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PRME Report: July 2014

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

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

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

The Principles for Responsible Management Education

Principle 1

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

Principle 2

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

Principle 3

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

Principle 4

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

Principle 5

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

Principle 6

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

Global Citizenship at Thunderbird

◆ Principles Addressed: 1 & 2 ◆

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

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

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

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

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

The Thunderbird Professional Oath of Honor

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

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

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

Thunderbird Professional Oath of Honor

As a Thunderbird and a global citizen, I promise:
 I will strive to act with honesty and integrity,
 I will respect the rights and dignity of all people,
 I will strive to create sustainable prosperity worldwide,
 I will oppose all forms of corruption and exploitation, and
 I will take responsibility for my actions.
 As I hold true to these principles, it is my hope that I may enjoy an honorable
 reputation and peace of conscience.
 This pledge I make freely and upon my honor.

Global Citizenship Institutional Activities

◆ Principles Addressed: 1, 2, & 3 ◆

Thunderbird has two main entities 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: Background and Activities

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

The Center is dedicated to instilling the value of ethics and global citizenship in all Thunderbird graduates.

The Lincoln Center Vision

That everyone associates “Thunderbird” with highest levels of integrity and character worldwide

Center Initiatives

Academic Program Development

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

- Foundations Week Ethics Session
- The “Ethics and Corporate Governance” module in the core “Global Enterprise” course
- “Corporate Social Responsibility: Strategies and Tactics”
- Sustainable Business Development 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

Institutional Activities

Along with strengthening the curriculum and pedagogy of ethics education, the Lincoln Center supports several institutional initiatives within diverse departments on campus.

- Support for the CMC Global Citizenship Career Treks to the San Francisco Bay area and Washington, D.C.
- 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.
- Has funded the IBIC to purchase books on ethics since 2010.

Student Programs and Initiatives

The Lincoln Center has supported several clubs and student-led initiatives. The Center has worked closely with student organizations including the Honor Council, the International Development Association and Net Impact.

The Honor Council is the principal student organization responsible for fostering ethical behavior on campus and 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 (see Appendix).

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 Global Citizen Forum to address real-business issues pertaining to social responsibility and sustainability.

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.

Thunderbird for Good: Background and Activities

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

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

Project DreamCatcher

The Freeport-McMoRan sponsored Project DreamCatcher is a business education program in Glendale, Arizona, that aims to build the entrepreneurial skills of promising, high-potential Native American businesswomen. This unique program focuses on developing business skills for current and future business owners in the Native

American communities. Scholars of this program will learn from Thunderbird's leading faculty in courses on marketing, financial planning, strategy, negotiations, project management, leadership and more.

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

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

This exciting program will be held in two, one-week modules in Glendale, Arizona, on the campus of one of the top-ranked international business schools in the world, Thunderbird School of Global Management.

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

DreamBuilder: The Women's Business Creator

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

Project Artemis Afghanistan

Project Artemis is a two-week business education program in Glendale, Arizona, that aims to build the entrepreneurial skills of promising Afghan businesswomen. Mentors assigned to each participant provide additional support for at least two years as the women return home to establish or expand their companies. Other participants use their new business knowledge to succeed within civil society. The multiplier effect of Project Artemis can be seen in the jobs created, the knowledge shared and the examples set for future generations. “I want to make these women rich,” says Thunderbird for Good Executive Director Kellie Kreiser. “If they have money, they will use it to create jobs, improve lives and break down barriers.”

The 2013 cohort of Artemis Fellows came from 5 provinces throughout Afghanistan, and run diverse businesses from traditional silk and wool weaving to modern fashion boutiques to saffron production. The 2013 program produced 11 graduates, bringing the total Artemis alumni to 74 since 2005. Project Artemis graduates have returned to Afghanistan to run successful businesses that have created over 2,000 jobs for their local communities, and have trained and mentored well over 10,000 of their fellow Afghan citizens in business and leadership skills.

Goldman Sachs *10,000 Women* Afghanistan

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

Project Artemis Pakistan

This women's empowerment program, designed at Thunderbird in partnership with the U.S. Department of State and Goldman Sachs *10,000 Women*, is modeled on the school's successful Project Artemis Afghanistan. Nine Pakistani participants in the initial group spent two weeks in Arizona and a third week in Washington, D.C., in May 2011. Classes covered topics such as finance, accounting and bookkeeping, business

planning, leadership, decision making, negotiation, customer service, market evaluation, human resource management and goal setting. Participants finished the course with presentations in front of a panel of “potential investors” in a simulation designed to prepare the women for real-world situations. “It is amazing to see the concepts we suggest applied almost instantaneously in their organizations,” says Thunderbird Professor Mary Sully de Luque, Ph.D.

Strengthening Women Entrepreneurs in Peru

Micro and small enterprises (SMEs) comprise 98% of all businesses in Peru and women owned and operated 40% of these businesses. Women have the drive and initiative to start their own businesses, yet they face many barriers to growing their business, including access to capital and business training. As part Thunderbird for Good's mission to promote women's economic empowerment, the school collaborated on a two-pronged campaign called Strengthening Women Entrepreneurs in Peru (SWEP) to serve more than 100,000 women entrepreneurs in Peru over a four year period beginning in 2010. The \$7.5 million commitment includes major contributions from the Australian government, Goldman Sachs 10,000 Women, Mibanco and the Multilateral Investment Fund of Inter-American Development Bank.

The U.S. Department of State and Goldman Sachs *10,000 Women* Entrepreneurship Partnership

The Global Cohort program was formed to provide business education to underserved women in emerging markets around the world through a partnership with the U.S. Department of State, Goldman Sachs *10,000 Women* and Thunderbird School of Global Management. Based on the model of Thunderbird's Project Artemis, which has empowered Afghan women entrepreneurs since 2005, the U.S. Department of State and Goldman Sachs *10,000 Women* Entrepreneurship Partnership brought three groups of women business owners to Thunderbird's campus in Glendale, Arizona, for business education in 2012. The Global Cohorts are part of the Goldman Sachs *10,000 Women* initiative, created as a five-year investment by Goldman Sachs to provide 10,000 underserved women around the world with a business management education.

Some of Thunderbird's most celebrated faculty and selected guest lecturers with real-world experience led classroom discussions and courses on topics including marketing, leadership, strategy, finance, negotiation, communication and business planning. The women also learned through site visits to Arizona businesses and broadened their professional connections through multiple networking opportunities integrated into the program. Each participant developed a complete business plan during the two-week programs, which were presented to a panel of simulated 'potential investors' at the end of the course.

Afghan Radio Broadcasters

Afghan radio stations operate in a new era of broadcast freedom following the entry of coalition forces in the country. To learn how to adjust to the new environment, a group of nine radio owners and directors came to the United States in September 2011. The group spent one week as guests of the American Councils for International Education in Washington, D.C., where they toured NPR, America Abroad Media and other radio outlets.

They then came to Thunderbird's campus in Glendale, Arizona, for one week of business and media training in partnership with Arizona State University. They learned best practices in business from some of Thunderbird's leading faculty in Marketing, Negotiations and Diplomacy, Accounting, and New Media Marketing. The Afghan participants ended their U.S. tour in New York, where they visited Columbia School of Journalism, Freedom House and the Committee to Protect Journalists.

Other Organizational Practices

Internship and Consulting Opportunities

Currently Thunderbird has two interns in the field with the DreamBuilder project with Freeport McMoRan Foundation (Peru and Chile). Last summer Thunderbird had three DreamBuilder interns plus five more on the Strengthening Women Entrepreneurs in Peru project for the Inter-American Development Bank.

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.

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 topics. Listed below are examples of courses taught (or recently 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
- Sustainable Development in Practice
- The Dynamic China Business Environment
- Big Emerging Market - India
- The Global Business Plan
- Global Supply Chain Leadership

- Multinational Corporate Finance
- Global Economics
- Global Political Economy
- Global Leadership
- Multicultural Teamwork and Leadership

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

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

Several of Thunderbird's Winterim courses also address issues in international development, sustainability and ethics; e.g., Sustainable Development in Practice: Brazil, Big Emerging Market: India, and South Africa: Emerging Market.

Learning Outcomes at Thunderbird

The three components of the assessment of learning undertaken at Thunderbird involve *indirect measures, course mappings, and direct measures*. Indirect measures require the faculty to select learning outcomes attributes for the courses they teach across all programs at Thunderbird. Direct measures assess student outcomes with regard to the Institution's core values -- Global Mindset, Global 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.

Website: <http://emergingmarketslab.thunderbird.edu/>

The goals of TEM Lab are:

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

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

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

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

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

Co-Curricular Activities



◆ Principles Addressed: 1, 2, & 3 ◆

Clinton Global Initiative University Conference

Within the past several years, Thunderbird has sent several students to the Clinton Global Initiative University (CGIU) conference. Some examples of commitments to action are 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 CGIU was created to engage the next generation of leaders on college campuses around the world; it hosts a meeting for students and national youth organizations to discuss solutions to pressing global issues where 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.

Student Involvement

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

- Africa Business Club
- AIESEC Thunderbird (International Association of Students in Economics and Commerce)
- Thunderbird Emerging Market Business Assoc. (TEMBA)
- Net Impact
- Women International
- International Development Assoc.

Annual Events

◆ Principles Addressed: 5 & 6 ◆

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

Ethics Day is an annual event that brings the issues of ethics and integrity into focus through various speakers, presenters and student activities. The Charles Olin Norton Ethics Lecture Series attracts senior executives to campus who embody the Charles Norton spirit of “courage and integrity, expressed by intellectual honesty, moral rectitude and a trusting innocence in thought, word and deed” (refer to the Appendix for the list of speakers).

The 3rd Annual Global Citizenship Forum (presented by Net Impact) is an annual event inspired by Thunderbird’s mission of educating global leaders who create sustainable prosperity worldwide. The Forum gives alumni, industry leaders, professors, community members and students alike a chance to engage in candid discussions about how business can be used to solve pressing global issues.

Speakers included Thunderbird alumni from major global enterprises such as Coca-Cola, Unilever, Zappos, MillerCoors, Driscoll's and more engaged students on topics of sustainability and marketing. The keynote speaker was the President of Intel's Corporate Foundation, Shelly Esque. The Career Management Center co-sponsored a "speed networking" session for selected students the prior evening, along with a "Welcome Back Alumni" reception at the Pub, which was open to all students, faculty, and staff.

Late last year, Thunderbird was a partner in launching the Global Summit on Negotiation and Trust. Many of the speakers were Thunderbird professors and the main venue was located on the Thunderbird Glendale campus.

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.

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

Beginning in 2012 Thunderbird began incorporating the study of ethics into most of its courses instead of offering just one course for each program. This has led to a more integrative and pragmatic study of ethics with increased didactic clarity for many students.

Thunderbird Institutional Activities

Along with strengthening the curriculum and pedagogy of ethics education, the Lincoln Center has supported 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 to 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 Garvin Center for Cultures and Languages of Global Management

As a world-class resource for students, scholars, and global executives, the 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

Campus Speakers Within the Past Two Years

Ms. Sandra Day O'Connor

Associate Justice (Ret.)
US Supreme Court

Mr. R. Paul Herman

Chief Executive Officer, Founder and Chief Investment Officer
HIP Investor, Inc.

"How to be an Impact Investor: Creating Jobs and Building a Better World"

The Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics

Mr. Timothy Fisher

Partner
McCarter & English LLC
"Ethics in Negotiations"

Mr. Jon Kailey '76

Director, International Business Development
Owens Corning Building Materials
"Sustainable Construction"

Mr. Olowon'djo Tchala

Co-Founder
Alaffia Sustainable Skin Care
"West Africa Today: Empowerment of Women in Togo Through Fair Trade of Shea Butter, Education and Health"

Ms. Patricia Hambrick '81

Founder
The Hambrick Group Marketing Consultants
"Corporate Responsibility Interwoven with Bottom Lines"

Mr. Alexey Kornya

Vice President and Chief Financial Officer
Mobile TeleSystems
"State of the Economy and Innovations in Russia"

The Honorable Robert M. Gates, Ph.D.

U.S. Secretary of Defense (2006-11)
"Global Leadership"

Mr. Carlos Valdez

Vice President and Managing Director
Owens Corning Latin America
"Mexico: Distant Neighbor or Promising Partner?"

Ethics Day

Mr. Bryan Howard, Chief Executive Officer, Planned Parenthood Arizona
Ms. Lauren Carson, Chief Executive Officer, Medical Marijuana Dispensary
Ms. Dottie Watson, Senior Director of Sales, Paychex insurance Agency
Mr. Richard Donaldson, Chief Operating Officer, Pillsbury Winthrop Shaw Pittman Law
"The Ethical Frontier: Operating in a Controversial Business"

Donna Hicks, Ph.D.
 Associate, Weatherhead Center for International Affairs
 Harvard University
"Dignity: It's Essential Role in Resolving Conflict"

Ms. Catherine Rodgers
 Vice President, Global Opportunities
 IBM Corporation
"Sustainability and Building a Smarter Planet"

Mr. Ted Paff
 Founder and President
 Customer Lobby
"How to Use Ethics to Get What you Most Want"

Mr. Suneet Singh Tuli
 Chief Executive Officer
 Datawind
"Frugal Innovation for Impacting Education"

Ms. Stephanie Riggs
 Television Journalist and Author
"Running for Their Lives: The Democratic Republic of Congo"

Saad Al Barrak, Ph.D.
 Chairman
 ILA Group
"Leading Change: The Zain Transformation Case Study"

Her Excellency Amina Mohamed
 Cabinet Secretary for Foreign Affairs
 Republic of Kenya