

Fall 2016-Spring 2018



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

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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 2016 through Spring 2018. 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 "Eric M. Olson". The signature is fluid and cursive, with a stylized "E" and "O".

Eric Olson, PhD
Interim Dean, UCCS College of Business and
Administration and Graduate School of
Business Administration

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I. College of Business

The College of Business, established in 1965, focuses equally on teaching and research, which allows students to benefit from the expertise of faculty in the classroom as well as current knowledge our faculty members develop through research and consulting with industry. The College of Business has a strong AACSB-accredited educational foundation provided by faculty and staff which enables our 10,000 plus alumni around the world to work in any industry. This distinction is only awarded to 5% of business schools globally. Nationally, 30% of business schools have earned this merit.

The College of Business serves over 1,200 undergraduate and 300 graduate students. Degrees are awarded for a Bachelor of Science in Business Administration, Bachelor of Innovation, Master of Business Administration, and Master of Science in Accounting. Specialized degrees such as the PGA Golf Management and Sport Management program are highly competitive programs providing solid business management skills for rapidly expanding career paths in sports organizations. College of Business students are supported by 45 full-time faculty members and 19 staff members.

Additionally, students are provided support on many levels while they are enrolled and post-graduation. As a commitment to the vision of the College of Business, the college offers work readiness programs through mentoring, internships, career fairs, and job placement. Following graduation, an active alumni association is available for engagement and networking opportunities.

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

- **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 the program by the Daniels Fund. The Daniels Fund, established by cable television pioneer Bill Daniels, is a private charitable foundation dedicated to making life better for the people of Colorado, New Mexico, Utah, and Wyoming through its grants program, scholarship program, and ethics initiative. Based on Bill Daniels' personal commitment to ethics and integrity, the Daniels Fund Board of Directors established the Ethics Initiative in 2009 as a five-year pilot. Due to its success during the pilot phase, the Daniel Fund renewed the DFEI in 2014 for an 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:

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

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

1. **Purpose:** The vision of the UCCS College of Business is: "We are in the business of building successful futures™" All of our programs focus on achieving that vision not just for students, but also for our faculty, staff, alumni, campus, and region.
2. **Values:** Through our Ethics Initiative, we aim to promote the development of ethically responsible students in the College of Business and beyond.
3. **Method:** Learning of responsible management is integrated in the classroom and extracurricular student engagement opportunities.

CURRICULUM

Learning Outcomes

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

Business, BS-Bachelor of Science

As future business leaders, our graduates will demonstrate:

- Knowledge and application of best practices in core business concepts.
- The ability to analyze and interpret information to reach conclusions and make effective business recommendations.
- Principle based ethics to make socially responsible business decisions.

Business, MBA-Master of Business Administration

Our graduates will demonstrate the ability to:

- Understand and apply core business knowledge.
- Make principle-based ethical decisions.
- Function effectively in a team environment.

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- Communicate professionally and effectively.
 - Make effective managerial decisions.

Business, MSA-Master of Science in Accounting

Our students will:

- Demonstrate technical competencies and professional knowledge in financial accounting, auditing, and taxation.
- Demonstrate critical thinking in accounting contexts.
- Demonstrate the ability to recognize ethical and professional obligations of accountants.
- Demonstrate the ability to communicate both orally and in writing.

Responsible Management Education

The MBA curriculum committee modified the program to include a required first course, titled **Strategic Foundations for Responsible Management** (STRT6000). Beginning in Spring 2018, incoming students could opt in to the new program, whereas in Fall 2018 all students will be required to enroll in STRT6000 in their first semester.

The course focuses on preparing individuals to be responsible leaders in business and equips students with critical thinking skills and problem-solving frameworks used throughout the MBA program and their entire careers. Topics include the role and balance of responsibilities between businesses and government, stakeholder management, current public policy issues, and global trends affecting business. Students will learn tested responses to the most common ethical challenges they will face in their career.

Upon completion of this course, students should gain the following:

1. An appreciation for the interconnected nature of business operations with government and community, and the skills to engage these external stakeholders in constructive dialogue **(stakeholder management)**.
2. Recognize the tradeoffs among different business disciplines and among their differing social and environmental impacts **(role and balance of responsibilities)**.
3. Exposure to an array of models of the corporation, including corporate governance structures and models of the corporation vis-à-vis society at large.
4. Exposure to the ways in which public policy and engagement with governments can benefit companies **(public policy issues)**.
5. Greater awareness of global business trends for responsible management **(global trends)**.
6. Skills in communicating difficult messages and decisions, internally and externally.
7. Basic training in the concepts of ethics **(ethical challenges)**.
8. Practical experience working through responsible business decision making when the available data is sparse **(critical thinking and problem solving)**.
9. Make decisions that incorporate ethical principles, legal obligations and social responsibility **(including sustainability)** and that consider all stakeholders **(responsible leaders)**.

In addition to these learning outcomes, this course also aligns to the following MBA program goals:

- Understand and apply core business knowledge
- Make principle-based ethical decisions
- Function effectively in a team environment
- Communicate professionally and effectively
- Make effective managerial decisions
- Global – culture, international considerations

Sustainability Education

The UN Sustainable Development Goals (SDG's) are incorporated into select classes in the College of Business. We have printed placards of the 17 SDG's for use in class and for students to use in presentations. In the sport management program, undergraduate students learn of the SDG's in SPTM 4200 - Critical Issues in Sport Management. This course focuses on three issues: 1) the social-cultural context within which sports reside, 2) management and leadership of sports organizations, and 3) ethical issues faced by sport managers.

The SDG's are integrated throughout the new MBA course STRT 6000 - Strategic Foundations for Responsible Management and the course that it replaces, BGSO 5500 - Business, Government & Society. MBA students take the Sulitest, an international initiative assessing core sustainability literacy with a standardized test. This tool is used by many academic institutions and non-academic organizations in more than 60 countries and serves as a reference to raise awareness on sustainable development and improve sustainability literacy worldwide. UCCS MBA students take the assessment in a "Learning Mode", where students are given the right answers and sources to deepen their learning about Sustainable Development issues. Modules include:

1. The Sulitest Core Module of 30 items, randomly drawn from a database which assesses general knowledge and key thematic subjects.
2. A module specific to the US of 20 items.
3. A module of 15 questions on the 2030 agenda set up by the UN Sustainable Development Goals (SDGs) to raise awareness on the SDGs framework so that citizens are better equipped to contribute to these Global Goals.

UCCS College of Business is a contributing university in the AIM2Flourish program by Case Western University. Student MBA teams research and interview businesses doing good, while posting to the AIM2Flourish website is optional. [Turning Aerospace Recyclables into Colorado Meals](#) written by Eric Jackson from University of Colorado at Colorado Springs, under the direction of Professor Tracy Gonzalez-Padron, was a finalist for AIM2Flourish's 2018 Flourish Prize.

UCCS Sustainability Education

The UCCS General Education Goals approved in Fall 2010 and implemented in 2014, apply to all undergraduate students and include the following learning outcomes:

"Goal 3 - Act and Interact. Students will cultivate self-awareness and understanding of their impact-locally, nationally, and globally. Students will be prepared to participate effectively in a society that encompasses diverse experiences, perspectives, and realities. This area includes [among others]: Sustainability-understanding the interaction between human development and the natural environment."

Students will learn about key principles of sustainability including social equity, environmental protection, and economic development, among others. Integrated content and/or courses will vary across disciplines and will examine the integrative nature of the sustainability concept to their disciplinary work. Ideally, students will gain knowledge about how to promote sustainability in their place of employment (e.g. support diversity, environmental activities such as recycling, reduction of waste, etc.).

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

- ENTP 1000 - Introduction to Entrepreneurship
- BGSO 4000 - Business, Government, and Society/NAVI 3202

Graduate Level - There are three programs and one certificate program with sustainability learning outcomes.

- **Mechanical and Aerospace Engineering** - <https://mae.uccs.edu/undergraduate/abet.php>
- **Geography and Environmental** - The Master of Arts in Applied Geography is a terminal master's program that encourages graduate students to focus on applied, community-based research projects to solve local, regional, and even international issues. Given pressing research needs and future labor force demands, the MA in Applied Geography incorporates a multitude of issues that speak to people, profit, and planet.
https://www.uccs.edu/geography/graduate_students/general-information.html
- **Sport Nutrition** - The Master of Sciences in Sport Nutrition degree is to graduate students with the necessary skills and knowledge to succeed in sport nutrition careers while integrating sustainability and a whole food approach in their practices. Our program is unique with this approach to Sport Nutrition. Students have numerous opportunities for hands-on experiences within our university and community to 1) raise their food literacy awareness, and 2) integrate their knowledge and skills within sport nutrition. <https://www.uccs.edu/bethel/health-sciences-programs/ms-sport-nutrition>
- **Graduate Certificate in Diversity, Social Justice and Inclusion** - This innovative, comprehensive and relevant certificate program is geared for individuals interested in the advancement of diversity, social justice, and inclusion. This nationally accredited, university-backed program benefits those who are seeking the advanced skills, knowledge and strategies to implement diversity-oriented pedagogy, programs, practices and policies that can be applied in educational, community, corporate, and public settings. The program provides an unprecedented level of expertise from leading scholars and nationally renowned experts in the field of diversity, social justice, and inclusion. <https://www.uccs.edu/lases/diversity.html>

Ethics Education

Through the support of the Daniels Fund Ethics Initiative at UCCS, new material has been developed and presented in the classroom. During the 2016-2017 academic year, we live streamed our ethics speaker series and created video recordings of select faculty roundtables. Videos for use in the classroom or for educator development appear on the DFEI at UCCS website. Examples include:

- Doping, Performance, Ethics
- Ethical Dilemmas in Youth Sports - Jay Coakley
- Ethics Resource Workshop - Ethics in Artificial Intelligence
- Gender and Ethical Challenges in Sport Media
- The Ethics of Protest in Sport

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.

UCCS sponsored a Russian Doping Scandal lecture series that engaged students at UCCS and nine other schools in Colorado. These lectures were by the very people who exposed the largest institutional doping scandal in the history of sport, Vitaly Stepanov and Yuliya Stepanova.

International Business Education

The College of Business prepares students to encounter an international business world. We do this in several ways by:

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

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

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

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 for students enrolling in program during Fall 2016 and Spring 2018. Global perspective electives can also be counted toward a student's area of emphasis. Students choose one 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

Study Abroad

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

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

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

International Students

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

In Fall 2016, UCCS Global Engagement Office welcomed 264 international students from 46 countries. The Fall 2017 semester the count was 243 students, with 227 students enrolled in Spring 2018. The diversity of the international student population is shown in the fact that 47 different countries were represented on campus. The top countries represented at UCCS in Fall 2017 by population count were Saudi Arabia (67), India (33), Mexico (23), China (17), Spain (12), Kuwait (9), Germany (6), Canada (6), and Libya (5). These students study across the UCCS campus.

	Total	Graduate	Undergrad	Non-Degree
Engineering & Computer Science	121	81	40	
Physical & Biological Science	13	7	6	
Health Professional	7	3	4	
Business	34	10	24	
Others	32	9	14	9
IEP	36			36
Total	243	110	88	45

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. 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.
- Annual U.S. Air Force Academy Character and Leadership Symposium.
- Annual West Point Academy National Conference on Ethics in America.

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- 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.
 - 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.

Shared Studios Global Portal

The Daniels Fund Ethics Initiative at UCCS sponsored an installation of the Shared Studios portal project on September 11-22, 2017 for interdisciplinary use throughout the campus. The portal allowed the entire campus community (students, faculty and staff) to have an interactive live chat experience with the global community inside a shipping container with life-sized screens. These face to face, full-body conversations with people in up to 25 cities around the world were on many levels from academic, community, and all the way to personal. Faculty also used the portal during classes. The portal project aligned with UCCS's vision of integrate student learning with the spirit of discovery, and broaden access to higher education for the benefit of southern Colorado, the state, nation and world.

Internships

The College of Business Career and Placement Office placed 121 interns for academic credit since Fall 2016. Of those interns, 108 were undergraduate students, and the remaining 13 were MBA candidates. One internship was internationally based. Five students were 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 233 undergraduate interns with 75% for non-profit organizations. Of those internships, 14 students have completed a semester long internship with the English Premier League and League of Ireland Premier Division. The PGA Golf Management placed 79 students from Summer/Fall 2016 – Spring 2018. All were undergraduate students and one was internationally based.

UCCSLead Ethical Leadership Program

UCCS offers an ethical leadership program, *UCCS/lead*, to develop engaged and ethical world-changing leaders. This program is a co-curricular opportunity for student leadership development. Open to all undergraduate students, the program incorporates elements proven critical in the development of well-rounded, successful leaders including leadership training, academic coursework, individual mentoring, and engaged leadership experiences. *UCCS/lead* Enrollment was 625 students in 2016-2017, and 645 students in 2017-2018. Since 2015, 1,671 students have participated in *UCCS/lead*.

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:

- Sonnier, B. M.**, Lassar, W., Greene, E. L. (2016). An examination of the impact of an evidentiary privilege protecting corporate whistleblowers on intention to report wrongdoing. *Journal of Accounting, Ethics, and Public Policy*, 17, 287-332.
- Sonnier, B. M.** (2017). *The Yakama Indian Nation's Right to Travel and State Taxation* (9th ed., vol. 95, pp. 19-22, 43-44). Taxes - The Tax Magazine. Applied or Integration/Application Scholarship, Tier 2.
- Hasan, I., Kobeissi, N., Wang, H., **Zhou, M.** (2017). Bank financing, institutions and regional entrepreneurial activities: Evidence from China. *International Review of Economics & Finance*, 52, 257-267.
- Cheng, M., Zhao, H., **Zhou, M.** (2016). The effects of foreign strategic investors on business models in China's commercial banks: does ownership structure matter? *Applied Economics*, 48(58), 5676–5698.
- Wang, **J.**, **Ma, J.**, Liu, J., Zeng, D. D., Song, C., Cao, Z. (2017). Prevalence and Risk Factors of Comorbidities among Hypertensive Patients in China. *International Journal of Medical Sciences*, 14(3), 201-212. Basic or Discovery Scholarship, Tier 2.
- Liu, Z., **Ma, J.** (2017). Income Mobility and Dynamic Changes of China Households' Long-term Income Inequality: Based on the Data from CHNS. *Journal of Finance and Economics (China)*, 43(2), 63-73.
- Liu, J., **Ma, J.**, Wang, J., Zeng, D. D., Song, H., Wang, L., Cao, Z. (2016). Comorbidity Analysis According to Sex and Age in Hypertension Patients in China. *International Journal of Medical Sciences*, 13(2), 99-107. Basic or Discovery Scholarship, Tier 2.
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- Tomlin, K.**, **Metzger, M. L.**, **Bradley-Geist, J. C.**, **Gonzalez-Padron, T.** (2017). Are students blind to their ethical blind spots? Why ethics education should focus on self-perception biases. *Journal of Management Education*, 41(4), 539-574.

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- Ellis, K. M., Lamont, B. T., Holmes, R. M., Ro, S., Faifman, L. (Graduate), **DeGhetto, K.**, Parola, H. (in press). Institutional Determinants of Ownership Positions of Foreign Acquirers in Africa. *Global Strategy Journal*.
- DeGhetto, K., Lamont, B. T., Holmes, R. M.** Policy Risk, MNC Experience, and International Investment Decisions: The Role of Safety Risk. *Journal of International Business Studies*.
- Duening, T. N.** (2016). Entrepreneurs Helping Entrepreneurs Around the World. *2016 Annals of Entrepreneurship Education*. New York: Forbes
- Duening, T., Metzger, M. L.** Virtues in Entrepreneurship Education: Promoting Entrepreneurial Flourishing. *Journal of Applied Positive Psychology*.
- Milliman, J., Anthony, G., Bradley-Geist, J. C.** (2017). The implications of workplace spirituality for person-environment fit theory. *Psychology of Religion and Spirituality*, 9(1), 1-12.
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We work closely with economics, health sciences, engineering and other disciplines that interact with business organizations. Research and presentations from faculty include the following.

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Greenwood, Daphne T. (2016). "Institutionalist Models of Wage Determination" *Journal of Economic Issues* 50:2 (June) 406-414.

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Holder, C. D. (2016). "Multiscale forest governance structures within a transboundary biosphere reserve in Central America." *World Development Perspectives*, 3, 22-24.

Companion, M., & Chaiken, M. S. (2017). *Responses to disasters and climate change: Understanding vulnerability and fostering resilience*. Boca Raton, FL: CRC Press

Companion, M. (2016) "The Production of Material Goods as Resilience Adaptation by Impelled Migrants in Malawi, In *Responses to Disasters and Climate Change: Understanding Vulnerability and Fostering Resilience*", eds. Michèle Companion and Miriam Chaiken. Boca Raton, FL: CRC Press.

Companion, M. (2016) "Lessons from 'the Bucket Brigade': the role of urban gardening in Native American Cultural Continuance In *"Cities of Farmers: Urban Agricultural Practices and Processes,"* eds. Julie C. Dawson and Alfonso Morales. University of Iowa Press

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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. International collaborations provide opportunities for dialog on global social responsibility.

The UCCS College of Business Economic Forum

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

The UCCS Economic Forum:

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

UCCS College of Business Alumni Association

The UCCS College of Business Alumni Association is an active group that helps alumni stay connected to the College and one another by fostering and maintaining relationships, creating ongoing networking activities, providing educational opportunities, and sponsoring social events that include ethical and sustainable themes. The action team recruits for networking, community outreach, leadership development, mentoring, and communication. The Alumni group has about 50% of its members 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.

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 Interim Dean Eric Olson 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 engages with the DFEI at UCCS to spread learning opportunities to their respective campus as well as develop materials. UCCS conducts orientation workshops for all champions; provides access to additional workshops, faculty roundtable discussions, and speaker series.

Some events and sharing of responsible management topics include:

- The 2017-2018 **Ethics Fellow & Champion Orientation** welcomed the incoming cohort of eight UCCS DFEI Fellows and nine SCHEC Ethics Champions with a Friday reception and Saturday workshop including a presentation by Westin Smith on “The HealthSouth Fraud: A Case of Ethical Malpractice”.
- **Ethics in Student Affairs Workshop** - at CSU-Pueblo included students/staff from UCCS, CSU-Pueblo, Adams State University, Colorado College, Pueblo Community College, Pikes Peak Community College and CU-Boulder.
- Presentations at SCHEC schools for staff/faculty development included DFEI Fellow Jill Bradley-Geist presentation on “**Building an Ethical Culture**” and College of Business Career & Placement Director Meghan Stidd held a workshop on “**Ethical Interview Practices**”.
- UCCS DFEI Fellow Gordon Stringer presented on “**Building an Ethics Finance Class**” to Pikes Peak Community College.

Mountain West Cybersecurity Consortium

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

US Anti-Doping Agency

The UCCS Health Sciences Sport Nutrition program, the US Anti-Doping Agency TrueSport program and the DFEI at UCCS are collaborating on the development of an enhanced sport nutrition program that targets families, athletes, coaches, and teachers (K1-12). TrueFood builds a lifelong, healthy relationship

with food in active kids following TrueSport values while integrating the DFEI principles. TrueSport provides educational tools on sportsmanship (winning the right way – with respect and gratitude for teammates, coaches, parents and competitors), character building (using the sport experience to develop positive whole-life attitudes and behaviors: perseverance, courage, honesty and more.) and healthy performance (wellness-centric lifestyles that fuel athletic and personal success in sport and in everyday life) with lessons on accountability, bullying prevention, goal-setting, nutrition, preparation, recovery, hydration, leadership, respect, and teamwork.

International Collaborations

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

- Department of State, International Visitor Leadership Program and World Affairs Council, Japanese delegates for Disability Access and Inclusion
- Economic Perspectives from China and partnership discussion, Dr. Zhao from Xiamen University in China
- Konan University, Partnerships and intensive English programs
- Department of State, International Visitor Leadership Program and World Affairs Council, Global Economic Exchange
- Asahi University in Japan, sports medicine related programs and partnership discussion
- Beijing Technology (BIZTH), Dr. Zhen, short-term programming and dual degrees
- Chiba Language School in Taiwan, partnerships, teacher exchange
- Kuwaiti Consulate, advising and sponsored student visit
- Hannam University in South Korea, partnership and collaboration visit
- University of Nagano in Japan, partnership and collaboration visit in Denver with StudyColorado
- Indian Institute of Technology, Kharagpur in India, partnership and collaboration visit
- University of Hull in the United Kingdom, exchange and partnership discussion
- Young Champion Ambassador Program in Colorado Springs, reception for members
- Mr. Zheng English schools in Shenyang, China, partnership discussion
- SEVIS Site Visit, USA, University site visit by Colorado Field Representative

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

Visiting professors from international universities:

- Jiunn Yih (James) Jiang, visiting professor from National Taiwan University, Taiwan. Taught QUAN classes, research included investigation of management issues, preparation of publication

manuscripts, and scholarly service activities such as paper reviews and conference participation. (Fall 2107-Spring 2018)

- Vathsala Wichramasinghe, Fullbright Advanced Research and Lecturing Scholar from Sri Lanka. Worked on research project titled "Effects of culture and values on the development and maintenance of organization-based self-esteem." (Fall 2017-Spring 2018)
- Zhigou Liu, visiting scholar from China. Worked on research project titled "Effects of culture and values on the development and maintenance of organization-based self-esteem." (Fall 2015-Summer 2016)
- Karina Rogli, Associate Professor of Management from Universidade Federal do Paraná, Brazil. Worked on research in organizational behavior (Fall 2016/ Spring 2017).
- Jacob Tsai, visiting professor from National Yunlin University of Science and Technology, Taiwan. Worked on research and teaching in research methods (stats), program and project management and taught QUAN and INFS classes (Spring 2016 /Spring of 2017).

UCCS faculty participate in teaching partnership, guest faculty programs, and other collaborations:

- James Ma, PhD, collaborates with 197 hospitals in China to analyze disease patterns out of Electronic Medical Records (EMR). This collaboration has been going on for several years. He presented on Big Data and Smart City and discussed possible collaborations with China State Construction Engineering Corporation (CSCEC) at Zhengzhou City, Henan Province, China. (June 2017)
- Tom Duening, PhD, had the opportunity to teach short courses at MCI Management Center in Innsbruck, Austria. (Fall 2016)
- Spencer Harris, PhD, taught classes at the Tsukuba Summer School Tsukuba University, Japan. (2017)

Organizational Practices

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

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

The UCCS Ethics Committee mission is to promote and support an organizational culture that reflects the University's commitment to maintaining the highest level of integrity and ethical standards in the conduct of its operations. In order to accomplish this purpose, the Committee will focus on three areas: coordinating education and training with partners such as the Daniels Fund Ethics Initiative at UCCS, the Department of Human Resources, and the Student Government Association; promoting awareness of resources related to supporting ethical conduct; and assessing the ethical culture and climate of the university.

An October **2017 UCCS Ethics First Kickoff** was a dialogue about strengthening the culture of ethics at UCCS. Jim Parke, CEO of Blue Ocean Enterprises and Otter Products, presented on “**Cultural Transformation: Why ethics matters?**” Roundtable discussions after the presentation explored ethical scenarios that attendees may experience while working at or attending UCCS. Additionally, sample ethical issues were generated that campus employees want guidance or tools for solving.

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

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

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. Course such as 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 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 Chapter

UCCS continues to be an active participant the United Nations PRME Chapter North America.

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 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 Learning Management 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 and new Fellows and Champions at their cohort orientation. 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

For 2018-2019, 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 Ethics 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 670 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. An example of these coming opportunities is Guayakí Yerba Mate collaboration with the College of Business on a student session on responsible business, classroom guest speakers, class projects and case development.

We will continue to support and encourage business representatives and leaders' interaction with students through our successful ongoing Lunch & Learn workshop series on responsible career issues.

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

UNIVERSITY OF COLORADO **COLORADO SPRINGS**

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