THE RESEARCH AGENDA

A Tale of Two Private Catholic Philadelphia Universities: Internal Environment Factors that Influence Market Position Differentiation

By John Haller

This article explores the internal environmental factors that affected organizational change at Joseph's University and Villanova University — two private Catholic institutions in Philadelphia, Pennsylvania — resulting in differentiated market positions at each institution. Research methods included archival document analysis and semi-structured interviews. Findings show that influential leaders, purposeful change, and organizational culture affected organizational change at Saint Joseph's and Villanova.

This article is the third in a series of *SEMQ* articles that examine why organizational change occurred at two private Catholic institutions in Philadelphia, Pennsylvania—Saint Joseph's University and Villanova University. The first article revealed how market positions at the two institutions changed over time due to number of applicants, test scores, financial resources, and retention and student success initiatives (Haller 2023a). The second explored external factors that affected the organizational change, including Catholic secondary school enrollment and intercollegiate athletics (Haller 2023b). This article looks at how the internal environment led to organizational change at each institution over time. Specifically, it investigates how influential leaders, purposeful and adaptive change, and organizational culture affect organizational change (Kezar 2001).

Methodology

Qualitative analysis was used to explain the phenomena related to organizational change and market position at Saint Joseph's and Villanova. Qualitative research via a review of historical documents and interviews provided insight in answering how and why organizational change occurred at each institution. Ultimately, the qualitative analysis relative to the factors that led to organizational change at each institution informed longitudinal changes in market position.

Research Question

The research question for this article was: How and why did organizational change occur at Saint Joseph's and Villanova in the internal environment that ultimately influenced market position at each institution?

Research Methods and Framework

This article draws on the research methods detailed in Haller (2023a and 2023b), including analysis of archival documents and semi-structured interviews. The role of the internal environment serves as a conceptual framework by which to understand organizational change (Kezar 2001). Limitations included inaccessible institutional records and author bias within the records as well as unavailable interviewees, biased responses, and lack of memory among interview participants (Haller 2023a and 2023b). The COVID-19 pandemic also made the retrieval of historical documents challenging.

Within the internal environment, themes associated with the role of influential leaders, purposeful change, and organizational culture emerged. The results indicated a greater level of strategic decision-making by influential leaders, purposeful planning, and a more engaged and invested organizational culture at Villanova relative to Saint Joseph's. Specifically, shared governance was a theme included in the context of organizational culture. In addition, within the context of influential leaders, the importance of the institutional mission, as articulated via the purposeful planning process, emerged in the qualitative interviews.

After completing the overall analysis, the common themes and patterns that emerged from the qualitative analysis that explain organizational change at each institution informed changes in market position. Taking a between-method and data-triangulation approach to the qualitative analysis provided a level of interpretive validity in understanding how and why organizational change occurred at each institution that influenced market position differentiation (Ravitch and Carl 2016).

Findings

Qualitative Analysis Findings

As noted in Haller (2023a and 2023b), Saint Joseph's University and Villanova University are two institutions, which, at one point in time, had similar characteristics. Both were founded as private, Catholic schools; classified as master's-level institutions; and shared similar alumni-giving percentage ranks (Haller 2023a and 2023b). In addition, they had similar: enrollment percentages of students from the top ten percent of their high school classes; matriculated-to-first-year student and admissions selectivity metrics; and five-year graduation rates (Haller 2023a and 2023b). However, over time, the characteristics of Saint Joseph's and Villanova diverged, and each institution took different paths because of internal factors, such that today they occupy different market positions.

Shifts in the Internal Environment

Within the internal environment, the activities associated with influential leaders, purposeful change, and organizational culture had short-term and long-term effects on Saint Joseph's and Villanova's futures. The timeline associated with the activities at each institution roughly overlap with the presidencies at each institution.

Mid-1970s to Mid-1980s

Reverend Donald MacLean, SJ, served as president at Saint Joseph's during this time. President MacLean was characterized as an individual without vision, who did not plan for or invest in the future of the institution. In addition, his inability to work with faculty caused meaningful cultural tensions within the institution. Ultimately, the inability to chart a clear course for the future at Saint Joseph's resulted in an inability to develop a unique institutional identity. The undefined identity at the institution influenced long-term stagnation in student demand at Saint Joseph's (*see* Figure 1, on page 29).

At Villanova, the tenure of Reverend John Driscoll, OSA, was characterized as one of building institutional infrastructure that laid the foundation for the institution's future. Under his leadership, President Driscoll

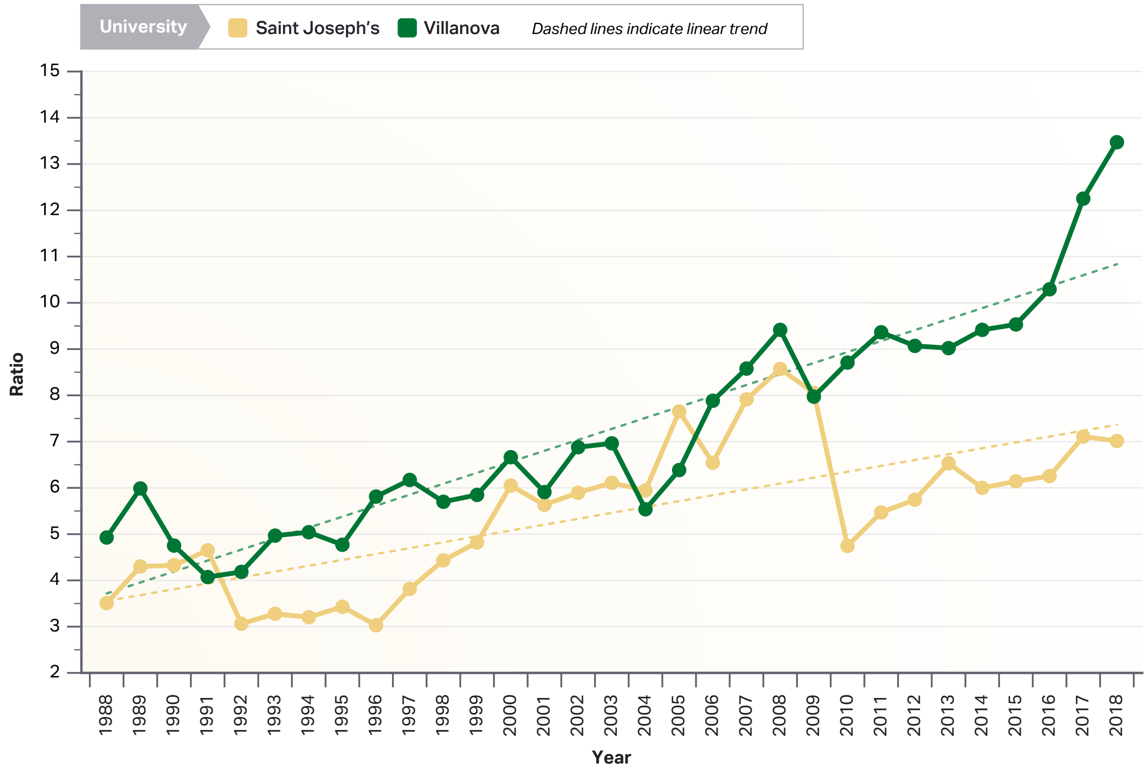

FIGURE 1 ➤ Applicants Per Matriculated First-Year Student

leveraged the institutional PEC report by enhancing academic programs, improved faculty quality by hiring those with terminal degrees, laid the groundwork for future construction, and engaged in deliberate fund-raising work. In 1985, during the tenure of President Driscoll, Villanova was named a Phi Beta Kappa institution based on its commitment to academic quality. 1985 was thought of as a remarkable and promising year for the institution as this event, when coupled with a NCAA national basketball championship, resulted in a great deal of acclaim for Villanova that served to advance the institution's national reputation and student demand (Contosta 1995). President Driscoll's leadership affected an increase in student demand and financial resources at Villanova (*see* Figures 1 [above] and 2 [on page 30]).

The tenure of President MacLean was characterized by internal cultural tensions on multiple levels. First, there was a change in institutional classification to university status without the involvement of the shared governance process, resulting in a near unionization vote by the faculty. Next, a decision to create a separate school of business independent of the arts and sciences college resulted in the perceived under-representation of business faculty in the shared governance process, resulting in further cultural tensions. Similarly, the manner in which graduate program offices were managed, because of a lack of planning, relative to business and arts and sciences programs, resulted in further cultural tensions. Faculty compensation was interwoven into these tensions as faculty could receive greater pay for teaching graduate versus University College (UC) courses, making course offerings in the UC difficult to staff. Last, disagreements regarding the number of required versus elective courses in the core curriculum were largely divided between business and arts and sciences faculty resulting in less-than-efficient decision-making regarding curricular changes.

The outcome of each of these cultural tensions resulted in a great deal of mistrust between the faculty and President MacLean. Coupled with a lack of pur-

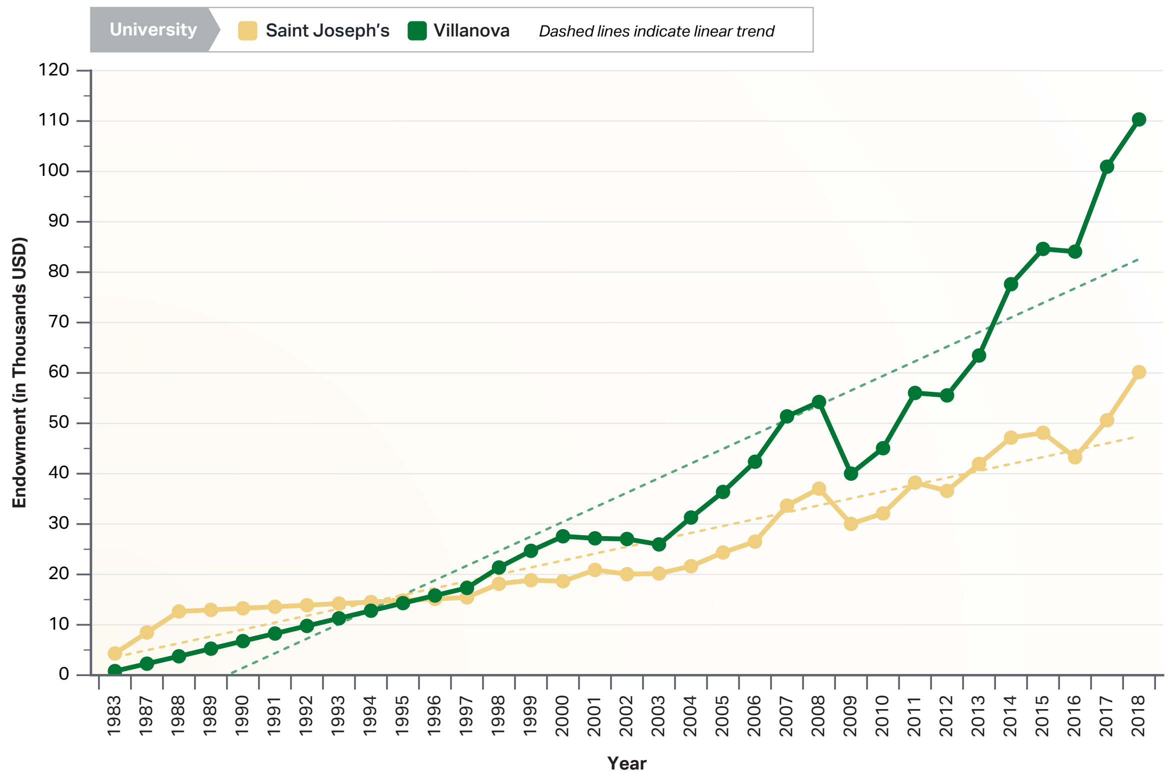

FIGURE 2 ➤ Endowment per Full Time Enrolled

poseful planning, without a culture of trust, administrative bureaucracy within the governance process further slowed the advance of institutional initiatives. Ultimately, multiple cultural tensions without purposeful planning impeded programmatic, curricular, and overall academic progress and enhancements at Saint Joseph's. Such stagnation adversely influenced the enhancement of academic programs and offerings, which adversely affected student demand at Saint Joseph's (*see* Figure 1, on page 29).

Mid-1980s to Late 2000s

The period between the mid-1980s and the late 2000s were also meaningful in the institutional histories of Saint Joseph's and Villanova. During this time, Reverends Nicholas Rashford, SJ, and Timothy Lannon, SJ, served as presidents at Saint Joseph's. While each of their tenures were different, their respective presidencies were characterized by institutional progress based on the overlap of influential leadership and purposeful planning. Subsequent to President MacLean, President Rashford served in the role from 1986 to 2003. President Rashford worked to advance Saint Joseph's by leading the construction of a new residence hall as well as a new chapel. Unlike President MacLean, he engaged in a greater level of fundraising. Also, unlike President MacLean, President Rashford established a collaborative presidential cabinet. He funneled operating and marketing resources to the business school, leading to enrollment increases relative to the college of arts and sciences. President Rashford communicated an interest in growing traditional undergraduate enrollment, which combined with his fundraising work, helped grow the institution's financial resources (Middle States Association 1988). (*See* Figure 2).

President Lannon succeeded President Rashford and served as Saint Joseph's president from 2003 to 2011. President Lannon was described as being more collegial and friendlier than prior presidents. Because of this, from an organizational culture perspective, President

Lannon did not experience the tensions experienced under President MacLean and, to a lesser degree, President Rashford.

President Lannon was a strong and serious planner. He prioritized fundraising and identified that foremost among the priorities was raising resources for endowment. Under his leadership, the admissions area began to be more analytic in working to identify student recruitment territories in more national markets. In addition, he spearheaded the implementation of the use of financial aid to encourage national enrollment. These efforts helped to enhance student demand at Saint Joseph's. It was during President Lannon's tenure that in 2004, Saint Joseph's reached the top sixteen in the NCAA men's basketball tournament, further affecting student demand. To increase enrollment, President Lannon also worked to develop new academic programs, most notably a communications major, which increased enrollment. Ultimately, President Lannon was responsible for bringing a vision to the institution, "to become the preeminent Catholic comprehensive school in the Northeast," which successfully engaged the community and resulted in the highest *U.S. News* rank in institutional history. Between 2003 and 2009, Saint Joseph's *U.S. News* rank increased from fifteen in the North Region to eight. Saint Joseph's also experienced its greatest market demand metric during this time (*see* Figure 1, on page 29).

In comparison, during this time, Reverend Edward Dobbin, OSA, served as president at Villanova. President Dobbin's tenure (1988–2006) was representative of a synthesis of influential leadership and planning, coupled with an engaged community, which affected meaningful organizational change at Villanova. The intersection of influential leadership, purposeful change, and organizational culture are especially evident at Villanova during this time.

President Dobbin was identified by faculty and administrators as a brilliant individual with tremendous vision who, through purposeful planning, led the development and implementation of multiple initiatives. Equally important, he was able to articulate his vision clearly and concisely in a way that positively affected the institutional culture. The 2001 Middle States Association self-study described President Dobbin as an excellent communicator who had the natural ability to engage people (Middle States Association 2001).

President Dobbin was credited with developing Villanova's first strategic plan while also fostering a culture of continuous planning (Middle States Association 2001). As part of the planning process, President Dobbin began leveraging the Augustinian mission of cultivating a supportive community where learning can happen as a way to galvanize support within the university.

In addition, Villanova launched an initiative known as the Villanova Quality Initiative (VQI) as a way to engage and empower the community in planning efforts. The initiative served as means to provide the community with an ability to be entrepreneurial and creative while capturing support for the strategic planning efforts. From a cultural perspective, the VQI involved 200 team leaders who were successful in energizing the community in a way such that administrative staff felt they were playing a role in the institution's strategic direction (Middle States Association 2001). Ultimately, 373 community members submitted 828 suggestions (Middle States Association 2001). Integrated with institutional strategic planning efforts, the VQI successfully energized the administrative staff, resulting in enhancements to the student experience at Villanova that increased student demand (*see* Figure 1, on page 29). This serves as an example of the intersection between purposeful planning and organizational culture.

Under President Dobbin, Villanova's advancement office was restructured, resulting in growth to the endowment from $24 million in 1988 to $279 million in 2006. During President Dobbin's tenure, via the purposeful planning process, Villanova engaged in a great deal of construction to enhance the campus, including two new residence halls, a new science and student center, a center for engineering education and research, an addition to the law school, and the Center for Saint Augustine Liberal Arts as well as landscaping to beautify the campus (Middle States Association 1990).

Under President Dobbin's influential leadership, Villanova launched four doctoral programs in engineering, nursing, philosophy, and theology, which paved the way toward Villanova's future classification as a research university by the Carnegie Commission Classification. At the undergraduate level, several interdisciplinary programs were launched (Middle States Association 2001).

The tenures of Presidents Rashford and Lannon, between 1986 and 2011, enhanced student demand and financial resources at Saint Joseph's, and established a foundation at the institution for which to build. In addition, their efforts resulted in Saint Joseph's being named a Phi Beta Kappa institution in the year 2000, while the business school achieved AACSB accreditation. However, as one Saint Joseph's administrator shared, each of these achievements were more than a decade behind Villanova. Where President Driscoll was the catalyst for momentum at Villanova, President Dobbin was the driving force that advanced and elevated the institution. President Dobbin's vision, and ability to effectively articulate and communicate this vision, was a galvanizing force that focused on the Augustinian mission tied to enhancing the student experience. Investing in the campus via new academic and residential facilities led to an increased number of residential students that enhanced student persistence. In addition, the VQI engaged the administrative community by providing entrepreneurial opportunities to augment the student experience and thereby student persistence at Villanova. In addition, President Dobbin assembled a talented team and put plans in place that facilitated the achievement of common institutional objectives. One of the primary objectives was to grow student demand via high-achieving students. As evidence of enrolling high-achieving students, based on a 1998 report "Baccalaureate Origins of Doctoral Students" by Franklin and Marshall College, Villanova was ranked third amongst 253 four-year, private, comprehensive universities nationally in the number of graduates who went on to earn a Ph.D. from 1986 to 1995 (Middle States Association 2001). In addition, prior to 1990, the institution had fourteen students advance beyond postgraduate scholarship competitions resulting in four awards. From 1990–2000, 64 Villanova students had advanced beyond the competition level, and 39 students received awards (Middle States Association 2001). Figure 1 (on page 29) shows increasing long-term trends in student demand tied to applications/matriculants. Similarly, Figure 3 (on page 33) shows an increasing long-term trend in student persistence via the five-year graduation rate.

During President Dobbins' tenure, financial resources at Villanova grew from an endowment per FTE figure of $11,433 in 1988 to $66,249 in 2006 (*see* Figure 2, on page 30).

In contrast, under Presidents Rashford and Lannon, while investments were made in campus infrastructure to enhance the student experience, there was not as aggressive a residential plan as under President Dobbin at Villanova. The difference in the percent of students who lived on campus impacted the student experience at Villanova, influencing higher student persistence and a more meaningful, community-based culture.

Ultimately, the Villanova culture, according to a Saint Joseph's administrator, was more outward-looking than Saint Joseph's allowing for progressive and entrepreneurial approaches that enhanced academic programs and the student experience, resulting in stronger student demand (*see* Figure 1, on page 29).

The conservative culture at Saint Joseph's was reflected in the liberal arts mindset that many people wanted to sustain that ultimately impeded institutional progress. Such stagnation adversely influenced the enhancement of academic programs and offerings, which affected student demand.

Late 2000s

The departure of President Lannon led to a great deal of turnover in the presidency at Saint Joseph's. First, Reverend Joseph O'Keefe, SJ, was named president in 2011. However, Reverend O'Keefe was never formally inaugurated. Subsequently, John Smithson, formerly a Saint Joseph's Board of Trustees Chairman, who had also served as President Lannon's Chief Operating Officer, served as president, in an interim role, in 2011 and 2012. After a formal search for a permanent president, Reverend Kevin Gillespie, SJ, was named president in 2012. President Gillespie's tenure lasted for three years until 2015. The existence of three presidents in four

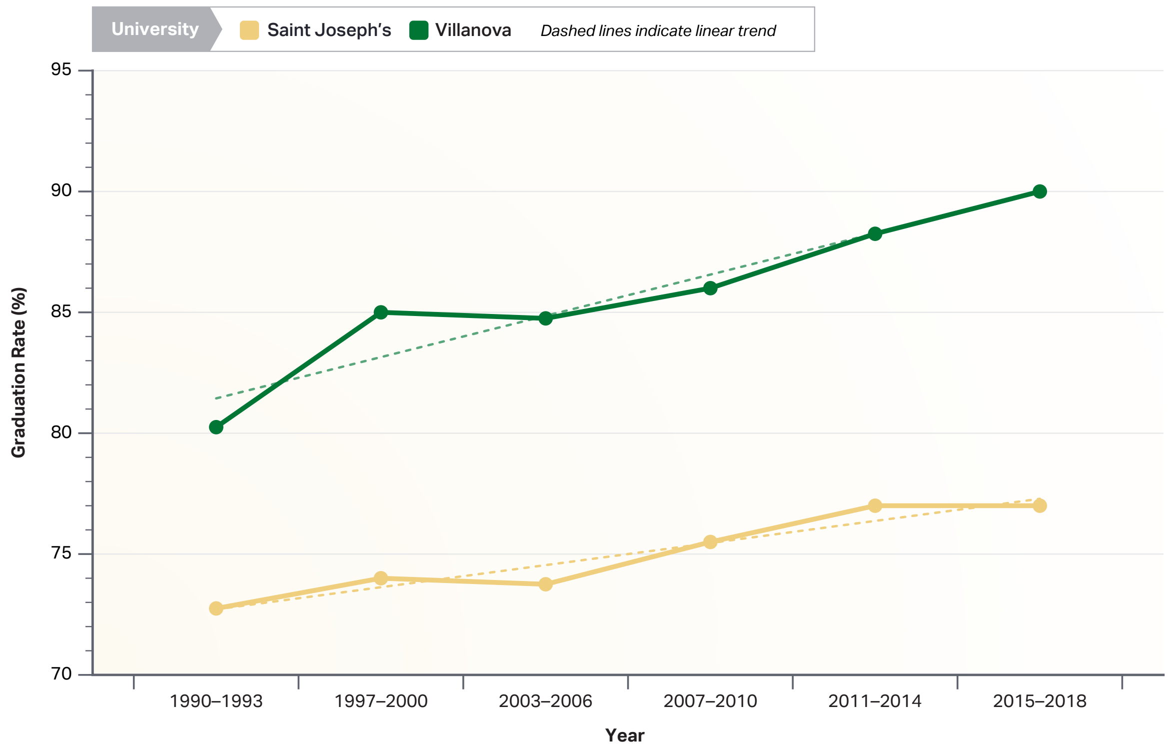

FIGURE 3 ➤ Five-Year Graduation Rate (Four-Year Average)

years resulted in uncertainty in the strategic direction at Saint Joseph's. In addition, former interim President Smithson and President Gillespie received no confidence votes from the faculty senate during their tenures. Ultimately, the turnover in the Saint Joseph's presidency adversely affected the institution's ability to plan for the short- and long-term. This, coupled with continued faculty tensions adversely affected Saint Joseph's culture via trust and morale. Ultimately, the intersection of these organizational change factors affected student demand and financial resources at the institution.

Conversely, at Villanova, in 2006, the inauguration of Reverend Donohue, who still serves the institution today, built on the foundations and legacies of presidents Driscoll and Dobbin by being goal-oriented and continuing to focus on the university's Augustinian mission. Villanova administrators emphasized that the president has had a powerful legacy, has been admired, and is a strong fundraiser. Based on the institution's purposeful planning, an administrator related that under President Donohue the academic quality of the institution improved. For example, between 2006 and 2019, mean SAT scores increased 100 points (*see* Figure 4, on page 34). Villanova has now moved from a Carnegie Commission Classification master's- level institution to a research institution based on the number of doctoral programs and students and a more research-oriented faculty. Assessing leadership at Villanova, one Saint Joseph's administrator emphasized that President Donohue's popularity with students and his reputation amongst ACCU (Association of Catholic Colleges and Universities) positively influenced *U.S. News* rankings. Affirming this, in the *U.S. News* rankings, Villanova is now categorized as a national (versus regional) institution.

In comparing the two institutions, one Saint Joseph's administrator assessed, "Villanova has had three presidents where Saint Joseph's, over the same span, has had seven—that makes a difference." The administrator added, "Villanova thought through things better

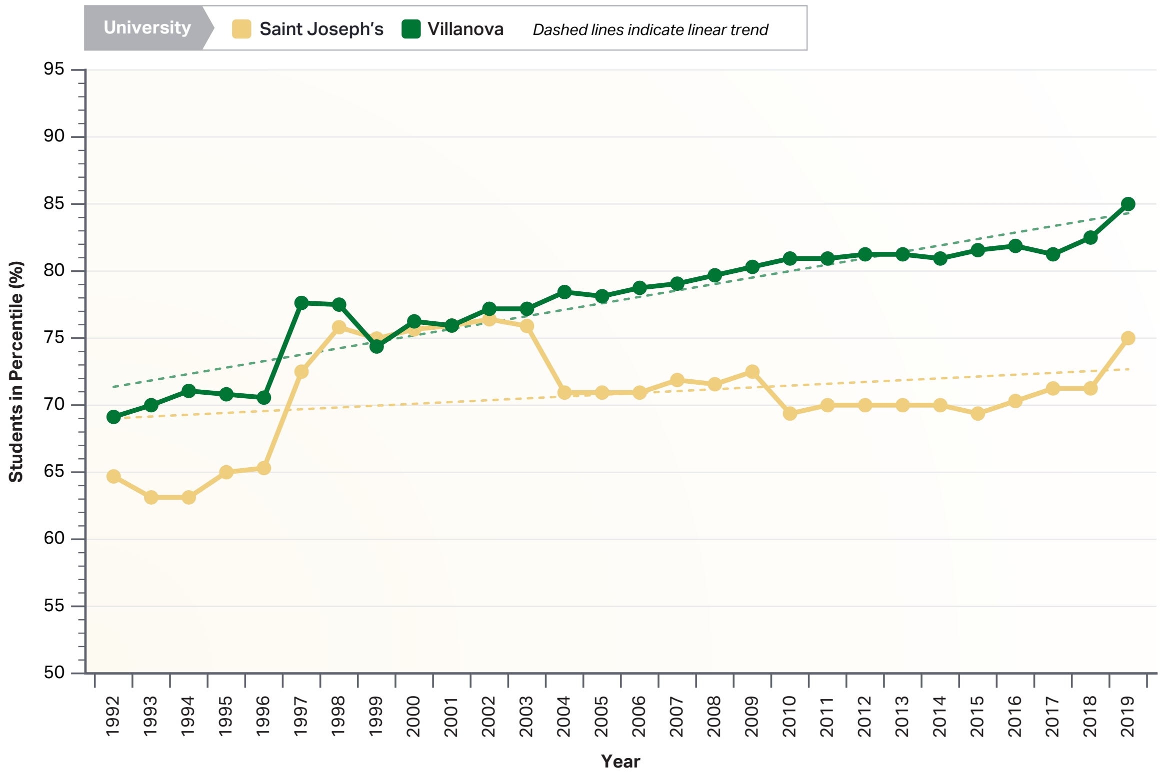

FIGURE 4 ➤ Mean SAT

(than Saint Joseph's) and did not have as much chaos… and not having presidential turnover but consistency." From a financial-resources perspective, between 2011 and 2015, endowment per FTE increased 39 percent at Villanova versus 16 percent at Saint Joseph's (*see* Figure 2, on page 30).

Analysis

Within the internal environment, influential leaders, purposeful change, and organizational culture, as well as the interconnectedness of each of these phenomena all affected organizational change, although in considerably different ways at each institution. The effects of organizational change at Saint Joseph's and Villanova directionally impacted different market position trajectories (*see* Figure 5, on page 35).

Influential Leaders

While President Driscoll laid the foundation for the future at Villanova, President Dobbin's vision, coupled with his articulation and communication of this vision, galvanized the community around the Augustinian mission. President Dobbin's focus on a common goal of advancing the Augustinian mission, through enhancements to the student experience, positively affected the long-term trajectory of student demand (*see* Figure 1, on page 29). President Dobbin's leadership at Villanova mirrors Fisher and Koch (1996) in that, "a clear vision of the future…enables a capacity for innovation" in affecting organizational change (Fisher and Koch 1996, 23–24). In addition, President Dobbin's leveraging of the Augustinian mission at Villanova exemplifies Fisher and Koch's (1996) argument that leaders who affect organizational change rely on the institutional mission (Fisher and Koch 1996). President Dobbin was able to galvanize the community around the Augustinian mission with regard to enhancing the student experience.

In comparison, at Saint Joseph's, President MacLean did not articulate a vision or leverage the Jesuit mission and engaged in activities that resulted in cultural

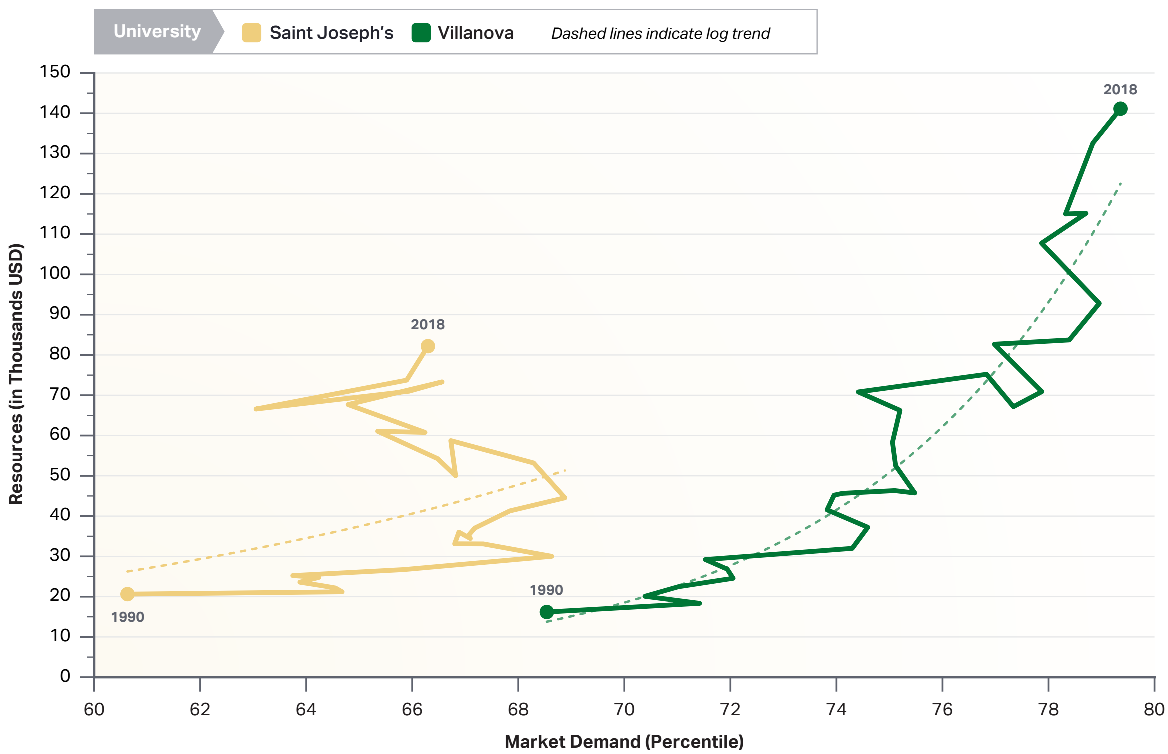

FIGURE 5 ➤ Financial Resources by Market Demand

tensions with the faculty. There was not a focus on a unifying goal or agenda that worked to galvanize the community. President MacLean's tenure at Saint Joseph's was quite the opposite to that of Presidents Driscoll and Dobbin. His presidency was one that was institutionally divisive and eroded trust between himself and the faculty. His irresponsiveness to faculty or respect for the shared governance process fostered a culture of mistrust inhibiting institutional progress (Fisher and Koch 1996; Birnbaum 1992). Rather than leveraging the Jesuit mission of "care for the whole person," his presidency adversely impacted the institutional culture (Saint Joseph's University 2020). Ultimately, this resulted in a lack of institutional identity, direction, and progress, which adversely affected the institution's long-term student demand, subsequently influencing the institution's more stagnant market position. In contrast, President Driscoll and Dobbin's tenure positively affected the institution's long-term student demand (*see* Figure 1), subsequently impacting the institution's differentiated market position.

An additional finding involved the importance of continuity or turnover in influential leadership. Since 1976, Villanova has had three presidents while Saint Joseph's has had seven. Each of the three presidents at Villanova built upon the legacy of his predecessor. Each Villanova president, to a varying degree, leveraged the Augustinian mission to unify the community around a common goal. Alternatively, at Saint Joseph's, the short tenures of some presidents coupled with a lack of vision or divisive approach with faculty inhibited institutional progress. Presidential inabilities to communicate and collaborate with faculty resulted in internal cultural tensions that also inhibited institutional progress. Ultimately, planning for the future and consistency during presidential succession, coupled with a leveraging of the Augustinian mission, led to long-term enhancements in student demand (*see* Figure 1, on page 29), that positively influenced Villanova's market trajectory

(Kotter 2012). Conversely, presidential inconsistency and lack of presidential vision led to less-pronounced changes in student demand and student persistence, lending to a more stagnant market position trajectory at Saint Joseph's.

Purposeful Change

Each president at Villanova engaged in deliberate and intentional institutional planning efforts. During President Driscoll's tenure, he leveraged the PEC report to enhance academic programs, improve faculty quality by hiring those with terminal degrees, invest in campus infrastructure, and engage in deliberate fundraising work. President Dobbin initiated the institution's first strategic plan in 1991 (Villanova 1991). Similar to President Driscoll, the plan involved enhancing academic programs, increasing the number of faculty with doctoral degrees, and aggressive fundraising. In addition, the plan involved meaningful construction to enhance the campus physical plant while initiating doctoral programs. A commitment to growing the residential population on campus led to enhancements in the five-year graduation rate (*see* Figure 3, on page 33). During President Donohue's tenure, in 2010, Villanova launched "Igniting the Heart. Inspiring the Mind. Illuminating the Spirit. The Villanova University Strategic Plan (2010–2020)." The plan leveraged prior institutional strategic plans by emphasizing the Augustinian mission and further investment in the "expansion and modernization of the physical plant" (Middle States Association 2011). The plan also continued to emphasize growing the faculty and focused on adding doctoral programs in an effort to enhance the institution's Carnegie Commission Classification. The successful planning and consistent succession of leadership at Villanova led to enhancements in student demand (*See* Figure 1, on page 29). Successful organizational change efforts, like those at Villanova, are reflected where there has been an emphasis on planning (Eckel, *et al.* 1999; Nordvall 1982; Peterson 1997; Taylor and Karr 1999). The intersection of internal environment factors, influential leaders and purposeful change, are also apparent in Villanova' successful organizational change efforts.

As part of institutional planning efforts, each Villanova president prioritized fundraising. From 1983 to 2018, endowment per FTE grew from $811 to $110,324 (*see* Figure 2, on page 30). During President Dobbin's tenure, the exponential increase in the institution's endowment was nationally recognized as the highest growing. The outcome of the increase in endowment per FTE resulted in Villanova's ability to reinvest in academic programs such that instructional expenditures per FTE increased by nearly 5x from $6,193 in 1983 to $30,812 in 2018 (*see* Figure 2, on page 30).

Conversely, Saint Joseph's did not engage in meaningful planning prior to President Rashford. Instead, the institution was mired in internal cultural tensions between President MacLean and the faculty tied to institutional status, the role of the business school, and shared governance. In addition, internal deliberations regarding the General Education Requirement (GER), the size of the institution, faculty representation in the governance process, the rank and tenure process, and the role of the University College compared to graduate programs resulted in the institution working internally to solve bureaucratic, political, and institutional identity problems rather than galvanizing around the Jesuit mission and conducting external strategic work. Subsequent to President Lannon, rapid presidential turnover at Saint Joseph's resulted in a lack of meaningful long-term planning. This resulted in more stagnant student demand at Saint Joseph's. Ultimately, Saint Joseph's market demand trajectory from 1990 to 2018 is relatively flat (*see* Figure 1, on page 29). In addition, with the exception of President's Rashford and Lannon, Saint Joseph's (SJ) did not engage in aggressive fundraising. As such, while SJ's endowment per FTE realized 14x growth—from $4,316 in 1983 to $60,163 in 2018 (*see* Figure 2, on page 30)—Villanova's experienced significantly higher growth of 136x. Similarly, because of the slower endowment per FTE growth at Saint Joseph's, the institution's ability to invest in academic programs via instructional expenditures per FTE was less than Villanova's, allowing a mere 4.5x increase in those expenditures—from $4,727 in 1983 to $22,025 in 2018 (*see* Figure 2, on page 30).

The consistent synthesis of Villanova's planning via three presidents resulted in a directional and exponential increase in the institution's market demand and financial resources via market position (*See* Figure 5, on page 35). In 1983, Saint Joseph's outpaced Villanova in endowment per FTE but, by 2018, Villanova turned this metric in its favor by a factor of nearly 2x (*see* Figure 2, on page 30). Overall, while financial resources have increased over time at Saint Joseph's, the increase at Villanova is substantially higher (*see* Figure 2, on page 30). In addition, the lack of strategic planning at Saint Joseph's resulted in more stagnant market demand over time (*see* Figure 1, on page 29). This explains the differences in the market position trajectories at each institution longitudinally (*see* Figure 5, on page 35).

Organizational Culture

During President MacLean's tenure, the organizational culture at Saint Joseph's was one mired in internal tensions between the administration, via the president and the faculty. In addition, subsequent to President Lannon, faculty votes of no confidence in former interim President Smithson and President Gillespie, provide further illustration of the cultural tensions between the administration, especially the presidency, and the faculty. One administrator described the organizational culture as chaotic. Such lack of cohesion or shared work toward a common objective, grounded in the Jesuit mission, adversely impacted long-term student demand at Saint Joseph's (*see* Figure 1, on page 29).

Alternatively, at Villanova presidential leadership galvanized the institution around the Augustinian mission to enhance the student experience. By uniting the institution around the Augustinian mission, the community was engaged in Villanova's goals and objectives, which led to increases in student persistence. Executing organizational change involves leveraging institutional history and traditions via the mission that creates meaning within the community (Clark 1991b; Dill 1982; Tierney 1988). This phenomenon occurred at Villanova. The intersection of influential leadership, purposeful change, and organizational culture at Villanova affected both student demand (*see* Figure 1) and the long-term increase in the institution's market position (*see* Figure 5, on page 35).

The strategic planning efforts of President Dobbin, by way of the VQI, empowered and energized the administrative community around enhancing the Augustinian mission tied to the student experience. Total quality management, similar to the Villanova VQI, has shown to affect organizational change, and is also an element of purposeful change via planning (Kezar 2001). Here an intersection between organizational culture and purposeful change exists in affecting organizational change. Engaging the administrative community in the VQI initiative positively affected student persistence, influencing the long-term increase in the institution's market position (*see* Figure 5, on page 35). Conversely, at Saint Joseph's, the intersection of a lack of purposeful planning focused on the Jesuit mission coupled with a culture of distrust affected the organization that resulted in a more stagnant market position (*see* Figure 5, on page 35).

Summary

Within the internal environment, influential leaders, purposeful change, and organizational culture affected organizational change at the institutions. This article presents a comparative case study between two institutions—Saint Joseph's University and Villanova University—two private, Catholic, Philadelphia institutions which at one time shared similar characteristics but over time experienced organizational change in vastly different ways. This study assessed the factors affecting organizational change at each institution that subsequently influenced their respective market position differentiation. Within the internal environment, the study found that Presidents Driscoll, Dobbin, and Donohue provided a consistent institutional vision grounded in the Augustinian mission, engaged in meaningful strategic planning, and engaged the university community around a common objective of enhancing the student experience. Conversely, at Saint Joseph's, President MacLean did not provide a vision at Saint Joseph's grounded in the Jesuit mission, and frequent presidential turnover led to inconsistent institutional planning efforts. Tied to this, President MacLean did not engage in meaningful strategic institutional planning and did not collaborate with faculty resulting in cultural tensions. These factors affected organizational change such that the institution's market position remained more stagnant over time.

Implications

This article served as an opportunity to explore the intersections of organizational change and the influence on market position differentiation. More narrowly, this article was a case study comparison of two institutions, which at one time had similar characteristics but because of differences in organizational change experienced different market position trajectories. Specifically, the author assessed the role of the internal environment on organizational change.

Research Implications

From a research perspective, the design of this article is such that it could be replicated for other institutions with similar characteristics. Dissimilar institutions could also be assessed to determine if the internal environment had similar or different effects on organizational change.

Practical Considerations for Institutional Leaders

Institutional leaders interested in affecting change at their respective institutions, such that it improves their market position differentiation, can refer to and leverage the framework for organizational change in this article as a roadmap. This involves working to affect the internal environment through purposeful change and organizational culture. For instance, at Villanova, leveraging the institutional mission served as a means to galvanize, engage, and empower the community around a common goal. In addition, purposefully engaging in meaningful strategic planning grounded in the institutional mission affected organizational change. Conversely, to affect organizational change, institutional leaders should avoid the activities at Saint Joseph's that resulted in conflict or a perceived lack of collaboration with the faculty. Similarly, failing to capture faculty buy-in can hinder organizational change. Ultimately, an engaged and empowered institutional community galvanized around the institutional mission via a common goal facilitates the creation of a culture that can affect organizational change. As discussed, institutional leaders should recognize the multiple intersections within the internal environment that affect organizational change. These intersections are critical in affecting organizational change, as there are multiple factors that possess an interdependent and synergistic relationship. The comparative case study showed that meaningful organizational change involves the interconnectedness of influential leaders, purposeful change, and organizational culture.

In working to influence their respective institutional market position, institutional leaders may consider engaging in organizational change to influence the student profile variables of student demand, which may also influence student persistence, as higher achieving students are often likelier to persist. In addition, working to grow endowment per FTE as part of financial resources could influence instructional expenditures, resulting in increased student persistence as well as the ability to award more financial aid and influence student demand.

Increased financial resources could also result in an increase in faculty characteristics, through increasing faculty hiring, resulting in an improved student-faculty ratio and percentage of faculty with a terminal degree. This could also influence student persistence.

Institutions that engage in organizational change activities that influence student persistence and can increase their respective five-year graduation rates, thus maintaining the enrollment of a greater proportion of students, are able to sustain higher levels of tuition revenue. Some institutions have been able to influence their *U.S. News* comprehensive market position by engaging in an intentional, purposeful planning approach. Ultimately, institutional leaders are unlikely to be able to prioritize each element of market position and the complexities, tradeoffs, and returns have to be assessed in the context of the institution's current market position relative to competitors and the most meaningful differentiation and long-term trajectory opportunities.

Conclusion

This comparative case study addresses a gap in the intersection between organizational change and the directional influence on market position differentiation. This article shows that influential leaders, purposeful change, and organizational culture affected organizational change at Saint Joseph's and Villanova. Relative to influential leaders, it revealed that presidents make a difference in affecting organizational change.

The intersection of influential leaders, purposeful change, and organizational culture affected organizational change at each institution. Interesting discoveries and conclusions can be found via intersections (Johansson 2017). This proved to be the case for this article.

Ultimately, this article found that no single factor existed in affecting organizational change at Saint Joseph's and Villanova. The article revealed instead that organizational change is a complex, multifaceted phenomenon involving a confluence of factors. The interrelationship of the internal environment factors worked together to affect organizational change at each institution.

The organizational change factors in the internal environment directionally influenced the exponential long-term market position increase at Villanova. Conversely, the organizational change factors in the internal environment resulted in a more stagnating, long-term market position trajectory at Saint Joseph's.

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About the Author

John Haller

John Haller is the Vice President of Enrollment Management and New Student Strategies at the University of Miami. Over the course of his career, he transformed two enrollment management areas taking a student success outcomes-driven approach. During his time at Miami, he led the movement from a largely merit-based financial aid strategy to a hybrid merit- and need-based strategy where 100 percent

of financial need is met. He also implemented a test-optional holistic admissions review approach. The institution experienced an increase in applications of more than 60 percent and an increase in yield of more than 50 percent. The institution also realized a $10,000 decrease in student indebtedness upon graduation and the highest freshman retention and six-year graduation rates in university history. Prior to Miami, Haller served as the associate provost for enrollment management at Saint Joseph's University. At Saint Joseph's, the university attained the highest first-year persistence rate in university history. First-year enrollment also grew by 24 percent, as did entering student credentials and enrollment of students of color. Student indebtedness at graduation also declined by $6,000. Haller held positions in student success at Drexel University, M.B.A. admissions at Vanderbilt University, and undergraduate admissions at Denison University. He is an honors graduate in economics and statistics from the University of Michigan, received master's degrees in business and higher education, and received his Ed.D. in higher education from the University of Pennsylvania.