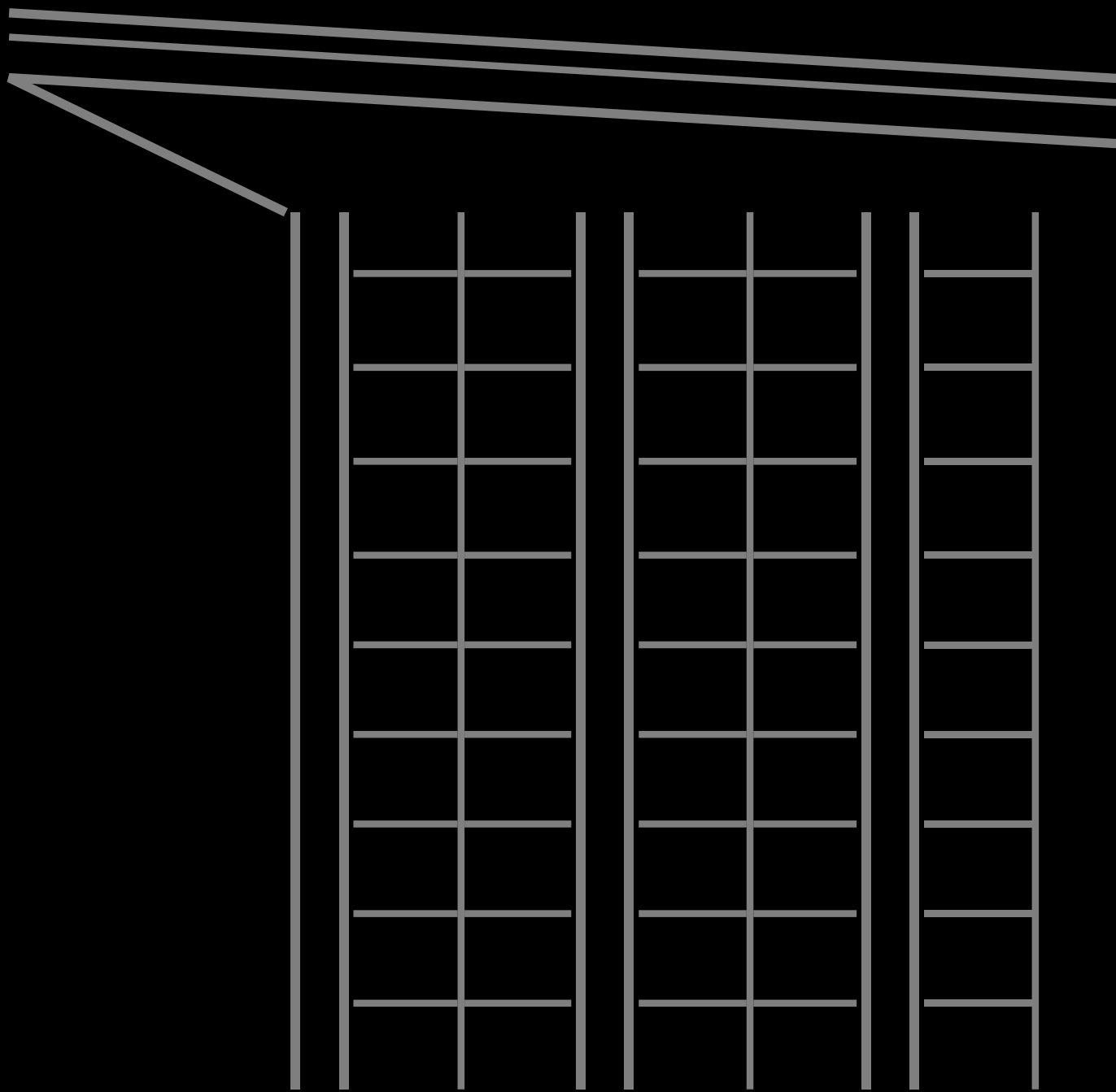


2020-21 ANNUAL REPORT



College of Business

UNIVERSITY OF COLORADO COLORADO SPRINGS

MESSAGE FROM THE DEAN



**WE ARE IN THE
BUSINESS OF
BUILDING
SUCCESSFUL
FUTURES™**

The 2020-21 academic year is a story of resiliency. This year brought its own unique challenges, but it also brought many reasons to celebrate. The contributions made this past year extend well beyond the classroom and will shape the future of our business school. I am proud to share the accomplishments of our students, faculty, and staff within the pages of this report.

One of our primary objectives in 2021 was to evaluate and revise our mission statement and values, which marks the beginning of our strategic planning process. Together, as a community of students, alumni, faculty, staff, and business partners, we identified a statement that encompasses our shared vision for the future. Three core values emerged from our discussions, and you will see them reflected throughout this report. We strive to encourage lifelong learning and academic discovery, to serve as a catalyst for community development and partnership, and to emphasize ethical decision-making and societal impact through intentional programming and research. These values inform the direction of our business school and they are the shared beliefs by which we serve our campus and community.

With so many business programs available in the U.S., we are incredibly proud to receive national recognition as a top business school. Our recent rankings include #11 Best Online Bachelor's in Business, #88 Best Online MBA, #54 Best Online MBA Program for Veterans, and #89 Best Part-Time MBA Program by US News & World Report. As a university, we also placed our third consecutive year as a Top 10 Military Friendly School by Military Friendly.

We believe in developing future-oriented business programs that meet the needs of today's industries. Cybersecurity is an essential field in today's business climate; cybercrime has increased exponentially and organizations need more cybersecurity professionals than are currently in the market. To address the cybersecurity shortage, we developed academic offerings to support students at every phase of their professional journey. In the coming pages, you will learn about our grant-funded programs, the Colorado Cybersecurity Apprenticeship Program and the NSA Cybersecurity Faculty Development Program, as well as our cybersecurity management specializations at the undergraduate, graduate, and doctoral levels.

Part of our success as a college is the ability to provide real career outcomes for students. The R.O.A.R. Program makes this mission a reality. R.O.A.R., an acronym for Relationships, Opportunity, Acumen, and Readiness, is a mandatory career curriculum that is designed to prepare students for a seamless transition from college to career. We graduated our first cohort from the R.O.A.R. Program in Fall 2020.

These programs would not be possible without the support of our community and partners. When businesses were forced to close their doors during the pandemic, our community came together to help companies get back on their feet. The College of Business offered educational resources, business insights, and virtual one-on-one meetings for businesses in the region. The 24th Annual UCCS Economic Forum combined with the Pikes Peak State of Small Business for a timely and informative discussion about the economic impact of COVID-19 in a free virtual event.

Central to our business curriculum is an emphasis on principle-based ethical decision-making and conduct. We believe that the best leaders are the ones that utilize business practices through an ethical lens, leaving the world a better place than how they found it. The College of Business is proud to house the Daniels Fund Ethics Initiative Collegiate Program at UCCS College of Business (DFEI Collegiate Program), which serves as a resource for students, educators, and the business community. Our Office of Executive Education recently partnered with the DFEI Collegiate Program to incorporate ethical leadership into the Mini-MBA program, which you will read about on page eight.

This report is made possible by the incredible students, faculty, staff, alumni, donors, and partners that understand and live our mission every day. I thank you for your support. I look forward to working together in the next academic year to further our programs, strengthen ties with the business community, and advance academic discovery in the Pikes Peak Region and beyond.

Warmest Regards,

Karen S. Markel
Dean, UCCS College of Business



UCCS COLLEGE OF BUSINESS

The UCCS College of Business was established in 1965 with a vision to build successful futures for students and the business community in the Pikes Peak Region and beyond. For over 50 years, the College of Business has offered innovative and industry-aligned curriculum to prepare professionals for a meaningful career in business. The College of Business is accredited by AACSB which ensures that our students receive a top quality business education.

A keystone of our College is the commitment to the Daniels Fund Ethics Initiative Collegiate Program at UCCS, which works to instill a higher standard of ethics in students. College of Business students receive personalized guidance from dynamic faculty with real-world experience in their field. The College of Business offers experiential learning opportunities at each stage of their academic journey, providing students with an immersive business education.

OUR MISSION

The UCCS College of Business delivers a future-oriented business education to support workforce and economic development for southern Colorado, the state, nation, and world. We prioritize and empower learners at every stage of their educational journey, develop innovative research that contributes to scientific discovery and effective business practice, and serve as a hub for our community in productive discourse, practical learning, and social responsibility.

OUR VALUES



LEARNERS FIRST



BUILD COMMUNITY



MAKE A DIFFERENCE

30+
YEARS OF AACSB
ACCREDITATION



26 YEARS
OF ONLINE
EDUCATION

TOP 3
MILITARY FRIENDLY SCHOOL

ONE OF
8 PGA & AACSB
ACCREDITED
PGA GOLF MANAGEMENT
PROGRAMS



10+ YEARS
WITH THE DANIELS FUND
ETHICS INITIATIVE
COLLEGIATE PROGRAM

FUTURE-ORIENTED BUSINESS CAREERS

Colorado Springs is home to more than 100 cyber-related companies, five military installations, the National Cybersecurity Center and a diverse collection of information technology companies. As IT challenges and threats continue to rise, the demand for specialized cybersecurity management professionals has reached an all-time high. The College of Business now provides cybersecurity education and training at each stage of an individual's professional journey.



EXECUTIVE DOCTOR OF BUSINESS ADMINISTRATION

The Executive Doctor of Business Administration in Cybersecurity Management (EDBA-Cyber) is a unique terminal degree designed to develop scholar-practitioners who will be skilled in practice-focused research in cybersecurity. The interdisciplinary, three-year, part-time program aims to develop ethical security leaders who can improve security practice globally through applied, evidence-based analysis and rigorous evaluation of complex issues in cybersecurity. The EDBA-Cyber is one of two in the United States focused on information security. The program welcomes its first cohort in Fall 2021.

COLORADO CYBERSECURITY APPRENTICESHIP PROGRAM

The Colorado Cybersecurity Apprenticeship Program (C-CAP) successfully welcomed its first cohort of students in Spring 2021. C-CAP provides aspiring cybersecurity professionals with the academic and skills-based knowledge required to earn mid-level and advance-level cybersecurity positions. Through a series of industry-aligned college courses, boot camps, and on-the-job training, apprentices will be fully equipped to succeed in one of the fastest growing sectors in the nation. C-CAP is funded by a \$6 million grant from the U.S. Department of Labor to address the ongoing skills gap in cybersecurity.



NSA CYBERSECURITY FACULTY DEVELOPMENT PROGRAM

The Cybersecurity Faculty Development Program - UCCS Led Coalition is funded by a \$3.35 million grant from the U.S. National Security Agency to educate, train, and develop faculty in cybersecurity. UCCS is serving as a strategic partner for a consortium of educational institutions to deliver a comprehensive, programmatic approach to cybersecurity faculty development. The grant will provide cybersecurity education to more than 1,500 participants over the next two years.

RIDING THE WAVE OF NEW TECH INDUSTRIES



\$10M+

OVER \$10M IN
GRANT FUNDING

10+ HIRES

11 NEW CYBER-
FOCUSED
FACULTY & STAFF

3 DEGREES

3 EMPHASES IN
CYBER
MANAGEMENT

2 CERTS

2 CYBER-
FOCUSED
CERTIFICATES

1ST EDBA

1ST DOCTORATE
IN CYBER IN THE
WESTERN U.S.

STRENGTHENING TIES TO THE BUSINESS COMMUNITY

THE R.O.A.R. PROGRAM

The R.O.A.R. Program successfully graduated its first cohort in the Class of 2020. R.O.A.R., an acronym for Relationships, Opportunity, Acumen, and Readiness, is designed to prepare students for a seamless transition from college to career upon graduation. This program focuses on career exploration, career planning, professionalism, networking, and mentorship, and consists of three phases: Find your R.O.A.R., Refine your R.O.A.R., and Ready to R.O.A.R. Students are required to complete the phases in succession along with additional career development events and internships as a graduation requirement. The R.O.A.R. Program has recruited over 60 new mentors to support senior-level students in their transition from college to career.

In addition to the R.O.A.R. Program, College of Business students and alumni also have access to the Career Development Center. The Career Development Center provides individual career counseling, resume reviews, mock interviews, career and professional development events, job boards, and a for-credit experiential learning program.

PHASE 1: FIND YOUR R.O.A.R.

Provides students with an understanding of their interests, skills, and values and helps them identify potential career pathways.

PHASE 2: REFINE YOUR R.O.A.R.

Provides students with opportunities to confirm their desired career pathway, including various industry panels, informational interviews, and industry tours.

PHASE 3: READY TO R.O.A.R.

Connects students with an industry mentor to aid the transition from college to career. Students engage in a variety of activities with their mentor to develop professionalism and networking skills.



VIRTUAL CAREER NETWORKING NIGHT

On March 2, 2021, 130 students, alumni, and a variety of local, state, and national organizations attended Virtual Career Networking Night. Students and alumni had the opportunity to attend group and one-on-one sessions with 53 organizations, including BKD, CED, Ent Credit Union, Farmers Insurance, GE Johnson, Integrity Bank and Trust, Premier Roofing, Northwestern Mutual, T. Rowe Price, Stockman Kast Ryan + CO, and USAA. Sessions focused on internship, part- or full-time opportunities, volunteer experiences, and general career discussions.

Career Networking Night is a bi-annual event hosted by the College of Business Career Development Center, a resource dedicated exclusively to business students and alumni.

STRENGTHENING TIES TO THE BUSINESS COMMUNITY

KROENKE SPORTS & ENTERTAINMENT PARTNERSHIP

UCCS Sport Management partnered with Kroenke Sports & Entertainment (KSE) to provide students with professional opportunities with the Denver Nuggets, Colorado Avalanche, and Colorado Rapids. KSE, a Denver-based sports and entertainment holding company, is the national conglomerate of various sporting brands and venues throughout Colorado.

The partnership allows students to pursue their own sport-related research project in a semester-long, student-directed study. Students receive support throughout their assignment with frequent meetings from representatives of the Denver Nuggets, Colorado Avalanche, and Colorado Rapids and conclude with a presentation to senior executives from each professional team.

To date, 66 Sport Management students have participated in the KSE opportunity.

Patrick Miller '20, UCCS Sport Management, was the first student to complete the student-directed study with KSE. Patrick expressed an interest in research assessment, so he and his project supervisors designed a project to evaluate current sponsorships and research potential partnership opportunities for the Colorado Rapids. At the end of his project, Miller presented his findings to his project supervisors and head executives at KSE.



Patrick Miller '20, UCCS Sport Management

STRONGER TOGETHER

UCCS ECONOMIC FORUM + STATE OF SMALL BUSINESS

The 24th Annual UCCS Economic Forum event partnered with the Pikes Peak Small Business Development Center to offer a free virtual event to the Colorado Springs community. The event focused on the theme, "Our Resilient Future", to provide a timely discussion about the economic impact of COVID-19 and how Colorado Springs can work together as a community to recover.



Dr. Tatiana Bailey
Director, UCCS Economic Forum

The 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.

COVID-19 RESOURCES HUB & SMALL BUSINESS SUPPORT

To help local business recover from the economic shutdown, the College of Business offered free videos, publications, and virtual office hours in a COVID-19 Resources Hub. The website was developed in partnership with the Colorado Springs Chamber & EDC, the Pikes Peak Workforce Center, the Better Business Bureau of Southern Colorado and the Small Business Development Center. Faculty also provided one-on-one consultations to ensure that each business received personalized guidance and support to successfully reopen their business.

To view the Resources Hub, please visit business.uccs.edu/resources.



Dr. Thomas Aicher



Dr. Dustin Bluhm



Dr. Gary Klein

ADVANCING ACADEMIC DISCOVERY

College of Business faculty are actively involved in research projects that directly impact the theory, practice, and teaching of business. UCCS is the only higher education institution in southern Colorado that explicitly includes research as part of its mission, and we are proud to develop innovative research that contributes to scientific discovery and effective business practice.



Dr. Gurvirender Tejay



Dr. James Van Scotter

ORGANIZATIONAL CYBERSECURITY JOURNAL: PRACTICE, PROCESS, AND PEOPLE

Dr. Gary Klein, Cougar Professor of Information Systems, and Dr. Gurvirender Tejay, Associate Professor of Information Systems, launched a new academic journal, the *Organizational Cybersecurity Journal: Practice, Process, and People (OCJ)*. The journal's mission is to publish advances in scientific knowledge directly related to cybersecurity management. The OCJ will be a peer-reviewed, open-access publication of Emerald Publishing. Dr. Klein and Dr. Tejay will serve as editors-in-chief for the journal and Dr. Morgan Shepherd, Professor of Information Systems, will serve as one of the editors. They are currently accepting submissions for the inaugural editions in September and December of 2021.

UNDERGRADUATE RESEARCH ACADEMY

Each year, the Undergraduate Research Academy awards \$3,500 grants to faculty-student teams to encourage students to expand their education beyond the classroom. A College of Business team was awarded funds for original research and creative work to participate in a year-long project. Undergraduate students Riley McGrath and Brian Pierce will work with their faculty mentor, Dr. James Van Scotter, Associate Professor of Strategy, to explore "Strategic Information Leadership". Over the course of a year, students are expected to participate in at least 200 hours of research assistance, and faculty members are expected to provide mentorship and support to advance the projects.

OUTSTANDING INTELLECTUAL CONTRIBUTIONS AWARD

Dr. Thomas Aicher, Associate Professor of Sport Management, was awarded the College's Outstanding Intellectual Contributions Award for his publications in the *Journal of Sport & Tourism* and the *Journal of Sport Management*, as well as a book chapter in *Contemporary Sport Management*. He also authored a magazine article and made two presentations at the Annual Conference of the North American Society for Sport Management.

PROMOTING ETHICS THROUGH RESEARCH

Dr. Dustin Bluhm, Associate Professor of Management, published an article in the *Journal of Business Ethics* titled, "Leader-expressed humility predicting team psychological safety: A personality dynamics lens." Dr. James Van Scotter also published an article in the *Journal of Business Ethics* titled, "Bright and Dark Personality: Effects on Ethical Misconduct." The *Journal of Business Ethics* publishes original articles to provide discussion and debate surrounding ethical issues in business.

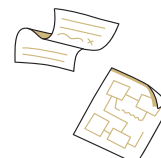
2020-21 INTELLECTUAL CONTRIBUTIONS



5 BOOKS PUBLISHED



35 PRESENTATIONS



31 ARTICLES



PRIORITIZING ETHICS

The Daniels Fund Ethics Initiative Collegiate Program at UCCS College of Business (DFEI Collegiate Program) is a resource for principle-based ethics education, serving students, educators, and the business community. The DFEI Collegiate Program promotes the practical application of ethics-based principles in the curriculum, provides student opportunities to practice ethical leadership and ethical decision-making, and engages the business community all while reinforcing the core ethics principles.



UCCS MINI-MBA PROGRAM: ETHICAL LEADERSHIP

UCCS Executive Education recently partnered with the DFEI Collegiate Program to incorporate ethical leadership into the Mini-MBA program. The Mini-MBA is a non-degree program that provides comprehensive, graduate-level business curriculum in a 13-week timeframe. Each participant, with support from business faculty, will develop a project with a financial impact of at least \$75,000 through new revenue streams, cost savings, or a mix of both. Candidates who demonstrate exceptional character, leadership, and a desire to positively impact their organization and community are also eligible for a DFEI Mini-MBA Scholarship.

ATHLETE ACTIVISM WITH DR. TOMMIE SMITH

The UCCS Sport Management Program and the DFEI Collegiate Program hosted a virtual event, **Athlete Activism: Revisiting the Past, Shaping the Future**, on April 19th to discuss political protest in sport with Dr. Tommie Smith. Dr. Smith is an athlete, coach, activist, and Olympic gold medalist who took a stand at the 1968 Mexico City Olympics to protest social injustice in the United States. Over 300 students, faculty, staff, alumni, and community members attended the virtual event to hear Dr. Smith's insights and participate in a live Q&A.



STUDENT ETHICS AMBASSADORS

The DFEI Collegiate Program created a unique opportunity for students to engage in the ethics initiative by partnering with an ethics fellow and gaining program-based work experience. Students who are selected to be a Student Ethics Ambassador will be paired with a Daniels Fund Ethics Initiative Fellow Faculty Member to create ethics programs, conferences, and/or curriculum to be delivered to UCCS and the greater southern Colorado community. The DFEI Collegiate Program welcomed 11 Ambassadors in the 2020-21 academic year.



Olympic Athlete Mirai Nagasu builds a legacy (BS '20)

“Mirai” means “future” in Japanese, and Olympic figure skating medalist Mirai Nagasu – who graduated in December 2020 with an emphasis in business administration – has always been focused on it. For years while she lived and trained in Colorado Springs, Nagasu balanced the most extreme athletic commitment in the world with classes in the College of Business. In 2018, Nagasu became the first American ladies’ singles skater to land a triple Axel at the Olympics. She plans to use her emphasis in business administration to launch her into the next phase of her career, and she hopes to keep building her legacy of courage, authenticity, and never giving up to inspire the next generation of athletes to do the same.



Tamara Curry charts a confident future in business (BS '21)

Tamara Curry took every opportunity to learn, grow, and develop into a future business leader during her years at UCCS. As daughters of Liberian immigrants, Tamara and her twin sister, Sandra, are the first in their family to earn a four-year degree. While at UCCS, Curry earned a scholarship from the Denver Scholarship Foundation, utilized two mentors, and landed two internships at Farmer’s Insurance and Succeeding Small, a digital marketing agency - all while developing her fashion startup, Moti’s House. With help from the student entrepreneurship center, The Garage, Moti’s House is preparing for launch in 2021. Curry also accepted a full-time marketing position at 5280 Magazine, based in Denver, Colorado.



Rob Lloyd finding success through growth and teamwork (MBA '03)

For Rob Lloyd, career success doesn’t just boil down to a paycheck, job title, or pension - it’s defined by a mission of growth, teamwork, and service. This mission is why Lloyd has dedicated himself to government work for more than 20 years. In his current position as the Chief Information Officer for the City of San Jose, California, Lloyd oversees 150 IT team members who keep more than 6,000 city employees connected, which was especially hard during COVID-19. For his excellence in technology leadership during the pandemic and otherwise, BayAreaCIO presented Lloyd with the 2020 Bay Area ORBIE Award.



Victoria Jones harnesses goal setting and determination to set a course for law school (BS '21)

With her business degree in hand, Victoria Jones just took one large leap towards her dream career as an attorney. Now, she sets off to attend a Top 25 law school this fall on a full-tuition scholarship. To get in to law school, Jones leaned into the UCCS resources at her disposal. She enthusiastically embraced the R.O.A.R. Program, reached out for one-on-one mentorships, and connected with the Career Development Center. Jones participated in internships, was an active member in the Pre-Law Society and the UCCS Honor Society, and she engaged in various volunteer opportunities. In August, Jones will start classes at the University of Alabama School of Law on a full-tuition scholarship to pursue business law.

CELEBRATING 50 YEARS WITH DR. DONALD D. WARRICK

Many people search a lifetime for their dream career. For Don Warrick, his dream career began 50 years ago on January 1, 1971 at a small, modest campus in Colorado Springs.

Warrick played an integral role in the development of the College of Business undergraduate and graduate programs. Alongside a handful of faculty, Warrick created curriculum centered around his fields of study in leadership and organization development and change. These courses were some of the very first of their kind in higher education.

"For a new professor who knows nothing to get to start out developing curriculum in my field of organization development and change was incredible," Warrick said. "In fact, I'm still teaching some of those foundational courses that I started almost 50 years ago."

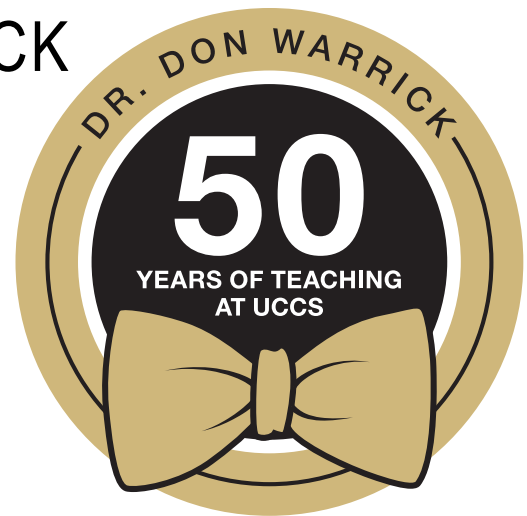
Warrick specializes in developing and coaching leaders, developing high performance teams and organizations and managing organization development, change and transformation. He has published nine books and more than 90 articles, book chapters and professional papers within his discipline. Warrick has worked with more than 200 Fortune 500 and international companies, mid-sized and small organizations, government agencies and religious organizations. He also serves as president of the Warrick Agency Training and Development Company.

Warrick has been celebrated with the highest recognitions in his field, including a 2018 Lifetime Achievement Award from the Organization Development Network Association and the Distinguished Educator Award from the Academy of Management. He has also been named Outstanding Organization Development Practitioner of the Year, Outstanding Human Resources Professional of the Year, Best Professor in Organizational Development, and the David Bradford/McGraw-Hill Educator of the Year.

Yet Warrick still considers his greatest accomplishment to be the success of his students.

"Over the years, I've just developed such a love for students where I just really consider it an honor to be in the classroom where I can influence lives," said Dr. Warrick. "It's been a huge blessing to spend a whole career educating people on how they can personally and professionally succeed."

He hopes his passion for teaching, leadership, and cultural development leave a lasting impact on the university.



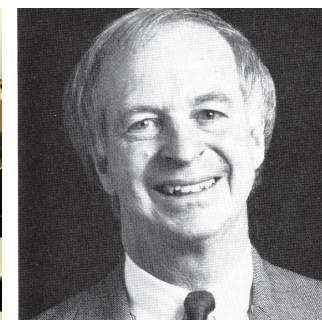
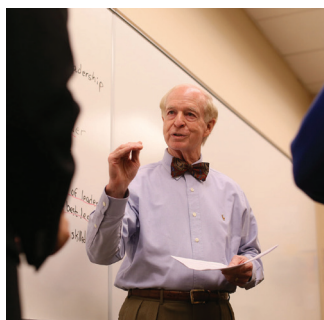
"I hope that I can have at least a small, positive impact on the lives of students as well as faculty, staff, and administrators, and that I will have opportunities to encourage skilled leadership and help build a positive and vital culture in the College of Business and UCCS. I also hope to keep excellent teaching as one of our hallmarks that we are best known for at UCCS."

To help Dr. Warrick realize his goal, the College of Business aims to develop a faculty award in his honor. This award will be charged with furthering three of Dr. Warrick's signature efforts:

- Developing skilled leaders and promoting excellence in leadership, teaching, and culture.
- Developing an exciting culture to work in.
- Developing faculty who are committed to teaching excellence.

"The responsibilities are to promote excellence in leadership, culture, and teaching," said Dr. Warrick. Then, even if I'm not around, someone would be championing those causes. That's my goal."

The Warrick Endowment for Excellence in Leadership, Teaching and Culture is fueled by alumni and community philanthropy and will be part of a full-year celebration to honor Dr. Warrick's legacy at UCCS. To contribute to the Warrick Endowment, to leave a congratulatory message for Dr. Warrick, or to join an upcoming Warrick Webinar, please visit business.uccs.edu/warrick50.



SPECIAL THANKS

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Colorado Springs
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Wendel Torres

Managing Partner at
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Jane Young

President and CEO at
More Than Your Money, Inc.
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ALUMNI LEADERSHIP 2020-2021

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MBA '04

Nicola Roark

Alumni Association Co-Chair
MBA '11

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BS '13

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MBA '98

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MBA '87

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BS '17

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BS '17

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BI '19, MSA '20

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