

Bio – Richard Coughlan, University of Richmond

Richard Coughlan serves as Senior Associate Dean in the Robins School of Business at the University of Richmond, where he has been a member of the management faculty since 1998. In his current role, he has leadership responsibility for the Richard S. Reynolds Graduate School and the Robins School's Executive Education division. He also assists the dean in the areas of strategic planning and staff development.

A graduate of the University of Virginia's McIntire School of Commerce, Coughlan earned an MBA and a Ph.D. at the University of Arizona. Prior to graduate school, he spent nearly five years as a sales manager in the hospitality industry, first for Hyatt Hotels and later for The Pebble Beach Resorts, where he served on the Operations Committee for the 1992 U.S. Open.

Since joining the faculty at Richmond, he has taught courses on ethics, negotiations and decision making to audiences ranging from undergraduates to senior executives. In recognition of his work in the classroom, he earned the University of Richmond's Distinguished Educator Award in 2004.

Over the last ten years, Professor Coughlan has developed and delivered speeches, workshops and executive education courses for major corporations including DuPont, Media General, Genworth Financial, Philip Morris USA and LandAmerica Financial. He has also been a keynote speaker for numerous organizations in the non-profit sector, including the Virginia Bankers Association, the Virginia Association of Realtors and the National Association of Local Government Auditors. Finally, he continues to work with professionals from the hospitality industry, having recently offered speeches to multiple chapters of both Meeting Professionals International and the Professional Convention Management Association.

Professor Coughlan's views on business appear regularly in national media outlets including National Public Radio, BusinessWeek, The Wall Street Journal and The Washington Post. He has been interviewed on NBC and CBS television affiliates in Richmond and had editorials published in major newspapers and magazines across the country.

A member of the Society for Business Ethics, Dr. Coughlan's research focuses primarily on the ethical decision-making processes of individuals. He has published extensively in leading academic outlets and earned the Robins School's 2002 Award for Outstanding Scholarly Activity.

Coughlan currently serves as chairman of the Robins School's Graduate Council and is a member of the University Senate, Richmond Council and the Robins School's Strategic Planning Committee. Since 2003, he has served on the editorial board of the Journal of Management and been a reviewer for the Journal of Applied Psychology. Most recently, he was named Chairman of the Advisory Group for the 2008 MBA Leadership Conference, co-hosted by GMAC and the MBA Roundtable.

RICHARD COUGHLAN

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EMPLOYMENT

Robins School of Business, University of Richmond

Senior Associate Dean 2008 to present

Concurrent positions since 2004:

Director, Reynolds Graduate School of Business
Executive Director, Executive Education
Associate Professor of Management (with tenure)

Associate Dean for Graduate and Executive Programs 2004 to 2008

Assistant Professor of Management 1998 to 2004

Eller School of Management, University of Arizona

Graduate Assistant, Department of Management 1993 to 1998

The Pebble Beach Resorts (Pebble Beach, CA)

Sales Manager 1990 to 1993

Hyatt Hotels & Resorts (Monterey, CA)

Sales Manager 1989 to 1990

EDUCATION

Ph.D. University of Arizona 1998
Major: Management
Minors: Psychology and Marketing

M.S. University of Arizona 1997
Major: Management

MBA University of Arizona 1996

B.S. University of Virginia 1989
Major: Commerce

PUBLICATIONS & PRESENTATIONS

Journal Articles – Ethics and Decision Making

Coughlan, R. & Connolly, T. (forthcoming - 2008) “Investigating unethical decisions at work: Justification and emotion in dilemma resolution.” Accepted for publication in *Journal of Managerial Issues*.

Coughlan, R. (2005). “Codes, values, and justifications in the ethical decision-making process.” *Journal of Business Ethics*, 59(1), 45-53.

Coughlan, R. (2005). “Employee loyalty as adherence to shared moral values.” *Journal of Managerial Issues*, 17(1), 43-57.

Coughlan, R. (2003) “Hotel managers’ predictions of satisfaction with unexpected outcomes.” *Journal of Hospitality and Tourism Research*, 27(2), 254-261.

Coughlan, R. & Connolly, T. (2001). “Predicting affective responses to unexpected outcomes.” *Organizational Behavior and Human Decision Processes*, 85(2), 211-225.

Coughlan, R. (2001). “An analysis of professional codes of ethics in the hospitality industry.” *International Journal of Hospitality Management*, 20(2), 147-162.

Ordonez, L., Connolly, T., & Coughlan, R. (2000). “Multiple reference points in satisfaction and fairness assessment.” *Journal of Behavioral Decision Making*, 13(3), 329-344.

Coughlan, R. (1999). “Toward a conflict-free compensation system: Lessons in hospitality.” *Business and Society Review*, 104(4), 355-365.

Connolly, T., Ordonez, L., & Coughlan, R. (1997). “Regret and responsibility in the evaluation of decision outcomes.” *Organizational Behavior and Human Decision Processes*, 70, 73-85.

Journal Articles – Management Education

Daniels, E. & Coughlan R. (forthcoming - 2008). “Innovation and Creativity in the MBA Curriculum: A Progress Report.” *MBA Innovation*.

New, J.R., Clawson, J., Hoyle, J.B., & Coughlan, R. (2008) “How course portfolios can advance the scholarship and practice of management teaching.” *Journal of Management Education*, 32(1), 8-22.

Shield, S. & Coughlan, R. (2007) “Designing the MBA of tomorrow.” Accepted for publication in *Design Management Review*.

Articles under review or in progress

Coughlan, R. & Eylon, D. (under second review – 2008). “Business Ethics Through the Lenses of Psychology and Decision Making.” *Journal of Business Ethics Education*.

Coughlan, R. & Kolpa, J. “An empirical test of loyalty.” In progress.

Book Chapter

Feldman, J. & Coughlan, R. (2001). “Annotated readings and bibliographic outline of resources on college teaching.” In Prieto, L.R. & Meyers, S.A. *The Teaching Assistant Training Handbook*. New Forums Press: Stillwater, OK.

Editorial Essays and Letters

Coughlan, R. (2007). “College applications produce guilty admissions” *The Wall Street Journal*, April 17, B15.

Coughlan, R. (2003). “Demystifying Business Ethics.” *Successful Meetings*, May, p.33.

Coughlan, R. (2001). “Difficult Choices: Colleges Could Make Honor Codes More Effective.” *Richmond Times-Dispatch*, July 9, 2001, p.A9.

Coughlan, R. (2001). "Honor and Integrity on Campus." *University of Richmond Magazine*, 63(2), p.47.

Coughlan, R. (December, 1999), “Loop: Fast Company’s Community Pages.” *Fast Company*, Vol. 30, p.39.

Academic Conference Presentations

Coughlan, R. (2007). Panelist, “Career management options in part-time MBA programs.” GMAC MBA Annual Leadership Conference, St. Petersburg, FL, February 2.

Coughlan, R. (2006). Session Chair, “Management education as a personal journey to leadership.” Academy of Management Annual Conference. Atlanta, August 14.

Coughlan, R. (2006). “International program models in part-time MBA programs.” GMAC/MBA Leadership Conference, Dallas, February 3.

Coughlan, R. (2005). Moderator, “Leadership challenges facing corporate society.” University of Richmond, October 11.

Coughlan, R. (2004). “Values, codes and justifications.” International Conference on Voluntary Codes of Conduct for Multinational Corporations: Promises and Challenges. New York, May 12-15.

Coughlan, R. (2002). Session chair, “Workplace issues.” Annual Meeting of the Society for Business Ethics, Denver.

Coughlan, R. (2002). Panelist, "Ethics after Enron." Jepson Leadership Forum, University of Richmond.

Coughlan, R. (2001). "A compatibility model of ethical decision making." Annual Meeting of the Society for Business Ethics, Young Scholars Forum, Washington.

New, J.R., Clawson, J., & Coughlan, R. (2000). "The course portfolio: A tool for improving OB teaching, scholarship, and practice." Organizational Behavior Teaching Conference, Carrollton, GA.

Coughlan, R. & Connolly, T. (1999). "Predicting affective reactions to unexpected outcomes." Annual Meeting of the Society for Judgment and Decision Making, Los Angeles.

Ordonez, L., Connolly, T. & Coughlan, R. (1998). "Multiple reference points in pay satisfaction assessment." Behavioral Decision Research in Management Conference, Miami.

Connolly, T., Ordonez, L. & Coughlan, R. (1996). "Regret and responsibility in the evaluation of decision outcomes." Annual Meeting of the Society for Judgment and Decision Making, Chicago.

COURSES TAUGHT

Legal, Social and Ethical Responsibilities of Business	(Undergraduate, MBA)
Bargaining and Negotiation in Organization	(Undergraduate, MBA)
Organizational Behavior	(Undergraduate, MBA)

PROFESSIONAL SERVICE

Editorial Board member <i>Journal of Management</i>	2003 - present
Advisory Group member (Chairperson, 2007-2008) GMAC - MBA Leadership Conference	2006 - 2008
Executive Board member Society for Judgment and Decision Making	2003 - 2004
Ad-hoc reviewer <i>Journal of Personality and Social Psychology</i>	2005 - present
<i>Journal of Applied Psychology</i>	2001 - present
<i>Journal of Business Ethics</i>	2000 - present
<i>Organizational Behavior and Human Decision Processes</i>	2004
<i>Journal of Managerial Issues</i>	2003
<i>Academy of Management Review</i>	2002

<i>Journal of Management</i>	2001 - 2002
<i>Journal of Applied Behavioral Sciences</i>	1999
Conference reviewer	
Academy of Management Annual Meeting	2004, 2006
Society for Business Ethics Annual Meeting	2003
Textbook reviewer	
Houghton-Mifflin	
South-Western College Publishing	
Thomson/Wadsworth	
Wiley & Sons Publishing	
Pearson, Inc.	

UNIVERSITY SERVICE

University-wide Committees (University of Richmond)

Member, University Strategic Plan Working Group	2008 - present
Richmond Council	2005 - present
University Senate	2004 - present
Donchian Grant Ethics Program Committee (co-chair)	2006 - 2008
Corporate Partners Advisory Group	2005 - 2008
General Education Committee	2003 - 2006
Program for Enhancing Teaching Effectiveness	2000 - 2006

School of Business Committees (University of Richmond)

Graduate Council (Chair since 2004)	2004 - present
Strategic Planning Committee	2004 - present
Watts Lecture Series (Director 2004-2006)	2004 - present
International Business Committee	2002 - present
Tenure and Promotion Committee (Chair 2005-2007)	2004 - 2007
Master of Accountancy Program Steering Committee	2005 - 2006
Marketing and Communications Committee	2004 - 2006
Curriculum Committee	2004 - 2006
Robins School Dean Search Committee	2004 - 2005
W. David Robbins Chair Search Committee	2004 - 2005
Student Affairs Committee	1999 - 2001
Faculty Advisor to Robins School Honor Council	1999 - 2001
MBA Task Force Committee	1999 - 2000

Additional Service Activities (University of Richmond)

Facilitator, UR Alumni Association Executive Committee	2008
Presenter, "Business Ethics" at Family Weekend	2006, 2008
Participant, President's Working Group	2005
Facilitator, Alumni Chapter Leaders	2005
Invited Facilitator, "Building an Ethics Curriculum" at Universidad Catolica de Argentina (Buenos Aires)	2004

Facilitator, President's Council of Emerging Leaders	2004
Participant, Faculty Panel - Accepted Student Open House	2002 - 2006
VFIC Campus Coordinator for Ethics Initiatives	2000 - 2004
Faculty Advisor to University Ethics Bowl Team	1999 - 2004

ACADEMIC AWARDS

University of Richmond

Distinguished Educator Award	2004
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Robins School of Business

Award for Outstanding Scholarly Activity	2002
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Research Awards

Summer Research Grant	2003
Summer Research Grant	2002
Summer Research Grant	2001
Junior Faculty Research Leave	2001
Summer Research Fellowship	2000
Summer Research Fellowship	1999

SELECTED EXTERNAL ACTIVITIES

Philip Morris USA

Workshop Leader, "Ethics for CPAs"	November, 2008
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Richmond, VA

PCMA Gulf States Chapter

Keynote Speaker, "Ethical Decision-Making"	September, 2008
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Dallas, TX

Philip Morris USA

Workshop Leader, "Ethics for CPAs"	September, 2008
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Richmond, VA

Virginia Bankers Association

Instructor, "Ethical Decision Making"	August, 2008
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Charlottesville, VA

School of Bank Management

Alfa Laval US

Workshop Leader, Principle-Based Decision Making"	June, 2008
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Richmond, VA

PCMA New England Chapter

Keynote Speaker, "Ethical Decision-Making"	June, 2008
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Providence, RI

Philip Morris USA

Keynote Presenter, "Ethics and Compliance"	November, 2007
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Richmond, VA

LandAmerica Financial

Workshop Leader, "Principle-Based Decision Making"	November, 2007
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Richmond, VA

Philip Morris USA Keynote Presenter, "Ethics and Compliance"	September, 2007 Richmond, VA
Virginia Bankers Association Instructor, "Ethical Decision Making" School of Bank Management	August, 2007 Charlottesville, VA
FBI National Academy Alumni Workshop Leader, "Ethical Decision Making"	August, 2007 Richmond, VA
Media General, Inc. Workshop Leader, "Decision Making and Risk"	June, 2007 Richmond, VA
Genworth Financial Workshop Leader, "Advanced Negotiation Skills"	June, 2007 Raleigh, NC
LandAmerica Financial Moderator, "Leadership"	June, 2007 Richmond, VA
Du Pont Invited Speaker, "Value-Focused Decision Making" STEP Program, Business Services Group	April, 2007 Richmond, VA
Powhatan Leadership Institute Keynote Speaker, "Ethics and Leadership"	April, 2007 Midlothian, VA
LandAmerica Financial Workshop Leader, "Value-Focused Decision Making"	March, 2007 Richmond, VA
Graduate Management Admissions Council Panelist, Annual MBA Leadership Conference "Career Management Options in Part-Time MBA Programs"	February, 2007 St. Petersburg, FL
World Access, Inc., A Mondial Company Facilitator, "Creating a Values-based Organization"	January, 2007 Richmond, VA
Professional Convention Management Association Panelist, Annual Meeting "Beyond Ethics: Accountability"	January, 2007 Toronto, ONT
Alternate Dispute Resolution Society Keynote Speaker, "Ethical Decision Making"	January, 2007 Richmond, VA
Professional Executive Leadership School Instructor, "Ethical Decision-Making" Virginia Police Chiefs Association	November, 2006 Richmond, VA

The Martin Agency Workshop Leader, “Negotiations for Advertising Professionals”	November, 2006 Richmond, VA
Huguenot Trail Rotary Speaker, “Building a System of Ethics”	September, 2006 Richmond, VA
Genworth Financial Workshop Leader, “Advanced Negotiation Skills”	August, 2006 Miami, FL
Media General, Inc. Workshop Leader, “Decision Making and Risk”	August, 2006 Richmond, VA
Genworth Financial Workshop Leader, “Advanced Negotiation Skills”	August, 2006 Richmond, VA
Virginia Bankers Association Instructor, “Ethical Decision Making” School of Bank Management	August, 2006 Charlottesville, VA
Genworth Financial Workshop Leader, “Negotiation Skills – Sales”	April, 2006 Raleigh, NC
Professional Convention Management Association Panelist, “Beyond Ethics: Accountability”	April, 2006 Washington, DC
Powhatan Leadership Institute Keynote Address, “Ethical Decision-Making”	March, 2006 Powhatan, VA
Genworth Financial Workshop Leader, “Advanced Negotiations”	March, 2006 Richmond, VA
Professional Executive Leadership School Instructor, “Ethical Decision-Making” Virginia Police Chiefs Association	February, 2006 Richmond, VA
Philip Morris USA Workshop Leader, “Ethics and Compliance”	November, 2005 Chicago, IL
Professional Executive Leadership School Instructor, “Ethical Decision-Making” Virginia Police Chiefs Association	October, 2005 Richmond, VA
Richmond Export-Import Club Panelist, “Business/Education Partnerships in Virginia”	September, 2005 Richmond, VA

Media General, Inc. Workshop Leader, "Decision Making and Risk"	August, 2005 Richmond, VA
Genworth Financial Workshop Leader, "Negotiations"	May, 2005 Richmond, VA
Professional Executive Leadership School Instructor, "Ethical Decision-Making"	February, 2005 Richmond, VA
Virginia Police Chiefs Association	
Meeting Planners International (Carolinas Chapter) Keynote Speaker, "Promoting Ethical Behavior in Hospitality"	October, 2004 Greenville, SC
Philip Morris USA Speaker, "Ethics in Auditing and Accounting"	June, 2004 Richmond, VA
National Association of Local Government Auditors Panelist, Annual Meeting, "Ethics among Internal Auditors"	May, 2004 Richmond, VA
Meeting Professionals International (Virginia Chapter) Presenter, Annual Education Conference "Ethics and Loyalty Among Hospitality Professionals"	August, 2003 Alexandria, VA
Brandermill Rotary Club Keynote Speaker, Monthly Meeting "Building Ethical Organizations"	May, 2003 Chesterfield, VA
Eastern Shore Christian Businessmen's Association Keynote Speaker, Monthly Luncheon Meeting "The Role of Culture and Codes in Shaping Ethical Behavior"	April, 2003 Onley, VA
Chesterfield Technical Center Speaker, "Ethics in the Professions"	December, 2002 Chesterfield, VA
Virginia Association of Realtors Presenter, Annual Convention "Beyond Codes of Ethics: Moral Decision Making for Real Estate Professionals"	October, 2002 Williamsburg, VA
Meeting Professionals International (Carolinas Chapter) Workshop Leader, "Professional Ethics in Hospitality"	July, 2002 Durham, NC
Virginia Association of Realtors Presenter, Annual Education Conference "Beyond Codes of Ethics: Moral Decision Making for Real Estate Professionals"	February, 2002 Richmond, VA

Meeting Professionals International (Virginia Chapter) Workshop Leader, "Professional Ethics in Hospitality"	January, 2002 Richmond, VA
Meeting Professionals International (Virginia Chapter) Speaker, "Ethical Decision Making"	August, 2001 Charlottesville, VA
Chesterfield County (Virginia) Police Department Workshop Leader, "Ethical Decision Making"	April - June 2000 Richmond, VA
Datastream Systems, Inc. Workshop Leader, "Enhancing the sales interface"	Fall 1998 Greenville, SC
Marc Hotels and Resorts Workshop Leader, "Group decision-making"	Spring 1998 Scottsdale, AZ
Pima County (Arizona) Sheriff's Department Instructor, "Decision Analysis for Police Personnel"	Fall 1997 Tucson, AZ

PRESS CITATIONS

American Medical News
 BusinessWeek
 Christian Science Monitor
 Milwaukee Journal-Sentinel
 Minnesota Public Radio
 National Public Radio
 Pittsburgh Post-Gazette
 Richmond Magazine
 Richmond Times-Dispatch
 Style Weekly (Richmond)
 The Daily Progress (Charlottesville)
 The Free Lance-Star (Fredericksburg)
 The Hartford Courant
 The Los Angeles Times
 The Virginian-Pilot (Norfolk)
 The Wall Street Journal
 The Washington Post
 Virginia Business
 Washington Technology
 Workforce Strategies
 WRVA Radio (Richmond)
 WTVR-TV (CBS-Richmond)
 WWBT-TV (NBC-Richmond)

PROFESSIONAL AFFILIATIONS

Member, Academy of Management

Member, American Psychological Association

Member, Association for Corporate Growth

Member, Society for Business Ethics

Member, Society for Judgment and Decision Making

Member, Society for Personality and Social Psychology