promising Afghan businesswomen, enabling them to return to Afghanistan to create and grow sustainable businesses. Mentors assigned to each participant provide additional support as the women return home to establish or expand their companies. Other participants use their new business knowledge to succeed within civil society. The multiplier effect of Project Artemis can be seen in the jobs created, the knowledge shared and the examples set for future generations.

“Our goal is to enable women entrepreneurs to become financially independent and local business leaders,” says Thunderbird for Good Executive Director Kellie Kreiser. “If they have the resources and the know-how, they will use it to create jobs, improve lives and break down barriers.”

Thunderbird brings together cohorts of motivated Afghan women for this two-week, intensive business training program which features:

- Business courses taught by leading Thunderbird faculty
- Personal coaching on business plans and goals
- Site visits to a variety of small- and medium-sized businesses
- Networking opportunities with global business networks
- Continual follow-up support and business coaching online

Project Artemis alumni have returned to Afghanistan to start new ventures, grow existing businesses, empower and mentor others in their communities, strengthen their own families, create networks of women and businesspeople throughout the country, succeed in non-profit and educational organizations, and put their leadership and management acumen to good work in government. The multiplying effect of

Project Artemis can be seen in the jobs created, the knowledge shared, and the new examples set for future generations.

### *Goldman Sachs 10,000 Women Afghanistan*

Thunderbird School of Global Management teamed with Goldman Sachs as an early partner when the investment bank announced a \$100 million commitment in 2008 to educate 10,000 underserved businesswomen from emerging markets around the world. Goldman Sachs' mission is simple: Invest in educating women with the skills they need to start and grow their own businesses, and then watch that investment spread. Since its launch in March of 2008, 10,000 Women has become active in over 40 countries worldwide through partnerships with local and international education providers. As of December of 2013, the goal of reaching 10,000 Women has been achieved and surpassed. In more recent years, Thunderbird also has teamed with Goldman Sachs 10,000 Women to serve participants from Peru, Pakistan and other countries such as Malaysia and the South Pacific through a partnership with the U.S. Department of State.

### WEAmericas Accelerator

Delivered by Thunderbird School of Global Management, WEAmericas Accelerator is an innovative, three-year U.S. Department of State Bureau of Western Hemisphere Affairs program designed to drive the advancement of women-owned businesses in Central America.

Through the WEAmericas Accelerator program, Thunderbird brings together three cohorts of promising women entrepreneurs for an intensive, interactive business training program that features:

- Face-to-face business and management courses designed by Thunderbird's world-renowned faculty and delivered in Spanish
- Professional mentoring by local Central American business owners and former WEAmericas alumnae
- Site visits to regional businesses for observation, networking and idea sharing
- Financial stipends to pursue local networking and training that will provide opportunities to expand into new markets
- A capstone event linking entrepreneurs and capital, including the opportunity to present to potential investors

The WEAmericas Accelerator Program is part of the U.S. Department of State Bureau of Western Hemisphere Affairs' Women's Entrepreneurship in the Americas (WEAmericas) initiative. The broader parent program is dedicated to supporting businesswomen in the Western Hemisphere.

### Internship and Consulting Opportunities

Thunderbird for Good, over the last 18 months, has had seven student workers and three interns who were involved in projects on a high level, such as assessment and evaluation of current programs.

## The Curriculum

### ◆ Principles Addressed: 3 ◆

#### *Characteristics of core/elective courses*

According to our assessment, about one-third of our core courses addresses social, environmental, and ethical issues at some level. Likewise about a third of all elective courses address these topics. Listed below are examples of courses taught (or recently taught) at Thunderbird that address social, environmental and ethical issues.

- The Global Energy Industry
- Social Issues in a Global Economy
- Managing Global Work Relations
- Strat in Global Development
- Thunderbird Experiential Practicum
- Communicating Global Context
- RBE II: Developed Economies
- Managing People: Global Perspective
- Global Strategy
- Global Leadership
- Global Marketing Strategy
- Corp Social Responsibility Global Context
- Managing for Global Value Creation
- Competitive Strategy Global Perspective
- RBE I: Emerging Markets
- T-Bird Integrative Experience
- Integrative Project
- Strat in a Competitive World
- International Organizations

Global Affairs Methods  
 Managing Org Global Perspective  
 Communicating & Negotiating  
 Global Affairs Theory  
 Applied Project  
 States, Business and Trade  
 Leading Change & Transformation Global Environment  
 Country Risk Management  
 Regional Industrial Analysis  
 Global Portfolio Management  
 Global Import Export Mgmt  
 Principles of Global Mgmt  
 Multinational Organizational Leadership

Thunderbird also offers a Master of Arts in Global Affairs and Management that addresses the need for understanding complex global relations issues such as international conflict resolution, sustainable economic development and humanitarian relief within the context of business to drive economic and social reform.

Courses in this program include Cross-Cultural Communication, Global Political Economy, and International Relations to name only a few. Graduates also bring an increased focus on social responsibility to employers.

### Learning Outcomes at Thunderbird

The three components of the assessment of learning undertaken at Thunderbird involve *indirect measures, course mappings, and direct measures*. Indirect measures require the faculty to select learning outcomes attributes for the courses they teach across all programs at Thunderbird. Direct measures assess student outcomes with regard to the Institution's core values -- Global Mindset, Global Citizenship, and Global Leadership. Course mappings require professors/instructors to develop a matrix for each of the courses they teach in the degree programs, and align their course objectives and the pre-selected learning outcomes attributes, and indicate how and where in the course the objectives and learning outcomes attributes are assessed.

### TEM Lab (Consulting Project)

The Thunderbird Emerging Markets Laboratory (TEM Lab) is a six-week, full-time class guided by Thunderbird faculty. Teams of Thunderbird student consultants work with clients on-location to solve a specific business problem. During the engagement, consulting teams deliver on objectives defined in a contract between themselves and the client. Teams are also responsible for the academic expectations of Thunderbird.

Website: <https://thunderbird.asu.edu/consulting-labs>

*The goals of TEM Lab are:*

1. Create a learning laboratory for Thunderbird students in a real-world, emerging market context
2. Create value for the client organization
3. Transfer knowledge and skills that will build social and economic infrastructure in the host country

TEM Lab targets areas with high growth potential in the emerging markets of Latin America, Africa, Central and Eastern Europe, and Asia because they account for 80 percent of the world's population and are experiencing significant social and economic infrastructure changes. Growth in these areas is very dynamic. This is where talented executives will be in demand in the foreseeable future and employers will need people who are already experienced in the milieu. Also, the learning curve for both students and host organizations is steeper in growing foreign markets than in more stable, developed markets where Thunderbird students are already familiar with the culture and business practices.

Student development and project evaluation will be based on an action plan developed by each student team and their host organization, in close consultation with the faculty, as part of the project preparation process. These action plans will illustrate measurable goals specifically tailored to the project, host organization, and larger societal characteristics within the area of their service. The comprehensive nature of these methods of evaluation will ensure that the program is responsive to student development, the needs of host organizations, and the overall goals of Thunderbird as an institution of graduate global management education.

Listed below are the countries that have participated in this program:

Albania	Mexico
Angola	Myanmar
Brazil	Peru
Cambodia	Philippines
China	Rwanda
Ghana	Tanzania
Guatemala	Thailand
India	Tunisia
Indonesia	Uganda
Kenya	USA
Liberia	Vietnam

## Co-Curricular Activities



### ◆ Principles Addressed: 3, 5◆

Thunderbird students have several clubs on campus that address social issues worldwide and which have been impactful not only in their own development but also the global community. The following are currently active on campus:

- Africa Business Club
- East Asia Club
- Indian Subcontinent Club
- Latin American Business Club
- Middle East and North African (MENA)
- Thunderbird Emerging Market Business Assoc. (TEMBA)
- Net Impact
- Women International
- International Development Assoc.

Additionally Thunderbird students have the opportunity to gain leadership experience by participating in one of the many student leadership organizations

## Annual Events

### ◆ Principles Addressed: 5 & 6 ◆

The core pillar of the Thunderbird educational experience is an introduction to Global Citizenship, which occurs through a variety of extracurricular events such as Ethics Day, the Global Citizenship Forum, and the Charles Olin Norton Lecture Series.

Ethics Day is an annual event that brings the issues of ethics and integrity into focus through various speakers, presenters and student activities. The Charles Olin Norton Ethics Lecture Series attracts senior executives to campus who embody the Charles Norton spirit of “courage and integrity, expressed by intellectual honesty, moral

rectitude and a trusting innocence in thought, word and deed” (refer to the Appendix for the list of speakers).

The 4<sup>th</sup> Annual Global Citizenship Forum (presented by Net Impact) is an annual event inspired by Thunderbird’s mission of educating global leaders who create sustainable prosperity worldwide. The Forum gives alumni, industry leaders, professors, community members and students alike a chance to engage in candid discussions about how business can be used to solve pressing global issues.

## Knowledge Production

### ◆ Principle Addressed: 4 ◆

Thunderbird Knowledge Network is an interactive, multimedia forum that showcases the thought leadership, opinions and expertise of Thunderbird faculty, staff, students and alumni and promote the objectives and synergies of Thunderbird's educational mission.

Over the past two years there have been 45 refereed articles published in the following journals addressing ethics, social responsibility or environmental management.

Academy of Management Review  
 Africa Today  
 Business Horizons  
 Cross Cultural and Strategic Management  
 HBR  
 Human Resource Management  
 International Journal of Emerging Markets  
 Journal of Asia Business Studies  
 Journal of Business Research  
 Journal of Educators Online Academy of Management Perspectives  
 Journal of International Business Studies  
 Journal of International Relations and Development  
 Journal of Leadership and Organizational Studies  
 Journal of Management  
 Journal of Management and Organization  
 Journal of Management Information System & E-Commerce  
 Journal of Marketing  
 Journal of Organizational Behavior  
 Journal of Service Management

Journal of Service Research  
Journal of the Academy of Marketing Science  
Journal of the Association for Information Systems  
Journal of World Business  
Latin American Perspectives  
MIT Sloan Management Review  
Organization Science  
Pertanika Journal of Social Sciences and Humanities  
Policy Sciences  
Research in International Business and Finance  
Social Marketing Quarterly  
Thunderbird International Business Review

## Appendix

### Campus Speakers Within the Past Two Years

Name	Title	Company	Title/Topic	Yr
Mrs. Margaret Kenyatta	First Lady	Kenya	Putting Kenya First: Addressing Basic Health Care Needs to Encourage Economic Growth	Spring 2016
F.W. de Klerk	Former President	South Africa	Developing World, Developing Leaders	Fall 2016
Mr. R. Jon Kailey '76	Director, International Business Development (Ret.)	Owens Corning Building Materials	Corruption and Compliance in International Business	Fall 2016
Mr. Howard Strong '80		National Oilwell Varco	Corruption and Compliance in International Business	Fall 2016
Mr. Paul W. Bradley ('XX)	Chairman and CEO	Caprica International	Supply Chain	Fall 2016
Ambassador Barbara Barrett	Former Ambassador	Finland	Roundtable Discussion: General	Spring 2017
Niels Marquardt	CEO and former US Ambassador to Madagascar	American Chamber of Commerce in Australia	The 2009 Coup d' etat in Madagascar and the effects on the country to this day	Spring 2017
Brandon Klippel			Cognitive and Social Science	Spring 2017
Jaymin J. Patel	Speaker, Author, Rock Star	Jaymin Speaks	Network like a Rockstar	Spring 2017
Wolfgang J. Koester	Co-Founder	FiREapps Inc.	Five Stages of Entrepreneurial Success	Summer 2017
Griffith David '96	Founder and CEO	Habanero Foods International	Tales from the Trenches: Real World Insights from the World's Fastest Growing Economy	Summer 2017
Matthew Cyriac	Founder and Chairman designate	Florintree Advisors	Tales from the Trenches: Real World Insights from the World's Fastest Growing Economy	Summer 2017
Bala Parthasarathy	Co-founder & CEO	Money Tap	Tales from the Trenches: Real World Insights from the World's Fastest Growing Economy	Summer 2017
Ms. Nicola Watkinson	Senior Trade and Investment Commissioner for North America	Austrade	Current Affairs Chat	Fall 2017
Mr. R. Jon Kailey '76	Director, International Business Development (Ret.)	Owens Corning Building Materials	Corruption and it's Impact on International Business	Fall 2017
Mr. Howard Strong '80		National Oilwell Varco	Corruption and it's Impact on International Business	Fall 2017
Mr. Rob Maruster	Chief Operating Officer, Board Director and customer service executive	Airline and Waste Management	My Career Paused	Fall 2017
Henne Schuwer	Ambassador	The Netherlands	The Silent Partner: The Netherlands' Role in the U.S. Economy	Spring 2018
Dr. Vaira Freiberga	6th President	Latvia	Meet and Greet and Chat	Spring 2018
Mr. Scott Ticknor	Acting Special Representative for Commercial and Business Affairs	U.S. Department of State	Class Speaker: Regional Industrial Analysis	Spring 2018
David O'Sullivan	Ambassador	Ambassador of the European Union to the US	Transatlantic Ties and Tensions: Outlook for EU-US Relations in 2018	Spring 2018
Mr. Knut Eriksen '81	Board Member	TIAA	The Importance of Values in Business Today	Spring 2018
John N. Turner	Prime Minister	Canada	Fierce and Personal: A View on Leadership, Resiliency, and US-Canada Free Trade	Spring 2018

