2020 Fall Executive Forum & 2019–2020 Report
CENTER FOR Faith & Innovation

VISION
The Center for Faith & Innovation helps Christians pursue their work in the marketplace as an act of discipleship to Jesus Christ.

MISSION
The purpose for the Center for Faith & Innovation is to develop Christian marketplace leaders through theology and liberal arts research to create innovative solutions for business.
VALUES

As we began our work in 2019, the CFI leadership team spent time in prayer and discussion in order to determine our values and discern how God has aligned our hearts to serve Christ and his kingdom. In the end, we discerned six core values:

- **Scholarship** (Research, Teaching, Service, Integration)
- **Innovation** (Prophetic Voice)
- **Balance** (People First)
- **Humility** (Love for Others)
- **Christ-Centeredness** (Discipleship)
- **Impact** (Servanthood)

From these core values, we arrived at the vision of CFI.
VISION

The Center for Faith & Innovation helps Christians pursue their work in the marketplace as an act of discipleship to Jesus Christ.

And our ultimate vision of serving God, loving people, and awaiting Christ’s return as his disciples shaped our mission to serve Wheaton College and the church.

MISSION

The purpose for the Center for Faith & Innovation is to develop Christian marketplace leaders through theology and liberal arts research to create innovative solutions for business.

In order to achieve this mission, we set the following goals:

GOALS

CONNECT
CFI connects liberal arts faculty, experts, and business leaders to create a network of Christians committed to living faithfully in the marketplace.

RESEARCH
CFI generates research that integrates theology with leading-edge business research to address the practical concerns of businesses.

EDUCATE
CFI provides the next generation of business leaders with experiential learning resources through corporate partnerships and an innovation lab for Wheaton students from all majors.

EQUIP
CFI offers professional training for emerging and current business professionals through certification programs, seminars, and workshops.

DISSEMINATE
CFI creates a repository of best practices through scholarly publications, blogs, whitepapers, an online library, a fall forum, and an annual seminar.
Our Story

OVER THE COURSE OF THE LAST FEW MONTHS, WE HAVE PARTNERED WITH OX CREATIVE TO FOCUS OUR IDENTITY AND CLARIFY OUR PURPOSE FOR THE NEXT TWO TO FIVE YEARS.

Four core principles emerged from these conversations:

1. THE STORY CENTERS ON CALLING AND PURPOSE
   Our audience longs to honor their calling and live out their purpose. At the most fundamental level, this longing is the felt need that fuels their engagement with us. Even more than business implementation, we offer a space for students and leaders to explore the meaningful expression of not simply their work but their whole lives.

2. THE OUTWARD EXPRESSION OF OUR WORK IS SOCIAL IMPACT
   Connected to our focus on calling and purpose, the core metric of our success is our social impact. Whether large or small, we hope to make a positive difference in the lives of people and society. This reality connects deeply to our target audience’s discerning investment of time in things that lead to purpose-driven ROI.

3. OUR VALUE IS INTEGRATING CONVERSATIONS AND CONNECTING PEOPLE
   We bring together people and ideas that rightly belong together but too often exist in isolation. Ministry and marketplace. Students and business leaders. Executives from separate companies. Academia and average-Janes-and-Joes. We create into a collaborative space where diverse people can accomplish more together than they ever could on their own. In this way, CFI serves as a hub of connection and impact.

4. AS A COMMUNITY, WE DISCOVER AND INNOVATE TOGETHER
   Even though we exist in an academic context, our mode of operation is collaborative and curious before it is instructive or informative. We don’t have the answers so much as we uphold the values we profess. Our goal is less to teach the “right” way to operate so much as discover the way forward together with our partners.
We are driven by:

- Theological Alignment with the Heart of Jesus
- Righting Wrongs for Kingdom Come
- Brass-Tacks Business Mastery
- Our Love for Students of All Ages
- Relentless Optimism for Insightful Solutions

We do our work with:

- CLARITY
- PROFESSIONALISM
- URGENCY
- HOPE

4 CORE PRINCIPLES
CFI Thanks our 2019-2020 Charter Members

CFI is a community of relentlessly optimistic Christians who want to explore new ways to follow Jesus in the marketplace. The CFI leadership team gives thanks daily for our charter members.

Lori Bae  
Senior Director, Partnerships and Innovation, World Vision

Les Baird  
Partner and Global Head of the M&A and Divestitures, Bain & Co.

Deborah Birkey  
Great Lakes Senior Regional Representative, Hope International

Dave Blanchard  
Co-Founder and CEO, Praxis

Robert Bowles  
Author, Past Account Manager, Apple

Rod Brenneman  
President & CEO of Butterball

Eduardo Browne  
Chairman, Managing Partner, Agilis Partners

Bob Caldwell, Jr.  
President, Grace Management Group

Lance Clevinger  
Employee & Health Benefits Consultant, Marsh & McLennan Agency

Kristin Colber-Baker  
Global Director, Talent and Leadership Development, Mars, Inc.

Paul Condrell  
Founder and former Chairman, Healthy Household, Ltd (China)

David Criscione  
Senior Vice President, Walmart International

Denise Daniels  
Hudson T. Harrison Endowed Chair of Entrepreneurship, Wheaton College

Beth Davis-Sramek  
Editor, Journal of Business Logistics, Professor of Supply Chain Management, Auburn University

Rachael Day  
Chief of Staff, KeHE Distributors

David Dillon  
Owner and Senior Managing Director, Dillon Kane Group, LLC

Leslie Dunlap  
Founder and CEO, Dunlap Consulting, LLC

Al Erisman  
Co-Chairman, Theology of Work, Former Director of R&D, Boeing

Brian Fikkert  
President, Chalmers Center

Madeline Fredin  
Senior Staff Consultant, Crowe

Chad Gauger  
Chief Transformation Officer, Cargill

Gary Ginter  
Chairman and CEO, VAST Power Systems

Steve Haas  
Chief Catalyst, World Vision

Nathan Hancock  
Owner, Hancock International Corp.

Robert Harp  
Workplace Movement Catalyst, Lausanne Movement

Jon Hart  
Partner, Praxis, Praxis Academy

Beckie Hayes  
Founder and President, Merchab Consulting Group, Inc.

Ken Hooten  
Managing Partner, Concentric Equity Partners
Roland Jacobs  
President and CEO, AspireUp

Brad Jeffery  
Co-Founder and CEO, CauseGear L3C

Katherine Jeffery  
Co-Founder and CMO, CauseGear L3C

Ron Johnson  
CEO, ENJOY Inc.

Tabitha Kapic  
Director of Innovation Processes, The Chalmers Center for Economic Development

Terry Ledbetter  
Portfolio Manager, Kopion

Pete Leonard  
Founder, CEO and Roast Master, I Have a Bean

Greg Lernihan  
Co-Founder and Board Member, Convergent Technologies

Jeff Liesendahl  
Managing Partner, Island Peak Capital, LLC

Gary Lindblad  
Dean, Crowell School of Business, Biola University

Alexander Lowry  
Executive Director, Master of Science in Financial Analysis, Gordon College

Malissa Mackey  
Director, Faith & Work Chicago

Gary Masching  
Managing Chair, C12 Group

Will Messenger  
Executive Editor, Managing Director, Theology of Work Project, Lexington Sycamore Group

David Miller  
Director of Faith & Work Initiative, Princeton University

Stu Minshew  
Vice President of Innovations Operations, The Chalmers Center for Economic Development

Niel Nielson  
Chairman and Former President of Covenant College, Lippo Educational Initiatives (Indonesia)

Philip Nussbaum  
Chairman, Co-Founder, Performance Trust Capital Partners

Julia Oltmanns  
Assistant Vice President, HR and Employment Law, Zurich North America

Eric Pierce  
Managing Director, St. Charles Consulting Group

Bill Pollard  
Former CEO, Service Master

Al Powers  
Former CEO, NOW Health Group

Bob Pritchard  
President, The Pritchard Group

Luke Roush  
Co-Founder and Managing Principal, Sovereign's Capital

Paul Schacht  
Vice President, Duracell, Inc.

Paul Schaller  
Principal, Schaller Associates and Former CEO, Quest Aircraft

Andrea Scott  
Dean of Dr. Robert K. Jabs School of Business, California Baptist University

Mike Sharrow  
CEO, C12 Group

Dave Sveen  
President, Cedarstone Partners

LaDonna Thornton  
Assistant Professor of Supply Chain Management, Auburn University

Steve Wilhite  
Senior Vice President, Schneider Electric Energy & Sustainability Services

Brent Williams  
Associate Dean for Executive Education and Outreach, University of Arkansas

Jeffrey Wright  
CEO, Urban Ministries, Inc.
What We Heard From You

AT OUR INAUGURAL FALL EXECUTIVE FORUM (OCTOBER 2019), WE ASKED FOR YOUR INPUT. WE ASKED YOU HOW YOU APPLY YOUR FAITH IN BUSINESS. WE ALSO WANTED TO UNDERSTAND THE CHALLENGES AND OPPORTUNITIES YOU FACE AS YOU SEEK TO FOLLOW JESUS IN THE MARKETPLACE.

Here’s what you told us:

PEOPLE MATTER A GREAT DEAL TO YOU
You care about: your employees, partners, stakeholders, and their families. And because God loves people and calls us to love our neighbors, you also care about people in general. By the same token, some of your greatest challenges relate to human resources as well. Terminating employees makes you uncomfortable, and managing a diverse group of individuals and teams can be confounding. Some of you expressed that you are still working out how to comply with regulations about employment while maintaining freedom to hire people who will contribute to your company values and culture.

PRAYER IS A LEADING OPPORTUNITY FOR BEING FAITHFUL IN YOUR LEADERSHIP
You pray about your businesses. You pray for your employees, communities, and the difficult decisions you have to make. But even though God calls us to “pray without ceasing,” you told us that sometimes you get caught up in business tactics and forget that God is ready to guide, comfort, correct, and empower you in your work.

YOU CONFRONT UNCERTAINTY EVERY DAY
You carry the weight of making consequential decisions, often with limited information. You are confident in your values and fundamental commitments, but applying these values in specific situations requires wisdom. You want to gain more practical wisdom so that you can make good decisions on behalf of your company and your stakeholders.

THE NEXT GENERATION OF CHRISTIANS IS IMPORTANT TO YOU
You have fought battles, experienced loss, served others, and answered tough questions. You have wrestled with true-to-life questions about what it means to follow Christ in business. You would like to share what you have learned with emerging leaders who join you in earnestly pursuing God where he leads.
Impact Dashboard

- 2500+ Student touchpoints
- 57 Charter Members
- 3 Social media platforms
- 8 Executives engaged in Restart Roundtable
- 2500+ Student touchpoints
- 160 Pages of reports produced
- 5 Research projects completed
- 3 Companies engaged for case studies
- 2 Whitepapers completed
- 46 Students engaged in faith-centered design curriculum
- 2 Skills workshops designed and offered
- 6 Podcast episodes produced and disseminated
- 12 Blog posts authored and posted
- 100 Annual reports distributed
Year in Review

ACHIEVEMENT CALENDAR

Fall Executive Forum
October 2019

Vocation Week in Chapel
October 2019

Pilot project with Charles Schwab Corporation
November 2019

Case Studies
January 2020–July 2020

Wheaton Ideas Fest
February 2020

State of Faith in the Marketplace Signature Research Project
November 2019–June 2020

Innovation Scholars
September 2019–April 2020
Special Report project on COVID-19
March 2020

CFI Brand Narrative Development
May 2020–August 2020

Restart Roundtable
March 2020—June 2020

Integrate: Faith & Innovate podcast
May 2020–present
“This first State of Faith in the Marketplace Report is an amazing opportunity for the Wheaton Center for Faith & Innovation team to share what we have learned about the many ways Christians are partnering with the work of Christ in the marketplace to love God and love people.”

HANNAH STOLZE, PH.D., ASSOCIATE PROFESSOR OF MARKETING & SCM, CFI DIRECTOR

State of Faith in the Marketplace

CFI is driven by relentless curiosity about the way the Christian faith can illuminate better business practices. As a community of business leaders, qualitative and quantitative researchers, theologians, and writers, we seek to learn from others so that we can discover new ways to describe what is and envision what could be. To keep our multiple research projects organized, we have gathered them together under the moniker, State of Faith in the Marketplace (SOFIM).

State of Faith in the Marketplace is a research initiative that seeks to understand how faith in Jesus Christ affects business practices, management, relationships, and operations. It seeks to address the following questions:

- What are the sources or inputs of faith in the marketplace?
- How is faith present in the marketplace?
- How does faith impact operational performance and transform lives?

The project identifies best practices, explores the challenges leaders face when integrating their faith in the workplace, and looks for the gaps in resources provided by the church and the Christian academy.
In 2019-20, CFI researchers and students completed the following projects:

SIGNATURE REPORT

In Fall 2019, CFI invited forty-seven Charter Members and twenty participating leaders to the annual Fall Executive Forum afternoon focus group workshops to identify the nature and effect of faith on their leadership in their organizations.

*Deliverable:* This work resulted in the production and distribution of an annual *State of Faith in the Marketplace* Report to our Charter Members.

CASE STUDIES

In spring 2020, CFI partnered with three companies to gain a deeper understanding of the diffusion of the faith of an organizational leader throughout their organization. These SOFIM case studies explored the nature and effect of faith in three unique companies.

*Deliverable:* This work resulted in the production of proprietary reports for each partner as well as multiple case studies available to CFI members upon request.

SPECIAL PROJECTS

In March 2020, CFI distributed a survey to Charter Members to explore how their faith was impacting their response to the COVID-19 crisis. The special report has been included in this publication.

*Deliverable:* This project resulted in a special report that was delivered to CFI Charter Members upon completion and was also included in the *State of Faith in the Marketplace* Annual Report.

“Your team took a deeper dive and a comprehensive look, far more than we do with our culture survey, and from so many people in the company. It was strong affirmation that we’re doing things right. It helped us get a good look under the hood.”—CEO of a case study company
Innovation Scholars

CFI’s Innovation Scholar initiative is an immersive, experiential learning program that gives Wheaton College students a rare opportunity to experience the day-to-day pressures of market driven businesses and innovative nonprofits. On any given day, iScholars will perform market research, analyze data, consult clients, develop projects, and practice innovation. Every iScholar will engage in mentoring relationships and collaborative projects as they explore what the integration of faith, work, and innovation means for their present and future vocation. While these opportunities are generally the domain of postgraduate study, CFI’s Innovation Scholars program is uniquely available to all Wheaton College undergraduates. This opportunity allows them to learn and grow in ways that will serve them over the course of their career.

Innovation Scholars had unparalleled opportunities to engage alongside CFI leaders, members, and researchers. These proactive students participated in a pilot project with the Charles Schwab Corporation in a process that informed the launch of the CFI iLab. They participated alongside CFI leaders at the inaugural Fall Executive Forum, helping facilitate focus groups and supporting the event behind the scenes. They also served key roles as student researchers, analysts, and co-authors, developing whole sections of the annual research report and case studies.

QUOTES FROM iSCHOLARS

“God has placed a passion on my heart for the respect and protection of his creation: his people and his planet. I believe I have been called to transform the ways that businesses engage with creation through developing sustainable products and supply chains and loving the individuals that are often overlooked in the global economy.”

“To participate in meaningful, God-inspired work by using my business skills to provide structure and growth to organizations in need.”

“One of the main reasons I decided to become a part of the CFI was due to the mission of connecting students with Christian executives that are thriving in the marketplace.”

“I like the idea of being able to apply as much as I can from CFI into my future career someday.”
Ryan Berg ’20
Economics

Jacob Bice ’20
Business/Economics

Caroline Catanzarite ‘21
Business/Economics

Heidi Considine ‘21
Business/Economics

Brian De La Cruz ‘21
Business/Economics

Sara Decker ‘20
Business/Economics

Bennett Forkner ‘22
Business/Economics

Cristy Ginn ‘20
Business/Economics

Lindsay Green ‘20
Business/Economics

Elizabeth Guimont ‘21
Business/Economics

Jenna Jossart ‘21
Business/Economics

Alexa M Keane ‘20
Business/Economics

Luke Lee ‘21
Business/Economics

Sophia Licken ‘20
Business/Economics

Alex Mayer ‘21
Music and Business

Annabelle Nelson ‘22
Communication

Emily Nordhausen ‘20
English Writing

James Ocenasek ‘22
Business/Economics

Andrew Peters ‘20
International Relations

Lyndi Porch ‘21
Business/Economics

Josiah Skaar ‘22
Business/Economics

Mia Staub ‘22
Communication – Media

May Stevenson ‘20
Business/Economics

Grace Yangas ‘21
Business/Economics
“The chance to connect on a personal level with so many senior leaders who take their faith seriously was pure gold.”

FALL EXECUTIVE FORUM PARTICIPANT AND EXECUTIVE MEMBER
CFI’s Fall Executive Forum was an invitation-only event for Christian business leaders who want to build a Christian legacy in their sector. This inaugural forum was held on Thursday, October 31 and Friday, November 1 at the historic Herrington Inn on the Fox River in Geneva, IL, and on the campus of Wheaton College. Participants also had the opportunity to become CFI Charter Members.
“It helped me see the purpose behind what I am learning and school, and it gave me practical steps to take to pursue business in a way that honors God and others.” WHEATON STUDENT

“The workshop inspired me to pursue my passions in my Wheaton context, which also requires building discipline now and staying engaged with people that share those same passions.” WHEATON STUDENT
Students and marketplace leaders met and engaged with each other at CFI’s Wheaton Ideas Fest, February 2020.

Wheaton College students from across majors engaged personally with Christian innovators to learn practical tools for generating, evaluating, and implementing ideas that work toward meaningful social impact. Entrepreneurs heard from other Christian innovators and engaged with Wheaton’s current generation of enterprising students.

Topics Included:

- Being an innovator in your future work
- Creating meaningful social change through innovation
- Self-care as a Christian innovator

Students had a further opportunity to participate in brainstorming and ideation sessions on the following areas of opportunity for social innovation:

**Alternative Credentialing:** Is college a good indicator of character and skills or are there better ways to prove you’re worth hiring? A discussion-driven exploration of the emerging demand for alternative credentialing options in response to the increasing weight of student debt and uncertainty about the value of a college degree.

**Brokering Voluntary Reparations:** How do we repair racial disparities rooted in injustices of the past? A discussion-driven exploration of the emerging public conversation for reparations.

**Re-Education of Desire:** How do we build brands that promote a Christian understanding of the good life? A discussion-driven exploration of possible solutions to problems ranging from social media addiction to excessive consumerism.
CO-SPONSORS FOR IDEAS FEST

As well as EVP of Community Diversity
BUILDING INTERNAL SUPPORT

Our goal to serve as a hub for connection and impact between Wheaton College and the marketplace will require broad institutional support. Our Internal Advisory Board draws faculty and administrators from across the College.

Keith Johnson
CFI Director of Theological Integration, Professor of Theology

Vincent Bacote
Director of Center for Applied Christian Ethics, Associate Professor of Theology

Steve Bretsen
William Volkman Professor of Business and Law

Danilo Diedrichs
Associate Professor of Mathematics

Enoch Hill
Assistant Professor of Economics

David Iglesias
Director of Wheaton Center for Faith, Politics and Economics, Associate Professor of Politics and Law

Hanmee Kim
Assistant Professor of History

Greg Lee
Associate Professor of Theology and Urban Studies

Min-Dong Paul Lee
Norris A. Aldeen Professor of Business

Tracy McKenzie
Ph.D. Arthur F. Holmes Chair of Faith and Learning, Professor of History

Brian Miller
Ph.D. Associate Professor of Sociology

Dee Pierce
Director, Center for Vocation and Career

Sarah Stanley
Assistant Professor of Library Science

Noah Toly
Executive Director of Center for Urban Engagement, Director of Aequitas Program, Professor of Urban Studies and Politics & International Engagement

Annette Tomal
Professor of Business

Junias Venugopal
Associate Dean of the School of Mission, Ministry, & Leadership, Associate Professor of Evangelism & Leadership

Heather Whitney
Associate Professor of Physics

Wendy Woodward
Chief Information Officer & Campus Services Officer
Wheaton Centers

WHEATON CENTER FOR FAITH & INNOVATION
Developing Christian marketplace leaders through theology and liberal arts research to create innovative solutions for business

BILLY GRAHAM CENTER
A global hub of mission and evangelism focused on gathering leaders for greater gospel impact

CENTER FOR APPLIED CHRISTIAN ETHICS
Promoting the formation of moral character and the application of biblical ethics to contemporary moral decisions

CENTER FOR URBAN ENGAGEMENT
Providing leadership for a just, sustainable, and flourishing urban future

HONEYROCK
A leader in the global movement for leadership development through outdoor adventure to foster the whole development of youth and young adults
Rooted in the conviction that the Christian liberal arts are relevant to all areas of God's world, Wheaton College supports an ecosystem of academic centers to serve communities, attract top scholars and leaders, and produce cutting-edge research and training opportunities.

HUMAN NEEDS AND GLOBAL RESOURCES
Learning to accompany communities worldwide toward justice and fullness of life

HUMANITARIAN DISASTER INSTITUTE
Helping the church prepare and care for a disaster-filled world

MARION E. WADE CENTER
A living literary center of scholarly, artistic, and ongoing spiritual renewal

THE WHEATON CENTER FOR EARLY CHRISTIAN STUDIES
Fosters systematic study in the fields of Patristics and early Christian literature

WHEATON CENTER FOR FAITH, POLITICS & ECONOMICS
Advancing understanding of the redeeming effect of the Christian worldview on the practice of business, government, and politics
CFI THANKS OUR INNOVATION SCHOLARS AND PARTNERS FOR CONTINUING THE WORK VIRTUALLY, DESPITE ALL OF THE CHALLENGES.