

JENNIFER M.L. ADELHARDT

DBA Scholar & Adjunct Professor
The University of North Carolina at Charlotte
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ACADEMIC EXPERIENCE

The University of North Carolina at Charlotte, Charlotte, NC
Adjunct Professor (Part-Time Faculty), Belk College of Business, Department of Management
BUSN 2100: Business and Professional Studies (August 2024 – present)

Guest Speaker
MKTG-3222: Marketing Research (September 2023)

Harvard Business School Alumni Club of Charlotte Management Development Program,
Charlotte, NC ▪ October 2024 (*scheduled*)
Instructor, Harvard Business Case: *Google's Project Oxygen*

Harvard Business School Alumni Club of Charlotte Management Development Program,
Charlotte, NC ▪ 2020 – present
Developed and delivered a hybrid student networking program to support the academic program

TIAA, Charlotte, NC ▪ 2022 – 2023
Developed and facilitated “Get to Know Me” program to promote inclusivity and create an environment in which psychological safety can develop in workplace teams

EDUCATION

The University of North Carolina at Charlotte, Charlotte, NC
DBA in Business Administration, expected May 2026

Stevens Institute of Technology, Hoboken, NJ
M.S. in Information Systems
Graduate Certificate in Project Management

Rensselaer Polytechnic Institute, Troy, NY
B.S. in Information Technology and Psychology (dual degree), *Concentration*: Industrial and Organizational Psychology

CERTIFICATIONS

Scaled Scrum Product Owner Certification – TIAA, Scaled Agile, Inc. • Charlotte, NC

Professional Scrum Master (PSM) I Certification – TIAA, Scrum.org • Charlotte, NC

Six Sigma/Lean Green Belt – TIAA • Iselin, NJ

PUBLICATIONS / PATENTS

Sivasankar et al. (2023) Supervised machine learning for automated assistants. *U.S. Patent US-11783133-B2*. Washington DC: United States Patent and Trademark Office.

CURRENT RESEARCH & INTERESTS

Adelhardt, Jennifer (2023). Psychological Safety in the Workplace: Antecedents and Outcomes. (Literature review for BDBA 8110 – Organizational Theories and Systems)

Adelhardt, Jennifer (2024). The Entrepreneur Lure (ADHD's Version). (Proposition paper for BDBA 8140 – Advanced Business Theory)

Research Interests: Psychological Safety, Organizational Behavior, Teams, Leadership, Neurodiversity, Entrepreneurship, Business

PROFESSIONAL PRESENTATIONS

Adelhardt, Jennifer (2021). Making it Easier for You: Online Tools & Resources. Presented as part of NSHE Retirement Week; virtual seminar.

Adelhardt, Jennifer (2022). You Can Do It Yourself: Achieve your goals with TIAA advice and online tools. Presented as part of NSHE Retirement Week; virtual seminar.

HONORS AND DISTINCTIONS

Inclusive Leader of the Year Award, TIAA – Charlotte, NC (2020)

Emerging Leaders, TIAA – Charlotte, NC (2020)

Leaders Under 40, Community Building Initiative – Charlotte, NC (2019 – 2020)

CIO Leadership Award, TIAA – Iselin, NJ (2012)

SERVICE - COMMUNITY

Volunteer Openness Facilitator & Mentor, Carolina Youth Coalition – Charlotte, NC

Certified Crisis Counselor / Volunteer, Crisis Text Line • New York, NY

SERVICE - PROFESSIONAL

Steering Committee, Student Networking and Events, *Harvard Business School Alumni Club of Charlotte Management Development Program* • Charlotte, NC (2020 – present)

Group Mentor, Empowered Business Resource Group, *TIAA* • Charlotte, NC (2022 – present)

Betsill Location Chair, Business Resource Group, *TIAA* • Charlotte, NC (2018 – 2020)

NON-ACADEMIC PROFESSIONAL WORK EXPERIENCE

TIAA, Charlotte, NC (July 2012 – July 2024)

Senior Director, Experience Product Management, Digital & Client Experience – Responsible for leading a team delivering features and capabilities aligned with customer and business outcomes, including robust product plans that set the stage for the future of TIAA enrollment and account opening customer experiences. Manages, leads, coaches, and supports a team of seasoned product management professionals.

Director, National Contact Center, Omni Channel Enablement & Optimization – Led customer-facing digital transformation efforts for the TIAA National Contact Center focused on the TIAA secure website, mobile applications, and customer authentication. Contributed to the reduction of over 159,000 calls to the NCC, resulting in over \$2.4M in operational cost savings as part of the NCC Transformation and Participant Engagement portfolios of work. Managed and grew a team of 9 managers and individual contributors; delivered exceptional self-service experiences for customers and reduced the number of unnecessary calls to the National Contact Center.

Senior Manager, Enterprise Customer Experience – Led the program management of an enterprise-wide readiness workstream to comply with the US Department of Labor (DOL) Fiduciary Rule. Administered the TIAA internal Customer Experience Board (CEB): facilitated the vision and defined the standards to enable project teams to deliver exceptional and consistent experiences for TIAA customers. Led research and strategic recommendations for a holistic social media strategy supporting positive customer experiences. Assisted in research and development of the TIAA Voice of Customer (VOC) analyses and customer journey mapping; created short- and long-term recommended actions to use VOC to drive strategic decisions.

Senior Manager, Business Manager, IT Business Management Office – Built and facilitated business case approval for the TIAA Global Business Services (GBS) subsidiary in Mumbai,

India. Drove Project Management best practices and operational efficiencies. Worked on the setup of the TIAA IT Internship and Technical Associate programs.

UBS Wealth Management, NJ (July 2005 – June 2012)

Associate Director, Lead Program Manager / Business Analyst – Managed Recruiting and Compensation Loans Reengineering Program in the multi-million-dollar Payroll Change project portfolio. Responsible for multiple full life cycle projects for the UBS client portal. Established structured business processes, best practices, and governance committees.