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## Strategic Leadership Newsletter: Volume 4, Number 4

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# Jefferson Strategic Leadership Newsletter

Volume 4 Number 4  
December 20, 2018



previously Jefferson's Assistant Dean and Chair of the Department of Professional & Continuing Studies responsible for curricula and programs for adult undergraduate education, including certificate programs, and overseeing program directors, adjunct faculty and staff.

Growing up in Fargo, ND, Shelley earned her M.Ed. in Counselor Education and Guidance Services from North Dakota State University then came east to Temple University in Philadelphia where she earned her Ed.D.

Shelly began her career as a Coordinator at the Steinger Behavioral Health Services a Health, Wellness and Fitness organization then transitioned into higher education as Associate Director of Student Services and Operations at Temple University. She came to Jefferson in 2016.

**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, 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 [Lawrence.Starr@Jefferson.edu](mailto:Lawrence.Starr@Jefferson.edu).

## Our New Dean

We are very pleased to announce that **Dr. Shelley Osagie** is the new **Dean of the School of Continuing & Professional Studies**.

Dr. Shelley Osagie



A higher education executive with more than 20 years of leadership experience, Dean Osagie was



## Jefferson DSL Welcomes Cohort #7

As we come to the end of the Fall 2018 semester and our third year of academic operation, we are very pleased to present the newest members of the Strategic Leadership community - Cohort 7.

Joining their 44 colleagues (our learner population is now 51) these distinctive scholar-practitioners bring new perspectives drawn from their experiences in the US and abroad.

Please offer your welcome to our new colleagues:  
**John, Beverly, Jay, Jen, Myles, Bob, and Rachel.**

**John Walter**



At the American Bible Society (ABS), one of the nation's oldest (founded in 1816) and fastest-growing charities, John is Managing Director of Marketing and New Initiatives. His earlier career was in technology marketing and business development including the start-up of a major vendor of specialized IT services for the US Congress, and for four years he was President, African Leadership/Mocha Club in Brentwood, TN.

After earning an MBA from the Cox School of Business, Southern Methodist University, John lived and worked in Poland during its transition to freedom in the early 1990's.

**Beverly Gray**



Beverly founded and organized the Balm in Gilead Domestic Violence Intervention Training Ministry

where she trains and equips Pastors, clergy and laypersons to recognize the signs of domestic violence. She is also Assistant Program Manager of Project Homes- Women of Change Safe Haven where she helps to empower women to move forward from homelessness to housing. She was honored in 2016 as a *Philadelphia Woman of Distinction* which recognizes "women who've made a difference in their communities, blazed a trail for the rest of us and are leaving a mark on Philadelphia business."

"Rev Bev" is a licensed and ordained Minister who earned a Master of Human Services in Counseling and an MBA in Human Resources from Lincoln University.

**Jarrod Combs-Harris**



Jarrod (Jay) Combs-Harris is a global senior finance and accounting manager with Genpact, a NYC global professional services firm. He is also a Subject Matter Expert (SME) responsible for guiding Fortune 500 clients globally with redesigning their accounting and finance processes through transformation frameworks, robotics, and artificial intelligence.

Jay has a BS in Business Administration from Capella University, a Graduate Certificate in Digital Business Strategies from Columbia School of Business, and an MBA in Global Management from the Thunderbird School of Global Management of Arizona State University.

**Jennifer Gramata**



After more than a decade in the U.S. Coast Guard implementing all marine safety, security, and environmental protection missions, Jen remains a Reservist. Her “day job” is Safety Manager at Gloucester Terminals LLC, in Gloucester, NJ, a maritime facility which holds the largest refrigerated capacity of any terminal in the United States and that imports perishable products, steel, forest products, heavy lift, project cargo and containers.

Jen earned a BA in Multimedia Communication from Rider University, MS in Quality Systems Management from The National Graduate School, and a MS in Environmental Management from University of Maryland University College.

**Myles Bassell**



Following a dozen years as a senior executive with a full-service consulting firm, Myles is full-time Lecturer and Deputy Chairperson in the Business Management Department at the Koppelman School of Business of City University of New York (CUNY). He is also Faculty Advisor for the Association of Latino Professionals in America and a Senator of the CUNY Faculty Senate.

Myles earned three degrees from CUNY: a BS in Business, Management and Finance, BS in Accounting, and MS in Accounting; and he earned an MS in Management from Purdue University.

**Robert Radvanski**



With nearly 30 years of progressive health care information technology management experience while leading at four advanced, nationally recognized health care organizations, Bob is now Vice President of Ancillary Systems at RWJBarnabas Health, one of the largest health care systems in New Jersey and the second largest private employer in the state. He is responsible for providing leadership, vision, and direction for enterprise applications to ensure they align with the IT strategic principles and corporate strategic imperatives. He also serves as Vice President on the Board of Jersey Health Connect, New Jersey’s largest health information exchange organization, connecting hospitals and health systems, physician group practices, long term care facilities and home health agencies.

Bob earned a Master of Public Administration degree in Health Policy and Management from New York University.

Rachel Delgado



After a career in business analysis, operational risk compliance, and IT governance including Senior Consultant, Barclays Chief Risk and Control Office and most recently, Vice President, Risk and Control Manager for JP Morgan Chase, Rachel became an Independent Consultant for IT Governance and Cyber Security.

Rachel earned a BA from La Salle University, MA in Literature from University of Kentucky, and an MS in Organizational Dynamics from University of Pennsylvania. At Penn, she was Vice-Chair of the Professional Student Council within the Graduate and Professional Student Association (GAPSA).



## Student Reflection

In our continuing series of personal and professional narratives offered by members of the DSL learner community, we present the *Jefferson SCPS Experience* submitted by [Jerin Juby](#) from Cohort 6.

In the summer of 2008, I started my clinical rotations at the Jefferson Torresdale Campus (previously Aria Health System), the final phase of earning my Associate Degree in Applied Science in Respiratory Therapy from the Community College of Philadelphia. After graduation, I applied for a position and started working on the same campus. While this entry-level degree had enabled me to get a clinical position, it was not enough to advance professionally and personally. So, in

2008, I applied to the School of Continuing and Professional Studies (SCPS) East Falls campus of Thomas Jefferson University and was accepted into the Bachelor of Science in Health Science program. I earned my degree in 2011.

In January of 2011, I received an opportunity to join Thomas Jefferson University Hospitals in Center City. My responsibilities developed in the Jefferson Health system: by 2015 I had progressed from a staff Respiratory Therapist to a Clinical Supervisor, and in 2016 I became Operations Manager of the Respiratory Therapy Department.

Jerin Juby



As my management role required new competencies, I applied and was admitted to Eastern University's MA in Organizational Leadership. This graduate program (which I completed in 2014) better prepared me for my healthcare management career and fulfilled the requirement for me to be promoted to manager. It also qualified me to apply for an adjunct faculty appointment at Jefferson. I did, was approved, and continue to be an adjunct faculty member in SCPS where I teach undergraduate Leadership, Management, and Health Services courses. Most of my classes are offered face-to-face; a few are taught online.

Teaching has been a passion for me. I have enjoyed orienting new clinical staff to the job and teaching clinical management of patients to newly graduated therapists. Following my passion for education, I continued to look for doctoral degree programs and found my perfect match in the

Strategic Leadership Doctorate, once again at Jefferson.

While many have experienced Jefferson as a university and a health system in multiple phases of their professional life, I am the first and only person to have the *complete Jefferson SCPS education experience*: BS degree, adjunct faculty appointment, and member of the DMgt program. In this environment, I have developed myself as a clinician, manager, faculty and teacher, and now doctoral learner. But, I am not alone in my family to seize opportunity: my wife also graduated from Jefferson SCPS and is now completing the Jefferson MS degree in Trauma and Community Counseling (in the College of Health Professionals).



## International Thanksgiving 2018

For more than 20 years (first at Penn and now at Jefferson), Larry and Elana Starr have invited international students and their families to their home for the Canadian (in October) and US (in November) Thanksgiving celebrations. Reminding all who attend of the factoid that the first Canadian Thanksgiving occurred nearly 100 years before the first US Thanksgiving and providing food options covering the varied national, cultural, and dietary food and drink preferences of all attending, this year's event with 20 people was fun and filling.

Syed, Hamid, Larry, and Jerin with clean plates

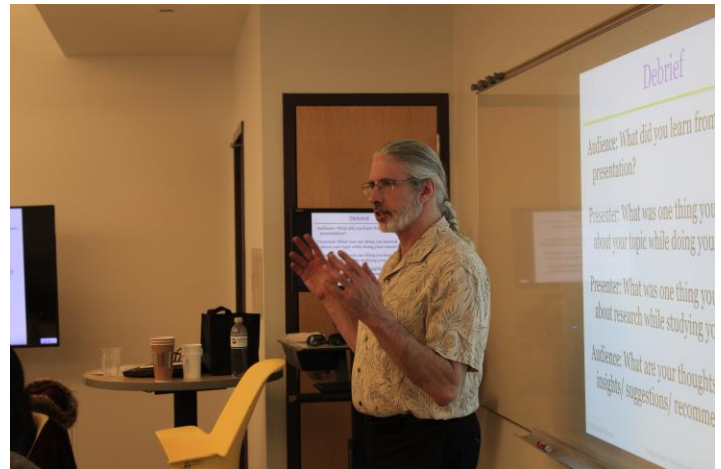


## 2nd Annual DSL Applied Research Methods Conference

On Saturday, December 1, 2018, [Professor Steve Freeman](#) and Teaching Assistant and Doctoral Candidate [Darshi Mody](#) designed and hosted the 2nd annual “DSL Applied Research Methods Learning Exchange Conference.” The internal conference showcases pilot research projects conducted by DSL participants who have completed DSL 702 (Applied Research Methods 1) and are completing DSL 706 (ARM 2).

Participants submit and receive approval to present their research which is held to high standards regarding essential elements emphasized throughout the Applied Research Methods curriculum: Project relevance and importance; Apt choice of research methods and data collection; Insight through analysis and synthesis; Clarity and logic in presentation; and Compelling use of evidence.

Dr. Steve Freeman



Presenters and topics for the conference included:

- [Valerie Andrews](#): Questionnaires and Conversations on Clergy Help
- [Robyn Chin](#): The Succession Dilemma: Why small business owners do not plan for succession
- [Joy Azikiwe](#): Preparing Academics for Leadership Responsibilities
- [Nick Zhao](#): Applying Online Technology in the Restaurant Industry

- [Sylvia Liu](#): The Unspoken Pains of Studying Abroad
- [Odell Jones](#): Assessing In-house Talent for Leadership Roles
- [Amna Al-Alawi](#): Twitter Sentiment Analysis of CSR Initiatives: *Millennials vs. LIWC*
- [Paul Raison](#): The Social Business Model of the Future Paradigm
- [Pamela Tull](#): JCIPE Interprofessional Practice Program's Impact on Patient Healthcare

David, Frank, Raul, and Nick



DSL 702 and 706 class members also contribute as discussants to others' presentations providing critical evaluations, posing questions for discussion and suggesting constructive ways to improve the work. Joining the DSL community are guests invited by faculty and by the presenters - family, professional colleagues, sponsors, and others interested in this distinctive Jefferson DSL educational approach.

Dr. Rosa Colon-Kolacko and Joy



Conference organizers Freeman and Mody explain the motivation behind the conference: Give students a taste of an academic conference; Get

more applied and scholarly feedback for presenters from a wider variety of sources; Teach how to give constructive feedback (by doing so, discussants also improve their own internal feedback mechanism); Allow incoming cohorts to better understand motivation to do the work better, and knowing they're going to be held accountable by peers and an external audience.

Pamela, Greg and Steve, back row  
Darshi and Val, middle row (photo by Greg Campbell)



This year approximately 35 people in addition to the DSL community also attended the nine presentations. Audience reaction to the presentations was overwhelmingly favorable with comments such as, "I applaud XXX for tackling a relevant issue. I think her group interventions can become a national model," and "Well done presentation, analysis is comprehensive, especially the findings in the two interviews."

Sagar, Dr. Joel Adler, Gregory, Pamela, and Val



The presentations and associated papers are planned to be uploaded to the Jefferson Digital

Commons, the scholarly online repository of the Jefferson Library, giving students an academic publication, the opportunity to further promote their work, and to provide copyright protection for the ideas and insights they have developed.

Here are the [conference photos](#) taken by [Syed Kazmi](#). For more information on the event and the presentations, see the [Applied Research Methods Learning Exchange Conference webpage](#).



## Call for Papers for the 79<sup>th</sup> Annual Meeting of the Academy of Management

We pleased to announce that the Submission Center for the 79<sup>th</sup> Annual Meeting of the Academy of Management is now open. If you are interested in submitting, carefully review the submission policies, guidelines, and processes on the [Submission Information website](#). Submissions that do not follow the guidelines, or are incomplete, will NOT be reviewed.

Prior to submitting your proposals, we recommend you review [the individual Calls for Submissions](#), as well as the 2019 program theme, [“Understanding the Inclusive Organization.”](#)

When you are ready to submit, please visit the [AOM Submission Center](#). The deadline for ALL submissions is **January 15, 2019 at 5:00 PM ET**.

ACADEMY-WIDE  
(AAT, CAU, TLC)

COMMITTEES  
AND AFFILIATES

DIVISIONS AND  
INTEREST  
GROUPS

### SAVE THE DATE!

79<sup>th</sup> Annual Meeting of the Academy of Management

August 9-13, 2019

Boston, Massachusetts, USA

### ABOUT THE THEME:

[Understanding the Inclusive Organization](#)

[BECOME A REVIEWER](#)

[SUBMISSION INFORMATION](#)



## DSL Community Milestones and Professional Updates

[Darshi Modi](#), Cohort 2 was a conference speaker at [A Gathering to Build OD for Tomorrow's World](#) held December 4-6 in Baltimore, MD. Darshi commented, “What a wonderful and a memorable experience of being a panel member and for the opportunity to express my deep respect and appreciation for Gen Xers. Each of these Gen Xers shared their individual perspectives on being an Organization Development practitioner.”

Darshi, center stage







[Syed Kazmi](#), Cohort 4 reports “One my clients and a former employer has been recognized as best insurance agency for 2018 by [Philadelphia Recognitions](#) based on their marketing success. My consulting company was responsible for and handles all the marketing for the agency. In addition to this award, the agency has also seen growth in sales.



[Michael Jones](#), Cohort 6, and a representative of Jefferson’s Research Administration Center of Excellence (RACE) presented and co-led with Susan Kravitz, Clinical Research Administrator for JCRI Business Operations, a workshop on

December 6 concerning *Fundamentals of Budgeting and Contracting from a Faculty Perspective*.



[Val Andrews](#), Cohort 3 reports, “I’d like to share that on Sunday, March 3, 2019, I will be installed as the Senior Pastor of the [Eternal Life Missionary Baptist Church](#) (a Liberian Baptist Congregation).

The event will take place at the Bible Way Baptist Church (1323 N. 52nd Street-Philadelphia, PA 19131) at 4:00 pm. I would be honored if the DSL Family would join me!



Congratulations to [Sylvia Liu](#), Cohort 4 and Dan Dvor who on August 26<sup>th</sup>, 2018 held a [small wedding](#) with family and close friends who

traveled to Philadelphia from China, United Kingdom, and many states throughout the U.S. It was an intimate wedding with joy and tears. **Sylvia Liu Dvor** and Dan say they are excited to begin their new adventure as family and are settled into their new home in Abington, PA.



**Joy Azikiwe**, *Cohort 4* reported, “I just learned I was nominated for the [Delaware Valley HR Person of the Year Award](#). Winners will be announced in May 2019. This award was developed in 2001 to celebrate the Human Resources industry and to recognize those in the HR profession who exemplify outstanding achievement within our local human resources community including, an individual who has demonstrated excellence either by creative and innovative development of new ideas and programs or by the highly effective utilization of well-regarded principles in the human resources area.”



**Michael Molta** *Cohort 3* has won the [The Beryl Institute's](#) 2018 Patient Experience Research Grant for his dissertation research. The award committee wrote, “We had an overwhelming response and a tough decision to make, but we were so impressed by your proposal and excited to support your work. We value the contributions you are making every day to improving the patient experience. Congratulations on this award!”

The award includes a financial grant and opportunities and options to present his final work at one of the upcoming Institute Conferences. In addition, as a Grant Scholar, he receives complimentary annual membership to the Institute.



**John Ervin** and **Teresa Wolfgang**, both in *Cohort 3* received the following commendation and opportunity:

Congrats to you, John, and to Teresa for completing the [Union League's Veterans](#)

Fellowship Program! It is a great program, and I am very interested in learning what your cohort did as their service project.

If the doctoral students in the DSL program are looking for projects that involve working with our student veteran/active military personnel, and their proposals are approved, I would be happy to serve as a liaison for the group.

Kindest regards, Giancarlo L. Brugnolo, M.S.,  
Associate Director of Student Engagement for  
Operations, Jefferson Office of Student  
Engagement.



[Professor Steve Freeman](#) has published an award-winning case, *Mastitis at Lácteos Pacíficos*, through the Case Centre for business case writing.

This case was written with the support of a [Case Writing Scholarship](#) awarded by the UK-based Case Centre. From the abstract: Entrepreneurs inevitably face enterprise-threatening crises, and even career-threatening crises, but few are even remotely prepared. In this case, a 35-year-old Central American entrepreneur faces a crisis in his nine-month-old business - and perhaps the crisis of his career - when he learns that the dairy products his firm has distributed are dangerously contaminated. The heart of the discussion focuses on what the protagonist does or can do during, before, and after the crisis. With discussion and supplementary readings, students can begin to understand what happens in a crisis; how to better cope with the resultant stress, emotion and other pressures; how to define priorities during a crisis; how to prepare for crisis to avert it or to mitigate one that occurs anyway); and, ultimately how to learn and grow stronger from crisis.



**Congratulations to [Michelle Capobianchi](#), Cohort 1 who on December 17, 2018 successfully defended her dissertation, *Redesigning a Higher Education Food Allergy Program: A Systems Approach*. Her dissertation committee members - [Dr. John Pourdehnad](#), Advisor, [Dr. Larry M. Starr](#), First Reader, and [Dr. David Bush](#), Emeritus Professor of Psychology, Villanova University, External Reader - unanimously agreed that her work was at an exceptional level of rigor, contribution, and scholarship.**



Professor [Joe Sweeney](#) posted an essay on <https://medium.com/> - [Beyond Pros and Cons - Start Teaching the Weight and Rate Method](#)



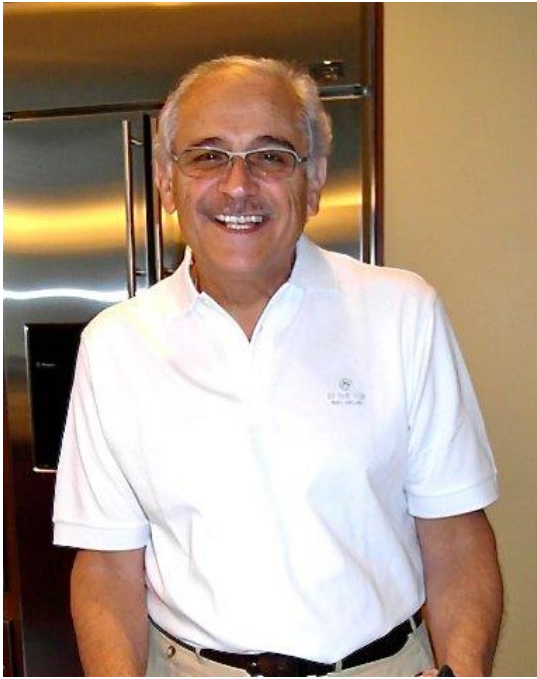
Professor [Les Sztandera](#) recently met with Tshilidzi Marwala, PhD, Vice Chancellor and Principal of the University of Johannesburg to highlight [computational intelligence applications in medicine and healthcare](#), as well as collaboration opportunities.

Reported Dr. Sztandera, “Prof. Marwala stressed Jefferson’s prominent global reputation for innovation and collaboration in healthcare and discussed the 2016 trip by Jefferson leadership to the country.”



Professor [Larry Hirschhorn](#) has published [Beyond BART \(Boundaries, Authority, Role and Task\): Creative Work and the Developmental Project. Organizational and Social Dynamics: Vol 18 \(1\), 41-61.](#)

**DSL Community members created a new strategic plan and business model for the [Jefferson Center for Interprofessional Practice and Education](#) (JCIPE) in a two-semester project involving *DSL 712 Strategic Interactive Planning*, *DSL 707 Theory of Constraints*, and *DSL 708 Strategic Organization Development and Change*.**



# 2019 Planning According to the Academic Calendar

Friday December 21 Dec 21 - Jan 2	DSL Office closes LS available by email/cell
Wednesday January 2 Saturday January 5	DSL Office opens New Student Orientation
Thursday January 10 Thursday January 17	DSL Classes begin Last day to add a class
Tuesday January 22	A grade of "I" turns into a grade of "F"
Friday January 25	Last day to drop a class
Friday March 8 Sunday March 17 Friday April 26	Spring break begins Spring break ends Classes end

[Professor John Pourdehnad](#) has been recommended by the members of the International Advisory Board of Routledge Publishing to write a chapter on *Interactive Planning* for the upcoming [Routledge Handbook of Systems Thinking](#). This book is particularly timely, with the UN, WHO and OECD all declaring in 2017 that systems thinking is an essential leadership skill for tackling global challenges. Indeed, [Derek Caprera](#), editor of the new book noted, "You have specifically been asked to write this chapter because you are able to fairly represent the history of the specialism; understand how to link theory to case study examples of practice; report on contemporary research; identify useful future opportunities for developing the ideas; and write clearly and persuasively with a high standard of English."

***We wish everyone in the DSL community and their families a safe and happy holiday break.***

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