

12-27-2022

Leadership Doctorates Newsletter: Volume 8, Number 4

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Recommended Citation

Starr, PhD, Larry, "Leadership Doctorates Newsletter: Volume 8, Number 4" (2022). *Leadership Doctorates Newsletter (Formerly Strategic Leadership Newsletter)*. Paper 24.

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Leadership Doctorates Newsletter

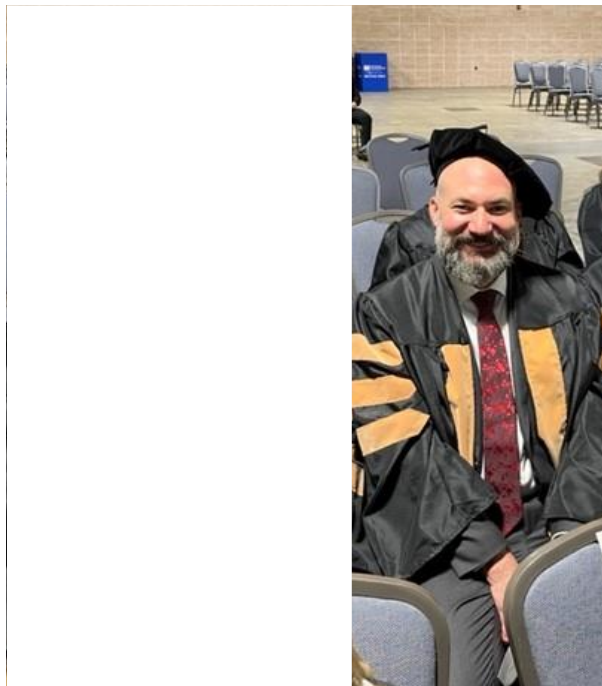
Volume 8 Number 4

December 27, 2022

Leadership Doctorates Newsletter reports information relevant to the Thomas Jefferson University ***Strategic Leadership*** and ***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.

Congratulations to Dr. Andrew Braverman and Dr. Michael Jones who earned their Doctor of Management in Strategic Leadership degree in Fall 2022.

Dr. Andrew Braverman, supervised by Dr. Joel Adler.

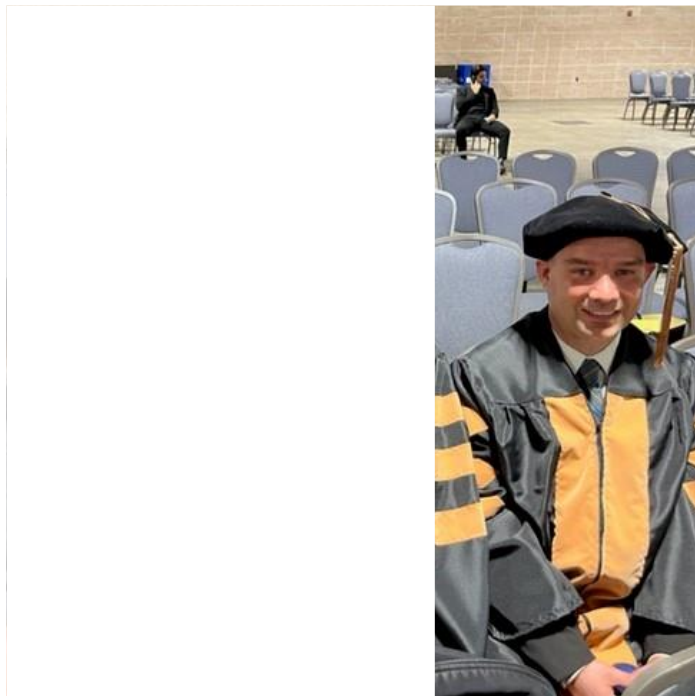


Dissertation: Redesigning the Information Technology Infrastructure Sales Engineering Process

Abstract: Vendors in industries with highly technical solutions often employ sales engineers to engage with customers and align solutions to customer requirements. In the information technology infrastructure industry, sales engineers are not consistently identifying customer business outcomes. This results in a gap between the execution of sales engineering and the ideal impact of presales systems for customers and vendors. This dissertation identifies the context of this problem through the lens of the Cynefin Framework as complex.

As a complex system, sales engineering demands a systems thinking approach to understand the present state and to design an ideal future state. A multi-methodological approach was used, drawing on a breath of systems and design thinking tools. After describing the present state through these tools, a representative cohort of industry stakeholders participated in a design session to identify the characteristics and design of an ideal system. The synthesis of this output describes an ideal sales engineering system, inclusive of an engagement and coaching process, training and enablement programs, organizational structure, and compensation plan for sales engineering and the adjacent systems of sales and post-sales. The present state analysis and ideal future state designs were validated with an industry questionnaire. Survey responses indicated general agreement with present and ideal design descriptions but highlighted some areas of concern that require caution during implementation. These included the integration of pre- and post-sales organizations and connecting sales engineer compensation to customer satisfaction. The design identified by this work empowers sales engineering organizations to address customer outcomes, which has the potential to drive vendor revenue while accelerating customers' digital transformation and its associated benefits.

Dr. Michael Jones, supervised by Dr. Ana Maria Reyes



Dissertation: Designing a Digital Employee Experience for Research Administration Using a Sequential Mixed-Methods Approach

Abstract: This dissertation examines the concept of digital employee experience in the research administration industry. Using a digital employee experience framework, the study examined how the pandemic impacted the research administration work environment. This dissertation presents perceptions and draws insights from research administration leaders, management, and staff on digital work and digital employee experiences through the pandemic. The dissertation is motivated by three research questions: (1) What challenges did research administrators encounter during the Pandemic? (2) What were the research administrators' perceptions of digital transformation during their employee journey? and (3) What is the future of research administration as the industry moves forward post-pandemic? Previous literature indicated that the digital employee experience framework consists of six key components: technology, physical environment, culture, business strategy, leadership, career, brand, and personal. Since the pandemic, there have been various studies of digital work environments, digital employee experiences, and remote work. However, there have been limited studies of the research administration industry. This dissertation will advance the work of others and provide an understanding of the digital employee experience arena to the research administration community. A sequential mixed methods approach to study research administration's perceptions of digital work environments and digital employee experience was selected because the research required quantitative and qualitative data.

During the first phase of the research, the objective was to obtain digital transformation and digital workplace insights by interviewing 11 United States Research Administration leaders. The second phase of the research included surveying 548 research administrators who provided their insights on the digital work environment, digital employee experiences, and the future of research administration.

The key findings from the research revealed that maintaining the team culture in a digital environment is challenging and that leaders need to be creative and innovative to find ways to maintain the culture for teams. The Pandemic changed the landscape of research administration from a team level and an organizational level by going from a fully on-office model to remote and hybrid models. This transformation created challenges and obstacles for management and staff to rethink how to perform the business of research administration in different environments. The study indicated that leadership should invest in Digital Employee Experience tools and practices as we enter this new world of research administration because it provides employee satisfaction and technology support for its employees. In conclusion, RA work must continue to be adapted to an ever more digitalized world of research administration. Future research should focus on finding ways to maintain culture and gather faculty research perspectives on the digital work environment in research administration.

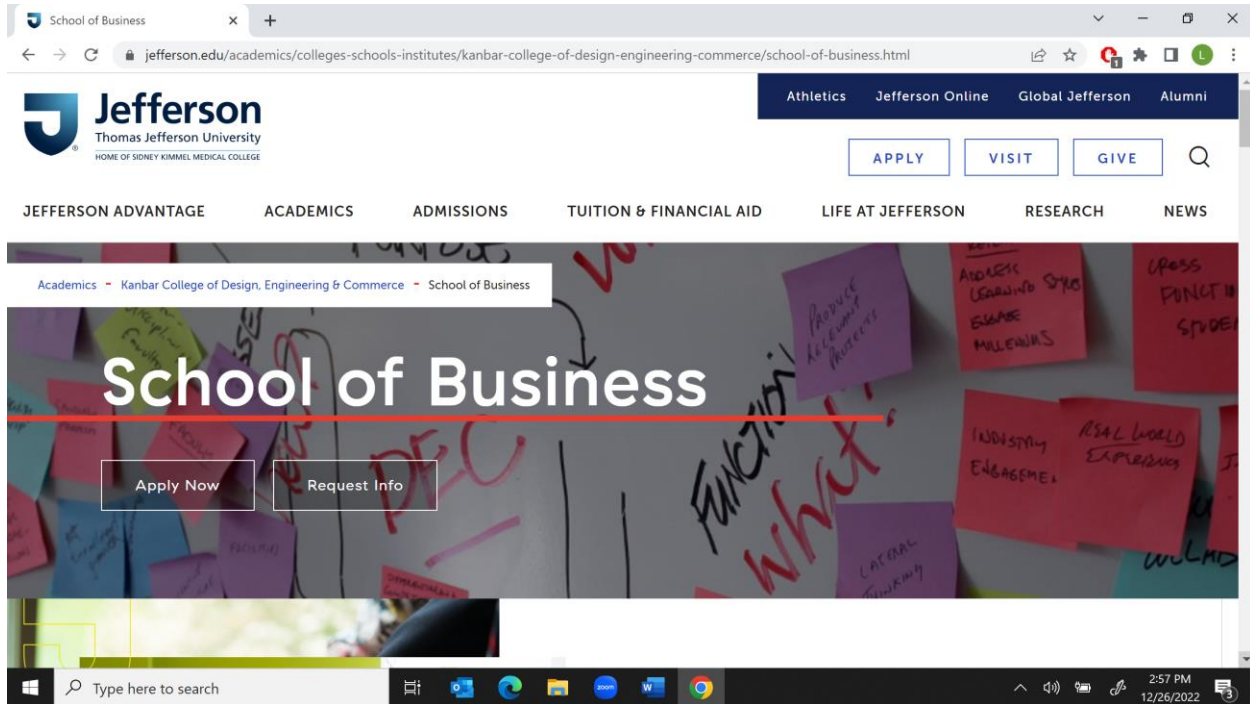
Complex and Strategic Leaders who have graduated with the DMgt or PhD degree = 29

Emerging Complex and Strategic Leaders who are working toward degree completion = 14

Updated Doctoral Candidate Status

Writing chapters 1-3	Dissertation proposal scheduled	In IRB review or approved and carrying out their research methodology	Writing final chapters and preparing for the Dissertation Defense
John Ervin (Pourdehnad)	Guy Thigpen (Adler)	Myles Bassell (Havely)	William Myles (Starr)
Raul Virella (Pourdehnad)		Jerin Juby (Starr)	Tina Wiltsee (Adler)
Robyn Chin (Starr)		Odell Jones (Starr)	Carol Haines (Adler)
Al Bradley (Pourdehnad and Starr)		Derek Hunsberger (Starr)	Joyce Zhang (Starr)
		Michael Molta (Volini)	

Our New Home is the School of Business in the College of Design, Engineering and Commerce



About the Jefferson School of Business:

Today's businesses grow and succeed for a myriad of reasons. Studying the likes of Apple, Exxon Mobil, and General Motors – some of the most meteoric and enduring firms in this era – two common factors stand out. Each has a CEO with an MBA, and they all embrace innovation.

In Philadelphia, Pennsylvania, one university has developed a well-rounded program that nurtures future-proof leadership and an innovative mindset. The Thomas Jefferson University School of Business is home to [the Innovation MBA \(iMBA\)](#), [heralded by The Wall Street Journal, Fast Company, and Wired Magazine](#) as a degree that caters to the varying needs of top firms.

To create experts, the program is taught by experts who remain active in their respective industries. It focuses on global learning, teamwork, collaboration, and industry projects to develop well-prepared business leaders, equipped to take on the global marketplace. Another perk? International exposure. The iMBA offers an optional, unique International Innovation Trip, where a part of the curriculum will be taught abroad at various locations.

What's more, it's a program open to any and every career interest. The iMBA is one of very few to offer specialized concentrations such as analytics, accounting (CPA preparation), biopharmaceutical commercialization, finance (CFA preparation), fashion business, leadership, and marketing. Industry projects are integral to all,

ensuring students are career-ready upon graduation. *Read more here:* <https://www.studyinternational.com/news/innovate-and-ideate-your-way-to-leadership-with-thomas-jefferson-university/>

Dean Philip Russel with MBA Students



Source: Thomas Jefferson University



My Academic Appointments



Interim Provost Dr. Matt Dane Baker has informed me that with the previous closing of the DMgt and PhD programs and the subsequent closing of the School of Continuing and Professional Studies on January 1, 2023, my full-time appointments at Thomas Jefferson University will end.

During the period of January 1, 2023, until the end of the Academic Year on June 30, 2023, my appointment as Program Director will change from full-time to part-time. On July 1, 2023, the position of Program Director will be eliminated and if I am supervising any dissertation students, I would be hired in the role of adjunct faculty for the remainder of the summer semester or longer, if needed. If support from a “program director” is needed after July 1, 2023, students/faculty should contact the Dean of the Jefferson Business School, Dr. Philip Russel.

Although my relationship with Jefferson will become part-time in a few days, I will continue to provide all the full-time support expected and needed by all our doctoral candidates working toward degree completion and our faculty supporting them.



Strategic Leadership and Complex Systems Leadership Alumni



ALL GRADUATES OF THE DMGT in Strategic Leadership and PHD in Complex Systems Leadership PROGRAMS ARE URGED TO CONTACT AND REGISTER THEIR INTERESTS WITH THE JEFFERSON ALUMNI OFFICE

<https://www.jefferson.edu/alumni/index.html>

<https://www.jefferson.edu/alumni/resources/staff-directory.html>



Alumni Profiles

Alumnus (definition): a graduate or former student of a particular program, school, or university.

Doctor of Management and Doctor of Philosophy Alumni (invitation): Whether you completed one course or all courses within the DMgt in Strategic Leadership or PhD in Complex Systems Leadership, you are invited to share your updates with the community. Please email your responses to Lawrence.starr@jefferson.edu with a recent photo.

Reverend Dr. Valerie Andrews Profile



What was your professional work when you applied to the DMgt program?

At the time of my application to the DMgt program, I was serving as the Business Manager of The Church of the Redeemer Baptist in South Philadelphia. My overall responsibility was to manage the daily operations of the church by developing, implementing, coordinating, and evaluating business practices and procedures of the church.

What are you doing now that is different either in terms of work or accomplishments outside your workplace (other projects for example)?

I had two reasons for wanting to be part of the DMgt program. First, as context, I am a lifelong learner and thoroughly enjoy learning and being challenged in my thinking. Having earned my last graduate degree (M. Div.) in 2008, I decided that if I wanted to return to the classroom, it would be to seek another degree. Second, and most important, I wanted to become a better leader. The positions I have held throughout my lifetime were all in leadership, and I was looking for an opportunity to develop more competencies. Little did I know that I would be challenged with the concept of Systems Thinking, which I had never heard of and knew almost nothing about. As the semesters rolled by, I began to grasp the meaning of this new way of thinking, but honestly, it was not until I was engaged in working on the dissertation, that I really understood what both I and the organizations I have served, missed in making our personal and professional lives not only better, but healthier and sustaining.

How did your DMgt education contribute to your personal or professional development/changes/new projects?

I am no longer employed by the church mentioned previously. I now serve in a local seminary as the Program Director for a grant-funded clergy and church leaders' initiative. The program aims to help clergy thrive personally and professionally through mentoring, small cohorts, retreats, and a variety of assessments. My DMgt education recently helped me to see the need to change the current project I manage, to make it sustainable. With the support of a variety of stakeholders, a prototype project was designed and appears to be very promising!



Dr. Valerie Andrews' Project Report

I organized a retreat at the Daylesford Abbey in Paoli, PA with 12 stakeholders for the purpose of creating an Idealized Design for the Program for Urban Leaders and Pastors in Transition (PULPIT), a Lilly grant-funded initiative. PULPIT is a two-year program at Missio Seminary (Philadelphia) whose aim is to help clergy and church leaders become healthier spiritually, mentally, physically, and emotionally. As well, I had applied for and won a Reflective Practices for Project Sustainability Grant from Duke Divinity to reflect on the work of my colleagues and I at the Seminary.

I identified stakeholders then mailed each a copy of *Leadership on the Line* by Heifetz and Linsky (2002: <https://www.amazon.com/Leadership-Line-Staying-through-Dangers/dp/1578514371>) to read prior to their gathering which was set for Friday, November 11th and Saturday November 12th, 2022. We had four facilitators for the workshop: I was one, Dr. Steve F. Freeman was another and was also the project consultant. The others were Dr. Darshi Mody and Doctoral Candidate Robyn Chin. Dr. Freeman emailed the stakeholders an Idealized Design description to introduce them to the design concept and to prepare them for our time together.

Dr. Steve Freeman



After dinner at the Poseidon Asian Cuisine Restaurant with the workshop participants, as well as graduates, spouses of participants, seminary staff, program mentors and steering committee members, Dr. Freeman invited everyone to share a brief description about themselves such as what attracted them to becoming clergy, how the work/calling turned out to be what was expected, changed over the years, and the demands of clergy and ministry leaders today.

On Saturday, November 12th, the 12 stakeholders and the facilitators gathered to answer questions about design thinking, followed by three breakout sessions facilitated by Dr. Mody (What's Next for PULPIT), Robyn Chin (Curriculum), and Dr. Andrews (Growth/Marketing). At the end of the breakouts, everyone returned to a general session to share their ideas and to collectively discover answers on how best to sustain the PULPIT program.

Dr. Darshi Mody



Doctoral Candidate Robyn Chin



Mission Goal
Fast Track Program
Empower Leaders to achieve
Health Equity for the People

① Educational advocates

- Empower leaders
- Observation - encourage, bring a
- Work to four institutions
- Support of students & faculty
- Create long-term

② Civic Engagement - community

- Learning to participate/interact
- They actively participate
- and help it community
- Lead civic
- community
- community

Rev. Dr. Valerie Andrews



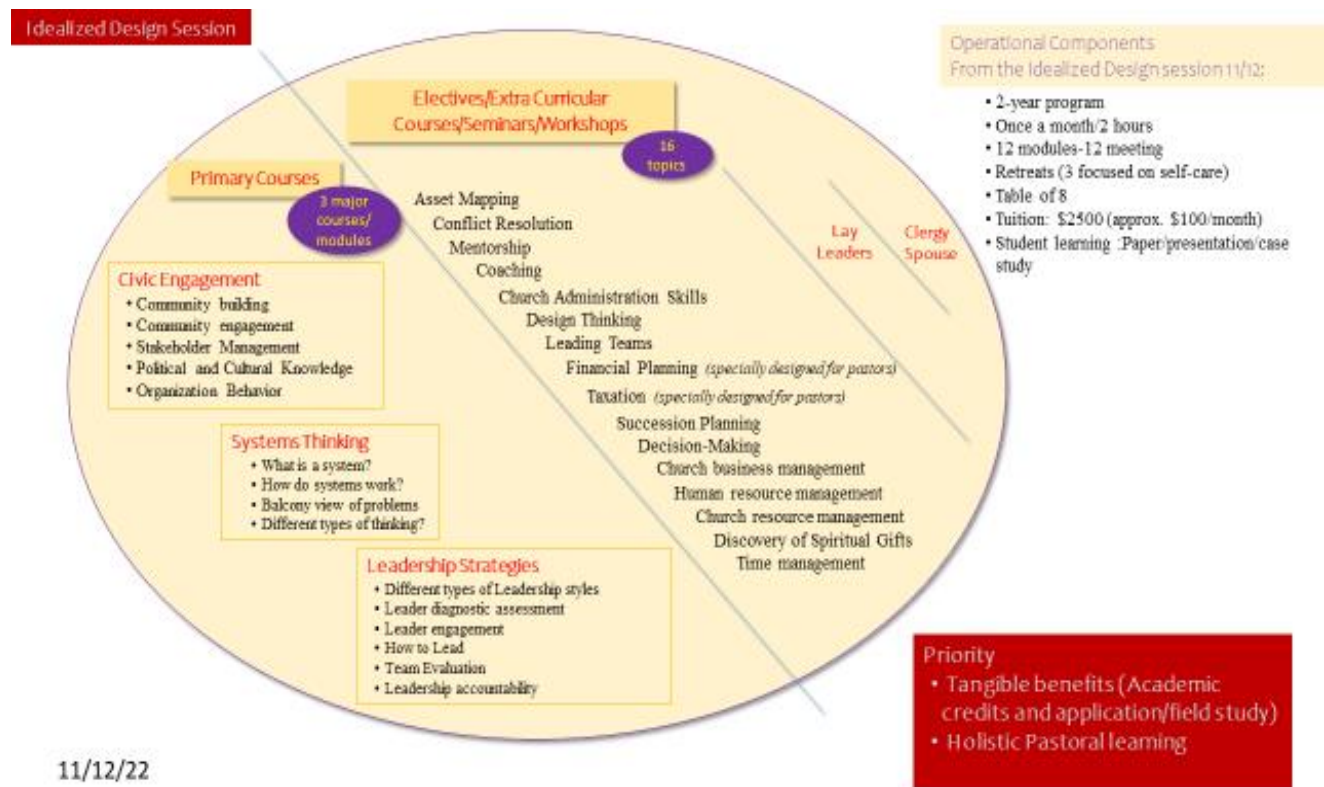
Dr. Mody's team recommended having a type of certification, tangible projects, and various tracks that are relative to ministry, church administration, and leadership.

Robyn's team proposed eight new courses: Community, Engagement, Asset Mapping, Stakeholder Management, Cultural Sensitivity/Beloved Community, Politics, Organizational Behavior and Communications.

Dr. Andrews' team advocated for rebuilding a program, renaming the program, expanding the use of social media, collaborating with multiple partners, appealing to senior church leaders, lay leaders, spouses and children of clergy/ministry leaders, extending the demographics beyond urban, and basing the cost on the caliber of mentors, retreat sites, and meals (components strongly identified by clergy).

The elements of the Idealized Design Session generated by the stakeholders are presented in Figure 1.

Figure 1. Design Characteristics from the Workshop



Carol Haines Research Project: Changing the Healthcare System Through Systems Thinking



Carol Haines, Chief Operating Officer, United Clinical Services at United Healthcare and Doctoral Candidate in Strategic Leadership

Many who have health insurance in the United States have been fortunate enough to never have to really use it. For those with chronic illnesses or find themselves suddenly having to use their insurance, it can be a frustrating experience of misinformation, delays, and misunderstandings. I have been working for the last eighteen months to change this. At United Healthcare, I have been working to design a new platform to improve how we process prior authorizations and inpatient reviews as well as how we perform case management services. When we meet the goal of improving for our own employees, the benefits will extend to both providers requesting services as well as the members receiving cases.

Eighteen months ago, we received the vision for the new platform from the Chief Medical Officer (CMO). From there, we began to document all the current state processes and focused in on pain points. Although this discovery helped, by only focusing on the pain points we created a faster system than what we had, but we had not met the vision of our CMO. We needed to take a systems approach to the design and build of the new platform. We changed our focus to thinking of the most critical thing, the member. We identified that we needed to build a member-centric platform that would fundamentally change how we interact with our members.

Over the last year we have held multiple visionary sessions with all stakeholders including members, providers, tech teams and our own internal teams. We learned what was important to members for their insurance company to understand about them. We also learned how to work better with providers and how our own internal employees struggle with missing information and constraints from their current system. The attention then turned to designing the system and working with Optum Technology to build the new platform.

Due to the broad vision of this new platform, we knew we needed to have some basic core tenets. We worked with BCG Consulting to help us design a project program that would help us solve many of the issues we knew we would run into. The most important tenet was *to build once, use many*. This rule allowed us to build microproducts once and use them in many areas of the platform. For example, the provider profile could be the same if we were completing a prior authorization or case managing a member. We ended up creating over fifteen microproducts that could be used across many functions in the platform.

On December 15, we successfully went live with five facilities for inpatient case management. Although we have a long way to go: 5,953 more facilities, all of prior authorization, case management, appeals, post-acute management and grievances, it was a big day to go live with a platform that was envisioned over eighteen months ago. It was the ability of the teams to understand the vision, understand stakeholder needs, and take a systems approach to creating a member centric platform to make this first step so successful.



Congratulations to Derek Hunsberger, Adjunct Professor



Derek Hunsberger, Doctoral Candidate

After retiring as the Senior Associate Director of Building Operations at University of Pennsylvania and now working (mostly) full-time on writing/finishing his dissertation on athlete leadership (he will complete data-gathering in January 2023), Derek Hunsberger has moved from academic administration to academic education. He wrote to me:

Hey Larry, good news,

[Salem Community College](#) in Carneys Point, NJ (which feeds students to Wilmington University, Rowan University, Rutgers, Drexel, and others) reached out to me to teach their *Sports Management* course in the Spring 2023 semester. I just accepted my first Adjunct Faculty position!

Course Description: The Sport Management class is the final required course in the two-year Sports Management Associates Degree Program at Salem CC. It focuses on the principles of Sports Management, as well as the structures of amateur and professional sports in the United States. In addition, the course examines ethical considerations, fitness, and the lifestyle industry, as well as government's role in providing access to public sports facilities.

To everyone in the Doctor of Management in Strategic Leadership and Doctor of Philosophy in Complex Systems Leadership Community

With the new year on the horizon, I wish that we will all embrace it with an open heart and go forward with faith, hope, and courage.

