

# Donald R. Haggerty

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## Overview

- Experienced Educator - with three decades of higher education experience with both undergraduate and adult populations as an adjunct instructor, professor, online course creator (sme), program director, dean and associate provost.
- Business and Management Education leader through student-centered course, curriculum and program development for classroom, hybrid, remote and online learning.
- Business Leader in small business, corporate and consultancy in organizational development, financial modeling, marketing, strategic planning, entrepreneurial ventures and new business development.
- Certified and/or widely experienced in leadership development tools including Myers-Briggs Type Indicator (MBTI), Emotional Social Competencies Inventory (Hayes Group), Learning Style Inventory (Kolb), Lominger Leadership FYI Competencies, Search Inside Yourself (SYI) Leadership Institute (Google), PROSCI Change Management Certified, Appreciative Inquiry Certified (Case Western) and Strategyzer Master Classes in both Business Model Canvas and Customer Value Proposition.

## Teaching and Education experience

### **Professor, Champlain College Online (CCO) and Senior Faculty Lead for Faculty Development and Experiential Learning (2022- present)**

- **Currently teaching**
  - o MBA Capstone Course (graduate)
  - o MSEL (Leadership) Capstone (graduate)
  - o ODHR (Organization Development) Capstone (graduate)
  - o Integrated Learning through Practice (undergraduate, experiential)
- **Currently developing**
  - o Values-Driven Strategy (undergraduate)
  - o Leading Positive Change (undergraduate)
  - o Internship and Field Experience

### **Professor, Stiller School of Business (undergraduate) and MBA Program (May 2015 – 2022) and Senior Integrator of Experiential Learning and Practice (Champlain Online Division)**

- **Courses taught** recently or currently
  - o Business Strategy and Policy
  - o Managing Innovation and Technology
  - o Designing Innovative Organizations
  - o Consumer Behavior
  - o Management and Organizational Behavior

- o Organizational Development
- o Business Capstone (Undergraduate)
- o Business Internships
- o Reflective Leadership & Planned Change (graduate)
- o MBA Capstone (graduate)
- **Current Business Curriculum Projects (Academic year 2019-2020)**
  - o Masters in Executive Leadership –
    - Co-developed new leadership program built on principles of Appreciative Inquiry, Collective Leadership and Experiential/Reflective Practice. Program launched, September, 2020
    - Leadership Capstone Course – developed project-based capstone course to be launched with first cohort (approximately spring 2022)
    - Leading Entrepreneurially for Strategic Transformation – currently writing new course to be offered in fall, 2021.

**Associate Provost, Graduate Studies, and Professor of Management & Leadership Champlain College, Burlington, VT (July 2008 – June 2015)**

- Served as Professor of Management and Leadership teaching both undergraduate and graduate courses. While serving as Associate Provost, continuously taught courses in: *Reflective Leadership and Planned Change* (graduate), *MBA Capstone Projects* (graduate), *Integrated Reflective Practice* (leadership-based residency, graduate), *Business Policy and Strategy* (undergraduate) and *Managing Innovation and Technology* (undergraduate). Taught approximately ten graduate and two undergraduate sections per academic year in addition to graduate program administrative responsibilities.
- Founded and grew all of our college's initial portfolio of online Graduate Programs from start-up to approximately 600 students in nine programs in seven years.
- Managed institution-wide operations and policies for all graduate programs.
- Led successful process of institutional regional accreditation (NEASC) for all graduate programs.

**Service Learning and Internship Faculty and Program Designer, Colorado Mountain College (CMC), Breckenridge-Dillon Campus, Breckenridge, CO (part-time consultant/instructor, January 2012 – April 2015, concurrent to continued full-time employment at Champlain College)**

- Designed, developed and implemented the college's first comprehensive experientially-based Service Learning and Internship course and program (long distance relationship via e-mail, Canvas and SKYPE).
- Taught in a hybrid format (Canvas LMS asynchronously and weekly SKYPE synchronous delivery to Colorado classroom from home in Vermont).

**Interim Dean, Information Technology & Sciences Division, Champlain College, Burlington, VT (July 2007 – June 2008) (One year agreement while maintaining Associate Provost role)**

- Successful turnaround of division struggling with leadership void.
- Brought organizational alignment and faculty collaboration to the division in one year.
- Initiated division's first comprehensive strategic planning process.

**Associate Provost, New Program Development and Graduate Studies, Champlain College, Burlington, VT (June 2006 – June 2007)**

- Created and implemented Champlain's first collaborative *New Program Development* process including both undergraduate and graduate courses based on marketing research, economic analysis and faculty input.
- Provided leadership to *Program Viability Committee* for the collaborative design and assessment of
- Created and hosted Champlain's first Graduate Student Summit, a day of leadership workshops and social networking for all online students, faculty and program administrators.
- Taught *Organization Development* (undergraduate, both online and classroom) and *Reflective Leadership and Planned Change* (graduate, online) and *Integrated Reflective Practice* (graduate).

**Director, M.B.A. Program and Director of Strategic Projects for Business, Management and Graduate Programs, Champlain College, Burlington, VT (2005-2007)**

- Researched, created and launched a unique online MBA Program.
- Led successful initial regional accreditation of MBA Program.
- Directed selected strategic projects for the development of Champlain's undergraduate Business and Management programs.
- Taught online graduate courses in *Integrated and Reflective Practice* and *Reflective Leadership and Planned Change*.
- Taught undergraduate courses in *Organization Development* and *Business Internships*.
- Performed program oversight of undergraduate programs in both Dubai, U.A.E. and Mumbai, India.

**Director of Business and Management Programs, Champlain College, Burlington, VT (2002-2005)**

- Redesigned and implemented undergraduate Business Program curriculum based on principles of action learning and unique "career clusters" approach.
- Designed and built new classroom and online courses in *Financial and Economic Modeling, Project Management and Team Leadership, Organizational Development* and *Retail Management*.
- Taught both classroom and online courses in *Organizational Development, Marketing, Retail Management, Senior Field Experience Seminar* and *Business Internships*.

**Co-Director, MSMIIT Graduate Management Program, Champlain College, Burlington, VT (2001-2005)**

- Performed market research and co-designed curriculum and founded college's first online graduate program, *Masters of Science in Managing Innovation and Information Technology* (MSMIIT).
- Program conceptualized, researched, built, students admitted and accredited within 18 months.
- Designed and built online course in *Change Management and Leadership*.
- Taught online course in *Change Management and Leadership*.
- Led successful initial regional accreditation of MSMIIT program.

**Director of e-Business Program, Champlain College, Burlington, VT (2000-2004) (Career switch from "Business" to full-time employment in higher education)**

- Designed and implemented innovative bachelors degree program in e-Business and Commerce.
- Designed and built college's first online course in e-Business and Commerce.
- Taught courses in e-Business and Commerce.

**Field Faculty Advisor, Capella University (2004-2007)**

- Served as faculty dissertation advisor and committee member in the successful completion of Ph.D. program by adjunct faculty in Champlain's graduate programs.

- Served as faculty dissertation advisor and committee member to a Champlain College full-time faculty member who successfully completed her Ph.D.

**Field Faculty, Vermont College Union Institute and University, Montpelier, VT (2003-2004)**

- Served as graduate field faculty and advisor for successful completion of Champlain College faculty member's graduate program in Leadership (MS).

**Adjunct Senior Professor, M.B.A. Program, Westford School of Management, Dubai UAE & Mumbai India (August – November 2011)**

- Developed and taught *Innovative and Creative Management (Managing Innovation)* via synchronous online lecture format to students in Mumbai and throughout Middle East.

**Adjunct Professor, M.B.A. Program, University of Vermont School of Business Administration, Burlington, VT (2001-2002)**

- Developed and taught *Organizational Behavior and Management* (2001-2002).

**Graduate Curriculum/Program Design and Professor, Master of Science of Management Program, Trinity College (1998-1999)**

Led a collaborative team responsible for developing and launching new graduate program in Management.

Designed and delivered core program course based upon action research and experiential workplace learning models.

Utilized both classroom and distance learning techniques.

**Adjunct Professor, Trinity College, Burlington, VT, (1989-1997)**

Taught undergraduate courses in *Managerial Economics, Financial Management, Marketing and Marketing Research*.

**Advisor, Women's Small Business Project, Trinity College, Burlington, VT (1989-2001)**

Acted as business advisor for evaluation of participants' entrepreneurial business and marketing plans.

**Adjunct Professor, University of Vermont School of Business Administration, Burlington, VT (1988-1990)**

Taught undergraduate courses in *Managerial Economics*.

**Adjunct Instructor, Community College of Vermont (1988)**

Taught *Principles of Marketing*.

**Teacher and Coach, Burlington School Department, Burlington, VT (1974-1987)**

Taught industrial arts (drawing, architectural drawing, woodworking, metalworking) and special education to grades 7-9 students.

- Areas of specialty – residential architectural design/drawing and working with special needs students.
- Introduced business education curriculum into middle school industrial education.
- Coached middle school cross-country running/skiing (boys and girls).
- Coached high school varsity cross-country ski-racing (men and women).

## **Business, Management and Leadership experience**

### **Consultant in Applied Appreciative Inquiry (through Appreciative Inquiry Center of Excellence) (February 2015 – December 2017)**

- Developed and Delivered a national employee professional development and leadership program for Ben & Jerry's (Corporate) based on Appreciative Inquiry, Emotional Intelligence and Social Entrepreneurship competencies.

### **Consultant, Howard Center for Human Services, Burlington, VT (October 2011 – March 2013)**

- Impact Analysis on Volunteerism (2012) – assessment of local, regional and national best practices in volunteer management within human services providers in an effort to build effective volunteer programs for the Howard Center.
- Leadership Development (2013) – designed and facilitated workshops for leadership team in *Change Management* and *Emotional-Social Competencies* development.

### **Independent Consultant, Organization Development (November 2005-January 2007, part-time)**

- Human Resource Management-complete redesign (roles, responsibilities, reporting relationships) of a highly successful small business (In association with *The Tupelo Group*, Burlington, VT).

### **Vice President, Program Development, ATX (Action to Excellence Inc.), Williston, VT, (February 2003-November 2005, part-time, concurrent to Champlain College employment)**

- Co-founder and Senior Partner in new business venture to provide Organizational Development, Performance Excellence and Process Improvement products and services to organizations.
- Co-Author, *Leading My Department* (2005), a guidebook and workbook for the professional development and strategic planning competencies of mid-level managers. (Second printing May 2015)

### **Partner, MarketResearchPRO (Marketing Communications Incorporated), Scottsdale, AZ (Oct 2002 – January 2007, part-time)**

- Partner in *MarketResearchPRO*, a software product that enables companies to implement a clearly defined marketing research process, released in May, 2003.

### **Senior Consultant, Marketing Implementation and Organizational Strategy, Copernicus Strategic Marketing, Westport, CT and Boston, MA (2001-2004, part-time)**

- Led cross-functional team to develop a market strategy in response to emerging federal (FDA) policy for a client's \$16 MM revenue stream.
- Conducted research and developed market strategy for a client's \$120MM small accounts market.
- Conducted qualitative research to support the development of new products and services in the U.S. consumer banking industry.
- Conducted field oversight of sales organization to support Fortune 500 company's client's implementation of transformational marketing strategy.

### **Director, New Product and Business Development, GreenMountain.com, Inc. (formerly Green Mountain Energy Resources, LLC), So. Burlington, VT (1997-2000)**

Part of team that researched, designed, obtained \$40 million in start-up capital, and launched a new business venture selling renewable energy to residential customers in deregulated states' markets. Currently does business as Green Mountain Energy (TX).

- Led organizational effort to establish new markets and systematize market entry strategy. Developed a comprehensive market and new product development system. Developed, researched and implemented comprehensive strategy for Commercial and Industrial market. Designed and managed qualitative and quantitative marketing research to support various marketing strategies and business initiatives. Led internal planning process resulting in the conceptual development of an e-based environmental position in the market and a future web-based e-commerce strategy for the marketing of environmentally friendly products and services. Provided leadership to "learning and growth" team responsible for setting and reaching company metrics on individual, group and organizational learning.

**Manager, New Venture and Business Development, Green Mountain Power Corp., So. Burlington, VT (1995-1997)**

Managed the development of business plan and all financial business models to create Green Mountain Energy Resources, LLC, a national retail energy company dedicated to providing branded renewable energy products to consumers.

As part of a capital acquisition team, presented to strategic investors and successfully acquired \$40 million dollars of start-up capital to support the creation of Green Mountain Energy Resources, LLC.

**Manager, New Product Development, Green Mountain Power Corp., So. Burlington, VT (1994-1995)**

Developed strategic marketing plans and managed the restructuring of the company's highly profitable rental hot water business.

Created a marketing plan for company's future growth into national hot water heater leasing business.

Created a comprehensive Power Quality business to successfully market products and services to residential, commercial and large industrial customers.

Initiated the company's entry into the fiber optic cable business through system design, contract negotiations, sub-contractor management and installation.

**Manager, Residential Programs, Green Mountain Power Corp., So. Burlington, VT (1991-1994)**

Designed and implemented six energy service marketing programs to 70,000 residential electric customers with an annual budget exceeding \$2.7 million dollars.

Managed up to 40 managerial, supervisory, field delivery and administrative support staff to deliver state-wide programs over a three-year period.

Managed direct marketing programs and company's relationship with marketing agencies.

Established Vermont's first collaborative residential marketing program delivered cooperatively by all of Vermont's electric utilities and the State of Vermont's low income weatherization program.

Provided written and oral testimony on the successful program designs and marketing strategy.

**Financial and Strategic Marketing Analyst, Green Mountain Power Corp., So. Burlington, VT (1987-1991)**

Performed merger and acquisition analysis leading the successful creation of Green Mountain Propane, an unregulated competitive retail energy service company.  
Collaboratively developed marketing strategy for the successful launch of Green Mountain Propane.  
Provided written and oral testimony along with supporting economic analysis to the State of Vermont on low income program design.  
Performed pricing analysis and policy studies for utility rates, line extensions and general business development resulting in new tariffs and rate structures.

**Vice President, Strategic Planning, EQ2 Software, Inc., Burlington, VT (1991-1996, part-time concurrent to employment at Green Mountain Power)** (board member and founder/shareholder until company sold in 2017)

Created all strategic, business and initial marketing plans for the successful start-up of this software and hospital facilities management business.

Assisted in negotiating the purchase of original source code from the University of Vermont and the "technology transfer" of the software product into the private sector.

- Software used in approximately 500 hospitals to meet national healthcare standards for the maintenance of all facilities and medical equipment.
- Served actively as Vice President, Strategic and Financial Planning, 1991-1996 (part-time).

**Financial Analyst, Metrix, Inc., Burlington, VT (1986-1987, part-time)**

Provided financial and economic analyses for Vermont municipal electric utilities and independent power producers.

**President and Co-Owner, Vermont Fence and Deck Co., Inc., So. Burlington, VT (1975-1986, concurrent to secondary education teaching)**

Created business concept, managed financing and strategic planning resulting in Vermont's largest builder of residential decks and exterior living spaces.

Responsible for all architectural design, employee relations, business planning, accounting, operations management and marketing.

Sales closure rate (of customers issuing contracts) exceeding 90%.

## **Education**

**University of Vermont, Ed.D., 2001**

Focus on Organizational Learning, specifically team and employee work-based learning, GPA, 3.9  
Dissertation topic: *Reflective practice used in work-based action learning teams*

Interests: work-based learning, action learning, service learning, problem-based learning and innovative management education models using adult learning theory.

**University of Vermont, M.B.A., 1987**

Graduate Teaching Fellow and Research Assistant

Focus on: Marketing, Human Resource Development and Quantitative Analysis, GPA 3.6

**University of Vermont, M.A.T., 1981**

Technical Education and Special Education, GPA 3.4

**Rhode Island College, Fifth Year, 1973**

Industrial Technology Education and Secondary Education, GPA 3.5



## **Providence College, B.A., 1972**

Economics and self-directed focus in English; Omicron Delta Epsilon (International Economics Honor Society)

## **Certifications**

- Strategyzer Value Proposition Design, 2017 (Online)
- Strategyzer Business Model Canvas, San Francisco, CA, 2016
- Appreciative Inquiry, Case Western Reserve University, Cleveland, OH, 2014
- PROSCI Change Management Practices, Loveland, CO, 2013
- Emotional Social Competency Index (ESCI), Haygroup, 2009
- Lominger For Your Improvement (FYI) Competencies, Korn-Ferry, 2010
- Myers-Briggs Type Indicator (MBTI), CPP/American Management Association, 2011

## **Publications**

- Haggerty, D. (book currently being formatted for publication January, 2021) *Doing by Learning: The Business Capstone Experience of a Real World, Work-Based Project*, now a work-in-progress (being used for both undergraduate and MBA capstone students)
- Haggerty, D. & Stone, V. (2011). *Development of an MBA Program based on Integrated Reflective Practice*. In *Building Learning Experiences in a Changing World* (Advances in Business Education and Training), Springer; 1st Edition; Release date, April 29, 2011
- Kessler, G.C., & Haggerty, D. (2008). *Pedagogy and overview of a graduate program in Digital Investigation Management*. In Proceedings of the 41st Hawaii International Conference on System Sciences (HICSS-41), IEEE Computer Society, January 2008 (in press)
- Pedagogy in a Digital Investigation Management Graduate Program (2007)
- *Leading My Department, A Guide to Management Development* (2005), Action to Excellence, Inc.
- *The Role of e-Business Education in Management Development*, Interface Tech News, 2001
- *The Value of a Degree in e-Biz*, The Providence Journal, March 12, 2001

## **Publication Citations/Contributions**

- *Work-Based Learning, The New Frontier of Management Development*, Raelin, Joseph, Jossey-Bass, 2008
- *I Don't Have Time to Think*, Raelin, Joseph, *Reflections*, Society for Organizational Learning, 2003 (Article embeds my dissertation research on team-based action learning.)
- *Pricing to the Market in Propane*, Article in *Propane News* (propane business trade journal, approximately 1991)

## **Presentations/Workshops**

- *Building Graduate Programs in Small Colleges*, Council of Graduate Schools New Deans Institute, San Juan, Puerto Rico, July 2013
- *Development of an MBA Program based on Integrated Reflective Practice*, EDiNEB (Innovative programs in business) Conference, Baltimore, MD, June 2009
- *Action Learning in a Graduate MBA Curriculum*; Global Forum on Business Driven Action Learning, Montreal, June 2006
- *Reflection in Online Graduate Management Programs* (2005); Conference on Practice Oriented Education; Boston, MA

- *The Marketing Research Process*, American Marketing Association Spring Workshops, May 2003 and May 2004
- *Beyond Customer Equity*, American Marketing Association Spring Workshop, May 2003
- *The Integration of Technology into Business Strategy*; Vermont Business Exposition Conference, 2002
- *The Role of Market-Based Economics in Electric Pricing*; Electric Council of New England (ECNE) Annual Conference (1989 and 1990)

### **Online Course Development**

Courses for which a complete on-line curriculum has been designed, written and implemented:

- *Masters in Executive Leadership Capstone* (developed 2020 for implementation spring 2022)
- *The Business of Entrepreneurship* (2017) (delivered in on-campus format)
- *Business Strategy and Policy* (2016) (designed for hybrid and delivered in on-campus format)
- *Innovative Organizations* (2015) (delivered in on-campus format)
- *Managing Innovation and Technology* (2014)
- *MBA Capstone* (graduate) (Online final "course" for MBA students' projects) (2013)
- *Service Learning & Internship* (Online-Hybrid model delivered remotely) (2012)
- *Business Policy and Strategy* (Hybrid On Campus built for 100% Online, as appropriate) (2011)
- *Innovative & Creative Management* (graduate) (*Managing Innovation*) (2011)
- *Integrated Reflective Practice* (graduate) (2005 WebCT, 2008 Angel & 2009 Moodle)
- *Reflective Leadership and Planned Change* (graduate) (2003 & 2009)
- *Project Management and Team Leadership* (2002)
- *Financial and Economic Modeling* (2002)
- *Organization Development* (2001, 2008)
- *Introduction to e-Business and Commerce* (2000)
- *Retail Management* (2000)

## **Personal**

### **Professional Associations (Past and Current)**

Journal of Professional Development (recently subscribed)

- Council for Adult and Experiential Learning (CAEL)
- American Society for Training and Development (ASTD)
- Council of Graduate Schools (CGS) (New Deans Conference, 2008 & Annual Meetings, 2008-2014)
- International Association for Management of Technology (IAMOT)
- Center for Practice Oriented Education at Northeastern University (POE)
- World Association of Cooperative Education (WACE)
- Global Forum on Business Driven Action Learning (annual conferences and network)
- Educational Innovation in Economics and Business (EDINEB) (annual conference 2008 and 2009)
- Action Learning Conference (Henley, UK, 2008)

### **Personal and Community Activities (Past and Current)**

Cross-country ski racing; Competitor at regional, U.S. and World Masters levels

- Coach; Cross-country ski racing (High School & U.S. Ski Coaches Association, Level II certified, Junior Nationals level)  
Triathlete – Canoe and swimming Olympic distance triathlons; repeated U.S. Triathlon Series national qualifier

- Competitive Distance Sports – Running, Bicycling (road racing, time-trial, criterion and mountain), Canoe and Kayak racing (flat-water)
- Hobbies: Wildlife Photography, Gardening, Landscaping, Woodworking, Recreational Canoeing, Kayaking, Hiking, Reading  
Habitat for Humanity volunteer
- Vermont Youth Orchestra (board member)  
Meadowridge Home Association: board member and vice-president (previous)  
Ethan Allen Regional Center of Excellence (U.S. junior biathlon team development): board member
- Dorset Park Homeowners Association (Cluster B), President (current)
- Stonehedge Community Association, President (current)

**References** available upon request.