

# **Greg R. Weisenstein, Ed.D.**

## **Leadership Philosophy**

To enable members of my organization and those we serve to achieve the highest levels of success.

## **Higher Education Administration**

- **Chair** 2012-2014  
**Commission for the Universities of the Pennsylvania State System of Higher Education**  
Major Responsibilities
  - Represent 14 public universities to the Pennsylvania Board of Governors and Chancellor
  - Facilitate the development of policy and practice impacting universities of the Pennsylvania State System of Higher Education (PASSHE)
  - Chair retreats and meetings of the Commission
  - Support the 14 presidents and their universities in successfully addressing their unique missions in service to the Commonwealth of Pennsylvania
  - Represent the PASSHE in legislative hearings
  
- **President** 2009-2016  
**West Chester University of Pennsylvania, West Chester, Pennsylvania**  
Major Responsibilities
  - Lead a comprehensive university consisting of over 800 full and part-time faculty members and over 700 staff serving approximately 14,000 undergraduate and 3,000 graduate students on a 400 acre campus.
  - Model an inclusive style of governance referred to at WCU as distributed leadership.
  - Lead a dynamic and participative strategic planning process that is highly responsive to constituencies and sensitive to the evolution of the University.
  - Lead an aggressive 1/2 billion dollar building and renovation program.
  - Responsible for the university's annual operating budget of approximately \$240 million.
  - Responsible for successfully competing WCU's second capital campaign two years early and above target.
  - Represents the university in community, business and civic endeavors in order to promote university and regional goals. Builds partnerships and collaboration with regional, national, and international corporations, nonprofit organizations and other educational institutions.
  - Lead the most recognized institutional marketing campaign in the Middle Atlantic region.
  - Lead WCU in being acknowledged as one of the top comprehensive universities in the country (e.g., Kiplinger top 100 ranking – ranked 14<sup>th</sup> among best

- universities costing under \$30,000 , Carnegie Classification as Community Engaged, ranked among US News top public universities in the North).
- Responsible for obtaining regional reaccreditation and accreditation of all academic programs for which disciplinary accreditation is available.
- Responsible for transforming WCU into one of the most popular destinations for higher education on the East Coast with over 20,000 annual applicants.
- Lead WCU in achieving designation as a Veteran Friendly University.
- Lead the largest Division II Athletic Department in the Nation, with three national NCAA championships within the last 24 months.
- Oversee the successful effort to establish branch campuses of WCU.

- **Provost and Vice President for Academic Affairs** 2005-2009  
**University of North Dakota, Grand Forks, North Dakota**

*Major Outcomes Attained or Assisted in collaboration with the campus community*

- Increased the visibility of the institution state-wide, nationally, and internationally,
- Strengthened the institution's commitment to a unified system of higher education,
- Developed innovative recruitment strategies to increase out-of-state and international enrollments at UND,
- Added transparency to decision making and strengthened faculty governance,
- Worked with student government to establish new programs and initiatives (e.g., leadership minor)
- Expanded institutional/student engagement with the communities of North Dakota (UND among first universities nationally to receive the new Carnegie designation of a "Community Engaged University"),
- Implemented campus-wide student learning outcome assessment, including innovative value added assessments,
- Helping position the campus for a very successful capital campaign (\$300 million),
- Completed a diversity strategic plan,
- Established ten new academic programs and eight centers,
- Established mediation as an alternative to grievance,
- Expanded the institution's international presence including development of foreign storefronts and foreign advisory committees to attract new students and support UND students during overseas study,
- Initiated an annual Deans' Bus Tour of the state to better align programs and services with state needs,
- Revised and strengthened the institution's general education programs,
- Providing leadership to the institution's transition to D-I athletics,
- Established campus resource allocation procedures that support the strategic goals of the institution,
- Created agility for the institution to more quickly respond to the emerging needs of the state of North Dakota, and
- Moved UND up 52 places to 69<sup>th</sup> among all public universities in the Washington Monthly's ranking of universities and colleges in America.

- **Dean, College of Education, Health and Human Development** 1999-2005

**Montana State University, Bozeman, Montana**

*Major Outcomes.* Increased retention through student success initiatives, strategic planning and college reorganization completed, developed nationally designated model programs, increased annual research expenditures by 300%, provided faculty system of awards, increased giving by 300%, established a culture of shared governance elevated College to premier college in the region, increased minority student graduation by 200%.

- **Dean, School of Education** 1993-1999

**University of Colorado, Colorado Springs, Colorado**

*Major Outcomes.* Established influential linkages and collaborative programs with the greater community, developed the model diversity program for the CU System, increased Student recruitment (up 40%) and retention, established faculty development program, restructured campus summer session and Extended Studies resulting in significant enrollment growth, developed significant revenue streams to the School, reorganized campus Office of Sponsored Programs, developed policies and procedures manual for the School including processes for shared governance.

- **Associate Dean for Research** 1989-1993

**Clemson University, Clemson, South Carolina**

*Major Outcomes.* Increased annual research expenditures, established faculty research support systems, participated in developing comprehensive strategic planning for the University, expanded international programs and developed related policies, established public-private partnerships.

- **Coordinator, Secondary Special Education, Vocational Education, and Rehabilitation, University of Washington, Seattle, Washington** 1979-1989

*Major Outcomes.* Developed two new doctoral programs and four new master's degree programs (three consider the best programs nationally), program area ranked first in the nation, personally generated \$12 million in external support, established over 250 scholarships in 10 years, program area was considered one of the major sources of applied research nationally, prepared students who are now considered the leaders in their fields, established partnerships with K-12 schools,

**Current Private Sector Administration**

- Chief Executive Officer, Troops to Education – a national 501 (c) (3), nonprofit public/private organization missioned to assist veterans and their spouses transition from active duty or reserve status to civilian employment in America's schools. 2016-current
- President, Global Ethics Leadership Foundation – an international 501 (c) (3), non-profit foundation dedicated to training, education, and research to promote ethical decision making

among students, practicing professionals, civic and business leaders, and others. 2016-current

- Strategic Advisor to the Board, ZAF Energy Systems – a for-profit research corporation focusing on the development, field-testing, and marketing of Zinc-Air and Nickel-Zinc batteries as highly desirable alternatives to Lithium-Ion and Lead-Acid battery systems. Research has resulted in five awarded patents and 10 additional patents in process, battery prototypes being field tested, and partnerships being formed with national laboratories, partner universities, and major corporations. 2015-current

### **Related Administrative Experience (not a comprehensive listing)**

- Chair, Pennsylvania State System of Higher Education Presidents' Commission (14 university presidents) 2012-2014
- Member, NCAA Baseball Rules Committee (first sitting university president to serve on an NCAA rules committee) 2011-2014
- Member, DNB Financial Advisory Board 2011-2016
- Member, Executive Board, PSAC 2011-2016
- Member, Chester County Community Foundation Board 2010-2015
- Member, US Army Education Advisory Committee 2010-current
- Member, Pennsylvania Society 2010-current
- Member, Board of Camp Abilities 2009-current
- Member, Grand Forks Chamber Board 2006-2009
- Member, Board of Trustees, American College of Norway, Moss, Norway 2006-2016
- Higher Learning Commission Peer Reviewer North Central Association of Colleges and Universities 2006-2009
- Invited member of the Oxford University Conclave on Ethics and the University Presidency 2005- 2007
- United States Department of State Responsible for restructuring higher education in the Republic of Moldova (12 independent institutions) 2000-2003
- Chairperson, World Bank Education Task Force, NASULGC 2002-2010
- Director and Treasurer, Maui Sunset AOA (\$230 million enterprise) 2002-2007
- Member, Editorial Board of Advisors, Russian Academy of Sciences 1994-1999
- Director, Greater Colorado Springs Economic Development Corporation, Colorado Springs, Colorado 1996-1999
- Chief Negotiator, international agreements in Western, Central, Eastern Europe, Brazil and the United Kingdom (includes negotiations directly with Soviet President Gorbechev) 1990-current
- Management consultant to public and private sectors on organizational structure, personnel policies, conflict resolution, strategic planning, and promotion 1985-2009
- Co-chair, international conferences, Beijing, Las Vegas, Dallas 1982-1993
- Elected school board president (two terms) Washington State 1983-1987
- President, International Division on Career Development, CEC 1979-1980
- Served on Presidential advisory committees (Labor) for three Presidents – Mr. Carter, Mr. Reagan and Mr. George Bush 1979-1992

### **Other Employment Experience (full, part-time, and concurrent)**

- University of Hawaii, Visiting Professor (1984)
- University of Puget Sound, Visiting Professor (1981)
- Oregon State University, Visiting Assistant Professor (1976-79)
- US Office of Education, Western States Project Coordinator (1976-79)
- University of Oregon, Assistant Professor (1975-79)

### **Legislative Experience**

- Contributed to the development of Congressional legislation, including writing the draft of bills, moving bills through the U.S. Congress, and assisting with appropriations
- Established national policy and regulations as a member of Presidential advisory committees
- Chairperson of a Department of Labor conference for President George Bush
- Consultant to the legislative processes for the European Community, People's Republic of China, and the NIS
- Drafted and guided state legislation
- Testified before various federal and state legislative committees, governing boards, and agencies

### **Contracting and Granting**

- Coordinated US Department of Education programs in the Western United States
- Redesigned Office of Sponsored Research for the University of Colorado, Colorado Springs
- Served as Associate Dean for Research (Clemson University)
- Designed courses and taught proposal writing and management of R & D projects at four major universities (Oregon, Washington, Clemson, Colorado)
- Authored and managed contracts and grants of up to \$4 million a year for over 20 years – total \$24 million (support of personal and institutional research/teaching agendas)
- Wrote requests for proposals
- Served as a panel member and chair for over twenty years for NIH and OSERS

### **Strategic Planning/Visioning**

- Guided the development of WCU's campus strategic plan (Building on Excellence), including academic strategic planning and a \$300 million transformation of the campus
- Higher education consultant in areas of strategic planning and financial management
- Revitalization and economic development consultant to municipalities
- Corporate consultant dealing with dispute resolution and strategic planning
- International consultant (NIS, Western and Central Europe) for organizational restructuring, research management, international research collaboration, economic development, and technology transfer
- Leadership team member or chair for strategic planning at four major universities (Clemson University, University of Colorado, Montana State University, West Chester University)

- Conducted workshops on strategic planning

### **Institutional Development**

- Successfully completed WCU capital campaign two years early and 10% over campaign goal; initiated a second WCU capital campaign that is within 80% of its goals
- Positioned WCU as the top ranked publically owned university in Pennsylvania for giving
- Established highly recognized and award winning marketing campaign for WCU resulting in very high national institutional rankings for value and quality
- Initiated model town-gown programs
- Assisted in the development of academic affair's role in UND's capital campaign
- Initiated and led the largest privately funded capital improvement project in the state of Montana
- Initiated the MSU Student Success Campaign that resulted in an increase in scholarships by over 300 percent (approx. \$130,000 annually in scholarships)
- Expanded alumni and friends support base
- Initiated the student ambassador program to involve students in alumni events and student recruiting
- Initiated an alumni mentoring program
- Engaged alumni in a partnership with their university in lifelong learning

### **Intercollegiate Athletics**

- Member, NCAA Baseball Rules Committee (First sitting president to serve on an NCAA rules committee for any sport)
- Head Baseball Coach, University of Colorado, Colorado Springs and Montana State University
- Executive Committee Member and Treasurer, PSAC

### **Awards and Special Recognition** (samples related to leadership)

- A center (building), street, popular food item, and several scholarships at WCU were named after my wife Sandra and me
- Recipient of the Dr. Patricia Grasty Gaines Distinguished Multicultural Award for 2016
- Special recognition for achievement as President of West Chester University by the Pennsylvania Senate 2016
- Named Chair of the International Editorial Desk of the Humanities and Science journals, St. Petersburg, Russia 2012-current
- 2011 recipient of the US Army's annual General DePuy Award
- Honorary membership in the Friars Society
- Honorary membership in Delta Gamma Sigma
- Recipient of the Distinguished Service Award, Republic of Moldova, 2003
- Among three education deans selected to discuss national education policy with President Bush and First Lady Laura Bush at the White House, 2002
- Special guest of Honor, International Space Symposium, 1998
- Recipient of Distinguished Service Award from the Alexander I. Herzen University, St. Petersburg, Russia, 1996

- Named Editorial Board of Advisors, Russian Academy of Sciences, 1994-1999
- Special Guest of Honor and featured speaker at the Commission of the European Community, Kortrijk, Belgium, 1992
- Distinguished service award presented by President Bush's Committee on Employment of People with Disabilities, 1989
- Selected Administrator of the Year (higher education) by the American Vocational Association (Washington Chapter), 1985
- Recipient of awards and recognition related to leadership from public and private entities at the local and state levels (refer to complete resume)

### **Teaching and Advising**

- Over 30 years of teaching experience in higher education; four years of teaching and administration in the public schools; and one year of teaching in state institutions
- Teaching awards include State Educator of the Year, Best Program of the Year, Teaching and Advising Excellence Award, and numerous other local awards
- Developed new programs at bachelor, master's and doctoral levels, coordinated programs between two or more universities, and developed several new courses
- Student and peer evaluations of teaching are consistently between good and excellent, with excellent being the highest possible rating

### **Summary of Research and Scholarship (complete list provided on request)**

- Over 70 publications, including four books

**Examples:** Weisenstein, G.R. & Leon, S. (2013). Recommendations for global action in international higher education leadership. Humanities and Science University Journal. St. Petersburg, Russia.

Bartlet, L.D., Etschiedt, S. & Weisenstein, G.R. (2007) Special Education Law and Practice in Public Schools. (2<sup>nd</sup> edition). Columbus, OH: Merrill Prentice Hall.

Bartlet, L.D., Weisenstein, G.R. & Etschiedt, S. (2002). Successful Inclusion for Educational Leaders. Columbus, OH: Merrill Prentice Hall.

Scott, R., Weisenstein, G.R. & Hall, N. (Eds.). (1998). Strategic planning for economic development: A vision for Greater Colorado Springs, CO: Greater Colorado Springs Economic Development Corporation.

Martin, J.E., Oliphint, J.H., and Weisenstein, G.R. (1994). Choice maker: Transitioning self-determined youth. Rural Special Education Quarterly.

Weisenstein, G.R. (1992). School reform for the 21<sup>st</sup> century in the English speaking world. Clemson, SC: The Strom Thurmond Institute, Clemson University.

Weisenstein, G.R. & Koshman, H.R. (1991). The influence of being labeled handicapped on employer perceptions of the importance of worker traits for successful employment. Career Development for Exceptional Individuals.

Green, K. & Weisenstein, G.R. (1991). Improving the attitudes of supervisors toward person with disabilities. Journal of Learning Disabilities.

Weisenstein, G.R. & Elrod, G.F. (1987). Transitional services for mildly mentally retarded individuals. In R. Stodden and R. Ianacone (Eds.) Transition Issues and Directions for Individuals who are Mentally Retarded. Reston, VA: Division on Mental Retardation, Council for Exceptional Children.

Weisenstein, G.R. & Pelz, R. (1986). Administrator's desk reference on special education. Rockville, MD: Aspen Systems Corporation.

Green, K., Rock. D. & Weisenstein, G.R. (1982). The validity and reliability of a scale assessing attitudes toward mainstreaming. Exceptional Children.

- Over 150 major consultations since 1980 (comprehensive list provided on request)

**Examples:** -Public and private sector economic development (small business development, business retention, and labor force planning within Southeast Pennsylvania), 2009-current  
-North Dakota University System (institutional planning, system organization, legislative strategy)  
-Montana State Board of Education (policy revisions), 2001-2005  
-United States Department of State (restructuring national systems), 2001-current  
-United States Department of Defense (program planning), 1997-current  
-Technical University of Zurich (pubic-private collaboration), 1997  
-Russian Academy of Sciences (research design/entrepreneurship), 1993-99  
-City of Colorado Springs (labor force development), 1996-99  
-Junior Achievement International (international negotiations), 1995  
-Technical University of Budapest (research), 1992-96  
-Liberia (economic development and job training), 1988  
-Federal Aviation Administration (productivity and staff development), 1985-86  
-United States Department of Education (grants panel manager), 1981- current

- Field editor for six separate international journals, including European journals  
-Chairman, International Editorial Desk of the Humanities & Science University Journals – two journals with one focusing on physics,

mathematics, engineering, and biology and the other journal providing articles dealing with philosophy, archaeology, world history, and art  
Russia 2012-current

- Russian Technology (only English publication of the Russian Academy of Sciences)
- Journal of Special Education
- Exceptional Children
- Career Development for Exceptional Individuals
- Education Unlimited

- Over 200 keynote presentations delivered since 1980 (List provided on request)

**Examples:** -Numerous radio and TV appearances within Greater Philadelphia, 2009-current

- Higher Education's Role in Economic Development, Philadelphia Club, Philadelphia, PA 2012
- Bookending Higher Education Services to the Military: Educating Leaders and Serving Veterans, Lakehurst, NJ 2011
- Challenges and Opportunities in Interesting Times of Higher Education, Rotary Club of Greater Philadelphia, Philadelphia, PA 2010
- State of the University Address, West Chester University of PA, September, 2009 - 2015
- Inaugural Address West Chester University of PA, 2009
- Preserving Access to Higher Education, North Dakota Association of Students, Grand Forks, 2006
- Ethical Challenges in a Global Society: How Can Universities Lead, Institute for Leadership, Ethics, and Character, Atlanta, 2006
- Global Collaboration in Higher Education. Presented with Montana Governor Martz to the Kyrgyz Republic President and delegation, Helena, Montana, 2003
- School Leadership in a Democratic Society. Government and education leaders of the Republic of Moldova, Chisinau, 2002
- Transferable Credit Hours: International Standards for Institutions of Higher Education. European Conference on Higher Education, Chisinau, Moldova, 2001
- Alternative Teacher Certification. Enchede, Netherlands, 2000
- Creating Your Future. Commencement address, Montana State University, 2000
- School to Careers. Colorado Education Summit, 1998
- Strengthening Higher Education through Community Collaboration. Zurich, Switzerland, 1997
- Education in America: A System at the Crossroads. Colorado Springs, Colorado, 1995
- Scientific Collaboration bringing East and West Together. Russian national television, Moscow, 1994
- Current Reforms in Russia. The Sandra Mann Show, CBS, 1994
- Education of Persons with Disabilities in the United States. National television of the Peoples Republic of China, 1992
- Current Trends in Employment Within an Expanding Global Economy.

Keynote presentation to the Commissioners of the European Community, Kortrijk, Belgium, 1992

- Vocational Education to Work. Toronto, Canada, 1989
- Role of Education in Preparing Individuals with Disabilities for Work. President Bush's conference on ADA, Stanford University, 1988
- Employing Workers with Disabilities: A View from the Employers Perspective. Pacific Rim Conference, Honolulu, Hawaii, 1987
- Featured Program on Individuals in the Community. Guest interview with ABC, 1985

- Over 20 Major Conferences Directed (List provided on request)

- Examples:**
- Co-Director, Knowledge Crossing Borders (Bi-annual international Conference involving over 40 countries) Heredia, Costa Rica, October, 2014
  - Chairperson, Global Presidential Conclave on the Future of Higher Education, May, 2012 (20 countries)
  - Co-Director, Knowledge Crossing Borders (Bi-annual international Conference involving over 40 countries) May, 2012
  - Co-Chairperson, Conference on International Higher Education, Heredia, Costa Rica, March, 2010
  - Role of School Managers in a Democratic Society, National conference for educational leadership, Chisinau, Moldova, 2003
  - Innovative Financing of Tertiary Education, World Bank, Washington, D.C., 2003
  - School to Careers, Colorado state-wide, 1998
  - United States/China Joint Conference on Education, Beijing, China, 1992
  - International Summit on Education of Disadvantaged, Underserved or Underrepresented, Budapest, Hungary, 1990 (planned)
  - National Symposium on Employment of Americans with Disabilities, Stanford University, 1988
  - Decade of the Disabled: Transition to Work and Life, International Conference, Las Vegas, Nevada, 1985
  - International Conference on the Career Development of Handicapped Individuals, Dallas, Texas, 1981
  - Pathways to Employment: President's Committee on Employment of the Handicapped, Washington, DC, 1977

### **Education**

- Ed.D. University of Kansas, Administration/Special Education
- MA University of Washington, Special Education
- Certification University of San Francisco, Management
- BA University of Washington, U.S. History/Geology

### **Institutional Contributions (summary)**

- Providing leadership to system-wide planning
- Leading state and national accreditation for the academic unit and campus
- Leading resource enhancement and development
- Planning and overseeing capital improvements
- Developing strategic budgeting and resource allocation practices within the academic unit, and across campus that reinforce and support the goals of the institution
- Coordinating university system policy development
- Designing and implementing development campaigns
- Working with faculty to develop a diverse, inclusive environment of quality educational programs for all students
- Developing student success initiatives that significantly improved recruitment, retention and degree completion
- Creating alternative educational delivery options that combine technology with the best teaching practices
- Promoting service to the state as an administrator of the institution's extension services
- Directing program evaluation and renewal
- Cultivating professional success through faculty development and mentorship
- Participating in all forms of personnel actions across academic units and the university
- Procuring internal and external funding in support of the campus, academic unit, special initiatives, faculty, staff, and students
- Chairing and serving on search committees ranging from institutional president to assistant professor
- Coordinating enrollment, instructional, and resource planning
- Building institutional linkages with public and private entities, and international concerns
- Coordinating regional and state economic development and community planning
- Leading higher education system development and restructuring
- Serving as a successful teacher, researcher, and service provider

### **Private Business Experience (Summary)**

- Board Member, DNB Financial, Pennsylvania, 2011-current
- Executive Board Member and Treasurer, Maui Sunset, Hawaii, 2000-2007
- Co-Founder and Senior Vice President, Global Connections, South Carolina, 1992-2002
- Co-Founder and President, National Eclectic, Oregon, 1978-1980

**Note:** *References and supporting materials are available upon request.*