

# In the Business of Human Flourishing

By Ellen N. Woods

*At the Tim and Steph Busch School of Business and Economics, a rigorous curriculum in management, accounting, and finance is taught in concert with Catholic social doctrine. The school is changing the conversation about business education, and people are listening.*

At 8:10 on a cold January morning — the second day of the spring semester — about 30 freshmen file into room 200 in McMahon Hall. Fresh from winter break, some are moving slowly as they adjust to the early hour. Their professor, Andreas Widmer, director of the Ciocca Center for Principled Entrepreneurship at the Tim and Steph Busch School of Business and Economics, is handing out pre-printed name cards. He wants to be able to call on each student by name.

He's got some "housekeeping" to get out of the way. Attendance. Grading. Office hours. Weekly reading and quizzes. No sitting in the back row. He motions to three young men who grab their backpacks and reluctantly find places up front.

About 20 minutes into class, with his checklist complete, Widmer pulls a compass out of his pocket. "This compass saved my life," he says.

With those five words, the students lean in with a new focus.

In riveting detail, Widmer tells the story of being an 18-year-old — blindfolded in the middle of the night, thrown in the back of a truck, and dropped off in the mountains of Switzerland with only that compass and a map. As part of his training for the Swiss Army, he had one week to get from point A to point B without getting "caught." The map provided his end point, but didn't tell him where he was. That's where the compass came in.

The professor walks around the room allowing students to find north on the compass. The magnetic draw of some of their computers gives a few students a "false" north. Widmer explains that can happen in nature too. "The compass shows you north by default," he says. "Something as simple as a rock formation can throw off the magnetic earth points, deflecting the needle."

Once Widmer found his true north in the mountains of Switzerland, he charted his course and, moving under cover of night to avoid being seen, made it to his destination.

Widmer's story of militia training, he tells the students, is an analogy for life. "There is something in all of us that points to our true north," he says.

This is the first lesson in Management 118: Tools and Foundations for the Vocation of Business.

Widmer says it is a "privilege to teach this course to freshmen. To make an impact on them at such a pivotal time in their lives, when they are just starting to consider their calling, is an honor."

"Each one of you was created for something special," he tells them. "What is your vocation? What is God calling you to do? In this class you will write a mission statement for your life, you will consider your goals, and the path to achieving them," says Widmer. "And you will start your own business."

Faculty in the Busch School see business as a vocation; in fact they consider it a "noble vocation," to borrow a term from Pope Francis. They believe business people, when operating with a set of moral and ethical principles and with a devotion to individual dignity, can solve some of the world's most pressing problems.







Later that day, at 5:10 p.m., seniors take their seats for their first class in Management 499: Business in Life taught by William Bowman, dean of the Busch School. Bowman is new to the University. He was appointed dean in spring 2016, taking over the helm of a school that is growing by leaps and bounds.

The students in this class are one semester away from graduation. They were freshmen when the University's Board of Trustees approved the elevation of the Department of Business and Economics, housed within the School of Arts and Sciences, to a distinct school within the University. As freshmen they explored their calling in Widmer's Vocation of Business course. They are the first cohort to have studied at the business school for all four of their college years. They have embraced the school's unique Catholic mission and were witnesses to history last spring when the school received a landmark gift and was renamed the Tim and Steph Busch School of Business and Economics.

This course is aimed at launching seniors into the real world. Through case studies and guest speakers they will consider what lies ahead with regard to such topics as salary negotiation, the basics of employee benefits, and balancing career and family.

Bowman asks the seniors how they are feeling as they begin their last semester of college. They share excitement mixed with a hint of trepidation. Bowman tells them they have just what the business world wants and needs. "CEOs are looking for people of integrity," he says. "They are looking for young people who are well rounded, who play by the rules, who are critical thinkers, passionate, team players. Your degree from the Busch School sets you apart."

That leads to a discussion of school mission.

Bowman asks, "What are the four principles from Catholic social doctrine that have been the cornerstone to your education as business and economics students?"

Every student raises a hand. "That's a relief," he says. "Glad to see you're paying attention."

The answers come easily: **human dignity, solidarity, subsidiarity,** and the **common good.**

A discussion follows. "Solidarity," says one student, "means all for all. Businesses need to be concerned about all people. We are all created

in God's likeness. Every person in a company is important."

"Subsidiarity," says another student, "refers to human freedom. Employees should be able to make decisions."

"Amazing things happen when organizations practice this principle," says Bowman. "Decisions are better and more efficient. Senior management doesn't spend time on issues that can be better handled by employees. Employees feel valued and empowered, and that's the key to innovation."

In a discussion of human dignity, Bowman shares his experience instituting a virtues training program when he was CEO of US Inspect, a nationwide home inspection company. "Together, every employee focused on the virtues of diligence, honesty, perseverance, and charity. These were the virtues we identified as being most important to our customers. It was an amazing way to affirm the dignity of our employees and customers, and in the end it proved to be really good for business."

"There's nothing wrong with making a profit, but we should share the wealth," says one student during the discussion of the common good. "That's a hard one for a lot of business people," says Bowman. "Sure, as capitalists we love the free market system. But we are stewards of the wealth we create, not the owners. God created all the goods of the earth for everyone. It's OK to make a nice living for you and your family. But at the end of the day, excess wealth should be shared. You get to decide how to distribute that wealth. That's the difference between socialism and capitalism."



Widmer and Bowman have a few things in common. Both of them were successful entrepreneurs before joining the faculty. Neither one of them envisioned a career in academia. But both say it was the mission of the Busch School that drew them to The Catholic University of America.

They are not alone. The school's mission, putting human flourishing above wealth, has become a beacon for new faculty members (both academics and business leaders), for students, and for philanthropists.

## A New School is Launched

On Jan. 8, 2013, *The Wall Street Journal* announced Catholic University's new school with a banner headline, "B-School Mixes Faith, Finance: Catholic University's New Program Will Infuse Courses With Instruction in Virtues."

The school is a "start-up" with the benefit of a strong foundation and rich history. The University's Department of Business and Economics dates back to 1895, not long after the University's founding in 1887.

Catholic University's current provost, Andrew Abela, was the founding dean of the School of Business and Economics. He arrived at the University in 2001 as a marketing professor with a Ph.D. from the University of Virginia's Darden School of Business and more than ten years of experience as a successful marketing executive.

In 2008 he was named chair of the department. Abela believed that virtue should be a theme underlying *all* business and economics classes, not just addressed separately in ethics courses. He made it a priority to recruit faculty who shared that vision.

"Our business and economics faculty members — who have grown in numbers since our department became a school — are a special group. They are all united in a common mission and vision to bring the wisdom of Catholic social doctrine to bear on the practice and theory of business and economics," says Abela. "In looking for faculty throughout the past decade, we looked for people who shared an interest in this vision, were proven or potentially great teachers and/or scholars, and ideally, had lots of senior-level experience as business executives or entrepreneurs."

Brian Engelland, a marketing scholar, was one of them. He had 22 years in the corporate sector as a product development executive for two Fortune 500 companies. And he had nearly 20 years in academia when he joined the faculty in 2010, leaving his position as director of the marketing program at a state university. "I longed to talk about Catholic social doctrine in my courses. I always felt I wasn't telling my students the complete story," says Engelland, who has an M.B.A. and a doctorate in marketing strategy, and is a Fourth Degree Knight of Columbus.

Under John Garvey, who became President in 2010, a strategic plan for the University was developed. Abela was on the 2011 steering committee and says the President and Jim Brennan, the provost at the time, encouraged him to investigate the need and potential for a business school as part of the strategic plan.



Andrew Abela



Brian Engelland

Abela enlisted Engelland, now associate dean, and they developed a proposal that would set their school apart. The two marketing professors had no trouble establishing product differentiation.

"We began an in-depth analysis of the competition. There are hundreds of business schools in this country alone. These schools are doing a great job of preparing business technicians. Ethics courses are part of the curriculum," says Engelland.

"Ethics teaches us right from wrong. But the corruption we read about in the newspapers isn't because business people didn't know right from wrong. It's because they hadn't been formed in virtue, the habit of making the right decision to the point where it is second nature. That's what's missing from conventional business education."

The detailed plan to establish a business school based on the principles of integrity found in Catholic social doctrine, the practice of virtue, and the idea of business as a noble vocation was overwhelmingly approved by the University's Board of Trustees. The department became a school in January 2013.

The timing couldn't have been better. As Catholic University was launching a virtues-based business school, the Vatican was affirming the need for such an education.

In 2012, when Abela and Engelland were working on their proposal for a business school, the Pontifical Council for Justice and Peace released *Vocation of the Business Leader: A Reflection*. The document draws from 130 years of business-related doctrine dating back to *Rerum Novarum*, Pope Leo XIII's 1891 writings on capital and labor.

Shortly after the School of Business and Economics was approved, Pope Francis was elected by the College of Cardinals. He placed an emphasis from the start of his papacy on living in solidarity with the poor and on the role of business in lifting people out of poverty. In his apostolic exhortation *Evangelii Gaudium* ("The Joy of the Gospel") and then in his encyclical *Laudato Si': On Care for Our Common Home*, the Holy Father presented to the world the concept of business as a noble vocation and a force for good.

Abela and his colleague Joseph Capizzi, professor of moral theology and ethics, proved there was a thirst for this kind of thinking with the release in 2014 of *A Catechism for Business:*

*Tough Ethical Questions and Insights from Catholic Teaching*. In the book, the two professors distilled more than 100 years of Catholic social doctrine that provides guidance to business people and presented it in a question-and-answer format. The book is now in its second edition and has been translated into several languages.





## The School Takes Off

“In this young century alone, many businesses have already brought forth marvelous innovations which have cured disease, brought people closer together through technology and created prosperity in countless ways. Unfortunately, this century has also brought business scandals and serious economic disturbances, and an erosion of trust in business organizations and in free-market institutions generally,” states *Vocation of the Business Leader*. “For Christian business leaders, this is a time that calls for the witness of faith, the confidence of hope, and the practice of love.”

The growth of the business school over the past four years indicates that future business leaders are ready to answer that call. Today’s business and economics students may not remember Enron, but they grew up with the backdrop of the AIG bailout, the Madoff investment scandal, the subprime mortgage crisis, and the Occupy Wall Street movement.

“Students and their parents are attracted to the mission,” says Bowman. “We talk to prospective students at open houses and school visits and they tell us they were drawn to our mission because they want to be part of an honorable profession. They want to change the negative connotation of pursuing a business career.”

Undergraduate students in the school account for 23% of the University’s total undergraduate population. In the year before the department became a school, business and economics students comprised about 7% of the undergrad population. In 2016, 93% of Busch School graduates had jobs within six months of graduation, with 5% pursuing graduate education.

The Busch School offers undergraduate degrees in accounting, economics, finance, international business, international economics and finance, management, and marketing, as well as graduate degrees in integral economic development, accounting, business analysis, and management. An array of student-run organizations, a CEO lecture series, career planning, internships, and networking programs complement the rigorous academic programming. The school takes advantage of its D.C. location to bring in mentors and lecturers from federal agencies, Congress, NGOs, and Fortune 500 companies. In addition it

sponsors Wall Street and Madison Avenue networking programs.

The Busch School is establishing itself as a leading intellectual center for business professionals, offering an eight-week certificate course on Catholic social doctrine for professionals, and sponsoring two international conferences in conjunction with the Napa Institute on “Liberty and Solidarity: Living the Vocation to Business,” and “Human Ecology: Integrating 125 Years of Catholic Social Doctrine.”

Business leaders are taking notice of the school’s mission and growth. Many are seeking to support the school through mentoring students, joining the Busch School Board of Visitors, and by becoming donors.

## Landmark Gift Reinforces the Mission

In spring of 2016, a group of six donors came together to make a combined \$47 million gift to the School of Business and Economics and the University.

The lead gift of \$15 million from the Busch Family Foundation, established by Tim and Steph Busch, is funding the renovation of Maloney Hall and future operating support for the school. This is the largest single gift in University history. The school was renamed in their honor.

A select group of leadership donors also made major financial commitments to the school: \$10 million from the Arthur and Carlyse Ciocca Charitable Foundation, which includes the establishment of the Arthur and Carlyse Ciocca Center for Principled Entrepreneurship; \$10 million from the Charles Koch Foundation, which supports hundreds of colleges and universities across the country; \$5 million from Joe Della Ratta, B.A. 1953, founder and owner of Della Ratta, Inc. and benefactor of the *Centesimus Annus* Della Ratta Family Endowed Professorship; \$5 million from an anonymous donor; and \$2 million from the Blanford Charitable Gift Fund through the recommendation of Larry Blanford, a member of the school’s Board of Visitors and the University’s Board of Trustees, and his wife, Lynn.

In addition to supporting the Maloney Hall renovation, the gifts support academic programs at the Busch School and the new interdisciplinary Institute for Human Ecology, which takes up Pope Francis’s call in *Laudato Si’* to study the relationship of human beings to one another and the world around them.

“We were all kind of shocked and then really excited when we heard about the donation,” says Lissette Escobar, a senior international economics and finance major. “It’s nice to have a named school. I think that enhances our reputation. For those donors to make a donation of this size really says they have faith in what we are doing here.”

The gifts were not just big news on campus — they caught the attention of the higher education and business worlds, reported in such media outlets as the *Wall Street Journal*, the *Chronicle of Philanthropy*, *USA Today*, *Forbes*, *National Catholic Register*, *The Washington Post*, and *National Review*.

“The people who have put their money behind the Busch School are a special group,” says Phil Brach, assistant dean for development at the school. “They are friends to us and champions of the school and its mission. In their own business ventures they are operating with virtue, morals, and ethics, and a respect for human dignity. They are the ideal our students aspire to.”

“The donations to the Busch School have been transformational,” says Scott Rembold, vice president for University advancement. “The gifts from this extraordinary group of donors allow the school to put its vision into action; to attract the best students and faculty, to build a state-of-the-art home for the school, and to become the leading center for a new direction not just in business education, but in the way business is conducted throughout the United States and internationally.”

World-class business and economics scholars and executives recognize that potential.

“This is a place where I wanted to contribute my intellectual capital,” says Michael Pakaluk, a renowned expert on accounting ethics and ancient philosophy. He joined the faculty in 2016. “This is *The Catholic University of America*. It is a pontifical university in the capital of the United States. It is the best place to test this idea of a Catholic vision of a business school. The proper role of regulation, the sense of the common good, the importance of work, the dignity of the human person, an inclusive economy — all of these issues converge here at the Busch School and in the nation’s capital.” CUA



“Business is a vocation, and a noble vocation, provided that those engaged in it see themselves challenged by a greater meaning in life. ...”

— Pope Francis  
*Evangelii Gaudium*

## A New Home for the Busch School

Maloney Hall, located on the southeast corner of the University’s main campus, will be the future home for the Tim and Steph Busch School of Business and Economics. The 100-year-old Martin Maloney Chemical Laboratory was named in honor of a Philadelphia philanthropist and Catholic University benefactor. The University closed the hall in 2015 due to aging infrastructure. The framework of the 61,000 square-foot building is strong and will be preserved in the renovation. Its fieldstone construction and collegiate Gothic architecture make it one of the most stunning buildings on campus. The renovation will preserve its architectural integrity while the interior will reflect the latest style in modern office building design.

The building will have a chapel allowing for 24-hour visitation of the Blessed Sacrament and daily Mass. “Having a chapel integrated within the academic space will help to illustrate the unity of life we are hoping to teach the students,” says Phil Brach, assistant dean for development. Maloney Hall is scheduled to re-open as the school’s new home at the end of 2018.

## Ciocca Center Launches Program to Aid Inner City Small Business

The Busch School’s Ciocca Center for Principled Entrepreneurship has partnered with the Initiative for a Competitive Inner City (ICIC) to launch the Inner City Capital Connections (ICCC) program in Washington, D.C. ICCC is a national program designed to help small businesses in economically distressed areas build capacity for sustainable growth in revenue, profitability, and employment. This is the group’s first partnership with a university. A February program launch attracted more than 200 D.C. area business and community leaders to the University’s campus.

“This initiative highlights the idea of subsidiarity by building on what is already there and enhancing it. It empowers people where they are and encourages personal initiative,” said Cardinal Donald Wuerl, University chancellor and archbishop of Washington, a featured speaker at the event.



The Busch School’s Bob Keith, Cardinal Donald Wuerl, Hyacinth Vassell of ICCC, and ICCC alumnus Pedro Alfonso at the partnership launch.





# Human Flourishing

Tim and Steph Busch  
Philanthropists

## Dreaming **Big**

**T**im Busch, of the Tim and Steph Busch School of Business and Economics, says he never set out to put his name on a school. “If you had told me a year and a half ago that I was going to give \$15 million to a business school, I would have told you you’re crazy,” he says. But that’s exactly what he and his wife Steph did in April 2016. It is the largest gift they have ever given.

It comes down to the mission, says the couple. “This business school is all about educating students on free market principles, but doing so in a holistic way through principled entrepreneurship,” says Tim.



It has been just about a year since the school was renamed, and it has become known on campus and beyond simply as the Busch School.

Tim has been a longtime proponent of Catholic teaching as a blueprint for how to run a business. He often references papal encyclicals in his talks. “The Pope who founded our University wrote one of the first encyclicals on free-market capitalism. That’s providential,” says Tim, referring to *Rerum Novarum* written by Pope Leo XIII in 1891.

The road that led Tim and Steph Busch to The Catholic University of America, and to the School of Business and Economics in particular, might also be considered providential.

Tim grew up in Michigan, where his father owned a grocery store. “That was unique. Most people worked in the auto industry or were farmers,” he says. “I was exposed at an early age to the idea of being an entrepreneur. I saw what it means to take risks and to see the impact a business can have on a community.”

Tim and his two brothers took over Busch’s Fresh Food Market when their father retired. The chain now has 15 stores in Michigan.

Steph too credits her father with early career inspiration. A self-described “California girl,” she grew up in the southern part of the state when it was defined by agriculture. “There were orange groves everywhere. There was a two-lane road from Orange County to Los Angeles.” Her father was a school principal who was also involved in the real estate market. Steph taught elementary school for 10 years and then became a stockbroker.

“That was a surprising move to many people, but given my father’s career it made sense to me,” she says. “When you think about helping people, what are the two most important things to them? Their children and their money, hopefully in that order.”

The couple met in 1982 when Tim visited his uncle in California. “There isn’t this great romantic story,” says Steph. “We were all at the same restaurant. Tim’s uncle stopped to talk to me and went back to his table and said, ‘Tim, I just met your wife.’”

Tim fell in love with all things California — the weather, the business opportunities, and his future wife.

They had a long-distance romance for a few years until Tim moved to California. They married in 1985.

Tim, a practicing lawyer for more than 35 years, is the founder of The Busch Firm. He is also the founder and CEO of Pacific Hospitality Group, LLC, a hotel development and management company. Among the family’s more recent entrepreneurial ventures was the founding of a winery in Napa Valley, Calif., Trinitas Cellars, LLC.

When their son, Garrett, who now runs the winery, was in kindergarten and their daughter, Mackenzie, was in preschool, Tim and Steph cofounded St. Anne School, a Catholic elementary school, in 1992. “We didn’t have a parish school. My husband is a big thinker and he said, ‘Let’s take this on,’” says Steph, who served as COO of the school for 14 years. “As the kids got a little older, parents started asking, ‘What about high school?’ So once again, Tim said, ‘We can do this.’ They cofounded JSerra High School in 2003. The Catholic high school opened with 160 students and now has more than 1,200.



The couple’s dedication to their faith has guided their commitment of time, talent, and philanthropy. They are active members of Legatus, an organization of Catholic CEOs. Tim serves on the Board of Trustees of the Papal Foundation. Together with Rev. Robert Spitzer, S.J., Tim cofounded the Magis Institute, which explores the intersection between faith and science, and the Napa Institute, which sponsors an annual conference for Catholic business leaders.

Thirteen years ago, when Tim was asked to join the Board of Trustees of Catholic University, he was tentative. “I didn’t know much about the University and I wasn’t sure I wanted to be flying cross-country a few times a year. But I prayed about it and decided to give it a try,” he says.

He admits that in his 12 years on the board, he was never quite sure what his unique role would be —until the day Andrew Abela, then chair of the Department of Business and Economics, appeared before the board in December 2012 to present his proposal for a School of Business and Economics. “As I listened to Andrew explain the vision for this business school, I knew I wanted to be involved. Business has been the joy of my life,” says Tim. “When done right, when business leaders are guided not by profit but by the communities they serve, the free market system has great potential to lift people out of poverty. I knew that a business school at Catholic University would be at the forefront of educating business leaders based on Catholic social doctrine.”

Tim joined the Board of Visitors of the business school, and as he became more involved in the mission, he began to consider his philanthropic role. As chair, he helped put together the group of donors whose individual gifts resulted in the landmark \$47 million last spring, taking the lead with a gift of \$15 million.

“When Tim first approached me about this, I said ‘What? We’ve never made a gift of this size,’” says Steph. “But then he walked me through it. He talked about the global impact and the need for a business school to take the lead in this way. He felt so strongly. And I know when he is passionate about something, great things happen. After starting a Catholic elementary school and high school, this seemed like a logical next step.”

“My hope is that students of the Busch School will go out into the world and be disciples,” she adds.

“The students are important to us,” says Tim. That was apparent last November when he was on campus to give a lecture at the school that bears his name. He stayed long after the lecture to answer students’ questions.

His advice? “Don’t forget to pray. When you struggle in business or in life, for that matter, prayer sustains you. Dream big. If you co-create with God, big things will happen beyond your wildest imagination. Our society encourages young people to be cautious, and in business that can stifle growth. Life is about growing and the only way to grow is to fail. That’s how you find what doesn’t work.”

Steph’s advice? “When opportunities come your way, even when it’s something you might not have imagined for yourself, try not to be afraid. Approach life with an open mind and an open heart.”





Lissette Escobar  
*International Economics and Finance 2017*

## “Finding My Vocation”

During her four years at Catholic University, Lissette Escobar has taken advantage of the internship opportunities that abound in Washington, D.C. She has interned at the Organization of American States, on Capitol Hill and at the Inter-American Development Bank. She has also served as a research assistant for two professors, Martha Cruz Zuniga, associate clinical professor and director of economics, and Maria Sophia Aguirre, professor of economics, on economic development studies in Guatemala and Paraguay.

“My time at the Busch School has been all about finding my vocation. And for me that means pursuing development projects in Latin America,” says Escobar, who speaks both Spanish and English at home.

“My father, who is professionally involved in development in Latin America, is from Bolivia and my mom is from Nicaragua. So I grew up exposed to diversity and international influences,” says Escobar.

Her immediate plan is to attend graduate school at Columbia University. And then she wants to effect change in education development in economically disadvantaged communities in Latin America. In that endeavor, she says, she will consider what she has learned about subsidiarity and solidarity. “I don’t just want to be a voice for those living in poverty. I want to show them how to use their own strength and abilities so that *their* voices are heard.”

William Bowman  
*Dean, Busch School*

## A New Dean Brings *Real-World* Experience to Students

As dean of the Busch School, William Bowman is well versed in Catholic social doctrine. He can quote with ease from *Centesimus Annus* (“The Hundredth Year”), *Rerum Novarum* (On Capital and Labor), *Laudato Si: On Care for Our Common Home*, and the Catechism of the Catholic Church, offering passages that provide guidance to business people.

He doesn’t mind admitting that for a large part of his career he was unaware of these great writings. “My faith guides my life, both at home and in the workplace. But I didn’t know the Church had this rich body of teaching on commerce,” says Bowman, who has an engineering degree from Northwestern University and an M.B.A. from Harvard University.

In 1982, Bowman, the father of nine, co-founded one of the first educational software companies in the United States. “I was working at a high-tech company and I had the sixth IBM PC to come to Boston,” he says. “I was just amazed watching my kids play on it. And that was the inspiration for the Spinnaker Software Company.”

Bowman’s career as an entrepreneur and CEO took him in many directions, including co-founding the Montrose School, a Boston-area Catholic independent school for girls.

In 2001 when the collapse of Houston-based energy giant Enron ruled the headlines, Bowman got a phone call from a good friend, Rev. Michael Barrett. “He was a former Merrill

Lynch trader now living in Houston. Father Michael asked me what I was doing to incorporate ethics into the companies I ran. I told him faith is at work in all aspects of my life. But when he asked if I was guided by Catholic social doctrine, I didn’t have a clue. Frankly, all of my education had focused on the dollar as the central purpose of business,” says Bowman.

Father Barrett sent Bowman some reading material and asked him to come down to Houston to run a few workshops with him.

“I started reading the encyclicals and it was a light bulb moment for me,” says Bowman. “But these thick complex documents are not everyday reading. So in our workshops we used case studies with the appropriate citations from the doctrine. Business leaders couldn’t get enough of it.”

The success of the business workshops led to the formation of Core Values Group, a consulting firm headed by Bowman that works with employees to grow in virtue.

By 2014, Bowman was using *A Catechism for Business* by Catholic University faculty members Andrew Abela and Joseph Capizzi in his workshops. He didn’t realize he would soon be joining them as colleagues.

“For so long my mission was to educate business leaders about virtue in the workplace,” says Bowman. “But nothing has compared to the joy I am finding in bringing this message to our future business leaders.”



Art Ciocca  
*Philanthropist*

## A *Principled* Entrepreneur

Art Ciocca says the best advice he ever received was from his grandfather, an Italian immigrant who worked as a blacksmith. “He always told me, ‘In America, if you work hard and stay out of trouble, anything is possible.’”

“Pretty simple, but it makes a lot of sense,” says Ciocca, who grew up in Tarrytown, N.Y., in an Italian Catholic family during the post-Depression era. His father worked his way through school to fulfill his dream of being a doctor.

Even though he had strong role models, he says, when he left home to attend the College of the Holy Cross at age 17 he didn’t have a career path in mind. It was a series of chance events and entrepreneurial spirit that led

Ciocca, a Busch School benefactor, to become founder and CEO of the third largest winery in the United States.

Ciocca joined the ROTC while in college. He says he will never forget standing on the deck of an aircraft carrier in the summer of 1958 and catching his first sight of the Golden Gate Bridge and the city of San Francisco. That’s when he set his first major goal in life — to make that city his home.

After graduating in 1959 as a commissioned ensign, he set sail for the Mediterranean Sea. “The Navy taught me great leadership skills,” he says. The Navy also afforded him the opportunity to earn an M.B.A and discover his love of marketing.

His Navy career fostered a love of travel. So after he was discharged and before embarking on a career, he hitchhiked around the world, then took a job with General Foods simply because they offered him a position in San Francisco.

The future wine magnate charted a career as a marketing executive known for building brands. In 1975, he was in charge of a group of three

wineries owned by the Coca-Cola Bottling Company of New York. When word came that the company was planning to divest its wine holdings, Ciocca put together a management team and a group of outside investors to purchase the wineries through a leveraged buyout.

“It was a risk,” says Ciocca, “but a calculated risk given my wine business experience and the strong team we put together.”

The Wine Group (TWG) has grown steadily since its founding in 1981. Today it produces more than 50 wine brands. The company is known for quality, affordability, and innovation. It pioneered the wine tap for Franzia, now the largest wine brand in the world.

“We hire the best people and empower them to make decisions and take risks and have fun.”

Ciocca says the keys to TWG’s success have been almost as simple as the advice his grandfather gave him. “We have a clear vision of what we want to accomplish, and a strategy to get that done. We hire the best people and empower them to make decisions and take risks

and have fun. And we have a culture based on key values and principles that hold the organization together.”

One of the rewards of Ciocca’s success has been the ability to create a foundation with his wife, Carlyse. They met just 30 days after the leveraged buyout. She is, coincidentally, the granddaughter of the founders of Franzia Winery — one of the three wineries he purchased from Coca-Cola.

“She is my partner in philanthropy and that has brought us much joy,” says Ciocca.

The Arthur and Carlyse Ciocca Center for Principled Entrepreneurship at the Busch School is funded by the Cioccas’ gift. As to what attracted them to the school, Ciocca says initially it was his friendship with Andreas Widmer, the director of the entrepreneurship



center. But once he learned more about the mission of the school, he came to “love the people and what they are creating. The school has the potential to become the world-class center for business education reinforced by Catholic social doctrine.”

His fellow donors were part of the draw to the University as well. “I am a friend and great admirer of Charles Koch. He introduced me to Tim Busch, who has become a friend. I was happy to be part of this whole group of really wonderful philanthropists.”





Michael Hernandez  
Finance 2017

## “Every Voice Matters”

Michael Hernandez came to Catholic University as a pre-med biology major. Since he was five, he wanted to follow in his grandfather's footsteps and become a doctor as a way to help people.

But then he started to pay attention to what some of his friends were up to. They were creating market-affiliated blogs for Andreas Widmer's Vocation of Business course. “I was fascinated. That was the first time I realized I could help people through a business vocation.”

When Hernandez changed his major to economics during his sophomore year, it was like going home. “We all have this kinship of being part of a new enterprise. My classmates and I push each other to learn more, work harder, and find new opportunities,” he says. “The faculty inspire us. They have tremendous backgrounds and they are so willing to share their experience, knowledge, and contacts. And as with any start-up, every voice matters. They want to hear what we think including our ideas for making the school even better.”

Donors, too, are part of the school's community, Hernandez says. “They are role models for the kind of business leaders we seek to be. My goal is to reach a level of success at which I could one day have a philanthropic foundation, and the people I would put on the board would be my former classmates and professors.”

With graduation just around the corner, Hernandez says he can't wait to get into the marketplace. “I've been taught to look beyond the numbers, to look at who is affected by the numbers, and I believe that will set me apart in the workplace.”

Catherine Pakaluk  
Assistant Professor of Economics

## Teaching with a Humanistic Approach

Catherine Pakaluk and her husband Michael Pakaluk joined the Busch School faculty at the start of the fall 2016 semester. She is the former chair of the economics department at Ave Maria University. He is a world-renowned expert on accounting ethics and ancient philosophy. In her relatively young academic career, Catherine Pakaluk has earned attention for her writing and speaking in the area of economics studied within the Catholic intellectual tradition.

**Q. How did you find your calling to academia?**

**A.** University life is a beautiful thing. I fell in love with it while I was in college. I felt like this is where I want to be forever.

At the end of college, I had a spiritual awakening and became more serious about my faith. I began to read the great classics of Catholic thought, especially John Henry Newman, Aquinas, and St. Augustine. That led me to ask harder questions about the relationship between faith and the idea of a great university.

I had the conviction in my heart that there must be a place where scholars could be truly Catholic and also embrace what it means to be a great university. After I finished my doctoral work, Michael and I were looking for such a place. That led us to Ave Maria, a young, small university. It was a very special place for us and provided a lot of what we were looking for.

**Q. What brought you to Catholic University?**

**A.** We looked at CUA and President Garvey's leadership and it seemed to us that this University embodies so much of the vision we have of a great Catholic university. There is a phenomenal amount of research taking place here, and great conversations across arts and sciences, and among faculty of various disciplines.

The mission of the Busch School was also very appealing. There is an attention to the way business can provide solutions to poverty and foster inclusion for the disconnected. The team of people at the school is extraordinary. They are just getting started and there is an excitement to being here on the ground floor of something with such great potential.



Kesly Felizor, M.A 2013  
Monitoring and Evaluation Manager, German Red Cross

## “A Way for Me to Control My Own *Destiny*”



Kesly Felizor, right, in Haiti

**Q. As an economics teacher, what is the most important lesson you have for your students?**

**A.** Economics is a little like the philosophical big brother for a business program. Economists aim to impart certain habits of mind to business students. Some would call it ‘thinking like an economist’ but I prefer to say that we want to teach our students to observe various laws or rules that govern human behavior as it relates to markets and institutions. Of course in all things we take a humanistic approach that is consistent with the Catholic intellectual tradition.

**Q. How do you manage an academic career while being mom to eight children?**

**A.** Having a big family forces me to pick and choose what I think is most important to work on. Trying to choose quality over quantity. I hope that will be enough at the end of the day. Also, of course, practically speaking, I do a lot of work at night, during nap times, and whenever I can squeeze it in. Sometimes I go on a marathon and get a lot done in a few days when I have extra help. Academic life is flexible in some ways that other professions are not. But still, some things just take longer. For instance, it took me 12 years to finish the Ph.D.!

In many ways, I believe my work makes me a better mom because the more I can develop my God-given gifts, the more I can give to my children. The balance is not always easy, but since my husband and I are both academics we have some ability to trade off time at home and time at work. We both often work at night with the older children — all doing our homework together.

There is a lot of joy and happiness among our children and in our day-to-day life, and this is the point of all that we are doing, to live in a community of love and try to transmit that witness to others. It's not easy, but with grace all things are possible.

Growing up in rural Haiti, Kesly Felizor, M.A. 2013, says he knew from a young age that education was his best option for a better life.

“Getting an education was a way for me to control my own destiny without anyone telling me what I am going to be based on my family background,” he says. “My mother sacrificed a lot for me to attend school.”

As a child, his only contact with the world beyond his rural village was through textbooks and radio. “I remember when I got my first radio and built an antenna out of aluminum and bamboo to pick up radio frequency from Port-au-Prince. I followed the 1998 Soccer World Cup,” Felizor says. “Being able to listen to broadcasts from stations such as Radio France International changed my view on politics, science, economics, and the world.”

He says it was through the support of many who believed in him, including his mother and a priest from the Congregation of the Immaculate Heart of Mary Mission, that he was able to complete a college degree.

When the 2010 earthquake hit his country,

Felizor went to Port-au-Prince to volunteer in the relief effort. “It was devastating to realize many casualties happened because of lack of education, weak institutions, and lack of rule. That's when I decided I wanted to be involved in community development and institutional strengthening.”

That led him to pursue a master's degree from the Busch School's Integral Economic Development program. He received a University scholarship to attend, and he says it was “a true revelation” to study Catholic social doctrine and learn the Church's approach to integral economic development.

The program, he says, “provided all the necessary steps and tools to make development human centered.”

Since 2015, he has been working as a monitoring and evaluation manager for a German Red Cross food security project in Archaie, in the rural mountains of western Haiti.

“Whenever I see a kid on top of a mountain walking long hours to get to school, I have hope that child will have the means to change the course of his life,” says Felizor.





Cahlia Walton  
International Business 2017

## “All About Cultural Differences”

Cahlia Walton says it was a scholarship that brought her to Catholic University, and it is the faculty in the Busch School that has kept her there. “The professors make sure you are succeeding, that you are reaching your full potential,” she says.

She enjoys sharing her experience with new students through her work as an Orientation Advisor and as a member of the Busch School admission team. “I love helping freshmen feel welcome here.”

Walton plans to pursue a career in international marketing. “It’s a field that is all about cultural differences. It’s fascinating. Products that we like here may not be appealing in other countries,” says Walton, who speaks English, Spanish, French, and a bit of French Creole, learned from her mom, who grew up in Haiti.

She had a summer marketing internship on Broadway, where she helped promote shows. She also interned for the U.S. Department of Commerce, helping to prepare manuals for U.S. exporters. “My mom worked for the government at the U.S. Agency for International Development. So it’s been fun to share stories with her,” says Walton.

*Editor’s Note: Michael Novak, distinguished visiting fellow at the Arthur and Carlyse Ciocca Center for Principled Entrepreneurship, passed away on Feb. 17, 2017, at the age of 83. University President John Garvey remembered him as a “man of great intellectual honesty.” The following article was written prior to his death. He was interviewed for the story in December.*

Michael Novak  
Philosopher, Diplomat, Theologian

## Novak Found a *Home* at the Busch School

Michael Novak wrote the book on democratic capitalism. Literally.

When he published *The Spirit of Democratic Capitalism* in 1982, he was a philosopher ahead of his time. “I was a lone voice,” he said. “Hundreds of books had been written on how capitalism evolves into socialism, but none had been written on how socialism evolves into capitalism.”

In his groundbreaking book, Novak wrote about “three dynamic and converging systems functioning as one.” Namely, “a predominantly market economy; a polity respectful of the rights of individuals to life, liberty, and the pursuit of happiness; and a system of cultural institutions moved by ideals of liberty and justice for all.”

Of the nearly 50 books he wrote, this one remains the crown jewel, forever changing the conversation about the benefits of capitalism.

Novak, who joined the faculty of the Ciocca Center for Principled Entrepreneurship in fall 2016 in what he called the “twilight of his career,” said, “I like that the school is oriented around the



formation of small businesses. That’s where you find the dynamism of capitalism. The best instrument of social justice in this century will be the innovation and enterprise of small business.”

Novak, who was awarded the Templeton Prize for Progress in Religion in 1994, served as ambassador to the U.N. Commission on Human Rights in 1981 and 1982. He held 26 honorary degrees and taught at Harvard, Stanford, Syracuse, Notre Dame, and Ave Maria universities. He considered his greatest honor to be that Pope John Paul II called him a friend, as did Prime Minister Margaret Thatcher and President Ronald Reagan.

When the invitation came to join the Busch School faculty, Novak said he consulted his good friend and “chief guru,” Mary Ann Glendon, a Harvard Law professor and former U.S. Ambassador to the Holy See. “She said, ‘Michael, you have an obligation to do this. It’s important to the Church,’” he recalled.

Novak, who wrote speeches for presidential candidates and presidents dating back to the 1960s, said the draw of Washington, D.C., was an added benefit. “My feet started moving like the Budweiser horses. I wanted to get back in the parade,” he said.

Perhaps the biggest draw was the faculty at the Busch School. “Oh I love them and they love their students. It’s sometimes hard to get a hold of them because they are always with their students. They are building a new intellectual project. Those outside the school haven’t realized it yet. Yes, other schools are employing Catholic thought, but they are not tackling it with so much originality.

“Catholic social thought advances when you have intellectual centers asking, what new principles, concepts are we going to need that we hadn’t thought about before? Increasingly, I see the school becoming a leader not just in the United States, but in Rome.”

“I like that the school is oriented around the formation of small businesses.”

## A Catholic Mind for Business

Courtney Burke, B.S.B.A 2016  
Account Manager, immixGroup

## “We Put the Customer First”

When Courtney Burke crossed the stage on graduation day last May, she tells people she had a diploma in one hand and a job in the other. That was her goal as a marketing major at the Busch School. “I had the job offer in April and it made for a relaxing end to my senior year,” she says.

“The faculty have such great connections and they are committed to helping with the job search,” says Burke. She credits Mark Weber, executive in residence at the Busch School who teaches selling and sales management, with helping her “polish my resume and steer me in the direction” that led to a job offer prior to graduation.

Burke is an account manager at immixGroup in McLean, Va., where she helps technology companies work with the government.

Although just getting started in her career, Burke says she can already see how the unique focus of the Busch School pays off in the workplace. “An understanding of sound, ethical business practices is ingrained in you, it’s second nature.”

While at Catholic University, Burke was a special events intern with the Make-A-Wish Foundation, a two-year varsity athlete, a member of Custos Utique Antiquitatis, and served as a freshmen retreat leader.

Her first job, she says is “very team-oriented. We work together to get the job done, we trust each other. We have a culture that encourages fun, but we are serious when we need to be. We put the customer first.”

“The focus on ethics and integrity is what makes me proud to have a degree from the Busch School,” she says.







Sam Galvin  
Finance 2018

## “Values You Can Live By”

Sam Galvin says when he visited the University as a high school student he was drawn to its Washington, D.C., location and the size of the classes. “I’m not a number here. Everyone has an opportunity to get involved, to lead, and to be friends with their professors.”

Galvin is a member of the Busch Admission Team and the Dean’s Advisory Council. He is also president of the student-run Investment Club. “We’ve got a good mix of majors, including non-business. We start our meetings by talking about markets and financial news,” says Galvin. “Right now we have a paper trading competition going. We’ve each got \$1 million in simulated money. It’s a great way to test your skills in analysis and investing.”

In the summer after his sophomore year, Galvin had an internship at Merrill Lynch, working as a client associate on a D.C. wealth management team. The internship led to his current part-time job there.

“In my job every day I see how important it is to approach our work with ethics and morals,” he says. “Our decisions affect people’s life savings. They trust us and we have an obligation not to let them down. It isn’t hard to get on board with the values inherent in Catholic social teaching. The mission of the school is universal; it affects daily life, family life, work life. These are values you can live by.”

Patty Fabijanczyk, B.A. 2014, M.S.B.A. 2015  
Consultant, Infinitive

## “All about *dignity* and *respect*”

Patty Fabijanczyk, B.A. 2014, M.S.B.A. 2015, completed her politics degree a semester early in December 2013. That gave her time to think about what she wanted to do next. She explored graduate school programs and when she met with Stewart McHie, director of the Busch School’s Master of Science in Business Analysis program, she applied almost on the spot.

“I liked that the program was just one year and that it was geared toward the non-business major,” says Fabijanczyk. “It was intensive. I’m not sure I fully appreciated that until I started the program. They pack a lot into one year.”

The basic structure of the program, which boasts nearly 100% job placement, has students in morning internships and afternoon classes. “I enjoyed the field study course and all of the seminars and networking opportunities with so many business leaders from a variety of backgrounds,” says Fabijanczyk. “You develop a bond with the cohort of students you complete

the program with and they become part of your network as well.”

As a consultant for Infinitive, a management consulting firm, she is currently working with a client on new IT projects. “The skills I learned in the M.S.B.A. program are so important in consulting work — things like flexibility, team leadership, analysis of business practices all come into play.”

Fabijanczyk, who attended Catholic school from kindergarten through college, says the mission of the Busch School resonated with her. “I spent my entire education aware of the Golden Rule, which is all about respect and dignity. Studying business in an environment that emphasizes human dignity and sound morals and ethics made it clear to me at what kind of company I wanted to start my career. Work is much more enjoyable when you share the same core values with your employer and your coworkers.”



Andreas Widmer  
Director, Ciocca Center

## His Students are “Made for Greatness”

In spring 2012, Andreas Widmer, director of Entrepreneurship Programs, received a call from his publisher to let him know that a professor at Catholic University wanted to get in touch with him. Andrew Abela, then chair of the Department of Business and Economics, had started using Widmer’s 2011 book, *The Pope & the CEO: John Paul II’s Leadership Lessons to a Young Swiss Guard*, in his teaching. Abela wanted to meet the author and invite him to be a guest lecturer in his classes.

That meeting led to a full-time position for Widmer, who is the founder of the Arthur and Carlyse Ciocca Center for Principled Entrepreneurship at the Busch School.

“It so happened that we were both in Rome when I emailed Andrew. So we met for a beer in the barracks of the Swiss Guard. He shared with me his vision for a business school based on Catholic social doctrine — a place where good business and good faith work together — and I told him I wanted to be part of that,” says Widmer, whose passion is finding enterprise solutions to poverty.

For two years, beginning when he was 20, Widmer served as a member of the Swiss Guard, the Pope’s team of bodyguards. In *The Pope & the CEO* he relates the lessons he learned from Pope John Paul II during the years he spent protecting him, and how he has applied those lessons as a successful entrepreneur, CEO, and philanthropist.

Widmer says he was an insecure 20-year-old hiding behind a “tough guy” persona when he joined the Swiss Guard after a required year in the Swiss military. “That’s the student I teach to,” says Widmer. “I teach to that vulnerability by showing the students where I came from.

“Pope John Paul changed me, not through



force, but through attraction. He didn’t preach to me, he simply believed in me,” says Widmer. “He thought the world of me and he told me I could achieve great things. I didn’t believe it at first, but I was attracted to the idea that I was made for greatness. We give that gift to our young people here. It’s true, they are going to do great things. All we do is give them the principles and ideas and show them the way. We can’t force them. But we are attracting them to this idea of finding a job not because you will make a lot of money, but because it is your passion — because you will be excellent at it.”

### Did you know?

Andreas Widmer is not the only former Swiss Guard on the Busch School team. Mario Enzler joined the faculty in 2016. He served as a guard under St. John Paul II in the double capacity of soldier and conductor of the Swiss Guard Band. Following his service at the Vatican, he worked for 18 years in investment banking and corporate finance for UBS and then started a classical education school rooted in Catholic tradition in New Hampshire.

Enzler is currently developing a master’s program in ecclesial administration and management for the Busch School. “This is such an important way for us to contribute to the mission of the Church,” says Enzler.

“Throughout my years in banking, I knew I would only be successful if I remained focused on the truth of my faith,” says Enzler. “As I considered this opportunity (to join the Busch School faculty), I prayed to Saint John Paul. I said, ‘OK, I served you for three years, now please show me the way.’ He answered me with the kind of peace that only comes when you know the way.”

Taylor Falvey  
Marketing 2017

## “We All Benefit”

As the chair of the Busch School’s Major Mentor Program, Taylor Falvey has developed her matchmaking skills. “We pair upper-classmen with freshmen who have the same major. I try to find other things they have in common as well,” says Falvey.

“The transition to college can be challenging. It’s very rewarding to be able to answer questions and provide peer support and guidance to new students. In the end, we all benefit from the program because it makes the Busch School community all the more cohesive,” says Falvey.

Entering Catholic University as an “exploratory” major, Falvey says some of her softball teammates suggested marketing might be a good fit for her. “I enrolled in the Vocation of Business class where I was challenged to think about what God was calling me to do. It turns out my teammates were right. That led me to a marketing major which I love. It brings out my creative side.”

