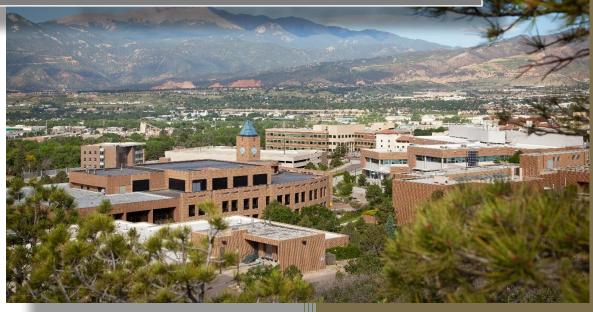# College of Business

UNIVERSITY OF COLORADO **COLORADO SPRINGS**

Principles for Responsible Management Education (PRME)
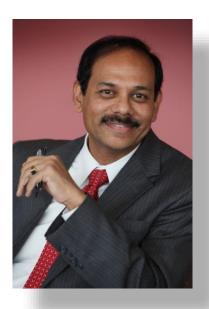
Sharing Information on Progress (SIP) Report

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

University of Colorado Colorado Springs 2016

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) from Fall 2014 through Spring 2016. 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.

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

Contents

I. College of Business

The University of Colorado Colorado Springs (UCCS) College of Business for the academic Fall 2014 to Spring 2016 serves approximately 2,354 undergraduate and 270 graduate students on-campus and 95 online graduate students. It awards the Bachelor of Science in Business 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 5 percent of business schools worldwide holding this distinction and 30 percent of business schools nationally have earned this distinction.

The College of Business has a team of 42 full-time faculty, 35 part-time faculty and 20 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. Since Fall 2015, students can pursue a Master of Science in Accounting (MSA) degree. The College also offers an Executive MBA Program taught in conjunction with the University of Colorado Boulder and University of Colorado Denver. Our successful Bachelor of Innovation™ degree in partnership and collaboration with the UCCS College of Engineering expanded to include the UCCS College of Education. In addition to traditional degrees, the College offers a select set of certificate programs and non-credit continuing education programs. The University of Colorado Colorado Springs was ranked 10th in *U.S. News & World Report's* 2014 edition of "Best Colleges for Western Regional Public Universities." The *U.S. News & World Report's* 2015 edition of Online Graduate Education Rankings ranked UCCS among the 142 public and private university online graduate MBA programs ranked by U.S. News, the UCCS program was 40, the highest of any program offered by a university in Colorado. In the Military Times 2015 "Best for Vets" report, UCCS ranked 37th out of 180 schools for its university culture, student support, academic outcomes and quality, academic policies, cost and financial aid for veteran students. UCCS had 300 students, 40 military enroll for that Fall semester.

The College of Business is known for its community engagement. All programs and offerings are designed to meet the needs of our local as well as broader communities. The Office of Professional Development continuing education programs have included financial services, healthcare leadership, and business development for defense and aerospace. This fall will be the 20th anniversary of our collaboration with the Southern Colorado Economic forum where local experts from the public, private, and academic sectors report on our economy through an annual snapshot of local economic activity and forecasts for the upcoming year. This local "State of the Union" continues to provide timely, accurate, and objective economic data to guide local businesses.

Currently around 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, while continuing to be active members of the College of Business Alumni Association. As a group, they serve its multiple stakeholders in such roles as members of the Dean's Executive Advisory Board, ambassadors, mentors, and financial investors.

Our Promise, Vision, Mission, and Core Values

Promise

We will provide an inspiring and collaborative learning and research environment which rewards those who interact, aspire and challenge themselves, and positively impacts our community and stakeholders through engagement, innovation and application.

Vision

We are in the business of building successful futures.™

Mission

As a College of Business serving Southern Colorado and beyond we provide a vibrant, challenging, collaborative and responsive learning environment. We offer comprehensive undergraduate degrees, select master's degrees and professional programs that emphasize principle-based ethical decision making. We support innovation and impact in our teaching, research and service.

We realize our mission by:
• Offering small, engaging classes that promote faculty-student interaction
• Providing internship, mentorship and career development opportunities
• Producing intellectual contributions that impact the theory, practice and teaching of business
• Creating collaborative and mutually beneficial relationships with our campus, alumni, business community and international partners

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

Daniel Fund Ethics Initiative at UCCS

The Daniels Fund Ethics Initiative (DFEI) at UCCS 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 a five-year pilot 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 additional 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:

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

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.

UCCS 2012-2020 Strategic Plan Goals	Initiative Objectives
Foster academic programs that serve diverse communities and develop intellectually curious graduates who are globally and culturally competent.	Promote the development of ethically responsible students in the College of Business and throughout the campus. • 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.
Provide a transformative educational experience that engages students both in and out of the classroom.	Provide opportunities for student activities and recognize student achievement in business ethics. • Encourage student involvement in ethics and responsible management on campus. • Encourage student participation in events at other universities and business conferences. Students participate in State, Inter-Collegiate, and National Ethics Case Competitions.
Cultivate an environment that sustains and extends quality research, scholarship and creative work.	Represent UCCS College of Business at national conferences relating to ethics and responsibility. Publish relevant research in academic and practitioner journals related to sustainability, leadership, and ethics.
Build mutually beneficial cultural, civic, economic and system-wide collaborations with external partners and organizations to advance UCCS and the southern Colorado region.	Offer faculty development workshops to Community College and other higher education institutions. Support existing programs relating to business ethics and responsible management in partnership with business and nonprofit organizations. Encourage new programs, such as service learning opportunities.

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 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

In the College of Business, 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.

Through the support of the Daniels Fund Ethics Initiative at UCCS, new material has been developed and presented in the classroom. To reinforce the Daniels Fund Ethics Initiative Principles as a guide for ethical decision-making, the College of Business now displays the principles in each of its classroom, demonstrating that the ethics initiative at UCCS is an integral part of the College of Business culture.

The prestigious Daniels Fund Ethics Initiative (DFEI) awards fellowships to UCCS faculty 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 is expected to champion ethics in their discipline and promulgate the outcomes of his or her project through publication, teaching, and public discussion.

In the 2014-2015 Academic Year, ten UCCS faculty were Daniels Fund Ethics Initiative Fellows with seven fellows in 2015-2016. The educational projects developed by UCCS Daniels Fund Ethics Initiative Fellows across diverse academic areas of study incorporate the Daniels Fund Ethics Initiative Principles to demonstrate that the principles can apply to business and nonbusiness disciplines. Ethics fellows share these projects in Faculty Roundtables that UCCS faculty, UCCS staff, and faculty from other educational institutions attend.

Student learning of ethics in the classroom attributed to the Daniels Fund Ethics Initiative at UCCS included 24 College of Business courses and 12 courses in other colleges on campus. These courses reached 4,655 students during 2014-2015 with expected increasing numbers for 2015-2016. An additional 430 students received ethical leadership education in the campus UCCS*lead* program during this reporting period.

The 2015 End of Program results from the capstone programs BUAD 4000 (now called BGSO 4000) and BUAD 4500 (now called STRT 4500) show improved ethical decision-making in students. When asked to rate how much the course improved their ability to make ethical decisions, 92.3% of students in BUAD 4000 and 77.9% of students in BUAD 4500 reported a score of four or higher on a 1-6 scale (with 6 being the highest).

Modules, case studies and courses on responsible management are implemented campus wide among the various colleges. Examples include the following:

- Business: Build Success in Business – Ethical Module.
- Business: Accounting Ethics & Institutions (Undergraduate & Graduate)
- Business: Ethics in Organizational Decision Making & Ethics in Finance (Shared course listing)
- Compass Curriculum: Build Your Own Business – Ethical Module.
- Philosophy: Practical Ethics (focuses on a case study approach in ethics) and Biomedical Ethics, and Ethics & Practice: Prof Development.
- Communications: New course in Spring 2014 COMM 4900/6250 **and** New Media Ethics in Organizational and Strategic Communication to address todays evolving ethical dilemmas.
- Computer Science: Computing Ethics.
- College of Education: Vision, Ethics and Leadership in a Democratic Society and Issues/Ethics/Trends in Professional Counseling.
- Nursing: Advanced Health Policy, Ethics & Law.
- Criminal Justice: Ethics in Criminal Justice and Criminal Justice Ethics.
- Public Affairs: Ethics and Leadership.
- Engineering: Ethical cases and discussion in introductory engineering classes. In Mechanical and Aerospace Engineering nine courses have ethical teaching in the curriculum.
- Criminal Justice: Policing and Corrections centered on providing students with steps for evaluating situations to recognize ethical challenges in law enforcement.
- Statistics classes use a simulation for ethical decision-making.
- Team-based entrepreneurship classes include section on ethical dimensions in reports to client companies.

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.

International Business Curriculum

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.

The UCCS MBA program believes that our graduates' success in the global business environment will depend on their ability to recognize, appreciate and respect diversity and cultural differences. These skills are developed throughout our curriculum and by way of a required global perspective elective course. Global perspective electives can also be counted toward a student's area of emphasis. Students choose 1 course from the following list to fulfill their global perspective requirement.

Course Number	Course Title
INTB 6190	Managing in Global Markets
INTB 6990	Regional Business Environment Europe
FNCE 6400/6490	International Financial Management
MKTG 6900/6990	International Marketing & Export Management
OPTM 6200	Global Supply Chain Management
OPTM 6490	Virtual Team Skills for Project Management

Minors in Business for Non-Business Students

Students admitted to non-business undergraduate degree programs may elect to pursue a minor in business or entrepreneurship. The business minor requires 21 credit hours. Each minor requires three business core courses (ECON 1010 Introduction to Microeconomics, BUAD 1000 Introduction to Business, and ACCT 2010 Introduction to Financial Accounting) and four minor subject courses (these courses depend on the declared minor).The Entrepreneurship minor prepares students to succeed in building their own business. Entrepreneurship (ENTP) Business Core Courses include 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 and ethical audits and sustainable business assessments for nonprofit and profit organizations.

Student Engagement

The UCCS College of Business offers opportunities for students, faculty, and staff 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. Sixty-six students demonstrated ethical decision-making in campus, consortium, and national ethics competitions. Each year four students attend the annual Ethics Consortium Summit with many more participating in other national ethics related conferences and competitions. Guest speakers and workshop series provide real-world examples of ethical leadership for students, educators, staff, and business community members.

Examples of these events include:

- Annual Conscious Capitalism Conferences at the University of Colorado Boulder.
- Diversity and Business Case Competition at the University of Colorado Boulder.
- 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 in Denver, Colorado (2014), and Santa Ana Pueblo, New Mexico (2015).
- Annual U.S. Air Force Academy Character and Leadership Seminar in Colorado Springs, Colorado.
- 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.
- UCCS Media Management Ethics Summit. Professional panelist were from academia; print, broadcast and digital media; and governmental agencies.
- The Future of Drones – where does it intersect with Business Ethics? Workshops and panel discussions with industry professionals. Professionals were from manufactures, Air Force Academy, local governmental agencies, athletics/sports, engineering, public affairs, and US Department of Defense.
- Ethics in Sport Event - From FIFA to the Pitch: The Ethics of Soccer. Panelist were international industry professionals,
- Guest speaker program included: Karl-Peter Repplinger HR for EU; Thomas Walters, author and business leader; Weston Smith, speaker and business ethics consultant; Jill Ellis, USA Soccer Women's head coach; Robert Elstone, CEO of Everton Football Club; Eric Wynalda, Fox Sports Contributor and former athlete; Padraig Smith, Sporting Director of the Colorado Rapids; Judge David Shakes, Judge of the 4th Judicial District; Dr. Audi, ethics professor; Dr. Robert Johnson, JD; Maria Montoya, Scott Martelle and Anthony DeSefanis, authors and academicians; Frank Vogl, co-founder of Transparency International and The Partnership for Transparency Fund; Ivetta Aldana, entrepreneur and activist; and Steven Holcomb, Olympic athlete.
- Student Workshops also included: Ethics in Marketing for the Beverage Industry, Student Sales Pitch Night, Ethics in Law Enforcement Fall and Spring Workshops, Ethical Corporate Culture Workshop led by Thomas Walters, and West Point's National Conference on Ethics in America

- Enactus Club sent a team to the National Competition in 2015, they reached the semi-finals of the competition. Enactus also performed a group service project centered on using model rockets to promote creativity in K-to-12 students.
- EPIIC Nights speaker series featuring industry experts in business, innovation, and entrepreneurship.
- Delta Sigma Pi student business club provides events and development opportunities for student social, ethical, professional, and business responsibility awareness and engagement.

Ethics related student projects included:

- Career Coaching Program with UCCS College of Business alumni association.
- National Association of State Boards of Accountancy Ethical Leadership Certificate Program.
- Student Center for Public Trust (SCPT) club worked with students across campus to promote the Ethics in Action Video Competition which required participants to produce a 30-second PSA or a 3-5 minute Ethics Video. For outreach projects, SCPT held a workshop at Palmer High School relating to the ethics of business in the school's business competition held through an economics class. SCPT students also judged the final projects put forth in the competition. The SCPT club aided Monument Academy in teaching students about digital citizenship and alerted students to the different issues that can arise if they conduct themselves in a less than ethical manner (i.e. plagiarism). SCPT also held an ethical town hall and a speed dating with ethics event at the conclusion of the Fall 2015 semester.

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 is 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. Individual student study abroad is done with pre- approval by faculty. Three UCCS students worked in Grenoble, France under this framework.

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 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 - the Mercator School of Management at the University of Duisburg-Essen, the Frankfurt School of Finance and Management, the 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. During this reporting period, UCCS International Student Services welcomed 97 students, embracing multiple religions, cultures, and diverse lifestyles. These students study across the UCCS campus.

Internships

The College of Business Career and Placement Office placed 90 interns for academic credit since Fall 2014. Of those interns, 81 were undergraduate students, and the remaining nine were MBA candidates. One internship was internationally based, and an additional four were with internationally focused companies and organizations. Two students performed internships in areas focused on sustainability, with an additional 18 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. Four (one each semester) Sport Management students completed internships with Everton FC in England. From Fall 2014 to Spring 2016, the Sport Management program placed 101 undergraduate interns with 75% for non-profit organizations. Of those internships, three were internationally based with Everton Football Club in Liverpool, England. Two of the internships were internationally focused with the National Governing Body of Bobsled & Skeleton. The PGA Golf Management program placed 96 interns from Fall 2014 to Spring 2016 with for profit golf organizations. All of these students were undergraduates and one student was internationally based.

UCCSLead

Campus-wide, UCCS has seen a significant increase in the number of students interested in leadership enrichment. UCCS is currently creating a new 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. The Daniels Fund Ethics Initiative at UCCS provided support for developing ethics specific curriculum for students engaged in UCCS*lead.*

Curriculum Modules:
- Module 1: Leading Self – Introduces the fundamentals of leadership for personal and professional success. Students will learn the importance of ethical values and develop guiding principles for their personal and professional life.
- Module 2: Leading Others – Prepares students to use leadership skills to positively influence others. Students will learn the ethics of authentic leadership and how to maintain internalized moral perspective as they lead and positively influence others.

- Module 3: Leading Teams – Develops students' abilities to work and lead in groups and teams across a variety of contexts. Students will develop knowledge of how in ethically lead teams and managing group conflict.
- Module 4: Leading in Organizations and Community – Enhances leadership potential in complex organizational and community-based leadership environments. Students will enhance their ability to make ethical decisions in the world of complex organizations.

During 2014-2015, the UCCS*lead* program completed the curriculum, conducted a pilot program in Spring 2015, and launched the program in Fall 2015: Enrollment by College is shown.

College	Spring 2015 (Enrolled)	Fall 2015 (Enrolled)
Beth-El	12	41
College of Business and Administration	18	76
College of Education	4	13
College of Engineering and Applied Science	8	21
College of Letters, Arts, and Sciences	24	120
School of Public Affairs	3	10
TOTAL Students	**69**	**281**

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:

Beranek, P. M., Klein, G., Jiang, J. (2014). Building User Engagement for Successful Software Projects: Meaningfulness, Safety, and Availability. *The Pacific Asia Journal for the Association of Information Systems, 6*(3), 39.

Bluhm, D. J. (in press). Building positivity in your organization with psychological capital. *The Positive Organization: Applications of Practices* (1st ed.). New York, New York: Business Expert Press.

Eberly, M., **Bluhm, D. J.,** Guarana, C., Avolio, B. (2015). The embedding effect of transformational leadership in extreme contexts. *Proceedings of the Seventy-Fifth Annual Meeting of the Academy of Management.* Academy of Management.

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Isom-Schmidtke, J., **Bradley-Geist, J. C**., Schmidtke, J. (2014). Law as last resort: approaching invisible disabilities proactively. *Industrial and Organizational Psychology, 7*(2), 224-227.

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Holmes, R. M., Hoskisson, R. E., Zahra, S. A., **DeGhetto, K.,** Sutton, T. (in press). The Role of Institutions and Technology Policy for Firms' Corporate Entrepreneurship and Political Strategies. *Academy of Management Perspectives.*

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DeGhetto, K., Gray, J. R. (Graduate), Kiggundu, M. N. (2016). The African Union's Agenda 2063: Aspirations, Challenges and Opportunities for Management Research. *Africa Journal of Management.*

DeGhetto, K., Ro, S., Lamont, B. T., Ranft, A. L. (2015). Antecedents of anticipatory justice among acquired firm employees. *The Routledge Companion to Mergers and Acquisitions* (pp. 307-323). Taylor & Francis.

DeGhetto, K., Sutton, T., Holcomb, T. R., Holmes, R. M. (2015). It's who you know and what you do: How SMEs from developing economies capitalize on founder ties to create bargaining power with foreign multinational alliance partners. *Strategic Alliances for SME Development.* Information Age Publishing.

Duening, T. N. (2016). Entrepreneurs Helping Entrepreneurs Around the World. *2016 Annals of Entrepreneurship Education.* New York: Forbes.

Duening, T. N. (2016). *Leading the Positive Organization.* Chicago, IL: Business Expert Press.

Duening, T. N., Metzger, M. L. (2014). The entrepreneurial method: Moral virtues as the foundation of entrepreneurial expertise. *The American Journal of Entrepreneurship, 7*(1), 78-101.

Niu, R., **Fan, Y.** (2015). An in-depth Investigation on Quality Management Practices in China: Programs Adopted and Why. *International Journal of Quality and Reliability Management, 32*(7), 736-753.

Gardner, D. G., Huang, G.-H., Niu, X., Pierce, J. L., Lee, C. (2015). Organization-Based Self-Esteem, Psychological Contract Fulfillment, and Perceived Employment Opportunities: A Test of Self-Regulatory Theory. *Human Resource Management, 54*(6), 933-953.

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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 very involved with the community and 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, 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 continues to implement its $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 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 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 Venkat Reddy 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 initiated 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 will engage with the DFEI at UCCS to spread learning opportunities to their respective campus as well as develop materials. UCCS will be conducting orientation workshops for all champions; provide access to additional workshops, faculty roundtable discussions, and speaker series.

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 collaborating 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.

International Faculty Collaborations

UCCS faculty participate in teaching partnership and guest faculty programs.

Dr. Tracy Gonzalez-Padron attended the 1st World Summit on Ethics and Leadership in Sports in September 2014 with topics on how various stakeholder groups are directly impacted by the corporate culture (strategy, team spirit), the individual performance (skills and behavior) and the wider corporate context (leadership, legal framework, CSR, media) to reach the organizational business goals (win the game).

Dr. Tracy Gonzalez-Padron taught Responsible Supply Chain Management at the University of St. Gallen in October 2014.

Dr. Carol Finnegan was at the Cologne Business School (Cologne, Germany) from August-December 2014 teaching Retail Strategy (undergrad) and International Services Marketing (graduate). From Jan 8-July 8, 2105 teaching Retail Strategy course at the National Taiwan University (Taipei, Taiwan).

Dr. Tom Duening (Fall 2014) and Colleen Stiles (Spring 2016) had the opportunity to teach short courses at MCI Management Center in Innsbruck, Austria.

Dr. Ying Fan, Dr. Greg Stock, Dr. Don Gardner, and Dr. Tracy Gonzalez-Padron conducted Research Workshops and Research Presentations at the National Taiwan University for doctorate students (Spring 2015).

In spring 2016 faculty member Aditi Mitra was a delegate at the Global Leadership Forum (GLF) at the World Culture Festival in India co-hosted by the World Forum for Ethics and Business. She participate in group-sessions and present views as a sociologist to delegates from 50 countries, including those from 20 U.S. universities on NGOs & teaching of ethics in fair trade & use of human resources, building global business models that maximize profits without compromising on ethical practices will be further developed. Uniquely GLF combines eastern and western traditions to make leaders in global business.

Student Center for Public Trust

The accounting profession was riddled with scandal and facing great scrutiny. In response, the National Association of State Boards of Accountancy (NASBA) created a student organization that addresses ethics in business, education and society and focuses on the great majority of business, corporations and individuals who act in an ethical manner. Student chapters called the Student Center for the Public Trust (StudentCPT) provides an interactive environment where ethical business behaviors and ideas can flourish, while creating opportunities for students to network with the business community and develop professional leadership skills. UCCS has been a member for four years and enrolls students in their Ethics Leadership Certificate program.

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 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.

Colorado Springs Chapter of the Association of Certified Fraud Examiners

The Colorado Springs ACFE Chapter (CS AFCE) is a local chapter of the Association of Certified Fraud Examiners (ACFE) and promotes an enhanced awareness of fraud and white-collar crime prevention techniques in Southern Colorado. It is dedicated to upholding the principles and values of the International ACFE Organization. Their mission, like that of the parent organization (the ACFE), is to reduce the incidence of fraud and white-collar crime through education, training and service programs designed to assist our membership and the business community with identification, apprehension, prosecution and deterrence of fraud.

Members of the Colorado Springs Chapter of the ACFE (the CSCFE) consist of federal, state, and local law enforcement personnel, private investigators, public accountants, internal auditors, corporate security and loss prevention professionals, and representatives from the legal and academic communities.

The Daniels Fund Ethics Initiative (DFEI) at the University of Colorado Colorado Springs (UCCS), the UCCS College of Business Accounting & Finance department, and the Colorado Springs Chapter of the Association of Certified Fraud Examiners (CS ACFE) co-sponsored a Seminar and Mock Trial on the UCCS campus. The event focused on accounting fraud in a dental office titled "Opportunity Strikes Again" on Saturday, October 10, 2015. The CS AFCE organized the informative sessions and mock trial script. The DFEI at UCCS and the UCCS chapter of Student Center of Public Trust (SCPT) provided logistics such as registration, ushers, and event management. UCCS students participated in the mock trial as jurors, victim, witnesses, and suspect. Six UCCS students served as student authors to create this publication summarizing the morning informative sessions, interview mock trial participants and reporting on the mock trial.

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. UCCS seeks 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 prepare our students by integrating sustainability literacy into academic learning and research across the curriculum and between the colleges.

UCCS has a 2012-2020 Sustainability Strategic Plan with two strategic approaches in order to achieve the sustainability goals for the campus. The first approach of institutionalizing sustainability is grounded in the recognition that sustainability must be clearly envisioned and articulated through the University's stated values and overall goals. The second approach of supporting structures identifies the critical sustainability infrastructure needed to ensure the success of this plan and to further sustainability initiatives throughout the campus. These include the following:

- Leadership
    - Become a recognized role model for economic, environmental, and social sustainability by serving as a path maker and thought leader for the region.
    - Create a thriving culture of economic, environmental, and social sustainability on campus.
- Education and Research
    - Students, faculty, and staff will understand sustainability concepts and will be able to apply relevant concepts in all actions, interactions, and decisions.
    - Provide excellent in-depth sustainability education and encourage research. BUAD 4000, Management 3300 and Business Law 2000 address sustainability within the COB.
    - Increase faculty, staff, and student involvement in community sustainability initiatives.
- Operations
    - Design a food environment on campus that promotes sustainable, healthy community.
    - Implement a transportation demand management plan that reduces the greenhouse gas emissions generated from campus fleet operations and commuting.
    - Pursue zero waste in in all functions throughout the campus.
    - Demonstrate sustainable purchasing practices for all purchases on campus.
    - Achieve progress toward a net zero energy campus through conservation, energy efficiency technologies, and producing or purchasing renewable energy.
    - Reduce water use.
    - Build high performance facilities that minimize environmental impact and improve occupant well-being.

III. Future Perspectives/Key Objectives

Because 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 include the following.

PRME Regional Summit

UCCS faculty and students will be participating in a regional summit on the Role of Business and Business Schools in the Integration of Refugees into Local Communities organized by the United Nations PRME Chapter North America. UCCS faculty member William Ayen is currently involved in the planning of the summit goals and specifics for participating business schools.

Expand Integration of Responsible Management Subject Matter Beyond Business School

We expect significant progress in the number of courses that address responsible management topics in Schools outside of the College of Business. The work of our Ethics Fellows has helped circulate ethics material in a wide variety of subjects that relate to engineering, nursing, public policy, criminal justice, communication, education, history, and sociology. Our new ethics champion initiative with the Southern Colorado Higher Education Consortium will expand our reach beyond our campus into nine new universities.

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 Ethics Fellows will continue to disseminate ethics materials and track the progress of teaching ethics concepts. Guest speakers from partner schools will be sharing 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 2016-2017, 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 to continue 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, West Point's National Conference on Ethics in America, Daniels Fund Ethic Summit and case competitions at other higher education institutions as opportunities present themselves.

Business Leaders Invited to Classrooms, Ethics Speaker Series and University Opportunities

Over 675 business leaders, who represented a wide variety of community organizations from social enterprises, non-profits, defense related industries, community businesses, and local government have attended programs related to specific majors within the business school, Chancellor's Leadership Program, and various other colleges programs across the UCCS campus. We will continue to support and encourage interaction with students and business leaders.

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. ™

UCCS College of Business
UNIVERSITY OF COLORADO **COLORADO SPRINGS**

1420 Austin Bluffs Parkway, Colorado Springs, Colorado 80918-373, 719-255-8227, 1-800-990-8227