



# 2009 Scholarship Application

## Application deadline: June 1, 2009

Your BBB Foundation is offering a one-year \$2500.00 scholarship to a high-school senior who graduates in 2009 and enrolls in a college or university located in the state of Colorado. To be eligible, you must live in one of the counties serviced by the Better Business Bureau of Southern Colorado and graduate with a 3.0 GPA.

All applications must be in your BBB office by June 1, 2009. We will honor the scholarship recipient at our Excellence in Customer Service Awards presentation to be held September 24, 2009 in Colorado Springs and will need the recipient or a family member to attend the event.

### If you would like to apply, complete this form and attach:

- A one-page biographical sketch or resume; please include school activities, community activities, hobbies and interests, and employment or volunteer experiences.
- A 1000-word essay typed and double spaced based on the attached case study and questions including how you apply this knowledge in your own life.
- A letter of recommendation from a counselor, teacher or principal of your high school as well as confirmation of your GPA (transcript or report card).

Name of applicant: \_\_\_\_\_

Applicant address: \_\_\_\_\_

City: \_\_\_\_\_ Zip Code: \_\_\_\_\_

E-mail: \_\_\_\_\_ Phone number: \_\_\_\_\_

High school: \_\_\_\_\_

High school address: \_\_\_\_\_

Grade point average: \_\_\_\_\_

Essays will be judged by the Trustees of your BBB Foundation. The recipient will be notified on September 1, 2009 and must show proof of college enrollment before check is issued.

For questions or to submit your application, contact Diane Stevens at [dianes@bbbsc.org](mailto:dianes@bbbsc.org), (719) 636-5076 ext. 114 or (866) 206-1094 ext. 114.

### Applications may be mailed to:

BBB Foundation  
25 North Wahsatch Avenue  
Colorado Springs, CO 80903



**Digital submissions are appreciated. Please attach this sheet to your application.**

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## Case Study and Questions

Frank became chief financial officer and a member of the Executive Committee of a medium-sized and moderately successful family-owned contract business six months ago. The first non-family member to hold such a position and to be included in the Executive Committee, he took the job despite a lunch-time remark by the company's CEO that some members of the family were concerned about Frank's "fit with the company culture." But the CEO (who is married to the daughter of the founder of the company) said he was willing to "take a chance" on Frank.

Soon after Frank started, the company decided for the first time to "right-size" (a euphemism for downsize) to respond to rapid changes in its business. Frank, who had been through this before when he was a senior manager in his previous company, agreed this was good for the long-term health of the 20-year-old company. He decided not to worry that family members seemed more concerned about their own short-term financial interests. Besides, the CEO was relying on Frank to help him determine how to downsize in an ethical manner; the CEO said he trusted Frank more on this than he did the head of his personnel department, who had "been around a little too long."

On Frank's recommendation, the company decided to make its layoff decisions based on the annual performance appraisal scores of the employees. Each department manager would submit a list of employees ranked by the average score of their last three appraisals. If the employee had been with the company less than three years, if the score for two employees was identical, or if there was some extraordinary circumstance, the manager would note it and make a decision about where to rank the person. At some point, Frank and the Executive Committee would draw a line, and those below the line would be laid off.

As Frank was reviewing the evaluations, he was puzzled to find three departments in which the employee at the bottom of the list had "N/A" where the evaluation score should have been written. When he asked the managers to explain, they told him these employees had been with the company almost since the beginning. When performance appraisals had been instituted six years earlier, the CEO agreed to the longtime employees' request that they keep receiving informal evaluations "as they always had." The managers told Frank they'd questioned this decision, and the CEO had told them it wasn't their problem. When Frank raised this issue with the CEO, he responded, "Oh, I know. I haven't really evaluated them in a long time, but it's time for them to retire anyway. They just aren't performing the way they used to. The company's been very good to them. They've got plenty of retirement stored away, not to mention the severance you've convinced me to offer. They're making pretty good money, so cutting them should let us lower the line a little and save jobs for some of the younger people--you know, young kids with families just starting out. And don't worry about a lawsuit. No way they'd do that."

"Do they know they're not performing well?" Frank asked. "I don't know," the CEO responded. "They should. Everybody else in the company does."

As they walked to the door, the CEO put his arm around Frank's shoulder. "By the way," he said, "you should know that you've won over the Executive Committee. They think you are a terrific fit with this company. I'm glad you talked with me today about these three employees. You got it right: This is a company that cares for its employees--as long as it can and as long as they're producing. Always has, always will."

Frank left the CEO's office with the vague feeling that he had some moral choices to make.

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## **Case Study and Questions (page 2)**

After reading this case, please write a 1,000-word essay typed and double spaced that covers the answers to the following questions including how you apply this knowledge in your own life.

1. What ethical challenges do you see; what would be your resolution or response to these challenges?
2. Relate an experience in your own life where you faced an ethical challenge. How did you resolve the challenge?
3. What is a unique ethical challenge in your generation today?