

UNIVERSITY OF COLORADO AT COLORADO SPRINGS

Principles for Responsible Management Education (PRME)

Sharing Information on Progress (SIP) Report 2009-2010

PRME Principles for Responsible
Management Education



UNIVERSITY
OF
COLORADO
AT COLORADO SPRINGS

COLLEGE OF BUSINESS AND ADMINISTRATION

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I. Our Letter of Renewed Commitment



On behalf of the University of Colorado at Colorado Springs, I am pleased to present a report on our progress toward the United Nation's Principles for Responsible Management Education (PRME). This progress report constitutes our renewed commitment to the principles.

The value of economic assets change based on whether we are enjoying a boom or a bust in our economy. There is one asset, however, that reliably maintains its value no matter what the circumstances are: integrity and ethics.

The UCCS College of Business appreciates the urgency to produce students with creative and adaptable 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.

In our ongoing endeavor to instill sound decision-making skills in our students, we are pleased to accept the challenge to improve our programs through the principles adopted by PRME. We believe PRME is one way in which we can help our students build successful futures.

A handwritten signature in black ink that reads "Venkat Reddy". The signature is stylized with a large, flowing "V" and "R".

Venkat Reddy, PhD
Dean

II. College of Business

The College of Business serves approximately 1,300 undergraduate and 250 graduate students on-campus and another 225 on-line graduate students; it awards the Bachelor of Science in Business Administration degree (BS), Bachelor of Innovation™ degree (BI) and the Master of Business Administration degree (MBA). All programs are accredited by AACSB International—The Association to Advance Collegiate Schools of Business. AACSB International accreditation is the highest assurance of learning standards that a college of business can earn, with less than 5% of business schools worldwide holding this distinction.

The College of Business has a team of 40 full-time faculty and 16 staff. Our curriculum provides students with academic rigor, relevant learning lab experiences, and the opportunity to pursue their degrees in several traditional areas of business as well as some specialized areas such as PGA Golf Management, Innovation, and Sport Management. The MBA degree is offered through on-campus and online classes with several areas of emphasis. The College also offers an Executive MBA Program taught in conjunction with the University of Colorado at Boulder and University of Colorado at Denver. Besides traditional degrees, the College offers a select set of certificate programs.

The College of Business is well known for its community engagement, as evidenced by its recognition in 2008 with a *Community Enhancement Award* by the Colorado Springs Economic Development Corporation. In 2010, readers of the *Colorado Springs Business Journal* voted the College of Business as the “Best Business School in Colorado” for the fourth year running. The *Journal* also recognized the College as having the best MBA and best online program in Colorado. All programs and offerings are designed to meet the needs of our local and broader communities. As evidence of our responsiveness, in 2007 we established a highly successful Bachelor of Innovation™ degree in partnership and collaboration with the UCCS College of Engineering.

More than 50% of our business graduates stay in the community and contribute to the economic development of the Pikes Peak region. Many of our alumni are leaders in our community and elsewhere. In 2007, the College initiated a formal program to identify and build productive relationships by creating a Business Alumni Association. Association members are already serving the College and its multiple stakeholders in such roles as members of the Dean’s Executive Advisory Board, ambassadors, mentors, and financial investors.

Our Vision, Mission and Core Values

Vision

We are in the business of building successful futures.™

Mission

To be an *internationally accredited and recognized* College of Business that is an exciting place to be for students, faculty, staff, and others we serve, and that is known for its high quality undergraduate and MBA programs, areas of emphasis, and select specialized programs that build on our unique capabilities and market opportunities. We will achieve our mission by:

- Earning a reputation for being the premier provider of business education in the markets we serve.
- Having internationally recognized faculty who are committed to teaching excellence and publishing valuable business research and knowledge.
- Providing an innovative, current, business education of superior quality that integrates theory and practice and provides students with relevant knowledge and experiences in and outside the classroom.
- Providing valued service to the people, communities, and disciplines we serve.
- Attracting and retaining a diverse group of highly qualified students, faculty, and staff to our programs

Core Values

Student Success

Paramount to everything we do and one of the keys to our uniqueness and success is our dedication to helping students succeed in our programs and in their careers.

Excellence, Integrity, and Professionalism

We believe that things worth doing are worth doing right with the highest ethical standards.

Innovation

We want to encourage and be known for innovative thinking, practices, and programs.

Building Relationships

We are committed to developing mutually beneficial relationships and teamwork with all of our stakeholders.



Ethics & Responsible Management Initiative

The University of Colorado at Colorado Springs College of Business has established an initiative for Ethics and Responsible Management to promote ethical decision-making and responsible management in business. We aim to encourage dialogue on business ethics and global responsible management among our students, staff, faculty, and the community. The initiative will provide a mechanism for implementation of the Daniels Fund Ethics Initiative and the Principles for Responsible Management Education, engaging with all disciplines from the College of Business and other colleges on the campus. Initiative activities will focus on four program areas: ethics (ethical decision-making, ethical leadership, organizational ethical programs), corporate social responsibility, sustainability, and corporate governance.

Our aim is to be a recognized resource for ethical leadership and responsible management in three areas:

- **Education:** To emphasize corporate social responsibility and ethical leadership in business through academic activities and curricula.
- **Action & Advocacy:** To contribute to the development of ethics and responsible management in business through community outreach, educational conferences, business and nonprofit partnerships, and regional consortiums.
- **Research:** To develop international, interdisciplinary, and practice-oriented research on ethics education and global responsibility.

The University of Colorado at Colorado Springs College of Business was awarded a \$1.25 million grant from the Daniels Fund to help further instill a high standard of ethics in students attending the university. The primary objective of the Daniels Fund Ethics Initiative is active engagement of students, not research, or publishing. Instruction will include real-world practical application, be applicable to the business world, and be relevant to the changing global environment. Expected outcomes include:

- Student learning
- Involvement of the business community
- Outreach to other educational institutions
- Outreach to non-business disciplines on campus

An Advisory Committee has been formed with department representatives within the College of Business to act as a liaison for their department/discipline, to identify and seek assistance in developing course material, promote activities and events among COB community, and lead special projects.

Alignment with Vision

The vision of the University of Colorado at Colorado Springs highlights student-centered teaching and learning, outstanding research and creative work that serve our community, state, and nation. This results in our recognition as a premier comprehensive, regional research university in the United States.

Our participation in PRME aligns with the College of Business vision, mission, and core values, with objectives that help the University of Colorado at Colorado Springs achieve their goals.

UCCS 2010 Campus Goal	Initiative Objectives
Provide a comprehensive, personalized, educational experience that prepares students to excel personally, professionally and as citizens.	<p>Promote the development of ethically responsible students in the College of Business.</p> <ul style="list-style-type: none">• Demonstrate ethical culture in the College of Business• Identify and support ethical and responsible management components in business courses.• Encourage development of course materials and new courses that provide foundations of ethical decision-making and responsible management. <p>Provide opportunities for student activities and recognize student achievement in business ethics.</p> <ul style="list-style-type: none">• Encourage student involvement in ethics and responsible management on campus.• Encourage student participation in events at other universities and business conferences.
Enhance research, scholarship, and creative works on the campus and in the community.	<p>Represent UCCS COB at national conferences relating to ethics and responsibility.</p> <p>Publish relevant research in academic and practitioner journals related to sustainability, leadership, and ethics.</p>
Expand and strengthen community partnerships.	<p>Offer faculty development workshops to Community College and other higher education institutions.</p> <p>Support existing programs relating to business ethics and responsible management with business and nonprofit organizations.</p> <p>Encourage new programs, such as service learning opportunities.</p>

III. The Principles for Responsible Management Education

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 2010 campus goals included providing a comprehensive, personalized, educational experience that prepares students to excel personally, professionally, and as citizens. The College of Business strived to achieve this goal in ways that align with the first three principles of PRME: relating to purpose, values, and method.

Purpose: The vision of the 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.

Values: Through our Ethics & Responsible Management Initiatives, we aim to promote the development of ethically responsible students in the College of Business and beyond.

Method: We strive to enable effective learning through three approaches – curriculum, service learning and student engagement.

Curriculum

The College of Business has a history of teaching responsible management and ethics largely through integration of social issues throughout the curriculum. There are two senior level capstone classes dealing with government and societal concerns in business and with business policy. In addition several academic disciplines on the campus offer ethics courses, including the School of Public Affairs, the College of Nursing, the College of Education and the Philosophy and Communication departments in the College of Letters, Arts and Sciences.

Responsibility for exercising oversight over the Business curriculum resides upon our graduate and undergraduate management teams, consisting of administrators, support staff, and faculty, while the responsibility for offerings within specific emphasis areas rests with the faculty in individual departments. Just a few examples of ethical issues addressed in the classroom include:

- Marketing students are confronted with issues pertaining to product safety, promotional integrity, environmental impact, and price discrimination.
- Accounting students learn about the insufficiency of accounting standards for providing useful information to the capital markets and other users of financial statements.
- Operations management students are led to assess the ethical implications concerning such things as domestic and international production outsourcing in the context of environmental impact and human working conditions, not just overall production costs.
- Finance curriculum students are confronted with various scenarios that involve gray areas of ethics in analysis and structuring of transactions and financial instruments.
- Management students explore leadership qualities related to ethics and learn to model the ethical decision process and apply it in case studies.
- Students in the strategic management course learn and apply ethical principles in practice with a special concentration on the qualities demonstrated by managers who make ethical decisions.
- Quantitative methods curriculum shows students the proper application of statistical methods, sampling procedures, and the avoidance of using misleading statistics.

Sustainable Development Minor

Business students have the option to obtain a Sustainable Development Minor through the departments in the College of Letters, Arts and Sciences. Sustainable Development is an interdisciplinary minor with courses in sustainability and environmental studies from departments and colleges across the university. Courses emphasize experiential, project-based service learning. The minor is designed to prepare students for the challenges and obligations of the 21st century, specifically by contributing to UCCS and local organizations on issues relating to the environment and social equity, promoting economic vitality, and recognizing civic responsibilities both at home and abroad.

Business courses meeting requirements to achieve the minor include:

- HRMG 485 - Directed Research Projects in Human Resources and Management
- BUAD 390 - Improving Personal and Team Creativity

Business Management for Sustainable Development Minor

Students pursuing a major in Geography and Environmental Sciences are able to complete a Business Management for Sustainable Development Minor through the College of Business. The minor consists of twenty-one credit hours of business courses.

International Business Majors, Minors, and Certificates

Competition is increasingly global. It is important that managers understand the implications of these changes and the processes that influence the world economic, cultural and political arenas. The College of Business offers a number of opportunities for business students to prepare for the challenges of global business. 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.

Service Learning

Students participate in service learning through classroom projects. Service learning refers to “a teaching and learning strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities.” (www.servicelearning.org) Undergraduate and graduate business students complete marketing plans, leadership studies, social audits, and sustainable business assessments for nonprofit organizations such as Goodwill, Habitat for Humanity, Susan G. Komen for the Cure, the Humane Society and Pikes Peak Partnership.

A class of 35 master’s- level business students conducted a 360-degree study of regional alternative energy issues for the City of Colorado Springs.

“The results of the study are significant because they provide real answers to critical questions about the region’s growth prospects,” Fred Crowley, senior instructor, Business, said. “We do not have to wonder about ‘what if’ situations. We have solutions. What these students have learned can help our entire community focus its efforts to move us into the era of renewable energy.”

Student Engagement

The College of Business at UCCS offers opportunities for students to participate in conferences, workshops, and seminars at other universities, professional organizations and on our campus to encourage thought about solutions to social and environmental issues. A few examples of these events include:

- ◆ Conscious Capitalism at the University of Colorado Boulder.
- ◆ Southern Colorado Sustainable Communities Conference in Colorado Springs, Colorado.
- ◆ CORE Sustainability Opportunities Summit in Denver, Colorado.
- ◆ “Big Picture” Social Marketing Workshop by Dr. Christie L. Nordhielm at UCCS.
- ◆ "Nurture Your Inner Alice-in-Wonderland for a Sustainable World" by Franke James at UCCS.

The College of Business sponsored its first Ethics Essay Competition in 2010, awarding scholarships of \$1500 and \$1000 to the top winning entries. It is expected to continue this scholarship opportunity through the coming years.

The College of Business has a newly formed Net Impact graduate/undergraduate student organization. The mission of the organization to improve the world by growing and strengthening a network of leaders who use the power of business to make a positive net social, environmental, and economic impact.

Business students have opportunities to learn about other cultures, international policy, and issues from a globalized economy through seminars, study abroad programs, international students, partnerships with international universities, and internships.

Study Abroad

The College of Business encourages students to study abroad through International Business Seminars. Students participate in lecture-discussion sessions with executives of various multinational corporations, local business firms, and government agencies. The Seminars emphasize marketing and management functions and can be taken for 3 semester units of upper-division undergraduate (BUAD461) or graduate business credit (BUAD699). For MBA students, the credit could be applied toward an International Business Emphasis or as an Elective. Non-business majors may also be able to take the course for credit as an elective.

Students in the Executive MBA program jointly administered by UCCS and University of Colorado at Denver enroll in a required business trip during which participants explore foreign offices and plants, talk with foreign business personnel and government officials, and participate in cultural activities to gain real-world knowledge of the international business arena.

International Students

The College of Business has students from around the world, including students from the Mercator School of Management at the University of Duisberg-Essen, the Frankfurt School of Finance and Management, the International School of Management in Dortmund, Germany, and the National Taiwan University of Science and Technology School of Management in Taipei, Taiwan. UCCS International Student Services welcomes students from over seventy countries, embracing multiple religions, cultures, and diverse lifestyles.

Faculty Exchanges

The College of Business has partnerships with universities in Taiwan that provide for faculty exchanges, bringing leading scholars from around the world to our classrooms and sending our faculty to teach in their classrooms. In August 2010, two faculty from Ching Yun University, Taiwan presented at the College of Business.

International internships

Some students in our PGA Golf Management and Sport Management programs participate in international internships. Recently our students have returned from Mainland China and the Provence region of France.

"Changing the world by investing in girl's and women's leadership worldwide"

In addition to College of Business efforts, UCCS Chancellor Shockley-Zalabak serves as a board member for the Centre for Development and Population Activities (CEDPA). CEDPA is an international organization focused on improving the lives of girls and women in developing countries. The university was able to host a symposium at UCCS featuring four of the top leaders of this organization attended by faculty and students.

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 have a tradition of publishing relevant research in the areas of ethics, sustainability, leadership, and environmental management. For example, Professor of Accounting Dr. Paul Miller has identified and exposed through publications the issue of whether minimum compliance with accounting standards is sufficient for building productive relationships with capital markets. Professor of Management Dr. John Milliman's work focuses on the area of spiritual leadership with the core value of Ethical Leadership. Assistant Professor of Marketing, Dr. Tracy Gonzalez-Padron, wrote an ethics-related dissertation entitled: *Turning Corporate Social Responsibility into Opportunity: A Study of Stakeholder Orientation and Marketing*. These faculty and others provide an outstanding foundation for research of responsible management for the College of Business.

Research published or presented at conferences includes:

French, Monique and Milliman, John (2008). Effective reuse of product returns: Enhancing sustainability and the bottom line. *Environmental Quality Management*, 17(4), 1-10.

Finnegan, Carol, Eric Olson, and Stan Slater (2009) It's More Than Just Green to be KEEN, *Marketing Management*, September/October, Vol.18, No.5, pp.26-29.

Gonzalez-Padron, Tracy and Robert W. Nason (2009) "Market Responsiveness to Societal Issues," *Journal of Macromarketing* Vol. 29 (4), pp. 392 - 405.

Gonzalez-Padron, Tracy. (2009) "Stakeholder Orientation: Development and Testing of an Expanded Framework for Marketing Strategy." Special Interest Group Track at EMAC 2009 Conference, whose title is "Managing Multiple Stakeholder Relationships: Dealing With the Tensions Between Stakeholders".

Gonzalez-Padron, Tracy. (2009) "A Stakeholder Approach to Corporate Social Responsibility: Does Family Matter?" extended abstract, *5th Annual Family Enterprise Research Conference*, April 2009.

Milliman, John, Ferguson, Jeff, Grosskopf, John and **Sylvester, Ken.** (2009). Securing executive support for sustainability programs through integrative and partnering skills. *Environmental Quality Management*, 19(2), 1-12.

Ferrell, OC, **Tracy Gonzalez-Padron**, G Tomas Hult and Isabelle Maignan, (2010) "From Market Orientation to Stakeholder Orientation," *Journal of Public Policy & Marketing* Vol 29 (1), pp. 93-96.

Francis, Bill B., Iftekhar Hasan, Qiang Wu and **Mingming Zhou.** (2010). "Bank Monitoring, Dual-class Shares, and Cost of Capital", presented at Bank of Finland Seminar, August 12, 2010

Francis, Bill B., Iftekhar Hasan, Xian Sun and **Mingming Zhou**, (2010). "Political Connections and Cost of Going Public: Do Institutions Matter?"- Presented at Bank of Finland Institute for Economies in Transition (BOFIT) seminar, August 18, 2010. (presented by Mingming Zhou)

Iftekhar Hasan, Haitian Lu, Tuomas Takalo and **Mingming Zhou**. (2010). "Rule of Law, Political Institutions, and Innovation: An Empirical Investigation", presented at Federal Reserve Bank at Cleveland, June 3, 2010. (presented by Mingming Zhou).

Chabowski, Brian, Jeannette Mena and **Tracy Gonzalez-Padron**, "The Structure of Sustainability Research in Marketing, 1958-2008: A Basis for Future Research Opportunities" forthcoming in *Journal of Academy of Marketing Science*.

Gonzalez-Padron, Tracy, "Ecolab Inc.: Encouraging Ethical Leadership in Global Sales," forthcoming in a book titled, *Lessons In Leadership: Learning From Real World Cases*.

Gonzalez-Padron, Tracy. "Social Responsibility as a Strategy." Forthcoming in "International Business in the 21st Century".

Gonzalez-Padron, Tracy. (2010) "Public-Private Partnerships at the Base of the Pyramid", Panel Presenter at Marketing Management Associations 2010 Spring Conference, Chicago.

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.
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Principle 6 Dialogue:	We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.
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A robust network of partnerships is necessary for the program to achieve success. Close ties with community and other consortium members ensure incalculable public engagement and outreach to allow the program to achieve its stated outcomes. The University and the College of Business are very involved with the community and have been recognized for their engagement efforts. Our outreach includes a number of specific ways the University and the College of Business connect with our community - Southern Colorado Economic Forum; Small Business Development Center; El Pomar Institute for Innovation and Commercialization; Alumni Association activities. Campus and college leadership serve as members on a variety of community boards and committees, including the Economic Development Corporation and Colorado Springs Chamber as well as other business and non-profit organizations.

Dean's Executive Advisory Board

The College of Business has an advisory board consisting of both alumni and business leaders who care deeply about the growth of the College as well as the local community. Board members come from both profit and non-profit organizations. The Dean of the College relies upon the board for input and support on a variety of issues, including strategic planning and community engagement. We expect the board to be explicitly involved in building ethical leadership in the college and seeking help from local leaders in integrating it more effectively.

Southern Colorado Economic Forum

The Southern Colorado Economic Forum brings together local experts from the public, private, and academic sectors to report on our economy. Thought of by many as our region's economic "State of the Union," the Forum offers the community an annual snapshot of local economic activity and provides forecasts to help businesses plan for the upcoming year. This valuable research about where our community has been and where we are headed is made possible through a cooperative effort between UCCS and local business sponsors. This long-standing partnership between the academic and business communities has produced timely, accurate, and objective economic data to guide local businesses for more than a decade.

El Pomar Institute for Innovation and Commercialization

The University of Colorado's El Pomar Institute for Innovation and Commercialization (EPIIC) was created in the spring of 2008 at UCCS. The thrust of EPIIC is to play a role in the early development of new ideas and products and to aid people in taking their ideas to market. Connecting academia with the business community and with the local, state, and federal government through innovation and commercialization will provide short- and long-term benefits to Colorado Springs and the surrounding area. EPIIC's mission is to support economic development by providing technology-centered enterprises with access to capital and business information, with an emphasis on sectors recognized as critical to the regional economy; to utilize research with other organizations which assist companies; to provide services through a web of personal connections and information resources; and to catalyze changes in the business climate to establish Colorado Springs as a center for entrepreneurial high-tech companies. El Pomar Foundation has endowed three chairs in EPIIC. Dr. Tom Duening serves as El Pomar Chair in Business and Entrepreneurship and Director of the Center for Entrepreneurship.

Daniels Fund Ethics Consortium

The University of Colorado at Colorado Springs (UCCS) College of Business was awarded a \$1.25 million grant from the Daniels Fund to help further instill a high standard of ethics in students attending the university. As part of the Daniels Fund Ethics Initiative, UCCS is part of an eight-school consortium that includes University of Wyoming, University of Utah, University of Denver, Colorado State University, University of Northern Colorado, New Mexico State University, and the University of New Mexico. The universities in the consortium will collaborate on developing programs designed to instill a high standard of ethics in business school students. Dean Venkat Reddy and Dr. Tracy Gonzalez-Padron are members of sub-committees of the consortium.

Better Business Bureau (BBB) GE Johnson Marketplace Ethics Award

The Better Business Bureau of Southern Colorado partnered with the University of Colorado at Colorado Springs (UCCS) College of Business to create an award called the GE Johnson Award for Marketplace Ethics. This newly created award - sponsored by a local company - will honor companies who have demonstrated an outstanding commitment to create and maintain a fair marketplace through ethical business practices. Students from UCCS nominate companies or help companies assess if they meet the criteria for the award. Dr. Tracy Gonzalez-Padron worked with the BBB to establish the judging process for the award.

Junior Achievement "Teaching Business Ethics" Partnership

The objective of this partnership is to identify and train high school teachers and business volunteers to work in partnership to deliver *JA Business Ethics* to high school students in grades 9-12. For the initial program held on September 9, 2010, approximately seven high school business teachers and twelve business people participated in training of the Junior Achievement Business Ethics program through a partnership with our regional Junior Achievement. The business volunteers will present the Business Ethics program to classes in the Colorado Springs and Pueblo areas. Through this one-day session, we will be influencing education in business ethics to *over 350 high school students each semester*. Our

MBA students, staff, and faculty joined local business people in presenting the Junior Achievement Business Ethics program to high school students.

International Partner Collaboration

The College of Business has partner agreements for student exchanges with the Mercator School of Management at the University of Duisberg-Essen, the Frankfurt School of Finance and Management, the International School of Management in Dortmund, Germany, and the National Taiwan University of Science and Technology School of Management in Taipei, Taiwan.

We have initiated talks with the Indian School of Business in Hyderabad regarding collaborative projects relating to research or joint student projects pertaining to social and ethical issues in India.

Organizational Practices

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

We model sustainable business practices in our efforts to be sustainable on campus. UCCS received the highest marks for sustainability of any southern Colorado public college or university, according to the "College Sustainability Report 2010," an appraisal of 332 colleges nationally, issued by the Sustainable Endowments Institute. The report gave UCCS a letter grade of "B." The report, based on survey responses, evaluated colleges on a variety of factors including energy use, recycling, "green" building practices, investment priorities and shareholder engagement.

UCCS is committed to a minimum of LEED Silver standards for all new construction. There are three LEED Gold-certified buildings on campus and the university is pursuing certification on two additional buildings. Low-flush toilets, energy-efficient lighting, solar panels, heating, and cooling system and control retrofits are among the changes made to conserve natural resources. Even UCCS student recruitment materials are printed on high-recycled content paper and are certified as sustainable. Since 2005, UCCS has reduced its energy use intensity and avoided more than \$2.5 million in expenses. The UCCS Office of Sustainability is directed by Linda Kogan and is part of the Division of Administration and Finance.

The College of Letters, Arts & Sciences (LAS) has adopted the theme, "Sustainability and Community" for the 2010/2011 academic year.

IV. Future perspectives/Key Objectives

As a result of our progress to date, and experiences gained during the initial eighteen months, the College of Business at the University of Colorado at Colorado Springs is eagerly anticipating the coming year. We plan to continue many of the programs that were developed in 2010, as well as develop new courses and programs. We provide the following highlights for 2011.

Integration of responsible management subject matter in business classes.

We expect significant progress in the number of courses that address responsible management topics. We will incorporate further material from the Giving Voice to Values Curriculum, upon participation in a faculty development workshop scheduled in Fall 2010. Specific courses and materials scheduled for implementation in 2011 include an Ethics in Finance course and modifications to Finance and Marketing courses.

Faculty ethics workshops to identify issues and concerns in teaching ethics.

Faculty and staff will have opportunities to join in discussions relating to ethics education through scheduled lunch meetings throughout the year. Guest speakers will be invited from the partner schools to share their experiences with our faculty. We will also make funds available for faculty to take the Teaching Business Ethics online certification, attend workshops, or participate in business conferences.

Student seminars and workshops.

In 2011, we anticipate hosting student seminars in ethics and compliance, internship ethics, social entrepreneurship, and other events. We also plan to have our students participate in events at other universities, such as Conscious Capitalism at the University of Colorado – Boulder and the Character & Leadership Symposium at the Air Force Academy.

Business Leaders invited to classrooms

Business leaders will be invited to present at monthly membership meetings of Net Impact, with various disciplines represented throughout the year. Nationally recognized speakers will be scheduled throughout the 2011 year for various programs in the business school.

Create a multidisciplinary ethics certificate

The Ethics Initiative Advisory Committee and members of the student organization Net Impact will be examining options for offering undergraduate and graduate certificate programs for implementation in 2012.

Concluding Remarks

We wish to express our renewed commitment to the PRME and express our gratitude for the assistance that members of the organization have provided as we begin our journey. We believe that educating our students about sustainability and responsible management practices is one of the most important services we can perform.



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