

Joseph P. Zolner

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Experience

Harvard Graduate School of Education Cambridge, Massachusetts

2018-Present *Adjunct Lecturer on Education, Harvard Graduate School of Education*
2008-2018 *Lecturer on Education, Harvard Graduate School of Education*

Teach “Mission and Money: Institutional Advancement in Higher Education” course in higher education concentration to masters and doctoral students.

Served as Management Development Program (MDP) Educational Chair, Leadership Institute for Academic Librarians (LIAL) Educational Chair, Institute for Educational Management (IEM) Educational Co-Chair, and Contemporary Challenges in Library Leadership Educational Chair. Have taught “Innovation and Change,” “Team Effectiveness,” “Leadership in Organizations,” “Human Resource Management,” “Educational Philanthropy,” and “Professional Development” curriculum modules in Harvard Institutes for Higher Education (HIHE) programs.

Harvard Graduate School of Education, Cambridge, Massachusetts Office of Programs in Professional Education (PPE)

1999-2018 *Senior Director of Programs & Senior Director, Harvard Institutes for Higher Education*

The Harvard Institutes for Higher Education (HIHE) is an administrative unit of the Harvard Graduate School of Education (HGSE) responsible for providing leadership development programs to the higher education community. For more than 50 years, HIHE has provided professional development experiences to thousands of higher education practitioners. HIHE programming addresses the managerial challenges and career advancement issues faced by higher education leaders at differing stages of their professional careers and includes a broad cross-section of administrative levels and areas of leadership responsibility. HIHE offers four “core” institutes – a program for newly-appointed college and university presidents, a residential institute for experienced presidents, provosts, and other members of the president’s executive cabinet (IEM), a program for experienced vice presidents and deans interested in fostering institutional change and transformation (MLE), and an institute for middle-level managers (deans, directors and departments heads) in the early stages of their administrative careers (MDP). In a typical year, HIHE welcomes 600-650 higher education leaders to its program offerings. The HIHE Senior Director is responsible for the quality, relevance, and variety of leadership development programming offered to the higher education community. Specific duties included:

- Served as member of PPE Senior Leadership Team and PPE Chief Academic Officer.
- Managed development and delivery of higher education residential, online, and custom programs.
- Supervised development and preparation of new higher education case studies for use in both HIHE offerings and HGSE degree program courses.
- Collaborated with faculty and staff on design and delivery of programs.
- Directed HIHE admission and curriculum development/assessment activities.
- Led alumni relations program that included preparation of a quarterly HIHE alumni e-newsletter and delivery of networking events and educational seminars for HIHE alumni.

2003-2004 *Acting Director, Programs in Professional Education (PPE)*

Assumed interim leadership responsibilities for the Office of Programs in Professional Education (PPE), an administrative unit at the Harvard Graduate School of Education responsible for planning and delivery of executive education and capacity-building programs, projects, and services to K-12, higher education, and international teachers and administrators.

- Served as chief administrative officer for operation that generated annual revenue of \$2.3 million in executive education program tuition and \$750,000 in international sponsored-research grants. Audiences served included more than 1,400 educators and administrators annually.
- Oversaw \$3.1 million operating budget and office staff of fourteen with responsibilities for program planning and delivery, financial management, information technology, and marketing.
- Led office leadership team that identified an operating budget deficit, developed a financial recovery strategy, and implemented a two-year departmental reorganization plan. Recovery plan converted a projected \$367K operating deficit in FY04 into an operating budget surplus one year ahead of schedule.
- All PPE Acting Director duties carried out concurrently with HIHE Director appointment.

Union College Schenectady, New York

1997-1999 *Director, Graduate Management Institute (GMI)*

Served as chief academic and administrative officer for GMI's graduate management degree programs.

- Enrollment accountability for 250 MBA and MS students and generation of \$1.45 million in annual tuition revenue.
- Oversaw marketing, admissions, placement, student service, alumni relations, and degree certification activities for all graduate management degree programs.
- Responsible for performance evaluation, professional development, academic planning, course scheduling, and administrative oversight of ten full-time and fifteen adjunct faculty members.
- Served as chief administrative officer responsible for securing initial institutional accreditation by AACSB International -- The Association to Advance Collegiate Schools of Business.
- Oversaw \$1.4 million budget and supervised office staff of three.
- Developed and implemented a new technology strategy for all graduate students, including a major renovation of the graduate student computer laboratory.
- Developed and enforced graduate school policy as member of Graduate Subcouncil.
- Taught one MBA core course (Foundations of Leadership and Communication).

**Harvard Graduate School of Education Cambridge, Massachusetts
Harvard Institutes for Higher Education**

1996-1997 *Special Projects Consultant*

Conducted research and writing projects to support ongoing scholarship of senior faculty members and to improve executive education program activities.

- Served as research assistant for study of faculty employment arrangements and alternatives to traditional academic tenure.
- Taught in executive education seminar for Latin American university leaders.
- Researched, designed, and developed case studies for use in executive programs at the Harvard Business School and Harvard Graduate School of Education.

1992-1996 *Graduate Assistant, Institute for Educational Management (IEM)*

While a full-time higher education doctoral student, supported development and delivery of IEM (a residential executive education program for senior-level higher education administrators).

- Assisted institute faculty in design and delivery of program curriculum.
- Served as member of IEM Admissions Committee.
- Provided on-site curricular and logistical support during program delivery.
- Authored case studies used for instructional purposes in institute programs.

Tufts University Medford, Massachusetts

Spring 1994 *Special Assistant to the Vice President for Arts, Sciences, and Technology*

In fulfillment of higher education doctoral program degree requirements, completed five-month internship to support the administrative reorganization of the largest academic unit at Tufts. Consulted with the Vice President and his direct reports, participated in weekly Policy Council meetings, and worked with outside consultant to develop a senior staff retreat designed to advance the restructuring plan.

Northeastern University Boston, Massachusetts

1988-1992 *Director, Graduate School of Business Administration*

Served as chief administrative officer responsible for management of five graduate management degree programs.

- Enrollment accountability for 1,200 MBA students and generation of \$12 million in annual tuition revenue.
- Oversaw four separate budget centers totaling \$1.75 million and supervised office staff of twenty.
- Developed, implemented, and evaluated strategic plans for five distinct MBA programs.
- Oversaw all MBA program marketing, admissions, placement, student service, and degree certification activities.
- Developed and managed three MBA study abroad programs with collaborating institutions in France, Finland, the Soviet Union, and United Kingdom.
- Developed and enforced MBA academic standards and policies as member of Committee on Graduate Programs.
- Served as primary institutional representative to the Graduate Management Admission Council (GMAC).
- Developed and taught MBA elective course (The Management of Innovation).

1987-1988 *Assistant Director, Graduate School of Business Administration*

- Oversaw Graduate School of Business admissions, student services, and management information functions.
- Supervised two exempt and two non-exempt office staff.
- Managed all MBA marketing and recruitment activities.
- Prepared market analysis reports and other special assignments.

Goodmeasure, Inc. Cambridge, Massachusetts

1984-1987 *Management Consultant and Director of Administration*

- Responsible for client development, project management, and consultation services to senior executives of Fortune 500 corporations. Major consulting engagements included International Harvester/Navistar, BellSouth Corporation, AT&T, South Central Bell, Ford Motor Company, and Bell Canada. Worked in close collaboration with Professor Rosabeth Moss Kanter (Goodmeasure Chair and CEO).
- Planned and delivered senior management conferences.
- Presented seminars on innovation, implementation of strategic change, human resource management, leadership, and participative management.
- Also served as firm's chief administrative officer with supervisory responsibility for office staff of twenty. Oversaw all finance, human resource, information technology, and office management functions.

Dartmouth College Hanover, New Hampshire1980-1982 *Assistant Dean of the College*

Member of Dean's Office staff responsible for planning and administration of the institution's student affairs division. Counseled upperclass students on academic and personal matters. Supervised fraternity, sorority, and senior society systems. Served as Dean's Office judicial officer, handling all student involvement with college disciplinary process. Participated on several standing academic committees. Speaker at numerous Alumni Club and Admissions Office functions.

1979-1980 *Assistant Dean of Freshmen*

Shared responsibility for activities, programs, and policies designed to facilitate first-year student transition to college. Duties included student counseling, orientation activities, coordination of the freshman advising system, and administration of a resident assistant program for first-year students.

Union College Schenectady, New York1977-1979 *Assistant Dean of Students*

Responsible for student counseling and management of a variety of student affairs functions, including freshman and transfer student orientation, community volunteer service program, and fraternity, sorority, and student government advising.

1976-1977 *Assistant Director of Admissions*

Shared responsibility for recruitment and selection of freshmen and transfer students. Secondary school visits, applicant interviewing, and credential review. Served as liaison officer to Financial Aid Office.

Education

Harvard Graduate School of Education Cambridge, Massachusetts
 Doctor of Education, 1996
 Concentration in Higher Education.
 Dissertation considered the higher education curriculum innovation process.

Master of Education, 1994
 Concentration in Administration, Planning, and Social Policy.

Yale School of Organization and Management New Haven, Connecticut
 Masters Degree in Public and Private Management, 1984
 Concentration in Organizational Behavior.
 Teaching Assistant for Professor Rosabeth Moss Kanter.

Union College Schenectady, New York
 Bachelor of Science *cum laude*, Psychology, 1976

Professional Activities & Service

Member, Board of Trustees, United Board for Christian Higher Education in Asia (2021-Present)

- Chair, Development Committee (2021-Present)
- Program Committee (2021-Present)

Member, Board of Trustees, New England College of Optometry (2011-2023)

- Executive Committee (2019-2023)
- Academic Affairs Committee (2012-Present; Vice Chair, 2014-2023)
- Development Committee (2013-Present; Vice Chair, 2014-2020; Chair, 2020-2023)

Juror, Brock International Prize in Education (2005)

Graduate Management Admission Council (GMAC)

- Member, Educational Program Design Task Force (1999-2000)
- Member, Professional Development Advisory Group (1998-99)
- Member, Membership and Governance Committee (1991-92)
- Chair, Professional Development Advisory Committee (1990-91)
- Member, Educational Programs Committee (1989-90)
- Member, Finance Committee (1988-89)

Publications

Cortes, Carlos E. & Zolner, Joseph. "Teaching Diversity Across Generations at Harvard." *American Diversity Report*, March 3, 2022.

"Becoming a More Creative and Innovative Leader: Pursuing a Different Kind of Professional Development." Book Chapter in *Disruptive Transformation: Leading Creative and Innovative Teams in Higher Education*. Washington, DC: NASPA-Student Affairs Administrators in Higher Education, 2020.

"Effective Response." *Education Executive*, Summer/Fall 2010. RedCoat Publishing.

"The Harvard Institutes for Higher Education: Thirty-Five Years of Fostering Leadership Development for Administrators of Color." Book Chapter in *Lessons In Leadership: Executive Leadership Programs For Advancing Diversity In Higher Education*. Elsevier Science Publisher, 2005.

"Transformational Change at Babson College: A View From the Outside," *Academy of Management Learning and Education*, Vol. 2, No. 2, June 2003.

Book Review of "Leading in a Culture of Change" by Michael Fullan. *Planning for Higher Education*, Vol. 31, No. 2, December 2002-February 2003, pp. 46-47.

"Fostering Innovation: Tools of the Trade for an Aspiring Change Agent," *Proceedings of the Implementing Curriculum Change in Engineering Education (ICCEE) Conference*, Union College, Schenectady, New York, October 2001.

"Exploring the Psychology of Change: You Want Me To Do What?," *Proceedings of the ICCEE Conference*, Union College, Schenectady, New York, September 2000.

"Moving the Academic Graveyard: The Dynamics of Curricular Change." *Selections*, Winter 1996.

Harvard Graduate School of Education -- author of higher education case studies and a simulation exercise used in executive education programs and degree program courses:

- "The Bonfire Collapse at Texas A&M University (A) and (B)," Co-author, 2010.
- "College of the Great Lakes: A Simulation Exercise," 2009.
- "Great Lakes State University: A Simulation Exercise," 2009.
- "Curriculum Change at Babson College (A)," 1999.
- "College of the Great Lakes: A Simulation Exercise," 2009.

- "Great Lakes State University: A Simulation Exercise," 2009.
- "Curriculum Change at Babson College (A)," 1999.
- "Community-Centered Planning at Connecticut College," 1997.
- "Brattle College," 1996.
- "An Inclusive Planning Process at Connecticut College," 1996.
- "The Thirteenth Man: Ted Bell and the U.S. Department of Education," 1995.
- "Faculty Development at Russell Medical School," 1995.
- "The Day of Silence at Metropolitan State University," 1994.
- "Campus Consolidation at the University of Massachusetts at Boston," 1993.
- "Academic Planning at Queens College," 1993.
- "A Question of Fairness at Northeastern University," with Inge-Lise Ameer, 1992.

Kanter, Rosabeth Moss, North, Jeffrey, Ingols, Cynthia & Zolner, Joseph. "Engines of Progress: Designing and Running Entrepreneurial Vehicles in Established Companies; Raytheon's New Product Center, 1969-1989." *Journal of Business Venturing* 6, 145-163. 1991.

"What the 'New' Coaches Can Teach Managers," with Rosabeth Moss Kanter, *Management Review*, November 1986.