

2011-Spring 2012

Principles for Responsible Management Education (PRME)

Sharing Information on Progress (SIP) Report



College of Business
UNIVERSITY OF COLORADO COLORADO SPRINGS

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) during 2011 through Spring 2012. 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 through which we can help our students build successful, ethical futures.

A handwritten signature in black ink that reads "Venkat Reddy".

Venkat Reddy, PhD
Dean, UCCS College of Business and
Administration and Graduate School of
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II. College of Business

The University of Colorado Colorado Springs (UCCS) College of Business serves approximately 1,200 undergraduate and 247 graduate students on-campus and another 126 online 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 percent of business schools worldwide holding this distinction.

The College of Business has a team of 35 full-time faculty and 17 staff members. 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 Boulder and University of Colorado Denver. In addition to traditional degrees, the College offers a select set of certificate programs, and the Office of Professional Development offers non-credit continuing education programs.

The College of Business is well-known for its community engagement. In 2008, the Colorado Springs Economic Development Corporation recognized the College's achievements in this area with a Community Enhancement Award. For four consecutive years, from 2006 through 2010, readers of the *Colorado Springs Business Journal* voted the College of Business as the "Best Business School in Colorado." The *Journal* also credited the College with having the best MBA and online programs in Colorado. All programs and offerings are designed to meet the needs of our local as well as 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. The University of Colorado Colorado Springs was ranked 10th in *U.S. News & World Report's* 2012 edition of "Best Colleges for Western Regional Public Universities."

More than 50 percent 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

Guiding our decision-making on everything from recruitment, advising, teaching, research, and community service are our core values, outlined below.

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 Initiative

The UCCS College of Business has established an ethics initiative to promote ethical decision-making and responsible business management. The objective is to encourage dialogue on business ethics and responsible management practices in the global marketplace among our students, staff, faculty, and the community. The initiative provides a mechanism for implementation of the Daniels Fund Ethics Initiative and the United Nations' 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, and 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 and 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 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. The primary objective of the Daniels Fund Ethics Initiative 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:

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

Ethics Initiative Mission Statement

To instill ethical principles into the personal and organizational decision-making process of every member of the University of Colorado Colorado Springs community. This integrative learning environment will create leaders with integrity, capable of responsible global business management and conscious of the accountability inherent in corporate governance. Initiative activities will focus on four program areas:

1. **Ethics** (ethical decision-making, ethical leadership, and organizational ethical programs)
2. **Corporate Social Responsibility**
3. **Global Sustainability**
4. **Corporate Governance**

Alignment with Vision

The vision of UCCS 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 its goals.

Established UCCS 2010 Campus Goals (Note: Currently being updated with 2020 Campus Goals)	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.• Student participation in State, Inter-Collegiate, and National Ethics Case Competitions.
Enhance research, scholarship, and creative works on the campus and in the community.	<p>Represent UCCS College of Business 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 in partnership 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 campus goals included 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 with the first three principles of PRME: relating to purpose, values, and method.

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.

Values: Through our Ethics Initiative, 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

Responsibility for exercising business curriculum oversight resides with our graduate and undergraduate management teams, consisting of administrators, support staff, and faculty. The responsibility for offerings within specific emphasis areas rests with the faculty in individual departments. Ethics instruction in undergraduate business courses provided the impetus to propose a comprehensive strategy for supplementing current ethics instruction with the “Giving Voice to Values” (GVV) curriculum. The purpose is to integrate ethics into the curriculum to help students realize that it is possible to act on their own values in the workplace and to speak up when confronted with ethical dilemmas. Through the support of the College of Business Ethics Initiative, new material has been developed and presented in the classroom. Just a few examples of responsible management addressed include the following:

- Marketing students are confronted with issues pertaining to product safety, promotional integrity, environmental impact, and price discrimination. Recognizing that most textbooks did not address the topic of ethics in business decision-making, Peggy Knock, MBA, developed original case studies with teaching notes for use in marketing courses. More than 135 students piloted the cases in the 2010-2011 academic year.
- Accounting students learn about the insufficiency of accounting standards for providing useful information to the capital markets and other users of financial statements. In 2011, accounting faculty Brian McAllister, PhD, and Sherry Trumpfeller, MBA, developed an original ethics assignment for two introductory accounting classes required for all business students. The assignment includes two parts: an exercise with significant structure that introduces students to internal controls issues, and a case with less structure that expands students' exposure to internal control issues and incorporates basic Giving Voice to Values elements.
- Finance curriculum students are confronted with various scenarios that involve gray areas of ethics in the analysis and structuring of transactions and financial instruments. Mingming Zhou, PhD, developed assignments for two financial courses that address ethical issues. More than 100 finance students were impacted in 2011.
- Management students explore leadership qualities related to ethics and learn to model the ethical decision process and apply it in case studies. Faculty developed learning modules for the Giving Voice to Values approach in an undergraduate course, BUAD3000 Integrated Skills for Management, and a graduate course, BUAD5600 Business, Government & Society.
- Operations management and information systems 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. Peggy Beranek, PhD, developed material for the introductory information systems course required of all business students. The assignments are integrated throughout the course to encourage thinking about unintended or even intended negative consequences that can occur when an organization makes decisions about using various technologies.
- Quantitative methods curriculum helps students learn the proper application of statistical methods, sampling procedures, and the avoidance of using misleading statistics. Peggy Knock, MBA, developed original case studies with teaching notes for use in Quantitative Analysis courses. More than 225 students piloted the cases in the 2010-2011 academic year.

New College of Business course offerings implemented this past year included the following.

- **Social Entrepreneurship Course.** Offered in Spring 2011, it included 23 business and non-business students and both undergraduate and graduate students.
- **Ethics in Organizational Decision-Making Course.** A course for undergraduate business majors, titled "Ethics in Organizational Decision-Making," provides students with the conceptual framework necessary to analyze and understand the requirements of ethical conduct within the organization, and the ethical problems facing business and financial managers in a global environment. The course was offered in Spring 2011 and will be offered in Fall 2012. Fifteen students participated in the pilot offering of the course. A class survey shows that 86 percent of the students feel much more comfortable and confident in making the correct decisions and taking the appropriate actions when faced with an ethical dilemma.

- **Accounting Ethics Course.** The College of Business developed a new ethics course for accounting majors that meets the CPA requirements for dedicated ethics instruction. The class piloted in Fall 2011.

Practical Entrepreneurship Program

This program teaches aspiring entrepreneurs how to beat the learning curve and succeed with their first startup business. The courses cover how to plan, launch, and grow a business.

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 4850 - Directed Research Projects in Human Resources and Management
- BUAD 3900 - Improving Personal and Team Creativity
- BUAD 4000 - Business, Government, and Society

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.

Minors in Business for Non-Business Students

Students admitted to non-business undergraduate degree programs may elect to pursue a minor in business. The Bachelor of Science in Business with an Entrepreneurship minor prepares students to succeed in building their own business. Entrepreneurship (ENTP) Business Core Courses include MKTG 3000 Principles of Marketing, ENTP 3000 Principles of Entrepreneurship, ENTP 3100 Capital and Finance/Entrepreneurial Ventures, and ENTP 4000 The Business Plan.

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.

In 2012, College of Business student service learning included a sustainability project in a HRMG 4850 course. Through this project, a grant request was submitted to the student green action fund for UCCS to purchase vertical farming technology/equipment for the proposed UCCS greenhouses.

Student Engagement

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

A few examples of these events include:

- 2012 Conscious Capitalism Conference at the University of Colorado Boulder.
- Colorado Ethics in Business Alliance (CEBA) Award nomination and selection process.
- Eller Business Ethics Case Competition at the University of Arizona in Tucson, Arizona.
- A Net Impact graduate/undergraduate student organization for campus sustainability, promoting curriculum change for socially and ethically conscious, hosting networking events, and volunteering in the community.
- 2012 Race and Case Business Ethics Competition at the Daniels College of Business in Denver, Colorado.
- U.S. Air Force Academy Character and Leadership Seminar in Colorado Springs, Colorado.
- Guest speaker program on ethics that included ethics officers from Lockheed Martin and Eaton Corporation, and Sherron Watkins, former vice president of Enron.
- Responsible management speaker programs that included Jerry Greenfield of Ben & Jerry's and local social enterprise leaders Bill Morris (Blue Star Recyclers) and Jonathon Liebert (AspenPointe Enterprises).
- International presentation by Christian Schneider, Senior Fellow, Wharton's Center for Human Resources.
- South Asia business presentation by Rafiq Dossani of Stanford University, an expert on India and author of *India Arriving*, discussed the Indian IT sector and South Asia's regional development.
- Daniels Fund Ethics Initiative Consortium Case Competition in Denver, Colorado.
- 2012 Aspen Institute Business and Society Program's Case Writing Competition.
- EPIIC Nights monthly speaker series featuring industry experts in business, innovation, and entrepreneurship.

UCCS Ethics Case Competition

Each year, the UCCS College of Business Ethics Initiative hosts a business ethics case competition. The event exposes students to a thought-provoking business ethics case that they might face in their professional careers. This annual competition builds on the solid, principle-based ethical framework central to decision-making in a complex business environment. Ethics demonstrated in the competition need to convey that principles are a *constant foundation* – not relative to a specific situation – and that doing what's right prevails over self-interest even when the two may appear to collide.

Student teams collaboratively analyze and respond to questions posed by a panel of judges. The experience challenges students' moral reasoning, provides a wonderful networking opportunity with community leaders, and in the end, raises students' awareness of the importance of corporate ethical and social responsibility.

The competition goals are:

- To provide undergraduate students with real-world experiences to better prepare them for entry into the working business environment.
- To demonstrate learning outcomes and the impact of ethics in business.
- To apply skills and creativity in a competition environment.
- To present results and recommendations to a panel of judges, demonstrating student knowledge of a principal-based ethical framework.

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 (BUAD 4610) or graduate business credit (BUAD 6990). For MBA students, the credit could be applied toward an International Business Emphasis or as an elective. Non-business majors also can 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 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. The UCCS College of Business has relationships with other schools, such as the Université Paris XII Val de Marne, Paris, France. UCCS International Student Services welcomes students from more than 70 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 the summer of 2010 and 2011, College of Business faculty member Dr. Carol Finnegan taught at the National Taiwan University of Science and Technology (NTUST). In the summer of 2011, Yi-Ying Chang, a visiting professor from NTUST taught "Contemporary Topics in International Business – An Asia Pacific Perspective" as an MBA elective at the College of Business. The class was well received by our students. The visiting international faculty summer grant program has expanded, and we are currently evaluating proposals from several faculty members at Germany's International School of

Management, as well as NTUST. We will again offer one MBA course this summer (2012) taught by an international visiting professor.

Internships

The College of Business Career and Placement Office has placed 260 interns since 2011. Two hundred of those interns were undergraduate students, and the remaining 60 were MBA candidates. Seven internships were internationally based, and an additional 16 were with internationally focused companies and organizations. Twelve students performed internships in areas focused on sustainability, with an additional 45 students placed as interns in non-profit organizations.

In addition, some students in our PGA Golf Management and Sport Management programs participate in international internships. The Sport Management program has strong ties with the Olympic Movement and the English Premier League. Two Sport Management students recently completed internships with Sunderland AFC and Everton FC in England.



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.
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College of Business faculty members have a tradition of publishing relevant research in the areas of ethics, sustainability, leadership, and environmental management. Beyond the College of Business, faculty from other colleges on the UCCS campus conduct research in these areas, including Chancellor of UCCS Dr. Pamela Shockley-Zalabak, who publishes research in leadership.

Research published or presented at conferences by UCCS College of Business faculty includes:

- **Beck, Charles E.** (2012). "Creating an Ethical Organization: A Communication-Based Process Approach." *2012 Global Business & Economics Anthology*, Vol. I, March 2012. Worcester, MA: Business & Economics Society International (B&ESI), 1-20.
- **Beck, Charles E.** (2012). "Internships for Academic Credit as a University-Business Joint Venture: A Preliminary Study of the First Ten Years." *2012 Global Business & Economics Anthology*, Vol. I, March 2012. Worcester, MA: Business & Economics Society International (B&ESI), 234-247.
- **Beck, Charles E.** (2011). "A Heuristic Systems Model for Education: Practical Implications for Instructors and Administrators." 13th Annual International Conference on Education, May 23-26, Athens Institute for Education and Research, Athens, Greece.
- **Fan, Ying and Mingming Zhou** (2011). "Scar or Scratch? The Effect of Ethics Quality Crisis on Firm Performance," presented at the 22nd Annual Meeting of the Production and Operations Management Society (POMS), Reno, Nevada, USA.
- **Ferguson, Jeffery M., Tracy Gonzalez-Padron** and Carrie Anne Oylo (2011). "Improving Student Learning in Service Marketing: Better Business Bureau Customer Service Award," 2011 Marketing Educators' Association Annual Conference, San Diego, California.
- **Gardner, Don G., & Deadrick, D. L.** (2011, May). "Effects of Employee Race on Performance Rating Validity: A Comparison of Objective and Subjective Measures." Proceedings of the annual meeting of the Hawaii International Conference on Business, Honolulu.
- **Gonzalez-Padron, Tracy L.** (2011). "Ecolab Inc. How a Company Encourages Ethical Leadership." *Lessons in Leadership: Learning from Real World Cases*, D.D. Warrick and Jens Mueller, Eds. Oxford UK: RossiSmith Academic Publications, 41-48.
- **Gonzalez-Padron, Tracy L.** (2011). "Social Responsibility as a Strategy." *International Business in the 21st Century*, Bruce Keillor/Timothy Wilkinson Eds., Praeger Publishers, Vol. 3, 117-147.
- **Gonzalez-Padron, Tracy L.** "Is Corporate Social Responsibility a Significant Marketing Resource?" Panel Presenter at May 2011 Academy of Marketing Science Annual Conference, Coral Gables, Florida.
- **Gonzalez-Padron, Tracy L., Jeffrey Ferguson and John Milliman** (2011). "Using the Big Picture Approach to Integrate Sustainability in Business-to-Business Marketing," extended abstract. *2011 Academy of Marketing Science World Marketing Congress Proceedings*, Reims, France.

- Chabowski, Brian, Jeannette Mena and **Tracy L. Gonzalez-Padron** (2011). "The Structure of Sustainability Research in Marketing, 1958-2008: A Basis for Future Research Opportunities." *Journal of Academy of Marketing Science*, Vol. 39 (1), 55–70.
- Maignan, Isabelle, **Tracy L. Gonzalez-Padron**, O.C. Ferrell and G. Tomas Hult (2011). "Stakeholder Orientation: Development and Testing of a Framework for Socially Responsible Marketing." *Journal of Strategic Marketing*, Vol. 19, (4), 313-338.
- **Hirschfeld, Robert R.**, and Christopher H. Thomas (2011). "Age- and Gender-Based Role Incongruence: Implications for Knowledge Mastery and Observed Leadership Potential among Personnel in a Leadership Development Program." *Personnel Psychology*, Vol. 64 (3), 661-692.
- Bernerth, Jeremy B., H. Jack Walker, Frank Walter, and **Robert R. Hirschfeld** (2011). "A Study of Workplace Justice Differences During Times of Change: It's Not All about Me." *Journal Of Applied Behavioral Science*, Vol. 47 (3), 336-359.
- Liu, Julie Y.C., Jerry C. Chiang, Ming-Hsien Yang, and **Gary Klein** (2011). "Partnering Effects on User–Developer Conflict and Role Ambiguity in Information System Projects." *Information & Software Technology* 53, no. 7, 722-729.
- Wang, Eric T.G., Jamie Y.T. Chang, Jiunn-Yih J. Jiang, and **Gary Klein** (2011). "User Advocacy and Information System Project Performance." *International Journal of Project Management*, Vol. 29 (2), 146-154.
- **Knock, Peggy** (2011). "You've Been Shopped," presented at October 2011 National Case Research Association Conference, San Antonio, Texas.
- **McAllister, Brian P.**, Thomas S. Clausen and **M. Cathy Claiborne** (2011). "The Benefactor: Assessing the Financial Performance of Charitable Organizations." *The Accounting Educator's Journal*, Vol. 21, 19-31.
- Yoder, Timothy R., Noel Addy, and **Brian P. McAllister** (2011). "Tax-Motivated Increases in Qualifying Distributions by Private Foundations." *Journal of the American Taxation Association*, Vol. 33, (1), 79-108.
- **Miller, Paul B. W.**, and Paul R. Bahnston (2011). "For the Benefit of' or 'to the Benefit of': What's the Difference?." *Accounting Today*, Vol. 25, (1), 18-20.
- **Milliman, John, Tracy L. Gonzalez-Padron** and **Jeffrey Ferguson** (2012). "Sustainability-Driven Innovation at Ecolab, Inc.: Finding Better Ways to Add Value and Meet Customer Needs." *Environmental Quality Management*, Vol. 21, (3), 21-33.
- **Milliman, John** and John Grosskopf (2011). "Lessons in Leadership: Operationalizing Sustainability Through an Integrated Management System." *Environmental Quality Management*, Vol. 20, (4), 15-28.
- Ingley, C., Rennie, M., Mueller, J., **Warrick, Don D.**, and Erakovic, L. (2011). "Reformed and Engaged Boards: Not Activist Shareholders." *World Review of Entrepreneurship, Management, and Sustainable Development*, Vol. 7, (3), 303-329.
- **Warrick, Don D.** (2011). "The Importance of Leadership Style on Morale, Performance, and Culture." *In Lessons in Leadership: Learning from Real World Cases*, D.D. Warrick and Jens Mueller Eds. Oxford UK: RossiSmith Academic Publications, 85-91.

- **Warrick, Don D.** (2011). "The Urgent Need for Skilled Transformational Leaders: Integrating Transformational Leadership and Organization Development." *Journal of Leadership, Accountability and Ethics*, Vol. 8 (5), 11-26.
- Du, Wei, Maya Waisman, Haizhi Wany, and **Mingming Zhou** (2012). "Do Bondholders Care about Managerial Stability? Evidence from the Financial Services Industry." *Journal of Investing*, Forthcoming.



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 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 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, such as the Southern Colorado Economic Forum, Small Business Development Center, El Pomar Institute for Innovation and Commercialization, and Alumni Association activities. In addition, campus and college leadership serve as members on a variety of community boards and committees, including the Economic Development Corporation and Colorado Springs Chamber of Commerce, as well as other business and non-profit organizations.

Dean's Executive Advisory Board

The College of Business has the Dean's Executive Advisory Board, which is composed of both alumni and business leaders who care deeply about the growth of the College and the local community. Board members come from local businesses, local government, community associations, 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. The board is actively involved in building ethical leadership in the College and seeking help from all types of local community partners for more effective integration.

Daniels Fund Ethics Consortium

The UCCS College of Business was awarded a \$1.25 million grant from the Daniels Fund to help 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 through instruction that generates practical applications that are relevant to the real business world and the changing global environment. As part of the Daniels Fund Ethics Initiative, UCCS is part of a seven-school consortium that includes the University of Wyoming, University of Utah, University of Denver, Colorado State University, New Mexico State University, and University of New Mexico. 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 Venkat Reddy and UCCS Ethics Initiative Director Dr. Tracy Gonzalez-Padron are members of sub-committees of the consortium.

Council for Economic Education

With assistance from the UCCS College of Business Ethics Initiative, John Brock, Director of the Center of Economic Education in the UCCS Economics Department, modified the Council for Economic Education curriculum titled “Teaching the Ethical Foundations of Economics.” He developed a unit of material that teachers could infuse into secondary-level economics, business, civics, or history courses. Two one-day workshops for more than 50 teachers was held in June 2011. The workshop was designed to allow replication in other schools and districts.

El Pomar Institute for Innovation and Commercialization

The El Pomar Institute for Innovation and Commercialization (EPIIC) assists creative individuals and organizations in transforming innovative ideas into economic opportunity. The El Pomar Chair of Business and Entrepreneurship resides within the College of Business. The EPIIC serves as a catalyst to create a community that fosters the communication, collaboration, and sharing of resources necessary for a thriving environment of entrepreneurship and successful startup ventures, particularly in the Southern Colorado region. The El Pomar Foundation has endowed three chairs in EPIIC. Dr. Tom Duening serves as the El Pomar Chair in Business and Entrepreneurship and the Director of the Center for Entrepreneurship.

Objectives

- **Identify emerging technologies and technology ideas** by bringing commercially viable ideas to the local region.
- **Provide initial assistance for new technology development** by fostering development of new technologies and nurturing innovators during initial developmental stages.
- **Promote a local dialogue about new venture development** through forums, conferences, and symposiums.
- **Provide educational resources that foster new technology development** through workshops, consulting services, and training.
- **Provide business links** by partnering with agencies that help developers of new technologies pursue paths to successful businesses.
- **Build an environment** that provides a context for community and communication-building between parties—necessary for creating a successful environment for startups and technology transfer.

Better Business Bureau (BBB) GE Johnson Marketplace Ethics Award

The Better Business Bureau of Southern Colorado partnered with the UCCS College of Business to create an award called the GE Johnson Award for Marketplace Ethics. Applicants must exhibit high ethical standards of behavior towards customers, suppliers, users, shareholders, employees, and communities in which they do business. They must have demonstrated ethical practices surrounding their buyer/seller relationships and have a long-standing history and reputation for ethical practices in the marketplace. UCCS continues its support of the award’s motivational mission by creating student teams to nominate deserving companies and by assisting other Southern Colorado higher education institutions to implement similar student programs.

Colorado Ethics in Business Alliance

For the past 20 years, Colorado Ethics in Business Alliance (CEBA) has been elevating ethical businesses, organizations, and leaders through an annual award program which is one of the largest of

its kind in the nation. CEBA's mission of promoting ethics through education and recognizing companies and individuals who maintain exemplary ethical standards has attracted business leaders dedicated to the ethical pursuit of business success. The UCCS College of Business evaluated nominees for the Daniel L. Ritchie Award. Seven groups of students (two to three per group) participated in this project.

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. On September 16, 2011, high school business teachers and business people participated in a training workshop facilitated by the UCCS Ethics Initiative and Junior Achievement of Southern Colorado. The business volunteers will present the *JA Business Ethics* program to classes in the Colorado Springs and Pueblo areas. More than 500 high school students will learn business ethics this school year because of this joint effort of the UCCS College of Business Ethics Initiative and Junior Achievement's Teaching Business Ethics Program. UCCS MBA students will assist in the presentation of the ethics program to local 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.

Net Impact

Net Impact is an international non-profit organization whose mission is to make a positive impact on society by growing and strengthening a community of new leaders who use business to improve the world. The goal of UCCS Net Impact is to improve the world by growing and strengthening a network of leaders who use the power of business to make a positive social, environmental, and economic impact. UCCS Net Impact is open to all undergraduate and graduate students using business skills for social good.

UCCS Net Impact is involved in a number of initiatives. In Campus Greening, Net Impact members work with campus partners to make the campus more sustainable. Curriculum Change will involve members working with faculty and administration to make curriculum in the MBA program more socially and ethically conscious. Net Impact at Work helps equip members employed off-campus make their workplaces more sustainable. Net Impact will also host networking events, and members will volunteer in the community and on campus.

Small Business Development Center

The Colorado Springs Small Business Development Center (CSSBDC) is hosted by the UCCS College of Business. Additional sponsorship comes from the City of Colorado Springs. The purpose of the CSSBDC network is to offer business consulting and training that maximizes the economic potential of Colorado entrepreneurs. The mission is to help businesses start, grow, and prosper in Colorado. Our vision is to be the number one statewide business resource for entrepreneurs in Colorado. The CSSBDC assists small businesses in El Paso and Teller County.

The UCCS Ethics Initiative sponsored Sherron Watkins, whistleblower from Enron, as the keynote speaker for the 2011 Small Business Development Center Awards Luncheon. It also presented a BBB

Interactive Ethics Workshop as part of the “Small Business Day” event held on June 6, 2011. More than 100 local business leaders and community members attended.

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 group has more than 8,000 College of Business alumni, with 4,000-plus residing 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 assist students in finding jobs, fill positions/internships at local companies, promote continuing education and community forum opportunities, and provide networking events.



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 2011* issued by the Sustainable Endowments Institute. The *Report Card* is designed to identify colleges and universities that are leading by example on sustainability. 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 and heating and cooling systems, 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. The campus read was *No Impact Man: The Adventures of a Guilty Liberal Who Attempts to Save the Planet and the Discoveries He Makes About Himself and Our Way of Life in the Process* by Colin Beavan.

Academic Integrity

The Ethical Perception Survey 2011-2012 surveyed 265 students in the UCCS Colleges of Business, Engineering, and Letters, Arts and Sciences.

The purpose of the survey was to identify differences in ethical perceptions among segments of our student population. The survey measured the perceptions of students to statements of academic and business ethical misconduct. Those individuals who completed the survey, either online or in a printed version, enabled us to identify those questions that seemed most applicable in gauging the state of student perceptions of right and wrong within both an academic and business setting. The results of this data concerning individual behaviors and experiences will be used to understand and establish the ethical culture of UCCS as an organization, and identify areas in which additional focus and energy needs to be applied by the Ethics Initiative and the university as a whole.

Ethical Self-Efficacy Survey

Based on work with companies (Lockheed Martin and Sysco Foodservice) in evaluating the effectiveness of their ethics programs, the measures presented in the Ethical Self-Efficacy Survey represent the scales and constructs which were significant in pre-/post-tests with employees. This survey is done at the beginning of a course with dedicated content (business ethics, business and society, social issues in management, marketing ethics, and accounting ethics) and a post-test near the conclusion of the course.

A comparison of the effectiveness of our efforts (*i.e.*, whether students feel more comfortable dealing with ethical issues, value business ethics education, are more aware of ethical issues, and are supportive of the overall ethics Initiative) was available. The measures have been tested and found that ethics training showed a statistically significant impact upon ethical self-efficacy and an appreciation of the importance of ethics training.

Daniels Fund Ethics Initiative Faculty Fellows The prestigious Daniels Fund Ethics Initiative Faculty Fellowships (Ethics Faculty Fellows) are awarded to those who demonstrate excellence in pedagogical activities related to business and organizational ethics. Ethics Faculty Fellows are expected to make a substantial contribution to facilitating the objectives as part of the Daniels Fund Ethics Initiative. The 2011-2012 Ethics Faculty Fellows were Cathy Claiborne, PhD; Robert Hirschfeld, PhD; Peggy Beranek, PhD; and Peggy Knock, MBA. The four Fellows champion ethics in their academic team and promulgate the outcomes of their projects through publication, teaching, and public discussion.



IV. Future Perspectives/Key Objectives

As a result of the progress and experience gained during the past year, the College of Business at the University of Colorado Colorado Springs is eagerly anticipating upcoming accomplishments. We plan to continue many of the programs that have been developed, as well as create new courses and programs. Highlights for the remainder of 2012 and 2013 include the following.

Integration of Responsible Management Subject Matter in Business Classes

We expect significant progress in the number of courses that address responsible management topics. The work of our Bill Daniels Fellows has helped circulate ethics material in a wide variety of subjects, from accounting and finance to management and international business. Furthermore, we plan to administer a survey of all college faculty members to gauge the current level of ethical material being taught in each College of Business course. This information will allow more effective integration of ethics materials. We will continue to incorporate Giving Voice to Values concepts within our curriculum, and work to create new and independent ethics courses and make modifications to existing courses.

Faculty Workshops to Identify Issues and Concerns in Teaching Ethics

Faculty and staff will have opportunities to join in discussions relating to ethics education through regularly scheduled resource meetings, which will provide information about the availability of ethics resources through the Daniels Fund Ethics Initiative Consortium website and the UCCS internal blackboard system. Meetings of the Bill Daniels Fellows will continue to disseminate ethics materials and track the progress of teaching ethics concepts. Guest speakers will be invited from partner schools to share their experiences with our faculty. We also will continue to make funds available for faculty to attend workshops, participate in business conferences, and develop relevant and timely ethics material to enhance the ethical education of their students.

Student Seminars, Workshops, and Competitions

In 2012 and 2013, we anticipate hosting student seminars on ethics and compliance, internship ethics, social entrepreneurship, and other related topics. We will continue to host the UCCS College of Business Case Competition and send eligible and worthy students to national competitions throughout the region. In addition, we plan on continuing to send our students to events such as Conscious Capitalism at the University of Colorado Boulder, the Character and Leadership Symposium at the Air Force Academy in Colorado Springs, the Eller Case Competition in Tucson, Arizona, and the Race and Case Competition in Denver.

Business Leaders Invited to Classrooms

Business leaders, who represented such organizations as Social Enterprise Explorers, Blue Star Recyclers, and Aspen Pointe in 2011, will be invited to present at monthly membership meetings of UCCS Net Impact this coming year. Nationally recognized speakers, such as 2010-11 guests Sherron Watkins and Mary Gentile, will be scheduled for various programs in the business school.

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 to increase student and community perception of the importance and value of business ethics to economic growth. We believe that educating our students about sustainability and responsible management practices is one of the most important services we can perform.

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



College of Business

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