

Joshua DeLung

Engaging Executive Leader in Experience, Digital, and Communications

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Leading organizations through change, growth, teambuilding, and operational efficiency | Defining and driving the future of business and design through customer, employee, and digital product user insights | Managing large multi-disciplinary teams | Synthesizing business and client analytics data to generate actionable insights | Consistently collaborating across external and internal partner or client organizations to meet business goals | Driving innovation, simplicity, and consistency across the business

I am a senior business operations leader with more than 20 years of total experience serving media, nonprofit, public and private sector clients as a digital or communications strategist to deliver excellent customer experiences. I have focused in the past on content development and strategy, digital product management and UX, improving CX/EX, and research combined with data analytics. Since 2009, I have focused exclusively on building and managing effective cross-functional teams for large federal and other public interest clients across many domains, with a heavy focus in the health sector.

I have also performed business development functions including capture, sales, bid and proposal, and organic growth strategies, including as a practice lead within a multi-billion dollar publicly traded global consulting firm. My business acumen along with my supervisory experience, collaborative people skills, and technical abilities yield measurable outcomes, efficient operations, and successful visioning and implementation. I have also served as a mentor to early and mid-career professionals for more than a decade, served on the Loudoun County, Virginia, Health Council, and since 2013 have been honored to serve as an annual judge for the American University Kogod School of Business Case Competition. I also taught public speaking at the collegiate level for many years to undergraduate students at Virginia Tech and Northern Virginia Community College.

Work History

01/2024 – Present

Altarum, Palladian Partners | Executive Vice President, Chief of Staff
Silver Spring, MD

- Reporting to the President, overseeing an organization of 130+ professionals in strategic communications, digital strategy, creative services, conference services, and editorial services to drive growth, operational efficiency, employee and customer experience, and maximize the company's ability to serve clients effectively with modern services
- As a member of the senior leadership team, interface with parent company Altarum C-suite executives and board members on a regular basis to align on strategy and execution of the mission and vision of the wider organization

04/2015 – 01/2024

ICF | Partner/Senior Director and Experience Practice Lead

Reston, VA

- Leads a large, cross-functional and geographically **diverse team of 60+ professionals in the digital and experience human-centered design space** who serve public and private sector clients across many domains; has the overall responsibility for strategy and quality assurance of the client work, as well as all business strategy, pipeline/development, operations and logistics related to the line of business (approximately **\$20M in service revenue being delivered annually**).
- Manages resourcing, hiring, utilization, pipeline, capture, partner development, strategic alliances, forecasting, compensation planning, business development and proposals, human resources issues, client problem solving, strategy, and coaching and mentoring for highly matrixed teams supporting enterprise digital and CX programs.
- Develops and enforces knowledge management and governance across the business.
- Establishes employee experience programs and acts on feedback gathered through twice-per-year EX surveys to encourage employee engagement and retention.
- Leads the capture, bid, and delivery handoff process for sales opportunities (**up to \$35M+ over five years per opportunity**), including partner teaming, capture strategy and solutioning, proposal management, contract writing, and pricing estimates.
- Facilitates design thinking, participatory design, and other sessions and workshops both in-person and virtually on a regular basis with cross-functional teams, partners, clients, and corporate leaders.
- Have served as the senior CX/UX research strategist for key client projects, including **Fortune 50 health insurance CX**, loyalty and digital, a CX contact center modernization for the Department of **Housing and Urban Development**, managing a growing **Consumer Financial Protection Bureau CX** and UX team, managing and coaching the CX strategists deployed to USDA, HUD, ODNI, and FDA through the **GSA Centers of Excellence**, creating a strategy for a new **AmeriCorps** website focused on research and training dissemination, developing standard operating procedures and strategy to be followed by the team redesigning **CDC.gov** as part of its Clean Slate Initiative, and leading content, digital and CX strategy for a portfolio of work with the **Department of Health and Human Services** across NIH, CDC, CMS, HRSA, ACF, SAMHSA, OASH, FDA, ASPR, ACL, and OIG.
- Directly worked with C-Suite and VP-level staff to lead a team of CX experts at **Centene Corporation** on multiple CX/UX research projects over many years, including for **provider journeys**, **Medicaid member experiences**, **marketplace member journeys** (Ambetter), and **Complex Care** (members who are dual-eligible and/or have chronic disabilities) **member experiences** to improve products, communications, human resources, and other business systems to raise customer loyalty, trust and overall satisfaction; work led to a complete overhaul of the care manager approach and how third-party providers are managed and deployed.

05/2011 – 04/2015

ENC Strategy | Senior Director, Head of Client Services

Arlington, VA

- Served as the senior strategist, information architect, and researcher in digital, marketing, and CX for government clients including the **Department of Agriculture (USDA.gov)**, the **Small Business Administration (SBA.gov)**, the **Department of Veterans Affairs** and Fortune 500 clients including **Exelon, WGL Holdings (AltaGas), AIG, Leidos and NetApp**.
- Led the client services department (20+ staff), managing all account director-level staff directly, reporting into the President and CEO.
- Supported staffing, training and strategy to facilitate effective delivery on client digital projects related to nonprofit, energy, technology, and finance companies, as well as several large federal government communication and web projects.
- Owned the bid and proposal process upon handoff from the corporate capture team
- Collaborated with the creative director to ensure delivery of quality creative on accounts.
- Led and directly created deliverables for projects in print, digital, social media, video, advertising, public relations, and experiential marketing for a diverse portfolio of clientele for both external and internal communications purposes.

09/2009 – 05/2011

General Dynamics Information Technology (GDIT) | Digital Public Affairs Lead

Fairfax, VA

- Built a web team for an initiative at the **Department of Energy** from the **Office of the Vice President of the United States**, and a key project of the Recovery Act, called Energy Empowers; the project became part of a redesigned Energy.gov.
- Directly managed a team of 6 public affairs specialists, writers, editors, and web content managers; indirectly supervised an additional 10+ marketing and outreach specialists, UX researchers and designers, developers, multimedia producers and other web staff.
- Led outreach efforts that increased engagement and grew web traffic by 244%.
- Wrote more than 100 web articles to showcase successful Recovery Act projects.
- Drafted talking points and reports for senior White House officials.
- Also supported the **Department of State's** Bureau of Diplomatic Security with developing classified briefings on cyber threat topics (under a different contract).
- Note: Employment predated the GDIT acquisition, as part of SRA International.

09/2008 – 05/2009

PR Assistant | Access Advertising

Roanoke, VA

- Conducted public relations and social media campaigns for government, university, nonprofit, utility and health clients.
- Provided in-depth market research services related to market-specific tactics.

09/2006 – 05/2007

PR Assistant | Marshall Office of Communications

Huntington, WV

- Wrote news releases, planned events, and fielded media requests for the university.
- Provided legislative affairs support to the Director of Communications.

10/2002 – 10/2008

Armor and Cavalry Specialist | Army National Guard

Glen Jean, WV

- Led soldier skills courses and operated complex vehicle and communications systems.
- Received an honorable discharge.

06/2002 – 05/2021

President/Sole Proprietor | Foo Digital

Potomac Falls, VA

- Provided freelance digital and experience consulting services to small businesses, including a small government contractor and a locally owned insurance agency.
- Provided freelance content development services to publications, including previously serving as a reporter and editor for The Roanoke Times, New River Valley Magazine, The Charleston Gazette, and others.
- Although I keep the business license active for this sole proprietorship, I stopped freelancing due to taking on more senior full-time responsibilities.

Education

Marshall University, Huntington, WV

Bachelor's degree, Journalism

Virginia Tech, Blacksburg, VA

Master's degree, Communication

Delft University of Technology, Delft, Netherlands

Professional Certificate, Product Design and Health

Recent Awards

Synergy Award, ClinicalTrials.gov and MedlinePlus Modernization, 2022

Synergy Award, National Library of Medicine, MedlinePlus Redesign, 2021

Meaningful Outcomes Award in Health CX, Complex Care Journey Mapping, 2020

Innovation Spark Award, HHS Office of Child Care Consumer Web Technical Assistance, 2019

Trusted Advisor Award, 2019

Telly Award, Video Training for Corporate Use, 2019

Supervisory Skills Award, 2018

Telly Award, Promotional Video, I-Corps at NIH, 2018

Innovation Spark Award, National Cancer Institute SBIR Engagement, 2018

Addy, National Cancer Institute SBIR Infographics Campaign, 2017

Telly Award, Digital and Streaming, National Cancer Institute Smokefree video series, 2017

NAGC Blue Pencil and Gold Screen Award, Smokefree.gov Quit Plan, 2016

SBA Administrator's Award for Excellence, SBA.gov, 2015

15+ MarCom, Communitas, PR Daily, Web Marketing Association, NAGC, Alfred P. Sloan, Press Association, and other awards, 2007-2015

Certifications

Medallia Product Certification
Medallia Operational Customer Experience Management
Forrester Customer Experience Pro
Nielsen Norman Group UX Certification, Management Specialty
Google Analytics Individual Qualification
Moz Page Optimization
Social and Behavioral Research, CITI Program
Business Development Excellence, Huthwaite
Mental Health First Aid, National Council for Behavioral Health
Corporate certifications in Agile Scrum, Management Excellence, Leadership Excellence, Delivery Management, Exceptional Leadership, Business Development Champion, and Activating Leadership Influence (corporate officer training)

Selected Presentations and Publications

June 2024 Forthcoming: "Growing UX and Product Careers in Government Consulting." UXPA International Conference, Ft. Lauderdale, FL.

"Journey Mapping Tools and Techniques: Research, Design and Action Planning." Aug. 31, 2021. User Experience Professionals Association International 2021 Conference, Baltimore, Maryland.

"Integrating UX into Web Product Redesigns Using Cloud-Based Platforms." Aug. 24, 2021. UX Booth.

"How was your experience? CX in government." April 2021. ICF E-Book.

"Using Voice of the Customer (VoC) Feedback to Drive Decision Making." June 2020. ICF Whitepaper.

"Less is More: Organizing Government Websites for User Needs." June 2019. National Association of Government Communicators, 2019 Communications School.

"How to Start a Voice of the Customer Program." June 2019. National Association of Government Communicators, 2019 Communications School.

"How to Start a Voice of the Customer Program (And Why You Should)." March 2019. The IA Conference. Co-presented with Vrinda Gupta.

"An Evidence-Based Approach to Building a Chatbot for Smoking Cessation." March 2019. Society of Behavioral Medicine 40th Annual Meeting. Co-author.

"Supporting States and Families through Our Websites." Feb. 2019. Early Childhood Training and Technical Assistance System Annual Meeting, Administration for Children and Families.

“Social Media Campaign Strategy & Measurement.” November 2018. National Cancer Institute, Digital Communications University.

“Government’s Content Strategy is the Linchpin of Citizen Experience.” Sept. 2018. UX Booth.

“Turning Analytics Reports to Action Plans.” ICF Podcast. Sept. 11, 2018. ICF, with David Vaughan.

“Beyond Web 3.0: How Content Strategy is the Foundation for the Future of Communication.” Aug. 2018. International Association of Business Communicators Webinar.

“The Cake is a Lie: Making Portals Great Again.” June 20, 2018. National Association of Government Communicators, 2018 Communications School.

“Alexa, Help Me Stop Smoking!” June 19, 2018. National Association of Government Communicators, 2018 Communications School.

“Social Media Tools & Metrics.” June 8, 2018. National Institutes of Health, Workshop on the Future of Clinician, Patient and Community Engagement.

“Data Visualization Best Practices.” May 17, 2018. CDC Evaluation Peer Learning Community Health Impact Webinar Series, Training and Technical Assistance Support Center. Co-presenter.

“Is Your Government System One Human Error Away from Crisis?” Feb. 21, 2018, NextGov.

“Applying a Marketing Funnel Analysis to Maximize the Impact of Social Media in Digital Tobacco Cessation Campaigns.” Feb. 2018. Co-author. Society for Research on Nicotine and Tobacco annual conference.

“Engaging Scientists to Use Twitter as a Communication Tool to Advance Next-Generation Cancer Technologies.” Aug. 2017. Co-author. National Conference on Health Communication, Marketing and Media.

“Using Online Listening Tools to Analyze Social Media Discourse About Pregnant Smokers.” Co-author. Aug. 2017, National Conference on Health Communication, Marketing and Media.

“How To: Improve UX with Social Media Intelligence.” UXDC 2017.

“How to Create Thought Leadership Using Long-Form Posts on LinkedIn.” March 20, 2017, PRNews Pro, Issue 11.

“User-Centered Design Thinking for Health Outreach Initiatives.” Aug. 30, 2016, HHS Digital Council Webinar Series.

“Using Facebook Ads for Market Research on Key Audiences for Smoking Cessation.” Co-author. 2016 American Public Health Association Annual Expo.

“Refining Social Media Outreach for Smoking Cessation Based on Evaluated Data.” Co-author. 2016 American Public Health Association Annual Expo.

“Using Social Intelligence to Enhance U.S. Government Public Health Initiatives.” 2016 Crimson Hexagon CoLab Webinar Series.

“Creating Social Content that Aligns with Your Mission and Cultivates Brand Advocacy” 2016 PRNews Writer’s Guidebook, Vol. 2, pages 81-85.

“User-Centered Design: Digital Outreach to Make Teens Healthier.” 2016 NAGC Communications School.

“Improving User Experience through Personalization in Health Communication.” UXDC 2015.

“Enhancing Dot-Gov Websites for Internal and External Stakeholders.” 2013 NAGC Communications School.

“Empowering Citizen-Driven Government through Collaboration and Service Delivery.” Editor and co-author. 2012 Quadrennial Government Technology Review, ACT-IAC Institute for Innovation.