

TRACY L. GONZALEZ-PADRON

Director, Daniel Fund Ethics Initiative Collegiate Program at UCCS
Professor, Marketing and International Business
Department of Marketing, Strategy and International Business,
University of Colorado Colorado Springs

EDUCATION

Ph.D., Marketing and International Business, Michigan State University, 2007

M.B.A, Grand Valley State University, 2000

B.S., Aquinas College, 1988

CERTIFICATIONS

Certificate in Business Ethics: Education and Organizational Best Practices, Anderson School of Management, University of New Mexico, 2008

Ethical Leadership Certification, NASBA Center for the Public Trust, 2014

Leading Professional in Ethics & Compliance (LPEC) certification, Ethics & Compliance Initiative. 2015, 2018

ACADEMIC EXPERIENCE

2018 – present Professor, Marketing and International Business
University of Colorado Colorado Springs

2013-2018 Associate Professor, Marketing and International Business
University of Colorado Colorado Springs

2008-2013 Assistant Professor, Marketing and International Business
University of Colorado Colorado Springs

2008 Visiting Assistant Professor, Marketing and International Business
Eli Broad School of Business, Michigan State University

2005 – 2007 Adjunct Instructor/Teaching Assistant, Marketing and Supply Chain Management
Eli Broad School of Business, Michigan State University

2001 – 2007 Adjunct Faculty, Marketing
Seidman School of Business, Grand Valley State University

2003-2004 Faculty, Management and International Business
College of Business, Ferris State University

PEER REVIEWED JOURNAL ARTICLES

Nathaniel D. Line, Rodney C. Runyan, and Tracy Gonzalez-Padron (2019) "Multiple stakeholder market orientation: a service-dominant logic perspective of the market orientation paradigm", *AMS Review*, Vol 9 (1-2), pp. 42-60.

- Tomlin, Kathleen A., Matthew L. Metzger, Jill Bradley-Geist, and Tracy Gonzalez-Padron, (2017) "Are Students Blind to Their Ethical Blind Spots? An Exploration of Why Ethics Education Should Focus on Self-Perception Biases", *Journal of Management Education*, Vol 41 (4), pp. 539-574.
- Gonzalez-Padron, T. (2017). Ethics in the Sharing Economy: Creating a Legitimate Marketing Channel. *Journal of Marketing Channels*, Vol 24 (1-2), pp. 84-96.
- Gonzalez-Padron, Tracy L. (2016) "Ethics in the Supply Chain: Follow-Up Processes to Audit Results", *Journal of Marketing Channels*, Volume 23, (1-2), pp. 22-33.
- Finnegan, Carol, Rodney C. Runyan, Tracy Gonzalez Padron and Jong Han Hyon, (2016) "Diversity and Rigor Trends in Retailing Research: Assessment and Guidelines", *International Journal of Management Reviews*, Volume 18 (1), pp. 51-68.
- Gonzalez-Padron, Tracy and Jeffery M. Ferguson, (2015) "Using a Service Audit Project for Improving Student Learning in a Service Marketing Course," *Marketing Education Review*, Vol 25 (2), pp. 99-116.
- Gonzalez-Padron, Tracy, Billur Akdeniz and Roger Calantone (2014) "Benchmarking Sales Staffing Efficiency in a Dealership Network Using Extended Data Envelopment Analysis" *Journal of Business Research*, Vol. 67, pp 1904-1911.
- Runyan, Rodney, Carol Finnegan, Tracy Gonzalez-Padron and Nathan D. Line, (2013) "Publishing productivity for pre-tenure marketing faculty: Uncovering drivers using resource advantage theory," *Marketing Education Review*, Vol. 23, (2), pp. 105-119.
- Gonzalez-Padron, Tracy, OC Ferrell, Linda Ferrell, Ian Smith, (2012) "A Critique of Giving Voice to Values Approach to Business Ethics Education," *Journal of Academic Ethics*, Vol. 10, (4), pp. 251-269.
- Milliman, John, Tracy L. Gonzalez-Padron and Jeffrey Ferguson, (2012) "Sustainability-Driven Innovation at Ecolab, Inc.: Finding Better Ways to Add Value and Meet Customer Needs," *Environmental Quality Management*, Vol. 21, (3), pp. 21-33.
- Maignan, Isabelle, Tracy L. Gonzalez-Padron, O.C. Ferrell and G. Tomas Hult (2011) "Stakeholder Orientation: Development and Testing of a Framework for Socially Responsible Marketing," *Journal of Strategic Marketing*, Vol. 19, (4), pp. 313-338.
- Chabowski, Brian, Jeannette Mena and Tracy L. Gonzalez-Padron, (2011) "The Structure of Sustainability Research in Marketing, 1958-2008: A Basis for Future Research Opportunities" *Journal of Academy of Marketing Science*, Vol. 39 (1), pp.: 55-70.
- Gonzalez-Padron, Tracy, Brian Chabowski, G. Tomas M. Hult, David Ketchen, (2010) "Knowledge Management and Balanced Scorecard Outcomes: Exploring the Importance of Interpretation, Learning, and Internationality," *British Journal of Management* Vol. 21 (4), pp. 697-682.
- Ferrell, OC, Tracy Gonzalez-Padron, G Tomas Hult, Isabelle Maignan, (2010) "From Market Orientation to Stakeholder Orientation," *Journal of Public Policy & Marketing* Vol. 29 (1), pp. 93-96.
- Ferrell, Linda, Tracy Gonzalez-Padron and O.C. Ferrell, (2010) "An Assessment of the Use of Technology in the Direct Selling Industry," *Journal of Personal Selling & Sales Management*, Vol. 30 (2), pp. 157-165.
- Akdeniz, M Billur, Tracy Gonzalez-Padron, and Roger J Calantone, (2010) "An Integrated Marketing Capability Benchmarking Approach to Dealer Performance Through Parametric and Non-Parametric Analyses," *Industrial Marketing Management* Vol. 39 (1), pp. 150-160.
- Gonzalez-Padron, Tracy and Robert W. Nason (2009) "Market Responsiveness to Societal Issues," *Journal of Macromarketing* Vol. 29 (4), pp. 392 - 405.

Hult, G Tomas, David J. Ketchen. Jr, David A Griffith, Carol A Finnegan, Tracy Gonzalez-Padron, Nukhet Harmancioglu, Ying Huang, M Berk Talay and S Tamer Cavusgil, (2008) "An Assessment of Cross-Cultural Data Equivalence in International Business Research," *Journal of International Business Studies*. Vol. 39 (6).

Gonzalez-Padron, Tracy, G. Tomas Hult, and Roger J Calantone, (2008). "Exploiting Innovative Opportunities in Global Purchasing: An Assessment of Ethical Climate and Relationship Performance," *Industrial Marketing Management*, Vol. 37, pp. 69-82.

BOOKS

Gonzalez-Padron, Tracy L., *Business Ethics and Social Responsibility for Managers*, 2015, Bridgepoint Education, Inc. ISBN 978-1-62178-216-2.

BOOK CHAPTERS

Gonzalez-Padron, T.L. (2022). *Environmental Marketing*. In: Madu, C.N. (eds) Handbook of Environmentally Conscious Manufacturing. Springer, Cham. https://doi.org/10.1007/978-3-030-75834-9_19

Gonzalez-Padron, T.L. , Hult T , Ferrell , O. C.(2016), A Stakeholder Marketing Approach to Sustainable Business, in Naresh K. Malhotra (ed.) *Marketing in and for a Sustainable Society (Review of Marketing Research, Volume 13)* Emerald Group Publishing Limited, pp.61 – 101.

Gonzalez-Padron, Tracy L: *The Influence of Social Forces on Firm Strategy in Strategic Management in the 21st Century* edited by Timothy J. Wilkinson, May 2013, Vol. 1, pp. Praeger Publishers Inc., ISBN-10: 0313397414.

Gonzalez-Padron, Tracy L: *Social Responsibility as a Strategy in International Business in the 21st Century*, edited by Bruce Keillor/Timothy Wilkinson, May 2011, Vol. 3, pp. 117-147. Praeger Publishers Inc., ISBN-10: 0313379483.

Gonzalez-Padron, Tracy L.: *Ecolab Inc.: How A Company Encourages Ethical Leadership* in D.D. Warrick/Jens Mueller *Learning from Real World Cases – Lessons in Leadership*, Sept 2011, pp. 41-48, Rossi Smith Academic Publishing, Oxford, UK, ISBN 978-0-9864597-3-3.

NON-PEER REVIEWED PUBLICATIONS

Gonzalez-Padron, T. (2017, December 22). Holding each other accountable for ethics in business. pp. 6, 22. Available from <https://www.csbj.com/2017/12/22/holding-each-other-accountable-for-ethics-in-business/>

Gonzalez-Padron, Tracy (2013) "Acli-Mate Formulations" published online in the Daniels Fund Ethics Initiative Case Bank, http://www.danielsfund.org/Assets/files/Ethics-Initiative/Case-Bank/Case_4-Acli-Mate.pdf.

"DHL", "Amway in China" and "Avon in China" case studies for *International Business* (1st Edition, 2008) by Cavusgil, Knight, and Riesenberger.

INVITED PRESENTATIONS

Gonzalez-Padron, T., GIFT Exchange Session 6: Quick Tips for Inclusive Teaching from the Universal Design for Inclusive Teaching Grant Recipients, "Cultivate an Inclusive Learning Experience," Faculty Resource Center, UCCS, Virtual. (February 22, 2022).

Gonzalez-Padron, T., Curiosity Unlimited Lecture Series, "Measuring Up! Comparing Responsibility and Ethics Among Nations," Curiosity Unlimited, UCCS, Colorado Colorado Springs. (February 11, 2022).

Gonzalez-Padron, T., 2019 Engineering and Operations Conference, "Power of the P-Card: Beware of Fraud," American Public Power Association, Colorado Springs. (April 1, 2019).

Gonzalez-Padron, T., Curiosity Unlimited Lecture Series, "Business Ethics and the Bottom Line," Curiosity Unlimited, UCCS, Colorado Colorado Springs. (October 13, 2017).

"Efficiency Research Methods", presentation at a Doctoral Research Seminar at the National Taiwan University, Taipei Taiwan in May, 2015.

"US Perspective of Sustainable Supply Chains," guest speaker at a management program for the International Forum on Sustainable Value Chains (ISVC) in Zurich on October, 14, 2014.

Gonzalez-Padron, T., "It's easy to be ethical - Or not?," Black Chamber of Commerce, Colorado Springs, CO. (August 20, 2014).

"Pushing the Boundaries of Sustainable Supply Chain Management Research" Panelist on the Symposium at 2013 Annual Meeting of the Academy of Management

"CSR Strategic Orientation in Chinese Companies, invited speaker for PDW "Sustainability in Multinational Multi-Tier Supply Chains" at 2013 Annual Meeting of Academy of Management.

"Educating Students on Inclusiveness as a Business Strategy," presented at UCCS Diversity Summit, April 2013.

"ERC Update – NBES – India," Invited guest and presenter at the 2013 Ethics Resource Center Fellows Meeting, *Business Without Borders: The Impact of the Global Economy on Ethics and Compliance Programs*. January, 2013, Arlington, VA.

"UCCS Business Ethics Initiative," May 2012, Global Business Ethics Symposium and Teaching Workshop, Bentley University, Boston.

"Is Corporate Social Responsibility a Significant Marketing Resource?" Panel Presenter at May 2011 Academy of Marketing Science Annual Conference.

"Corporate Social Responsibility: Does Family Matter?," Nov 2010, Future Generations: The Role of Land, Policy, and Family, UCCS Kraemer Family Library.

"Practice & Application: Classroom Activities" May 2010 presentation as part of "Business Ethics: Teaching, Resources and Approaches" at the Bill Daniels Teaching Business Ethics Workshop. Santa Fe, NM.

"Teaching Students About Ethics, and How to Better Make Ethical Decisions," Feb 2010, Temple Shalom, Colorado Springs.

"Corporate Social Responsibility: Does Family Matter?" May 2010, Curiosity Unlimited, Colorado Springs.

"Sales Technology in Direct Selling." November, 2009, MBA Marketing Special Session, Ching Yun University, Taiwan.

"Sustainable Business." and "Sustainability as a Driver of Innovation." November, 2009, MBA Seminar, Ching Yun University, Taiwan.

COURSES TAUGHT

UNIVERSITY OF ST. GALLEN 2014
Responsible Supply Management (Graduate level)

UNIVERSITY OF COLORADO AT COLORADO SPRINGS 2008- PRESENT

Strategic Foundations for Responsible Management – Graduate (STRT 6000)
Ethics and Compliance in Business – Graduate (BUAD6150)
Business, Government & Society – Undergraduate (BGSO4000) & Graduate level (BGSO5500 & BGSO5590)
Marketing Strategy - Undergraduate (MKTG480) & Graduate (MKTG6000)
International Marketing - Undergraduate (MKTG4900)
International Marketing and Export Management - Graduate level (MKTG6900 & MKTG6990)
Freshman Seminar “Be Your Own Boss” (IC1010)
Independent study courses:
MKTG940 “BBB Excellence in Customer Service program”
INTB9500 “Business Ethics in India”

UNIVERSITY OF COLORADO EXECUTIVE MBA 2013 & 2016
Ethics and Corporate Social Responsibility (XBUS6260)
Marketing Strategy & Innovation (XBUS6350)

MICHIGAN STATE UNIVERSITY 2005 – 2007
Quantitative Business Research Methods - Undergraduate (MSC317)
Introduction to Marketing - Undergraduate (MSC327)
Managerial Marketing - Undergraduate (MSC300)
International Marketing Management - Undergraduate (MSC415)
Marketing Strategy - Undergraduate (MSC460)
International Business - Undergraduate (MSC310)
International Business – Graduate level (MSC860)
Marketing Strategy – Graduate level (MSC805)
Independent Study – Undergraduate “Base of Pyramid”

GRAND VALLEY STATE UNIVERSITY 2001 – 2007
Marketing Management – Graduate level (MKT551)
Marketing Management - Undergraduate (MKT350)
Multinational Marketing - Undergraduate (MKT359)
Marketing Strategy - Undergraduate (MKT451)

FERRIS STATE UNIVERSITY 2003 – 2004
Introduction to Business - Undergraduate (BUSN122)
Applied Management - Undergraduate (MGMT301)
International Business Systems - Undergraduate (INTB310)
International Human Resource Management - Undergraduate (MGMT301)

AQUINAS COLLEGE WINTER 2002 & WINTER 2004
International Marketing Course - Undergraduate (BS316).

RECOGNITIONS

Nominated Outstanding Faculty, College of Business, 2013, 2015
DMBA Teaching Award, College of Business, 2013
2nd place in the Aspen Institute Business and Society Program's Case Writing Competition, 2012
Intellectual Contributions Award, College of Business, 2010
Service Award, College of Business, 2012, 2009

PROFESSIONAL ORGANIZATIONS

Business Ethical Leader Association, Ethisphere 2020 - present

Ethics and Compliance Initiative , 2017 - present
International Forum on Sustainable Value Chains (ISVC) 2014-present
American Marketing Association, 2002 – 2015
Academy of International Business, 2004 – 2014
Academy of Marketing Science, 2006 – Present
Macromarketing Society, 2008 – 2010

SERVICE

UNIVERSITY

Ethics Committee. (June 2016 - Present)
Sustainable Business Council (2009-present)
Steering Committee member for the 2012-2013 International Academic Partnership Program
Academic Planning Committee (2009-2010)
Diversity & Inclusion Summit Planning Committee. (September 2019 - March 3, 2020).
Organizer, Voicing Ethical Values Ethics Program & Workshop. (April 2018 - October 2018).
Member, Just Talk Planning Group. (March 2016 - December 2017).
SPA Deans Review Committee. (September 2021 - November 30, 2021).

COLLEGE OF BUSINESS.

Director of Daniels Fund Ethics Initiative at UCCS
COB Contact, Principles of Responsible Management Education
Faculty Advisor, Student Center for the Public Trust (SCPT)
Faculty Advisor/Coach, Daniels Fund Ethics Consortium Case Competition team.
Graduate MBA Curriculum Team
Equity, Diversity and Inclusion (EDI) Council.
Search Committee Marketing Coordinator
Member, Search Committee for Dean of COB. (July 2017 - December 2017).
Promotion & Tenure Review
Strategic Planning Working Group. (September 2020 - November 2020).
International Academic Partnership Program India Cohort. (2012).

PROFESSIONAL SERVICES & ACTIVITIES

Mountain West Cybersecurity Consortium. (January 26, 2017 - December 2018).
Guest Speaker, Rocky Mountain Public Media, Inc. - the parent company of Rocky Mountain PBS,
Denver, Colorado. (April 24, 2018).
Academic Ambassador, Direct Selling Education Foundation (DSEF) Academic Ambassadors Fellowship.
(May 2016 - Present).
Judge, Direct Selling Association. (April 13, 2017 - April 28, 2017).
Board Member, Colorado Business Ethics Alliance. (2012).

ACADEMIC SERVICES & ACTIVITIES

Editorial Board of the *International Journal of Integrated Supply Management*
Board of Advisors, Sustainability, Ethics and Entrepreneurship Conference. (2014 - Present).
Co-Abstract Coordinator, The 5th Sustainability, Ethics and Entrepreneurship (SEE) Research Conference.
(2016).

Roundtable chair, "Power Asymmetries and Trust in Multinational Multi-Tier Supply Chains" in PDW "Sustainability in Multinational Multi-Tier Supply Chains" at the AOM Annual Meeting 2015

Discussant, roundtable "Connecting Firms to Hot Spots in Multinational Multi-Tier Supply Chains" in PDW Sustainability in Multinational Multi-Tier Supply Chains" at the AoM Annual Meeting 2014.

Board Member of Colorado Business Ethics Alliance, Denver, CO (2012-2013)

Track Chair, 2010 Marketing Management Association Spring Conference, Ethics & Corporate Social Responsibility

Session Chair, 2011 Academy of Marketing Science Annual Conference, 2009 World Marketing Congress, 2007 Academy of International Business Annual Conference.