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## Leadership Doctorates Newsletter: Volume 8, Number 1

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**Leadership Doctorates Newsletter** reports information relevant to the Thomas Jefferson University **DMgt in Strategic Leadership** and **PhD in Complex Systems Leadership** programs and communities 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 the Editor by emailing [Lawrence.Starr@Jefferson.edu](mailto:Lawrence.Starr@Jefferson.edu).

## Reminder: Our Name

“If you don’t have a name on something, you can’t protect it. And if you don’t identify something, there is no way to know when it’s gone” (Biologist Aaron Bauer, 2022). Our primary degree is the **Doctor of Management (DMgt)**; our only concentration is **Strategic Leadership**. Had we been able to continue to grow and develop there were plans to add additional concentrations.

As our complexity- and systems-informed program ends, a new and different degree is planned: the **Doctor of Strategic Leadership (DSL)**. Let’s not confuse the two degrees, and let’s not call ourselves something we are not.

Everyone who has graduated and everyone who plans to graduate from the current program should refer to our degree as **Doctor of Management or DMgt in Strategic Leadership**. Please use **DSL** only if you are referring to the new degree that is planned to replace our current program.



## Dr. Jim Plummer

Jim Plummer (Cohort 2) reported the following updates:

- 1) I have accepted a new position as Director of Operations, Behavioral Health Service Line at [St. Luke's University Health Network](#) in Allentown (effective 2/14/22).
- 2) I was told that as part of my new position at St Luke's, I would be named to the Board of Directors of the [St Luke's-Penn Foundation](#).
- 3) I have been accepted into [Villanova University's Master of Public Administration](#) program starting 5/1/22.
- 4) I have been nominated for the [Wong Moss Outstanding Alumni Award](#) from Delaware County Community College.



Jim Plummer, DMgt

## Rev. Dr. Valerie Andrews

On Wednesday, December 8, 2021, **Rev. Valerie Andrews** (Cohort 3) successfully defended her dissertation before Dr. Larry M. Starr (Advisor), Tom Guggino (Internal Reader) and Rev. Dr. Marsha Brown-Woodard (External Reader). Val's daughters Joy and Jasmine joined the Zoom call as silent cheerleaders for their mother.

Valerie's dissertation, [DESIGNING A PROGRAM TO HELP URBAN PASTORS COPE WITH COMPASSION STRESS](#), used systems and design thinking and with a community of stakeholders created an ideal program that will be tested at the Missio Seminary where she is employed as the Program Director of the Program for Urban Leaders and Pastors in Transition (PULPIT), a Lily Funded initiative. The week following her successful defense, Rev. Dr. Andrews and her son Ronald traveled to Cabo San Lucas, Mexico where on December 15th she also celebrated her birthday.



Rev. Valerie Andrews, DMgt



## Dr. Bibi R. Khan

**Bibi Khan** (Cohort 8) successfully defended her dissertation - [System View of the Talent Gap in the Commercial Property and Casualty Insurance Sector: A Pre-Mortem](#) - and will earn the degree, Doctor of Management in Strategic Leadership. Of her experiences, Bibi wrote,

I have worked with many excellent professors at Thomas Jefferson University whose teachings have opened up unknown areas to me. It is a pleasure to convey my gratitude to them all in my humble acknowledgment. I also gratefully acknowledge and thank my committee members Dr. Larry Starr, Tom Guggino, and Kevin Desmond, for their time, advice, and contribution during the entire dissertation process. Their advice and encouraging comments were instrumental in finalizing this dissertation. Last but definitely not least, I would like to record my overwhelming gratitude to my advisor Dr. John Pourdehnad, for his expertise from the initial to the final stage of this dissertation. I am grateful for his encouragement, knowledge, and wisdom that guided me to completion. He provided many opportunities to apply my knowledge and learn from my mistakes, making this a truly enriching experience. I learned how to learn under his mentorship. Most importantly, I started out as his student, and I gained a lifelong friend. Thank you, John.



Bibi Khan, DMgt




## Strategic Leadership In the Press Again

Inbox (15,649) - larrymstarr@gmail.com x It's long past time to ban horse-drawn carriages in Philadelphia x +


inquirer.com/opinion/commentary/ban-horse-drawn-carriages-philadelphia-20220102.html

The Philadelphia Inquirer larrymstarr@gmail.com

including technology, efficiency, sanitation, traffic safety and animal welfare.



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A tour guide points out historic sites from a tourist horse drawn carriage near Independence Mall in June.  
TOM GRALISH / Staff Photographer

Type here to search

<https://www.inquirer.com/opinion/commentary/ban-horse-drawn-carriages-philadelphia-20220102.html>

As described in the January 2, 2022 *Inquirer* article,

Philadelphia's horse-drawn carriage industry has been the subject of academic research projects. A group of doctoral students from the Thomas Jefferson University Strategic Leadership and Complex Systems Leadership programs performed a [case study](#) last year, which concluded that as awareness of the problems associated with horse-drawn carriages increases, demand for horse carriage rides will decrease, creating an unprofitable and unsustainable business.

The Jefferson study emphasized market trends, particularly the animal welfare concerns of Millennials — the generation that travels the most and is most likely to spend more money on vacations — and Gen Zers. Eighty-six percent of 18- to 29-year-olds are willing to spend more on their travel if it means the experiences are completely ethical. Tour companies are jumping to respond to such demand by developing animal-friendly policies, such as TripAdvisor, which amended its 2016 policy to “no longer book attractions where animals were forced into unnatural situations for entertainment purposes.”

In response to the article, **Bibi Khan** wrote a comment that was also published:

I enjoyed working on this project. It was my first time applying my learnings from "Strategic Interactive Planning." I know "System Thinking" tools will be utilized in my personal and professional life continuously. Thank you Dr. Pourdehnad for mentoring me - I learned to remove my current "lens" and put on the "system thinking" lens when making inquiries into problems. Dr. Starr, you taught me how

to look at my mindset as a leader - understand my biases. Tom Guggino, thank you for sharing your wisdom, especially when presenting. I will always be grateful for my DMgt family at TJU.



## Dr. Joy Azikiwe

**Congratulations to Joy Azikiwe (Cohort 4) on being an awardee for the Top 100 Women Leaders of New Jersey for 2021. Here is part of the notice:**

Rume (Joy) Azikiwe-Oyeyemi has been selected as an awardee for [The Top 100 Women Leaders of New Jersey for 2021](#). Awardee selections were based on a review of career track record and current leadership position.

This year's awardees represent an elite group of leaders who have used their knowledge and insight to lead in companies across nearly all industries. New Jersey women have long played important roles within our country's past. Clara Barton, Civil War nurse, founder of the first public school in New Jersey and the first president of the American Red Cross, grew her roots in the state. Alongside her was Elizabeth Cady Stanton, an early leader in the women's rights movement, who dedicated her life to make it possible for women today to lead in the workplace. Their perseverance, followed by countless other women after them, has allowed for the success of this year's awardees.

In addition to her current position as Executive Director HR and Chief of Staff of University of Pennsylvania, Azikiwe-Oyeyemi serves as an adjunct professor with both Rowan University and Wilmington University. She graduated from Hofstra University with an undergraduate degree in communications, the University of Phoenix with an MBA with a concentration in HR and holds a doctor of management degree in strategic leadership from Thomas Jefferson University.



Joy Azikiwe, DMgt

## Mark Pisacane

Mark Pisacane (Cohort 4) sent the following:

At [Campbell's](#) a few weeks ago, I was recognized by the President of the Snack Division for helping with a hiring event for the Manufacturing Plant team. I had learned that the HR team which is usually responsible for this function was short-handed so I volunteered to step in.

Before learning to think in systems, I don't think I would have even thought about or asked how I could help the Manufacturing Team. But I now recognize the interdependencies among our divisions and teams, was vigilant and identified a problem, and stepped forward to contribute.

The results? The Manufacturing Plant team in Hanover, PA appreciated that one of the Sales Managers would help. The President of Campbell's Snack Division announced that he appreciated my help particularly because I made the decision to work outside the Sales and Marketing Team in order to help colleagues in another division.



Mark Pisacane, DMgt Candidate



**Scott Koerwer** (Cohort 1, PhD in Complex Systems Leadership) has stepped down from several of his roles at the Geisinger Health System. As reported in the [press](#):

Scott is taking on new opportunities including as a [Member of the Board of Directors](#) of Systems Wisdom and as a [partner and engagement leader](#) at Percipient Partners.



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## Rev. Sung-Won Paek



**From the Desk of Cindy Westphal, VP, Chief Nursing Officer: Introducing Rev. Sung-Won Paek**

It's my pleasure to introduce Rev. Sung Won Paek as [Grand View Hospital](#) and Health Care System's (Sellersville, PA) new full-time Chaplain and [Pastoral Care Leader](#).

Sung-Won has worked as a Cultural Development Specialist with Einstein Healthcare Network. His most recent position was with the Hospital of the University of Pennsylvania as a PRN Chaplain.

He received his Bachelor of Arts in Sociology and Religion; Master of Art in Religious Studies; and Master of Divinity from Bryn Athyn College Theological School as well as Master of Healthcare Administration from Saint Joseph's University. He is a candidate for the Doctor of Management degree in Strategic Leadership at Thomas Jefferson University.

Please join me in giving Sung-Won a warm welcome to Grand View Health.



Sung-Won Paek (Cohort 8), DMgt Candidate



## Uploaded 2021 DMgt Dissertations

Congratulations to the following for completing their degree requirements. Their dissertations have been uploaded to the *Jefferson Digital Commons (JDC)*:

[PDF](#)

[Designing a Program to Help Urban Pastors Cope With Compassion Stress](#), Valerie Andrews

[PDF](#)

[An Inclusive Leadership Model to Integrate Organizational Dynamics, Change Management, Change Leadership, and Diversity and Inclusion Needs for the Successful Implementation of Business Transformations](#), Jarrod A. Combs-Harris

[PDF](#)

[System View of the Talent Gap in the Commercial Property and Casualty Insurance Sector: A Pre-Mortem](#), Bibi R. Khan

[PDF](#)

[Innovative, Social Organic - Alternative Business Model](#), Paul Thomas Raison, Jr.

[PDF](#)

[A Systems Thinking Approach to Formulating the Problem of Military Sexual Trauma Among Black Female Veterans](#), Paula Smith-Benson

[PDF](#)

[A Systems Approach to Student Loan Default](#), David J. Williams (in memoriam)



## DMGT CANDIDATES AND DISSERTATION TOPICS

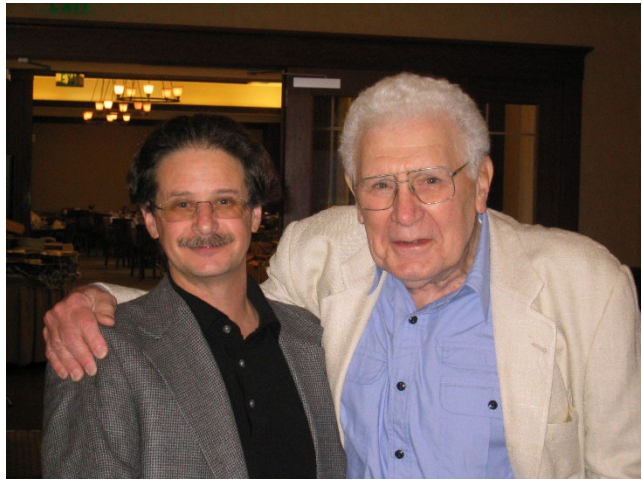
Candidate	Adviser	Topic
Andrew Braverman	Joel Adler	Systems engineer sales
Carol Haines	Joel Adler	Food insecurity
Tina Wiltsee	Joel Adler	The New Jersey fee-for-service program model: Evidence of social entrepreneurship in a new public-private business relationship
Sagar Sharma	Rosa Colon-Kolacko	Can artificial intelligence (AI) bridge the gender diversity gap in engineering roles in the digital technology (DT) industry?

Britt Holton	Syd Havely	Applications and innovation in customer analytics
Myles Bassell	Syd Havely	Factors slowing the adoption rate of online teaching at a large urban college: Analysis of attitudes and perceptions of faculty and students
Mark Pisacane	Syd Havely	Designing and developing the ideal meeting mode between sales teams and clients
Syed Kazmi	John Pourdehnad	Evaluating the performance of sector mutual funds
Anne McCafferty	John Pourdehnad	Coaching contributions
Jen Gramata	John Pourdehand	Environmental, health and safety training program: An idealized design
John Ervin	John Pourdehnad	The industrial hemp industry
Raul Virella	John Pourdehnad	Community policing
Hamid Bertal	John Pourdehnad	Applying a systems-thinking approach to developing resiliency in Muslim nonprofit organizations
Michael Jones	Ana Reyes	Designing a digital employee experience for academic Research Administration using a sequential mixed-methods approach
Derek Hunsberger	Larry M. Starr	Rethinking athlete leadership
William Myles	Larry M. Starr	Transitioning residents out of public housing
Regina Tendayi	Larry M. Starr	Rethinking human resource management in a complex context: Proposing systemic human resource management (SYS HRM)
Sung-Won Paek	Larry M. Starr	Ideal design for emergence of diversity, equity, inclusion and community health engagement using systems thinking
Odell Jones	Larry M. Starr	Systems and design thinking approach to diversity of senior leadership at higher education institutions
Jerin Juby	Larry M. Starr	Assessment of respiratory therapy staff retention and recruitment from a systems thinking mindset
Joyce Zhang	Larry M. Starr	A system view of the digital transformation of healthcare
Mike Molta	Dominick Volini	Shining a light on HCAHPS scores: An analysis of efficacy and relevance
Teresa Wolfgang	Dominick Volini	Identity, transition, and high-performing veterans

## Photo Gallery











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