

TRACY L. GONZALEZ-PADRON

Director, Ethics Initiative
Associate 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

ACADEMIC EXPERIENCE

2013-Present 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

2002-2004 Adjunct Faculty, International Marketing
Aquinas College

PEER REVIEWED JOURNAL ARTICLES

Gonzalez-Padron, Tracy and Jeffery M. Ferguson, “Using a Service Audit Project for Improving Student Learning in a Service Marketing Course,” forthcoming in *Marketing Education Review*, Accepted June, 2014.

Gonzalez-Padron, Tracy, Billur Akdeniz and Roger Calantone (“Benchmarking Sales Staffing Efficiency in a Dealership Network Using Extended Data Envelopment Analysis” *Journal of Business Research*, Vol. 67, pp 1904-1911.

Runyan, Rod, 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.

PEER REVIEWED PROCEEDINGS

Gonzalez-Padron, Tracy, Jeffrey Ferguson and John Milliman (2011), "Using the Big Picture Approach to Integrate Sustainability in Business-to-Business Marketing," extended abstract, *2011 Academy of Marketing Science World Marketing Congress Proceedings*.

Gonzalez-Padron, Rodney C. Runyan, Jonghan Hyun, Nathan Line, Yun-Hee Kim and Carol Finnegan (2011) "'Tried and True' or 'Cutting Edge': Use of Data Analytical Techniques in Marketing Research," extended abstract, *2011 Academy of Marketing Science Annual Conference Proceedings*.

Ferguson, Jeffery M., Tracy Gonzalez-Padron and Carrie Anne Oylo (2011) "Improving Student Learning in Service Marketing: Better Business Bureau Customer Service Award," 2011 Marketing Educators' Association Annual Conference Proceedings.

Czaplewski, Andrew, Tracy Gonzalez-Padron, and Tom Gruen (2009), "Global Account Management as an Interorganizational Network: Theory and Propositions," extended abstract, *2009 Academy of Marketing Science World Marketing Congress Proceedings*.

Peterson, Mark and Tracy Gonzalez-Padron (2009), "Teaching Macromarketing Graduate Courses During a Time of Economic Crisis," *Proceedings of the 34th Annual Macromarketing Conference*.

Gonzalez-Padron, Tracy and Robert W. Nason (2008), "Regulatory Compliance or Collaboration: Impact on Corporate Social Responsiveness," abstract in *Journal of Macromarketing*, Vol. 28 (4), pp438-439.

Gonzalez-Padron, Tracy, Jeannette Mena and G. Tomas Hult (2008), "Customer Satisfaction as a Link Between Stakeholder Orientation and Firm Performance in the Global Marketplace," extended abstract, *Academy of International Business 2008 Annual Conference Proceedings*.

Gonzalez-Padron, Tracy (2007), "Overcoming a Negative Image: The Role of Sponsorships in Changing Consumer Attitudes of the Firm," extended abstract, *Academy of International Business 2007 Annual Conference Proceedings*.

Gonzalez-Padron, Tracy, M. Billur Akdeniz, and Roger J. Calantone (2007) "Efficient Personnel Allocation in a Dealership Network: Extended Data Envelopment Analysis," extended abstract, *American Marketing Association's Winter Educator's Conference Proceedings*.

Gonzalez-Padron, Tracy (2006), "Cultural Competitiveness, Market Responsiveness, and Performance: The Influence of Stakeholder Orientation," extended abstract, *American Marketing Association's Winter Educator's Conference Proceedings*.

Gonzalez-Padron, Tracy (2005), "Harnessing Knowledge from Global Communities of Practice," extended abstract, *Academy of International Business 2005 Annual Conference Proceedings*.

NON-PEER REVIEWED PUBLICATIONS

"Public-Private Partnerships at the Base of the Pyramid: From Buzzword to Results," (with Sandi Heller, MBA candidate) presented at the Mountain Lion Research Forum, April 3, 2009 at University of Colorado at Colorado Springs.

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

PUBLICATIONS UNDER REVIEW

"Diversity and Rigor Trends in Retailing Research: Review and Triangulation within the Top Six Marketing Journals," with Carol Finnegan, and Rod Runyan, *International Journal of Management Reviews*, first revise and resubmit in progress.

PUBLICATIONS IN PROCESS

"KLD Review", with Kim Zahrer, target submission *Strategic Management Journal*, 2014.

Gonzalez-Padron, Tracy, Ying Fan and Mingming Zhou," CSR Strategic Orientation In Chinese Companies: Driving Performance" target submission *Journal of Business Ethics*, 2014.

BOOK CHAPTERS

PEER REVIEWED

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.

EDITED BOOK CHAPTERS

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.

PRESENTATIONS AT MEETINGS AND SEMINARS PRESENTED

PEER REVIEWED PAPERS

“How can Social Enterprises Compete in Electronic Recycling?” Ferguson, Jeffery, Peggy McNulty and Tracy Gonzalez-Padron, Presented at Research In Progress session of NACRA conference, November 2013, Victoria, BC.

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

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

“Educating Students on Inclusiveness as a Business Strategy,” Presented at UCCS Diversity Summit, April 2013.

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

Chabowski, Brian, Jeannette Mena and Tracy L. Gonzalez-Padron “The Structure of Sustainability Research in Marketing, 1958-2008: A Basis for Future Research Opportunities” presented at May 2011 Academy of Marketing Science Annual Conference.

“Public-Private Partnerships at the Base of the Pyramid”, Panel Presenter at Marketing Management Association 2010 Spring Conference, Chicago.

“Biz-Lx Simulations for Various Business Disciplines,” Presenter at Marketing Management Association 2010 Spring Conference, Chicago.

“Stakeholder Orientation: Development and Testing of an Expanded Framework for Marketing Strategy.” Special Interest Group Track at EMAC 2009 Conference, whose title is "Managing Multiple Stakeholder Relationships: Dealing With the Tensions Between Stakeholders".

“A Stakeholder Approach to Corporate Social Responsibility: Does Family Matter?” extended abstract, *5th Annual Family Enterprise Research Conference*, April 2009.

INVITED PRESENTATIONS

“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.

“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.

GRANTS

Daniels Fund Ethics Initiative grant. \$1.25 million over five years (\$250,000/year), funding started January 2010. Developed much of original proposal, currently Director of the Ethics Initiative and responsible for the implementation of the grant. Upon submission of 2010 and 2011 Annual Report, the grant was renewed for 2011 and 2012.

Daniels Fund grant of \$20,141 to develop the Daniels Fund Ethics Initiative Consortium Case Competition. Wrote original case for competition, “Acli-Mate® Formulations: Grow Fast, Stay True”, February 2012.

COURSES TAUGHT

UNIVERSITY OF COLORADO AT COLORADO SPRINGS 2008- PRESENT

Marketing Strategy - Undergraduate (MKTG480) & Graduate (MKTG6000)

Business, Government & Society – Undergraduate (BUAD4000) & Graduate level (BUAD5600 & BUAD5690)

International Marketing - Undergraduate (MKTG4900)

International and Export Marketing - Graduate level (MKTG6900 & MKTG6990)

Two independent study courses: MKTG940 “BBB Excellence in Customer Service program”, INTB9500 “Business Ethics in India”

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).

TEACHING DEVELOPMENT

Attended AACSB Teaching Business Ethics Seminar March 2010

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

Attended 2012 Global Business Ethics Symposium and Faculty Teaching Workshop, Bentley University, May 2012

Attended UNM/NMSU Daniels Fund Ethics Initiative Teaching Business Ethics Workshop, 2011, 2012, 2014

Completed: Essentials of Ethics & Compliance certification course ECOA, completed December, 2013

RECOGNITIONS

2nd place in the Aspen Institute Business and Society Program's Case Writing Competition, 2012

DMBA Teaching Award, College of Business, 2013

Intellectual Contributions Award, College of Business, 2010

Service Award, College of Business, 2012, 2009

PROFESSIONAL ORGANIZATIONS

American Marketing Association, 2002 – Present

Academy of International Business, 2004 – Present

Academy of Marketing Science, 2006 – Present

Macromarketing Society, 2008 – 2010

SERVICE

UNIVERSITY

Steering Committee member for the 2012-2013 International Academic Partnership Program

Sustainable Business Council (2009-present)

Academic Planning Committee (2009-2010)

COLLEGE OF BUSINESS.

Director of Daniels Fund Ethics Initiative

COB Contact, Principles of Responsible Management Education

Faculty Advisor, Net Impact student organization (founding)

COMMUNITY

Pikes Peak Sustainable Business Network – Advisory Committee

Southern Colorado BBB Marketplace Ethics Award, Advisor and Judging Committee

PROFESSIONAL SERVICES & ACTIVITIES

Editorial Board of the *International Journal of Integrated Supply Management*

Reviewer: *Journal of Global Responsibility*

Ad Hoc Reviewer: *Journal of the Academy of Marketing Science, Journal of International Business Studies, International Marketing Review, Journal of International Marketing, Journal of Macromarketing, British Journal of Management, Marketing Management, Journal of Business Ethics, Industrial Marketing Management*

Reviewer for numerous national and international conferences

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.

Journal of International Business Studies Frontiers Conference, Recorder and Contributor to conference proceedings.

PROFESSIONAL WORK EXPERIENCE

Sales & Marketing Manager, Advanced Product Development
CASCADE ENGINEERING, Grand Rapids, MI 2002 – 2003

Manager, New Business Development
HERMAN MILLER, INC., Holland, MI 2000 - 2002

Manager, Worldwide Business Support	1998 – 2000
Manager, New Market Development	1990 – 1998
Information Specialist, International Systems	1986 – 1990
AMWAY CORPORATION Ada, MI	
Systems Analyst	1985–1986
EBERHARD FOODS, Walker, MI	
Systems Analyst	1982–1985
S. ABRAHAM & SONS, Wyoming, MI	