



## Kipum Lee, PhD | Biosketch

kipumlee@gmail.com | [www.architekton.org](http://www.architekton.org)

I am a strategy and innovation executive, design leader, and institution builder dedicated to developing innovation within complex systems.

As a prominent voice in the field of *leading by design*, I have been a featured speaker on topics such as innovation, design, user experience, healthcare transformation, entrepreneurial management, and economic development. I believe that design, at its best, serves as a catalyst for innovation, driving both immediate and follow-on actions, generating measurable and meaningful value, and enhancing the lives and well-being of those served by organizations.

I serve as **President of UH Ventures**—the system innovation and commercialization engine of **University Hospitals Health System**—in Cleveland, Ohio. This platform consists of a group of innovators, strategists, designers, portfolio managers, and investment professionals using human-centered design to create new products, services, and companies that create value for patients, families, and caregivers. My responsibilities include overseeing a portfolio of enterprise activities that drive system revenue via commercialization and investments, developing enterprise strategy, and cultivating a culture of innovation. Some examples of day-to-day activities include identifying high-value problems with leaders, securing resources caregivers need to innovate, and fostering entrepreneurship and venturing within the local ecosystem in Northeast Ohio.

I also engage in research and practice in the field of entrepreneurial management as an **Assistant Professor** in the **Department of Design & Innovation** at **Weatherhead School of Management** and **Department of Medicine** at the **School of Medicine, Case Western Reserve University**. In this capacity, I have taught design and innovation to managers, designers, engineers, and executives.

My career began at two renowned innovation firms, **IDEO** and **frog design**, where I worked on health and wellness projects. One notable project was Project Masiluleke, a mobile initiative in South Africa aimed at raising HIV awareness and developing an HIV self-testing service. *The Economist* hailed this work as “the world’s largest field trial in mobile health technology” ([link](#)), and part of my contributions to this project is featured in a Yale School of Management case study ([link](#)).

At **Marriott International**, I served as the product architect for the launch of the organization’s mobile platform, Marriott Mobile (now Marriott Bonvoy). The app debuted at #4 on the iTunes App Store top charts (#1 in the travel category) in 2011 and quickly accounted for over 40% of mobile transactions by enabling same-day booking for guests. It became the third largest mobile commerce platform globally (after Amazon and Apple), with sales reaching \$329 million in 2011 and \$730 million in 2012. By the end of 2022, the offering had over 177 million members (as of May 2017), generating 30% of Marriott’s \$17 billion revenue. The human-centered design work of my team was recognized in a 2017 CIO.com article, “How Design Thinking Drives Marriott’s Digital Strategy.” ([link](#))

Outside of work, I serve as a board member for several non-profit organizations and actively participate as an editor of *Design Issues*, a peer-reviewed, international journal published by MIT Press. The journal explores current and emerging issues in design theory, history, criticism, and practice, helping ground and shape the field.

# Kipum Lee, PhD | Professional & Academic CV

kipumlee@gmail.com | [www.architekton.org](http://www.architekton.org)

PROFESSIONAL  
EXPERIENCE

## **UNIVERSITY HOSPITALS HEALTH SYSTEM**

**1/2016 - Present**

*University Hospitals (UH) is a health system in Northeast Ohio (USA)—with 30,000+ caregivers, 20+ hospitals, 50+ health centers & outpatient facilities—that generates \$6.4 billion in total annual revenues*

### **President, UH Ventures**

**10/2025 - Present**

Driving revenue growth and margin improvement by building business opportunities aligned with UH enterprise strategy

Deploying early-stage capital into promising technologies and solutions

Providing strategic leadership in defining and advancing enterprise strategy

Strengthening UH's culture of innovation through institution-building programs, hands-on leadership, and human-centered design

### **Vice President, Enterprise Strategy & Innovation**

**8/2024 - 9/2025**

Led, facilitated, and organized systemwide innovation through corporate strategy office and was responsible for strategy execution of three priority workstreams

Led human-centered design initiatives and collaboration with external/corporate partners aimed at building a culture of innovation and entrepreneurship across the Northeast Ohio ecosystem

### **Vice President of Innovation & Product Strategy, UH Ventures**

**1/2022 - 7/2024**

Led innovation work at UH Ventures; supported over 700 caregiver innovations, 411 invention disclosures, 525 patents, 64 licenses, and 16 portfolio companies— see [2016-2023 outcomes](#)

Managed \$1.5M+ budget for product development, co-managed Innovation Center's \$5M+ budget, and generated \$48.8M+ in revenues sourced from philanthropic gifts, grants, and advisory services

Oversaw two accelerator programs (non-dilutive/non-investment, concept development funds) and "Innovation Days" that spur internal innovation and award capital to advance the most promising opportunities. Programmatic funding streams for intrapreneurs total over \$6M as of 2024

Launched and incubated the Veale Initiative for Health Care Innovation in partnership with Office of Clinical Transformation; built core team, and provided oversight over the \$10M budget

Led Sr Steering Committee (2022-2024) of the Cleveland Innovation District, the regional multi-institutional innovation coalition supported by JobsOhio; served as chief of staff for CEO roundtable and initiative chair and represented UH's focus on "research & product innovation"

### **Managing Director, UH Ventures**

**4/2018 - 12/2021**

Co-built a team whose responsibilities include: creation of new products and services with aim toward internal use and commercialization, advisory services (i.e., product consulting), co-development work with industry players and startups, pipeline management and prioritization, and programming efforts (e.g., innovation summits and events) to engage staff

Built product offering and capability (digital health, medtech, and user experience design) that generates top-line revenue for system and tees up the most viable engagements for investment consideration; built a "living lab" framework that underlies these offerings

Co-led UH Alternative PPE Taskforce and launched UH Healthy Restart (helping businesses reopen safely) reporting into system command center during COVID-19 pandemic response and recovery

### **Director, Innovation Center**

**1/2016 - 12/2021**

Served as the key business partner to the Chief Innovation Officer to identify, prioritize and implement innovation initiatives before innovation functions were integrated into UH Ventures

**MICROBAC LABORATORIES | Head of Design** **5/2014 - 12/2015**

Responsible for amplifying design thinking in a mid-sized, privately-held organization; reported directly to the CEO; established design capability in organization via a portfolio of design projects

Led as co-chair of the Advisory Council to the CEO

Architect of corporate-wide initiatives under the overarching vision of Client Experience

**MARRIOTT INTERNATIONAL | Senior Interaction Designer** **9/2008 - 5/2014**

Led product development to expand guest services through new digital products, including Marriott's first suite of mobile applications and on-property digital services—this became the 3rd most revenue generating mCommerce platform in the world after Amazon and Apple (according to the Internet Retailer's Mobile Commerce Top 300 Rankings); Platform generated \$329MM in 2011 and \$730MM in 2012; Marriott iPhone app ranked #1 travel app and #4 most downloaded free app in iTunes Store

Co-produced a 10 years-out digital experience strategy framework with a senior executive; Approved at the 'Heart and Soul' Executive Board meeting, which included Mr. Marriott, and was used to drive enterprise digital strategy

Led UX team's first ethnographic research (proposed and received \$100K budget) that informed organization-wide Leisure Strategy

Worked with the Insight, Strategy and Innovation (ISI) group to design for virtual-physical guest experiences targeting Millennials

**FROG DESIGN | Interaction Designer** **6/2008 - 8/2008**

Contributed to Project Masiluleke, a global project to fight HIV/AIDS in South Africa through mobile technologies and home-testing kits, via insights research and framework creation

Worked on projects for Humana, GE and other clients

**IDEO | Interaction Designer Intern** **6/2007 - 8/2007**

Explored ideas to develop concepts for an insulin delivery medical device

Worked on two projects for Eli Lilly

**Various Clients | Strategy Consultant** **9/2012 - Present**

**Noah Interior Design Consulting Group | Assistant Manager** **5/2004 - 9/2004**

**Korea International Broadcasting Foundation | Co-host** **1/2005 - 7/2005**

**Chungdahm Learning | Staff & Media Instructor** **1/2005 - 6/2006**

EDUCATION

**Case Western Reserve University, Weatherhead School of Management** **8/2010 - 8/2022**

PhD in Management—Design & Innovation

Department of Design & Innovation with a focus on Information Systems

Thesis: "Doing Design: Design Thinking for Institution Building and Systems Change" ([link](#))

Advisor: Richard Buchanan, PhD

**Carnegie Mellon University, School of Design** **8/2006 - 5/2008**

Master of Design (MDes) in Interaction Design

**University of Pennsylvania, School of Design** **9/2003 - 5/2004**

Master of Architecture - *did not complete*

**University of Pennsylvania, School of Engineering** **9/1999 - 5/2003**

Bachelor of Applied Science (BAS) in Biomedical Sciences, Mathematics minor

BOARD SERVICE  
(NON-ACADEMIC)

**Ohio Life Sciences Foundation | Board of Trustees Member** 11/2025 - Present

The Ohio Life Sciences Foundation is the association's charitable arm that works to support the association's activities and deliver programs that help strengthen Ohio's life sciences industry.

**JumpStart, Inc | Board Officer/Executive Board Member** 11/2022 - Present

JumpStart (<https://www.jumpstartinc.org>) is a nationally recognized non-profit that unlocks the full potential of diverse and ambitious entrepreneurs to economically transform entire communities

8/2024 - Present: Officer, serve on Executive Committee of the Board

1/2023 - 8/2024: Served as co-chair of Services Committee responsible for building investment pipeline (for JumpStart Ventures) and managing economic development for institutions in Ohio and US

**Heritage Classical Academy | Board Member** 2/2023 - Present

Christian education organization (<https://heritageclassicalacademy.org>) from pre-kindergarten to high school using the model of the trivium model of learning (grammar, logic, rhetoric of the seven liberal arts) developed by the ancient Greeks and Romans

**Valley Art Center | Board of Trustees Member** 8/2022 - 8/2023

Valley Art Center (Chagrin Falls, OH) focuses on visual arts education, exhibition, and events

LEADERSHIP  
AWARDS

**Stephanie Tubbs Jones Neighborhood Leadership Award** 7/2020

Leadership award presented by University Circle Inc. and the Greater University Circle Neighborhoods for serving the community via creation of the UH Healthy Restart Playbook during COVID-19

**New Agency | Selected "Change Agent" of Cleveland** 2/2019

For their 50th anniversary, Cleveland's Museum of Contemporary Art (moCa) selected 50 individuals recognized for advancing creativity, dynamism, inclusion and innovation for the city and community

HIGHLIGHTS  
& PROJECT  
AWARDS

**Men's Health Program Featured in New York Times Magazine** 8/2025

I led the Men's Health team on a visit to Apple HQ, which led to the creation of a technology solution covered in the article, "What Does It Take to Get Men to See a Doctor?" by Helen Ouyang ([link](#))

**The Role of Design in US Health Systems Report | Featured** 6/2024

Highlighted in a comprehensive report of successful design teams in 27 health systems in the US by Equitable Healthcare Lab (Institute of Design at Illinois Tech) ([link](#))

**Design Management Institute (DMI) - Design Value Awards 2022 | 2nd Place** 8/2022

Guided and advised design and customer experience strategy for UH Cutler Center for Men ([link](#))

**Service Design Network (SDN) Awards 2022 | Finalist** 9/2022

International design award for the design strategy work with UH Cutler Center for Men ([link](#))

**US EDA Build Back Better Regional Challenge | Finalist** 12/2021

Lead for Smart Healthy@Home, one of 8 projects that was part of 60 finalists across the US (from an initial Project 1 pool of 529 regional applicants). Received a portion of the Phase 1 award of \$500,000 to support discovery and innovation work in health care and with industry partners

**Robert Wood Johnson Foundation Award | Finalist** 7/2020

Mobile-first application that enables caregivers to crowdsource innovation ideas during emergency response - One of five finalists out of more than 130 applicants

**Becker's Health IT Featured Innovation Partnerships** 7/2020

Initiative I led in partnership with NASA featured as one of 12 ([link](#))

**Design 730 Award | Selected by AIGA Cleveland** 5/2019

Directed and set vision for UHVentures website in partnership with firm, Little Jacket - One of award

recipients out of more than 160 entries

**Core77 Design Award for Patient Experience** 7/2012

A Runner Up Core77 Award in the Service Design category ([link](#))

INVENTIONS  
/ PATENTS

**Healthcare Facility Patient and Visitor Experience Management and Optimization**

Status: US utility patent assigned - US20190108909A1 (Google Patents [link](#))

PRESENTATIONS:  
SPEAKING  
ENGAGEMENTS

**Houston Medtech Rodeo | Invited Panelist** 3/2026

Panel title: *Health System Corporate Venture: The Extreme Value-Add Investor*

**Ruffing Montessori School | Invited Keynote** 7/2025

Guest speaker to commemorate the inaugural Ruffing Design House

Title: *Poetics for Young People*

**Ohio Economic Forum 2025 | Invited Panelist** 4/2025

Invitation from the Dept of Economics, College of Business, University of Akron

Forum topic: *The AI Revolution and Ohio's Labor Market*

**UPenn Master of Health Care Innovation Speaker Series | Invited Speaker** 4/2025

Invitation from UPenn's MHCI program (Perelman School of Medicine & Wharton School)

**Level Up: Accelerating the Role of Design in US Health Systems | Keynote** 2/2025

Invited keynote speaker for the inaugural design in US health systems conference following the "Role of Design in US Health Systems" report by the Institute of Design (Illinois Tech in Chicago, IL)

**ADD0's Inside Out: Brand Collective | Invited Guest** 2/2025

By invitation only (40 attendees) summit on customer and employee experience

**OhioX AI Summit (Inaugural) | Invited Fireside Chat Speaker** 11/2024

Title: *How University Hospitals is Transforming Healthcare with AI*

**Union Club of Cleveland (Cleveland Business Leaders Series) | Invited Panelist** 11/2024

Panel title: *AI in Action: Shaping the Future of Technology*

**Cleveland Institute of Art - Panel with CEOs/Leaders | Invited Panelist** 11/2024

Panel title: *The Art of Disruption: Exploring the Role of Technology in Art + Design and the Creative Economy*

**Becker's Health IT/Digital Health/RCM - 9th Annual Meeting | Invited Panelist** 10/2024

Conference on "The Future of Business and Clinical Technologies"

Panel title: *Innovation Adoption: Strategies to Stay Ahead*

**7th Chinese Service Design Congress | Invited Speaker (virtual)** 9/2024

Part of the China International Fair for Trade in Services (CIFTIS)

Title: *Service Design as Pathways to Systems Design*

**AI Symposium: Leading in the Age of Artificial Intelligence | Invited Panelist** 3/2024

Bridging the gap between AI and business, by the Weatherhead School of Management

Panel title: *What is the Leading Edge of the AI Frontier?*

**Center for Health Affairs Innovation Showcase | Invited Panelist** 11/2023

Panel with Chief Strategy/Innovation Officer (MetroHealth) & Managing Dir of Northcoast Ventures

**Design & Innovation Executive Exchange 2023 | Invited Keynote** 4/2023

Title: *From Expendable to Essential Design: Building for Durability and Legitimacy*

**British-American Business Network Conference (BACC) 2022 | Panelist** 9/2022

Panel title: *Instilling Innovation in the Organizational Ethos*

**Connecting Innovation Policy & Practice Ohio (CIPPO) Summit 2022 | Speaker 7/2022**

Inaugural summit to discuss the future state of innovation in Ohio, sponsored by the U.S. EDA, JobsOhio and Cleveland State University ([link](#))

**Virtual MedTech Happy Hour via Project Medtech | Featured Guest 5/2022**

Theme: *Setting Your Company Up for Success in Commercialization, Adoption, and Further Investment*

**Central Ohio HFMA Spring Conference | Panelist 3/2022**

Healthcare Financial Management Association's Central Ohio chapter conference;  
Panel theme: *Best Practices in Evaluating Healthcare Innovations*

**Customer Experience Summit at Progressive Insurance | Keynote 10/2017**

Internal summit to inspire two groups responsible design of customer experience via digital;  
Title: *Design Thinking for Better Organizational Doing*

**Belcher-Weir Pediatric & Family Innovation Day | Keynote 9/2016**

Annual innovation event hosted by Rainbow Babies & Children's Hospital;  
Title: *Perpetual Wonder: Innovation Inspired by Children*

**PATx 2013 at Progressive Insurance | Speaker 7/2014**

Progressive Acquisition Team's annual event, 1 of 2 featured guest speakers;  
Title: *The Power of 'In a Sense': Topical Thinking for Organizations*

**Cleveland AIA 'Speaker on the Square' Series | Panelist 7/2014**

Inaugural event to engage architects to better design city for visitors and inhabitants

**Design for America's (DFA) Speaker Series | Keynote 10/2013**

DFA Cleveland's 1st speaker series; Title: *Cicero on Systems & Social Design*

**TEDxCLE | Speaker 3/2013**

Cleveland's 4th official TEDx event, 1 of 14 selected speakers; Title: *Master Builders for the 21st Century*

**Swagelok Global Marcom Summit | Speaker 9/2012**

Swagelok's annual conference on customer experience; Title: *Designing for Service & Experience*

**Service Design in Tourism Conference (Innsbruck, Austria) | Keynote 8/2012**

1st international conference on service design in travel/tourism; funded by the European Union under the CIP Competitive and Innovation Framework Programme; Title: *Hospitality Service as Science & Art: Service Design from 100 Years Ago*

**Managing Experience via Adaptive Path (now Capital One) | Speaker 3/2012**

1 of 22 invited speakers; Title: *Four Meta-strategies for Design & Management*

**Service Design Global Conference | Speaker 10/2011**

1 of 28 long-talks chosen among 110 submissions;  
Title: *Strategic Planning Sandwiched by Sketchbooks and Spreadsheets*

IN THE PRESS:  
INTERVIEWS &  
WRITINGS

"University Hospitals Ventures Names New President." *Crain's Cleveland Business* (October 2025). ([link](#); University Hospitals official announcement [link](#))

"University Hospitals Taps Its VC Arm to Help Set Priorities." *Becker's Health IT* (August 2025). ([link](#))

"Healthcare's Next Big Disruptors." *Becker's Hospital Review* (2024). ([link](#))

"Efficiency, EHRs and AI: What 43 Leaders are Focusing On." *Becker's Health IT* (2024). ([link](#))

"46 Health IT Leaders Predict the Future of Healthcare Delivery." *Becker's Health IT* (2024). ([link](#))

"In a Usability Analysis of the ArthroFree® Wireless Surgical Camera by Lazurite®, More than 90%

of Respondents Agree the Absence of Cables Will Have a Positive Impact on Efficiency and Patient Safety." *Business Wire* (2024). ([link](#))

"University Hospitals' Disinfection Research Team Able to Tap into Department of Homeland Security Startup Resources Following Successful Accelerator." *Newswise* (August 2023). ([link](#))

"UH and Microsoft Using Tech to Help Men Make Their Health a Priority." *Crain's Cleveland Business* (May 2023). ([link](#))

"How UH is Transforming Men's Healthcare and Finding 90% Time Savings with Tech-assisted Personalization Using Microsoft Power Platform." *Microsoft.com* (April 2023). ([link](#))

"University Hospitals' Disinfection Technology, Supported by UH Ventures' Feuer Innovation Accelerator, Chosen for Department of Homeland Security Start-Up Program." UH CEO Clinical Update (April 2023). ([link](#))

"University Hospitals Performs First Arthroscopic Surgeries in Ohio using New ArthroFree® Wireless Camera System." *Newswise/Medical Device News/Ortho Spine News* (2022). ([link](#))

"Food Service Supplier Cres Cor Expands Portfolio with Product for First Responders." *Crain's Cleveland Business* (2022). ([link](#))

"Lazurite, UH Ventures Partner for Wireless Surgical Camera." *Orthopedics This Week* (2021). ([link](#))

"Medical Device Company Lazurite Announces Agreement with UH Ventures to Conduct Formative Human Factors Study on its ArthroFree™ Wireless Surgical Camera." *Business Wire* (2021). ([link](#))

"STRONGER TOGETHER: University Hospitals and Cleveland Clinic—COVID-19 Observations, Lessons Learned, Partnership and Roadmap for the Future." White Paper (2021). ([link](#))

**Lee, K.** "Looking to Space for Innovation Inspiration During Times of Crisis." *Healthcare Innovation - hcinnovationgroup.com* (2020). ([link](#))

"University Hospitals and HOHM to Offer Sleep Pods for Essential Workers During the COVID 19 Pandemic." *prweb.com* (2020). ([link](#))

"How University Hospitals Found a Way to Clean Up to 30K Masks Per Day—with NASA's Help." *Advisory Board - advisory.com* (2020). ([link](#))

"University Hospitals, NASA Collaborate to Decontaminate PPE." *Spectrum News* (2020). ([link](#))

"NASA, University Hospitals Join Forces in Response to COVID-19." *NASA.gov* (2020). ([link](#))

"UH, NASA Glenn Testing New Mask Decontamination Methods." *NPR's Ideastream* (2020). ([link](#))

**Lee, K.** "Purposeful, Focused Creativity for Organizational Change." *Cleveland Jewish News* (2014). ([link](#))

#### PODCAST INTERVIEWS

Featured Guest: Becker's Healthcare Podcast: "Insights into The Cleveland Innovation District with Kip Lee, Brian Kovach & Joseph Rich." (2024). ([link](#))

Featured Guest: The Design Thinking 10 Podcast: "E119: Design and Complex Systems in Healthcare + Design and Management with Kipum Lee." (2023). ([link](#))

Featured Guest: A Sherpa's Guide to Innovation Podcast with Ben Tingey & Jay Gerhart: "E104: Kip Lee—Crafting Arguments by Design." (2022). ([link](#))

Featured Guest: Inaugural episode of The Futures Archive Podcast Season 1, Episode 1: "The Passport with Lee Moreau, Natasha Jen, and Ellen Lupton." (2021). ([link](#))

Featured Guest: "Improve Patient Experience Through Healthcare Digitalization: Interview with Kip Lee." *Purple.ai* (2021). ([link](#))

# Academic Curriculum Vitae

## FACULTY APPOINTMENTS

**Weatherhead School of Management - CWRU | Assistant Professor** 11/2023 - Present

Full-time, non-tenured faculty appointment (secondary) at Case Western Reserve University  
Weatherhead School of Management

**School of Medicine - CWRU | Assistant Professor** 8/2023 - Present

Full-time, non-tenured faculty appointment (primary) at Case Western Reserve University School of  
Medicine's Department of Medicine

**Northeast Ohio Medical University (NEOMED) | Adjunct Faculty** 1/2023 - Present

College of Graduate Studies - Master of Leadership & Health Systems Science (MLHSS)

**Weatherhead School of Management - CWRU | Adjunct Faculty** 6/2022 - 8/2022

Teaching design and innovation to Masters of Healthcare Management and MBA students

**Weatherhead School of Management - CWRU | Instructor** 9/2012 - 5/2014

Teaching innovation to MBA, Executive MBA, Master of Engineering & Management (MEM) students

## THOUGHT LEADERSHIP

**Design Issues | Editor & Editorial Board Member** 1/2016 - Present

Premier academic design journal published by MIT Press

## PUBLICATIONS: RESEARCH & ACADEMIC

Patil, S.J., Caron, A., Roach, M.J., Einstadter, D., Malone, S., Marbury, Q., Whaley, M., Sullivan, C., Kimmel, P.J., Rockamore, M., Mundorf, C., **Lee, K.**, and Bolen, S.D. "From Co-Design to Quality Improvement: Using the Double Diamond Framework to Develop Primary Care Redesign Priorities for Hypertension Care." *Health Expectations* 26, no. 568 (April 2026). ([link](#)).

Farah, J.A., **Lee, K.**, Kim-Mozeleski, J.E., El Khoury, A., Albar, Z., Laidkos, C., Yianas, D., Carty, N., Lewis, T.M., Gardiner, K.M., and Saade, E. "Barriers to Optimal Central Venous Catheter Training: A Qualitative Study of Physician Experiences." *BMC Medical Education* 29, no. 2 (March 2026). ([link](#))

**Lee, K.** "Design as Institutioning: Shaping Temporality and Agency in Organizations and Human Systems." *Design Issues* 41, no. 3 (Summer 2025): 7-25. ([link](#))

**Lee, K.** "Institutions as Objects in Fourth Order Design." *She Ji: The Journal of Design, Economics, and Innovation* 10, no. 2 (Summer 2024): 169-191. ([link](#))

Blanchette, J.E., Hart, A.A., **Lee, K.**, and Hatipoglu, B. "How Do Aging Adults with Diabetes Engage with Technology for Behavior Change?" *Diabetes* 73, Supplement\_1 (June 2024). ([link](#))

Griffin, P., Polito, P., Brownlee, L., Ustin, J., **Lee, K.**, and Conner, C. "Human Factors Usability Analysis of the ArthroFree Wireless Surgical Camera." *Journal of Orthopaedic Experience & Innovation* (January 2024). ([link](#))

**Lee, K.** "De Estar en las Márgenes a ser Instituciones: El Diseño como Mercado de Ideas para la Acción en los Organismos," in *Design Issues: Investigación en Diseño—Volumen III*, ed. M. Navarro. (Mexico City: Universidad Autónoma Metropolitana, 2003), 73-87. ([link](#))

Runnels, P., Penman, J., Schreiber, S., Dolber, T., **Lee, K.**, Pronovost, P. "A Conceptual Framework for Building Individual and Team Capabilities to Provide Effective Longitudinal, Relationship-based Clinical Case Management." *Population Health Management* 26, no. 6 (December 2023): 408-412. ([link](#))

**Lee, K.** "Critique of Design Thinking in Organizations: Strongholds and Shortcomings of the Making Paradigm." *She Ji: The Journal of Design, Economics, and Innovation* 7, no. 4 (Winter 2021): 495-515. ([link](#))

Runnels, P., Webbe, H., **Lee, K.**, Jernejcic, R., Pronovost, P. "Designing for Value in Specialty Referrals: A New Framework for Eliminating Defects and Wicked Problems." *NEJM Catalyst Innovations in Care Delivery* 2, no. 6 (June 2021): 1-21. ([link](#)) ([PR announcement](#))

**Lee, K.**, Merkle, B., Zenker, M., Colella, P. "Touchless Touchpoints: Redrafting the Service Blueprint for a Post-pandemic World." *Touchpoint* 12, no. 2 (April 2021): 46-50. ([link](#))

**Lee, K.** "From Margin to Institution: Design as a Marketplace for Action in Organizations." *Design Issues* 36, no. 4 (Autumn 2020): 5-19. ([link](#))

John, A.R., Raju, S., Cadnum, J.L., **Lee, K.**, McClellan, P., Akkus, O., Miller, S.K., Jennings, W.D., Buehler, J.A., Li, D.F., Redmond, S.N., Braskie, M., Hoyen, C., Donskey, C.J. "Scalable In-hospital Decontamination of N95 Filtering Face-piece Respirator with a Peracetic Acid Room Disinfection System." *Infection Control & Hospital Epidemiology* (October 2020), 1-10. ([link](#))

Tokayer, M. & **Lee, K.** "Cultivating Healthcare Innovation through On-the-Job Design Education." *Touchpoint* 9, no. 1 (July 2017): 26-31. ([link](#))

**Lee, K.** "Discovering the Beautiful in 'Service as Expression'." *Touchpoint* 5, no. 3 (January 2014): 40-45. ([link](#))

**Lee, K.** "Hospitality Service as Science and Art: The Luxury Hotel Idea from a Century Ago." *Touchpoint* 4, no. 1 (May 2012): 26-31. ([link](#))

**Lee, K.** "Beyond Blueprints and Basics: A Service Design Conference Report." *Design Issues* 27, no. 4 (Autumn 2011): 95-100. ([link](#))

**Lee, K.** "Designing for Doctor-Patient Interactions During Leave-taking - A Case Study: Impacting a Physician-led Organisation." *Touchpoint* 3, no. 2 (September 2011): 32-37. ([link](#))

**Lee, K.**, Evenson, S., Buchanan, R. "More Than Kimchi and Cash: Designing for Cultural Identity." In *Proc. of CHI* (2009): 2663-2666. ([link](#))

CURRENT GRANTS

**Center for Disease Control and Prevention (CDC) & Agency for Toxic Substances and Disease Registry (ATSDR)**

Period: 8/2023 - 8/2028 - \$348,561.96 for University Hospitals subaward  
 Title: Innovative Cardiovascular Health Program (Awardee Institution: MetroHealth)  
 ID Number: CDC-RFA-DP-23-0005  
 Sponsor: CDC  
 Role: Key personnel - Co-design advisor & facilitator  
 Percent effort: 5%

**JobsOhio and Cleveland Innovation District award for Artificial Intelligence Research**

Period: 8/2023 - 8/2025 - \$520,000.00  
 Title: Advancing Enterprise Strategy & Innovation Through AI  
 ID Number: 18601 (Internal) - JobsOhio, sponsored research  
 Sponsor: JobsOhio  
 Role: Program lead  
 Percent effort: 50%

**Digital Health and A.I. Collaborative via Manatt Health & Association of American Medical Colleges (AAMC)**

Period: 1/2025 - 11/2025 - \$40,000.00  
 Title: Digital Health & A.I. Health System Learning Collaborative  
 ID Number: 18601 (Internal) - JobsOhio, sponsored research  
 Sponsor: JobsOhio  
 Role: Program lead  
 Percent effort: 50%

**American Hospital Association's (AHA) Health Research & Education Trust (HRET) & Centers for Disease Control and Prevention (CDC)**

Period: 7/2023 - 7/2024 - \$75,674.00

Title: Human-centered Design Process to Identify High-impact Opportunities and Solutions to Improve Infection Control  
 ID Number: 87774 - Project Firstline: Improving Infection Control Capacity for Frontline Workers in Healthcare Systems  
 Sponsor: HRET via CDC's Project Frontline (with AHA Center for Health Innovation)  
 Role: Team lead & co-investigator  
 Percent effort: 14%

TALKS &  
PRESENTATION

- Grand Rounds - Seidman Cancer Center | Invited Speaker** 1/2026  
 Lecture on *Designing the Future of Cancer Care: Human-centered Innovation* at University Hospitals Seidman Cancer Center and Case Western Reserve University School of Medicine.
- Ventures4Impact | Invited Judge** 11/2025  
 Inaugural startup competition hosted by the Fowler Center for Business as an Agent of World Benefit and the Veale Institute for Entrepreneurship at Case Western Reserve University.
- Experio Seminars | Featured Speaker** 9/2025  
 Experio (<https://experiolab.se/forskning/seminars/>) is a monthly seminar in collaboration with Linköping University (also part of doctoral course at Linköping University). Invited national and international researchers to present current research linked to service design, service logic, and user-driven services in the public sector where the main focus is on increased value creation for citizens.  
 Title: *Institutions as Objects of Design*
- Diversity in Clinical Research | Featured Panelist** 5/2024  
 Featured perspective on diversity in research by University Hospitals Clinical Research Center
- Office of Community Impact, Equity, Diversity & Inclusion | Panelist** 5/2024  
 Asian American Pacific Islander (AAPI) Heritage Month discussion sponsored by University Hospitals Office of Community Impact, Equity, Diversity & Inclusion (CEDI)  
 Title: Dismantling the Model Minority Myth: A Spotlight on AAPI Leaders and Their Impact
- Artificial Intelligence Lab (RadiCLE), University Hospitals | Invited Speaker** 6/2023  
 Lecture for Radiology AI Lab & Collaborative Seminar at University Hospitals in Cleveland, OH;  
 Title: *Fusing Data and Design Thinking in Healthcare*
- Population Health Research Institute (PHRI), MetroHealth | Invited Speaker** 5/2023  
 Design lecture for the PHRI Seminar at MetroHealth in Cleveland, OH
- Boler College of Business, John Carroll University | Invited Speaker** 4/2023  
 Invited by Dean Elad Granot, PhD, to speak to Marketing Strategy MBA students on innovation
- GME Retreat - School of Medicine, CWRU | Invited Speaker** 8/2022  
 10th Annual GME Retreat at University Hospitals & Case Western Reserve University School of Medicine. Theme: Teamwork for Patients with Complex Conditions; Title: *Design for Proactive Care*
- LEAP Symposium | Invited Participant** 9/2013  
 1 of 100 invitees to discuss design issues at the 1st social design conference
- DESMA Chats | Episode 6 Featured Guest** 9/2015  
 A series of virtual hangouts where design & management issues are discussed;  
 Title: *Beauty in Organizations*
- 6th Jeju Forum (South Korea) | Invited Panelist** 5/2011  
 Sponsored by the Jeju Special Self-governing Providence and the Republic of Korea's Ministry of Foreign Affairs & Trade; Participated in workshop where top business innovation leaders from Asia come together every 2 years; 1 of 28 participants (by invitation only)

TEACHING &  
CLASSROOM  
INSTRUCTION

**Convergence: Managing & Designing | Participant** 6/2010

Conference to explore managing as designing; 1 of 68 participants (by invitation only)

**4th Order Design Conference | Presenter** 3/2009

Conference on social design & social environments; 1 of 20 participants (by invitation only);  
Title: *System, Worship, and Faith as Concepts for Design*

**Computer-Human Interaction (CHI) | Presenter** 4/2009

Presented in Boston, MA for accepted publication; Title: *Designing for Cultural Identity*

**Executive Education (Weatherhead School of Management)** 4/2013 - Present

Executive education immersion sessions with various corporations (Swagelok, LG, Fortune Brands, Lorain County Community College)

**UH-NEOMED FIRE Program | Adjunct Professor/Speaker** 10/2024 - Present

The Fellowship in Innovation-Research and Entrepreneurship (FIRE) Program is designed to provide physicians, nurses, clinicians, and caregiver leaders with an in-depth experiential education to develop "entrepreneurial mindset." I was a guest speaker for module 4: product design.

**Identifying Design Opportunities - HSMC411 | Adjunct Professor** 6/2022 - 7/2022

Taught the required design and innovation class for the Master of Healthcare Management program at Case Western Reserve University's (CWRU) Weatherhead School of Management

**Design in Management - MIDS420 | Instructor** 9/2011 - 5/2014

Lectured and prepared studio-based project assignments at CWRU

Introduced product development as a component of curriculum

Co-recruited 9 project sponsors for the final Spring capstone segment (secured \$5K in support from sponsoring company)

Class was featured in *Bloomberg BusinessWeek* article, "B-Schools Are Starting to Look More Like D-Schools" ([link](#))

**Information Technology & Systems - IIME420 | Instructor** 1/2013 - 5/2013

Planned and taught graduate-level course to students in the Master of Engineering and Management Program (MEM), a joint class between the Management and Engineering School at CWRU

**Identifying Design Opportunities - MBAP411 | Instructor** 9/2012 - 12/2012

Planned and taught the first design & innovation seminar/studio course offered through the part-time MBA program at CWRU (42 students)

**Various Classes | Invited Guest Lecturer** 9/2011 - 5/2013

Lectured on service design and design thinking to executives in the Executive MBA program (those with at least 10 years of professional work experience and in senior management positions)

Lectured to design students in a graduate course at Kent State University and for junior/senior design studio classes at the Cleveland Institute of Art

MENTORING &  
ADVISING

Capstone Advisory for Eli Miller, 2024-2025, Heritage Classical Academy, 8th Grade Capstone Project

BFA Thesis Committee Member for Rong Maggie Dai, 2011-2012, Cleveland Institute of Art, BFA Thesis: "Contemporary Communication Design in Software Development"