

**Wesley E. Donahue**, Ph.D., MBA, PE

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## SUMMARY

40+ years of progressive experience in business, industry and academia.

### Teaching

- Full-time faculty member for twenty-nine years with teaching as major focus. Taught 137 credit courses, facilitated more than 280 non-credit workshops, and delivered more than 108 professional talks. Credit courses include a variety of workforce development, engineering, and business related courses to undergraduate, graduate, and non-traditional students. Consistently receive student ratings above 6.4 on a 7 point scale.
- Research focus on leadership and talent development. Authored or co-authored, two books, seven book chapters, three articles, and 104 professional short courses. Latest book *Building Leadership Competence: A Competency-Based Approach to Building Leadership Ability* was published in 2018. Since 2000, have served on 91 doctoral committees and currently serve on 29 active doctoral committees.

### Experienced Academic Administrator

- Coordinator of the online Master of Professional Studies in Organization Development and Change (MPS-OD&C). Spearheaded the development of the new MPS-OD&C degree program and five graduate certificates from inception. Program has grown from its start in 2014 to the one of the largest online program within the College of Education. Serve as the academic advisor for all 194 actively enrolled students and peer mentor all 21 MPS-OD&C active faculty.
- Director of Business, Engineering, and Technology Programs and Associate Professor of Management Development at Penn State. Led an interdisciplinary academic unit that was comprised of up to 20 tenured and fixed-term faculty representing six Penn State colleges that focused on helping thousands of individuals and organizations across Pennsylvania improve performance.

### Technology Manager

- International Manager of Corporate Technology for a *Fortune 200* company (Brockway Inc.). Led global corporate technical development projects focused on plastics and advanced manufacturing processes. As a result of a corporate take-over, elected to start a plastics blow-molding and specialty equipment manufacturing company (Leffler Systems of New Jersey).

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## EDUCATION

<b>Ph.D.</b>	Penn State (1996), Workforce Education and Development
<b>MBA</b>	Clarion University (1981), Finance Emphasis
<b>BS</b>	Penn State (1972), Civil / Structural Engineering
<b>Other</b>	Registered Professional Engineer (PE) Registered Professional Land Surveyor (PLS) Six-Sigma Black Belt (Allied Signal, now Honeywell) Certified Project Management Professional (PMP)

## **EXPERIENCE**

**1988 – Present      Penn State University**

### **Professor / College of Education**

- Serve as the Academic Coordinator for the College's online Master of Professional Studies in Organization Development and Change (MPS-OD&C) and five aligned graduate certificate programs.
- Worked with the World Campus to provide academic oversight for the online development of the sixteen courses in the MPS-OD&C degree and five graduate certificate programs.
- Serve as the academic advisor for all 194 active MPS-OD&C graduate degree and aligned graduate certificate programs students. Supervise all culminating experience capstone projects.
- Responsible for monitoring the teaching performance of 21 active online course instructors and providing peer mentoring to ensure academic quality and compliance to graduate school rules and policies. Implemented a mid-semester course survey process to obtain data for conducting annual faculty peer reviews.
- Taught 137 credit courses including a full range of courses within the Workforce Education and Development Program. Currently teach WFED 573 Needs Assessment and WFED 595A Field Based Project every semester. Also teach: WFED 410 Leadership Competencies for Professionals; WFED 451 Lean Sigma; WFED 496 and 596 Independent Studies; WFED 602 Supervised Experience in College Teaching.
- Actively participate in the College of Education's successful partnership with the United Brotherhood of Carpenters (UBC) and semiannually teach WFED 410 Leadership Competencies for Professionals onsite at the UBC's international training center in Las Vegas.
- As faculty member affiliated with the College of Engineering, teach a variety of courses within the Engineering Leadership and Entrepreneurship Minors. Have taught ENGR 409 Leadership in Organizations every semester since 2000. Other courses taught: ENGR 408 Leadership Principles; ENGR 493 Individual Leadership Experience; ENGR 407 Technology-Based Entrepreneurship; ENGR 497 Supervisory Leadership. Most recently developed and currently teach online ENGR 501 Engineering Leadership for Corporate Innovation.
- As member of Penn State's Graduate Faculty (R-Status), serve on masters and doctoral committees, supervise internship projects and provide selected research opportunities for both graduate and undergraduate students. Since 2000, have served on 91 doctoral committees and currently serve on 29 active doctoral committees.

**Director – Technology and Workforce Development Portfolio / Academic Outreach**

- Responsible for all aspects of leadership, planning, and operation including program collaboration and development, recruitment and professional development of faculty and staff, academic standards for credit and non-credit programming in engineering, technology and workforce development content areas.
- Created a variety of innovative curricula applying contemporary and emerging instructional technologies and promoting collaboration with academic units and faculty members on university-wide outreach initiatives. Examples include the Engineering Leadership Series; Supervision Essentials Series; Functional Manager Program; and, Professional Skills and Core Leadership Competencies courses.

**Director – Penn State Management Development Programs and Services / Continuing and Distance Education / Associate Professor Smeal College of Business**

- Served as the academic administrator responsible for the strategic leadership and operation of an inter-disciplinary University-based academic unit that included up to twenty full-time and part-time instructors (tenured and non-tenured) focused on helping thousands of individuals and organizations improve performance. Provided professional management development and process improvement service to over 5000 individuals and 200 hundred organizations across the Commonwealth of Pennsylvania each year.
- Served as Advisory Board Member and Chair of the annual international Conference on Management and Executive Development (CMED). This conference is attended by 200 leaders from four-year academic institutions around the world.
- Received the Penn State Continuing Education Leadership Award, 2004.
- Credited by plant manager of large industrial company for helping produce a 100% productivity gain at its production facilities through the implementation of modular team-based manufacturing cells.
- Participated in and completed Allied Signal’s proprietary Six-Sigma “Black-Belt” program. Allied Signal’s program was subsequently adopted by General Electric and other leading companies.
- Managed scores of individual and organizational needs assessment projects ranging from the development of a training plan for a small service organization to leading the curriculum development for practicing design engineers of a *Fortune 50* multinational corporation.
- Earned certification as a Project Management Professional (PMP) in 2003. Serve as Penn State’s academic evaluator to the Project Management Institute (PMI). Responsible for evaluating and certifying that Penn State courses are in compliance with PMI’s accreditation standards.

**1987 – 1995 Professional Associate / MGA Inc., Gloucester, MA. – A worldwide provider of Technical Management Professional Services to the packaging industry**

- Conducted research and strategic market intelligence for large multi-national clients providing assessments of industry specific global technical developments. Presented findings onsite to clients' executive leadership teams.
- Developed program plans and secured funding for a major customized job training / workforce development grant from the State of New Jersey for a manufacturer of plastic products.
- Developed an innovative marketing concept, for which the sponsoring plastics packaging company submitted a design patent application.

**1987 – 1990 LEFFLER SYSTEMS of NJ - Manufacturer of plastic products and specialized machinery with headquarters in Parsippany, NJ.**

**Executive Vice President and Co-Founder**

- Led entrepreneurial venture that transformed a former applied research center into a manufacturing company, which successfully commercialized plastic containers targeted for the emerging bottled water industry.
- Raised nearly one million dollars of start-up capital, created 50 new jobs, hired and trained staff, recruited seasoned outside sales representative organization. Responsible for co-managing manufacturing operations, sales, finance and legal affairs.
- Negotiated and consummated merger arrangement with a synergistic partner, Mar-Kay Plastics of Kansas City, MO., one of the 50 largest plastic blow-molding companies in North America. As board advisor -managed regional sales territory. Offered the Chief Operating Officer position of Mar-Kay Plastics in Kansas City.

**1982 – 1993 SHE's INC., DuBois, PA.**

**Business co-owner**

- Started, built, and for ten years operated a successful family retail business located in a regional mall; complete P/L responsibility.
- Due to relocation, sold business in 1993 and provided ongoing support and guidance. Business continues to flourish.

**1973 – 1987 BROCKWAY INC., Brockway, PA. - Now Owens-Brockway a unit of Owens-Illinois**

**International Manager of Technology**

- Responsible for managing the company's highly successful technical services, products and training support portfolio, and developing new business. Developed benefit/cost proposals for the company's most profitable division, prepared contract documents, managed license agreements, and provided customer service. Traveled in 49 states and over 24 countries.
- Negotiated on-site with the Chinese Ministry to build five glass manufacturing plants in Mainland China costing nearly \$ 100 million; all projects included on-going training and technical support.
- Directly responsible for managing and maintaining client relationships and technology transfer activities in the Philippines, Argentina and Denmark. Awarded special recognition by Division President for outstanding performance.

**Manager of Corporate Technical Development**

- Served as chair of the corporation's R&D committee; conducted annual visioning sessions, technical gap analysis, and tactical planning. Responsible for developing new intellectual capital and managing the corporation's strategic technical development and implementation plans.
- Facilitated the development of a New Business Development and Ventures Program; managed internal collaborations, outsourcing activities and spearheaded partnership programs. Given special stock award by the company's board in recognition of outstanding accomplishments related to advanced manufacturing initiatives.
- Part of a strategic team of four that was recognized for growing the company's three plastics packaging businesses from \$50 million sales to \$250 million over a five-year period.

**Project Engineer / Department Head - Glass Furnace Engineering Department**

- In-charge of annual multi-million dollar budget and projects from conception to production.
- Performed complete engineering cycle assignments: design, detail drawings, bills of material, selection of vendors, purchase negotiations, construction, installation and start-up.
- Responsible for an energy conservation program that saved the company over one million dollars annually.

## SELECTED PUBLICATIONS / PRESENTATIONS / SERVICE

**Publications Sampling - Since promotion to Associate Professor in 2000, have authored or co-authored two books, seven book chapters, three articles, and 104 professional short courses. The professional short courses are all aligned with a research-based leadership competency model developed by this author.**

Yoon H.J., Someshwar S., Choi J., Donahue W. E., and Bergstrom E. Industry comparisons of leadership competencies: Multi-level analyses. To be submitted to *Journal of Leadership & Organizational Studies*.

Donahue, W.E. (2018). *Building leadership competence: A competency-based approach to building leadership ability*. State College, PA: Centrestar Learning.

Donahue, W. E., & Park, J. G. (2018). Building a culture of continuous innovation. In Rothwell, W.J. & Gliddon, D. (Eds.), *Innovation leadership* (pp. TBD). Oxford, UK: Routledge.

Macko, P. E., & Donahue, W.E. (2018). Followership. In Rothwell, W.J. & Gliddon, D. (Eds.), *Innovation leadership* (pp. TBD). Oxford, UK: Routledge.

Rothwell, W.J., Sullivan, R., Kim, T., Park, J. G., & Donahue, W.E. (2015). Change process and models. In Rothwell, W.J., Stavros, J. M. & Sullivan, R. L. (Eds.), *Practicing organization development: Leading transformation and change* (pp. 42-59). Hoboken, NJ: John Wiley & Sons, Inc.

Yoon, H., Song, J., Donahue, W.E., & Woodley, K. (2010). Leadership competency inventory: Systematic process of developing and validating a leadership competency scale. *Journal of Leadership Studies*, 4 (3), 39-50.

Donahue, W.E. & Park, J.G. (2004). The 5-S consulting approach to sales. In Rothwell, W.J., Gerity, P. E., & Gaertner, E.A. (Eds.), *Linking training to performance* (pp. 63-71) Washington, D.C: Community College Press.

Donahue, W.E. & Park, J.G. (2004). Templates for conducting 5-S consultative sales. In Rothwell, W.J., Gerity, P. E., & Gaertner, E.A. (Eds.), *Linking training to performance* (pp. 155-160) Washington, D.C: Community College Press.

Rothwell, W.J., Donahue, W.E., & Park, J.G. (2002). *Creating in-house sales training and development programs*. Westport, CT: Greenwood Publishing Group, Inc.

Donahue, W.E. (2000). *Customer service, It's everyone's job*. University Park, PA: Penn State University, Management Development Publication.

Donahue, W.E., & Park, J.G. (1998). The Penn State model for management development. *Marketing Contract Training*, 5 (1), 5-6.

Park, J.G., King, S., & Donahue, W.E. (1999). Organizational understanding. In Rothwell, W.J., & Sensenig, K.J. (Eds.), *The Sourcebook for Self-Directed Learning* (51-63). Amherst, MA: HRD Press.

Park, J.G., King, S., & Donahue, W.E. (1999). Structured goal setting as a self-directed activity. In Rothwell, W.J., & Sensenig, K.J. (Eds.), *The Sourcebook for Self-Directed Learning* (31-34). Amherst, MA: HRD Press.

Donahue, W. E. (1996). Race and culture: A world view. [Review of the book, by Thomas Sowell]. *International Journal of Vocational Education and Training*, 4 (1), 100-103. Westerville, OH.

Donahue, W.E. (1996). *A Descriptive analysis of the perceived importance of leadership competencies to practicing electrical engineers in central Pennsylvania* (Unpublished doctoral dissertation). Penn State University, University Park, PA.

**The following are titles of the 104 professional short courses authored or co-authored by this author and categorized into five competency clusters. These clusters are in accordance with the research-based Leadership Competency Model which is the result of ongoing research by this author and a derivative product of his original doctoral research.**

#### **Resource Management Competency Cluster**

- CPE 1011 Defining and Planning Projects
- CPE 1012 Understanding Project Management Tools
- CPE 1013 Leading Projects and Teams
- CPE 1014 Controlling Project Challenges to Completion
- CPE 1021 Initiating Projects: Stakeholders and Communication Management
- CPE 1022 Planning Projects
- CPE 1023 Executing Projects
- CPE 1024 Monitoring and Controlling Projects
- CPE 1025 Closing Projects
- CPE 1109 Leading Complex Projects
- CPE 1110 Understanding Project Budgeting and Justification
- CPE 1204 Lean-Sigma Process Improvement Yellow Belt
- CPE 1304 Intellectual Property Fundamentals
- CPE 1305 Intellectual Property Searches and Clearances
- CPE 1306 Copyright Laws and Applications
- CPE 1307 Trademarks, Service Marks, and Trade Names
- CPE 1308 Free and Open Source Software: Legal Essentials
- CPE 1309 Innovations, Inventions, and Patents
- CPE 1310 Intellectual Property Audits and Due Diligence
- CPE 1311 Trade Secrets

#### **Professional Competence Competency Cluster**

- CPE 2100 Valuing Ethics and Reputation
- CPE 2101 Professional Ethics

CPE 2102 Affirming Your Code of Professional Conduct  
CPE 2103 The Role of Ethical Conduct  
CPE 2204 Fostering Effective Communications  
CPE 2206 Managing Multiple Priorities  
CPE 2207 Enhancing Workplace Relationships  
CPE 2208 Embracing a Climate of Motivation and Engagement  
CPE 2209 Enhancing Your Emotional Intelligence  
CPE 2210 Communicating Respectfully in Today's Workplace  
CPE 2211 Responding to Conflict in the Workplace  
CPE 2212 Engaging in Teamwork  
CPE 2213 Giving and Receiving Feedback that Works  
CPE 2306 Responding and Developing Dynamic Presentations  
CPE 2307 Business Writing Styles  
CPE 2308 Business Writing Grammar  
CPE 2801 Cultural Expertise: United States  
CPE 2802 Cultural Expertise: China  
CPE 2803 Cultural Expertise: Taiwan  
CPE 2804 Cultural Expertise: South Korea  
CPE 2805 Cultural Expertise: India  
CPE 2806 Cultural Expertise: Russia  
CPE 2807 Cultural Expertise: Brazil  
CPE 2808 Cultural Expertise: Guatemala  
CPE 2809 Cultural Expertise: Cooperation Council for the Arab States of the Gulf

**Supervisory Management Competency Cluster**

CPE 3011 Understanding Supervisory Roles and Functions  
CPE 3012 Fostering Effective Communications  
CPE 3013 Building Collaborative Interpersonal Relationships  
CPE 3014 Promoting Contemporary Leadership Practices  
CPE 3021 Creating a Climate of Motivation and Engagement  
CPE 3022 Shaping Performance Expectations  
CPE 3023 Developing Performance Coaching Techniques  
CPE 3024 Addressing Difficult Performance Situations  
CPE 3031 Understanding Team Roles and Responsibilities  
CPE 3032 Developing Team Skills and Processes  
CPE 3033 Resolving Team Challenges  
CPE 3034 Enhancing Influence and Negotiation Skills  
CPE 3041 Applying Systematic Problem Solving  
CPE 3042 Implementing Time and Priority Management  
CPE 3043 Facilitating Effective Meetings  
CPE 3044 Understanding and Resolving Conflicts  
CPE 3051 Framing Customer Perceptions and Expectations  
CPE 3052 Creating a Culture of Continuous Improvement  
CPE 3053 Identifying and Implementing Improvement Initiatives  
CPE 3054 Presenting Initiatives with Confidence  
CPE 3091 Adhering to General Service and Regulatory Obligations

CPE 3092 Understanding Financial and Operational Metrics, Grants and Fundraising  
CPE 3093 Examining Curriculum and Academic Affairs  
CPE 3094 Understanding the Enrollment Management Process  
CPE 3308 Interviewing and Selection Techniques  
CPE 3309 Solving Problems and Making Ethical Decisions  
CPE 3311 Achieving Customer Service Excellence  
CPE 3508 Legal Aspects of Business for Supervisors

**Organizational leadership Competency Cluster**

CPE 4010 Interpreting the Changing Role of the Leader  
CPE 4044 Leading through Conflicts in the Workplace  
CPE 4101 Implementing Organizational Change Initiatives  
CPE 4102 Developing Global Business Acumen  
CPE 4302 Examining Financial Knowledge Essentials  
CPE 4501 Developing Leadership in Organizations  
CPE 4502 Facilitating Strategic Planning  
CPE 4503 Promoting Organizational Focus on the Customer  
CPE 4504 Understanding Measurement, Knowledge Management, & Financial Analysis  
CPE 4505 Fostering Workforce Focus  
CPE 4506 Establishing an Operational Focus  
CPE 4507 Leading for Corporate Innovation  
CPE 4508 Supporting Innovation: Applying SBIR Phase III Commercialization Practices  
CPE 4701 Leadership Coaching for Exemplary Performance  
CPE 4702 Understanding How the Leadership Coaching Process Works  
CPE 4703 Developing the Skills and Competencies of a Leadership Coach  
CPE 4704 Applying What You Know When Coaching for Success

**Technical Acumen Competency Cluster**

CPE 5102 Fundamentals of Renewable Energy  
CPE 5103 Practical Applications of Solar Energy Technology  
CPE 5105 Fundamentals of Solar Photovoltaic Systems  
CPE 5106 Fundamentals of Passive Solar  
CPE 5110 Understanding Geothermal Energy Systems  
CPE 5120 Practical Wind Systems  
CPE 5130 Understanding Biomass to Biofuel  
CPE 5180 The Science and Societal Effects of Marcellus Shale Drilling  
CPE 5402 Understanding Green Design and Construction  
CPE 5403 Green Roof Design Construction and Maintenance  
CPE 5501 Fundamentals of Stormwater Management  
CPE 5701 GPS Land Surveying  
CPE 5801 Developing Your Client Relationship Advantage  
CPE 5802 Building Advanced Client Relationship Skills

**Presentation / Workshop Sampling - Facilitated more than 280 non-credit workshops, and delivered more than 108 professional talks. The following is a sampling:**

Donahue, W., Rothwell, W., & McLaughlin, J. (2018). *MPS in Organization Development and Change Information Session*. College of Education / World Campus webinar. Conducted each semester since 2015.

Donahue, W. (2018). *Penn College Institute for Staff Leadership*, Pennsylvania College of Technology (14 sessions). Williamsport, PA. Developer and presenter - conducted biennially since 2016.

Donahue, W. (2017). *Penn College Institute for Faculty Leadership*, Pennsylvania College of Technology (14 sessions). Williamsport, PA. Developer and presenter -conducted biennially since 2015.

Donahue, W. (2017). *Project Management Application Series*, Pennsylvania College of Technology (5 open enrollment sessions). Williamsport, PA. Developer and presenter.

Donahue, W. (2014). *Supervisory Leader Series*, Pennsylvania College of Technology (9 sessions). Williamsport, PA. Developer and presenter.

Donahue, W. (2013). *Building Business and Executive Coaching in Organizations*, Shanghai Jiao Tong University. Shanghai, China. Invited presenter.

Donahue, W. (2008). *Program Pricing*. IACEE World Conference on Continuing Engineering Education. Atlanta, GA. Developer and presenter.

Donahue, W. (2006). *Best Practices in ROI: Systematic Process to Help Organizations Achieve Their Goals*. Twenty-ninth Annual Conference on Management and Executive Education. St. Petersburg, FL.

Donahue, W. (2005). Presenter. *The Factors for Success: 90 years of Service to Business and Industry*. Penn State Outreach Symposium.

Donahue, W. (2002). *eLearning - State of the Practice*. Twenty-fifth Annual Conference on Management and Executive Education. Phoenix, AZ.

Donahue, W. (2000). *The Leadership Summit*. Pennsylvania Chamber of Business and Industry Annual Statewide Conference. Hershey, PA. Contributing planner and presenter – Case histories.

Donahue, W. *Barrier plastics packaging systems*. Proceedings of Plastics Conference. U.S. Department of Commerce. Mexico City, Mexico.

Donahue, W. *New developments in glass containers*. Proceeding of 12th Annual Conference. Asean Federation of Glass Manufacturers. Kuala Lumpur, Malaysia.

**Service – The following is a sampling of service provided.**

**Member**, Design Team and Subsequent Selection Committee for the *Penn State Emerging Leader Program*. Penn State University – from 2008 to present.

**Presentation Evaluator**, *Engineering Leadership and Innovation Management Capstone Event*, University Park, PA, 2018.

**Chair**, *Ferguson Township Industrial & Commercial Development Authority* – from 2004 to present.

**Peer Mentor**, MPS-OD&C online instructors. (Completed both the Penn State Outreach *Adult Learner Certificate Program* and the Penn State World Campus *Online Teaching Certificate Program*), 2013 to present.

**Member**, College of Education’s United Way Committee from 2015 to present.

**Compliance Evaluator**, Penn State’s representative to the Project Management Institute (PMI) serving as the Project Management Professional (PMP) of record, course reviewer, and approver of Penn State’s multi-college credit and non-credit courses, 2004 to present.

**Member**, *Association for Talent Development (ATD)*, 2000 to present.

**Member**, *Organization Development Network* and *OD Education Association (ODEA)*, 2017 to present.

**Member**, College of Education’s leadership group for exploring an Online Doctorate of Education for the College of Education, 2017.

**Presentation Evaluator**, *ParenteBeard (Baker Tilly) High-Potential leadership Program*. Penn State, University Park, PA, 2013-2015.

**Advisory Board**, Pennsylvania Technical Assistance Program (PennTAP) Action Council, 2004-2010.

**Advisory Board Chair**, *International Conference on Management and Executive Development (CMED)*, 2006.

**Member**, *Design Team, Leadership and Management Excellence - Department Heads, Directors, and Managers*, Penn State University, 2000 - 2004.

**Member**, University Corporate Relations Committee, Penn State University, 2000-2004.

**Member**, *The Global Associates*, International Division of University Continuing Education Association (UCEA), 2000-2004.

**Chair**, *Keller Scholarship Committee*, Penn State University, 2000- 2004.