

# JOHN WENG

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## EDUCATION

University of San Diego

2024

### **Ph.D. Leadership Studies**

Dissertation titled: *Development of the Group Dynamics Awareness Questionnaire (GDAQ): A mixed methods study*

San Diego State University

2016

### **M.A. Postsecondary Educational Leadership with a Specialization in Student Affairs**

University of California San Diego

2014

### **B.S. Psychology**

Areas of Concentration: Social Psychology & Behavioral Psychology | Minor: Visual Arts: Photography and Chemistry

## PROFESSIONAL EXPERIENCE

Center for Creative Leadership

### **Leadership Solutions Facilitator**

**December 2021 – Present**

Provide facilitation services to teams and groups of individuals on a variety of leadership topics including emotional intelligence, change management, and providing feedback. Deliver the Center's flagship programs including Maximizing Leadership Potential, Leadership Development Program, Leading for Organizational Impact.

ExecOnline

### **Leadership Coach**

**December 2021 – Present**

Provide leadership coaching to leaders ranging from middle managers to senior executives. Provide written and video feedback on leadership development assignments.

John Weng Consulting LLC

### **Principal**

**August 2021 – Present**

Provide leadership coaching services to leaders experiencing change. Serve as a facilitator and consultant for leadership development workshops using Gallup Strengths, the Myers Briggs Type Indicator. Development of customized curriculum for intact teams on topics of equity, diversity, and inclusion. Utilization of group relations principles in consulting to group dynamics throughout workshops. Leadership of a team of coaches and facilitators to provide leadership solutions. Prior clients include Merck Pharmaceuticals, US Navy (NAVWAR), the World Health Organization, and the Museum of Contemporary Art San Diego. Partners include Cambridge University's Judge School of Business, and LEAP.

University of California San Diego

### **Interim Associate Director, Leadership and Service**

**August 2022 – June 2023**

Provide oversight for the leadership and service programs for UC San Diego in support of a staff medical leave. A part of the Center for Student Involvement team, provide leadership and program oversight for 5 program managers, 2 graduate assistants, and 50+ student employees that execute leadership development and community service programs for the organization. Serve as the campus lead for the Changemaker Kickoff week, a week long initiative dedicated to celebrating the campuses' Ashoka U Changemaker designation.

#### **Significant Accomplishments Include:**

- Revamping the Changemaker week to a year-long celebration with a dedicated kick off
- Lead the unit in revamping digital processes to support the delivery of a campus-wide leadership development program
- Developed a new and comprehensive staff training and onboarding process through aligning existing practices, leading to decreased workload and increased engagement

University of California San Diego

**Interim Director, Student Governments, Auxiliaries, and Services**      **November 2021 –August 2022**

Serve as the interim Director during the Director's medical leave and transition. Provide leadership and strategic direction to a team of 11 full time staff members, graduate assistants (3 x 0.5 FTE), and 200 student employees. Serve as the advisor to the executive officers of AS UC San Diego. Oversee the funding of the unit and administration of a budget in excess of \$10M. Provide support in the execution of unit wide programs including logistics for civic engagement initiatives, implementation of updates to the AS Travel System, AS Funding System and AS and GPSA websites. Bring together colleges and to address complex, student-oriented issues and tasks and provide for mutually-agreed-upon student needs. Assess risk of student-initiated activities, programs, and travel as it relates to COVID-19 policies and procedures.

**Significant Accomplishments Include:**

- Reevaluation of staffing model in the department and successful promotion of 5 Student Life Development Specialist 2 to Student Life Development Specialist 3
- Develop a staffing model for hybrid and remote work during the summer operations in alignment with business need and campus policies
- Oversee 3 concurrent recruitments, while evaluating business and operational needs to identify appropriate workload redistribution and staffing backfill

University of California San Diego

**Associate Director, Student Governments, Auxiliaries, and Services**      **January 2017 –August 2022**

Provide leadership to a team of Student Life Development Specialists (4.5 FTE), graduate assistants (3 x 0.5 FTE), and 200 student employees to provide comprehensive coaching, advising and management of student government initiatives including the Senate, Council, and other services and commissions including campus TV and radio. Provide strategic leadership to the Student Promoted Access Center for Education and Services, a student-initiated identity-based access and retention center. Provide advising to the Senate of the Associated Students on strategic initiatives and legislative items. Management of the Triton Food Pantry and a portfolio of state and student activity fee funding. Oversee and oversee administration of a budget in excess of \$8 M including student activity fees, UCOP allocations and SAPEP funding. Committee Leadership include Basic Needs Committee (Leadership Team), Overnight Committee (Chair). Committee membership includes: Community Standards Board (University Representative for Conduct Reviews), Assessment & Evaluation Leadership Workgroup, Student Activity Hub Steering Committee, Enterprise Identity Management Governance Committee, Student Affairs Monitor Team (SAMS)

**Significant Accomplishments Include:**

- Creation of policies and procedures for a brand-new unit around campus card use, new advisor onboarding, new employee recruitment minor programs, and employee operation manuals
- Oversee the migration of unit advising onto a virtual platform during the COVID-19 pandemic and create a system of advising at the individual and group level
- Utilized a trauma-informed and anti-Black approach to strategically revamp the Overnight Program, a 3-day 2-night yield conference for admitted undergraduates
- Lead the team to create the unit's first on-going and systematic assessment plan; including the development of outcome measures for programs and services and advancing a culture of assessment and evaluation
- Organizational development of pantry operation of over 200% in utilization, with only a 100% increase in operation cost
- Through the Assessment & Evaluation Leadership Workgroup, provide consulting to the AVC Student Life and Unit heads on department assessments, evaluation planning and report writing

John Muir College, University of California San Diego

**Coordinator of Student Activities**

**March 2016 – January 2017**

Coordinate, implement, and evaluate programming for 6,000 students at Muir College. Utilize data and needs-assessment data to advise student organizations of the College. Provide oversight for the planning and execution of Muir College Welcome Week and Triton Day Events. Serve as the College's lead staff member for assessment of College Programs.

**Significant Accomplishments Include:**

- Leadership and development of the College's assessment plan

Associated Students, University of California San Diego

**Interim Program Advisor**

**October 2015 – March 2016**

Provided student developmental support to over 50 elected and appointed student government officials.

Provided advising to students regarding programming, work-life balance, time management, and serving as an elected or appointed official

**Significant Accomplishments Include**

- Oversight of the development, QA and UA testing of a \$95,000 elections system in collaboration with Undergraduate Colleges

NASPA – Student Affairs Administrators in Higher Education

**Graduate Intern**

**Summer 2015**

Assisted in the management of the 2015 NASPA Annual Conference, Created, design, and develop

Guidebook applications for conferences. Provided development and work direction of undergraduate interns

**Significant Accomplishments Include:**

- Management of the 2015 Careers in Student Affairs Month Initiative including documentation for the Chief Student Affairs Officers

Student Life and Leadership, San Diego State University

**Greek Life Graduate Assistant**

**August 2014 – October 2015**

Advised and provided professional and leadership development to 2,500 Greek Students in 44 chapters

belonging to the College Panhellenic Association, Interfraternity Council, United Sorority and Fraternity

Council and the National Pan-Hellenic Council. Conducted Judicial Ineligibility Appeal hearings for students

on probation who wish to undergo recruitment.

**Significant Accomplishments Include:**

- Creatively utilize existing business systems and student information systems to create a data management document for Fraternity and Sorority Recruitment
- Reduce work time of data processing from two weeks to two hours for potential New Member payment and information validation

Student Affairs Assessment, University of California San Diego

**Graduate Assistant**

**August 2014 – May 2015**

Assisted the Director of Assessment in the planning and presentation of assessment workshops for Student

Affairs staff on learning outcomes and assessment best practices. Assisted with management of Student

Affairs Learning Outcomes and Student Affairs Strategic Goals.

**Significant Accomplishments Include:**

- Co-authored and edited the 2013-2014 UC San Diego Student Affairs Annual Assessment Report
- Developed an online survey-writing training program for staff on campus in conjunction with the Student Affairs Technology Services and Instructional Design
- Created handouts on assessment topics such as rubric creation and survey response options
- Redesign and author content for the divisional assessment website to transform the assessment toolkit so that it is more user friendly for the Division

**CERTIFICATIONS & CREDENTIALS**

- Professional Certified Coach (PCC), International Coaching Federation 2023
- Certified Consultant, A.K. Rice Institute for the Study of Social Systems 2023
- WorkPlace Big Five Personality Inventory, Paradigm Personality Labs 2023
- Hogan Assessments, Hogan 2022
- Change Style Indicator + Change Navigator, Multi-Health Systems 2022
- Influence Style Indicator, Multi-Health Systems 2022
- CCL Assessment Certification Course (360), Center for Creative Leadership 2022
- Certified Leadership Coach, University of San Diego 2021
- Gallup Certified Strengths Coach 2021
- Myers-Briggs Type Indicator Master Practitioner 2021

## TEACHING EXPERIENCE

Adjunct Lecturer, Department of Management Studies, Knauss School of Business

**University of San Diego**

**January 2024 – Present**

- Utilize a variety of experiential pedagogies to teach MGMT 303 Interpersonal Relations (Spring 2024) to undergraduate Business students
- Leadership of a post-Master's teaching assistant in their development and growth as an educator

Adjunct Lecturer, Department of Counseling and Marital Family Therapy

**University of San Diego**

**September 2019 – Present**

- Instructor of record for COUN 533/534: Field-based Research Seminar a capstone research course for counseling students training to be school counselors and marriage and family counselors (Fall 2022/Spring 2023, Fall 2023/Spring 2024)
- Mentorship of Master's candidates in their independent research project proposals

Adjunct Lecturer, Department of Leadership Studies

**University of San Diego**

**September 2019 – Present**

- Utilize a variety of experiential pedagogies to teach undergraduate and graduate students including case-in-point, case studies, activities
- Through the frameworks of team coaching and facilitation to create classroom discussion for undergraduate and graduate students
- Instructor of record/co-instructor for LEAD 150: Emerging Leaders (Fall 2019), LEAD 160: Personal Leadership (Fall 2021), LEAD 351: Leadership Capstone, undergraduate courses in the Leadership Studies Minor (Spring 2020), LEAD 350 Leadership and Group Development (Spring 2021, Fall 2022, Spring 2023)
- Senior Teaching fellow for LEAD 550/600 (Fall 2020, Fall 2021): Integral Leadership, a graduate-level course using group relations and case-in-point pedagogy
- Administrator and consultant for LEAD 504/551/585 (Winter 2020, Winter 2021, Summer 2021, Summer 2022, Winter 2023): Leadership for Change, a group relations conference embedded within three cross listed graduate-level courses and assist in the facilitation of synthesis and reflection with small groups

Doctoral Graduate/Research/Teaching Assistant for Group Relations, Department of Leadership Studies

**University of San Diego**

**September 2021 –May 2022**

- Serve as a thought partner in the redevelopment of graduate level courses on leadership development and organizational behavior using case-in-point pedagogy, case studies, and other experiential learning tools
- Serve as Senior Teaching Fellow for LEAD 550/600: Integral Leadership and provide grading calibration across a teaching team
- Conduct research and co-author theory and application papers in Group Relations Methodology

Teaching Assistant, Department of Administration, Rehabilitation and Postsecondary Education

**San Diego State University**

**Spring 2018**

- Serve as a teaching assistant for ARP 623, a graduate-level capstone course with 21 students for the master's program in postsecondary educational leadership with a specialization in student affairs
- Conduct a lecture on the topic of supervising graduate students to the course
- Assist in the grading of course assignments and providing feedback to course assignments including budget management, and presentations on contemporary issues in higher education

Co-Instructor

**University of California, San Diego**

**Summer 2016**

- Serve as a co-instructor for a class of 16 entering undergraduate students enrolled in the OASIS Summer Bridge program
- Conduct biweekly lectures, activities and workshops on college success strategies for entering first years
- Coordinate with campus partners including Counseling and Psychological Services and identity-based resource centers on presentations that align with the overall curriculum plan and course outcomes

## RESEARCH EXPERIENCE

Project Name: Development of the Group Dynamics Awareness Questionnaire (GDAQ)

Supervisor: Fred Galloway

**Doctoral Dissertation****January 2021 – September 2023**

- A mixed-methods study utilizing an exploratory (qualitative then quantitative) design
- Utilization of Zoom to conduct semi-structured 15 interviews from international participants
- Utilization of Python 2 to reorganize and clean auto-transcriptions for import into MAXQDA
- Use of MAXQDA to conduct coding and thematic analysis to develop items
- Planned future phases include a national expert review, quantitative data collection via Amazon Mechanical Turk and Exploratory Factor Analysis via SPSS 27 and Confirmatory Factor Analysis via MPlus 8.6

Project Name: Understanding the Impact of Case-in-Point Courses in Graduate Leadership Programs

Supervisor: Lea Hubbard

**Doctoral Research Project****September 2020 – December 2020**

- A qualitative case-study utilizing semi-structured interviews conducted via Zoom with alumni from a graduate program
- Development of a Python 3.7 script to convert Zoom transcripts for import into MAXQDA
- Thematic analysis of 11 interviews utilizing MAXQDA

Project Name: NCANDA: National Consortium on Alcohol & Neurodevelopment in Adolescence

Supervisor: Kevin Cummins, Sandy Brown Lab, University of California San Diego

**Student Statistician****September 2013 – March 2014**

- Analyzed and managed data in Stata 13 SE of California Healthy Kids Survey and the National Consortium on Alcohol and Neurodevelopment in Adolescence
- Created test studies using the Diagnostic and Statistical Manual of Mental Disorders IV
- Assessed clinical medical conditions through the Semi-Structured Assessment for the Genetics of Alcoholism (SSAGA-II)
- Drafted a user guide for producing publication quality tables through Stata and LaTeX.

## TECHNICAL SKILLS

- |  |          |                     |
|--|----------|---------------------|
| • Campus Labs Baseline and Compliance Assist | • Stata  | • MAXQDA            |
| • Qualtrics                                  | • SPSS   | • MySQL query tools |
| • Tableau                                    | • MPlus  | • MS Office         |
|  | • Python | • Adobe CC          |

## PUBLICATIONS

Weng, J. & Hubbard, L. (2022). Understanding the Impact of case-in-point courses in graduate leadership programs. *Journal of Leadership Education*, 21(2), 51-74.  
<http://doi.org/10.12806/V21/I2/R4>

Martin, J. A., Weng, J., & Kliewer, B. W. (2022). Assessing leadership development in groups and organizations. *New Directions for Student Leadership*, 2022(175), 83-92.  
<https://doi.org/10.1002/yd.20522>

Priest, K. L., Chung, J., Gleason, M. C., Guthrie, K. L., Navarro, C. D., Pierre, D. E., Steele, M. C., & Weng, J. (2021). Co-inquiry during unprecedented times. *New Directions for Student Leadership*, 2021(172), 19-27. <https://doi.org/https://doi.org/10.1002/yd.20465>

Chung, J., Pierre, D. E., Navarro, C. D., Steele, M. C., & Weng, J. (2021). Leadership educators: Acknowledging our whole selves in the work. *New Directions for Student Leadership*, 2021(172), 71-78. <https://doi.org/https://doi.org/10.1002/yd.20471>

Guthrie, K. L., Navarro, C. D., Weng, J., & Priest, K. L. (2021). Interrogating leadership education: Why? For what? For whom? *New Directions for Student Leadership*, 2021(172), 45-52.  
<https://doi.org/https://doi.org/10.1002/yd.20468>

- Pierre, D. E., & Weng, J. (2021). Leadership learning reconsidered: Adopting new considerations for practice. *New Directions for Student Leadership*, 2021(172), 53–61.  
<https://doi.org/https://doi.org/10.1002/yd.20469>
- Weng, J., & Gleason, M. C. (2021). Learning from our students: Being student-centered in an unstable world. *New Directions for Student Leadership*, 2021(172), 63–70.  
<https://doi.org/https://doi.org/10.1002/yd.20470>
- Weng, J. (2021). A Scholar-Practitioner Case Study. In C. C. Beatty & K. L. Guthrie, *Operationalizing Culturally Relevant Leadership Learning*. Information Age Publishing.
- Navarro, C., Pierre D., Chung, J., Weng, J., Guthrie, K., Priest, K., Gleason, M., & Cummings Steele, M. (2021) Co-Inquiry During Unprecedented Times. In Jenkins, D., & Endersby, L. (Eds.), *PAUSE for Pedagogy*. International Leadership Association.

## EDITED WORKS

- Werner, L., & Weng, J. (in prep, 2024). *New Directions for Student Leadership: No 181*. Winter 2024 Issue. Wiley.
- Cummings Steele, M., Chung, J., Gleason, M., Guthrie, K., Navarro, C., Pierre D., Priest, K., & Weng, J. (2021). *New Directions for Student Leadership: No. 172*. Wiley.

## PRESENTATIONS

- Exploring the Multiple Perspectives of DEIB*  
 Symposium Chair at the International Leadership Association Global Conference 2023
- Coaching as Profession and Professional*  
 Guest Lecturer in ARP 405: Enacting Leadership at SDSU 2022
- Research Questions and Hypothesis*  
 Guest Lecturer COUN 533: Seminar in Field Based Research at USD 2021
- Expanding Perspectives of Case-in-Point: A qualitative case study on the impact of case-in-point courses in graduate leadership programs*  
 Symposium at the International Leadership Association Global Conference 2021
- Using Case-in-Point and Emergent Teaching During a Pandemic: Lessons Learned on Holding the Heat*  
 Panelist at the International Leadership Association Global Conference 2021
- Developing an Instrument to Measure Group Dynamics Awareness*  
 Participant at the ILA 2021 Emerging Scholars Research Consortium 2021
- "Where Do I Start?" A panel on assessment through an equity-minded lens*  
 Panelist at the UC San Diego Student Affairs Assessment Day 2021
- Developing an Instrument to Measure Group Dynamics Awareness: A Mixed Methods Study*  
 Poster Presentation at the A.K. Rice Institute Dialogues 2021
- Co-inquiry in Leadership Education: A Strategy for Community Meaning-making and Courageous Action in Difficult Times*  
 Panelist at the Leadership Educators Institute 2020
- Case in Point Teaching: Leadership Development at the Edge of Contemporary Group Relations*  
 Panelist at the International Leadership Association Global Conference 2020
- Co-Teaching Leadership: Emotion, Collaboration, and Personal Growth Edges*  
 Panelist at the International Leadership Association Global Conference 2020

*Importance of Involvement*

Guest Lecturer for REV 1: Transfer Year Experience at UC San Diego 2019

*Getting the Interview*

Presenter for MA students at San Diego State University 2017

*Networking 101*

Presenter for the iLead Leadership Certificate at UC San Diego 2016

*Managing Conflict*

Presenter for the Triton Community Leadership Institute at UC San Diego 2016

*Using Your Story to Find Your Career Path*

Presenter for the Career Services at UC San Diego 2016

*Presenting Yourself as a Professional in Your Profession*

Conference session at Seeds to Success Conference, San Diego, California 2015

## GRANTS

A. K. Rice Institute for the Study of Social Systems

**Special Grant Award for Dissertation Research on the development of an instrument measuring the individual awareness of group dynamics**

Group Relations International

**Special Grant Award for Dissertation Research on the development of an instrument measuring the individual awareness of group dynamics**

## COMMUNITY SERVICE

University of San Diego Institutional Review Board

**Graduate Student Representative 2022-2023**

Beta Theta Pi, San Diego, California

**Faculty Advisor 2020-2022**

Journal of Leadership Studies

**Peer Reviewer**

A. K. Rice Institute for the Study of Social Systems, Elections Committee 2021

**Member**

Assistance in the elections process for the AKRI Board

Western Regional Careers in Student Affairs Day Conference

**Planning Committee Member 2015, 2017**

Assisted in the development of conference operations, fundraising and marketing

Beta Theta Pi, San Diego, California

**Brotherhood Advisor May 2014 – August 2015**

Advised Vice President of Brotherhood in conduct-related best practices and developing strategies for intervening with member issues

## MEMBERSHIPS

A. K. Rice Institute for the Study of Social Systems

Beta Theta Pi

Group Relations International

International Coaching Federation

International Leadership Association