

Fall 2012-Spring 2014

Principles for Responsible Management Education (PRME)

Sharing Information on Progress (SIP) Report



PRME

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



University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Our Letter of Renewed Commitment



On behalf of the University of Colorado Colorado Springs, I am pleased to present a report on our progress in supporting the mission of the United Nations' Principles for Responsible Management Education ([PRME](#)) from Fall 2012 through Spring 2014. This report constitutes our renewed commitment to these principles and goals.

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

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

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

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

Contents

I. Our Letter of Renewed Commitment	Inside Cover
II. College of Business	2
Our Vision, Mission and Core Values	3
Ethics Initiative	4
III. The Principles for Responsible Management Education.....	6
Curriculum Change and New Learning Frameworks	6
Research	13
Partnerships	16
Organizational Practices	20
IV. Future Perspectives/Key Objectives	21

II. College of Business

The University of Colorado Colorado Springs (UCCS) College of Business for the academic 2014 year serves approximately 1,070 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 43 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. 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 College of Business is well-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 year will be the 17th 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 Vision, Mission and Core Values

Vision

We are in the business of building successful futures.™

Mission

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

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

Core Values

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

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

Excellence, Integrity and Professionalism: We believe that things worth doing are worth doing right with the highest ethical standards. Innovation: We want to encourage and be known for innovative thinking, practices, and programs.

Building Relationships: We are committed to developing mutually beneficial relationships and teamwork with all of our stakeholders



Ethics Initiative

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

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

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

The UCCS College of Business was awarded a \$1.25 million grant from the Daniels Fund to help further instill a high standard of ethics in students attending the university. The primary objective of the Daniels Fund Ethics Initiative is the active engagement of students, rather than research and publishing. Instruction will include practical, real-world application, in the context of business management and the changing global environment. Expected outcomes include:

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

Ethics Initiative Mission Statement

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

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

Alignment with Vision

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

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

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.	<p>Promote the development of ethically responsible students in the College of Business and throughout the campus.</p> <ul style="list-style-type: none">• Demonstrate ethical culture in the College of Business.• Identify and support ethical and responsible management components in business courses.• Encourage development of course materials and new courses that provide foundations of ethical decision-making and responsible management.
Provide a transformative educational experience that engages students both in and out of the classroom.	<p>Provide opportunities for student activities and recognize student achievement in business ethics.</p> <ul style="list-style-type: none">• Encourage student involvement in ethics and responsible management on campus.• Encourage student participation in events at other universities and business conferences. <p>Student participation in State, Inter-Collegiate, and National Ethics Case Competitions.</p>
Cultivate an environment that sustains and extends quality research, scholarship and creative work.	<p>Represent UCCS College of Business at national conferences relating to ethics and responsibility.</p> <p>Publish relevant research in academic and practitioner journals related to sustainability, leadership, and ethics.</p>
Build mutually beneficial cultural, civic, economic and system-wide collaborations with external partners and organizations to advance UCCS and the southern Colorado region.	<p>Offer faculty development workshops to Community College and other higher education institutions.</p> <p>Support existing programs relating to business ethics and responsible management in partnership with business and nonprofit organizations.</p> <p>Encourage new programs, such as service learning opportunities.</p>

III. The Principles for Responsible Management Education

Curriculum Change and New Learning Frameworks

Principle 1 Purpose:	We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.
Principle 2 Values:	We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.
Principle 3 Method:	We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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

Purpose: The vision of the UCCS College of Business is: “We are in the business of building successful futures™.” All of our programs focus on achieving that vision not just for students, but also for our faculty, staff, alumni, campus, and region.

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

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

Curriculum

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

- Business: Build Success in Business – Ethical Module.
- Freshman Seminar: 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 approved for Spring 2014 COMM 4900/6250 **and** New Media Ethics in Organizational and Strategic Communication to address today's 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.
- Leadership classes tested an ethics curriculum based on original case study "Murder in the Mountains".
- Engineering: Original case by faculty – "The Space Shuttle Challenger: A Case Study in Engineering Ethics".
- 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.

New College of Business course offerings implemented included the following.

- Business: Accounting Ethics & Institutions (Undergraduate & Graduate)
- Business: Ethics in Organizational Decision Making & Ethics in Finance (Shared course listing)
- Business: Business, Government & Law (undergrad) and Business , Government & Society (Graduate)
- New Ethics and CSR class in CU system's Executive Masters of Business Administration.
- Integrated Marketing Communication courses include original ethics cases written by faculty.
- Ethics in Organizational Decision-Making Course: A course for undergraduate business majors, titled "Ethics in Organizational Decision-Making," provides students with the conceptual framework necessary to analyze and understand the requirements of ethical conduct within the organization, and the ethical problems facing business and financial managers in a global environment. The course was offered in Fall 2012. A class survey shows that 86 percent of the students feel much more comfortable and confident in making the correct decisions and taking the appropriate actions when faced with an ethical dilemma.
- Accounting Ethics Course: The College of Business developed and implemented a course for accounting majors ACCT 550 – Accounting Ethics and Institutions that meets the CPA requirements for dedicated ethics instruction.

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 Majors, Minors, and Certificates

Competition is increasingly global. It is important that managers understand the implications of these changes and the processes that influence the world economic, cultural, and political arenas. The College of Business offers a number of opportunities for business students to prepare for the challenges of global business. For graduate students, we offer an MBA with emphasis on International Business that requires three classes and two electives. This option is available to our campus, distance, and executive MBA students. Undergraduate students may pursue a major or minor in International Business.

Spring 2014 saw the adoption of the MBA Global Perspective Elective Requirement. Approved courses are International Finance Management, Virtual Team Skills for Project Management, Global Supply Chain Management, Managing Global Markets, International Marketing and Export Management, and Regional Business Environment: Europe/Asia.

Minors in Business for Non-Business Students

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

Service Learning

Students participate in service learning through classroom projects. Service learning refers to “a teaching and learning strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities” (www.servicelearning.org). Undergraduate and graduate business students complete marketing plans, leadership studies, social audits, and sustainable business assessments for nonprofit organizations.

Nursing students explore ethical considerations through service learning projects in collaboration with Colorado Springs and El Paso County community 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.

Examples of these events include:

- Annual Conscious Capitalism Conferences at the University of Colorado Boulder.
- Annual Colorado Ethics in Business Alliance (CEBA) Award nomination and selection process.
- Annual Eller Business Ethics Case Competition at the University of Arizona in Tucson, Arizona.
- Annual UCCS Ethics Essay Competition focused on current ethical issues.
- Annual Daniels Fund Ethics Initiative Consortium Case Competition in Denver, Colorado.
- Annual U.S. Air Force Academy Character and Leadership Seminar in Colorado Springs, Colorado.
- UCCS Diversity Summit.
- Marketing Club focused on an ethical awareness campaign for all students with ethics branded items.
- 2012 Race and Case Business Ethics Competition at the Daniels College of Business in Denver, Colorado.
- Guest speaker program has included Juana Bordas, President of Mestiza Leadership International; Ann Tenbrunsel, author and academician, General Renuart, United States Air Force; Donna Orender, sports figure and business leader; Barney Rosenberg, VP of Ethics and Business Conduct for Meggitt Group; Luis Benitez, leadership and mountaineer; Toby Groves, researcher, consultant and trainer; Major Dan Rooney, founder of Folds of Honor Foundation; Steve Priest, ethics and compliance professional; Daniel Epstein, founder of the Unreasonable Institute; 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.
- Policing and Corrections Professional Ethics Workshops centered on providing students with steps for evaluating situations to recognize ethical challenges.
- EPIIC Nights speaker series featuring industry experts in business, innovation, and entrepreneurship.
- Delta Sigma Pi student business club provides events 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 Ethics in Action Video Competition to produce a 30-second PSA or a 3-5 minute Ethics Video.
- Student-written original cases and debates on ethical issues included:
 - Differences in Ethical Standards between Countries
 - Cultural and Ethical Challenges for Veterans and their Private Sector Employers
 - A Case Study in Organizational Ethics: The American Registry of Radiologic Technologists
 - Corporate Social Responsibility: ERA Shields Real Estate Sets an Impeccable Standard
 - The Role of Government in Business: A Case of Federal Funding to Colleges Tied to Outcomes
 - Global Responsibilities: Influence of Government Energy Policy on Business

- Debate: Whistleblower or Traitor? (Edward Snowden)
- Debate: Is Drilling in the Arctic Ethical?

Faculty opportunities include:

- Anderson School of Management Online Business Ethics Program. Each semester we have had faculty and staff enrolled in the Business Ethics: Education and Organizational Best Practices program.
- Anderson School of Management Teaching Business Ethics Workshop includes UCCS faculty and faculty from the local Pike's Peak Community College have regularly attended.
- Ethics and Compliance Officer Association online class - Essentials of Ethics and Compliance have been attended by faculty and staff.

UCCS Ethics Case Competition

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

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

The competition goals are:

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

Study Abroad

The College of Business encourages students to study abroad through International Business Seminars. Students participate in lecture-discussion sessions with executives of various multinational corporations, local business firms, and government agencies. The Seminars emphasize marketing and management functions and can be taken for 3 semester units of upper-division undergraduate (BUAD 4610) or graduate business credit (BUAD 6990). For MBA students, the credit could be applied toward an International Business Emphasis or as an elective. Non-business majors also can take the course for credit as an elective.

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

International Students

The College of Business has 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, Université Paris XII Val de Marne, Radboud University, Stockholm University, Munich Business School, and the National Taiwan University of Science and Technology School of Management. UCCS International Student Services welcomes students from more than 21 countries, embracing multiple religions, cultures, and diverse lifestyles. These students study across the UCCS campus.

Faculty Exchanges

The College of Business has partnerships with the Frankfurt School of Finance and Management, University of Duisburg-Essen Mercator School of Management, International School of Management, MCI Management Center Innsbruck, Cologne Business School, Munich Business School, Radboud University Nijmegen, University Paris Est Creteil, National Taiwan University of Science and Technology, and Stockholm University. Our partnerships provide the opportunity for faculty to teach abroad as well as bringing leading international scholars from around the world to our classrooms. In the past two years, College of Business faculty members Dr. Donald Gardner and Dr. Tom Duening had the opportunity to teach short courses at MCI Management Center in Innsbruck, Austria. Dr. Donald Gardner, a Fulbright Specialist also presented research seminars at Renmin University, Beijing in October 2012, gave a research presentation at Hong Kong Polytechnic University in May 2013 and taught Industrial/Organizational Psychology to MS Strategic Human Resource Management Students at Hong Kong Baptist University in May 2013 and March 2014. This fall Dr. Carol Finnegan will teach at the Cologne Business School and the Mercator School of Management.

In May 2014, a memorandum of understanding was signed between Qatar Olympic Academy and the University of Colorado Springs on developing the Master's Degree Programme to an Executive Masters in Sports Institutions Management. This step aims at supporting the QOA in performing its role in developing national sports cadres and sports institutions.

These partnerships provide opportunities for the exchange of students during the academic year as well as opportunities for student to study in intense short programs.

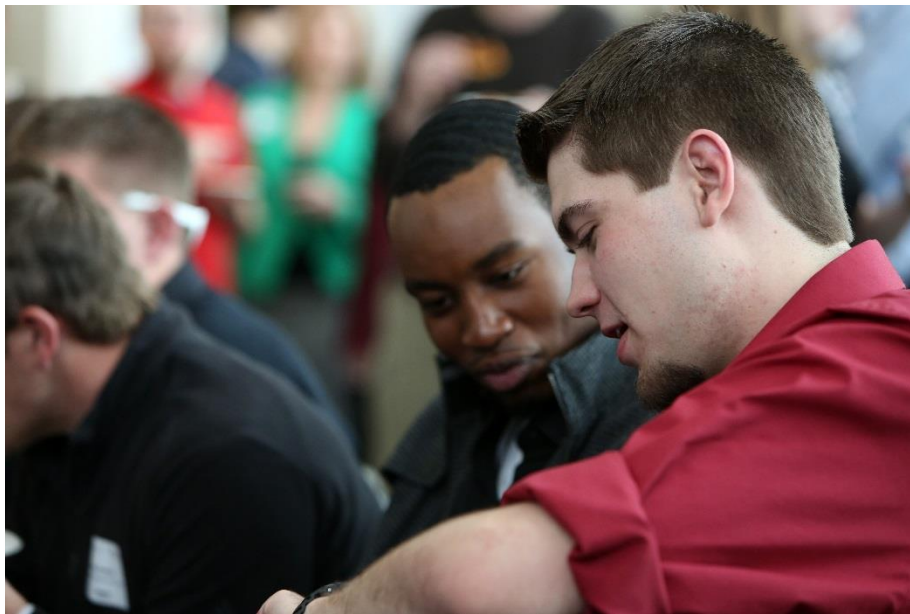
Internships

The College of Business Career and Placement Office has placed 397 interns since Fall 2012. Of those interns 362 were undergraduate students, and the remaining 35 were MBA candidates. Three internships were internationally based, and an additional 15 were with internationally focused companies and organizations. Four students performed internships in areas focused on sustainability, with an additional 60 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 Sunderland AFC and Everton FC in England.

Effective learning experiences for responsible leadership

The assessment of the effectiveness of our programs was conducted. The mastery of concepts, principles and knowledge by business students was reviewed. This Major Field Test also evaluated students ability to analyze and solve problems, understand relationships and interpret materials. The 2013 Comparative Data Guide testing in 662 institutions shows UCCS overall score (total score range 120-200) of 157.9 (Standard deviation of 16) compared to the national average of 152.4 (Standard deviation of 13.8). There are 9 assessment indicators: Accounting, Economics, Management, Quantitative Business Analysis, Finance, Marketing, Legal and Social Environment, Information Systems, and International Issues. In the Legal and Social Environment, UCCS scored a 97 (mean 55.5, median 56.5, standard deviation 6.3) with the national score at 50. In the areas of Accounting, Economics, Finance, Marketing and Information Systems UCCS scored above the average.



Research

Principle 4 Research:	We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.
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College of Business faculty members have a tradition of publishing relevant research in the areas of ethics, sustainability, leadership, and environmental management. Beyond the College of Business, faculty from other colleges on the UCCS campus conduct research in these areas, including Chancellor of UCCS Dr. Pamela Shockley-Zalabak, who publishes research in leadership.

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

Creating an Ethical Organization: A Communication-Based Process Approach, **Charles E. Beck**. 2012 Global Business & Economics Anthology, Vol. I, March 2012. Business & Economics Society International (B&ESI), Worcester, MA, pp 1-20.

Creating an Ethical Organization: Building a Supportive Communication Climate, **Charles E. Beck**. 2012 Global Business & Economics Anthology, Vol.II, December 2012. Business & Economics Society International (B&ESI), Worcester, MA, pp 211-220.

The Entrepreneurial Method: Moral Virtues as the Foundation of Entrepreneurial Expertise, **T.N. Duening** and **M.M. Metzger**. American Journal of Entrepreneurship, forthcoming.

How Entrepreneurs Think: Why Effectuation and Effectual Logic May be the Key to Successful Enterprise Entrepreneurship. **T. N.Duening**, **M.M. Shepherd** and **A.J. Czaplewski**. International Journal of Innovation Science. 4(4): 205-216.

Sustainability-Driven Innovation at Ecolab, Inc.: Finding Better Ways to Add Value and Meet Customer Needs, **Milliman, John F.**, **Tracy Gonzalez-Padron** and **Jeffery M. Ferguson**, Environmental Quality Management, Spring 2012, pp. 21-33.

Employee race as a moderator of selection procedure validity, **Gardner, D. G.**, & Deadrick, D. L. (2012). Journal of Managerial Psychology, 27, 365-382.

A Critique of Giving Voice to Values Approach to Business Ethics Education, **Gonzalez-Padron, Tracy**, OC Ferrell, Linda Ferrell, Ian Smith, (2012) Journal of Academic Ethics, Vol. 10, (4), pp. 251-269.

The Organizational Citizenship Behavior of IS Personnel: Does Organizational Justice Matter?, **Klein, G.**, Chou, Chou and Jiang. Information & Management, Vol. 50(2-3), 2013, pp. 105 - 111.

A Penny for Your Thoughts: Sizing Up Manipulative EPS Rounding and What It Means, **Miller, Paul** and Paul Bahnson, Strategic Finance, July 2012.

Regional Sustainability Partnerships – The Leadership need to make them work effectively, **John Milliman** and John Grosskopf, Environmental Quality Management, Summer 2013, Volume 22, Issue 4, pp. 45-59.

The Emergence of Regional Sustainability Partnerships – what are they and how to form them, **John Milliman** and John Grosskopf. Environmental Quality Management, Volume 22, Issue 3, Spring 2013, pp. 1-16.

Leading-Edge Green Human Resource Practices: Vital Components to Advancing Environmental Sustainability Environmental, **John Milliman**. Quality Management, Fall 2013, Volume 23, Issue 2, pp. 31-45.

The Effects of Wrongdoer Motivation and Internal Versus External Reporting Channel on Intention to Report Fraud, **Sonnier, B.M.** (2013). Journal of Forensic and Investigative Accounting, 5(2), 77-113.

An Empirical Evaluation of Graham's Model of Principle Organizational Dissent in the Whistleblower Context Post-Sox, **Sonnier, B.M.**, and Lassar, W. (2013).. Journal of Forensic and Investigative Accounting, 5(2), 132-174.

CSR Strategic Orientation in Chinese Companies, **Gonzalez Padron, T., Fan, Y. and Zhou, M. M.**, presented at the 6th International Annual Conference of the Chinese Scholars Association for Management Science and Engineering (CSAMSE), Beijing, China, June 2013.

Community Gone Awry: A Tale of Accounting Fraud, Override of Internal Controls and Conflicts of Interest, **Peggy M. Beranek** and **Kim Zahller**, (full paper) National American Case Research Association Conference (NACRA), October 17-19, 2013 Victoria, BC, Canada and Administrative Sciences Association of Canada (ASAC), June 8-11, 2013, Calgary, Alberta, Canada.

Tags, Trust and Walmart, **Kim Zahller** and **Peggy M. Beranek**, Administrative Sciences Association of Canada (ASAC), June 8-11, 2013, Calgary, Alberta, Canada.

Considerations of observer, offender, and target in the intent to peer report unethical behavior, **Bluhm, D.**, Burch, T., & Avolio, B.. Annual conference of the Academy of Management, Boston, 2012.

Stable versus shifting ethical leadership: The impact on team positivity and performance, **Bluhm, D.** (2013). In Leslie A. Toombs (Ed.), Proceedings of the Seventy-Third Annual Meeting of the Academy of Management.

How Can Social Enterprises Compete in Electronic Recycling?, **Ferguson, Jeffery M., Tracy Gonzalez-Padron** and **Peggy McNulty**, 2013 North American Case Research Association Conference. Victoria, British Columbia, October 2013.

Books / Book Chapters

Warrick, D.D. and Mueller, Jens, eds. (2012) Lessons in leading change: Learning from real world cases. Oxford UK: RossiSmith academic publications.

Ingley, Coral, Rennie, Morina, Mueller, Jens, **Warrick D.D.**, and Erakovic, Ljiljana (2012). "The social dimension of boards' role in better corporate governance." In Anabella Davila, Marta Elvira, Jacobo Ramirez, and Laura Zapata-Cantu, eds. Understanding organizations in complex, emergent, and uncertain environments. New York: Palgrave Macmillan, oages 45-67.

Gonzalez-Padron, Tracy L: The Influence of Social Forces on Firm Strategy in Strategic Management in the 21st Century edited by Timothy J. Wilkinson (professor and Charles L. Boppell Dean of the School of Global Commerce & Management at Whitworth University), May 2013, Vol. 1, pp.125-148, Praeger Publishers Inc., ISBN-10: 0313397414.



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 have been recognized for their engagement efforts. Our outreach includes a number of specific ways the University and the College of Business connect with our community, such as the Southern Colorado Economic Forum, Small Business Development Center, El Pomar Institute for Innovation and Commercialization, and Alumni Association activities. In addition, campus and college leadership serve as members on a variety of community boards and committees, including the Economic Development Corporation and Colorado Springs Chamber of Commerce, as well as other business and non-profit organizations.

Dean's Executive Advisory Board

The College of Business has the Dean's Executive Advisory Board, which is composed of both alumni and business leaders who care deeply about the growth of the College and the local community. Board members come from local businesses, local government, community associations, and non-profit organizations. The Dean of the College relies upon the board for input and support on a variety of issues, including strategic planning and community engagement. The board is actively involved in building ethical leadership in the College and seeking help from all types of local community partners for more effective integration.

Daniels Fund Ethics Consortium

The UCCS College of Business was awarded a \$1.25 million grant from the Daniels Fund to help instill a high standard of ethics in students attending the university. The primary objective of the Daniels Fund Ethics Initiative is active engagement of students through instruction that generates practical applications that are relevant to the real business world and the changing global environment. As part of the Daniels Fund Ethics Initiative, UCCS is part of a seven-school consortium that includes the University of Wyoming, University of Utah, University of Denver, Colorado State University, New Mexico State University, and University of New Mexico. The universities in the consortium collaborate on developing programs that instill a high standard of ethics in business school students. UCCS College of Business Dean Venkat Reddy and UCCS Ethics Initiative Director Dr. Tracy Gonzalez-Padron are members of sub-committees of the consortium.

El Pomar Institute for Innovation and Commercialization

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

Objectives

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

Colorado Ethics in Business Alliance

For the past 20 years, Colorado Ethics in Business Alliance (CEBA) has been elevating ethical businesses, organizations, and leaders through an annual award program which is one of the largest of its kind in the nation. CEBA's mission of promoting ethics through education and recognizing companies and individuals who maintain exemplary ethical standards has attracted business leaders dedicated to the ethical pursuit of business success. The UCCS College of Business has evaluated nominees for the Daniel L. Ritchie Award for the reporting period of this report. In 2014 two winners were nominate by UCCS students and faculty. Two MBA students served on the selection committee. There were thirty-three students evaluating companies and leaders from across Colorado. Our participation has increased each year.

Junior Achievement “Teaching Business Ethics” Partnership

The objective of this partnership is to identify and train high school teachers and business volunteers to work in partnership to deliver *JA Business Ethics* to high school students in grades 9-12. In 2013, the UCCS Ethics Initiative facilitated high school business teachers and business people to partnered with Junior Achievement of Southern Colorado. The business volunteers presented ethical issues for consideration across a wide range of program to classes in the Colorado Springs and Pueblo areas. More than 420 high school students learned business ethics this school year because of this joint effort.

This partnership continues to assist high school teachers and business volunteers On January 17, 2014, high school business teachers and business people engaged students grades 9 -12 in career choice

workshops addressing the ethics of that particular field for Colorado Springs and Pueblo students at UCCS. Over 800 high school students were introduced and learned business ethics this school year due to this effort.

International Partner Collaboration

The College of Business has partnerships with the Frankfurt School of Finance and Management, University of Duisburg-Essen Mercator School of Management, International School of Management, MCI Management Center Innsbruck, Cologne Business School, Munich Business School, Radboud University Nijmegen, University Paris Est Creteil, National Taiwan University of Science and Technology, and Stockholm University.

In May 2014, a memorandum of understanding was signed between Qatar Olympic Academy and the University of Colorado Springs on developing the Master's Degree Programme to an Executive Masters in Sports Institutions Management.

Student Center for Public Trust

The accounting profession was riddled with scandal and facing great scrutiny. Concerned with the impact of the negative publicity, the National Association of State Boards of Accountancy (NASBA), created an student organization that addressed the issue of ethics in business, education and society with a goal of focusing 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 two years and has enrolled over 86 students in their Ethics Certificate program.

Small Business Development Center

The Colorado Springs Small Business Development Center (CSSBDC) was hosted by the UCCS College of Business until December 2013. Additional sponsorship comes from the City of Colorado Springs. The purpose of the CSSBDC network is to offer business consulting and training that maximizes the economic potential of Colorado entrepreneurs. The mission is to help businesses start, grow, and prosper in Colorado and to be the number one statewide business resource for entrepreneurs in Colorado. The CSSBDC continues to assist small businesses in El Paso and Teller County in its new larger location off the UCCS campus.

UCCS College of Business Alumni Association

The UCCS College of Business Alumni Association is an active group that helps alumni stay connected to the College and one another by fostering and maintaining relationships, creating ongoing networking activities, providing educational opportunities, and sponsoring social events that include ethical and sustainable themes. The action team recruits for networking, community outreach, leadership development, mentoring, and communication. The group has more than 8,000 College of Business alumni, with 4,000-plus residing in Colorado Springs and the Front Range. They represent professionals in the fields of accounting, finance, marketing and development, information technology, and corporate and sport management. Partnerships with our alumni assist students in finding jobs, fill positions/internships at local companies, promote continuing education and community forum opportunities, and provide networking events.



Organizational Practices

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

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, 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, 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. BAUD 4000, Management 3300 and Business Law 2000 addresses sustainability within the COB.
 - Increase faculty, staff, and student involvement in community sustainability initiatives.
- Operations
 - Design a food environment on campus that promotes a 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.

Academic Integrity

The Ethical Perception Survey 2012-13 and 2013-14 surveyed 1,367 students in the UCCS Colleges of Business, Engineering, and Letters, Arts and Sciences.

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

Ethical Self-Efficacy Survey

An Ethical Self-Efficacy Survey seeks to identify shifts in students' perceptions of business ethics upon completing courses with dedicated ethics content (business ethics, business and society, social issues in management, marketing ethics, and accounting ethics). This survey is done at the beginning of a and a post-test near the conclusion of the course. Questions on the survey relate to four constructs:

Ethical Self-Efficacy: The belief that a student can make the correct ethical decision.

Ethical Concern: The importance of learning more about business ethics..

Principle-based education: The value of principle-based education for dealing with complex ethical issues.

Knowledge of and commitment to Personal Principles and Ethical Responsibilities: Whether a student has developed their own set of principles that are used for ethical decision-making.

Daniels Fund Ethics Initiative Faculty Fellows

The prestigious Daniels Fund Ethics Initiative Faculty Fellowships (Ethics Faculty Fellows) are awarded to those who demonstrate excellence in pedagogical activities related to business and organizational ethics. Ethics Faculty Fellows are expected to make a substantial contribution to facilitating the objectives as part of the Daniels Fund Ethics Initiative.

The 2012-2013 Ethics Faculty Fellows within the College of Business were Charles Beck, PhD, Albert Batten, PhD, Cathy Claiborne, PhD, Peggy Beranek, PhD; Robert Hirschfeld, PhD; Peggy Knock, MBA, Colleen Stiles, PhD, and Gordon Stringer, MBA. The eight Fellows champion ethics in their academic team and promulgate the outcomes of their projects through publication, teaching, and public discussion.

In 2013-2014 the Ethics Faculty Fellows continued within the College of Business and expanded to other colleges to include Letters, Arts and Science (LAS), Education, Beth-El Nursing and Health Sciences (Beth-El) and Engineering. That year's Ethics Faculty Fellows were Albert Batten, PhD (Business), Dustin Bluhm, PhD (Business), Lauren Brengarth PhD (LAS), Mary Ann Cutter, PhD (LAS), Andrew Czaplewski, PhD (Business), Jeffery Furguson, PhD (Business), Corinne Harmon, PhD (Education), Barbara Joyce PhD (Beth-El), Andrew Ketsdever, PhD (Engineering), David Leupp, PhD (Business), Matt Metzger, PhD (Entrepreneurship and Innovation), Gordon Stringer, MBA (Business), and Sheri Trumpfheller, MBA, CPA (Business).



IV. Future Perspectives/Key Objectives

As a result of the progress and experience gained during the past year, the College of Business at the University of Colorado Colorado Springs is eagerly anticipating upcoming accomplishments. We plan to continue many of the programs that have been developed, as well as create new courses and programs. Highlights for the remainder of 2014 and 2015 include the following.

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 Bill Daniels 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. We will continue to incorporate Giving Voice to Values concepts within our curriculum, and work to create new and independent ethics courses and make modifications to existing courses.

Faculty Workshops to Identify Issues and Concerns in Teaching Ethics

Faculty and staff will have opportunities to join in discussions relating to ethics education through regularly scheduled resource meetings, which will provide information about the availability of ethics resources through the Daniels Fund Ethics Initiative Consortium website and the UCCS internal blackboard system. Meetings of the Bill Daniels Fellows will continue to disseminate ethics materials and track the progress of teaching ethics concepts. Guest speakers will be invited from partner schools to share their experiences with our faculty. We also will continue to make funds available for faculty to attend workshops, participate in business conferences, and develop relevant and timely ethics material to enhance the ethical education of their students. Since 2012 over 326 faculty have participate in these

opportunities. These resource events and workshops are already scheduled for the 2014-15 academic year.

Student Seminars, Workshops, and Competitions

In 2014 and 2015, we anticipate hosting student seminars on ethics and compliance, internship ethics, social entrepreneurship, and other related topics. We will continue to host the UCCS College of Business Case Competition and send eligible and worthy students to national competitions throughout the region. In addition, we plan on continuing to send our students to events such as Conscious Capitalism at the University of Colorado Boulder, the Character and Leadership Symposium at the Air Force Academy in Colorado Springs, the Eller Case Competition in Tucson, Arizona, and case competitions at other higher education institutions as opportunities present themselves.

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

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. Since 2012 over 579 attendees from this demographic have participated.

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



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