

2021



College of Business

UNIVERSITY OF COLORADO COLORADO SPRINGS

Principles for Responsible Management Education (PRME)

Sharing Information on Progress (SIP) Report



PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Our Letter of Renewed Commitment



On behalf of the University of Colorado Colorado Springs, I am pleased to present a report on our progress in supporting the mission of the United Nations' Principles for Responsible Management Education (PRME) for 2021. This report constitutes our renewed commitment to these principles and goals.

The UCCS College of Business appreciates the urgency to produce students with creative, flexible minds; students who care about other people and who try to understand their values; students concerned as much about ethics as about the nuts-and-bolts essentials of the business school curriculum. Ultimately, UCCS strives to motivate students not only to learn the technical skills to succeed in their chosen discipline, but also to develop critical thinking and other skills that will make them creative, ethical, productive team members in the organizations they lead or for which they work.

Our ongoing commitment is to instill sound decision-making skills based on ethics and integrity. We continue to accept the challenge to improve our programs through the principles adopted by PRME, and we believe PRME provides an important pathway which allows us to help our students build successful, ethical futures.

A handwritten signature in black ink, appearing to read 'Karen Markel'.

Karen Markel, PhD
Dean, UCCS College of Business and
Administration and Graduate School of
Business Administration

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I. University of Colorado Colorado Springs College of Business

UNIVERSITY OF COLORADO Colorado Springs (UCCS)

UCCS Vision Statement: UCCS, a premier comprehensive undergraduate and specialized graduate research university, provides students with academically rigorous and life-enriching experiences in a vibrant university community. We advance knowledge, broaden access, and integrate student learning with the spirit of discovery for the benefit of Southern Colorado, the state, nation, and world.

The University of Colorado Colorado Springs (UCCS) is one of four campuses in the University of Colorado system. UCCS offers a broad range of degree programs in business, the liberal arts and sciences, engineering, nursing, education, and public affairs.

Established in 1965, UCCS aims to become the top comprehensive regional research university in the nation. The University is known for its high-quality academics and engagement with its community.

UCCS COLLEGE OF BUSINESS

For over 50 years, the College of Business has offered innovative and industry-aligned curriculum to prepare professionals for a meaningful career in business. The College of Business is accredited by AACSB which ensures that our students receive a top-quality business education. Our recent rankings include #11 Best Online Bachelor's in Business, #88 Best Online MBA, #54 Best Online MBA Program for Veterans, and #89 Best Part-Time MBA Program by US News & World Report.

The College of Business serves over 1,300 undergraduates and 350 graduate students. Degrees are awarded for a Bachelor of Sciences in Business Administration, Bachelor of Innovation, and the Master of Business Administration. Specialized degrees such as the PGA Golf Management and Sports Management program are highly competitive programs supplying solid business management skills for rapidly expanding career paths in sports organizations. Academic offerings to support the need for cybersecurity professionals include the Colorado Cybersecurity Apprenticeship Program and the NSA Cybersecurity Faculty Development Program, as well as our cybersecurity management specializations at the undergraduate, graduate, and doctoral levels.

OUR MISSION

The UCCS College of Business delivers a future-oriented business education to support workforce and economic development for southern Colorado, the state, nation, and world. We prioritize and empower learners at every stage of their educational journey, develop innovative research that contributes to scientific discovery and effective business practice, and serve as a hub for our community in productive discourse, practical learning, and social responsibility.

OUR VALUES

| | |
|--------------------------|---|
| Learners First | <ul style="list-style-type: none">♦ Deliver a curriculum for lifelong learning to meet the challenges of a changing business environment.♦ Leverage technology to deliver innovative and adaptable educational programs.♦ Provide a supportive, challenging, collaborative, and experiential learning environment. |
| Build Community | <ul style="list-style-type: none">♦ Serve as a hub connecting students, alumni, local businesses and organizations, and the broader community.♦ Engage with traditionally underrepresented groups and prioritize work that advances equity, diversity, and inclusion.♦ Cultivate a brand and culture that supports the success of all stakeholders. |
| Make a Difference | <ul style="list-style-type: none">♦ Produce high-quality, impactful research.♦ Pursue competitive and collaborative opportunities that further our mission.♦ Emphasize principle-based, ethical decision-making and societal impact in our programs. |

Daniel Fund Ethics Initiative Collegiate Program at UCCS College of Business

The Daniels Fund Ethics Initiative Collegiate Program (DFEI) at UCCS College of Business is a resource for principle-based ethics education, serving students, educators, and business community. The College of Business at UCCS is one of the eight original participating schools in the program by the Daniels Fund. The Daniels Fund, established by cable television pioneer Bill Daniels, is a private charitable foundation dedicated to making life better for the people of Colorado, New Mexico, Utah, and Wyoming through its grants program, scholarship program, and ethics initiative. Based on Bill Daniels' personal commitment to ethics and integrity, the Daniels Fund Board of Directors established the Ethics Initiative in 2009 as a five-year pilot. Due to its success during the pilot phase, the Daniel Fund renewed the DFEI in 2014 for an added five years (2015–2019) and expanded the number of partners to include ten business schools and one law school.

Bill Daniels felt that principles are constant foundations — not relative to a specific situation — and that doing what is right prevails over self-interest when the two may appear to be in conflict. The ethics initiative promotes practical application of principle-based principles in the curriculum, provides student opportunities to practice ethical leadership and ethical decision-making, and engages the business community all while encompassing the following eight principles:

- **Integrity** - Act with honesty in all situations
- **Trust** - Build trust in all stakeholder relationships
- **Accountability** - Accept responsibility for all decisions
- **Transparency** - Maintain open and truthful communications
- **Fairness** - Engage in fair competition and create equitable and just relationships
- **Respect** - Honor the rights, freedoms, views, and property of others
- **Rule of Law** - Comply with the spirit and intent of laws and regulations
- **Viability** - Create long-term value for all relevant stakeholders

The initiative provides a mechanism for implementation of the DFEI at UCCS and the United Nations' PRME, engaging with all disciplines from the College of Business and other colleges on the campus. To reinforce the Daniels Fund Ethics Initiative Principles as a guide for ethical decision-making, the College of Business faculty requested to display the principles in each classroom, demonstrating that the ethics initiative at UCCS is an integral part of the College of Business culture. Plaques with the Daniels Fund Ethics Initiative Principles are in all College of Business classrooms, in all the main buildings for colleges on campus, and in the campus administration offices.

The primary objective of the DFEI at UCCS is the active engagement of students, rather than research and publishing. Instruction will include practical, real-world application, in the context of business management and the changing global environment. Expected outcomes include:

- **Primary:** Student learning, involvement of the business community, and Daniels Fund Ethics Consortium member collaboration
- **Secondary:** Outreach to other educational institutions to leverage individual business school achievement to further strengthen and expand ethics education in the region and outreach to non-business disciplines on campus

II. Practical Applications & Assessment of Principles

Curriculum Change and New Learning Frameworks

| | |
|--------------------------------|--|
| 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. |

Our campus goals include providing a comprehensive, personalized, educational experience that prepares students to excel personally, professionally, and as citizens. The College of Business strives to achieve this goal in ways that align and relate with the first three principles of PRME.

1. **Purpose:** The vision of the UCCS College of Business is: “We are in the business of building successful futures™” All of our programs focus on achieving that vision not just for students, but also for our faculty, staff, alumni, campus, and region.
2. **Values:** We value student learning and emphasize principle-based, ethical decision-making and societal impact in our programs. A 2021 strategy session created a new mission and values that reflect the societal impact and ethical responsible management.
3. **Method:** Learning of responsible management is integrated in the classroom and extracurricular student engagement opportunities.

CURRICULUM

Learning Outcomes

The learning outcomes for the Bachelor of Science in Business, the MBA, and the Master of Science of Accounting include ethical decision-making in order to graduate responsible leaders.

Business, BS-Bachelor of Science

As future business leaders, our graduates will demonstrate:

- Principle based ethics to make socially responsible business decisions.

Business, MBA-Master of Business Administration

Our graduates will demonstrate the ability to:

- Make principle-based ethical decisions.

Business, MSA-Master of Science in Accounting

Our students will:

- Demonstrate the ability to recognize ethical and professional obligations of accountants.

Responsible Management Education

The MBA includes a required first course, titled **Strategic Foundations for Responsible Management** (STRT6000). The course focuses on preparing individuals to be responsible leaders in business and equips students with critical thinking skills and problem-solving frameworks used throughout the MBA program and their entire careers. Topics include the role and balance of responsibilities between businesses and government, stakeholder management, current public policy issues, and global trends affecting business.

Two undergraduate courses will be piloted in Spring 2022:

Introduction to Nonprofit Organizations: Nonprofit organizations serve a vital role in society and are subject to differing regulations and practices than for profit firms. This course is designed to give you a basic understanding of the value of nonprofit organizations, the benefits they serve to society, and the ways in which they operate.

Social Impact Strategy & Enterprise: Social entrepreneurship is an innovative way of using business to create solutions to environmental or social issues. Social entrepreneurs work in a new burgeoning sector of the economy that embraces this merger of mission and margin all while using the powerful economic engine of capitalism to be a force for good and their success is defined by how their business improves the world. The purpose of this course is to gain a greater understanding of Social Entrepreneurship and Social Impact Businesses and how their focus on higher purpose in addition to the pursuit of profits is reshaping the economy and capitalism.

Sustainability Education

The UN Sustainable Development Goals (SDG's) are incorporated into select classes in the College of Business. In the sport management program, undergraduate students learn of the SDG's in SPTM 4200 - Critical Issues in Sport Management. This course focuses on three issues: 1) the social-cultural context within which sports reside, 2) management and leadership of sports organizations, and 3) ethical issues faced by sport managers. The SDGs are integrated throughout the new MBA course STRT 6000 - Strategic Foundations for Responsible Management MBA students take the SULITEST, in a "Learning Mode", where students are given the right answers and sources to deepen their learning about Sustainable Development issues.

The Compass Curriculum is the campus-wide undergraduate, general education program at UCCS. Goal 3 specifies that students will cultivate self-awareness and understanding of their impact—locally, nationally, and globally. Students will be prepared to participate effectively in a society that encompasses diverse experiences, perspectives, and realities. This area includes:

- Responsibility—personal, civic, and social
- Engagement—creative, collaborative, artistic, and innovative
- Inclusiveness—competencies for cultural responsiveness across social differences in contexts ranging from local to global
- Sustainability—understanding the interaction between human development and the natural environment

Approved courses to meet the inclusiveness and sustainability requirement from the College of Business and Bachelor of Innovation include:

- INOV 1010 - The Innovation Process
- ENTP 1000 - Introduction to Entrepreneurship
- MGMT 3300 - Introduction to Management and Organization
- BGSO 4000 - Business, Government, and Society/NAVI 3202

Ethics Education

Ethics Integration into the Career Development R.O.A.R. Program.

The Career Development office of the College of Business to introduce and apply the DFEI principles in the R.O.A.R. (Relationships, Opportunities, Acumen, Readiness) program that prepares undergraduate College of Business students for their transition from college to career. In the 2020-21 academic year, 651 students were in the R.O.A.R. program. Of those, 99 UCCS students completed the R.O.A.R. experiential learning requirement. These can be non-credit internships, part- or full-time jobs, military services, and/or volunteer experiences. Students and sixty-eight employers completed an ethics agreement including the DFEI principles. There were thirty-seven students, and thirty-one business leaders in a mentoring program that includes ethics in the curriculum.

Ethics and Compliance in Business Graduate Course

In summer 2021, we piloted a graduate Ethics & Compliance in Business class. Twelve UCCS graduate students completed the course that included E2C training from ECI. Students realized that the DFEI principles were a roadmap or a foundation for quality ethics culture and program in an organization. The course is now a permanent class offered to all graduate students at UCCS and an elective for the MBA in Cybersecurity Management and Certificate in Cybersecurity Management.

Ethics education best practices

Through the support of the Daniels Fund Ethics Initiative at UCCS, new material on ethical decision-making is in the classroom. Assignments, PowerPoints, and videos for use in the classroom or for educator development appear on the DFEI at UCCS website.

The prestigious Daniels Fund Ethics Initiative (DFEI) awards fellowships to UCCS faculty and staff who demonstrate excellence in pedagogical activities related to applied business, professional and organizational ethics. Fellows are chosen through a highly selective application process. The DFEI Faculty Fellow champions ethics in their discipline and promulgates the outcomes of their project through publication, teaching, and public discussion.

Through the DFEI Ethics Fellows program, seventy-five classes at UCCS include principle-based ethical decision-making reaching 8393 students.

International Business Education

The College of Business prepares students to succeed in an international business world. We do this in three ways:

- Incorporate international business cases and concepts throughout the curriculum.
- Study Abroad opportunities for our students.
- Inbound study programs for international students wishing to study here at UCCS.

The Frankfurt School of Finance and Management (FSM) and UCCS are cooperating to offer Business students a Dual Degree. Upon successful completion of this unique program, students earn two bachelor's degrees - one from the Frankfurt School of Finance and Management, and one from UCCS.

For graduate students, we offer an MBA with emphasis on International Business that requires three classes and two electives. This option is available to our campus, distance, and executive MBA students. Undergraduate students may pursue a major or minor in International Business.

Study Abroad

International Business Seminars are one way that students can study abroad. These seminars run in the winterim and summer semesters. The College of Business offers seminar classes for Europe, China, and Southeast Asia. These courses can apply towards an international business emphasis elective or as a business elective at both the undergraduate and graduate level.

Students can also study abroad through other means – partner institutions via an exchange process, through third party providers, and as transfer credits from approved institutions.

The Business and Economics Summer Term (BEST) is an international academic program for juniors, seniors, and graduate students organized by the Mercator School of Management of the University of Duisburg-Essen in Duisburg, Germany. BEST offers courses in business, economics, and German language. The business and economics courses have an emphasis on the European economic environment. The courses are offered in English and require no previous German language.

From Summer 2019-Spring 2020 there were twenty-one business students at UCCS that studied abroad. The top three regions at the University of Colorado Colorado Springs are Europe, Central/South America, and Asia. With the three program types being UCCS Short-term, third-party providers and research/internships.

International Students

The College of Business has international students studying through the university's international endeavors, but the College also hosts and sends visiting/exchange students from and to our partner schools - Mercator School of Management at the University of Duisburg-Essen; Frankfurt School of Finance and Management; International School of Management, Management Center Innsbruck; Cologne Business School; Radboud University; Stockholm Business School; Munich Business School; Norwegian Business School; Loughborough University; Lillehammer University College; and the National Taiwan University of Science and Technology School of Management.

In Fall 2020 to Spring 2021, UCCS Global Engagement Office welcomed 158 international students from fifty-four countries. The top five countries represented are India, Saudi Arabia, Vietnam, China, and Nigeria.

| | Total | Graduate | Undergrad |
|---------------------------------|------------|-----------|-----------|
| Engineering and Applied Science | 64 | 54 | 10 |
| Letters, Arts and Sciences | 46 | 7 | 39 |
| Nursing and Health Sciences | 6 | 1 | 5 |
| Business | 23 | 7 | 16 |
| Education | 7 | 6 | 1 |
| Public Administration | 6 | 5 | 1 |
| Exchange and Non-degree | 6 | 2 | 4 |
| Total | 158 | 82 | 76 |

STUDENT ENGAGEMENT

UCCS offers opportunities for students, faculty, and staff to take part in conferences, workshops, and seminars at other universities and professional organizations, and on our campus with the objective of encouraging exploration of viable solutions to social and environmental issues. Business students have opportunities to gain experience about other cultures, international policy, and the economy through seminars, study abroad programs, interaction with international students, partnerships with international universities, and internships.

The DFEI at UCCS sponsors speakers and workshops to introduce ethical topics to a broad audience. Most events are open to students, faculty, staff, and the community. Due to COVID-19 remote learning limitations, ethics events were virtual and included events on the ethics of social worker, cybersecurity, community health, higher education, sport, and engineering. We sponsored a PGA Golf Alumni event that included a DFEI Principles scavenger hunt. The UCCS Southern Colorado Business Ethics Case Competition was virtual in 2020 and hybrid in 2021.

Examples of these events include:

- Annual EthicsFirst campus-wide keynote and workshop for UCCS staff, faculty, and students.
- Annual UCCS Ethics Essay Competition focused on current ethical issues.
- Annual Daniels Fund Ethics Initiative Consortium Case Competition in Denver, Colorado.
- Daniels Fund Consortium Ethical Summit.
- Annual U.S. Air Force Academy Character and Leadership Symposium.
- Annual Student Center for Public Trust Leadership Conference sponsored by the National Association of State Boards of Accountancy.
- UCCS Diversity Summit sponsored by UCCS Office of Sustainability and Multicultural Office for Student Access, Inclusiveness, and Community.
- El Pomar Institute for innovation & commercialization (EPIIC) Nights Speaker Series featuring industry experts in business, innovation, and entrepreneurship.
- Delta Sigma Pi student business club offers events and development opportunities for student social, ethical, professional, and business responsibility awareness and engagement.

Internships

The College of Business Career and Placement Office placed 185 interns for academic credit since Spring 2018. In addition, students in our PGA Golf Management and Sport Management programs experience international internships. The Sport Management program has strong ties with the Olympic Movement and the English Premier League. The Sport Management program placed 277 undergraduate interns from Fall 2018-Fall 2021. Of those internships, nine students completed a semester long internship with the English Premiere League soccer clubs. The PGA Golf Management placed 136 students from Fall 2018 – Fall 2021.

UCCSlead Ethical Leadership Program

UCCS offers an ethical leadership program, UCCS*lead*, to develop engaged and ethical world-changing leaders. This program is a co-curricular opportunity for student leadership development. Open to all undergraduate students, the program incorporates elements proven critical in the development of well-rounded, successful leaders including leadership training, academic coursework, individual mentoring, and engaged leadership experiences.

Research

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.

College of Business faculty members have a tradition of publishing relevant research in the areas of ethics, sustainability, leadership, and environmental management. Research published or presented at conferences by UCCS College of Business faculty includes:

Newland, B.L., **Aicher, T.J.**, Davies, M., & Hungenberg, E. (2021). Sport and ecotourism: Sustainability of trail racing events in US National Parks. *Journal of Sport & Tourism*, DOI:

10.1080/14775085.2021.1902374

Aicher, T. J. & Newland, B. L. (2021). Sport's future leaders: Workforce development in small sport organizations. *Sport Entertainment Review*. <https://serjournal.com/2021/02/15/sportsfutureleaders/>

Aicher, T.J., Buning, R. & Newland, B. (2020). Running through travel career progression: Social worlds and active sport tourism. *Journal of Sport Management*, 36(6), 542-553. doi.org/10.1123/jsm.2019-0256

Butler, B. N., **Aicher, T.J.** & Wieber, B. £ (2020). Junior College or the NCAA: The case of a U.S. women's tennis team with no U.S. players. *Journal of Global Sport Management*, 5(1), 83-101. DOI: 10.1080/24704067.2019.1670089

Rego, A., Yam, K., Owens, B., Story, J., Cunha, M., **Bluhm, D.**, & Lopes, M. (2019). Conveyed leader PsyCap predicting leader effectiveness through positive energizing. *Journal of Management*, 45: 1689-1712.

Rego, A., Owens, B., Yam, K. C., **Bluhm, D.**, Cunha, M., Silard, T., Goncalves, L., Martins, M., Simpson, A., & Liu, W. (2019). Leader humility and team performance: Exploring the mediating mechanisms of team PsyCap and task allocation effectiveness. *Journal of Management*, 45: 1009-1033.

Gallego, J. M. (2020). Cultivating Cultural Self-Awareness: Transforming IB Students into Effective IB Leaders. In *Examining Cultural Perspectives in a Globalized World* (pp. 65-93). IGI Global.

Gallego-Toledo, J. M. (2020). A Literature Review of Prejudice and Bias in Law Enforcement Where to Go, ResearchGate.net, June 23rd, 2020.

Gallego-Toledo, J.M (2019), *The Shadow of Bias on Leadership: How to Improve Your Team's Productivity and Performance Through Inclusion*, BookBaby Publishing, Pennsauken, NJ.

Nathaniel D. Line, Rodney C. Runyan, and **Tracy Gonzalez-Padron** (2019) "Multiple stakeholder market orientation: a service-dominant logic perspective of the market orientation paradigm", *AMS Review*, Vol 9 (1-2), pp. 42-60.

Fahrner, M. & **Harris, S.** (2020). Trust in NGBs boards: An analysis of board structures and governance arrangements. *European Sport Management Quarterly*.

Harris, S. Metzger, M. & Duening, T. (2020). Innovation in NGBs of sport: Investigating dynamic capabilities that drive growth. *European Sport Management Quarterly*.

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- Dowling, M. & **Harris, S.** (2020). *Comparative Sporting Nations: Theory and Methods*. Aachen, Germany: Meyer & Meyer.
- Harris, S.** & Jedlicka, S. (2020). The Governance of Sport in the U.S.A. In Zhang, J.J. & Pitts, B.G. *Sport Business in the United States*. New York, NY: Routledge.
- Harris, S.** (2020). Sport Organizations and their Response to Policy. In Slack, T. (Ed.), *Understanding Sport Organizations: The Application of Organization Theory*. Champaign, IL: Human Kinetics.
- Harris, S.** & Dowling, M. (2020). Politics and Power in International Sport. In Kluka, D., Goslin, A., de D'Amico, R.L., & Danylchuk, D. (Eds.), *Managing Sport Across Borders*. London, UK: Routledge.
- Pielke, R. & **Harris, S.** Adler, J., Sutherland, S., Houser, R. & McCabe, J. (2019). An evaluation of good governance in the U.S. Olympic sport context. *European Sport Management Quarterly*.
- Harris, S.** & Phillips, P. (2019). The Role of Non-Traditional Sporting Structures in Systemic Sport Governance. In Shilbury, D. & Ferkins, L. (Eds.), *Routledge Handbook of Sport Governance*. London, UK: Routledge.
- Hirschfeld, R.R.**, Bernerth, J.B. and Walker, H.J. (2021), Explaining Leader Well-Being in the Workplace from Leaders' Identity, Reputation, and Charisma. *Applied Psychology*, 70: 1295-1322. <https://doi.org/10.1111/apps.12276>
- Hirschfeld, R. R.**, & **Van Scotter, J.** 2019. Vocational behavior from the dark side. *Journal of Vocational Behavior*, 110: 303-316.
- Key, Thomas M.**, Carol Azab, & Terry Clark (2019), "Embedded Ethics: How Complex Systems and Structures Guide Ethical Outcomes," *Business Horizons*, 62 (3), 327-36. <https://doi.org/10.1016/j.bushor.2019.01.011>
- Cocieru, O.C., **Lyle, M.C.B.**, Hindman, L.C & McDonald, M.A. 2019. The 'dark side' of psychological ownership during times of change. *Journal of Change Management*, 19(4): 266-282.
- Kim, J., **Milliman, J. F.**, & Lucas, A. F. 2021. Effects of CSR on affective organizational commitment via organizational justice and organization-based self-esteem. *International Journal of Hospitality Management*, 92: 102691.
- Kim, J., **Milliman, J.**, & Lucas, A. 2020. Effects of CSR on employee retention via identification and quality-of-work-life. *International Journal of Contemporary Hospitality Management*, 32(3): 1163-1179.
- Van Scotter, J.R.**, Roglio, K.D. CEO Bright and Dark Personality: Effects on Ethical Misconduct. *J Bus Ethics* **164**, 451–475 (2020).
- Van Scotter, J.R.** Narcissism in CEO research: a review and replication of the archival approach. *Manag Rev Q* **70**, 629–674 (2020).

We work closely with economics, health sciences, engineering and other disciplines that interact with business organizations. Research and presentations from faculty include the following.

Greenwood, Daphne T (2019) The Three Faces of Labor: Sustainability and the Next Wave of Automation, *Journal of Economic Issues*, 53:2, 378-384, DOI: [10.1080/00213624.2019.1594516](https://doi.org/10.1080/00213624.2019.1594516)

Derrien, M. M., Cervený, L. K., & **Havlick, D. G.** (2020). Outdoor programs for veterans: Public land policies and practices to support therapeutic opportunities. *Journal of Forestry*, 118(5), 534-547.

Gibbes, C., & Skop, E. (2020). The messiness of co-produced research with gatekeepers of resettled refugee communities. *Journal of Cultural Geography*, 37(3), 278-295.

Gibbes, C., Hopkins, A. L., Díaz, A. I., & Jimenez-Osornio, J. (2020). Defining and measuring sustainability: A systematic review of studies in rural latin america and the caribbean. *Environment, Development and Sustainability*, 22(1), 447-468.

Harris, D. M. (2020). Expanding Climate Science: Using Science Fiction's Worldbuilding to Imagine a Climate Changed Southwestern US. *Literary Geographies*, 6(1), 59-76.

Harris, D. M. (2020). Telling stories about climate change. *The Professional Geographer*, 72(3), 309-316.

Harris, D. M., & McCarthy, J. (2020). Revisiting power and powerlessness: Speculating on west Virginia's energy future and the externalities of the socioecological fix. *Environment and Planning. E, Nature and Space*.

Wilmking, M., Maaten-Theunissen, M., Maaten, E., Scharnweber, T., Buras, A., **Biermann, C.**, Gurskaya, M., Hallinger, M., Lange, J., Shetti, R., Smiljanic, M., & Trouillier, M. (2020). Global assessment of relationships between climate and tree growth. *Global Change Biology*. Vol 26: 3212– 3220.

Reguant-Closa, A., Harris, M. M., Lohman, T. G., & **Meyer, N. L.** (2019). Validation of the athlete's plate nutrition educational tool: Phase I. *International Journal of Sport Nutrition and Exercise Metabolism*, 29(6), 1-635.

Mujkic, E., & Klingner, D. (2019). Dieselgate: How hubris and bad leadership caused the biggest scandal in automotive history. *Public Integrity*, 21(4), 365-377. doi:10.1080/10999922.2018.1522180

Mujkic, E., & Klingner, D. (2020). "Dieselgate:" how different approaches to decentralization, the role of NGOs, tort law and the regulatory process affected comparative U.S. and European Union outcomes in the biggest scandal in automotive history. *International Journal of Public Administration*, 43:7, 611-620.

Gangemi, S. (2019). "Are they mental health or behavioral?": toward object relations translation for corrections officers. *International Journal of Applied Psychoanalytic Studies*. 2019: 1-14

Larkin, K.T.; Slaughter, M.; Wood, R.; and Corbett, K. 2020: Cultural Resource Survey, Phase 2: Architectural and Ethnographic Survey and Tribal Consultation UCCS Campus, El Paso County, prepared for the History Colorado, State Historic Fund in partial fulfillment of SHF Grant 2018-M1-010, Colorado Historical Society Office of Archaeology and Historic Preservation, Denver, Colorado.

Horner, D. E., Sielaff, A., **Pyszczyński, T.**, & Greenberg, J. 2021. The role of perceived level of threat, reactance proneness, political orientation, and coronavirus salience on health behavior intentions. *Psychology & Health*: 1-20.

Partnerships

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.

A robust network of partnerships is necessary for the program to achieve success. Close ties with the community and other consortium members ensure incalculable public engagement and outreach to allow the program to achieve its stated objectives. The University and the College of Business are involved with the community and recognized for their engagement efforts. International collaborations provide opportunities for dialog on global social responsibility.

The UCCS College of Business Economic Forum

The UCCS Economic Forum is the leading source of unbiased and rigorous information for the Pikes Peak region. Data is continuously updated and actively used in the community to inform and drive economic development and business decisions.

The UCCS Economic Forum:

- Provides the local community with timely and accurate economic data to help inform business and government decision making,
- Provides and tracks metrics to help gauge the economic "health" of the region.
- Provides tailored analytical services to local organizations that focus on community and economic development.
- Provides local and state presentations to educate individuals about the business and economic climate in the region.

UCCS College of Business Alumni Association

The UCCS College of Business Alumni Association is an active group that helps alumni stay connected to the College and one another by fostering and maintaining relationships, creating ongoing networking activities, providing educational opportunities, and sponsoring social events that include ethical and sustainable themes. The action team recruits for networking, community outreach, leadership development, mentoring, and communication. The Alumni group has about 50% of its members live in Colorado Springs and the Front Range. They represent professionals in the fields of accounting, finance, marketing and development, information technology, and corporate and sport management. Partnerships with our alumni help students in finding jobs, fill positions/internships at local companies, promote continuing education and community forum opportunities, and provide networking events.

Daniels Fund Ethics Consortium

The UCCS College of Business continues to implement its grant from the Daniels Fund to help instill a high standard of ethics in students attending the university. The primary goal of the Daniels Fund Ethics Initiative Collegiate Program is active engagement of students through instruction that generates practical applications that are relevant to the business world and the changing global environment. As part of the Daniels Fund Ethics Initiative, UCCS is part of a ten business-school and one law school consortium that includes the Colorado Mesa University, University of Wyoming, University of Utah, University of Colorado Denver, University of Denver, Colorado State University, New Mexico State University, University of Northern Colorado, University of New Mexico and University of Colorado Business School and Law School. The universities in the consortium collaborate on developing programs that instill a high standard of ethics in business school students. UCCS College of Business Dean Karen Markel and UCCS Ethics Initiative Director Dr. Tracy Gonzalez-Padron are members of sub-committees of the consortium.

Southern Colorado Higher Education Ethics Champion Program

In the spring of 2016, UCCS College of Business started a pilot program to nine colleges and universities in the Southern Colorado Higher Education Consortium through the support of the DFEI at UCCS. College presidents selected one faculty member to be an Ethics Champion for their campus. The Ethics Champion engages with the DFEI at UCCS to spread learning opportunities to their respective campus as well as develop materials. UCCS conducts orientation workshops for all champions; provides access to additional workshops, faculty roundtable discussions, and speaker series.

Since 2016 we have expanded the number of champions from each school. Now having 2-3 champions per school. In addition, The United States Air Force Academy has joined making that our 10th school in the Southern Colorado Ethics Champion Program.

Events and sharing of responsible management topics include:

- The 2021-2022 **Ethics Fellow & Champion Orientation** welcomed the incoming cohort of nine UCCS DFEI Fellows, sixteen SCHEC Ethics Champions and seven UCCS DFEI Student Ethics Ambassadors.
- **Spring 2021 Southern Colorado Ethics Summit** took place on April 22nd and 23rd. the Southern Colorado Ethics Summit is designed to be an immersive and relevant educational experience that promotes and demonstrates the value of principle-based ethics. We welcomed two keynote speakers as well as two panel sessions on the topic of the competitive advantage of ethics.
- **UCCS DFEI Ethics Fellow Roundtables** is an opportunity for each ethics fellow that academic year to get up in front of their peers and present their project as well as their progress on that project for the academic year.

Student Ethics Ambassadors

In Fall 2019 The Daniels Fund Ethics Initiative at UCCS has created a unique opportunity for students to engage in the ethics initiative, partner with an ethics fellow, and gain program-based work experience.

Since the program launched, we have had five ambassadors in the 2019-2020 academic year and sixteen ambassadors in the 2020-2021 academic year. Each ambassador works with a UCCS Ethics Fellow to implement a project in ethics education.

Mountain West Cybersecurity Consortium

A Mountain West Cybersecurity Consortium includes representatives from schools in Colorado and New Mexico around the topics of cybersecurity research and education. Attendees besides UCCS come from University of Northern Colorado, University of Denver, University of Colorado Boulder, congressional legislative branches, New Mexico State University, Western State Colorado University, and CU Office of Government Relations.

International Collaborations

The UCCS Global Engagement Office hosted the following delegations to help promote and foster internationalization, global learning for students, faculty and staff, future partnerships (revenue generating as well as exchange), as well as showcase the campus and scholarship at UCCS. Delegations for the 2017-2018 Academic Year include the following:

- Kuwaiti Consulate, advising and sponsored student visit
- Student Exchange Visitor Program (Regional Representative), International Student and Scholar Overview
- The School of Public Administration, Mexican Post-Doc program, farewell event
- Metropolitan State University, University officials, international education overview
- Colorado Springs, Visit the City discussion on international collaborations
- Resource Exchange International, hosting future visitors overview and discussion
- Department of State – World Affairs Council, Department of State Youth Leader Awardee, Nicaragua
- Department of State – World Affairs Council, Asia delegation (cancelled due to university closure)
- Peace Corps representative visit
- Student Exchange Visitor Program (Regional Representative)
- Partnership with National Student Exchange Partner in Puerto Rico and a shared international programming series; Explore Your World
- Meetings with international organizations, like EducationUSA, that explored virtual partnerships and interest, Hosting of Fulbright Visiting Students and Scholars (Russia and Libya)

UCCS College of Business partner schools include the Mercator School of Management at the University of Duisburg-Essen; Frankfurt School of Finance and Management; International School of Management, Management Center Innsbruck; Cologne Business School; Radboud University; Stockholm Business School; Norwegian Business School; Loughborough University; Lillehammer University College; and the National Taiwan University of Science and Technology School of Management.

UCCS faculty take part in teaching partnerships, guest faculty programs, and other collaborations:

- Carol Finnegan, PhD, led a virtual study abroad program to Japan with collaborations with Keysight Technologies, Coca Cola – Japan, and Kyoto University. (March 2020)
- Rashell McCann and Carol Finnegan, PhD, had meetings with ISM to develop a study abroad to Munich, Germany in Luxury Marketing. Plan to run the program in 2023. (Summer 2021)
- Carol Finnegan, PhD, received a grant from the Jewish National Fund to go to Israel for an educational exchange in 2022.

Organizational Practices

We understand that our own organizational practices should serve as examples of the values and attitudes we convey to our students.

Recognizing that institutions of higher learning have a responsibility to exercise leadership and create the future, UCCS actively pursues sustainability and ethics.

UCCS strives to be a campus where committed campus administrators, in partnership with a dedicated faculty, staff, and student body, provide leadership and expertise to local, regional, and global sustainability efforts. We recognize our obligation to educate the university community about the importance of individual and institutional environmental and social responsibility, and to prepare our students by integrating sustainability literacy into academic learning and research across the curriculum and between the colleges.

The College of Business has a Diversity, Equity, and Inclusion Council with members from faculty and staff. The council will create programs to strengthen an inclusive culture for all stakeholders, including students, faculty, and staff.

The University of Colorado Colorado Springs was a charter participant in the Sustainability Tracking, Assessment and Rating System (STARS) developed by the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS provides meaningful comparisons of sustainability over time and across institutions using a common set of measurements, create incentives for continual improvement toward sustainability, and build a stronger, more diverse campus sustainability community.

The Spring 2021 UCCS received a gold star rating with an overall score of 65.05. This report will be valid through May 12, 2024. This report targets key sustainability areas such as Air & Climate, Buildings, Energy, Food & Dining, Grounds, Purchasing, Transportation, Waste and Water. Through this report UCCS can examine how sustainable our campus is and where are improvement opportunities.

III. Future Perspectives/Key Objectives

Because of the progress and experience gained during the past years, the College of Business at the University of Colorado Colorado Springs is eagerly anticipating upcoming accomplishments that fit within our core values and core strategies.

Learners First

1.1 Deliver a curriculum for lifelong learning to meet the challenges of a changing business environment.

- Strengthen ethical leadership as a focus in the Mini-MBA program, an executive education program for professionals.
- Integrate ethical decision-making and responsible management in latest programs in cybersecurity management, including the Executive Doctoral in Business Administration in Cybersecurity Management (EDBA-Cyber), the MBA in Cybersecurity Management, and certificate in cybersecurity management.
- Evaluate ethics education of current students and alumni.

1.2 Leverage technology to deliver innovative and adaptable educational programs.

- Share best practices to support responsible management, ethics, and SDGs.
- Train faculty on design for inclusive classrooms.

1.3 Provide a supportive, challenging, collaborative, and experiential learning environment.

- Build on experiential learning and seek new opportunities for social impact.
- Promote involvement in UCCS Ethics Club (SCPT).

2. Build Community

2.1 Serve as a hub connecting students, alumni, local businesses and organizations, and the broader community.

- As a DFEI Collegiate Program school, the business community views UCCS College of Business as a leader in ethics education and seeks to collaborate on ethics activities and course offerings. An ethics initiative community advisory committee could offer guidance on how best to reach the needs of the southern Colorado region.

2.2 Engage with traditionally underrepresented groups and prioritize work that advances equity, diversity, and inclusion.

- College of Business Diversity, Equity, and Inclusive Council to organize student and employee initiatives.

2.3 Cultivate a brand and culture that supports the success of all stakeholders.

- Regular newsletters to college of business students, employees, and alumni/community promote an inclusive environment, will advocating for responsible management practices.
- Monthly engage in ethics newsletter invites campus and southern Colorado newsletter to seek opportunities for ethics education.

3. Make a Difference

3.1 Produce high-quality, impactful research.

- Encourage research on responsible management topics.

3.2 Pursue competitive and collaborative opportunities that further our mission.

- Further opportunities for niche programs creating value responsibly.

3.3 Emphasize principle-based, ethical decision-making and societal impact in our programs.

- Evaluate assurances of learning and invest in needed improvements.

***We are in the business of building
successful futures.™***



College of Business

UNIVERSITY OF COLORADO **COLORADO SPRINGS**

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