

### Deans' Messages



Dr. Stanton Ullerich

#### From the Interim Dean

Greetings from the interim dean and Happy New Year! The quiet of the campus, aside from the wind whipping between buildings, has been replaced with the bustling activity of students

returning for the spring semester. Today, my second day as the College of Business' interim dean, I've met some energetic faculty members, fellow deans and had my first-ever Covid-19 test. The week's rush to finalize course offerings, instructor's assignments and preparatory paperwork will soon be behind us, happily, as students return to campus or begin anew their online pursuit of certification or degree from the College of Business at Concordia University Chicago. It's Happy New Year all over again!

My own years as a student—beginning at a small, rural liberal arts college (BA), moving to a mid-sized state university (MS) and then to a large land-grant university (PhD)—created fond memories, challenged my intellect and honed my appreciation for the enormous promise and potential of education. Friendships are born, good experiences are welcomed and those not-so-good experiences—also educational—are hopefully not repeated too often.

Yet each campus community is unique in its own way. Today at CUC we began and concluded a meeting with prayer. Scripture readings are posted prominently around this campus. I look forward to daily chapel services. This is different than any of the formative institutions at which I studied and later universities at which I taught. Concordia-Chicago is special. I am glad to be of service, placed at this location at this time.

The spring will allow business students to participate with international colleagues in recommending *real solutions* to partnering business' *real problems*. Our faculty members will mentor, advise and teach students new to CUC as well as mature adults bolstering their credentials and effectiveness after having already found their vocations. Research discoveries will be presented and defended. And consistent with both the University's and College's mission statements, we will thank, honor and praise our Lord, Creator of all good things, Savior sent on our behalf, sanctifying us in our faith, with blessings beyond our wildest dreams. To God be all Glory. Have a blessed New Year.



Dr. Rachel Ferguson

#### From the Assistant Dean & Director, Free Enterprise Center

In my Bible reading plan this morning I was struck by the words of Moses: "See, the Lord has called by name Bezalel ...and he has filled him with the

Spirit of God, with skill, with intelligence, with knowledge, and with all craftsmanship, to devise artistic designs, to work in ... every skilled craft ... " (Exodus 35: 30-35). And in today's section from Proverbs, the very first verse declares that "[a] false balance is an abomination to the Lord, but a just weight is his delight." (Proverbs 11:1)

Is it strange to think of one's skills, intelligence, knowledge, and ability—whether they be in accounting, marketing, entrepreneurship, or organizational leadership—as gifts and callings from God? Is it strange to think that God Himself is filled with delight when we business people are honest with our customers and investors? Does it strike us as odd that God would be so personally involved in our professional concerns?

The faith, work and economics movement has gained momentum in recent years with the message that none of this should strike us as odd at all. Wonderful books, like Tim Keller's *Every Good Endeavor* and Jeff Van Duzer's *Why Business Matters to God* argue that many Christians have mistakenly compartmentalized their life of faith from their life at work. The Lutheran tradition offers us an excellent reminder that there is no real distinction between some class of "professional Christians" and everyone else. It's a wonderful thing to take up the profession of ministry, but every believer, whatever their profession, is a priest also! (1 Peter 2:4-5) Moreover, as J.R.R. Tolkien put it so succinctly, since God is Creator, and we are made in His image, we are "sub-creators."

It is part of our redeemed nature to produce things (or services) that can be a blessing to our neighbors. Later in the Proverbs 11 passage I read, the author claims that "a blessing is on the head of him who sells [grain]" (Proverbs 11:26). The author of Proverbs insists that the righteous do not trust in riches. Instead, they are motivated by goodness. It commends the hard work and integrity of the righteous person, saying that her city rejoices when she is successful.

At [TheologyOfWork.org](http://TheologyOfWork.org) you can research commentaries and devotionals based on deep study of every single reference to **work** that appears in the Bible. At [OikonomiaNetwork.org](http://OikonomiaNetwork.org) you can join conferences and listen to speakers on whole-life discipleship that will transform the relationship between your faith and your work. And at [faithandco.spu.edu/films](http://faithandco.spu.edu/films) you can watch 35 incredibly inspiring short films about businesses opened and run for the love of Christ and our neighbors.



### Start Preparing Your Business Ideas!

*CougarTank returns to face-to-face competition this spring and will be open to all Concordia-Chicago students!*

At CUC we encourage students to think big and engage with the world outside the University. Inspired by the ABC hit show "Shark Tank," CougarTank follows a modified, three-round format. The winners walk away with cash prizes.

CougarTank provides a platform for developing students' creativity and vision. The competition empowers all Concordia-Chicago students to apply their creative, entrepreneurial acumen to developing and sharing innovative ideas for a new business. No financial or formal business plans are needed, just a great idea that solves a problem or harnesses an opportunity with serious market potential. The aim of the competition is to motivate students to take steps toward creating their career by embracing the "risk" of presenting their business idea to a panel of judges. Learn more and apply at [CUChicago.edu/CougarTank](http://CUChicago.edu/CougarTank). See p.4 for schedule.

So, I invite you to return to that passage from Exodus, but place your own name there. "See, the Lord has called by name Felicia ... Maria ... Brian ... he has filled them with the spirit of God, with skill, with intelligence, with knowledge and with all business acumen, to create and market excellent goods and services ...".

# COB Faculty Presentations and Publications



Dr. Rachel Ferguson

**Dr. Rachel Ferguson**, assistant dean and director of the Free Enterprise Center, presented “The Case for Pro-Black Conservatism” at the 2021 National ISIS Honors Conference in Williamsburg, VA August 1-7, 2021. A video of

her presentation is available on YouTube at [youtube.com/watch?v=WHCyidqQPFW](https://www.youtube.com/watch?v=WHCyidqQPFW). Dr. Ferguson published her article “Practicing prudence and gratitude in the age of COVID” in the Acton Institute Powerblog on December 6, 2021. The article can be found at [blog.acton.org/archives/122741-practicing-prudence-and-gratitude-in-the-age-of-covid.html](https://blog.acton.org/archives/122741-practicing-prudence-and-gratitude-in-the-age-of-covid.html). She also spoke on the Acton Institute’s podcast Acton Line on the topic “Black flourishing in the marketplace” on December 29, 2021. The podcast is available on the Acton Institute website at [acton.org/audio/black-flourishing-marketplace](https://acton.org/audio/black-flourishing-marketplace). Dr. Ferguson’s article “How Conservatism Misses Black America” was published by Law

Liberty on September 27, 2021 and can be found at [lawliberty.org/how-conservatism-misses-black-america/](https://www.liberty.org/how-conservatism-misses-black-america/). Her book *Black Liberation Through the Marketplace: Hope, Heartbreak, and the Promise of America* will be released May 10, 2022 and will be available for purchase at [amazon.com/Black-Liberation-Through-Marketplace-Heartbreak/dp/1637583443](https://www.amazon.com/Black-Liberation-Through-Marketplace-Heartbreak/dp/1637583443).



Dr. Claudia Santin

hosted by the University of Auckland, NZ, on January 14-15, 2022. Dr. Santin, building on prior research, spoke to the importance of succession planning for organizational sustainability. She shared research and experience demonstrating that when

**Dr. Claudia Santin**, professor of leadership, presented “Mentoring for Knowledge Transfer and Organizational Sustainability” at the 22nd International Conference on Knowledge, Culture, and Change in Organizations,

organizations learn, are agile and adaptable to market forces, and provide opportunities for intentional leadership development, they may have the best chance for long-term success. Organizational learning depends on knowledge-sharing between seasoned leaders and emerging leaders. Transformational servant leaders must provide avenues in which they share their valuable tacit knowledge and experience. As a result, emerging leaders recognize that they are valued—limiting attrition and encouraging innovation and organizational longevity. Organizations are encouraged to develop formal mentoring programs to facilitate and ensure the transfer of knowledge from mentor to mentee.

**Dr. Dana M. Sendziol** presented the paper, “Creative Problem Solving Style and Employee Resilience: Different Styles Rely on Different Resilience Characteristics,” as well as a professional development workshop entitled “Building Your Resilience Using Creative Problem Solving,” at the Midwest Academy of Management Annual Conference, which was held October 14-16, 2021 at St. Ambrose University in Davenport, IA.

## COB Congratulates Recent Doctoral Dissertation Defenders

**Nicholas Nurse** • 10/26/21 • PhD  
• Sports Leadership • *What Are the Perceptions, Expectations, and Experiences of Selected Key Community Stakeholders Relative to the Outcomes of an NBA Professional Athletes’ Foundation within Their Community as Guided by the Foundational Mission and Goals?*

**Anna Hunter** • 10/27/21 • EdD  
• Organizational Leadership  
• *How Student Affairs Staff Members Learn Patterns of Well-being Behaviors in a Higher Education Environment*

**Isaiah Boxell** • 11/18/21 • PhD  
• Sports Leadership • *Christian Head Men’s College Basketball Coaching Leadership: A Qualitative Investigation*

**Darnel Marius** • 1/13/22 • PhD  
• Organizational Leadership • *Examining Pastoral Leadership on Millennials’ Retention in the Seventh-day Adventist Churches: A Qualitative Study*

## CUC Students, Faculty and Staff Participate in Virtual International Hackathon

**Dr. Elisabeth Dellegrazie** and **Ms. Mallory Marach** are leading the second annual Virtual International Hackathon (VIH) within the College of Business. This global community-based learning project brings together ESTICE-ESPAS Université Catholique de Lille (France), Concordia University Chicago (USA), and Universidad Católica de Santa Fe (Argentina). The VIH will run the week of January 31-February 4.

This year’s theme is **Digital Bridges to Glocalization**. It will focus on company challenges, including using new digital platforms, social media strategies, data-driven strategies, virtual workforces, digital leadership, the e-commerce explosion and brand globalization using digital tools.

The virtual international hackathon will engage 300 students from three countries, 15 global companies, 15 business

challenges, 15 mentors, two facilitation workshops and five global industry guest lecturers. There is zero additional cost to the students for this international education experience and virtual internship. “The international educational and professional experience is priceless. Concordia University Chicago is living out its mission of preparing its students for vocations in the world” said Dr. Dellegrazie.

SCHEDULE OF THE WEEK				
MONDAY 31ST JANUARY	TUESDAY 1ST FEBRUARY	WEDNESDAY 2ND FEBRUARY	THURSDAY 3RD FEBRUARY	FRIDAY 4TH FEBRUARY
<p>Group 1 - 9AM - 10AM (Chicago time)</p> <p>Group 2 - 10AM - 11AM (Chicago time)</p> <p>Companies' briefing</p> <p>Companies introduce themselves and expose their challenge to the students, with a time for questions and answers</p>	<p>Lectures:</p> <p>10AM - 11AM (Chicago time) Mani SAM - India "Innovation in a Digitally transformed world of Millennials"</p> <p>11AM - 12AM (Chicago time) Margaret Johnson - USA "Marketing Local vs. Global Considerations"</p> <p>Working time</p> <p>Coaching with your mentor 30 minutes time slot to be defined 1st checkpoint</p>	<p>Lectures:</p> <p>10AM - 11AM (Chicago time) Ann Baby - India "Sustainable E-Commerce"</p> <p>11AM - 12AM (Chicago time) Jen Sanford - USA "Digital Marketing and Brand Awareness"</p> <p>Working time</p>	<p>Lectures:</p> <p>10AM - 11AM (Chicago time) Irigoitia Romero Alvaro - Argentina "Lead and manage virtual or remote work teams"</p> <p>Working time</p> <p>Coaching with your mentor 30 minutes time slot to be defined 2nd checkpoint</p>	<p>10AM (PR time) Teamwork submissions</p> <p>Group 1 - 9AM - 10AM (Chicago time) Group 2 - 10AM - 11AM (Chicago time)</p> <p>Students' pitches Students present their group work to the companies/organisations</p> <p>11AM - 12AM (Chicago time) Wrap up meeting Conclusion of the week</p>

## Business Leaders Breakfast Returns

CUC’s new Free Enterprise Center is re-launching the College’s Business Leaders Breakfast! On April 1, the series will host tech innovator **Sam Pitroda**, who will talk about his book *Redesigning the World*. Many credit Pitroda as laying the foundation for India’s telecommunications and technology revolution of the 1980s and as a leading campaigner to help bridge the global digital divide.

The purpose of the Business Leaders Breakfast is to offer members of the Concordia-Chicago community an opportunity to network with local business leaders and engage with a vision for a more just, prosperous and free world.

For more information, contact [Business@CUChicago.edu](mailto:Business@CUChicago.edu)

# TurkeyPalooza 2021 Goes Online to Explore the Future of Work

## The Future of Work: Are We Ready?

Dr. Sunil Ramlall, Concordia University Wisconsin

Dr. Dana Sendziol, Concordia University Chicago

Dr. Matthew Hurtienne, Concordia University Wisconsin

On Monday, November 22, 2021, the third annual TurkeyPalooza learning workshop was held via Zoom for DBA graduate students from Concordia-Chicago and Concordia-Wisconsin. In keeping with the continued focus on an evolving, post-pandemic business landscape, *The Future of Work: Are We Ready?* was the focus of a dialogue facilitated by Dr. Sunil Ramlall, a Concordia University Wisconsin professor who heads the MA program in Leadership at CUC's sister school in Mequon. Dr. Ramlall was joined by Dr. Matthew Hurtienne, associate dean and director of the DBA program at the Concordia-Wisconsin College of Business. Ramlall and Hurtienne are both researchers in positive workplace practices and enhanced employee engagement. Dr. Dana Sendziol, division chair of graduate programs at Concordia-Chicago, served as moderator.

In the post-pandemic-influenced workplace, there are enormous challenges—hybrid work scenarios, the Great Resignation and labor force reduction, a renewed focus on work-life balance and a lack of skilled workers in critical roles. Last summer, Dr. Ramlall was hard at work editing his latest publication, entitled *Handbook of Research on the Future*

*of Work and Education*. The Handbook explores parallels between the present-day business landscape and that described by futurist Jacob Morgan in *The Future of Work*

“The future of work is now. Through thoughtful analysis and dialogue with one another, we can create meaningful work environments that will appeal to our motivation and drive engagement, commitment, and performance.” ~ Dr. Ramlall

(2014). Trends integral to success in today's workplace are outlined, such as embracing new behaviors, technologies, and the millennial workforce. Ramlall further describes the need to accept mobility and globalization.

Participating DBA students were given a discussion guide with information regarding Morgan's latest book, *The Future Leader: 9 Skills and Mindsets to Succeed in the Next Decade* (2020). The book highlights the following attributes pertinent to leadership in the *new normal*: artificial intelligence (AI) and technology, pace of change, new talent landscape, purpose and meaning, morality, ethics, transparency and globalization. Dr.

Ramlall led students in a brief overview of the book before he and Dr. Hurtienne shared some of their most recent research findings on employee engagement during the pandemic. The presenters also proposed strategies for increasing positive engagement in the workplace.

During the 120-minute workshop via Zoom, students shared stories about changes they have experienced in their own workplaces during the past two years. DBA students developed a constructive conversation around the themes of engagement and hybrid work.

“This research represents much of what we are learning about how the pandemic is affecting the workplace and the nature of work for years

to come,” said Dr. Sendziol. Dr. Ramlall added, “The future of work is now. Through thoughtful analysis and dialogue with one another, we can create meaningful work environments that will appeal to our motivation and drive engagement, commitment and performance.”

Opportunities like TurkeyPalooza allow for cross-disciplinary learning about human resource management as well as leading for change during these challenging times. Concordia University Chicago looks forward to more opportunities to connect with our Concordia University Wisconsin family in the future.

## Audencia Business School in Nantes, France, Welcomes Concordia-Chicago MBA Students for Summer Study-Aboard Program



Nantes, a thriving modern metropolis with old-world flair, has been recognized as Europe's most livable city. There's easy-to-use public transportation with stops on the campus, which is located just 15 minutes from the center of town. Just two hours from Paris and a half-hour from the Atlantic coast, Nantes is a magnet for students and visitors, the site of countless historic landmarks and attractions. Major European destinations are also within easy reach by air or train.

Students in the intensive summer term complete up to two MBA courses in three weeks, with coursework conducted entirely in English. Features include:

- Qualified, experienced and approachable academic staff with extensive practical expertise
- Focus on marketing, management and communications

- Deep connections to French and global businesses
- Curriculum infused with global contexts and practices
- Small class sizes and dynamic group projects
- Weekly company visits with tours and staff discussions

The program is open to MBA students in good academic standing.

Courses are billed at the student's current CUC tuition rate. Housing and travel are at the student's own expense.

**For more details about College of Business study abroad options, contact Mallory Marach, international program operations manager at [Mallory.Marach@CUChicago.edu](mailto:Mallory.Marach@CUChicago.edu)**

# Upcoming Events

## CougarTank Round I



Wednesday, February 16 | 11:30 a.m. | KCC OPRF Room

Each team will introduce their basic business ideas in front of a panel of judges and a live audience. Competitors have three minutes to illustrate their business concept using a flip chart as a visual aid. Judges will then have two minutes for Q&A and up to two minutes for scoring. The Round I flip-chart competition focuses on a general overview of the presenter's business idea, not an in-depth description. Students will outline what differentiates their business

idea as well as its potential to succeed in the marketplace. This presentation will give the judges a general idea about each competitor's business idea, what differentiates their business and how much potential the business possesses. The top five teams will enter Round II. Refreshments provided.

## CougarTank Round II

Thursday, March 17 | 11:30 a.m. | KCC OPRF Room

Each of the remaining five teams will present their business ideas using PowerPoint (or similar) presentations in an open business fair. The fair will consist of a five-minute presentation, then three minutes for Q&A from judges/audience. Competitors will deliver their presentations multiple times to rotating audience/judges. The top three teams will proceed to Round III. Refreshments provided.



## CougarTank Round III

Friday, April 8 | 5:30 p.m. | KCC OPRF Room

This will be a "Shark Tank" style presentation in front of an audience and competition judges. Each team will have 10 minutes to present their business idea to the judges. Then the judges will have 10 minutes to ask questions about the business idea. First, second and third place positions will be announced at this event. Refreshments provided.

## APPLICATION DEADLINES

### FOR INTERNSHIPS FOR CREDIT

Fall: July 15  
Spring: November 15  
Summer: April 15

For more information visit the College of Business portlet on CUConnect

## Where to Find Internship Opportunities

If you are looking for help finding an internship, you can check out the College of Business portlet on CUConnect. It is located at the bottom of the academics page.



For assistance with internship opportunities contact [Career.Services@CUChicago.edu](mailto:Career.Services@CUChicago.edu).

## College of Business Leadership Team



**Dr. Stanton Ullerich**  
Interim Dean



**Dr. Rachel Ferguson**  
Assistant Dean, Director of Free Enterprise Center



**Dr. Karen Calendo**  
Undergraduate Program Leader



**Dr. Elisabeth Dellegrazie**  
Division Chair of Undergraduate Studies



**Dr. Kathryn Hollywood**  
Assistant Chair of Graduate Studies



**Dr. Svetlana Mitereva**  
MBA Program Leader, MIE/MBA Berlin



**Dr. Dana Sendziol**  
Division Chair of Graduate Studies

Do you have updates you would like to share with the College of Business faculty, staff and students?  
Please send them to [Catherine.Schlie@CUChicago.edu](mailto:Catherine.Schlie@CUChicago.edu) for inclusion in a future newsletter.

