

12-6-2017

Strategic Leadership Newsletter: Volume 3, Number 4

Larry M. Starr PhD

Thomas Jefferson University, starrl@philau.edu

Follow this and additional works at: <https://jdc.jefferson.edu/sln>



Part of the [Curriculum and Instruction Commons](#), and the [Strategic Management Policy Commons](#)

[Let us know how access to this document benefits you](#)

Recommended Citation

Starr, Larry M. PhD, "Strategic Leadership Newsletter: Volume 3, Number 4" (2017). *Leadership Doctorates Newsletter (Formerly Strategic Leadership Newsletter)*. Paper 2.

<https://jdc.jefferson.edu/sln/2>

This Article is brought to you for free and open access by the Jefferson Digital Commons. The Jefferson Digital Commons is a service of Thomas Jefferson University's [Center for Teaching and Learning \(CTL\)](#). The Commons is a showcase for Jefferson books and journals, peer-reviewed scholarly publications, unique historical collections from the University archives, and teaching tools. The Jefferson Digital Commons allows researchers and interested readers anywhere in the world to learn about and keep up to date with Jefferson scholarship. This article has been accepted for inclusion in Leadership Doctorates Newsletter (Formerly Strategic Leadership Newsletter) by an authorized administrator of the Jefferson Digital Commons. For more information, please contact: JeffersonDigitalCommons@jefferson.edu.

Jefferson Strategic Leadership Newsletter

Volume 3 Number 4
December 6, 2017



Jefferson Strategic Leadership Newsletter reports information relevant to the Jefferson (Philadelphia University + Thomas Jefferson University) *Doctor of Management Program in Strategic Leadership (DSL)* and its community including personal and professional events and accomplishments, new practices, research, opportunities, and suggestions. You are encouraged to forward the Newsletter to friends and colleagues to expand awareness and to brand yourself as a community member. You are also invited to recommend people or organizations to be added to the mailing list. Contact *Jefferson Strategic Leadership Newsletter* by emailing starri@philau.edu.

Jefferson DSL Growth & Development

In his 2002 essay, [Transforming the Systems Movement](#), Russell Ackoff wrote, "Growth is an increase in size or number. Development is an increase in competence, the ability to satisfy one's needs and desires, and those of others. Growth is a matter of earning; development is a matter of learning (p. 5)."

As we come to the end of 2017, our second academic year, we are proud to report our growth and the many developmental accomplishments of our scholar-practitioner community.

Students	40
Women	17 (42.5%)
Men	23 (57.5%)
Average Age	42.5 years
Age Range	27 - 64 years

Residency/Citizenship

US	33
Bahrain	1
China	2
India	1
Pakistan	1
Saudi Arabia	1
Sierra Leone	1
South Africa	1

Academic Credentials

M.A. in Sociology
M.A. in Teaching
M.B.A.
M.Div.
M.Ed. in Counseling Education
M.Ed. in College Student Affairs Admin
M.Phil. in Organizational Dynamics
M.S. in Administration
M.S. in Biotechnology Management
MSc in Economics
M.S. in Health Ed. and Health Admin.
M.S. in Human Resource Development
M.S. in Management
M.S. in Mechanical Engineering
M.S. in Nursing
M.S. in Organizational Dynamics
M.S. in Org Leadership/Prof Admin
M.S. in Public Policy and Management
M.Sc. in Resource Management
M.S. in Systems Engineering
M.S. in Strategic Leadership
M.S. in Taxation
M.S. in Urban Spatial Analytics
M.S. Ed. in TOEFL
M.S.W.
Ed.D. in Higher Education
Ph.D. in Management of Technology & Innovation
Ph.D. in International Relations & Law



Welcome New DSL Students

Jefferson is pleased to admit the following into *DSL Cohort 5 (Class of 2021)*:

Amna Alalawi is a Digital Marketing & Communications professional from Bahrain. With approximately ten years expertise in government communications and financial services she is currently a Communications Advisor, Editor and Translator for several organizations in the MENA region. Fluent in English and Arabic, and communicative in Spanish and French, she earned an M.B.A. in International Business and Accounting from Philadelphia University/Jefferson.

Xuejuan (Joyce) Zhang is Managing Partner, T.H.E Capital LLC (Beijing, China) engaged in private equity/venture capital and merger/acquisition evaluations and services. She holds an MS in Public Policy and Management from Carnegie-Mellon University, and an MS in Organizational Dynamics from Penn where she won the Lois Ginsberg Award for Outstanding Leadership and Development Contributions. Born in People's Republic of China, Joyce is fluent in English/Mandarin.

Ibrahim Alshebl has more than 20 years' experience in the public and private sector banking and finance industry. He is currently a member of high strategic committees and in the management of the public service Social Development Bank, and was previously with the private sector Riyadh Bank both in Saudi Arabia. His doctoral education at Jefferson is sponsored by the Government of Saudi Arabia. He holds an MBA from King Saud University.

Cheryl King-Marino since 2008 has been Senior Administrator in the Department of Dermatology and Cutaneous Biology at Thomas Jefferson University for which she has overall responsibility for operational and financial management of the academic and research enterprise. She earned a BA in Psychology and an MSW from Penn, and MBA from Temple University.

Brima Patrick Kapuwa, prior to his arrival in the US, was the Head, Department of Sociology and Social Work in the School of Social Sciences of

Njala University in Sierra Leone, Africa. In addition to his academic obligations he provided consulting services to State and Non-governmental organizations and is currently a West African Economic and Social Development Expert for the Institute for Development Impact based in Washington, DC. He holds an MA in Education/Linguistics and a PhD in Contemporary International Relations and Law.

Anne McCafferty, a senior HR professional with deep and broad domestic and global HR experiences, was formerly VP of HR/Training of Pep Boys, and VP HR of Deb Shops. Her 30-year career has included Senior Director for the 17 Saks Fifth Avenue stores, Head of HR for Best Buy in London, UK, and HR Manager for Target Corporation. Anne earned a BS in Fashion Merchandising and MBA in Leadership/Global Marketing from Philadelphia University/Jefferson.

We also welcome the return of **Frank Rivello** who entered DSL in Cohort 2 then took a leave of absence. Frank will join Cohort 5 for the remainder of his studies. Frank began his 20-year career at Vanguard Systems as a junior-level programmer and rose to Vice President of Professional Service and Vice President of Partners and Alliances, then Regional Vice President. Frank completed the Executive M.B.A. program from Villanova University where he was inducted into the Beta Gamma Sigma (business excellence) International Honor Society.



Social Media Cohort 1 Profiles

Are you interested in the Dissertation/Capstone titles and advisors for *Cohort 1*? Read their *Doctoral Candidate Dissertation Profiles*:

Tina Wiltsee:
<https://www.linkedin.com/pulse/thomas-jefferson-university-strategic-leadership-doctoral-starr-5/>

Bob Schatz:

<https://www.linkedin.com/pulse/thomas-jefferson-university-strategic-leadership-doctoral-starr-4/>

Adena Johnston:

<https://www.linkedin.com/pulse/thomas-jefferson-university-strategic-leadership-doctoral-starr-3/>

Derek Hunsberger:

<https://www.linkedin.com/pulse/thomas-jefferson-university-strategic-leadership-doctoral-starr-2/>

Michelle Capobianchi:

<https://www.linkedin.com/pulse/thomas-jefferson-university-strategic-leadership-doctoral-starr-1/>

Al Bradley:

<https://www.linkedin.com/pulse/thomas-jefferson-university-strategic-leadership-doctoral-starr/>

Michael Asada:

<https://www.linkedin.com/pulse/thomas-jefferson-university-strategic-leadership-doctorate-starr/>



Fifth Graduating Class of the Academy for Municipal Innovation (AMI)

The fifth class of the Academy for Municipal Innovation (AMI), a unique collaboration between [Jefferson \(Philadelphia University + Thomas Jefferson University\)](#) and the city of Philadelphia designed to help city workers innovate in their jobs, graduated Nov. 14.



2017 AMI Graduates

"This is a groundbreaking program," said *D.R. Widder, Jefferson's vice president of innovation and Steve Blank Innovation Chair*. "Government is a difficult area for innovation, but this program with the city is having real impact. It's amazing that we now have nearly [100 city leaders applying Jefferson innovation principles to make Philadelphia better.](#)"

Each class focused on a specific innovation-centric topic, including discovering opportunities through design thinking; *analyzing complexities through systems thinking* (taught by *DSL professor John Pourdehnad*); developing value propositions through business analytics; and understanding end users through research.



From Jefferson Marketing and Public Relations Department

Question:

We seem to have several names for the university. How should we refer to ourselves?

Answer:

We should refer to ourselves first as "Jefferson (Philadelphia University + Thomas Jefferson

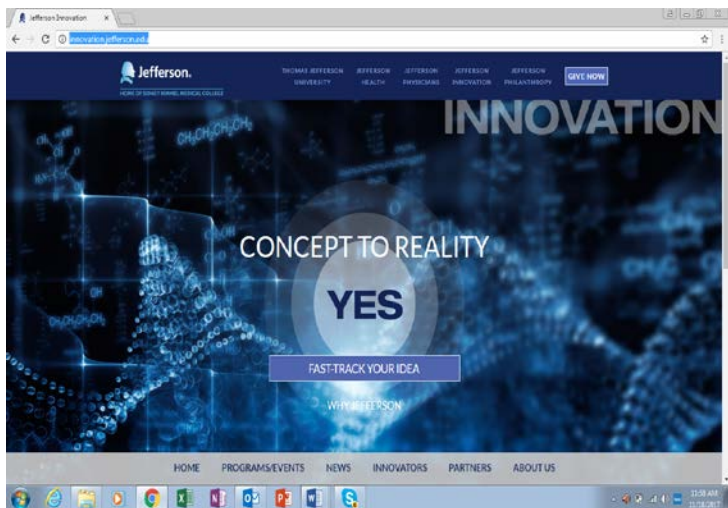
University)" and as "*Jefferson*" on second reference.

Our formal name is *Thomas Jefferson University* for things like the diploma or when the longer name will not fit.

We have not moved to any informal name such as Jefferson University, so if/when this appears, please correct people.



Do You Innovate?



Did you know that the Jefferson Innovation Pillar advances commercialization of new technologies by supporting the members of the Jefferson community through services, mentorship, education, and partnerships in translating new discoveries into practical applications?

Specifically, this innovative community...

- Serves as a dynamic bridge from Jefferson to industry to make certain that promising new technologies are translated into products and services that benefit society.
- Evaluates ideas and inventions made by faculty, employees, residents and fellows and alumni of Thomas Jefferson University,

Jefferson University Physicians and Thomas University Hospitals, Inc.

- Stimulates innovation and technology advancement within the Jefferson community.
- Secures all necessary protection of intellectual property owned by Jefferson.
- Licenses Jefferson technologies to strong, effective partners.
- Transfer materials for research and other collaborative purposes.
- Assists startup companies that have at least one Jefferson community member.
- Builds collaborations with industry around applied research projects.
-



US International Thanksgiving Celebration

Each US Thanksgiving, Elana and Larry Starr invite DSL international students to attend the celebration at their home with family and friends. Among those attending this year were *Joyce Zhang* (China, DSL 5, with her children), *Darshi Mody* (India, Cohort 2, with her sister), and *Syed Kazmi* (Pakistan, Cohort 4, with his wife). Syed submitted the following:

"Thanksgiving is a time to celebrate our joys with friends and family. The history of the holiday is an English tradition which was adopted in the US and celebrated in November, and in Canada in October (which means Larry celebrates twice)."



Joyce, Elana, Darshi, Larry, Syed

"On Thursday November 23, 2017, all DSL students were invited, but the main focus was the international students as we are new guests in the United States. Larry and his family warmly welcomed us, and the dinner presented was according to the needs of the multi-cultural community keeping the importance of each of our religious, cultural, and moral values along with the essence of the thanksgiving culture in the US and Canada.

At the Thanksgiving dinner, being an international student, my family and I felt welcomed by fellow cohort members, and other guests as we exchanged different stories and shared experiences, explaining our culture and enjoying delicious food (especially the fish!). Larry also shared stories of the art he and Elana had collected throughout the USA, Canada and abroad. It was a great event that allowed us to mingle with other students and feel the cultural essence of Thanksgiving thriving within our DSL program."



DSL 3-D Immersive Education

In *DSL 711: Leading in the Digital Transformation Age*, taught by [Dr. Ana Reyes](#), students used immersive collaboration and learning technologies to illustrate how digital

tools transform work. Students met in a 3D immersive virtual classroom environment, a *virtual Jefferson campus* created by [HorizonIRs](#), which enabled distributed online project work, collaborative tool ecosystems, and effective leadership practices for new ways of working. Their syllabus for **November 16** required presentations of group projects delivered in the immersive environment.

In *DSL 700: Strategic Leadership Foundations, Concepts and Methodologies*, taught by [Dr. Larry Starr](#), the syllabus for **November 16** was for students to study E-/Digital Leadership. So, that evening, DSL 700 students joined their DSL 711 colleagues in the *virtual Jefferson 3D immersive classroom* or observed the presentations and interactions via the wall-screen in DEC 003.



To participate within the immersive world, each student created an *avatar* dressed in clothing, hair and skin color as preferred. Each student then entered the *virtual Jefferson campus*, walked through the halls of buildings until they reached the Teleport area then "beamed" into the conference presentation room. [Avatars are increasingly being used across disciplines as a new approach for communication.](#)

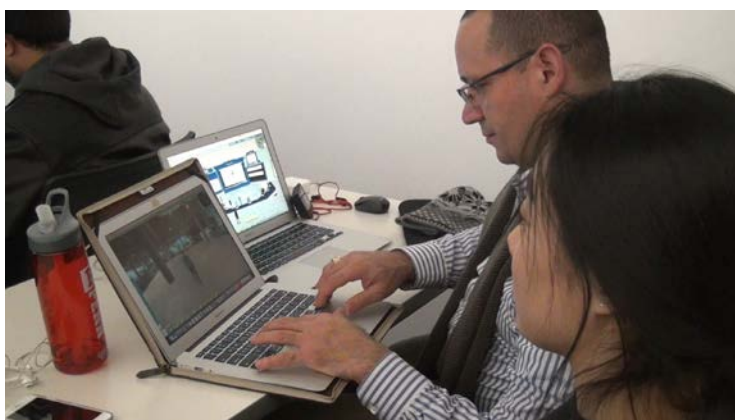


During the shared class experience, [Tom Guggino, Doctoral Communication/Presentation Coach](#), videotaped student reactions as observers, and interviewed faculty. A 3-5 minute video of the event including the point of view from within the 3D Immersive classroom has been created and is expected to be uploaded to the [Jefferson YouTube Channel](#).



DSL Spring Project

To support applied scholarship, students in *DSL 712 Strategic Interactive Planning* will work with the [Jefferson Center for Interprofessional Practice and Education \(JCIFE\)](#). As noted on the website, “established in 2007, JCIFE is dedicated to improving interprofessional care through implementing and evaluating patient-centered education throughout the Thomas Jefferson University curriculum.”



Led by [Dr. John Pourdehnad](#) and [Dr. Larry M. Starr](#), and in collaboration with the Center's leadership team -[Lauren Collins, MD](#), [Elena Umland, PharmD](#), [Shoshana Sicks, EdM](#), and the Center's stakeholders - DSL will help create a new strategic plan and business model to help the Center celebrate their 10th anniversary and plan for their future.



DSL Professional and Academic Activity

A team of Jefferson (Philadelphia University + Thomas Jefferson University) [IMBA](#) students recently achieved one of the highest scores worldwide in the Business Strategy Simulation (BSG), a web-based competition that offers students hands-on experience with the global marketplace.



Syed Kazmi

Jefferson's virtually managed company, C-Highborn led by [DSL student Syed Kazmi](#) and Love Karia obtained the second highest score in several competition categories, besting more than 3,800 teams globally. Read the [press release here](#).



CERTIFIED EDUCATIONAL FACILITIES PROFESSIONAL

Congratulations to [DSL Doctoral Candidate Derek Hunsberger](#) for passing the examination and earning the Certified Educational Facilities

Professional (CEFP) designation. The CEFP validates the unique knowledge and competency required of an accomplished professional in the educational facilities field. Hunsberger joins Tom Becker, associate vice president for operations at Jefferson's East Falls campus, who also holds the credential. Read the [press release here](#).

Reported Derek when asked how he felt about the award: "I owe it all to the Jefferson DSL program."



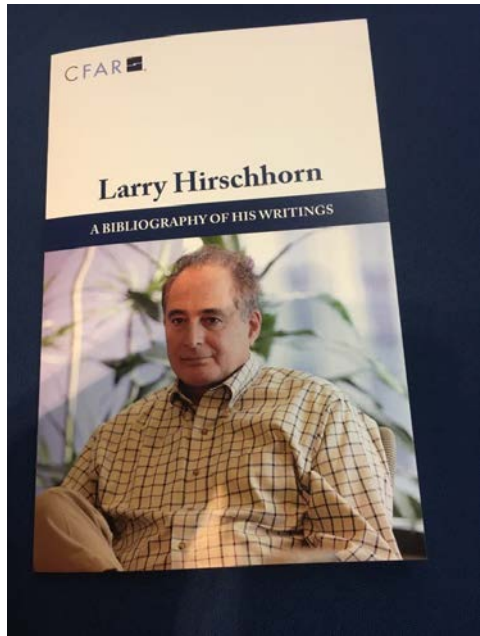
Derek Hunsberger (left)

In October, Derek hosted the *DSL 704 Complex Project Management* class (taught by Prof. John Pourdehnad) at the University of Pennsylvania. The first part of class was a panel discussion with Derek, Penn Project Manager Dave Dunn and Penn's Director of Project Management Mariette Buchman. The second part was a tour of two buildings, a \$126 M new college house and an \$80 M historical building renovation. Derek led the project team that supervised these projects (from Penn's Department of Residential Services).



[DSL Professor Larry Hirschhorn](#) gave a lecture as part of the 30th anniversary celebration of the Center for Applied Research (CFAR) which he co-

founded. The title was, *Real work and the interpersonal context for business decisions*.



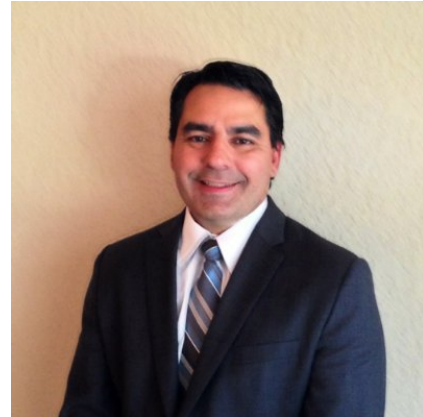
Larry also launched the **Dynamics of Consulting** Program in October. The program consists of three 3-day seminars, each about three months apart designed for experienced consultants who want to deepen their ability to work with clients where business decisions meet psychodynamics. The program takes place at the Penn Club in NYC and attracts participants from the U.S., Latin American, Europe and Russia. If there are members of the DSL community who want to learn about the program for their possible participation in the 2018-2019 year, feel free to contact Larry at lhirschhorn@cfar.com.

Larry also wrote a [new blog post titled](#), *The Wells Fargo banking scandal. Cheats at work and corporate myths*. The post argues that the senior executives of the bank propagated a **myth** about the bank, articulated in its "vision and value" statement that it was team-based and that customers and employees were deeply respected. This myth was embodied perfectly in the temperament and character of the CEO who presented as frugal and down-to-earth, with an expressed aversion to the pronouns, "me" and "my."



[DSL student John Ervin](#) moderated and presented at the Gamification in Healthcare symposium in NJ on September 22, 2017 at the annual meeting for the [Healthcare Leadership Network of the](#)

[Delaware Valley](#), a chapter of the American College of Healthcare Executives. John moderated a panel of 3 guests who spoke about applications of Gamification in Healthcare.



John Ervin

John also presented on November 8, 2017 at the Infection Reduction Roundtable Thought Leadership Workshop in South Carolina hosted by Xenex, The Germ Zapping Robotics Company. John spoke about enhancing team work and collaboration among the hospital infection control team utilizing idealized design and leadership coaching.



[DSL student Jim Plummer](#) is pleased to announce his acceptance into the 2017-2018 [Villanova University Mentoring Program](#). Mentors and mentees meet monthly to discuss topics such as personal and professional decisions, explorations of career paths and ways to navigate a career.



James Plummer

Jim also reports he has taken a new position as Senior Health Service Consultant at [TMF Health Quality Institute](#). He performs senior leadership work to oversee, develop, coordinate, and

implement projects, and to ensure required deadlines and deliverable are met.

Congratulations to [DSL Professor Joseph Sweeney](#) who was recently highlighted by Dean and Professor Jason Wingard at Columbia University. Joe, who also teaches a class in the Columbia University School of Professional Studies, was described as providing a "Scholar/Practitioner" advantage and as lending to students valuable industry experience, with a background in finance, as the former Director of Technology at Juniper Financial, and nonprofit management, as the current Director of Learning and Innovation at the non-profit, [How I Decide Foundation](#)."

The Scholar-Practitioner Advantage

Scholar

- Teaches Strategic Leadership in Analytics-Focused Organizations
- Teaches Research Methods for the Doctorate in Strategic Leadership program at Thomas Jefferson University
- Completed PhD in Educational and Organizational Leadership at University of Pennsylvania

Practitioner

- Current Director of Learning and Innovation at How I Decide, nonprofit that teaches decision-making to youth
- Previously Founding Business Manager and Acting President of ePharm, a B2B information platform
- Previously Director of Technology for Juniper Financial

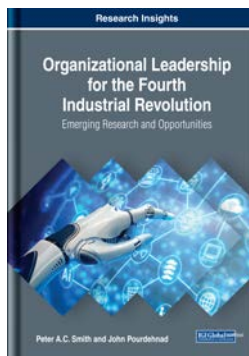
Joseph Sweeney, PhD
Educator and Strategic Leader
Faculty, M.S. in Applied Analytics

COLUMBIA UNIVERSITY
School of Professional Studies

Joe reported, "In my work at the Foundation, I oversaw the development and launch of two new programs: [GM Genius](#) - the first ever learning platform and college scholarship competition based on fantasy football, and [HabitWise](#) - a program of animated videos and lessons to teach young people how to make and manage their habits."



Congratulations to [DSL Professor John Pourdehnad](#) on the publication of his newest book (with Peter A.C. Smith).



[Organizational Leadership for the Fourth Industrial Revolution: Emerging Research and Opportunities](#) provides the latest research on the approaches to dealing successfully with newly emerging digital technologies and the dynamic complexity leaders are facing now and in the future. While highlighting topics such as business architecture, interactive planning, and strategic capital, this book explores the implications of technologies on business and leadership as well as the development of leadership methods and applications. This book is an important resource for professionals, practitioners, upper-level students, and managers seeking current research on leadership and business advancement in the digital era.



John Pourdehnad

To learn more about the **4th Industrial Revolution** including transforming education ecosystems, [read this](#) from the World Economic Forum.



Congratulations to [DSL and School of Business Professor Les Sztandera](#) for three of his innovation MBA students - Anastasia Cazmali, Stephanie Olive, and Nina Gray - and their team from the Orthex industry engagement project who won 1st place in the PD6 concept design workshop at [Aalto University](#) in Helsinki, Finland in October 2017.



Les Sztandera

Les also notes that he will attend and deliver talks at two upcoming conferences in December 2017. One is in the [Nostalgia and Product Development track](#) during the [International Interdisciplinary Conference at the University of Gdansk](#), Poland and the second on collaborative processes across multiple disciplines during the Academic Advisory Board meeting at the [Technical University of Silesia](#), Poland.



Travis Douglas

Congratulations to [DSL student Travis Douglas](#) who won the [inaugural Arlen Specter Research Fellowship](#) from the Jefferson Arlen Specter Center. The nationally competitive award was for a graduate student or scholar currently enrolled in an academic program or to a post-graduate

scholar who will conduct research on a topic relevant to the interests of the late Senator Arlen Specter. Travis' two-semester winning topic is "Efficacy of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act or Clery Act."

Travis is in elite company. The other 3 award winners are Sean Q. Kelly, Ph.D., Professor, Political Science, California State University; Elizabeth Lane and Jessica Schoenherr, Ph.D. students, Dept. of Political Science, Michigan State University; and Menika Dirkson, Ph.D. student, History Department, Temple University.



[DSL student Eugene de Klerk](#) reports that he is engaged in a *novel internship* at [SAP's US headquarters in Newtown Square](#).



Eugene De Klerk

Unlike most university internships wherein an undergraduate student learns skills useful in a possible job after graduation, Eugene's internship reflects that he has earned two undergraduate degrees and a PhD before entering DSL. He describes his activities as follows:

"For SAP North America, I have joined the [Strategic Customer Program](#) (SCP) team, a community of Customer stakeholders which helps leaders make distinctive, lasting, and substantial improvements in business performance. This program makes significant improvements by assembling the best talent and synchronization across all SAP lines of business."

Jefferson's Two Steves



Dr. Stephen Spinelli, Jr.: Managing up is part of the executive's job. As an executive, you have so many bosses, and if you don't know how to deal up, down and across, you're going to fail. I've had three board chairs here, who were more or less aggressive. If I don't learn how to manage up to that board chair, I'm going to fail. And remember, any tenured faculty can get together, have a vote of no confidence, and kick the president out. If you can fire me, you're my boss. [Read more here.](#)



New York Times reported that **Dr. Stephen Klasko**, the chief executive officer of Thomas Jefferson University and Jefferson Health in Philadelphia, who flies close to 150,000 miles a year, says he now carries an empty water bottle in his briefcase and fills it up near the gate.

As a marathon runner and an obstetrician, Dr. Klasko says he follows a disciplined hydration regimen when he flies. "I make sure that at least every other drink that I have is water," he said. If he wants a second cup of coffee, he imbibes eight ounces of water first. Alcohol? Not a chance.

"Plane cabins are pressurized to simulate about 8,000 feet, which makes it more difficult to absorb oxygen," he said. "Sitting affects blood circulation, which also decreases oxygen flow. The recirculated air in planes is extremely dry. You exhale moist air and breathe in dry air." [Read more here.](#)



Before a hometown crowd that included hundreds of Jefferson students, faculty and staff, **Chancellor Stephen Spinelli Jr., Ph.D.,** [threw out the first pitch](#) at the Philadelphia Phillies game Sept. 25 to celebrate the new Jefferson (Philadelphia University + Thomas Jefferson University). [Read the Press Release here.](#)

President, CEO, and now, Editor-in-Chief

Dr. Steve Klasko, Jefferson President and CEO, [recently spoke with](#) Harold Brubaker of *The Philadelphia Inquirer* about his new role as Editor-In-Chief of the journal/magazine, *Healthcare Transformation*.

Dr. Klasko described the publication as “presenting bold visions of the future in healthcare, debates current business models, and provides an invaluable platform to showcase the opportunities of optimal healthcare delivery.”



There is no subscription charge and the journal can be [read online](#). Dr. Klasko told Brubaker he came up with the idea while attending a Philadelphia Eagles football game where his tickets, cab ride and beer were all purchased through apps on his phone.

National Ranking

The Jefferson Doctorate in Strategic Leadership is ranked #22 in the top 50 US Doctorates in Business Management.

Jefferson (Philadelphia University + Thomas Jefferson University)
East Falls Campus
4201 Henry Ave., DEC 311
Philadelphia, PA 19141
T: +1 215-951-5332

Post Script

Arriving soon: We have ordered for *all DSL students and faculty* from the Jefferson bookstore a *Strategic Leadership Doctorate* sweatshirt. Here is a preview.

