

## **Norm J. Jones, Ph.D.**

127 Mill Lane  
Amherst, MA  
(717) 448-1673  
njones743@gmail.com

---

### **CAREER SUMMARY:**

A productive organization development professional and higher education administrator with prior professional experience in K-12 public school administration. Aspires to the development of a theory and application-based approach to leadership development, institutional diversity, change management, and organization development (OD) work. Strong research interests in male student of color college access and achievement; systems thinking among senior leaders; executive/leadership development and change management.

### **EDUCATION:**

- |           |   |
|-----------|---|
| 2007-2011 | Pennsylvania State University<br>Ph.D., Workforce Education and Development<br>(Emphasis in Organization Development) |
| 1998-2002 | Pennsylvania State University<br>Masters, Public Administration (M.P.A.)<br>(Emphasis in Organization Development)    |
| 1992-1996 | Morehouse College, Atlanta, Georgia<br>B.A., English<br>(Emphasis in Linguistics)                                     |

**DISSERTATION:** *Perceptions of Trustworthiness in the Executive Director of a Small Community Health Center: Implications for Organizational Direction*  
(Dr. William J. Rothwell, Dissertation Advisor)

**MASTERS THESIS:** *The Use of Quality Modeling in K-12 Public Education*  
(Dr. Jeremy Plant, Thesis Advisor)

### **ADMINISTRATIVE EXPERIENCE:**

Chief Equity & Inclusion Officer, Amherst College  
(June 2016-present)

Reporting to President. Responsible for budget oversight, supervision of five administrative departments: Faculty Diversity & Development, Student Resource Centers, Mellon Mays Undergraduate Fellowship Program, Office of Inclusive Leadership. Responsible for providing subject matter expertise around diversity, equity, and inclusion and aligning vision with strategic plan of the college as well as campaign priority areas. Staff size: 16. Direct reports: 6. Budget: 2.4M

Associate Chief Diversity Officer & Deputy Director, Harvard University  
(November 2013- June 2016)

Reporting to Chief Diversity Officer. Responsible for budget oversight, day-to-day operations, organization development and design, staff training and (leadership) development of the Office of the Assistant to the President for Institutional Diversity and Equity. Office is responsible for providing subject matter expertise around diversity and inclusive practices including compliance functions related to University Disability Services, Title IX, and Affirmative Action/ Equal Employment Opportunity. Staff size:14. Direct Reports: 4. Budget: 1.8M

Associate Vice President & Dean of Institutional Diversity, Dickinson College  
(August 2013- December 2013)

Reporting to President (with cabinet seat) and Vice President for Student Development. Responsible for institution-wide diversity and inclusion efforts to include diverse faculty hiring, institution-wide diversity training, and diversity programming within the division of student development. Also supervised Director of Judicial Affairs and served as Assistant Title IX Coordinator. Senior advisor to President around inclusive practices campus-wide. Staff size: 3. Direct Reports: 7  
Budget: 1M

Dean of Diversity & Student Development/Assistant to the President, Dickinson College  
(July 2011- August 2013)

Reporting to President (with cabinet seat) and Vice President for Student Development. Responsible for major change initiative cohering disparate diversity efforts through the creation of a diversity team comprised of director level staff overseeing various aspects of diversity work. Senior advisor to President on organizational design. Primary liaison from Office of the President around change efforts across all divisions of the College. Staff size: 27. Direct Reports: 5  
Budget: 879, 500.

Assistant to the President, Dickinson College  
(July 2006- July 2011)

Reporting to the President (with cabinet seat). Responsible for integrating organization development practices from the Office of the President to help manage change initiatives across divisions of the College and create alignment with College's 5-year strategic plan. Liaise with Board of Trustees and serve as Assistant Secretary of the College with signatory rights.

Associate Dean of Students, Dickinson College  
(July 2005- July 2006)

Reporting to the Dean of Students. Responsible for supervising College's Director of Judicial Affairs. Serve as primary/senior advisor to Dean of Students. Assist in running day-to-day operations of the Division of Student Development with specific focus on community-building and inclusive practices.

Asst. Dean- Student Development, Dickinson College  
(July 2004- July 2005)

Reporting to the Dean of Students. Responsible for supervising College's Director of Judicial Affairs. Serve as primary/senior advisor to Dean of Students with one additional Asst. Dean. Assist in running day-to-day operations of the Division of Student Development.

Director of Student Development, Dickinson College, Carlisle, PA  
(December 2001- July 2004)

Oversee College's judicial affairs function and leadership development programs from the Office of Student Life. Create and manage a comprehensive educative process incorporating tenants of leadership development into responses to violations of the College's Code of Conduct.

Special Assistant to the Superintendent, Harrisburg Public Schools, Harrisburg, PA  
(September 1998- December 2001)

Cabinet-level position reporting directly to the Superintendent of Schools. Serve as "chief of staff" for superintendent in liaising with deputy superintendents. Oversee multi-year change effort migrating from centralized to site-based management (including budgets, training, and curriculum design.) Represent Superintendent on community boards and ad-hoc school board meetings.

### **TEACHING EXPERIENCE:**

- |              |   |
|--------------|---|
| 2005- 2006   | Freshman Seminar Instructor of Leadership Studies, Dickinson College  |
| 2011-2013    | Pennsylvania State University Continuing Education Faculty, Penn State Harrisburg, Harrisburg, PA                                 |
| 2013-2017    | Pennsylvania State University On-Line Masters of Professional Studies, Organization Development and Change (MS, OD&C), Instructor |
| Summer, 2019 | Institute on Integrative Learning and Signature Work, American Association of Colleges and Universities, Faculty                  |

### **CIVIC LEADERSHIP:**

Art Association of Harrisburg, Past Board Member  
YMCA of Harrisburg, Past Board Member  
Harrisburg Young Professionals (HYP). Past Vice Chair  
Cumberland County Young Professionals (CCYP), Past Board Vice-Chair  
Carlisle Area Health and Wellness Foundation, Past Board Member  
Carlisle Area Health and Wellness Foundation, Past Publ. Policy Comm. Member  
Carlisle Area Health and Wellness Foundation, Past Planning Committee Chair  
Leadership Cumberland Graduate (2004)  
Leadership Cumberland, Past Curriculum Committee Member  
19<sup>th</sup> District Internship Program, Past Board Member

United Way of Cumberland County, Past Board Member  
 United Way of Cumberland Country, Past Planning Committee Member  
 Hope Station Neighborhood Council, Past Vice President  
 Success- By-Six, Past Corporate Relations Committee Member  
 Kingdom Embassy Church, Past Chair of Church Council  
 Morehouse Alumni Association- Boston Chapter  
 Omega Psi Phi Fraternity, Inc. (Delta Chi, Springfield)

**AWARDS:**

Scroll of Honor, Omega Psi Phi Fraternity, Inc. (1997)  
 Distinguished Achiever of the Year, Louisville YMCA Black Achievers Program (2014)  
 Legacy Champion Award of Excellence (2019)  
 Certificate of High Achievement, Multicultural Symposium Series (2020)

**COMMITTEES/TASK FORCES:**

2003	Dickinson College President’s Commission on Diversity, Chair National Communications Committee on Clery Act (Association of School Judicial Affairs) Dickinson College Committee on Judicial Affairs Evaluation, Chair
2004	Dickinson College Student Life Committee on Assessment, Chair Dickinson College HR Professional Development Task Force Dickinson College President’s Commission on Diversity, Chair Dickinson College Academic Program and Standards Committee
2005	Dickinson College Performance Appraisal Task Force Dickinson College Middle States Preparation and Implementation Team Dickinson College Student Retention Task Force, Chair Dickinson College President’s Commission on Diversity, Chair Dickinson College <i>PATHWAYS</i> , Task Force on Campus Academic Life Dickinson College Reciprocity Task Force Dickinson College Statement on Diversity Task Force, Chair Dickinson College Director’s Group, Chair
2006	Dickinson College Performance Appraisal Task Force Dickinson College Student Retention Task Force, Chair Dickinson College President’s Commission on Diversity, Chair Dickinson College <i>PATHWAYS</i> , Task Force on Campus Academic Life Dickinson College Director’s Group, Chair
2007	Dickinson College Performance Appraisal Task Force Dickinson College Student Retention Task Force, Chair Dickinson College President’s Commission on Diversity, Chair Dickinson College <i>PATHWAYS</i> , Task Force on Campus Academic Life Dickinson College Director’s Group, Chair
2009	Dickinson College Performance Appraisal Task Force Dickinson College Director’s Group, Chair
2010	Dickinson College Director’s Group, Chair

2011	Dickinson College Director's Group, Chair
2012	Dickinson College President's Commission on Diversity, Member
2013	Dickinson College President's Commission on Diversity, Member
2013	Harvard University Workforce Diversity Committee
2013	Harvard University Workforce Diversity Committee
2014	Chair, Amherst College President's Task Force on Diversity & Inclusion
2015	Chair, Amherst College President's Task Force on Diversity & Inclusion
2016	Chair, Amherst College President's Task Force on Diversity & Inclusion
2017	Chair, Amherst College President's Task Force on Diversity & Inclusion
2018	Chair, Amherst College President's Task Force on Diversity & Inclusion
2019	Chair, Amherst College Identity Based Harm Review Committee
2021	Member, Amherst College Committee on Student Learning & Success

### **KEYNOTES/LECTURES:**

Dr. Jones delivers numerous lectures, presentations, and workshops each year on topics ranging from understand learning styles to understanding personality type and leadership. He also lectures on issues of diversity, equity, leadership and change management.

#### Selected Invited Presentations:

- Jones, N. (1999, July) *Understanding African- American Male Learning Styles*. Research presented at the National Association of Black School Educators, Nashville, TN.
- Jones, N. (2005, January) *Finding Your Way: Navigating the First Year Experience*. Presented at Conference for Philadelphia Futures, Philadelphia, PA.
- Jones, N. (2006, September) *Understanding Race and Leadership*. Presented at Dickinson College Office of Diversity Initiatives, Carlisle, PA.
- Jones, N. (2006, July) *What You Should Know About Effective Mentoring*. Training given at Dickinson College Office of Residential Life, Carlisle, PA.
- Jones, N. (2006, December) *Ethics in K-12 Education: Historical Perspectives in a Modern Day Context*. Panel Discussion hosted by Leadership Cumberland, Harrisburg, PA.
- Jones, N. (2007, January) *Taking the Lead in the College Admissions Marathon*. Presented at Conference for Philadelphia Futures, Philadelphia, PA.
- Jones, N. (2007, August) *The Role of the Mentor in Student-Led Dyad Meetings*, Presented at Posse Foundation, Los Angeles, CA.
- Jones, N. (2010, September) *Aligning Expectations: Mutual Systems of Support*, Presented to Community College and Four-Year Liberal Arts Presidents and Senior Administrators at Annual Jack Kent Cooke Conference, Washington, DC.

- Jones, N. (2010, December) *Leadership In Small Groups*, Presented at Carlisle High School, Carlisle, PA.
- Jones, N. (2011, January) *Transfer and the Liberal Arts*, Presented to Liberal Arts Diversity Officers (LADO), Carlisle, PA
- Jones, N. (2011, May) *Leading Change*, Presented to senior administration of Carlisle Regional Medical Center, Carlisle, PA.
- Jones, N. (2012, March) *The Art of Execution*, Presented to senior administration of Carlisle Regional Medical Center, Carlisle, PA.
- Jones, N. (2012, March) *Unapologetic Standard Setting: Success Articulation for Undergraduate Men of Color*, Presented at the American Association of Colleges and Universities Student Success Conference, Seattle, WA.
- Jones, N. (2013, February) *Diversity in Nonprofit Governance*, Presented to the Foundation for Enhancing Communities and Temple NEST Professional Development Program, Harrisburg, PA.
- Jones, N. (2014, August) *Diversity Across the Spectrum: Further Reflections on the Continuum of Inclusion*, Presented to Harvard community of faculty, staff, and administrators, Faculty of Arts and Sciences, Harvard University, Cambridge, MA.
- Jones, N. (2016, October) *Redistributing Responsibility: Critical Stakeholders and Black Male Success*, Presented at the International Colloquium on Black Males in Education, Southampton, Bermuda.
- Jones, N. ((2017, January) *Redistributing Responsibility: Critical Stakeholders and Student of Color Success*, Presented at the 103<sup>rd</sup> Annual Conference of the American Association of Colleges and Universities, San Francisco, CA.
- Jones, N. (2017, October) *Making a Difference Panel: The Value Proposition for Chief Diversity Officers for Canadian Higher Education*, Toronto, Canada
- Jones, N. (2018, October) *Discovering STEM diversity at Amherst College*, Presented at the 2018 STEMM Equality Congress, Amsterdam, Netherlands
- Jones, N. (2019, June) *Reckoning With the Past to Build Inclusive Futures*, Presented at Color Magazine's 2019 Chief Diversity Officer Summit, Boston, MA.
- Jones, N. (2020, January) *Inclusive Excellence and Signature Work Revisited*, Presented at the 106<sup>th</sup> Annual Conference of the American Association of Colleges and Universities, Washington, D.C.

### **TRAININGS/WORKSHOPS:**

- Best Practices in Student Mentoring for Residential Advisors  
 Dickinson College, Student Affairs, "Effective Assessment in Student Affairs"  
 Dickinson College Prof. Dev. Prgm. "Systems Thinking"  
 Dickinson College Prof. Dev. Prgm., "Managing Change"  
 Dickinson College Prof. Dev. Prgm., "Understanding Project Management"  
 Capital Area Public Human Resources Association, "Understanding Intersectionality"  
 Dickinson College Prof. Dev. Prgm., "The Fundamentals of Strategic Planning"  
 Dickinson College Mgmt. Dev. Prgm., "Creating an Inclusive Workplace"  
 Harvard Uni., Manager. Trng., "Diversity and Inclusion: Engines That Drive Excellence"  
 Amherst College, "Understanding Bias 1.0"  
 Amherst College, "Understanding Bias 2.0"  
 Amherst College, "Inclusive Onboarding"  
 Amherst College, "Understanding Immunity to Change"

## **CERTIFICATIONS:**

Myers Briggs Type Indicator © Granted by: Association for Psychological Type (APT)

## **CONSULTING:**

Salisbury Behavioral Health, Inc., “MBTI and Leadership” (2006)  
Greater Carlisle Area Chamber of Commerce, “Attracting and Retaining Talent” (2007)  
Dickinson College User Services Dept, “Creating and Conducting Needs Assessment Strategies”(2007)  
B.M.A. Resources, Inc.- Strategic Plan (2008)  
Int’l Institute for Sustained Dialogue- Strategic Planning SWOT Analysis (2010)  
Harambee Cameroon Community Group Initiative- Strategic Planning (2010)  
Hope Station Opportunity Area- S.W.O.T. Analysis (2011)  
Carlisle Regional Medical Center- Change Management Leadership Training (2011)  
Carlisle Regional Medical Center- Change Management Leadership Training (2012)  
Leadership Carlisle- Program Assessment (2012)  
Ahold USA- Diversity and Inclusion Strategic Planning (2012-2014)  
Payne Theological Seminary- Strategic Planning(2013-1015)  
Interlochen Center for the Arts- “Inclusive Governance: Leveraging Power Through Sustained Change” (2019)  
Jet Blue Airlines- Employee Resource Groups and DEI Engagement (2020)  
International Association of College Admission Counselors- Inclusive Leadership (2020)

## **ARTICLES & COMMENTARIES:**

“Insourcing: A Move Toward Greater Organizational Control,” HR Encyclopedia, February 2007.  
“She Needs Me, She Needs Me Not: Perceptions of HR Certification in the Context of Promotability” (under peer-review)  
“Work-Life Balance: A Brief Literature Review” (under peer review)  
“The Wind is at My Back” (Op-Ed, *Diverse Issues in Higher Education*)  
“Chief Diversity Officers and the Challenge of Organizational Change” *Organization Development Review*, 53.1: 57.

## **BOOK CHAPTERS & ESSAYS:**

- 2020 “Industry-Wide Interventions” for *Organization Development (OD) Interventions: Executing Effective Organizational Change*, William J. Rothwell, Sohail M. Imroz, Maureen Connelly Jones (eds.), Taylor & Francis Group, LLC.
- 2021 “Diversity, Inclusion, Equity: The Shape of Culture” for *Building Effective Diversity, Equity, and Inclusion Program: Transforming Organizational Culture Using Change Management*, William J. Rothwell, Phillip L. Early, Jamie Campbell (eds.), Taylor & Francis Group, LLC.
- 2021 [Title Pending] *Mannish Water: Social, Political and Cultural Essays by Black Scholarly Men*. Carlton Long, Olufemi Vaughan (eds), Lexington Books.

**EDITORIAL WORK:**

Reviewer, *Journal of African American Males in Education* (JAAME)  
Associate Editor, *Organization Development Review*  
Editorial Review Board, *Mellon Mays Undergraduate Fellowship Journal*

**FELLOWSHIPS:**

2019 Graduate, Harvard Institute for Education Management (IEM)  
2018 Arthur Vining Davis Fellow, Aspen Ideas Festival  
2017 Leicester Conference, The Tavistock Institute

**PROFESSIONAL BOARDS/NETWORKS/ASSOCIATIONS**

Organization Development Network (ODN), Past Board Vice-Chair  
OD Network (ODN) Past Culture, Diversity, and Inclusion Committee, Chair  
Future Talent Council, Advisory Board  
Professional and Organization Development (OD) Network in Higher Ed (POD)  
Society for Human Resource Management (SHRM)  
American Society for Training & Development (ASTD)  
The OD Gathering, Founding Member  
ExecuNet  
Liberal Arts Diversity Officers (LADO), Board Member  
Consortium on High Achievement & Success (CHAS), Board Member