Information Sharing  
Progress Report  

School of Economics and Management  
Tsinghua University  

June 2014 – June 2016
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I. Letter of Renewed Commitment by the Dean

Tsinghua University School of Economics and Management, as an institution of higher education involved in the development of current and future leaders, sincerely renews its commitment to PRME. We declare our willingness to progress in the implementation of the six PRME principles. We will continue to report on progress to all our stakeholders and exchange effective practices related to the six PRME principles with other academic institutions so as to be able to make our due contributions to promote and deliver a more responsible management education for China and the world.

QIAN Yingyi
Dean
School of Economics and Management
Tsinghua University
Beijing, China
II. Main Report on Progresses

2.1. PRME Principle Description

*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.¹

The healthy and sustainable development of China and the world requires ethical leaders with sustainability mindset. Cultivating future leaders for China and the world is part of the school’s mission.

*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.

Through training and strengthening curriculum and extracurricular activities, we clearly incorporate global social responsibility and sustainability in our educational activities and processes.

*Principle 3* | *Method*: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Our educational frameworks guide us through our courses and extracurricular activities. Moreover, we have also developed course materials in the form of case studies. In addition to the creation of the frameworks, students are also taught how to infuse these frameworks into the management of businesses and given ample support in student run activities.

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.

The faculty members of the school conducted rigorous research in the area of sustainability and how this impacts the China. This is discussed in 2.3.

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.

There is also plenty of outreach to business corporations through case studies and research, in addition to inviting these corporations to share on ethics, CSR, and sustainability. The school also offers CSR and sustainability related courses in its executive education.

Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The faculty leads, participates and organizes conferences and seminars on such issues as global social responsibility and sustainability within and outside China, spreading impact and influence.
2.2. Brief Overview

China’s economic situation has undergone tremendous changes over the last two decades. While China’s GDP had risen rapidly, surpassing that of Japan’s to become the world’s second largest economy; it has also brought about more and more problems. It has never been clearer that we urgently need a more open, fair and mutually profitable environment of business ethics to reduce the costs of societal exchanges in order for the world to escape the economic crisis and to guarantee a healthy business environment for maintaining China’s sustainable development.

In recent decades, the legal system of the Chinese business community has been set up and gradually tweaked with the enactment of a series of commercial regulations; however, the view on the ethics of the Chinese business community is still not optimistic. The “QQ-360 Conflict”, Alibaba’s “Spirit of the Contract”, Sanlu’s “melamine milk”, Shuanghui’s “leaness-enhanced meat”, and Leonardo da Vinci’s “cottage imported goods”. The school is clearly aware that cultivating ethical leaders with sustainability mindsets is its bounded duty.

Many aspects such as business technology and commercial law enhance the overall quality of China’s future entrepreneurial managers, but at the same time business ethics education can assist entrepreneurial managers in creating their own ethical views on business practices. Case scenarios of business ethics can help entrepreneurs to ponder in advance what course of action to take when the entrepreneur themselves or their company are faced with “ethical dilemmas”.

For these reasons, at this moment, the students of Tsinghua SEM are the next generation of business leaders who will carry the weight. Not only will they explore the business world and manage it themselves, they should also strive to establish an ethical environment for the business community and a weight of corporate responsibility.

Benefiting from experience and learning from the mistakes of predecessors, each and every business ethics case provides many opportunities for future business managers to think and
allows them to get a grip with “ethical conflicts”, before they consider any decision when such issues present themselves. One after another, the success and failure business scenarios allows students gain more experience and to learn lessons from them. It also allows them to avoid mistakes and to sustain a healthy growth in modern China’s superior and flourishing development.

“A journey of a thousand miles begins with a single step.” In the future business environment of China, ideally, everyone must genuinely practice ethical business behavior in every possible opportunity regardless of its significance.

This forms the basis for the courses and activities at Tsinghua SEM. The structure that Tsinghua SEM undertook for the period encompassed the strategies of “educate”, “enrich” and “enhance”.

Under the ‘Educate’ strategy, Tsinghua SEM seeks to impart knowledge about how ethics plays a vital role in ensuring the long-term prospects of an individual and an enterprise. Through compulsory courses that draw inspiration from international and Chinese companies, Tsinghua SEM students have a first-hand insight in how ethics impacts the decision-making process and how this in turn, affects the company, the employees, the environment and the society at large. In addition, there are also electives that deepen the understanding on how CSR plays a part in the sustainability of a company, the community and the world.

The impact of the lessons and guidance of the teacher-advisors could be seen in the activities organized by Tsinghua SEM and those initiated by student-run clubs. These activities form the basis of the ‘Enrich’ strategy and ranging from grassroots events such as the volunteering activities for visually impaired children at Bethel China that aimed to create CSR awareness to students, to events that aimed to create deeper impact amongst the students and the community such as the Corporate Social Responsibility (CSR) Open Case Class and the Ethics Case Writing Competition.

Building on the basis of the first two strategies, ‘Enhance’ seeks to grow the impact and influence through involving the greater community. This takes the form of conferences that are co-organized by Tsinghua SEM together with Net Impact club at Tsinghua University and the
Ray of Love Association (ROLA, or Ai Xin She in Chinese). The themes of these conferences ranged from sustainability, corporate social responsibility and social entrepreneurship to workshops on how to plan an impactful event.

The figure below summarizes the strategy that Tsinghua SEM embarks in alignment with teaching and learning.

Figure 1: Strategy that Tsinghua SEM Embarks
2.3. Major Achievements.

2.3.1 Research

Academic research has been a prime focus for Tsinghua SEM as this forms a current understanding of the practices and situations in China. At Tsinghua SEM, the research methodology includes case studies and empirical testing amongst others. For the period 2014 to 2015, the following shows detailed information about the research, conferences organized and attended, as well as publications done by the faculty.

![Bar Chart: Research Projects by the Faculty in the Area of Sustainability](chart.png)

**Figure 2: Research Projects by the Faculty in the Area of Sustainability**

Figure 2 shows the number of research projects that were embarked upon by the faculty from the period of 2014 to 2015.

During the period from 2014 to 2015, SEM was also prolific in its publications in numerous national and international journals. A total of 23 publications/monographs pertaining to sustainability, CSR, environmental and poverty eradication and other issues were published. The table below highlights some of these publications.
Table 1: Selected Publications in National/International Journals/Monographs

<table>
<thead>
<tr>
<th>Name and Dept.</th>
<th>Publication</th>
<th>Journal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tao Wenjie</td>
<td>CEO power, corporate social responsibility and business performance</td>
<td>Tsinghua University (Natural Science), Issue 12 Volume 12, Pages 8-16, 2015</td>
</tr>
<tr>
<td>Ye Mei</td>
<td>Responsibility and leadership institutional investors</td>
<td>China's strategic emerging industries, Issue 12, Pages 79-81, 2015</td>
</tr>
<tr>
<td>Xia Donglin</td>
<td>Accountability, decision usefulness and investor protection</td>
<td>Accounting Research, Issue 1, Pages 25-31 and 96, 2015</td>
</tr>
<tr>
<td>Yang Bin, Qian Xiaojun, Jiang Peng</td>
<td>The Experience and Thinking of the Development and Improvement of MBA &quot;Ethics and Corporate Responsibility&quot; Course at School of Economics and Management</td>
<td>Collected Papers based on the 24th Introspection on Education of Tsinghua University, edited by Yuan Si and Zheng Li, Tsinghua University Press, 2015, pp.: 582-587</td>
</tr>
<tr>
<td>Yang Bin, Jiang Peng, Qian Xiaojun</td>
<td>Two Issues on Professional Master’s Degree Program and Professional Ethics</td>
<td>Academic Degrees &amp; Graduate Education, No. 6, 2014</td>
</tr>
</tbody>
</table>

Table 2: Selected Projects in the Area of Sustainability and Business Ethics

<table>
<thead>
<tr>
<th>Project Leader and Dept.</th>
<th>Project Name or Book Title</th>
<th>Principal or Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yu Feng</td>
<td>Big data space-time analysis of the moral status of the Chinese society (categorized as Beijing Philosophy and Social Science Project)</td>
<td>Beijing Municipal Planning Office of Philosophy and Social Sciences</td>
</tr>
</tbody>
</table>
### Table 3: Selected Cases Developed by Faculty

<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa Strategy of China Nonferrous Metal Mining Group</td>
<td>F.Warren McFarlan, Jie Jiao, Dayong Yang, Shanshan Cao, Chuanjiang Yao</td>
<td>2015-12-9</td>
</tr>
<tr>
<td>Road of Tianjin Julong Group to Indonesia</td>
<td>Donghong Li, Wenlong Wang, Lingling Tang, Ge Bao</td>
<td>2016-5-9</td>
</tr>
<tr>
<td>China Elion Resources Group</td>
<td>Bin Yang, Shanshan Cao</td>
<td>2014-12-20</td>
</tr>
<tr>
<td>Han Jing and his Warmler</td>
<td>Xiaojun Qian, Liu Ran</td>
<td>2015-09</td>
</tr>
<tr>
<td>ChineseAll</td>
<td>Xiaojun Qian, Russ Neu</td>
<td>2014-11</td>
</tr>
</tbody>
</table>

### 2.3.2 Curricular improvements

On the academic lessons front, all first-year MBA students (a total over 400 students per year) undertook the course *Ethics and Corporate Responsibility* in 2015 and 2016. This is a one-credit course with case study as the main teaching-learning method, which requires students’ high involvement. On average, the students gave the positive feedback that this course was above average in terms of quality and was much needed.

Tsinghua SEM also offers two electives, namely *Business Performance and Sustainability* (BPS) and *Value Creation through Sustainability and CSR* in which majority of the enrolled students, both exchange and local, rated the elective courses to be above average and there were comments that the course on BPS should be a compulsory one for the future batches of students.

For the undergraduates’ curriculum, the following compulsory module, *Critical Thinking and Moral Reasoning* (CTMR), was offered to the school’s more than 200 second-year undergraduate students starting from 2011.

This module was taught by Senior Associate Dean, Professor Yang Bin. The course module centers around the environments in which ethics might be challenged. The course objectives are to inculcate in students a sense of independent learning and reflective reasoning, societal responsibility and moral undertaking.

Starting from 2016, a course entitled *CSR and Innovation* was offered to the school’s EMBA students as an elective. This is a one-credit course.
2.3.3 Extra-curricular activities

- **Flextronics ethics case writing competition**

  Under the guidance of some faculty of the Leadership and Organization Management Department, the 4th and 5th annual Flex Ethics Case Writing Competitions were held from Dec 2014 to May 2016 (financially supported by Flex).

  The objectives of this competition are manifold:

  1) It is a continuation of the course *Ethics and Corporate Responsibility*, in which students are asked to write their own “stories” – ethical challenges they encountered in their work experience as well as their reflections on them, and the “stories” form a good base for them to participate in the annual case writing competition;

  2) The process hopefully will help participants internalize how they would deal with such cases in the event that they met with such situations, or if they had already met it;

  3) It is an opportunity to share and learn across business schools – we invite students or teams from other business schools to participate in the competition;

  4) The competition may help to enrich the choices of ethics cases in Tsinghua SEM’s case bank so as to better serve the management education of Tsinghua University and whole China as well.

- **PepsiCo Corporate Social Responsibility Forum**

  PepsiCo Corporate Social Responsibility Forum was held by the Tsinghua University School of Economics and Management and PepsiCo (Greater China) on January 24, 2015. The theme of the forum is "the integration of corporate responsibility and competitiveness for sustainable development". The forum was formed by a number of corporate figures and academic faculties, including Ms. Katty Lam, President of PepsiCo Greater China; Mr. YIN Gefei, Vice President of the China WTO Tribune, Department of Commerce, Director of Corporate Social Development Center, Director of Social Responsibility and Sustainable Development Research Institute of Peking University; Mr. HAN Bin,
Executive Secretary of the UNGC China Network, as well as Prof. YANG Bin, Vice President of Tsinghua University. In addition, many EMBA alumni were also invited to attend the forum. In this regard, Professor Xiaojun Qian, the Associate Dean of Tsinghua SEM chaired the panel discussion.

Figure 3: PepsiCo Corporate Social Responsibility Forum

The panelists discussed about the milestones of the development of corporate social responsibility in the global stage, in relation to the corporate sustainability and enterprise competitiveness. Key highlights were the case studies and efforts by PepsiCo’s initiation to transform the deserted land into a high-efficiency potato farm in the rural area. The project has returned good economic and social value by providing quality source of raw materials, improving soil nutrient contents and reducing gust. According to PepsiCo, such practice is considered a “win-win” strategy and “corporate social responsibility is a resource”. Professor QIAN Xiaojun made a concluding remark to students and corporate executives that whether you like it or not, the government, society and the public voice will demand for corporate social responsibility. It is therefore advisable to embrace the initiative and realize that in the end businesses can gain competitive advantage by upholding good corporate social responsibility, growing together with mankind.
This forum was honorably sponsored by PepsiCo (Greater China), in support for "corporate social responsibility" courses offered by Tsinghua EMBA Program.

- x-Lab and Business Plan Competition

As a result of reflection on its management education, the school started in 2013 x-lab, a platform to encourage and mentor students’ innovative and creative ideas and foster students’ entrepreneurship. It serves for the whole university, not just the school itself. It greatly promoted the collaboration across disciplines, between faculty and students, as well as university and industries. On this platform, a so-called Social Innovation Center was founded with the collaboration of Yu Venture Philanthropy, a social impact investment organization, which in particular, encourages students to apply their creative ideas and innovative technology to help meet social needs.

x-lab provided a course called Social Innovation and Enterprises, which has both on-line and off-line parts with the on-line part available on Tsinghua MOOC platform for students and anyone in society to take. The following table shows a list of lectures organized by the platform related to social innovation and entrepreneurship.

### Table 4: Examples of Lectures Organized by x-Lab (Mid 2015 – June 2016)

<table>
<thead>
<tr>
<th>Topics</th>
<th>Speaker</th>
<th>Date</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovative Internet Philanthropy Operating Model and Experience Sharing</td>
<td>Jing Han</td>
<td>4/23/2015</td>
<td>Commoner Jia</td>
</tr>
<tr>
<td>How to Become an Effective Social Entrepreneur</td>
<td>Ping Wang</td>
<td>6/9/2015</td>
<td>YouChange China Social Entrepreneur Foundation</td>
</tr>
<tr>
<td>The Asian Century: the End of Free Ride</td>
<td>Chandran Nair</td>
<td>11/9/2015</td>
<td>Global Institute for Tomorrow</td>
</tr>
<tr>
<td>Micro-philanthropy Makes the World a Better Place</td>
<td>Li Yuan</td>
<td>12/17/2015</td>
<td>Love Save Pneumoconiosis</td>
</tr>
<tr>
<td>Leading for Impact</td>
<td>The DO School</td>
<td>5/2016-7/2016</td>
<td>Oxford University</td>
</tr>
</tbody>
</table>

A number of social impact projects have been incubated by x-lab and many of them have been attracted financial support successfully. The following table provides a selected list of such projects.

### Table 5: Examples of Lectures Organized by x-Lab (Mid 2015 – June 2016)

<table>
<thead>
<tr>
<th>Project</th>
<th>Product/Service</th>
<th>Team</th>
<th>Current Statues</th>
<th>Financial</th>
</tr>
</thead>
</table>

14
<table>
<thead>
<tr>
<th>Name</th>
<th>Leader</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tongchuang Job</td>
<td>Biaoxiang Lin</td>
<td>Tongchuang Job currently has more than 50 thousand users and more than one thousand corporate partners.</td>
</tr>
<tr>
<td>Rice Donate</td>
<td>Zi Wang Zhaoy Mo</td>
<td>Rice Donate currently has in total 220 thousand app users. Via Rice Donate, 300+ philanthropic projects are successfully completed; the total donation amount has reached 5.5 million RMB.</td>
</tr>
<tr>
<td>Ing Care</td>
<td>Wei Wang</td>
<td>Ing Care has already serviced 8000 of teachers for autistic children. Ing Care has already completed the second version of its autism evaluation tool.</td>
</tr>
<tr>
<td>Yixiu Academy</td>
<td>Xiwen Chen Xuan Wang Ailin Zhu</td>
<td>Yixiu Academy has converted 1600 paid users. Yixiu aims to develop 500 new classes this year.</td>
</tr>
<tr>
<td>Nature &amp; Future</td>
<td>Junfeng Shi</td>
<td>Nature &amp; Future has completed 1000 square meter of interior garden, servicing more than 20 corporate clients.</td>
</tr>
</tbody>
</table>

The school’s MBA Programs have organized for two years an annual student business plan competition, which in particular, advocates social innovation cases. A few examples of such cases are listed below.

Table 6: Examples of Social Innovation Cases in Business Plan Competitions (2015-2016)

<table>
<thead>
<tr>
<th>Case</th>
<th>Contents</th>
<th>Year</th>
<th>Contacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zebra Commune</td>
<td>It is a mutual insurance platform, provides innovative self-designed insurance products, and improves claim settlement process through utilizing big data from social interaction so as to reshape the insurance industry.</td>
<td>2016</td>
<td>NIAN Jie</td>
</tr>
<tr>
<td>V Life (Volunteer)</td>
<td>It strikes to become an investment platform</td>
<td>2016</td>
<td>XIAO Jianke</td>
</tr>
<tr>
<td>Life and Victory in Life)</td>
<td>through constructing an ecosystem for public welfare organizations and volunteers so as to provide a mechanism for ordinary people to participate in public welfare activities or programs. It will serve more than 40 million public welfare volunteers as well as charitable organizations and foundations by integrating all possible resources aiming to make social impacts for the society.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Lv Bao Household Garbage Extruding Machine Series</td>
<td>Facing the rapid increase in volume of household garbage in Beijing, the traditional ways of garbage processing, such as, sanitary landfill, biochemical treatment and incineration, couldn’t meet the need. Lv Bao Household Garbage Extruding Machines can squeeze the household garbage from its original size to 1/10. Through a special technology, the compressed garbage will become a combustible fuel which would not emitting harmful gases and smoke when burnt. The series have been prototyped and applied for patent in 2015.</td>
<td>2015</td>
<td>YANG Li</td>
</tr>
<tr>
<td>Excrement treatment and utilization of livestock and poultry farms</td>
<td>Provides an integrative solution for livestock and poultry farms from excrement collection, transportation, storage, processing and utilization of manure from livestock farm. While helping solve the problem of processing animal excrement, it can bring economic benefits.</td>
<td>2015</td>
<td>WANG Yingda</td>
</tr>
<tr>
<td>“Jian•Wu” (Simplicity•Materials)</td>
<td>It provides services for used materials trading, donating and leasing in order for people to better house/apartment space management and utilization. It not only maximizes the utilization of materials, but also reduces waste generation which helps for sustainability.</td>
<td>2015</td>
<td>Li Chengbing</td>
</tr>
</tbody>
</table>

- **Student club activities**

There are two student-run clubs that focus primarily on outreach to the communities and grassroots charity work, namely Net Impact Club at Tsinghua University and Ray of Love Association.

Tsinghua Net Impact does outreach to companies and advocates on corporate social responsibility in addition to sustainability issues while the Ray of Love Association focuses on grassroots outreach through charitable activities. Two areas of measurements are taken into consideration in terms of their outreach. One was the sharing to companies and the other was the number of students who were impacted in the events.

**Net Impact**
"Sustainable development and corporate social responsibility" Open Case Class

Tsinghua Net Impact club and Tsinghua MBA Healthcare and Medicine Club jointly organized "Sustainable development and corporate social responsibility open case class" on December 16th, 2014. The open class was as an extension of "corporate management and sustainable development" course offered by Tsinghua MBA program. Mr. Yonggang Huang, General Manager of New Era Health Industry Group was invited to give a lecture about the CSR cases in the healthcare industry. Over two dozens of MBA students and partners from other schools participated in the lecture and active discussions.

Figure 4: Lecture given by Mr. Yonggang Huang from New Era Health Industry Group

The lecture’s main topic was focused on the strategic thinking of the healthcare company in order to bring forward traditional Chinese health culture and enhance customer value. In a concluding remark, Professor Xiaojun Qian emphasized that the medical and healthcare industry needs to be involved in CSR activities while adhering to innovation in order to create value in the business.

Net Impact Charity Christmas Dinner 2014/2015

For two consecutive years, Net Impact Club at Tsinghua University organized Charity Christmas Dinners to raise fund for charity organization, Bethel China. Bethel China
is a charity dedicated to provide care, education, basic life skills, and opportunities to blind and visually impaired orphans in China. Net Impact had worked with Bethel previously for other charity events, including Lunar Charity Run event, when 80 blind kids came to Tsinghua and ran around with Tsinghua students as their paired guides. Through these charity dinners, Net Impact raised fund to support Bethel for winter clothes, bed sheets, baby products and toys for the children.

![Figure 5: Net Impact Charity Christmas Dinner 2014](image)

Ray of Love Association
Volunteer activity for visually impaired students at Bethel China

Ray of Love Association, in joint collaboration with Net Impact club at Tsinghua University, organized a volunteer event at Bethel children care center in Beijing on April 19th, 2014. The event attracted more than 20 Tsinghua MBA students, alumni and families to participate in activities to provide learning experiences for the visually impaired children at the center. In addition, Ray of Love Association made donations for money, scarce medicines and deodorants, to support the healthy growth of children in the center.

**Figure 6: Tsinghua Volunteer Student at Bethel China Children Care Center**

The purpose of the event was to give all the Tsinghua MBA students a social responsibility awareness to have better understanding about the importance of education and to make a charitable contribution to society.

“Spread the Love – Clothes Donation”

On November 14, 2015, Ray of Love Association held “Spread the Love – Clothes Donation” activity to give away winter clothes to children in poor areas. This event gained enthusiastic support from Tsinghua MBA students at all levels, alumni body, and social welfare organizations. In school, hundreds of donors arrived with large bags of clothes came one after another. In total, there were more than 800 pieces of winter clothing, with several hundreds of hats, scarves, gloves, toys and other small
items donated. The clothes were then distributed to the poor areas of Guizhou, Sichuan, and Qinghai.

![Figure 7: Clothes donated during the event](image)

### 2.3.4 University Educational Achievement Award

December 2014, the *Exploration and Practices of SEM on Professional Ethics and Responsible Education* by the school (Tsinghua SEM), won one of the two special awards (the highest award) in Tsinghua University’s Educational Achievement Awards, reflecting a high recognition by Tsinghua University. It was a milestone for the school on its journey to provide responsible management education.
III. Future Perspectives/Key Objectives.

The school will make due contributions in promoting responsible management education in China as well as in the Asia-Pacific region. It will continue to cultivate the awareness of ethical management education among all its faculty members of the school. Three specific aspects are listed below:

1. Improve the existing relevant courses, especially the EMBA elective course *Corporate Social Responsibility and Innovation*, so as to make them more effective and impactful.

2. Encourage faculty to strive on more projects on sustainability and responsibility. Write and use high quality cases to help students understand their social responsibility and learn from other people’s practices.

3. Continue to develop and improve x-lab, together with the support from Tsinghua University and industries, and cultivate students’ awareness and willingness to cope with social challenges and needs through innovation and entrepreneurship. Aiming to incubate more projects that will help to reach the UN sustainable development goals.
Contact: Ms. ZHAO Li

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