

Baldrige Magazine


Post
UNIVERSITY
THE MALCOLM BALDRIGE
SCHOOL OF BUSINESS
Issue Five
Spring 2023



GRIT

G

r



r



r

Is sticking with your future day in, day out &
not just for the week, not just for the month,
but for the years

–Angela Lee Duckworth

TABLE OF CONTENTS

03	Prime Example of Grit
05	Interview with Jenna Abeyta
07	Grit Experience
09	Grit In Simple Terms
10	A Step Into the Unknown
11	Diversity, Equity, Inclusion & Grit?
13	Resolve
15	What Is Grit?
18	Editor's Thoughts
19	Grit of an Entrepreneur



21 **Baldrige Scholar** – Margaret Williams



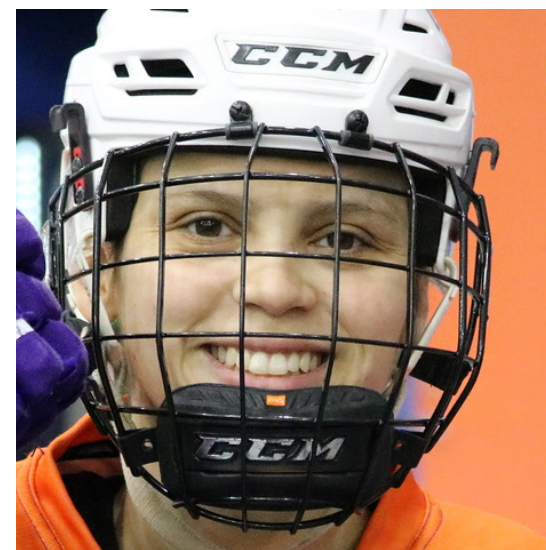
23 **Short Story** – Scholar on the Move

24 **Welcome Snead As Interim Senator**

25 **Delta Mu Delta** – Grit Stories

32 **Dean's Corner**

33 **Grit Learned From Life**



35 **Grit in the Workplace**

Prime Example of Grit

Philipp Cossmann is a senator in our German educational partnership program and serves on the MBSOB student advisory board. He is a prime example of GRIT, which he discussed in an interview with Stephanie Caban, Program Chair – Management.



Tell us about yourself

My name is Philipp Cossmann. I am 26 years old and come from northern Germany from a small town called Tecklenburg. I live here together with my girlfriend in a small apartment. I am very interested in classic cars, and I love music. I have been playing guitar since I was ten years old and have played for a long time in a classical guitar ensemble and a pop combo with which we regularly performed in a nearby heart clinic. I also like to swim and end the evening with a glass of wine and some jazz in my free time.

What are your academic and professional goals?

Regarding my professional goals, gaining a lot of experience early on was always important. This need for knowledge is one of the reasons why I have been working since my bachelor's studies began. This education allowed me to gain experience in Germany's automotive industry and sometimes in Mexico and China. In the future, I would like to gain experience as a management consultant to gain further insights into different sectors.

Did you face any difficulties during your studies?

Yes, I had to struggle with difficulties during my studies. My father got seriously ill with heart disease at the beginning of my studies. He had several heart attacks, and in February, he had a stroke. He needs a donor heart, which is very difficult because he has an autoimmune disease. Patients with autoimmune diseases are not prioritized because of the risk that the heart will not be accepted.

Due to the low remaining cardiac output, he can no longer work. He lost his job, and my parents have not been able to support my sister and me. This issue is the other reason why I work full-time during my studies, both during semesters and semester breaks.

How did you manage this to achieve your goals?

I think this is a problem that can't be fully managed because we can't cure my father. However, it is important to find a way to deal with the situation. In my childhood, my parents always said, "Nix esu schläch, dat et nit für jet jot es!" Which translates to "Nothing is so bad that it is not good for something." Behind this is the idea that we often have no direct influence on everything that happens, but what we learn from it can help us in many other situations. So, a problem we may feel is a hard setback is always the opportunity to take something positive from it. I think, at this point, the transition to the topic of grit is appropriate.

For example, if you don't pass a course on the first attempt or if you don't get your dream job right away, it doesn't mean that you will never reach your goal. By going back and studying the material or gaining experience in a different field, you may be much better qualified for a later position or prepared for what you will face in real life because life and career are rarely just an upward branch. There will always be ups and downs; when you have successfully mastered the downs, you will emerge stronger.

We define "grit" as perseverance to achieve goals – would you say you have learned to have grit?

Yes, I would say that I have learned to have grit. I already realized this on the job in some situations where I knew how to help myself. However, from my point of view, it doesn't take hardship to develop grit. Grit, in my opinion, can also be translated as life experience. Getting a bad grade or failing a course is a unique experience because you learn to deal with these setbacks. In addition, it feels all the better when you have achieved your goal.

Continue on Page 7



Interview

With Honors Program Student

Athlete Jenna Abeyta

First, tell us about yourself.

I am a native of Colorado who has played competitive hockey since the age of three. This sport I love connected me to Post in junior high school. I am a Senior Accounting major and have been accepted to the University of Denver Master of Accountancy Program. I am excited to begin this new journey in September, but I will dearly miss Post and all it has to offer.

I consider Post my second home and have found a family here.

Getting involved on campus has been pivotal to my success. I have enjoyed being part of the Post community, including the Women's hockey team, Peer Educating, Honors program (distinction), working in the Campus Store, being President of the Accounting Society, being President of Post University's Alpha Chi Chapter, and Chair of the Business School Advisory Board (to name a few). Over the summer, I completed an internship at Crowe LLP in Denver and was offered a full-time position after graduation. I am

excited to attend the University of Denver in the Fall to start my Master's in Accountancy (MAcc).

Is GRIT something you have always had?

I think so. I believe, in some ways, I was born with GRIT. However, I also feel I have developed it, and now GRIT and goal setting are true strengths. It's not easy to be gritty. Many times I wanted to give up because things became difficult. But then I remembered my goal and my support system

I sometimes felt it would be impossible to make it through all four years. But I did not want to quit. I could not accept being average or failing.

By: Melissa Santos, Associate Program Chair and Assistant Professor, Management

and persevered. My advice is that with hard work and a positive attitude; you can reach your goals. You wouldn't need GRIT if life were easy.

Did you learn to be gritty?

Definitely! I don't like to be average, nor do I want to lose. I set high expectations for myself. I am not the most knowledgeable or the most skilled, either. So, I must consistently work hard and grind for what I earn. I had to learn to be mentally strong, a pivotal factor in GRIT, allowing me to overcome challenges.

Tell us about your early experiences in displaying GRIT.

My earliest experiences with GRIT were in hockey. From age 7-13, I joined an all-boys team. It was a terrific learning experience that elevated my game. However, it came with a lot of physical and mental challenges. Some doubters were vocal that stated, "Girls don't belong on the ice." This challenge further inspired me to prove I could compete at this level and be the solo female on the ice. I worked hard both on and off the ice to build my skills. As I got older, I realized that I was not competing to be better than the others, but I was competing to be my best self.

How does GRIT show itself in ice hockey?

GRIT is a foundation throughout hockey. Hockey is a game of battles and mistakes. It is more fun when you control the play and work your hardest. With this said, when you play tough, you must persist through the pushing and shoving from the other player who wants the puck equally as much as you. It became a battle of who wanted it more. When you get toward the end of the game and become tired, the game becomes more challenging. This time is when you must be mentally strong to push through it and grind. When you are losing, you must be gritty and work extra hard to try to come back.

What were your goals when you started at Post? How have they evolved? Did you face hardship while in your studies? If so, how did you work through them to meet your goals?

Initially, I planned to play hockey and earn a degree in Sport Management. I found that I had a skill for accounting and changed my major. I did encounter many challenging accounting classes and needed to put GRIT into these. I aim to graduate from Post with honors distinction, earn a CPA, and start a successful career in accounting.

Balancing extracurricular activities, challenging courses, working part-time, and playing NCAA Division I hockey was often tricky. I have had plenty of days where I wanted nothing more than to relax and have no obligations. I sometimes felt it would be impossible to make it through all four years. But I did not want to quit. I could not accept being average or failing. I built and am lucky to have a great support system that kept me in touch with my goals. Another thing that helped me get through the hardships and persist was knowing that I was learning from each experience.

You are involved in many aspects of college life. What habits or routines do you have to be a successful student-athlete?

My best advice is to stay open-minded, make a priority list, and control what you can control, especially your work ethic and attitude. Every morning during hockey season from September to March, I would wake up at 5 am to start my day. At the start of the week, I would determine what was non-negotiable and what needed prioritization. Doing this helped me handle the stress of a highly rigid and busy schedule. I also knew I needed to build relationships with my professors and the staff at Post. These relationships are vital to me and have helped me excel in my college career.

I imagine grit is a lot like surfing: Imagine you are on the sea on a surfboard but don't know how to surf. A wave comes, and intuitively, you start paddling. It's hard for you at first as you only manage to stay on the wave for a few meters, but you've learned something at that moment. The second time you paddle out, you improve your technique and manage to stay on the wave a little longer. It's the same in life. The more experience you have, the further the waves will carry you. Even an experienced surfer falls off the board at some point, but doesn't panic because they know the next wave will come and they will keep riding it.

That's exactly how it is in life, so I advise taking advantage of the opportunities that life offers you. Use every wave as far as it carries you. And use your experiences to get on the next wave because it will surely come.

Grit Experience

I managed to succeed and learn from each of these experiences I endured, and ultimately, I believe that having grit is essential in these challenging and demanding situations.

By: Robert Shaffer - University Pathways Program

Grit is the act of having courage and resolve or a strong character. If there were a time I would describe myself as having "grit," I would say it was during high school in my graphics design class. While taking graphics design, I often had to be creative and push my ideas to bring their best forms. This course involved a lot of determination and communication with peers and my teacher, often whether I did something correctly or well.

This process gradually led me to the graphics design studio, the third edition of the graphics design class I could take. The graphics design studio was about taking graphic design to the next level by applying it to real-world scenarios and art commissioning. In that class, I had to become my best self and power through the commissions or jobs I was given to satisfy their needs. I often had to communicate with my client about what they wanted and what I could do, even providing some of my ideas. This communication was vital because it allowed me to reach the final product within a reasonable time.

These commissions would sometimes be quite demanding or require a lot of effort to complete, so I had to dedicate myself often to these things regardless of the difficulty. I remember having to create eleven or twelve posters for what I think was a tool or tip, if I remember correctly, each poster communicating

common thoughts and feelings, what they mean, and how to handle them. For each poster, I had to create a unique design while incorporating the teacher's desired text lines. This design was a rigorous process, and I had to complete it within a couple of weeks. My grit in that scenario allowed me to stay strong and proceed without hassle. In the end, I was tired, but I knew that I had done the job, and that was what mattered most.

Another time in the graphic design studio that had a lot of grit was when I had to make posters for the school plays. Overall, completing these posters took a lot of strength and patience, so having that kind of grit was valuable to me. In the end, my experiences of having grit involved staying strong and persistent in the challenges I faced. I managed to succeed and learn from each of these experiences I endured, and ultimately, I believe that having grit is essential in these challenging and demanding situations. Grit is what leads to success. It is what keeps us going in work and is what keeps people strong.



Robert Shaffer

GRIT

In simple terms

Author: Amal Jha - Bachelor of Science in Management & Bachelor of Arts in Psychology.

Grit, in simple terms, means strength of character, which I feel has been in me since I was very young. My passion for doing something and exceling has always been a part of who I am.

It has helped me evolve in different fields, including sports, leadership opportunities, and managing events. I feel to be an expert or successful in any field; GRIT plays a vital role.

Over the years, my goals have changed; however, I have always had that fire inside me to improve. GRIT has always been there.

I wanted to be a cricketer in primary school and trained hard to excel in this sport. A

few years later, I was introduced to golf and fell in love with it. Golf is both an engaging and, at the time, frustrating sport. There were days when I wasn't connecting with the ball at all. Here's when I found my grit. I started practicing every day, making minor adjustments to my swing. It amazed me that little things could improve my game, which gave me so much joy. Seeing my ball finally flying high in the air at a young age impressed me. After four years of training, I set a goal to play Golf at a higher level and started to compete in junior events in India. My first ten regional tournaments were a great learning experience; I learned a lot but did not finish on the podium. I persisted and kept practicing. By the end of the season, I won 3 tournaments and qualified for the

Indian Golf Union national tour! My GRIT prevailed. I achieved three goals by the age of 13. First, I was ranked number 1 in my region. I also won the National Tour qualifier and was ranked number 1 in India for my age group. As I excelled in Golf, I became the Vice Sports Captain in high school and was invited to help lead the sports department. In 2021, I set the goal to apply to US colleges to earn a degree and play collegiate-level Golf. I was excited to commit to Post University, which has helped me achieve both goals. For the future, my next goal is to play Golf professionally, and I feel I am on the right track. I will use my GRIT and desire to excel in reaching this new and exciting goal. GRIT is the ability to push past obstacles and failures and endure emotional or physical pain while not giving up and inching closer to your goals. As I have been involved in sports from a young age, I feel we suffer more in imagination than in reality. I want to end with a quote that I feel relates to life; "Golf is the closest game to the game we call life. You get bad breaks from good shots and bad shots, but you have to play the ball as it lies." This quote motivates me to keep working hard and pushing myself. My advice to my fellow classmates is that it is important to keep going in the tough times, not give up, and most importantly, enjoy the process and the journey.

A Step Into The Unknown

My advice for my fellow students is to get gritty and choose what life you want to live. I feel that living with regrets is worse than knowing that you've tried everything in life, even if you do not always achieve the desired results.

By: Anna Bonato - Bachelor of Science in Finance and Business Administration

Today dear readers, I will tell you a story. I will try to be quick and concise because I do not want to see yawns after the second paragraph. I titled this story "A Step Into the Unknown" because it was so for me when I got on a plane to come to Post University.

I left everything I knew to come to America alone and with a thousand insecurities in my mind. I was unsure of what to say and do at first. People at home in Italy were concerned about me leaving home for an extended period, but I was sure of my choice. However, at first, I felt out of place, lost, and inadequate and then, things got even worse. I experienced some difficult times adjusting to everything new and unknown. But I didn't give up. I attribute my success to two things - tenacity and GRIT. I don't give up anything, no matter how difficult the task is. Even those who said I was crazy to leave home and go to the other side of the world alone changed when they noticed how I used tenacity and GRIT.

In the end, everything ended for the best, and I have even more GRIT today. My first year at Post University was challenging. So, in turn, I want to leave something better for the students who will come after me. I believe everything happens for a reason and I realize that I stuck it out at Post because I found some incredible people who will remain in my life for a long time. I have found the older sister I've always wanted, my other half, and a world of professors who are passionate about their work and always welcome to help.

Now, I'm on the right track, pursuing a new career goal that I found while at Post. And I have to thank all the people who helped me, convincing me not to give up and move on with the GRIT that sets me apart. The path is still long, but I can see it more clearly.

My advice for my fellow students is to get gritty and choose what life you want to live. I feel that living with regrets is worse than knowing that you've tried everything in life, even if you do not always achieve the desired results. As they say in Italy, "Better to live with regrets for it than for not even trying."

Diversity, Equity, Inclusion And Grit?



Spearheading change, real change, as experienced in the business school's DEI journey, required a few elements: influence, persistence, critical thinking, tenacity, passion, and grit.

By: Staphanie Caban

In the wake of George Floyd's murder, The Malcolm Baldrige School of Business was tasked with a self-imposed responsibility to further social responsibility and incorporate diversity, equity, and inclusion (DEI) within its business programs. While the task at hand was straightforward, the journey unfolding was not. In the spring of 2020, the business school strategized to implement intentional and meaningful changes to become a more diverse, equitable, and inclusive school.

While conducting a thoughtful review of our programs and curriculum, a faculty member described the business courses as "white-washed" and far from representative of the student body. After further study in other areas, such as hiring practices, advisory boards, student events, and course materials, implementing DEI within the business school became one of the top priorities and thus resulted in a substantial change. The DEI changes were necessary and arguably overdue, especial-

ly considering the diverse business school student population. Embarking on this DEI journey can be viewed as honorable or positive; the truth is that the process came with resistance. Notably, resistance or opposition to DEI is nothing new, but there has been more of it recently due to a greater spotlight on it. Despite resistance, the business school implemented DEI initiatives in twelve unique areas. These initiatives included creating a DEI task force, embedding DEI micro-credentials, diversifying advisory boards, updating course outcomes, modifying hiring practices and student events, and creating a dedicated DEI newsletter issue.

Specialized student surveys were deployed to gauge how the DEI course-related changes resonated with students, and to the present day, the survey results roll in with high satisfaction marks. Despite the resistance faced in the journey, the DEI initiatives were working! In fact, business school accreditation organiza-

tions and Fortune Magazine noted the successful implementation of these DEI changes. But what was the secret ingredient that allowed for this success? Spearheading change, real change, as experienced in the business school's DEI journey, required a few elements: influence, persistence, critical thinking, tenacity, passion, and grit.

Angela Duckworth describes grit as "a combination of passion and perseverance for a singularly important goal" (Duckworth, 2016). Said differently, grit is the capacity to persevere through hardship, recover from setbacks, learn from mistakes, and, most notably, keep going. As we reflect on the two-year DEI journey, grit was a necessary skill and tool to push through unforeseen resistance, barriers, and challenges. Without grit, the business school would not have continued steadfastly with the necessary DEI changes to impact its students and be recognized for its efforts.

resolve

Resolve Through Challenges and Reaching Life's Goals:

Student Profile of Andre Blanc

Melissa Riccio Santos, Associate Program Chair and Assistant Professor, Management

It's essential to have a dream and not give up on it.

Business Administration student Andre Blanc is no stranger to this motto. Andre has shown grit and resilience in reaching his academic goals. In an interview with Associate Program Chair and Assistant Professor of Management Melissa Santos, Andre talked frankly about his life and GRIT experiences.

Two significant influences for Andre have been family and football. Andre started playing football at the age of eight. He continued his football career at H. Frank Carey High School in Long Island, then joined the Nassau Community College varsity team. Andre attributes much of his grit to the lessons he has learned playing football.

For Andre, "Football has been a positive force and very encouraging. I have taken away solid leadership skills and learned the value of teamwork. My coaches have taught me not to leave anyone behind. Football is a physical sport, but it has taught me that mentally growing is also key."

Andre has translated his takeaways from the football field and applied these to his life. "As for many, Covid was a difficult time for me. I worked many long hours at AutoZone and tried to juggle school, family, and work.



Remote learning was challenging at Nassau." Andre reflected, "The start of the day was and can still be hectic, and I do not typically have time even to eat breakfast. I rush to work, still tired from the lack of sleep from the late night before. After a full day of work and classes, I often get home after 10 pm, so time with my family is cut short."

While balancing everything on my plate has been difficult, it helped me think about my goals. Earning my degree is important to my family and me. I know that this degree will help me secure my ideal job to work with a diverse team in a large organization that will give me financial freedom for myself and to help support my mom."

Andre's mom has "been his rock" and is one of his motivations to overcome the hurdles he has encountered.

With life goals on his mind, Andre got a compelling message on social media in December of 2021.

Assistant Football Coach and Defensive Coordinator Deon Henry connected with Andre to tell him about the University's growing football program. Andre wanted to learn more, so he visited campus.

From then on, Andre knew he wanted to be an Eagle and part of the Post Community. "It has been an awesome experience academically and athletically at Post so far. I plan on leveraging my degree and football experiences and will carry the mindset of Football into the work world." Coach Henry saw this focus in Andre, stating, "When I originally talked to Andre, I used the analogy of a marathon.

One must have grit and perseverance to run and compete in a marathon. Andre assured me he was willing to be gritty and persist academically, socially, and athletically. During his first year, Andre demonstrated these characteristics. Andre has been studious on and off the football field and has volunteered to support the team's community events."

Andre appreciated the guidance provided by Coach Henry. When asked what advice he would give new students, Andre replied, "Engage with your assignment, understand what was taught and learned, and persevere past the hurdles."

What Is Grit?

Without GRIT, talent may be nothing more than unmet potential. Only with effort does talent become a skill that leads to success.

By: Richard Dumont
Program Chair – Accounting
Baldridge School of Business

academics, psychologists, business managers, and society have exhaustively searched for the secret of success. Dr. Angela Duckworth, an American academic, researcher, psychologist, and famous science author, came up with the answer – GRIT. This newsletter is devoted to the concept of GRIT. To begin with, let's define GRIT and explore why it is essential in academics and today's society.

As mentioned, Dr. Angela Duckworth identified and developed the concept of GRIT. She is a 2013 MacArthur Fellow and an Associate Professor of Psychology at the University of Pennsylvania, where she created her own Character Lab. Early in her career, Duckworth left a job as a management business analyst and began teaching 7th-grade Math in the

N



YC public school system. She noted that her strongest performers were not necessarily the students with higher IQs. Many of the brightest students were not doing well academically. As such, Duckworth concluded that doing well in school depends on more than IQ.

Puzzled by this discovery, Duckworth broadened her research by doing the following:

1. Studied cadets at West Point Academy to determine who was most likely to graduate
2. Analyzed contestants in the National Spelling Bee Contest to predict who would go to the farthest round
3. Researched rookie teachers in tough school districts to determine who would be most likely to leave after a year and who was most effective in improving student learning outcomes
4. Reviewed the sales results of salespeople in various organizations to determine who got the best results and more. When the results were quantified, she concluded that in all cases, one characteristic emerged as a predictor of success – GRIT.

For example, Duckworth's study in a Chicago school system demonstrated that overwhelmingly, the GRITtier students graduated regardless of income level, standard achievement test scores, and home environment. Having the stamina to achieve one's long-term goals was paramount to success. As the expression goes, Duckworth often says, "life is a marathon, not a sprint."

Duckworth also determined that talent by itself is not an indicator of success. In fact, talent often had an inverse relationship with success. Many talented people do not follow up on their commitments. Without GRIT, talent may be nothing more than unmet potential. Only with effort does talent become a skill that leads to success.

So, what is GRIT? Simply put, it is having the passion and perseverance to achieve long-term, meaningful goals despite obstacles and challenges.

It is the ability to persist in something you feel passionate about and persevere when you face obstacles. This kind of passion is not about intense emotions or infatuation. It's about having direction and commitment. When you have this kind of passion, you can stay committed to a task that may be difficult or boring.

GRIT is also about perseverance. In 2016, Duckworth said, "to persevere means' to stick with it; to continue working hard even after experiencing difficulty or failure.'

Research indicates that the ability to be GRITty—to stick with things that are important to you and bounce back from failure—is an essential component of success independent of and beyond what talent and intelligence contribute (Duckworth 2016).

GRIT is essential because it drives achievement and success independent of and beyond what tal-



Cntd.

ent and intelligence contribute. Let's repeat it because it's worth repeating and goes against what we're taught in school and our social circles

In her research, Duckworth has identified four characteristics that GRITty people share:

1. Interest - Be interested in what you are doing. Do what you love. GRITty people follow their passion.
2. Practice - You must practice. Some students spend zero time on their homework. The more GRIT-Tier students spend hours. Practice (persevere) daily to do better today than you did yesterday. Focus on improving your weaknesses. Michael Jordan maintained a brutal training regime and strict diet to become a great (arguably the greatest) basketball player.
3. Purpose - There must be a purpose. If you love your work and your practice, you will make progress and improve. But, unless you believe your work matters and contributes things of value, you will find it challenging to maintain your work for a long time. The key here is to focus on how your sweat and determination impact the well-being of others.
4. Hope - Hope is the final characteristic of GRIT. This hope is a critical component of the GRIT formula. Hope permeates all aspects of GRIT. Look at the glass half full concerning achieving

your goals. Persevering over a long period and overcoming setbacks is worth it to achieve your goals.

American psychologist Carol Dweck has identified two mindsets – fixed and growth mindsets. If you believe that your qualities are unchangeable, a fixed mindset, you will want to prove yourself correct over and over rather than learning from your mistakes.

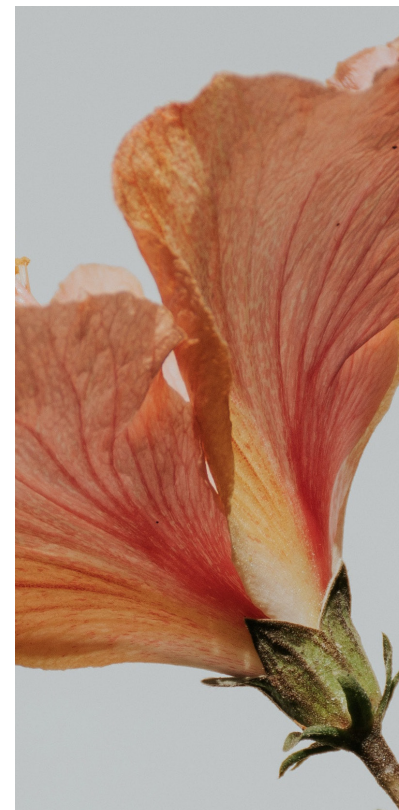
In the growth mindset, you develop the cards you are initially dealt. In the growth mindset, you take the cards you dealt with as the starting point to develop. Through hard work and effort, you can nurture your initial behaviors and shortcomings and improve.

Changing your beliefs can have a powerful impact. The growth mindset creates a powerful passion for learning. “Why waste time proving over and over how great you are,” Dweck writes, “when you could be getting better?” (Dweck, 2015).

Why hide deficiencies instead of overcoming them? Why look for friends or partners who will shore up your self-esteem instead of those who will challenge you to grow? And why seek the tried and true instead of the experiences that will stretch you? The hall-

mark of the growth mindset is the passion for stretching yourself and sticking to it, even (or especially) when it is not going well. This passion is the mindset that allows people to thrive during some of the most challenging times in their lives.

Can GRIT be developed and increased in individuals? YES! Can we move from a fixed mindset to a growth mindset? YES! We encourage you to use this article as the starting point to explore how you can continue to develop GRIT and a growth mindset.



Editor's Thoughts

GRIT: A Very Personal Journey Dr. James Loughran
Graduate Business Programs

As I published this edition of the MBSOB newsletter and reflected on GRIT, I thought about all the stories students shared with me about why they chose to pursue and earn their degrees. These “why” stories are each unique, but each student wants to earn a degree. Many students’ stories often entailed an obstacle they had to overcome that greatly impacted them, such as a death of a loved one, a divorce, severe sickness, job loss, and many other personal challenges. In each story, there is a core theme of strength and purpose. Hearing these stories reaffirms that

I chose the right career as a professor. When I was 17 years old, I made a lifelong commitment to myself that I would make a difference in the lives of others. I did not know how to reach this goal then, but I was determined. I made that promise after experiencing a life-changing event that profoundly impacted my adult life.

In my senior year of high school, I could not save a drowning friend. I did everything I could to rescue him. However, I was unsuccessful, and in the process, I came very close to drowning myself, but by a miracle, I was rescued. For those of you that have experienced similar events, you will know that at first, I wished that I was the one who had perished. However, I found that this extreme grief and hurt could be channeled into a steadfast determination to reach my goals, overcome challenges, and ultimately help others achieve their dreams.

I share this story because I know many of you face complicated circumstances. Many of these issues play heavily on you as you navigate your way. Some of us are fortunate to get second chances, and we should not give up on our dreams. Please reflect on your “why” as you try to balance all you do in your life. And, most importantly, realize that you do make a difference in the lives of others, even though it may not always be evident at the moment.



Grit of an Entrepreneur

Throughout this journey, I also learned the importance of self-care. It can be easy to push yourself too hard, especially when you have many responsibilities.

By: Cristian Vinan

Working full-time, continuing my master's education, and starting a business all at once may seem like an impossible challenge to many. Still, I am proud that I have successfully navigated this demanding path. It was a journey filled with obstacles and adversity, but my determination and grit have allowed me to overcome them and achieve my goals.

When I first decided to pursue my master's degree while also starting a business and working full-time, I knew it would be difficult. I was excited about the possibilities, but I also knew I must be incredibly disciplined and focused on making it work. One of the biggest challenges I faced was time management.

With so many responsibilities to juggle, it wasn't easy to find enough time in the day to get everything done. I had to be incredibly strategic and creative with my time. For example, I started waking up earlier to work on my

business before heading to work, and I also found ways to use my lunch breaks and commute time more effectively. I delegated responsibilities whenever possible and leaned on my friends and family for support when needed. Another challenge was maintaining my motivation and focus. It can be easy to get discouraged or overwhelmed when facing such a large workload, and sometimes I felt like giving up. To stay motivated, I reminded myself of why I had embarked on this journey in the first place. I also sought support and advice from mentors, peers, and other successful business owners and students.

My first semester of grad school was a test for me. I had an incredibly demanding course load, and I struggled to keep up with my coursework while running my business and working full-time. I realized that I needed to be even more disciplined and focused with my time, so I made a detailed schedule for myself and started working in shorter, more focused

bursts rather than trying to multitask. It was tough, but by the end of the semester, I had not only survived but also earned some of the highest grades in my class.

Throughout this journey, I also learned the importance of self-care. It can be easy to push yourself too hard, especially when you have many responsibilities. But I quickly realized that taking care of myself was vital to performing at my best in all areas of my life. I prioritized exercise, healthy eating, and time with loved ones, and I also made time for hobbies and relaxation. Despite the challenges, I remained determined to succeed. And today, I am proud to say that I have achieved many of my goals.

My business is thriving, I excel in my full-time job, and I am on track to complete my masters degree. I hope my story will inspire others to pursue their goals with determination and focus and never give up, even in adversity.

Baldrige

Interview with 2022 Baldrige Scholar- Margaret Williams

At some point, I decided to “put my mind to it and my nose to the grind.”

In a recent interview with 2022 Baldrige Scholar Margaret Williams, she offered advice to our current and future students on how to be resilient and preserve when facing challenges as students.

Can you tell us about your experience as a student at The Malcolm Baldrige School of Business ?

My experience was terrific! It was trying and challenging, but I loved every moment. The Malcolm Baldrige School of Business offered a great experience, especially the support, the professors, and the classes. As a full-time employee managing my personal life, this experience was everything that I needed during my journey at Post University.

What were some of the challenges you experienced as a student?

I started my academic journey at a community college but quit

shortly after. I woke up one day and decided to return to school to complete my degree. There were many challenges, like finding the time, getting the space, completing the readings and assignments, and studying while managing my daily life. I sacrificed time with family, events, and tragedies. Sometimes I felt overwhelmed and wanted to give up, but I knew I had to continue. Amidst this, I persisted! At some point, I decided to “put my mind to it and my nose to the grind.” I had a goal in mind and a purpose. I persisted and was determined to complete my degree one class at a time.

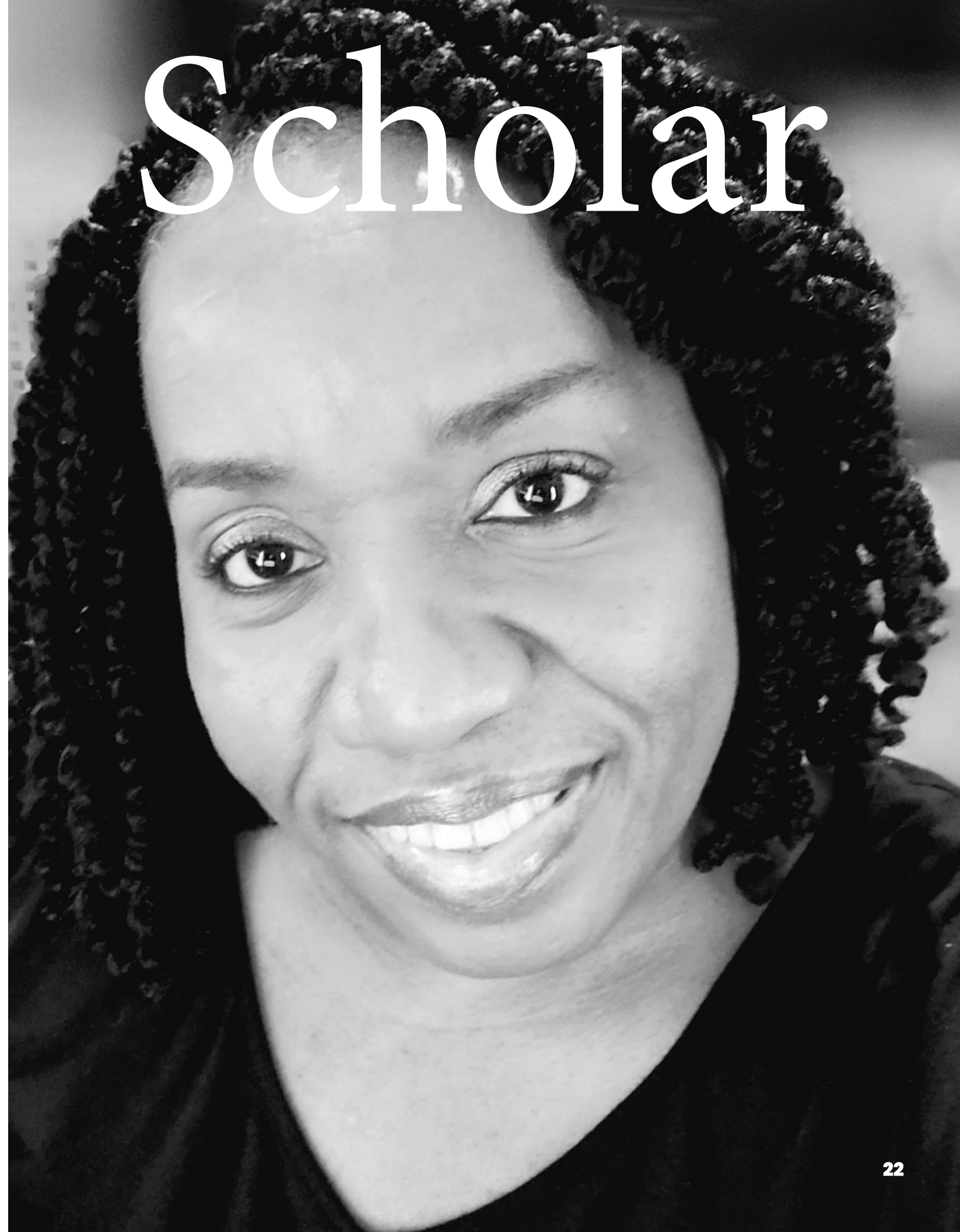
What was one goal you set for yourself, even when you felt like giving up?

When you set goals, you put them high even if you don't feel like it. One day, you will feel good when you achieve them. My goal was clear, that is, to get a degree. I was not going to give up this time. I was determined to finish the degree, and quitting was not an option. I planned to complete my degree and move higher for a job promotion and more incredible things in the future.

What advice would you give to students that are experiencing challenges?

Set a goal, make a plan, keep your deadlines intact, stay attentive, and remain focused. Even if you feel like giving up, you must stick it out. At some point, we all reach a point where we don't want to continue working toward completing our goals. It is at that point that you don't give up. Getting a degree is self-fulfilling, so don't allow life to get in the way of your goals. You must never forget that you need the education to enjoy a decent living. When you don't have the education, you cut yourself short financially. Additionally, online education is convenient; you can work from anywhere. Persevere, have tenacity, and you won't feel disappointed when you cross the stage.

Scholar





Short Story

Scholar on the Move

Melissa Riccio Santos, Associate Program Chair and Assistant Professor, Management

Baldrige Scholar Felix Hinderthür is on the move. Felix graduated with honors distinction in May 2022. As an Honor’s Program international student-athlete, Felix adapted to diverse cultures to succeed. His time at Post “opened my eyes” and helped him to improve his bilingual skills in German and English.

Felix has leveraged his academic success. He worked as a Project Management Intern at Drees & Sommer in Germany. Felix stated, “I like to think about the future of a company and the goals I have for merging sustainability and equality into economic success.” This mindset helped Felix reach his next big goal. Felix is attending Columbia University as a graduate student in its Sustainability Management Program.



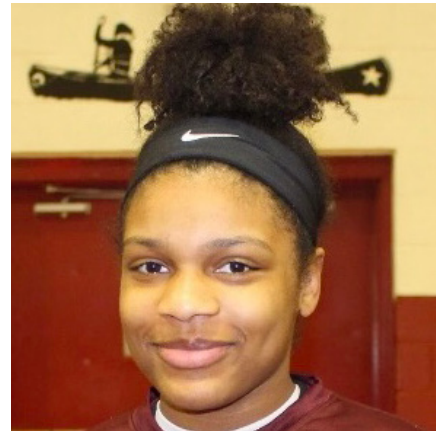
Baldrige
Ambassadors
Club

Welcome Snead As
Interim Senator

Melissa Riccio Santos, Associate Program Chair and Assistant Professor, Management

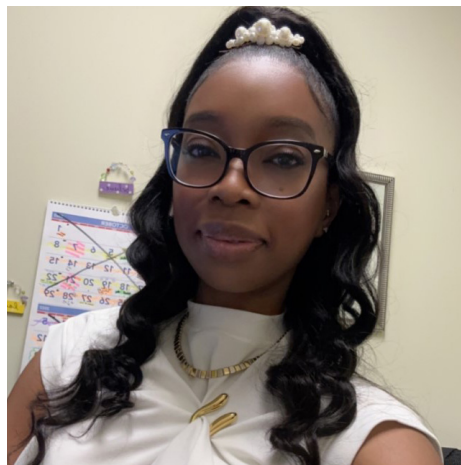
On February 15, 2023, Ja-Mar Snead was sworn in by SGA President Niko Grollman as its Interim Senator. Ja-Mar is a first-year Undergraduate Sport Management Major from Brooklyn, New York. The Club’s Co-Advisors, Stephanie Caban and Melissa Santos are excited to help Ja-Mar grow into the position as he fills in for Alex Steinbrick this semester.

Snead is a member of the Post University football team, and he loves to help others succeed. He stated, “Growing up, I always knew what it felt like to have the closest people to you in your corner rooting you every step of the way, and that’s something I want to give to other people, especially outside of sports. I aim to impact the world in the best way possible and be an example to the youth.” Sneed’s motto is always to try new things and to give it my all. He stated, “I want to see people reach their maximum potential in a place where they feel comfortable at all times, and there’s no better feeling than being able to contribute in any way possible.”



Delta Mu Delta: GRIT Stories

The Delta Mu Delta (DMD) Nu Zeta Chapter in The Malcolm Baldrige School of Business is a prestigious international business honors society recognizing and acknowledging academic excellence. “Through Knowledge, Power – the power to manage creatively for social and economic good” is Delta Mu Delta’s (DMD) motto. The Malcolm Baldrige School of Business is proud to welcome twenty-two new members who will be inducted into this prestigious international business honor society. Eight of them took the time to share their experiences to pay it forward to our business student community. Listen to their journey of perseverance, passion, and hard work that got them here.



Author: Rasheeda Simpson
MBA - Leadership

My journey throughout this master's program has been challenging yet rewarding. After being out of school for six years, I found getting back into the swing of things demanding as my life and responsibilities are very difficult. My challenges included completing my assignments and readings on time, managing my three jobs, maintaining my GPA and finances, and dedicating time to self-care.

I have found great comfort in my support system, family, and friends. They have played and continue to play a significant role in motivating me to achieve my goals. A valuable insight I have gained throughout this process is that it is okay to ask for help when needed. "No man is an island."-John Donne

I have chosen this leadership career path because I have been fascinated with the back-end op-

erations of how businesses work and how one person could make a difference in the business's outcomes by how they manage and lead. Also, I have been a quick problem solver and a natural leader since I was young, living in Jamaica, so pursuing a leadership path suited my passion.

I advise upcoming students to organize and develop proper time management skills; it will be their best friend. Stay positive and work hard. Remember, "opportunities just don't happen; you create them" – Chris Grosser.



Author: Shaliza Lyken-Bogart
Master of Science in Project Management

Hello everyone, my name is Mrs. Shaliza Lyken-Bogart, and my degree of choice is a Master of

Science in Project Management. I have chosen to pursue my master's in Project Management as it follows well with my Bachelor of Science in Business Administration with a concentration in Supply Chain and Logistics, which I obtained at The Malcolm Baldrige School of Business at Post University as an online Student. My career choice is that I have always wanted to make a meaningful mark to set a legacy for my community and family to want to follow or glean after searching my bio in the future.

I aim to give back one day to my community to help provide jobs for Second Chance Dreamers and be a professor like Dave Dahl from Dave's Killer Bread. Additionally, my GRIT focus is to be assertive, preservative, and devoted to my goal of getting my Ph.D. despite trying to find my sense of belonging all my life because of xenophobia. The major challenge I have faced is being a homemaker/homeschooling mom with little support in time management. The primary tools and resources I have used are the Google Calendar, phone clocks, wall calendars, charts, and constant reminders from my immediate family members. However, I must credit my mother, who lives in Antigua, W.I, Jacqueline Gilpin, who never gives up on praying for me with guidance and counseling.

The most valuable tools I would recommend anyone to try would be the many LinkedIn and You-

Tube credited learning videos that align with your career path and Business Insiders and Market Watch for article resources. meaningful mark to set a legacy for my community and family to want to follow or glean after searching my bio in the future.



Author:Melissa-Ann Phillip
MS Accounting

My mother has always been a source of inspiration for me with her unwavering determination and GRIT. Even with an incomplete secondary education, I watched her grow a business while raising my siblings and me. Her ability to navigate the world and provide for us motivated me to develop a similar work ethic. I faced obstacles throughout my education and career, such as limited resources, balancing a full-time job and school, and supporting my family. Through it all, I maintained a "can-do" mentality and viewed failures as opportunities for growth.

Pursuing a degree in accounting and working towards obtaining my CPA has been my goal since my first college-level class. As a single mother, I am close to the end of my educational journey! I owe my success to my connections with my cohort, professors, and mentors, which have

expanded my network, skill set, and knowledge. For anyone facing similar challenges, while pursuing their degree, I recommend utilizing available resources, building relationships, and maximizing time using a timer and calendar. Keep a "To-Done" list rather than a "To-Do" and celebrate your daily accomplishments. Find your passion and your purpose and live fully in it. On Wednesday evenings, when you struggle to get the discussion post in, take a breath; in my mother's words, "One thing done is one thing accomplished."



Author: Kimberly Maturo-Hilt
Master of Science
in Project Management

It is a pleasure to share a short bit about my journey. As a non-traditional student, it was not until I lost my job at the start of COVID that I realized I needed a new journey/challenge to help motivate myself and find peace in a world in distress. I wanted to change my direction and fulfill my dreams of working with horses as a career, so I joined Post University as an undergrad in Equine Studies.

I applied to vet school two years running but still did not have what it took to be in veterinary school, I was a long shot, and I knew that. I decided in 2022 that this was no longer my path and that I would continue my educational journey with a master's in project management. Why Project Management, might you ask? I wanted to develop skills I could apply in my daily life and any professional career

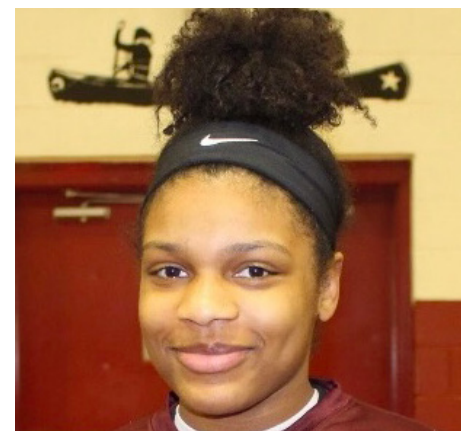
I sought. Project Management, in my opinion, teaches the skills to look at a situation through a logical and organized lens. It enhances our skills to consider the risks and opportunities of a problem and adapt swiftly and in a controlled fashion. Project management provides skills to analyze, plan, communicate, and lead. I chose Project Management to enhance myself as a leader in projects, business, people, and life. It is only with the courage to change my direction and the can-do attitude that I can achieve anything and the overall determination that I will be the best and do the best I can that I will soon complete this journey and start the next, my Ph.D.

Currently today, I serve as Chief Business Technology Officer for the state departments of Veterans Affairs and Education. I served as CIO for the state lottery before my current role. I have worked my way up through the ranks over the past 25-plus years, from computer salesperson to service desk technician, report writer, and developer. Eventually, I would work with software, specifically ERP software, and honed my skills in business and process analysis and leading projects on a national and international scale.

Eventually, I began managing talented global teams and had the pleasure of working globally for over fifteen years.

Although I have taken the long road to my current executive leadership position and education, it has not been easy. Sometimes working multiple jobs and facing personal and financial challenges, I had to decide, nothing would stand in my way. My education has always remained a priority.

The more I enhance my knowledge, the more I can bring positive change to my roles, organizations, community, and, most importantly, the talented individuals of the future. It was not easy to decide to put vet school to the side, but I am thrilled with the choice I made to pursue my master's in project management as it continues to support my ability to deliver creative, scalable strategies aimed at exceeding business needs by employing a unique technology-management and team-building approach.



Author: Kierra Adams
Bachelor of Science in
Management

Hello Eagles. My name is Kierra Adams, and I am immensely honored to be a Delta Mu Delta International Business Honor Society member. I am not in my career yet, but I can discuss why I chose to study management: The program felt natural as I value teamwork, sharing my ideas, and expanding my knowledge. Through this program, I have learned all these things and more. With all I have learned, my chosen career path will be one in management at a local firm I will apply to after graduation.

Some challenges I had in pursuing my degree were all the adjustments I had to make. Being a student-athlete, and then just being a student, being on campus, going completely virtual, and working while prioritizing academics took a lot of GRIT and determination. The tools I have used to help me succeed in my endeavors are time management and communication. I

have utilized my professors and course content as resources to influence my work.

I credit myself, my family, and my instructors for getting me to this point. The constant encouragement to strive for better and never stop learning has been essential to my daily focus.

To my fellow students, here are a few pieces of advice and some insight that may help you along your journey: There will be obstacles, but none that you cannot overcome. If you tell yourselves anything, inform yourselves, "I can do this."



Author: Elizabeth Duncan
Bachelor of Science
in Business Management

As a child growing up, my dream was to become a pediatrician. I started Howard University at 16 to pursue a biology degree. Due

to financial hardships, my goal stopped during my senior year.

I wanted my sister to have the same opportunity that I had by going away to college. I planned to work for a year, save money, and return to Howard to finish my degree. I returned to NYC, began working on Wall Street, and enjoyed the job as a trade assistant.

While on Wall Street, I realized that I was still living my dream of helping people, just doing it financially. I left Wall Street to work in retail banking. As a teller, I met my mentor. She promoted me into branch management within three years at the bank. I did not think I was ready for that role. My mentor saw leadership qualities in me that I did not even notice. After fifteen years, as a branch manager, my branch closed. At this point, I felt it was time for a change and moved to Atlanta. During the move, I decided to change careers to the non-profit sector and return to school to finish what I started twenty years ago. Four years later, I am the Chief Operating Officer at a Habitat affiliate, graduating with my Bachelor's of Science in Business Management. My dream looks different, but I never gave up and still help others in need.



Author: Philip Cossmann
MBA

I am Philipp Cossmann, a first-generation international student pursuing my MBA at The Malcolm Baldrige School of Business at Post University online. Hailing from picturesque Northern Germany near the charming city of Osnabrück, I have always been driven by ambition and a thirst for knowledge.

During my undergraduate studies in industrial engineering in Germany, I quickly understood the value of combining theoretical expertise with practical experience. This realization led me to undertake a series of diverse internships and positions within the automotive industry in countries as varied as Mexico and China. Ultimately, I had the honor of crafting my thesis at Porsche AG, focusing on the fascinating realm of autonomous driving and machine learning. In my graduate studies, I shifted gears from a technical to a business-oriented focus, broad-

ening my horizons and skillset. Currently, I hold a Strategy and Cooperation Associate position at CRRRC's CEO Office. I have obtained an MSc in International Management from Steinbeis SIBE University and my MBA from Post University.

Post University's practical and engaging study format has greatly benefited my professional development, allowing me to apply my acquired knowledge and skills seamlessly. Beyond academics, the institution offers abundant opportunities for active community involvement, fostering essential project management and leadership competencies. I wholeheartedly recommend the SGA for traditional students and the OSGA for online learners.

By participating in committees, students cultivate valuable skills and forge enduring networks with their peers. I encourage everyone to seize every extra-curricular opportunity at the University, as these experiences will undoubtedly enrich your academic journey.

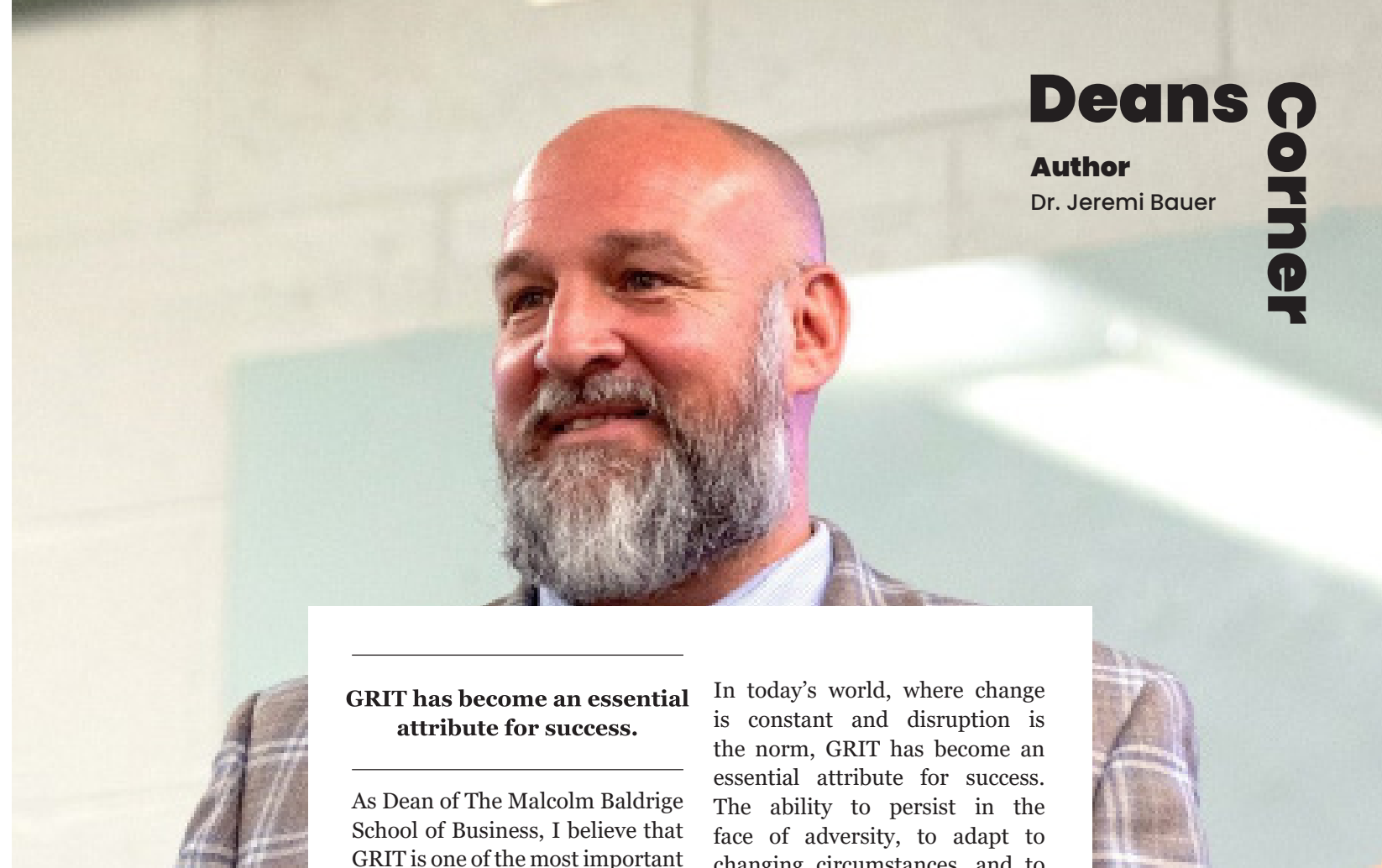


Author: Devin Shorey
Master of Science in Gaming and Esport Management

Hello, my name is Devin Shorey. I am a recent graduate of The Malcolm Baldrige School of Business at Post University at Post University's new Gaming and Esport Management master's degree program and an honorary member of its Delta Mu Delta Nu Zeta chapter.

Currently, I work as a Military Student Success Advisor at Post University. I chose this job because of my military background and desire to show people they can achieve anything they set their minds to. This job encompasses how I went through college, which is maintaining the mindset that everyone faces hardships and struggles, but those who overcome them achieve greatness. I owe much of what happened in my life to my lifelong friend, military buddy Joe, and exceptional advisors at Post. We have achieved so much together throughout the years, and his persistent pushes helped me achieve who I am today.

One piece of advice I would give to newer students is to find someone in their life who can help push them to achieve their goals, whether this be a family member, a friend, or staff at the University. Additionally, always remember that success comes to those who fight through adversity and challenges to show the world the better version of themselves.



GRIT has become an essential attribute for success.

As Dean of The Malcolm Baldrige School of Business, I believe that GRIT is one of the most important qualities we can possess in our personal and professional lives. GRIT encompasses perseverance, determination, and resilience in the face of challenges and obstacles. It is the driving force behind success and can often be the single biggest determinant of whether we achieve our goals or fall short.

At The Malcolm Baldrige School of Business, we understand that GRIT is not just a buzzword, but a critical component of our students' and faculty members' success. It is through the lens of GRIT that we approach all aspects of our work, from the classroom to the boardroom. We recognize that our students and faculty will encounter setbacks and difficulties, but it is through the cultivation of GRIT that we can push through these obstacles and emerge stronger on the other side.

In today's world, where change is constant and disruption is the norm, GRIT has become an essential attribute for success. The ability to persist in the face of adversity, to adapt to changing circumstances, and to keep striving toward our goals even when the road ahead seems rocky, is what separates those who succeed from those who do not.

As we continue to navigate the challenges of our time, I urge all members of The Malcolm Baldrige School of Business community to embrace GRIT as a guiding principle in their lives, and to use it to achieve their greatest potential.

Grit Learned From Life

The GRIT developed from your personal experiences can be applied directly to school and work.

By: Dr. Michael J. Wolter

Assistant Dean – Undergraduate Business Program, The Malcolm Baldrige School of Business

I was working on my doctorate when I initiated the divorce process. After finalizing, I became a single parent with two jobs, half-time custody of a one-and-a-half-year-old, and a full-time graduate student workload. There was the house, the mortgage, bills, diapers, check-ups for my son, etc. During my undergraduate years, I had classes and work. As a graduate student, I was a parent with daily responsibilities, a job that did not allow me to “phone it in,” and my academics.

I found myself asking if I could truly juggle all these things. Can I be present and effective as a manager, be the parent my son needs daily, and maintain successful grades in my courses? Would I be able to keep all the plates spinning in the air? Who was my support system? Who/what resources could I utilize to ensure my success in all facets of my life? I was “locked up” on what to do or what I could do. My best friend gave me advice I will never forget. “You just do. There is no choice of maybe or no. You just make it happen.”

I remember looking at my son when I picked him up from daycare, playing at the house, or sleeping. He was my focus and reason to achieve everything I needed. I also knew that to have more sig-

nificant opportunities, more substantial financial support, and to be a role model for my son so that he does not give up when things get tough; I would need to roll up my sleeves and jump right in.

As I moved into my doctorate thesis/dissertation portion, I was excited to have an advisor I could work with, mentor under, and learn from. This academic resource would be a vital part of my educational journey. Unfortunately, this advisor (my resource) was anything but supportive. He would give me VERY short notice for when we would meet. If our schedules did not match, he would make me wait a whole week before providing me another window to speak. As a working single parent, I spoke up that my commitments did not coincide with his schedule between 10 and 5p on Tuesdays. He shared his understanding of my situation related to the challenges of single-parent life because he babysat his grandkids three times a year. I felt defeated. I felt alone. I would look over at my son and use him as the motivator to stick with it. He was my focus. He was my driver.

My “resource’s” limitations as an advisor and mentor continued. When I asked questions about tasks he provided me with regarding my dissertation, he

would direct me to YouTube because he was too busy to explain things. I was frustrated. I was agitated. I realized this advisor had lost touch with what it was like to be a student. My graduate journey was stalling. I had a choice. I could accept it as is or DO something about it. I chose the latter - To take responsibility and ownership of my journey and where I wanted it to head.

Though the story is not over, that chapter has a happy ending. I graduated and earned my doctorate. A few years removed from this experience, I am starting to see more return on my dedication and hard work. Seeing where I am now, even after the daunting and defeating moments throughout the journey, I appreciate that I did not give up. It reminded me that there is ALWAYS another way. If Plan A does not work out, there is Plan B, C, D, etc. If you want something bad enough, you will find a way, but you must realize and understand that after hard work, sacrifice, and exhaustion, the goal is there waiting for you. You just need to roll up your sleeves, dig deep, and pursue it with unbridled determination.



GRIT

IN THE --- WORKPLACE



Author: Dr. Alisa Hunt
Assistant Dean of Graduate
Business Studies

People who meet Melissa Ann Phillip can't help but be impressed. She works as an Assistant Controller at Tile Bar, a \$300 million dollar company selling specialized flooring and tile products.

To some, that might or might not be impressive, but if you consider where she came from and how she got here, you will be completely amazed at her GRIT

and determination.

Melissa Ann was born in Trinidad and moved to the United States with her mom when she was 15. Her mother worked cleaning houses and as a live-in babysitter.

Melissa Ann helped her with her work and often slept with her mom at her job while at the same time going to high school. She started high school later than most but still managed to leave high school with a \$500 grant for college. The first time she had her hands on a computer, she was 16 years old, and it was a shared computer using AOL dial-up. (For those who don't know what that is – it was very slow!) In high school, she did everything she could to improve herself, including getting Cisco Certified.

When she headed to college, she took her first accounting course and fell in love. Accounting became her passion. She had to work through college, had a child, and still graduated. She was so excited when she graduated with her bachelor's degree in 2014 that she

forgot to put her 2-year-old son's shoes on!

When we asked her how she managed – she said that she never wanted to use her situation as an excuse to hold herself back. She said that she believes in always showing up as her best self. Her mom has been her inspiration. Her mother is a very strong-willed lady.

Mom never finished high school but still managed to make a living for herself and her family, finally opening a small business. She told us her mom is tireless! And if all that isn't enough, Melissa Ann is poised to complete her MSA with the CPA track in October 2023. She is only one of the few students who will be inducted into Delta Mu Delta Nu Zeta chapter for AY2022-23 at Post after completing 75% of her program and belonging to the top 10% of the class.

Melissa Ann works closely with Craig Summer, the CFO of Tile Bar, who has inspired Melissa Ann. Craig grew up in South Africa and graduated with a bachelor's and masters in 3 years. It took dedication, but Craig

says it is easy when focused on your passion. Craig became a chartered accountant (the European version of a CPA) and began at Grant Thornton. He was given an opportunity to move into the food tech industry, later did some work buying and selling companies, and now is with Tile Bar. He has been with Tile Bar since they were 30 employees and getting started, and now they are at 600 employees and still growing. According to Craig, everything he has done has been a great experience – he is upbeat – it is easy to see why he would be an inspiration to those who work with him.

According to Melissa Ann, Craig's passion is felt by all the team members helping make Tile Bar an extraordinary workplace. According to Craig, Melissa Ann is excellent, going to school for her master's degree while at the same time working and never letting school interfere with work or vice versa. They both have much more to their stories; we hope to have both on campus in the future to share.

START YOUR BUSINESS



Center for Entrepreneurship & Innovation

Email Brandon at bmonti@post.edu
to learn more



THE INSTITUTE FOR WOMEN IN BUSINESS



Mission

The Institute of Women in Business works to remove barriers and create opportunities for women in business



Vision

To be a force for gender equality, an advocate for women's issues, and empowering women in business



Learn More & Sign Up

Activities

For our first year we are focusing on women's stories. For our first book club the book we are reading is "In the Company of Women". The discussion on this book will be in June – more to follow on this.

Other activities include – Podcasts, Mentorship, and awareness campaigns. We will celebrate Women's Equality Day in August, honor women during Breast Cancer Awareness Month in October and much more.