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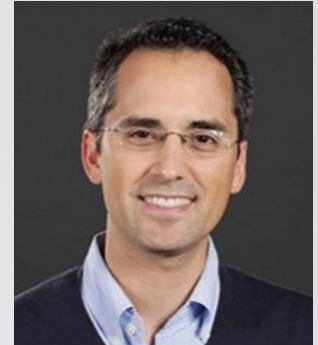
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## CENTER FOR ETHICS NEWSLETTER TURNS FIVE

**By Robert Marley, Ph.D.,** Director of Center for Ethics;  
Associate Professor of Accounting

Time flies quickly when you are having fun! This issue we celebrate the Ethics Newsletter turning five years old. To commemorate, you will find inside a diverse cornucopia of articles on a myriad of topics. Though perhaps not as delicious as birthday cake, we hope these articles provide stimulating brain food – with no need to watch your calories. Happy fifth birthday, Ethics Newsletter!



Robert Marley, Ph.D., CPA

## Hospitality 2.0 – An Inside Perspective

**By Michael Hurwitz,** Franchisee and Restaurateur

What a roller coaster the last 18 months has been. Q1 2020 was looking so positive that I thought I might finally be able to retire before I turn 90. But in the blink of an eye, a pandemic turned my life, and the world, upside down. Hotels, restaurants, attractions, and every business tied to hospitality quickly pivoted. We learned how to cater to our guests in this new existence. We turned a corner when vaccines were released, returned to some semblance of normalcy, and again, I thought...retire by 91? Not so fast my fellow business operators, hospitality industry 2.0 has just begun.

Many people are still working remotely, leaving huge vacancies in downtown office spaces which dramatically hurts lunchtime business. Zoom meetings and conferences are still prevalent, so most convention and meeting business has been lost. Leisure travelers are peeking out of their homes and venturing out a bit but certainly not at pre-pandemic levels. The transition back

to normalcy has begun, yet we are still far from where we began.

Staffing has been a nightmare with many people content staying out of work and unfortunately, many people are physically unable to work. The cost of doing business has skyrocketed. From the cost of goods souring, labor costs at all time highs, and distribution disruption, business as usual is a thing of the past. Added to these headaches, federal, state, and local governments have all issued a slew of mandates and operation directives.

These factors have made our guests lose patience. Gone are the days when folks were concerned for our industry's well-being. They now do not understand why mask procedures keep changing, or why restaurants can still only seat 50% of



Michael Hurwitz

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## Hospitality 2.0 – An Inside Perspective

tables. Why have prices gone up, and why are our new employees struggling to be trained properly? Why have some businesses moved to self-serve,

kiosk service or self-checkout? In many cases, it is not to save money, but rather due to lack of staff. Ex-employees have reconsidered their career choices, and new to the market employees do not seem to want to work nights and weekends.

So, what next? What does hospitality 3.0 look like? It is hard to imagine the future, and it can be very

scary for those invested within hospitality industry. As we navigate the future and dodge the curve balls, we hope to prosper as much as possible and make it known that those within the hospitality industry are doing the best we can.

Maybe 96 is my retirement age? I just turned 60.

## Center for Ethics Event Facilitator, Jordan Hurwitz, Named Employee of the Month

Jordan Hurwitz, facilitator of the University of Tampa's Center for Ethics events, was named Employee of the Month for June 2021 for her outstanding service to the Sykes College of Business Center for Ethics and University as a whole.

Every month, one of UT's faculty and staff is selected to be employee of the month. This honor is bestowed on an employee demonstrating excellence through their work and engagement. The recipient must be nominated by a third party, with recommendations detailing why they deserves the recognition.

Since becoming part of the Center for Ethics, Hurwitz has been committed to improving the

center and modernizing its operations. When COVID-19 shut the world down, she spearheaded innovative ways of putting on Center for Ethics events. Rather than cancelling or postponing normal operations, Hurwitz looked for ways to redefine popular events — successfully organizing three highly attended events during the 2020 fall semester and 2021 spring semester.

Hurwitz began her career with the Center for Ethics at UT in January 2019 after completing her undergraduate degree in criminal justice at UT. She coordinates all Center for Ethics events and functions, while also working on logistics for the ethics bi-annual newsletter and other center operations. Hurwitz also assists all six department chairs for the College of Business and works



Jordan Hurwitz

closely with the Institute for Sales Excellence.

Passionate about brand management and social media marketing, Hurwitz is currently pursuing a Master of Science in Marketing with

plans to graduate in December 2022. Balancing a full-time job and attending graduate school is not an easy task, yet Hurwitz continues to show that hard work can make a huge difference. In her free time, she enjoys spending time outside at the beach and exploring the Tampa Bay area with her friends.

Please join us in congratulating Jordan Hurwitz on this wonderful accomplishment! We invite you to send her a congratulatory email at [ethics@ut.edu](mailto:ethics@ut.edu).

## SALAIZ NAMED CENTER CO-DIRECTOR

The Center for Ethics is proud to announce that Ashley Salaiz, assistant professor of management, has been promoted to co-director. Salaiz joined the Center for Ethics as the associate director in Fall 2020 and has since become a key player in the center's successful operations. Her hard work and dedication have quickly expanded beyond associate director duties and the center is ecstatic to recognize this well-deserved and earned title promotion.

We are proud and excited for Ashley Salaiz to take on her new role as the first female director of the Center for Ethics! Congratulations!



Ashley Salaiz, Ph.D.

## A POSITIVE PERSPECTIVE

*By Jordan Hurwitz, Staff Assistant I*

We can all agree the past year and a half has been a whirlwind of change and adaptation. In all honesty, it has been rough...who wants to be cooped up at home? However, we seem to be heading in the direction of normalcy in our routines and to spending more time with loved ones. I believe the greatest takeaway from living through a pandemic is cherish each day wholeheartedly. Although we probably all agree that beach days and spending time with friends are more exciting than 8 a.m. classes and late work nights, finding moments of happiness throughout the day is what matters. We have made it this far so let us keep moving forward and continue to uplift one another as we move past this crazy time period.



## Is Your Ethics Policy Ready for a “Mind-Reading Car?”

*By Christine Dever Homack, Principal, Accountabilities Consulting Services LLC*

In this age of self-driving cars, robotics, and now the “psychic car,” artificial intelligence (AI) is not something new. However, it has advanced light-years, especially as we have encountered more and more challenges through the pandemic. We find regulations and policies often lag innovations, especially technology. In the current environment, we are learning more each day, and we continue to face new challenges.

A recent news release of a prototype of a “mind-reading car” raises concerns of potential ethical conflicts that businesses and individuals may face on this journey. The concept is based on the driver wearing a special helmet with electrodes in the lining which connect with brain activity through a “brain-computer interface technology” to read the driver’s thoughts and take them to where the driver wishes to go. While the prototype is not set to release until 2028, timelines change rapidly, as we have experienced during the pandemic. In the development of technology, businesses often encounter many risks including the potential for ethical challenges.

### **Consideration should be given to the following:**

- How is the data used, maintained, and secured? Where is it secured to retain ownership?
- Are the AI algorithms utilized to transmit and translate brain waves reviewed, evaluated and tested adequately before launching the prototype?
- How are privacy policies affected and can they be mitigated?
- What happens if things go wrong? Are protocols in place to address issues timely and adequately?

### **Questions to be asked when evaluating ethics policies and procedures:**

- Is the ethics policy in alignment with the organization’s strategic objectives and other policies?
- Is the ethics policy a living, breathing document which is evaluated and updated as the organization’s environment changes, either internally or externally?
- Has the ethics policy development and updating



*Christine Dever Homack*

process included the appropriate team members in order to provide a holistic approach?

- Has the process for updating the ethics policy provided the time and opportunity to delve into real life implications of ethical situations? Does the policy contain examples of challenges that one may encounter in the organization? Examples could include a descriptive analysis of why it is a challenge, how to handle it, and who to go to with questions.
- Has the ethics policy not only been communicated clearly to all, but have the components been integrated in all facets of the organization?
- Does the ethics policy clearly communicate the

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## Is Your Ethics Policy Ready for a “Mind-Reading Car?”

consequences of violating the policy?

- Does the organization consistently apply those consequences for violations?

**The following are some of the essential characteristics necessary to ensure**

**consistency, relevance and purpose in an ethics policy:**

- A standardized set of procedures for development, updating and communicating the policy.
- Communication is needed at every level in a 360-degree approach for policies to have an impact.
- Management procedures should include proper monitoring and enforcement for validation that the “tone at the top” is sincere, consistent and fully

integrated into the culture of the organization.

Change is inevitable and part of the growth process of the human spirit. In order to properly plan, embrace and advance from this change, it will require a collaborative effort. Never stop thinking, always remain curious, keep an open mind, and listen well. Above all, remain respectful to all humans, including yourself, and you will grow exponentially with grace.

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