



www.thunderbird.edu

PRME Report: March 2011

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. In my capacity as chair of the global task force that authored the Principles, I have been inspired and greatly encouraged by the commitment shown by so many scholars, deans and international organizations to make this global movement a reality.

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, and under the leadership of Thunderbird's Lincoln Center for Ethics in Global Management, the PRME are coming to life already in several meaningful ways.

Regards,
Dr. Ángel Cabrera
President, Thunderbird School of Global Management

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.

Table of Contents

Global Citizenship at Thunderbird	4
<i>Thunderbird Professional Oath of Honor</i>	5
Global Citizenship Institutional Activities	5
Global Citizenship Student-led Activities	12
The Curriculum	15
Co-Curricular Activities	19
Annual Events	25
Knowledge Production	26
Centers for Excellence	26
Appendix	29

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.

http://www.thunderbird.edu/knowledge_network/ctrs_excellence/lincoln_center_ethics/global_citizenship.htm

The Thunderbird Oath of Professional 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 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. Hundreds of students have voluntarily signed a version of the oath in the past few years.

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 video link

http://www.thunderbird.edu/wwwfiles/video/graduate_degrees/learn_more_about/videos_publications/informational_videos/index3-2009.wmv

Global Citizenship Institutional Activities

◆ Principles Addressed: 1, 2, & 3 ◆

Thunderbird has two main entities on an institutional-level that promote Global Citizenship: The Lincoln Center for Ethics in Global Management 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.

Thunderbird for Good is a program committed to leveraging the school's expertise in international business in order to provide learning experiences for its students.

Lincoln Center for Ethics in Global Management

Unlike most ethics programs that focus on theology, philosophy and general theory, Thunderbird's Lincoln Center 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 Thunderbird, 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.

The Lincoln Center Mission

Dedicated to instilling the value of ethics and global citizenship in all Thunderbird graduates.

The Lincoln Center Vision

That the denomination of "Thunderbird" be synonymous with highest levels of integrity and character worldwide.

Academic Program Development

The Lincoln Center pursues multiple initiatives to integrate professional ethics and global citizenship into the academic programs at Thunderbird.

Publications and Student Research

The Lincoln Center strives to include students in all of the research initiatives that are undertaken. These efforts include case writing, consultative projects and academic research.

Outreach

The Lincoln Center undertakes several outreach initiatives each year to inform Thunderbird stakeholders and the larger community about Ethics and Global Citizenship activities that are underway at the school. The Lincoln Center's Director, Dr. Gregory Unruh, is available for speaking engagements and is often sought out by the international press for commentary on pressing global business issues.

Thunderbird for Good

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 projects include:

Project Artemis – Afghanistan, Jordan, and Pakistan

Project Artemis is a unique business-skills training program that aims to build the entrepreneurial skills of promising businesswomen in developing countries. Included in the project are two weeks of business and entrepreneurial decision-making training; mentorship by women entrepreneurs; site visits to U.S. businesses; and follow up support and business coaching online. Our Thunderbird MBA's volunteer with the program doing everything from tutoring to business networking, to program management assistance.-class instruction on topics like finance, marketing, negotiations, and leadership with the goal of each Artemis fellow returning to Afghanistan with the makings of a solid business plan.

Thunderbird is uniquely positioned to provide the type of training that has made Project Artemis successful. As the world's top-ranked international business school, Thunderbird has the knowledge, the capacity, and the global network to provide business training in even the world's most challenging environments. In keeping with our mission, to educate global leaders who create sustainable prosperity worldwide, programs like Project Artemis prove that business and education can be powerful tools for building peace and prosperity.

The Impact: The Multiplier Effect - How One Experience Touches Many

Project Artemis helps educate the best and brightest of women. Fellows move forward with their individual accomplishments that make, not only a personal economic impact, but a contribution to the greater society, spurring other women

to build businesses, and to learn English and business and computer skills. The impact of Project Artemis also spreads to the greater community: Business education leads to the establishment of stronger businesses, and strong businesses lead to economic growth, prosperity and peace.

Success Stories

Courageous Afghan women such as these fellows can make an impact in their country if they are given the tools to succeed:

- Rangina employs over 500 home bound women in Kandahar in her embroidery business
- Kamela employs several hundred Afghans in her construction business and has taught hundreds more in her business planning consultancy
- Katrin has made over 10,000 microloans to Afghan families
- Roshan has 32 different training programs for youth and women throughout Afghanistan
- Zarghona operates a school for young women in Ghazni Province, giving them exposure to math, science, and language
- Habiba's school for young children will give them a start to education and will enable their parents to work during the day
- Doctors Wahida, Arefa, and Safeia are dedicated to women's health and have treated many women who struggle to get their needs met
- Nargis provides Afghan women with a safe place to exercise and focus on their health
- Zainul, through her bee-keeping business, has taught other women how to start their own bee keeping businesses and to sell honey
- Aziza, through her growing leather goods company, employs many Afghans. Her workers produced over 10,000 soccer balls last year.
- Fatima is using her own success as a shop owner in her Bamiyan bazaar to find funding for a new women's-only bazaar that would give other women the same opportunity for economic independence

10,000 Women

This program is part of the larger '10,000 Women' initiative sponsored by Goldman Sachs and Goldman Sachs Charitable Fund that supports partnerships between business education programs in the United States and Europe, and business schools in emerging economies.

In Afghanistan, in partnership with the Goldman Sachs 10,000 Women Initiative and the American University of Afghanistan, Kabul, women entrepreneurs experience an intensive, six week program in entrepreneurship and small business practices. The women participating range from a home-based knitting business to the development of an orphanage for Afghan children.

Business Partnership in Jordan

These programs were focused on enhancing the capacity, functionality and sustainability of businesses in Jordan for the economic and social benefit of the country. Specifically, the programs were centered on the acceleration of established businesses, increasing entrepreneurial capacity among youth and women, and leadership training for managers and executives of small and medium enterprises. The four main components to the Jordan Partnership were: SEEDS, Maharat at Thunderbird, Jordan Internships, and Executive Training seminars in Amman.

Strengthening Women Entrepreneurs in Peru

A project that offers training to women micro and small entrepreneurs throughout Peru. Managed by the Office of Thunderbird for Good, Thunderbird is collaborating with the Multilateral Investment Fund of the Inter-American Development Bank Group (MIF/IDB), Goldman Sachs, Mibanco, Universidad del Pacífico, and the Australian Government to bring business education and access to capital to thousands of women. The project has two components each targeting a distinct group of women microfinance clients. The goal is to train 100,000 women in this four year program; thus far 20,000 have already been trained.

Other Organizational Practices

Thunderbird Cares

Thunderbird Cares is a student-led organization volunteering with a passion for education, community building, and changing the world - one individual at a time. Volunteers work as part of a team with a global vision, working together to help communities and charitable organizations meet their goals.

Some examples of recent activities:

- volunteering at Starshine Academy, a community school located in at-risk communities
- working at senior centers
- clean-up and renovation work at local community centers
- working in food donation centers
- Habitat for Humanity

http://www.thunderbird.edu/about_thunderbird/news/media_relations/news_releases/2008/07_28_2008_thunderbirds_volunteer.htm

Faculty Development

Individual faculty were given the opportunity to attend an in-depth learning experience through AACSB needed to effectively introduce the subject of ethics to future business leaders. Attendees engaged in an analysis of the ethical dimensions of materials used in the classroom by participating in computer simulation exercises to further develop expertise in the subject area.

Learning outcomes of the training

- Develop a stronger, theoretical understanding of ethics education.
- Become familiar with how to integrate ethics into the curriculum, as well as how to teach ethics more effectively.
- Analyze and discuss key dimensions of cases, articles, and educational materials that will help ensure intended learning outcomes in the classroom.
- Explore the link between program goals, learning objectives and assessment strategies while considering demonstrable learning objectives in ethics
- Experience a computer simulation exercise that will sharpen participant understanding through hands-on exposure, analysis, and discussion.
- Deepen understanding through the exchange of ideas, networking with peers, and addressing points that will enhance your effectiveness with ethics education.

Faculty members were also given the opportunity to participate in The Bentley Teaching Ethics Workshop as well as various in-house workshops that revolve around PRME themes and content areas.

Internship and Consulting Opportunities

Thunderbird students are encouraged to intern and we have many social impact internships each year to include: Accion, African Development Bank, Byrraju Foundation, Carana Corporation – West Africa Trade, Education Pioneers, Endeavor, Environmental Defense Fund Climate Corps, Flag International – Afghanistan, Grameen Bank – Bangladesh, Green Ideas – Phoenix, Jordan Business Development Center – Jordan, Nature Conservancy, OPIC, Solar Power Partners, Suzlon Energy – China, Suzlon Energy – India, Westcap Solar, and Yureka Energy.

Tower Restoration Project

The Thunderbird Tower represents the heart of campus. Operating as the Air Control Tower and Officers' quarters during the operation of the Thunderbird I Army Air Field, the Tower helped give Thunderbird its first "global mindset" as it oversaw the training of American, British and Chinese pilots during WWII. Since the Air Field transitioned to a school in 1946, the Tower has lived as a student hangout, faculty offices, a café and the home of Thunderbird institutions such as TSG and Das Tor. For 60 years, the Tower has been the icon of the school

grounds and the center of the Thunderbird community. It stands as one of the last three original buildings on campus. However, in 2006, the Tower closed due to structural issues and has been off-limits to students to date.

Beginning in fall 2007, a student-led task force has initiated the project to restore the Thunderbird Tower. With the support of the school, these students are designing, fundraising and overseeing the completion of the Tower project. Realizing the significance of the restoration, the students questioned: “How can the Tower restoration contribute to the future goals of the school?” The Tower has since opened February 2011 and is a LEED-certified green building and a testament to the school’s motto “to create sustainable prosperity worldwide” (LEED is a designation by the US Green Building Council denoting the “eco-friendliness” of the building. Buildings are ranked into classes based on the amount of sustainable components included in construction). It is the first of its kind on a business school campus.

The restored Tower includes photovoltaic power sources, water-saving techniques, and use of eco-friendly construction materials. It also incorporates natural lighting practices, advanced heating/cooling functioning and water-conservation landscaping. Thunderbird’s conversion of its flagship building will be an emphatic statement of commitment to environmental sustainability. The students, staff and alumni involved all cherish the opportunity to connect Thunderbird’s historic past with the school’s vision of a sustainable future.

Recently the Tower, upon its opening won, the 2011 Ruth Byrne Historical Preservation Award awarded by the city of Glendale, AZ.

Design Approach & Greening Initiative

Very few buildings ever echo and hold such rich history, profound stories and personal memories as the Thunderbird Tower. It is an architectural legacy to be honored. As an architect, I am honored to assist in not only preserving that history but in architecturally celebrating it with today’s Thunderbird generations and facilitating those future stories, memories and the history yet to be.

—Steven Brenden
Drewett + Brenden Architecture

Design Approach

The Thunderbird Veterans and Alumni Tower Restoration Committee selected Drewett + Brenden Architecture to realize the design goals of the Tower renovation because of the firm’s commitment to environmentally responsive design and architecture. Steven Brenden has been working closely with the committee to identify program needs and design intent for the historically significant building.

"I see this as the perfect union between Thunderbird's long historical traditions and its future as a leader in sustainable international business.

What better setting than in the original flight control tower, reborn using green building techniques, for students to socialize and come up with ideas for sustainable international business?"

—Mick Dalrymple '98,
Aka Green

Thunderbird's Recycling and Education Campaign

Since 2008, Thunderbird's Recycling and Education Campaign has enabled Thunderbird students, faculty, and staff (through appropriate facilities and education) to recycle in accordance with Glendale's requirements and has developed a sustainable recycling culture at Thunderbird.

Ethics Hotline: Thunderbird Confidential Ethics Reporting

This hotline is a way the Thunderbird Community can play a role in ensuring that all resources entrusted to the school are handled ethically and honestly. One is able to report any questionable or unethical business practices or academic misconduct. Any employee, faculty member or student who observes, suspects or becomes aware of any questionable or unethical business practice or academic misconduct must report that information immediately to the appropriate authority.

Global Citizenship Student-led Activities

◆ Principles Addressed: 1, 2, & 3 ◆

Website:

http://www.thunderbird.edu/knowledge_network/ctrs_excellence/lincoln_ethics/student_programs_initiatives.htm

The Honor Council

This is the principal student organization responsible for fostering ethical behavior on campus, works with the Lincoln Center to recruit quality leadership in order to strengthen its impact on campus. Honor Council events include Ethics Day—an annual event that brings the issues of ethics and integrity into focus, and The Charles Olin Norton Ethics Lecture Series—bringing senior executives to campus.

Honor Council Mission

Promote a life-long commitment to academic and professional ethics of honesty, trust, respect, and responsibility through educational events, a multi-cultural code, and upholding standards of conduct in the institution.

Duties of the Thunderbird Honor Council

The responsibilities of the Honor Council include engaging the Thunderbird community in the advancement of professional ethics through pro-active education, and investigating violations of the Thunderbird Honor Code through case activities.

The members of the Honor Council use the Principles of Responsible Education as a framework for the development and implementation of new initiatives.

As institutions of higher learning involved in the education of current and future managers we are voluntarily committed to engaging in a continuous process of improvement of the following Principles, reporting on progress to all our stakeholders and exchanging effective practices with other academic institutions:

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.

Net Impact

Net Impact is a global network that seeks to create a corps of “future leaders” committed to the idea that ethical business practices can improve the world. The Lincoln Center has been working with the leaders of this student organization to achieve their goals, including the Sustainable Innovation Summit, an even that

draws MBA teams from around the world to address real-business issues pertaining to social responsibility and sustainability.

Thunderbird International Development Association

The International Development Association is a student run organization that seeks to add value to the Thunderbird experience through unique interactions with forward-thinking individuals eager to use business skills to make a difference. The IDA strives to prepare students for careers in the private, public and non-profit sectors that use the MBA degree as a means of making a lasting impact on society and the planet as a whole.

Current Projects:

1) Peace One Day

The IDA is working in tandem with Peace One Day and is the story of Jeremy Gilley, a British filmmaker and his quest to create peace for a day. He has spent the past 10 years documenting his journey to have September 21 declared by the United Nations as a day of peace and have everyone lay down their weapons for one day across the world. Last year, he was able to convince the Taliban to lay down their weapons in the south of Afghanistan, and aid workers were able to enter and vaccinate 1.4 million children against polio.

3) Peace through Commerce

Peace through Commerce believes very strongly in the relationship between business and peace. Several of Thunderbird's initiatives, such as Project Artemis, are testament to the positive link between these two variables. Thunderbird regularly participates in Peace through Commerce activities as well as its annual conference.

The Curriculum

◆ Principles Addressed: 1 & 2 ◆

Characteristics of core/elective courses

According to our assessment, about one-third of our core courses address social, environmental, and ethical issues at some level. Likewise about a third of all elective courses address these very same issues. Listed below are key examples of courses taught at Thunderbird that address social, environmental and ethical issues.

- Communication and Negotiations
- Competing through People
- Cross Cultural Communication
- Global Enterprise: Gov't/Social Responsibility
- Regional Business Environment: Asia
- Regional Business Environment: Europe
- Regional Business Environment: Latin America
- Regional Business Environment: Sub Saharan Africa
- Regional Business Environment: North America
- Global Strategy
- Competitive Strategy
- Bus Intelligence/Corp Security
- Global Brand Management
- Global Competitiveness in a High Performance Economies
- South Africa: Emerging Market
- Strategic Management Technology and Innovation
- Sustainable Business Development: Brazil
- Doing Business in Panama
- Challenges in Mid-Eastern Economics
- Corporate Social Responsibility
- Sustainable Business Development: Costa Rica
- Business Environment of Kenya
- Regional Economic Agreements
- Conflict Management & Social Change
- Corporate Financial Reporting
- Country Risk Management
- Entrepreneurship in Developing Economies
- Global Energy Industry
- Global Family Business
- Global Marketing Communications
- International Risk Management
- Leading Change & Transformation
- Managing Work Relationships
- Org Consulting: Practicum (Thunderbird Emerging Markets Practicum)
- Renewable Energy & Clean Tech
- Lean Six Sigma
- Social Entrepreneurship

- Sustainable Development in Practice
- The Dynamic China Business Environment
- Big Emerging Market - India
- GER-Green Energy Innovation
- The Global Business Plan
- Global Supply Chain Leadership
- Multinational Corporate Finance
- Global Economics
- Global Political Economy
- Global Leadership
- Ethics and Governance
- Multicultural Teamwork and Leadership

Other coursework opportunities for Thunderbird students include:

- Foundations Week Ethics Session
- The “Ethics and Corporate Governance” module in the core “Global Enterprise” course
- Additional, unplanned opportunities to work with corporate and nonprofit clients in courses like Business Intelligence, Brand Management and others.

Global Development Focus Area

The Global Development focus area is designed for the MBA candidate interested in developing the functional analytical skills sought after by multinational corporations, international financial institutions, international consultancies as well as by governmental, intergovernmental, and nongovernmental organizations seeking to advance global economic and social development.

Career opportunities may be as specialized as political risk management, cross-cultural conflict management, and governmental affairs to functional positions in marketing, finance, and business development. Intergovernmental, governmental, non-governmental and not-for-profit organizations also offer career opportunities for expertise in economic and social development issues.

Thunderbird students specializing in this focus area can develop the skill set sought after by the Global Development community: analytical skills specific to Global Development combined with core functional business skills.

Courses in the Focus:

- Strategies in International Development
- Global Competitiveness in High Performing Economies
- Technology Policy & International Competitiveness
- Regional Economic Agreements
- Country Risk Management
- Conflict Management & Social Change
- International Business Ethics

- Managing Projects
- Export/Import Management
- Global Supply Chain/Network Leadership
Managing in the 'New' Europe Brussels & Prague
- Sustainable Business Development: Costa Rica
- Project Management & Microfinance in International Development
- The Big Emerging Market of South Africa
- International Business Development: Jordan
- US Foreign Economic Policy

Learning Outcomes at Thunderbird

The three components of the assessment of learning undertaken at Thunderbird, unveiled in phases between fall 2006 and fall 2007, 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 Connections, Global Citizenship, Global Entrepreneurship, Global Leadership, and Modern Languages. Last, 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.

In each one of these assessment tools, Global Citizenship is an essential data point that is assessed and evaluated every term which lends to a systematic process of gathering and disseminating the results for curricular improvement.

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.

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.

Co-Curricular Activities



◆ Principles Addressed: 1, 2, & 3 ◆

Clinton Global Initiative University Conference

We had two students attend the Clinton Global Initiative University conference in 2010 and have three accepted to attend students the April 2011 conference as well. They have commitments to include attending an innovative social enterprise start-up that will reduce plastic bag consumption; a women's education program for female factory workers on the border at Tijuana MX; and a high school educational program in Georgia and Russia to teach accurate and peaceful civics lessons to lessen the cycle of violence between those two countries.

The Clinton Global Initiative University (CGIU) was created to engage the next generation of leaders on college campuses around the world. CGIU hosts a meeting for students and national youth organizations to discuss solutions to pressing global issues. Each student creates a Commitment to Action, which is a specific plan of action that addresses a pressing challenge on their campus, in their community, or in a different part of the world.

Project Artemis

We have run four Project Artemis programs for Afghan women, one for Jordanian women, and in May 2011, we will be running one for Pakistani women. Project Artemis is a unique business-skills training program that aims to build the entrepreneurial skills of promising businesswomen in developing countries. Included in the project are two weeks of business and entrepreneurial decision-making training; mentorship by women entrepreneurs; site visits to U.S. businesses; and follow up support and business coaching online.

Our Thunderbird MBA's volunteer with the program doing everything from tutoring to business networking, to program management assistance. Project Artemis helps educate the best and brightest of women. Fellows move forward with their individual accomplishments that make, not only a personal economic impact, but a contribution to the greater society, spurring other women to build

businesses, and to learn English and business and computer skills. The impact of Project Artemis also spreads to a greater Afghan community: Business education leads to the establishment of stronger businesses, and strong businesses lead to economic growth, prosperity and peace (see p. 7 for more details).

Thunderbird International Development Association

The International Development Association is a student run organization that seeks to add value to the Thunderbird experience through unique interactions with forward-thinking individuals eager to use business skills to make a difference. The IDA strives to prepare students for careers in the private, public and non-profit sectors that use the MBA degree as a means of making a lasting impact on society and the planet as a whole (refer to p. 14 for more information).

Net Impact

Net Impact is a global network that seeks to create a corps of “future leaders” committed to the idea that ethical business practices can improve the world. The Lincoln Center has been working with the leaders of this student organization to achieve their goals, including the Sustainable Innovation Summit, an even that draws MBA teams from around the world to address real-business issues pertaining to social responsibility and sustainability.

http://www.thunderbird.edu/knowledge_network/ctrs_excellence/lincoln_ethics/student_programs_initiatives.htm

Thundergreen

This student-led project makes a great sustainable impact by reducing Thunderbird's resource consumption. The ThunderGreen club is the "legal" entity for the student body. The ThunderGreen project involves more stakeholders than only students.

We are pursuing the following options:

- Energy Efficiency Programs, to cut up to 20% of the electricity bill to include gas and water
- Solar Energy (building roofs or parking lots), to cut another 5% to 10% of Thunderbird's electric consumption.
- Large Scale Solar, using the land around campus, to sell electricity to APS and relieve the local grid. Of course, the school will have its electricity totally offset.

"10x10"

The "10 x 10" project is an integrated initiative to help the Thunderbird School of Global Management both environmentally and financially by generating electrical energy from clean, renewable sources. The environmental benefits are obtained primarily by generating clean energy instead of purchasing energy from the local utility, which does obtain the majority of the energy it purchases from polluting sources. The energy independence cheats by controlling the means of generation is the primary driver of the financial benefits to the University. In the short term, energy independence makes the University immune to rate increases from the power utility; and in the long term, nearly eliminates the cost of electrical energy for the University.

The "10 x 10" project will be executed in stages, gradually increasing the amount of energy generated until we reach our eventual goal of producing 10,000,000 kilowatt hours (kWh) within the next 10 years (that is, in calendar year 2018).

GREENWATT PROJECT

Generating 100% of Thunderbird's electrical energy consumption from clean, renewable sources within the next 10 years. A majority of this energy will be produced via on-campus photovoltaic solar panels. - The GreenWatt project will bring public relations benefits to Thunderbird including: additional students, faculty, donors, corporate clients. - Present value of this project using dividend calculations in perpetuity roughly \$20 million. (This assumes approximately \$1 million annual electrical bill with 5% annual growth rate in rates) - Hedge against rising utility costs. - On-going student involvement and education related to executing this project.

Recipes for Recruitment: Marketing Analysis for the Thunderbird Sustainable Innovation Summit

This is a Net Impact initiative entitled Service Corps that allows its members "to share their business knowledge with nonprofits by participating in a short term consulting team project" (Net Impact). This trimester was the chapter's first Service Corps project. This trimester's consulting project was a marketing and recruitment analysis for the Thunderbird Sustainable Innovation Summit.

The purpose of the project was to provide recommendations to the Thunderbird Sustainable Innovation Summit (TSIS) on how to improve the participation of judges, on-campus and off-campus students. The report consisted of a marketing analysis and a series of "idea recipes". These recipes are intended to be used as reference points by the TSIS management team for the fall Summit. Not only does Service Corps give its participants an opportunity to apply their classroom lessons and professional experience, it also demonstrates how business can positively impact the community.

Thunderbird Green Procurement

This project addressed Thunderbird's procurement practices, specifically office supplies and paper products. We took the top 25 products based on cost, quantity, and ease of finding alternatives, and have researched "greener" options. By providing green options for commonly purchased products, we hope to help Thunderbird become a more sustainable campus and be mindful of the products they are purchasing.

The project will reduce Thunderbird's carbon footprint and make the campus more sustainable. Purchasing green products will reduce waste, be better for the environment, and may save Thunderbird money.

In collaboration with Dr. Unruh, Crystal Shanahan, and Chris Lee, we decided to address Thunderbird's growing need for green procurement. With hundreds of thousands of dollars being spent on purchasing needed supplies for the various campus entities, green procurement in the past has not been highly considered. By finding greener alternatives to commonly purchased products, Thunderbird will not only make considerable strides in becoming a more sustainable campus and reducing their carbon footprint, but may also increase their bottom line.

To narrow down the scope of this potentially giant project, we decided to focus primarily on office supplies and paper products. After accumulating purchasing logs from facilities, the Executive Inn and Staples, we chose 25 products based on quantity purchased, price, and ease of finding greener solutions. We assembled a team of eight passionate students and assigned them each a series of products to tackle.

In order to ensure consistency when choosing product options and suppliers, we created a measuring matrix to quantify choices. The matrix includes criterion such as whether the product is reusable, recyclable, bio-based, biodegradable, locally available, etc. Each criterion is given a weight based on importance and are then totaled out of 100 possible points. The products with the highest values are considered the most desirable.

We have been able to find multiple greener solutions to the products we've selected. In some circumstances alternatives were quite easy to find, such as distributing campus wide already purchased green eating utensils (Styrofoam cups and plates, and plastics cutlery) from Chartwells. In other areas, suppliers need to be changed or products need to be removed completely. In presenting our findings in a compiled report, we are giving the green staff team alternative and better options which will hopefully make a long lasting difference in Thunderbird's campus.

Campus Energy Audit

Students participate in performing energy audit/ Carbon Footprint analysis for campus and work with administration to get a 'full' audit that includes recommendations and/or change implementations

Solar Systems for Thunderbird

Students may participate in evaluating the feasibility of installing solar panels to generate carbon-free electricity with the goal of deriving as much electricity from solar source as much as possible, with the end goal of complete independence from conventional power sources.

Recycling Awareness Week

Currently, the Recycling Initiative Group is made up of ten ThunderGreen members. One of the group's goals was to organize and execute a Recycling Awareness Week that used interactive educational techniques to demystify recycling procedures in Glendale and on campus. The group focused on creating a 5-day event that was informative, clear and interactive.

Along with the event, the group created: new recycling signage to be posted around campus (specifically, on all blue outdoor recycling bins and inside all classrooms), emails to be sent out each day of Awareness week highlighting different concerns/challenges with recycling in Glendale, and daily activities in which students, staff and faculty participated to help educational messages have greater impact.

Through the Recycling Awareness Week, the team sought to educate Thunderbirds on what Glendale can and cannot recycle, to increase campus participation and to reduce the amount of contamination that occurs within the recycling bins.

Results Achieved:

1. Reached over 100 different Thunderbird Students. Day 1 had 100 participants at the activity table, Day 2 had 60 participants, Day 3 had 40 participants, and Day 4 had 40 participants.
2. Out of the 62 surveys passed out and completed at the end of the week's BBQ celebration 39 people participated in one or more Recycling Awareness Week event.
3. Out of the 39 people who participated in one of the Recycling Awareness Week events: 100% of the people found the activities helpful/informative; 90% of the participants are confident that they know what things can be recycled in Glendale because of their participation in one (or more) of the week's events; and, 100% of the participants said they'd recycle more now than they did before Awareness week.

This project was a first time event that will be carried on in some capacity each trimester.

UN Global Compact Awareness Campaign

The United Nations Global Compact is a worldwide voluntary initiative in corporate citizenship and social responsibility. The Global Compact is a network that brings together thousands of participants –governments, businesses, worker associations and civil society– to advance ten universal principles in the areas of human rights, labor standards, the protection of the environment and the fight against corruption. Businesses that voluntarily participate in the Global Compact do so by committing in writing to uphold the Global Compact principles.

As a non-profit, non-governmental organization of students and professionals, Net Impact is not formally affiliated with the United Nations. Nonetheless, the coincidence between the United Nations Millenium Development Goals, the underlying philosophy of the Global Compact and Net Impact's approach to corporate citizenship is remarkable. Moreover, Net Impact is directly involved in the steering committee of the Principles for Responsible Management Education, which is the United Nations initiative for the advancement of corporate responsibility and sustainability in academic institutions.

The Net Impact student club at Thunderbird identified a need for awareness and advocacy efforts about the United Nations Global Compact at the school. These efforts are necessary due to the lack of information among incoming students about the Global Compact and its principles. Very few students have been exposed to the Global Compact before joining the school, and many more do not even know what the Global Compact is. Therefore the purpose of the ongoing information campaign is to increase awareness and knowledge about the Global Compact and its principles among students.

The UN Global Compact Awareness Campaign is an initiative of the Net Impact student club to inform Thunderbird students about the UN Global Compact and its principles. It leads to greater awareness among students about the world's largest voluntary corporate citizenship initiative and its principles.

In the Fall of 2008, the Net Impact student club initiated an ongoing campaign to increase awareness about the United Nations Global Compact among students. The campaign began with the distribution of brochures about the UN Global Compact to incoming students. Faculty members were consulted about opportunities to include the UN Global Compact principles in the curriculum. The Net Impact student club also posted flyers and posters around campus and organized an information session with President Ángel Cabrera about the UN Global Compact and the Principles for Responsible Management Education.

Annual Events

◆ Principles Addressed: 5 & 6 ◆

Global Citizenship Events

The core pillar of the Thunderbird educational experience is an introduction to Global Citizenship, which occurs through a variety of extracurricular events. Events include Ethics Day and the Charles Olin Norton Lecture Series where feature speakers discuss issues of sustainability (refer to Appendix for list of speakers).

Ethics Day

Ethics Day is an annual event that brings the issues of ethics and integrity into focus, and The Charles Olin Norton Ethics Lecture Series—bringing senior executives to campus (refer to Appendix for list of speakers).

The Charles Olin Norton Memorial Lectureship

The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics of Thunderbird is the acknowledgement and celebration of both the nature of the School's challenge and Charles Norton's spirit: "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 Norton Speakers).

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. A significant part of knowledge production at Thunderbird originates around the School's Centers of Excellence. The Centers provide students, scholars and the global business community with research, knowledge and information on issues that impact business, relationships and ethics in global business transactions. Faculty members are involved in scholarly projects and research programs to meet each Center's objectives and to promote synergies with Thunderbird's educational mission.

Over the past two years there have been 21 articles published in peer-reviewed journals addressing ethics, social responsibility or environmental management. Please refer to the Appendix for the list of articles.

Centers for Excellence

Lincoln Center for Ethics in Global Management

The Lincoln Center is involved in all campus activities related to ethics and corporate social responsibility. The Center pursued the development of nine teaching cases, including Grameen Foundation USA, Tyco International and Compartamos. The Center supports numerous student projects in established courses w/ clients such as the UN Global Compact, Mercy Corps, Conservation Earth, P.F. Chang's and Intel.

Academic Program Development

Coursework opportunities for Thunderbird students include:

- Foundations Week Ethics Session
- The "Global Citizenship" core course
- "Corporate Social Responsibility: Strategies and Tactics"
- Sustainable Business Development offered in partnership with INCAE Business School in Costa Rica
- Additional, unplanned opportunities to work with corporate and nonprofit clients in courses like Business Intelligence, Brand Management and others

Thunderbird Institutional Activities

Along with strengthening the curriculum and pedagogy of ethics education, the Lincoln Center supports several institutional initiatives within diverse departments on campus including the Career Management Center, the International Business Information Center (IBIC), the Faculty Senate and the Board of Trustees. Initiatives include the following:

- Support for the CMC Global Citizenship Career Treks to the San Francisco Bay area and Washington, D.C.
- Support for Clean Tech Career Treks
- Support of the IBIC and Joan and David Lincoln Ethics Collections
- Partnership with the Honor Council to facilitate the adoption of the Thunderbird Oath of Honor by the Faculty Senate, administration and the Board of Trustees.
- Ethics in the curriculum faculty workshop

Publications and Student Research

The Center has produced a number of high-profile publications as well as ongoing Forbes and Huffington Post syndicated blogs.

Outreach

The Lincoln Center undertakes several outreach initiatives each year to inform Thunderbird stakeholders and the larger community about Ethics and Global Citizenship activities that are underway at the school. The Lincoln Center's Director, Dr. Gregory Unruh speaks frequently at business events and is often sought out by the international press for commentary on pressing global business issues.

The Garvin Center for Cultures and Languages of Global Management

As a world-class resource for students, scholars, and global executives, the Garvin Center takes a strategic and integrative approach to understanding and addressing the critical issues in cross-cultural management. It helps develop the language and cross-cultural competencies that are required for effective global leadership.

Vision

Create a first-class, internationally-respected resource for students, scholars, and executives for issues of cross-cultural and language competency, and their relationship to international management effectiveness.

Mission

Reaffirm and enhance Thunderbird's legacy as a premier and unique school of international management given its commitment to language and cross-cultural education and research.

Objectives

Create and disseminate new knowledge. Build a knowledge base on multilingual and multicultural management; research the role and impact of languages and cultures in international business, as well as upon economic and social development; share findings with the academic and business communities.

Prepare future global leaders. Provide instruction on cultures and languages, as well as their influence upon international management, to present and future managers both in the classroom and virtually; advance the scope and quality of language and culture training for the business community.

Provide real-time solutions to enterprises facing challenges at the intersection of languages, cultures and business. Offer educational materials, consulting advice, and information to a wide range of organizations, e.g. companies, NGOs, governments facing global challenges in multilingual and multicultural management.

Walker Center for Global Entrepreneurship

The CGE develops and disseminates knowledge about Global Entrepreneurship with a specific focus on: innovation and creativity, global family business, global entrepreneurship (corporate ventures), global women entrepreneurs and global venture financing.

Global Mindset® Leadership Institute

Thunderbird's Global Mindset® Leadership Institute is the preeminent source of the science and practice of global leadership as it relates to the research and development of Global Mindset®. The Institute is home of the Thunderbird Global Mindset Inventory®, the world's first and only psychometric assessment tool that allows companies and organizations to measure their capacity for success in global environments.

Website: http://www.thunderbird.edu/knowledge_network/ctrs_excellence/global_mindset_leadership_institute/index.htm

Appendix

Speakers List

Mr. Michael J. Ahearn

Executive Chairman
First Solar, Inc.

"First Solar: Looking Back and Moving Forward"
February 4, 2010

The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics

The Honorable Barbara Barrett

U.S. Ambassador to Finland 2008-09
President and Chief Executive Officer
Triple Creek Guest Ranch

"The Code of the West: From Cowboys to Corporation"
February 11, 2010

Mr. Douglas M. Baker, Jr.

Chairman, President and Chief Executive Officer
Ecolab, Inc.

"Ecolab: Sustainable Global Growth"
February 23, 2010

Ms. Jacqueline Novogratz

Founder and Chief Executive Officer
Acumen Fund

"Patient Capital for an Impatient World"
February 25, 2010

Mr. Saad Abdul-Latif '81

President
AMEA Division
PepsiCo International

*Thunderbird Leadership in the 21st Century:
Grabbing and Granting Opportunities in Today's Emerging Markets"*
March 16, 2010

Mr. Michael Welborn

President
Global Brand Development
P.F. Chang's China Bistro, Inc.

"Lessons in Leadership: Developing a Global Strategy"
March 25, 2010

Kiron Skinner, Ph.D.

Domestic Policy and National Security Expert
Co-Director, Center for International Politics and Innovation
Carnegie Mellon University

"The New Internationalism: Dangers and Possibilities"
March 30, 2010

Mr. David P. Abney
 Chief Operating Officer
 United Parcel Service, Inc.
"UPS Experiences Around the Globe: The Good and the Challenging"
 April 6, 2010

Commencement Speaker
Mr. Merle A. Hinrichs '65
 Chairman and Chief Executive Officer
 Global Sources
 April 30, 2010

Mr. Kevin Deeble
 Director, Capital Markets
 Cisco Systems, Inc.
"Does Org Structure Really Matter"
 September 16, 2010

Mr. Bruce Mihok
 Vice President
 Marketing and Demand Management Strategy
 SAP AG
"Global Planning Meets Local Execution"
 September 23, 2010

Mr. Mark Wilhelm
 Principal
 Green Ideas Environmental Building Consultants
"The Sustainability Imperative for Business Leaders"
 September 28, 2010

Ethics Day
David Batstone, Ph.D.
 President
 Not For Sale Campaign
"The Business of Slavery"
 September 30, 2010

Mr. William H. Harper, III
 Vice President and Chief Diversity Officer
 Pacific Gas and Electric Company
*"Why Managing Differences and Leveraging Diversity is Critical to a
 Future Business Leaders' Success"*
 October 5, 2010

Mr. Satjiv Chahil '76
 Strategic Advisor
 Global Market Development
 Hewlett-Packard Company
"HP: The Computer is Personal Again"
 October 7, 2010

Mr. Timothy Sullivan '76
 President and Chief Executive Officer
 Bucyrus International, Inc.
"The Changing Global Economy"
 November 2, 2010

Mr. James McNamara '77
 Founder and Chairman
 Panamax Films
"Entertainment Industry Trendsurfing: Identifying and Riding the Wave"
 November 4, 2010

Mr. Andy Berndt
 Vice President
 Google, Inc.
 Google Creative Lab
"Google and Innovation"
 November 9, 2010

Mr. Alberto C. Vollmer
 Chairman and Chief Executive Officer
 Rum Santa Teresa
"Influencing Change in Crisis"
 November 16, 2010

Commencement Speaker
Mr. Richard C. Adkerson
 Chief Executive Officer and Director
 Freeport-McMoRan Copper & Gold, Inc.
 December 17, 2010

Mr. Jon Kailey '76
 Director, International Business Development
 Owens Corning
"Conversion to Sustainable Low Income Constructions: Chile, Mexico – 1997-2011"
 February 15, 2011

Ms. Nikki Mark '95
 Executive Vice President
 SBE Entertainment Group LLC
"Achieving Work/Family Balance in the World of Hollywood Hospitality & Entertainment"
 February 17, 2011

Ms. Patricia Calkins
 Global Vice President
 Environment, Health and Safety
 Xerox Corporation
"Environmental Sustainability: Smarter Ways to Green"
 February 22, 2011

Mr. Zohar Ziv '80
 Chief Operating Officer
 Deckers Outdoor Corporation
"The Unplanned Journey"
 February 22, 2011

The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics

Mr. Jerry Colangelo
 Chairman of the Board of Directors
 USA Basketball
"Hire Integrity . . . Or Pay The Price"
 February 24, 2011

Dr. Condoleezza Rice
 U.S. Secretary of State (2005-09)
"Remarks by Condoleezza Rice"
 March 3, 2011

Ms. Eliana Zem
 Senior Vice President
 Human Resources
 Diageo North America
"Global HR Strategies"
 March 15, 2011

Mr. Diego Veitia '66
 Chairman
 International Assets Holding Corporation
"Entrepreneurship in a Volatile World"
 March 22, 2011

Mr. Edward Fuller
 President and Managing Director
 Marriott International Lodging
"You Can't Lead with Your Feet on the Desk"
 March 29, 2011

Mr. José Barrios Ng
 Deputy Administrator
 Panama Canal Authority
"The Panama Canal Expansion Project"
 April 19, 2011

Publications List

"Bridging the Economic Divide in the Republic of South Africa: A Corporate Social Responsibility Perspective"	Babarinde, O.	Thunderbird International Business Review		51		Jul/Aug 2009
"Africa is Open for Business: A Continent on the Move"	Babarinde, O.	Thunderbird International Business Review		51		Jul/Aug 2009
Grow ing Green: Three Smart Paths to Developing Sustainable Products	Ettenson, R	Harvard Business Review				Feb-10
The Hazard of the Accidental Brand	Ettenson, R	Harvard Business Review				Aug-10
networking, resource acquisition, and the performance of small and medium sized enterprises: An empirical study of three major cities in China	Hisrich, R	Journal of Small Business and Enterprise Development	3	7		Fall 2009
Managerial implications of the GLOBE project: A study of 62 societies.	Javidan, M	Asia Pacific Journal of Human Resources	1	47		Apr-09
Alternative Forms of Charismatic Leadership in the Integration of Mergers and Acquisitions	Javidan, M	Leadership Quarterly	2	20		Apr-09
Making it overseas	Javidan, M	Harvard Business Review				Apr-10
The Etiology of Liquidity Crises and How Managers Can Be Better Prepared	Mathis, J	Thunderbird International Business Review	2	51		Mar/Apr 2009
How toxic colleagues corrode performance	Pearson, C	Harvard Business Review				Apr-09
The Effects of the Global Financial Crisis on Low er Level Supply Chain members	Schotter, A	Thunderbird International Business Review				conditionally accepted May 2010
A Cross National Comparative Study of Senior Management Policy, Marketing, Manufacturing Involvement and Innovation Performance	Stringfellow , A	Journal of Product Innovation Management	2	27		Mar-10
Cross Cultural Differences in the Effect of Received Word of Mouth Referral in Relational Service Exchange	Stringfellow , A	Journal of International Marketing	3	18		Sep-10
Motives for helping: Exploring cultural influences on extra-role behavior	Sully de luque, M	Multinational Business Review				Winter 2009
Learning from Dragons Who are Learning from Us: Developmental Lessons from China's Global Companies	Teagarden, M	Organizational Dynamics	1	38	73-81	Jan-09
Learning from Toys: Reflections on the 2007 Recall Crisis.	Teagarden, M	Thunderbird International Business Review	1	51	5-17	Jan-09
The Future of Chinese Management Research: Rigor and Relevance Revisited	Teagarden, M	Management and Organizational Review	1	5	75-89	Mar-09
Winning the green frenzy	Unruh, G	Harvard Business Review				Nov-10
Earth, Inc.	Unruh, G	Harvard Business Press Book				Apr-11
Grow ing Green	Unruh, G	Harvard Business Review				Apr-10
Achieve Profit by Not Prioritizing It	Washburn, N	Harvard Business Review				Accepted Aug 2009
Servicing Offshoring: The Evolution of Offshore Operations	Youngdahl, W	International Journal of Operations and Production Management	8	30		2010
Offshoring know ledge and service work: A conceptual model and research agenda	Youngdahl, W	International Journal of Operations and Production Management	2	26		2010