

DANIEL GREENSTEIN
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Deeply analytical and innovative higher education strategist, problem solver, and inspirational thought leader and public speaker. Nearly 30 years' experience strengthening universities and colleges as engines of workforce development, social mobility, knowledge creation, and as cornerstones of regional economies and communities. Outcomes-oriented with facility for change leadership in complex, distributed, multi-stakeholder organizations. Proven track record applying innovative technologies, education and business models, and public-private partnerships to improve students' educational and career outcomes, increase institutions' financial resiliency and research productivity, and expand opportunity for historically underserved and non-traditional students.

EXPERIENCE

- 2018- **The Pennsylvania State System of Higher Education, Harrisburg, PA, Chancellor**
- Chief Executive Officer of Pennsylvania's public higher education system and State Higher Education Executive Officer.
 - Leading "System Redesign" to stabilize System financially, improve student outcomes, and grow in new and adjacent markets by emphasizing career-aligned degree and non-degree credentials, expanding hybrid and fully online delivery, and improving supports for "non-traditional" students.
 - Implementing comprehensive systemwide strategy to ensure university communities are welcoming to all their members, and that all have equal opportunity to succeed.
 - Advancing quality and efficiency by expanding shared services and developing infrastructure that supports cross-campus program sharing and expansion of industry-aligned non-degree credentials.
 - Working collaboratively with employers regionally to build pathways that supply appropriately trained workers for jobs experiencing the greatest unmet demand.
 - Integrated six universities into two, to sustain breadth of postsecondary options for students and communities in rural Pennsylvania.
 - Secured twenty-five percent increase in state appropriations plus \$220M in one-time state investment.
 - Supporting and advising the Governor, General Assembly, and Department of Education on higher education public policy.
 - Accountable for annual budget of \$2.3 billion and 38 immediate staff including 10 university presidents.
- 2018-21 **Boston Consulting Group, Boston, MA, Senior Advisor, Public Sector Practice**
Various strategy consulting engagements for universities across a range of issues from organizational transformation to technology application, entry into new student markets, and development of student-centered, career aligned pathways.
- 2012-18 **The Bill & Melinda Gates Foundation, Seattle, WA, Director, US Programs – Education, Postsecondary Success**
- Developed strategy to significantly increase credentialing productivity and reduce attainment gaps in US colleges and universities; demonstrated strategy effectiveness and scaled adoption to hundreds of colleges and universities nationwide.
 - Built investment practice on evidence-based hypotheses, sound partner/company diligence, and predictive outcomes modeling.
 - Engaged elected and appointed policy makers, advocacy groups, higher education leaders, and other key influencers to build a higher education reform movement and advocate for supportive state and federal education public policies.

- Accountable for \$125m in annual investments including grants, contracts, and equity investments, and a team of 45.
- 2006-12 **University of California, Office of the President, Oakland, CA, Vice Provost, Strategic Planning, Programs, and Accountability**
- Led long-range strategic and academic planning and review and approval of new degrees and schools.
 - Developed UC's accountability framework to inform System planning and institutional and individual performance management.
 - Oversaw systemwide academic programs including the University of California Press, the California Digital Library, Education Abroad, and internship programs in Washington DC and Sacramento.
 - Launched UC Online Education to address capacity constraints and improve students' outcomes in high-demand undergraduate courses.
 - Responsible for \$110m annual budget and a unit with up to 550 staff.
- 2002-06 **University Library, California Digital Library and Associate Vice Provost, Scholarly Communication**
- Built next-generation services for university's 35 million volume library system, harnessing information technologies and \$240 million buying power to vastly extend access to scholarly information.
 - Developed industry best practices in collection management, user centered service design, and digitization of cultural and scholarly artifacts.
 - Partnered with Google and Stanford, Michigan, and Harvard universities in massive books scanning initiative which democratized distribution and transformed long-term management of the nation's print materials.
- 1999-2002 **Digital Library Federation, Washington, DC, Executive Director**
Facilitated collaboration of 26 major US research universities in development of shared networked infrastructure and academic information services.
- 1996-99 **Arts and Humanities Data Service, London, UK, Founding Director**
Built national Internet service supporting research and teaching at UK universities by ensuring ready access to high-quality online information resources. Developed industry best practices e.g. in digital preservation, and resource discovery.
- 1989-96 **Glasgow University, Glasgow, Scotland**
Senior Lecturer, Modern History, Founding Director of the University's Arts Faculty computing service, Founder, Academic Department of Humanities Computing

EDUCATION

- 1982-89 **Oxford university** (DPhil, Social Studies)
1980-81 **London School of Economics**
1978-82 **University of Pennsylvania** (B.A., M.A. History)

RELATED ROLES

Advising, consulting, planning, board membership and related roles with federal and state agencies; university/college executive and board leadership; higher education and related associations; vendors, service providers, investors, and consultants in higher education; cultural heritage and philanthropic organizations in the US and Europe

