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PRME Report: August 2009

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.

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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*

Project Artemis, a non-profit Thunderbird for Good initiative, is an exciting program that trains 15 promising businesswomen from Afghanistan in entrepreneurship and business planning skills. The two week program includes:

- 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
- site visits to Valley businesses,
- networking and social opportunities,
- new laptop computers for each fellow, and

-two years of mentoring from successful and established businesswomen.

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.

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 a greater Afghan community: Business education leads to the establishment of stronger businesses, and strong businesses lead to economic growth, prosperity and peace.

Success Stories

Many of the Project Artemis participants returned home to either establish or expand a business that has helped others in their country. Some are using their new business knowledge to succeed within civil society. The multiplying effect of Project Artemis can be seen in the jobs created, the knowledge shared, and the new examples set for future generations.

- *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.

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

Thunderbird Sustainable Innovation Summit

The Thunderbird Sustainability Innovation Challenge, co-sponsored by Net Impact, tests MBA teams from the around the world to address real corporate issues in ways that simultaneously create business and societal value.

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.

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?" As a result, the Tower will be 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). Should the Thunderbird Tower achieve its desired class, it will be the first of its kind on a business school campus.

The restored Tower will include photovoltaic power sources, water-saving techniques, and use of eco-friendly construction materials. It will also incorporate natural lighting practices, advanced heating/cooling functioning and water-

conservation landscaping. Upon completion, 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.

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—a semi-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.

- Conflict Mgmt and Social Change
- Energy Sector
- Multicultural Teams and Leadership
- Regional Business Environment: Latin America
- Regional Business Environment: Asia
- Regional Business Environment: Europe
- Regional Business Environment: N. America
- South Africa: Emerging Market

- States and Markets in a Global Political Economy
- Sustainable Business Development: Brazil
- Sustainable Business Development: Costa Rica
- Sustainable Development: Paraguay
- Doing Business in Panama
- Contemporary Business in Latin America
- Contemporary Business in Europe
- Contemporary Business in Asia
- Corporate Social Responsibility
- Global Management for the 21st Century
- Summerim in Chile and Argentina

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.

Academic Integrity Survey

Earlier this year, Thunderbird, along with nine other institutions, participated in an Academic Integrity Assessment sponsored by the Center for Academic Integrity at Clemson University, South Carolina. The Academic Integrity Assessment assists institutions of higher education to assess the climate of integrity on their campuses, notably:

- Evaluate its current academic integrity programs and policies
- Assess campus attitudes and conduct in the classroom, the lab, and the exam room.

- Identify areas — from sanctions to educational programs — that need strengthening
- Develop specific plans for improving the adherence to standards of academic honesty.
- Give prominence to a dialogue about academic integrity on your campus.
- Increase the awareness of academic integrity issues among faculty, students, and administrators.

The outcomes, which will be presented at an all-faculty workshop September 2009, compared Thunderbird student and faculty responses to a national sample. Focus groups were also arranged with representative students and faculty further exploring and expanding knowledge regarding the state of academic integrity on campus.

Co-Curricular Activities



◆ Principles Addressed: 1, 2, & 3 ◆

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. 13 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 event 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

The GreenWatt project will bring public relations benefits to Thunderbird including: additional students, faculty, donors, corporate clients. The 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).

On-going student involvement and education will be required for the success of this project. The Greenwatt Project will generate 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.

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.

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 a semi-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.

Since 2005 there have been 18 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 seven teaching cases, including Grameen Foundation USA, Tyco International and Timberland. Ongoing projects include student research into Business-NGO partnerships with Mercy Corps. As part of this effort, the Center led a team of students to the Business NGO-Partnership Conference in New York City and arranged for the students to attend the conference, free of charge, and to meet with corporate representatives.

On the academic front, the Lincoln Center produced the following four academic publications:

1. Unruh, Gregory, Prospective Voluntary Agreements for Escaping Techno-Institutional Lock-in, *Ecological Economics* 57, 2006 (with Totti Könnölä)
2. Unruh Gregory, Really changing the course: the limitations of environmental management systems for innovation, *Business Strategy and the Environment*, March 2006 (with Totti Könnölä)
3. Unruh, Gregory, An Evolutionary Model of Technological Stability and Change, *Journal of Economic Issues* (with Javier Carrillo, in press)
4. Unruh, Gregory, US Business NGO Conference Report, Ethical Corporation

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.

Thunderbird Global Financial Services Center

The Thunderbird Financial Services Center develops, analyzes and disseminates strategic intelligence knowledge on global financial issues with a specific focus on: leadership and strategy in the globalization of financial services; identification and management of foreign exchange exposure and risks; global wealth management; global fixed income management; and private equity and alternative assets.

Vision

To enhance Thunderbird's reputation as a top, world-class global financial services knowledge center internationally respected by senior managers.

Mission

The mission of the Global Financial Services Center is to be the resource for knowledge on fundamental or strategic trends that impact all or specialized aspects or segments of the financial service industry worldwide.

Center Objectives

The Global Financial Services Center was created with the intent to provide relevant financial services information for those in the Thunderbird community.

Appendix

Speakers List

Mr. Jon Huntsman, Sr.

Chairman and CEO
Huntsman Chemical Corporation

Mr. J. Willard Marriott

Chairman and CEO
Marriott International
"Global Ethics: Reports from the CEO Firing Line"
March 23, 2000

Sonia Picado, Ph.D.

National Congresswoman, Costa Rica
The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics Program
"Ethics and Globalization: A Challenge of Human Rights"
February 27, 2001

Mr. Herbert M. Baum

Chairman, President and CEO
The Dial Corporation
"Trust, Integrity and the Importance of 'Doing the Right Thing:' A Lesson from Dial"
February 14, 2002

Mr. Jerre Stead

Chairman and CEO
Ingram Micro
The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics Program
"People Power - The only Sustainable Competitive Advantage"
February 12, 2002

Mr. Hernando de Soto

President
Institute for Liberty and Democracy
"The Mystery of Capital: Why Capitalism Triumphs in the West and Fairs Everywhere Else"
March 16, 2002

Mr. Ralph S. Larsen

Chairman and CEO
Johnson & Johnson
"Leadership in a Values-Based Organization"
April 3, 2002

The Right Honorable Lord Holme of Cheltenham

Chairman
Environment and Energy Commission
International Chamber of Commerce
"How Business Can Tackle Sustainable Development"
September 25, 2002

Mr. Andre Baladi

Co-Founder
International Corporate Governance Network
"Corporate Governance"
September 27, 2002

Danny Leipziger, Ph.D.

Director of Infrastructure, Private Sector and Finance
Latin America Region
World Bank
"Socially Responsible Privatization in Latin America"
April 8, 2003

Mr. Philip Reeker '91 (now US Ambassador to Macedonia)

Spokesman at Large
Bureau of Public Affairs
U.S. Department of State
"Public Diplomacy"
February 17, 2004

Mr. Eric Pillmore

Vice President, Corporate Governance
Tyco International
"Rebuilding Trust in Leadership Through Improved Corporate Governance"
April 6, 2004

Ms. Anika Rahman

President, U.S. Committee
United National Population Fund
"The Role of the Population Fund in the Well-Being of a Global Society"
September 21, 2004

Ms. Gillian Sorensen

Senior Advisor
United Nations Foundation
"Will the UN Survive? Why it Matters to you"
February 8, 2005

Ms. Mary Robinson

Former President of Ireland
Former UN High Commissioner for Human Rights
"Business and Human Rights"
April 11, 2005

His Holiness The Dalai Lama

"Individual Responsibilities in a Global Community"
September 15, 2005

Silas Lwakabamba, Ph.D.

Rector
Kigali Institute of Science and Technology
"10 years after the Genocide: Opportunities and Challenges for International Partners"
November 1, 2005

The Right Honorable Lord Holme of Cheltenham

Chairman and Advisor
Sustainable Development and Corporate Social Responsibility
Standard Chartered Bank
"Business and a Sustainable World"
February 28, 2006

Ms. Sharon L. Allen

Chairman
Deloitte & Touche USA LLP
"Best Practices - Strong Convictions: Mapping a Strategy for Global Success"
March 21, 2006

His Excellency Dr. Zac Nsenga

Rwandan Ambassador to the U.S.
"Rwanda Looks to the Future"
June 30, 2006

Mr. Guy Tozzoli

President
World Trade Centers Association
"The World Trade Centers Association: A Force for Peace and Stability"
February 8, 2007

Ms. Molly Melching

President
Tostan
"The Impact of Human Rights Based Education on Community Development: The Tostan Story"
February 9, 2007

Mr. Eric Pillmore

Senior Vice President
Corporate Governance
Tyco International
The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics Program
"Restoring an Ethical Culture and Related Lessons Learned"
February 13, 2007

Ms. Louise Mushikiwabo

Co-Author
"Rwanda Means the Universe: A Native's Memoir of Blood and Bloodlines"
April 10, 2007

Mr. Donald K. Stephens

Founder and President
Mercy Ships
"Bringing Hope and Healing: Using your Thunderbird Degree"
August 29, 2007

Mr. John C. Long

Vice President
Corporate Social Responsibility
The Hershey Company
The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics Program
"Corporate Social Responsibility"
February 28, 2008

Ms. Gillian Sorensen

Senior Advisor
 United Nations Foundation
 "Humanitarian Relief: Saving Lives, Changing Lives"
 February 10, 2009

Mr. Carlos Danel Cendoya

Co-Chief Executive Officer
 Compartamos Banco
 "Compartamos: Serving the Base of the Pyramid"
 February 10, 2009

Mr. Edward Z. Fox

Vice President and Chief Sustainability Officer
 Arizona Public Service Company
 "Our Sustainable Energy Future"
 February 11, 2009

Mr. Jeff Morgan

Executive Director
 The Global Heritage Fund
 "The Private Sector: Working to Save an Endangers World Heritage"
 February 12, 2009

Mr. Jerre Stead

Executive Chairman and CEO
 IHS, Inc.
 The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics Program
 "Values-Based Leadership"
 February 24, 2009

Mr. Matthew Bishop

U.S. Bureau Chief
 The Economist
 "Philanthrocapitalism"
 March 6, 2009

Upcoming this fall**Mr. Jerry Frieling**

Chairman
 Malcolm Pirnie, Inc.
 "Sustainability: An Environmental Consulting Perspective"
 September 15, 2009

Mr. Lee McIntire '81

President and CEO
 CH2M Hill Companies, Ltd.
 Topic TBD
 September 29, 2009

Klaus M. Leisinger, Ph.D.

President and CEO
 Novartis Foundation for Sustainable Development
 "Corporate Responsibilities in a Globalized Economy"
 November 6, 2009

Ms. Catherine Rodgers

Vice President

Global Opportunities and Strategic Relations

IBM Corporation

“Achieving Sustainable Growth Thru Corporate Social Responsibility:

The Role of Supply Chain”

Co-Sponsored by Global Supply Chain Club

October 28, 2009

Publications List

Author	Article Title	Journal Title	Citation
David Bowen	The management of organizational justice	Academy of Mgmt Perspectives	vol 21, no.4 (2007)
David Bowen	A services-dominant approach to management education: It's about time	Academy of Mgmt Learning and Education	vol. 7, no. 2, (2008), pp. 224-243
Robert Hisrich	Human capital and SME internationalization: A structural equation modeling study	Canadian Journal of Administration Sciences	vol 24, no. 1, (2007), pp. 15-29
Robert Hisrich	Entrepreneurship in Canada, the United States, and throughout the World	Canada-United States Law Journal	vol. 23, no.1, pp. 225-245 (2007)
Robert Hisrich	A conceptual model of public sector corporate entrepreneurship	Intenational Entrepreneurship and Management Journal	vol. 4, no. 3 (2007)
Andrew Inkpen	Cultural intelligence and offshore outsourcing success: A framework of firm-level intercultural capability in predicting performance in foreign and international ventures	Decision Sciences	vol. 39, no. 3, (2008)
Graeme Rankine	Statoil ASA: Global energy company	Issues in Accounting Education	August 2008
Femi Babarinde	The social dimension of globalization and European union development policy: Promoting core labor standards and corporate social responsibility	Journal of European Integration	vol. 30, no. 3 (2008)
Robert Grosse	Explaining imports and exports: A focus on non-maquiladora Mexican firms	Multinational Business Review	vol. 13, no. 3 (2005) pp. 25-40
Joseph Cavinato	Procurement/supply and corporate social responsibility	Journal of Supply Chain Mgmt	fall 2008
Mansour Javidan	Forward thinking cultures	Harvard Business Review	(July 2007), p.20
Mansour Javidan	Global mindset defined: Expat success story	Mobility	(June 2007), pp. 24-31.
Stefan Michel	Service-logic innovations: How to innovate customers not products	California Management Review	vol. 50, no.3 (2008)
Greg Unruh	An evolutionary model of technological stability and change	Journal of Economic Issues	(2007) no other information
Greg Unruh	Overcoming the lock-out of renewable energy technologies in Spain: The cases of wind and solar electricity	Renewable and Sustainable Energy Reviews	vol. 11, issue 7, pp. 1498-1513 (2007)
Greg Unruh	Sustainable development vs sustainable re-dev't	Thunderbird International Business Review	2008
Greg Unruh	Should you manage ethics or corruption?	Thunderbird International Business Review	
Greg Unruh	Biosphere Rule	Harvard Business Review	Feb. 1, 2008; Product Number: R0802H