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Professor of business administration and global senior executive in leadership development; technology and well-being; and strategy and technology regulation. Dean and de facto “CEO” of UVA Darden and its foundation, which have delivered record fundraising and rankings. Chief strategist and fundraiser highly skilled at building trust and impact with high net-worth individuals and organizations. High-energy, innovative leader focused on team building and people development. Board and stakeholder collaboration in a highly matrixed environment. Deep experience as a senior global executive leading strategy and learning/talent at McKinsey, and board director and chair responsible for complex, multi-billion dollar budgets and business units, including knowledge and technology-based enterprises. Proven track record of impact, technology innovation, and entrepreneurship in a shared governance environment. On-the-ground experience serving stakeholders, top executives, governments, boards of large, complex private and public higher education institutions and technology corporations globally, including in:

Middle East: Qatar, United Arab Emirates, Bahrain, Kuwait, Israel	Africa: South Africa, Egypt, East Africa	Europe: Benelux, France, Sweden, Switzerland, Poland, Russia, UK
Latin America: Venezuela, Costa Rica	Asia: South Korea, Japan, China, India, Australia, Singapore	North America: U.S. (Virginia, Washington, DC, Texas, Northeast Corridor, West Coast

Education

University of Oxford, Oxford, England. Pembroke College. MSt in Practical Ethics (part-time), the Faculty of Philosophy, expected 2025. Topics include ethics of data and artificial intelligence; research and empirical ethics; psychiatry and bioethics; ethics of well-being and disability enhancement.

University of Pennsylvania Graduate School of Education, Philadelphia, PA, U.S. Doctorate in Higher Education Management, 2015, awarded with distinction. Dissertation: “The Rise of Nontraditional Liberal Arts College Presidents: Context, Pathways, Institutional Characteristics, Views of Search Firm Executives and Lessons Learned by Presidents Making the Transition.” Coursework GPA 3.93. 2022 [Distinguished Alumni Award](#).

MIT Sloan School of Management, Cambridge, MA, U.S., 1987–1989, M.S. in Management (MBA), 1989. Faculty awards: Highest Honors as Henry Dupont III Scholar and *MIT Sloan Management Review* Scholar.

Tufts University, Medford, MA, U.S. 1981–1985, Bachelor of Science in Electrical Engineering, 1985, *magna cum laude*. Elected member *Tau Beta Pi* (national engineering honor society). Elected Chapter President of *Eta Kappa Nu* (national electrical engineering honor society). *Eastman Kodak Scholar* (top engineering student and leader). Sigma Nu Fraternity Treasurer, Rush Chairman. Varsity Tennis Team. Choir. Fully self-funded degree.

Tufts European Center, Talloires, France, 1984. Awarded MacJannet Scholarship to study in France.

East Anchorage High School, Anchorage, Alaska, U.S., 1981. Valedictorian (1 of 388). 4.0 GPA. State tennis champion.

Professional Experience

[University of Virginia Darden School of Business](#), Charlottesville, VA and Washington, DC area 2015–present
Dean and Charles C. Abbott Professor of Business Administration (Term 1: 2015-20; Term 2: 2020-25)

Top-ranked MBA (#1 public MBA and #5 overall Bloomberg Businessweek, 2019, 2022) business school that develops leaders and advances business knowledge through degree (MBA, MSBA and PhD) and non-degree programs, research Centers of Excellence and knowledge publishing, including the second largest case publisher in the U.S. In FY24, Darden's endowment assets and outstanding pledges total >\$1 billion, a \$140 million operating budget, 18,500 alumni, 100+ faculty, ~300 staff, ~1100 degree-seeking students, 3,000 annual executive education participants and >2.6 million total MOOC enrollments. The School was established in 1955 at the University of Virginia, a top public university founded by Thomas Jefferson in 1819. The affiliated Darden School Foundation supports the academic mission of the School. Darden is financially self-sufficient and does not receive budgetary support from the Commonwealth or UVA. Darden is responsible for its own fundraising, master plan capital projects and campus buildings, and budget. Darden has campuses in Charlottesville and the Washington, DC, area and a field office in Shanghai, China, with representation in Mumbai, India.

- Appointed by UVA Provost and UVA's Board of Visitors (BoV) to serve as ninth **dean** of Darden and hold the Charles C. Abbott Chair as a member of the [Strategy, Ethics and Entrepreneurship](#) academic area. Reappointed by the Provost and BoV to a second, five-year term as dean through July 2025.
- Serve as de facto “CEO” of the Darden enterprise — which is financially self-sufficient in UVA's decentralized structure — overseeing the school and its foundation, including all operations and advancement.
- Serve as **chief strategist**. Collaboratively established with key stakeholders in 2015 — including alumni, faculty, staff, multiple boards and UVA — a bold, 10-year strategy and vision for excellence for 2026 to make Darden one of the world's preeminent business schools, against which the team has boldly executed.
- Named “[Dean of the Year](#)” in 2020 by Poets & Quants for leadership, compassionate approach to pandemic and introduction of test flexibility, noted as one of the “10 biggest business school innovations of the decade.”
- Elevated **rankings** during tenure. Darden's MBA reached new heights in all graduate business school rankings, securing a [#1 Public MBA ranking \(2022\)](#) and Top 5 position in *Bloomberg Businessweek* (2019) and #2 and #3 globally in *The Economist* (2015, 2016). Other accolades include #1 MBA education experience in the world (*The Economist*, 2016-18) and U.S. (2011-19, 2022); No. 1 MBA faculty (*The Princeton Review*, 2017-22, *The Economist*, 2017-2019, 2022); No. 1 global overseas study program (*The Economist*, 2017-19, 2022); No. 1 satisfaction with MBA program education (*Forbes*, 2017-18); No. 1 general management program in the world (*Financial Times*, 2015-17, 2019); and No. 1 CSR in the U.S. (*Financial Times*, 2019-20) and No. 1 globally for Carbon Footprint (*Financial Times*, 2023). In 2022, Darden ranked number one in composite rankings of [The Princeton Review](#).
- **Teach** in Darden MBA programs, including designing new courses “Maximizing Leadership Potential in Sports and Business,” “Stakeholder Management & Regulatory Strategy,” “CEO Leadership in the 21st Century,” and “Corporate Strategic Leadership.” Taught Darden Worldwide courses in Cuba, Israel, Italy, Belgium and South Africa and teach sessions in “Ambiculturalism,” “General Managers Taking Action” and other electives.
- Successfully led Darden to **reaccreditation** from the Association to Advance Collegiate Schools of Business in 2019 with no reported areas of concern under continuous improvement review process.

Impact in key areas includes:

- **Team and Reputation.**
 - **Human capital leadership:** Oversee all top hiring, recruiting, compensation and promotion decisions for faculty and staff. Hired 50 new faculty members of about 100 total, up from a base of 70. Recruited and developed a highly talented, diverse, top academic and administrative leadership team, including senior associate deans and industry-leading faculty (three have become deans) and staff. Instituted annual performance reviews and a new strengths-based process for staff. Improved faculty compensation to be in the top third of peer schools. Increased faculty research support 400%.
- **Faculty.**
 - **Chairs and appointments:** Hired 50 new faculty (total full-time faculty is now 95), increasing faculty's size, strength, global excellence and diversity to record levels while maintaining #1 faculty rankings. Almost half of the new hires are dual U.S. or non-U.S. passport holders and more than a third are women. Oversee hiring, chair and leadership appointments. Through a two-year process with

faculty and unanimous faculty vote, updated tenure and promotion standards, addressed teaching loads, online teaching and sabbaticals; increased excellence and equity; and ensured AACSB reaccreditation. Make all tenure and promotion recommendations to Provost. Established 28 new chairs through fundraising. Created a new senior associate dean for faculty development role to advance faculty excellence and mentoring. Secured joint faculty appointments/cluster hires with UVA Schools of Data Science, Arts & Sciences, Engineering and Nursing.

- **Research and thought leadership:** Grew significantly financial support for faculty research by over 400%, which has increased research productivity. Oversee Darden Business Publishing, the second largest case publisher in the U.S. Created an Office of Research Services and relaunched the Ph.D. program in 2022. Secured \$2.1 million investment from UVA to establish pan-University Behavioral Research for Society Lab. Established gifts through fundraising to launch Darden's [Venture Capital](#) and [Real Estate](#) Initiatives. Launched partnership with UVA School of Data Science for a "[Collaboratory](#)," bringing together shared research, programming, engagement with practice and teaching at the intersection of data science and business. AI initiative in development.

- **Academic Programs.**

- **[Sands Institute for Lifelong Learning](#):** Secured gift that created this new \$80 million institute to drive pedagogical innovation and digital enhancements to grow revenue and deliver transformational lifelong learning experiences and outcomes to global learners.
- **Residential degree program innovation:** For the Full-Time MBA, launched [Future Year Scholars](#), a deferred admissions program aimed at top undergraduates. Led the industry in admissions innovations. Piloted test flexibility during pandemic and made expanded test flexibility an ongoing feature of Darden admissions — the top U.S. business school to do so; awarded a top 10 MBA innovation. Introduced early action and early action binding for the Full-Time MBA. During the pandemic, piloted a condensed, 17-month version of the Darden MBA to provide flexibility for students to start during uncertainty and complete degree in less time. Added "management science" specialization to the MBA degree that qualifies for U.S. STEM designation to support international student career pursuits.
- **Working professional degree program innovation:** Redesigned and launched with faculty Darden's [Executive MBA](#), with a Global Executive MBA option, based in the Washington, D.C. metro region, including shepherding a vast majority faculty vote. Successfully launched a full new [Part-Time MBA](#) in 2022, and the [Master of Science in Business Analytics](#) in 2018, which is a historic first joint degree at UVA with the McIntire School of Commerce, with majority faculty votes in support. These programs for working professionals grew student enrollment in the D.C. area from zero to 450 in FY24 and 500+ degree students by FY25.
- **Ph.D. relaunch:** Re-introduced Darden's Ph.D. program in 2022 for candidates in two fields of study: Strategy, Ethics and Entrepreneurship and Quantitative Analysis.
- **Non-degree program innovation:** Grew Executive Education & Lifelong Learning. Prior to pandemic, reversed years of decline by growing EE&LL revenue for three consecutive years; a 30%+ increase. Developed new strategy for growth and hired a new top team.
- **Pandemic pivot:** At the onset of COVID-19 pandemic, successfully pivoted degree and non-degree programs to online learning, with the top priority of health and safety. Opened the School in fall 2020 for in-person learning — one of the only top business schools to do so without major outbreaks or shutdowns. Introduced learning technology and various innovations for community building.
- **University and external collaborations:** Established [dual-degree](#) option with UVA School of Data Science, now the most popular dual degree, and another with the School of Architecture. Launched an MBA-MA program with John Hopkins SAIS. Created new executive education offerings with the UVA Nursing and Medical Schools, School of Data Science, and School of Commerce. Established MOUs with CFA Institute, African Leadership Academy and Presidential Precinct.
- **Increased technology:** Expanded online courses from five in 2014 to offering a virtual option for all degree program courses and a new virtual portfolio for executive education following the pandemic. Created, hired and built data analytics function and team.

- **Global DEI.**

- **Global reach and community:** Secured \$30 million endowment for scholarships with \$15 million gift from a private foundation, matched by UVA Strategic Investment Fund, which enables all Full-Time

MBA students to have a global experience. Expanded global programs and doubled the number of student days abroad; global programs ranked #1 by *The Economist*. Of new faculty hired, 50% hold dual U.S. or non-U.S. citizenships.

- **Improved diversity:** Created the position of senior associate dean and global chief diversity officer reporting to the dean, with multiple senior hires to support the role. Recruited an outstanding and diverse dean's staff. As a result, the diversity of meritorious students and faculty has set Darden records, including the highest percentage and number of women, URM, minorities, military, first gen and international students and number of Americans — while simultaneously reaching academic records in each program. Launched Racial Equity and Inclusion Working Group and Women@Darden to identify and advance concrete proposals for Darden to lead in racial and gender equity. Served on President Obama's [White House](#) Council's initiative to expand opportunities for women in business.
- **Student Excellence.**
 - **Academic quality:** Raised the caliber, quality and diversity of Darden MBA students, reaching an all-time high for student academic quality, GPA and applications. Increased GMAT scores from 706 in 2013 to a record high of 720 for the Class of 2024. EMBA records include total enrollment, number of applicants, yield and quality. While improving academic caliber, enrolled most women, most under-represented minorities, most first gen and most global students ever in school history.
 - **Student scholarships and financial aid:** Financial support for Darden's ~1100 students has grown by doubling merit scholarships for access and affordability and dramatically increasing fundraising via pledges for 90 new scholarships. New merit programs include [AccessDarden](#) for need-based aid, and [Future Year Scholars](#). Helped secure a \$100 million gift for UVA, \$37 million of which is designated for an endowment for Darden [first-generation students](#), completion of a \$40 million endowment for [Darden Jefferson Scholars](#), and a \$40 million endowment to enable [a global travel experience](#) for all Full-Time MBA students.
 - **Career outcomes and resources:** Broke all career success records. Innovated new model for career development and recruited a team of senior career advisors with deep industry expertise and knowledge. Reached highest base salary in school history for the fourth consecutive year in 2022 and largest-ever signing bonuses. Ranked #1 by *Forbes* for most satisfied students (2017-18), #1 U.S. public MBA program for average starting salary and bonus (*U.S. News & World Report*, 2017-21) and #1 for percentage of most recent class employed at graduation (*U.S. News & World Report*, 2020).
- **Resources and Advancement.**
 - **Campaign:** In 2015, launched most ambitious campaign in Darden history — \$400 million goal by 2025 (prior campaign \$150M). As lead fundraiser (Darden is responsible for its own fundraising), and thanks to donors (and matching money), have raised \$500 million from 2015-23 in first eight years as dean. Helped secure four of the largest gifts in School history with total values of: \$100 million (\$38 million of which benefitted Darden and the rest, UVA); \$82 million; \$50 million; and \$30 million. Led the team to record fundraising and the seven best years in the 21st century, including in 2019, which was the [best fundraising year in Darden history](#) with \$123 million in total impact through philanthropy and the [largest single gift](#) in Darden history to establish the Sands Institute for Lifelong Learning, 12 chaired professorships and the new Darden hotel and alumni hall. Other record fundraising years for Darden (total impact of gifts plus matching) include: \$83.9 million (2021), \$82.6 million (2020), \$65.5 million (2018), \$46.5 million (2022), \$33.1 million (2023) and \$30.6 million (2017). Record annual fund of \$6.06 million in 2020. Since 2017, a record 52 new Principal Donors (\$1 million or more), including 16 in 2018 (the previous record of new members since the society's founding was four).
 - **Faculty chairs and scholarships:** Established 28 new faculty chairs and raised \$150 million in new scholarship funding, including 90 new scholarships.
 - **Endowment:** Fundraising for the endowment has exceeded the previous cumulative total in Darden history and endowments supporting Darden have more than doubled from \$448 million in 2015 to over \$1 billion in 2022, including endowments and existing pledges, ranking it in the top 10 business schools worldwide and among the highest per capita.
 - **Operating funds:** The School receives no state or UVA budget support and is financially self-sufficient. Darden has been on budget every year of tenure. Increased annual enterprise operating sources through philanthropy, enrollment management, and growth in executive education by 60%.

- **Board leadership:** Provide leadership to Darden School Foundation Board of Trustees, Darden Corporate Advisory Board, Darden Global Advisory Council, Darden Alumni Association, Darden Diversity Council, Provost's Deans Council and University of Virginia Bicentennial Advisory Council.
- **Master Plan and Sustainability.**
 - **Master Plan:** Developed a bold 10-year facilities [master plan](#) that received UVA Board approval including [residential housing](#) and its lead [gift](#). Oversee Darden facilities and hospitality operations in Charlottesville and DC Metro.
 - **Charlottesville Grounds:** Upgraded core academic facilities, including spearheading the fundraising, innovative business model and vision for a new 225,000-square-foot, \$150 million, LEED silver-certified [Darden hotel and conference center](#), operated by Kimpton Hotels & Restaurants, an adjacent [arboretum and botanical gardens](#), and a 45,000-square-foot [alumni hall](#) — delivered on-time and budget for a spring 2023 opening.
 - **Rosslyn (DC Metro) Grounds:** Secured funding and led construction and dedication of a new, modern 40,000 square-foot-facility: [UVA Darden DC Metro](#) at the Sands Family Grounds. From a baseline of zero, over 450 students study in the DC area in FY24; the most of any School at UVA.
 - **Sustainability:** Secured 5MW solar agreement with Dominion Energy and reached 2020 [carbon-neutral](#) goal two years early, in 2018. Set new sustainability goals for 2030. Ranked No. 1 by *Financial Times* in 2022 for Carbon Footprint.

[McKinsey & Company](#), New York City (1989-1991) and Brussels, Belgium (1991-2015) 1989-2015
World's leading management consulting firm serving 70% of the Fortune 1000. World's largest private partnership with multi-billion revenue, operating with more than 100 nationalities in 100+ offices in over 60 countries. It has produced more CEOs in large-scale corporations than any other company (450 CEOs in companies >\$1 billion). Preferred employer of top schools globally. Operates like an academic institution with strong shared governance, multiple departments, an intense knowledge and talent culture, a complex organization structure tied together by values and a strong mission, a structured learning and leadership development program for distinctive adults, and senior partners that are analogous to tenured faculty and elected via a tenuring process.

- **Leadership.**

Served and appointed or elected to several of most senior roles at McKinsey over 26 years:

- Global Board of Directors (2011–2014); elected by peers
- Global Leader of Learning and Leadership Development of all McKinsey Professionals (2010–2015)
- Global Leader McKinsey Strategy Practice (2004–2011)
- Co-chair Partner and Senior Partner Evaluation and Election Committees (2000–2014)
- Global Leader of Regulatory and Business in Society Research (2004–2014)
- Global Leader of McKinsey Telecom Knowledge and Emerging Markets (1998–2004)

Rated among top 10% highest rated Directors (Senior Partners) globally. Started as an Associate in New York in 1989, transferred to Belgium in 1991, elected Partner in 1996; elected Director (Senior Partner) in 2000 — fastest in class, and one of the very few ever elected Director (Senior Partner) in 4.5 years or less.

- **Expertise and impact.**

In 18+ years as Partner, negotiated and/or participated in 500+ collaborative, team-based engagements with clear-cut deliverables and impact in 40+ countries. Engagements ranged from \$500K to \$30 million. Improved shareholder value \$10-20+ billion at each of four global clients in U.S. and EMEA. See Appendix B.

- **Global reach:** Served top executives, ministers and boards of complex, private and public companies in the Middle East, Africa, Asia, Europe, Latam and U.S. One of McKinsey's most global and well-traveled leaders.
- **Technology and telecom expertise:** Served some of the world's leading technology, internet, telecom, cable and satellite television companies intensively on a range of strategy, marketing, organization and performance transformation issues as one of McKinsey's most experienced and senior technology and telecom leaders.
- **Strategy, regulatory and public policy expertise:** Served clients such as regulators, the EU, governments, and firms in the pharmaceutical, beverage, technology, telecom, media, energy and financial sectors on sensitive multi-billion dollar issues as one of McKinsey's foremost strategy and global regulation experts.

- **Partnerships and M&A:** Worked on large multi-billion dollar deals and a variety of partnerships, contracts and licenses (public/private, private) with clients both independently and with ibanks, legal firms and search firms.
- **Faculty and published author:** See sections on Academic Appointments and Teaching and Knowledge, Publications and Research.

- **Positions held at McKinsey.**

- ***Global Board of Directors***

Director (Sr. Partner), McKinsey Global Board of Directors 2011–2014

Elected by 500+ peer Directors to be one of 30 members of this management board (about one in 200 consultants are elected) — the primary managerial decision-making body with direct responsibility for key operational, financial, risk, people and strategic issues such as:

- Multi-billion dollar global revenue, profit distribution decisions and budget approval
- Partnership decisions and all major people and knowledge direction, investment, and policy issues
- Competitive strategy, service offerings, pricing, mergers and acquisitions, and investments
- Risk management and financial policies including self-insured health care, pension fund and balance sheet

- ***Technology-enabled Learning and Leadership Development, Executive Education***

Global Leader, Chair Learning, Leadership Development Council, “McKinsey University” 2010–2015

Formal line global leader responsible for all functional, sectorial, learning and leadership development, and capability-building programs for all McKinsey professionals (including all Partners/Senior Partners) and clients. Played a Provost-like role as well, recruiting and managing Chief Learning Officer, COO, faculty and Deans. Set strategic direction and vision, determined curriculum, researched priorities, and allocated budget resources in a shared governance setting. Responsibilities and achievements included:

- **Strategy and vision:** Development and buy-in of McKinsey’s leadership development vision and strategy.
- **Faculty:** Management and recruiting of 200+ internal and external (from leading universities) faculty.
- **Staff and senior team:** Recruited and managed Chief Learning Officer, COO, team of 80 FTE, and >10 Deans. Successfully led effort to recruit a new world-class top team align to strategic priorities.
- **Budget:** Oversaw cost budget of >\$150 million. Delivered on budget every year and increased productivity (costs per student day flat to down) while increasing learning.
- **Students:** >300,000 student hours in ‘classroom’ learning annually. Improved satisfaction/learning outcomes in many programs. Instituted advanced analytics and digital data mining to assess impact of various programs.
- **Signature programs:** A mini-MBA with 300+ students, a functional program for 600 consultants at Cambridge, five-year Senior Partner training, and dozens of tenure-oriented programs delivered hundreds of times annually around the world.
- **Campuses:** Site strategy, selection, negotiation, management of more than a dozen leased campuses globally.
- **Curriculum:** Overall learning and leadership development architecture, and all curriculum design and pedagogy. With faculty, led innovation and redesign of multiple interdisciplinary core curricula involving blended learning, cohort certification, leadership competency models, and ethics and values.
- **Technology-enabled learning:** Blended learning strategy including delivery of 100+ TEL modules.

Management Board, McKinsey Academy, mckinseyacademy.com 2012–2015

McKinsey Academy is a technology-enabled learning start-up with several million dollars in venture funding to create a business foundations program for clients/internal consultants. It has grown to tens of millions in revenue. As one of the founders, achievements included:

- Partnership design, negotiation and implementation with EDX
- Detailed business case development, value proposition and securing venture funding
- Incubation, team building and launch outside of McKinsey structure
- Curriculum development, technology concept and launch of first courses with clients

Management Board, McKinsey Leadership Development 2012–2015

McKinsey Leadership Development (<http://mld.mckinsey.com>) is responsible for McKinsey's client capability building and executive education offerings such as Change Leaders Forum, mini-MBA, CEO and CXO fora, and various functional offerings. Provided oversight and helped co-lead directly the MLD initiative.

Strategy Practice

Leader (Managing Partner) McKinsey Strategy Practice

2004–2011

Formal line leader of McKinsey's client strategy practice in Europe, Middle East and Africa, co-leader globally. Rated a McKinsey "strategy master" (>20,000 hours of strategy engagements). Responsibilities and achievements:

- Revenue responsibility overlay ~\$1 billion in strategy in EMEA. Grew practice significantly (>40%)
- Recruited and led a team of 50 partners and over 300 consultants and staff
- Client outreach, client service and client executive community building to all strategists (Chief Strategy Officers, BU executives, and CEOs) in EMEA. Presented to more than 500 different top client executives on strategy topics (e.g., Global Forces, Strategy Under Uncertainty, Growth, Business in Society)
- Innovation and execution of multiple new formats for client interaction including leading-edge global client strategy conferences, roundtables, academies and webexes that became new McKinsey standard blueprint
- Knowledge development research priorities, reputation building, incubation and scaling of strategy topics, development of partner and consultant capability, collaboration with sectors and geographies

Telecom Practice

Knowledge and Emerging Markets Leader, McKinsey Telecom Practice

1999–2005

Responsibilities and achievements included:

- Building team and developing and ensuring implementation of knowledge research agenda and investments
- More than quadrupled McKinsey client service in deregulating telecom markets in emerging countries
- Successfully built emerging markets telecom practice including personally introducing McKinsey's first client work in each of >20 countries in Eastern Europe, Middle East, Africa, and parts of Latin America and Asia

People Leadership

Director, McKinsey Global Board of Directors People Committee

2013–2014

Appointed by CEO to be one of seven leaders to oversee the entire People function at McKinsey globally. The firm seeks the world's top talent and employs over 2,000 professionals with doctorates, and 7,000+ professionals with terminal degrees. One of the largest Rhodes Scholars employers, McKinsey supports diversity of all types, and employs 100+ nationalities. Responsibilities included:

- Decision making and oversight on all people policies
- Oversight of recruiting, recruiting strategy, and value proposition.
- Diversity programs and performance; have sponsored women-centered leadership
- Definition of election and advancement criteria at all levels, and approval of all professional profiles and roles; formal approval of Principal elections
- People strategy (attract, develop, excite, retain) initiatives
- Learning and leadership development initiatives (see "McKinsey University")
- Sponsor of Leadership Development Model initiative to redefine characteristics valued and evaluated.

Co-Chair McKinsey Personnel Committees ("Tenure Selection" Committees)

2000–2014

Selected by CEO to be an evaluator and co-chair of three rigorous and global, shared governance, peer review committees, analogous to tenure selection at a university:

- Served on the Direct Elect Committee of the Board of Directors that formally elects Partners, reviews the performance of the three personnel committees, manages direct Partner and Director elections from the outside, and manages appeals of those Directors who have been counseled to leave
- Co-chaired the global Principal Candidate Evaluation Committee of ~40 Directors that recommends the election of Partners to the Firm (5 years, 10 election cycles)

- Co-chaired the global Principal Review Committee of ~40 Directors that evaluates and determines the performance of hundreds of Partners less than three years of tenure (4 years)
- Co-chaired global Upper Tenure Principal Review Committee of ~45 Directors that evaluates Partners (> 3 years of tenure) and recommends who is elected Senior Partner (equivalent to full Professor) (4 years)
- Designed, implemented and led signature Global Rotation Program for consultants

Talent Leadership, Recruiting, Values, Compensation and Benefits

1989–2015

McKinsey seeks to recruit the world's top talent and in 2014 received almost 250,000 applications for roughly 2,500 positions with an 80+% acceptance rate. Experience included:

- Recruited more than a dozen faculty and administrative staff, deans and a CLO. For Strategy Practice recruited more than 30 high-performing Senior Partners; familiar with search firms and processes
- Delivered McKinsey keynote recruiting addresses at top schools such as INSEAD
- Co-led firm-wide Values Task Force. Leading values in learning initiative across all curricula
- Oversaw and implemented compensation and benefits at multiple levels of McKinsey
- Made others successful and built teams: helped more than 30 colleagues get elected to Senior Partner

Academic Appointments and Teaching

UVA Darden School of Business, Charles C. Abbott Professor of Business Administration, 2015–present

Research and coursework interests and focus include: leadership development and lifelong learning; practical ethics and regulation of technology and well-being; AI and data. Teaching and course development experience:

- “Maximizing Leadership Potential in Business and Sports”: designed curriculum; taught annually 2016-2023;
- “Stakeholder Management and Regulatory Strategy” (with Ed Freeman): co-designed, taught 2017-2019
- “CEO Leadership in the 21st Century”: co-designed, taught 2020-2023.
- “Corporate Strategic Leadership: Major Concepts from Strategy Consulting”: designed and taught 2019-2023
- “South Africa: Community-based conservation and stakeholder engagement”: designed, taught 2020, 2023
- “Italy: Luxury Goods and Export Markets” (with Prof. Luca Cian): co-designed and taught in Italy 2019, 2022
- “Belgium, Holland and the European Economy”: designed and taught in Belgium and Holland 2017
- “Ambiculturalism”: designed cases and served as guest professor 2016-2022
- “Managers in Action”: designed cases and guest lectured multiple times
- “Tri-Sector Leadership” (taught between UVA Law School, Batten School and Darden): guest professor
- “Character and Values” (UVA College and Darden students): guest professor
- MBA Leadership Capstone course; designed materials and guest professor
- Worldwide Immersion in Israel, Cuba. Faculty member accompanying students. 2016, 2018

Association to Advance Collegiate Schools of Business (AACSB)

Appointed to reaccreditation teams for UCLA, UC Berkeley, Dartmouth (2X) and University of Pittsburgh.

University of Pennsylvania, 2015-2023

Doctoral dissertation advisor and reader for Dr. Wendy Tsung; Adreian Henry; Andrew Dalik

McKinsey & Company Faculty, 2000–2015

Taught ~200 hours per year from 2011–2014 and regularly from 2004–2011. Teaching highlights:

- Executive education on various strategy topics to hundreds of strategy executives
- Regulation, reputation and stakeholder strategy course for CEO Leadership training program
- Core strategy module to 500 McKinsey project leaders at Cambridge University, UK
- Level one and two strategy introduction courses for consultants starting mastery of strategy at McKinsey
- Introductory Leadership Workshop, a signature two-week core skills boot camp for first year consultants
- One-week Engagement Leadership Workshop for four to five-year consultants on noble purpose, character

- One-week Client Leadership Workshop 1 for Associate Principals and Principals; basic consulting skills
- New Partners Orientation, New Directors Orientation, and five-year Director program

Institut d'Administration et de Gestion (IAG) Adjunct Faculty, Louvain-la-Neuve, Belgium, 2000–2004
Lecturer on strategy to 250+ students at this leading Belgian MBA school.

Tufts University, School of Arts and Sciences, Physics Teaching Assistant, Medford, MA, 1982–1984
Delivered review lectures, conducted office hours for Newtonian physics and quantum mechanics to undergraduates.

Knowledge, Publications and Research (see also Appendix A)

Areas of expertise include strategy, regulation, stakeholder management, leadership, higher education leadership, telecommunications and broadband technology, performance transformation

Publications and Speaking (see Appendix A)

- Published over 70 peer-reviewed and/or edited articles, books, research papers and internal knowledge documents in outlets such as UVA Press, *The Wall Street Journal*, the World Economic Forum, McKinsey & Company, *McKinsey Quarterly* and *Stanford Innovation Review* on: nontraditional leadership in higher education, strategy, transformation, regulation, innovation, knowledge economy, technology and broadband.
- Spoke at dozens of high-profile external venues such as: Jefferson Society, University of Virginia; *Financial Times* Global Media Conference; *The Economist* corporate network; Concordia Summit, Radio China International; AACSB; the American Chambers of Commerce in China and Belgium/EU; University of Pennsylvania; World Economic Forum at Davos; OECD; European Business Leaders' Summit
- Quoted or interviewed in leading global edited publications such as *Financial Times*, *The New York Times*, *The Wall Street Journal*, Bloomberg, NBC, *Forbes* (U.S., China, India), Tencent (China), *The Economic Times* (India), *La Nación* (Argentina), *L'Express* (France), *Les Echos* (France), *McKinsey Quarterly* and UVA Press.
- Authored multiple op-ed editorials in *The Wall Street Journal* and *Financial Times*.

Editor, MIT Sloan Management Review, Cambridge, MA, 1987–1989

Solicited, selected and edited peer-reviewed articles from leading thinkers for this academic management journal.

Director, McKinsey Global Board of Directors Knowledge Committee, 2011–2013

Selected by Global Managing Director (CEO) to be one of eight Senior Partners to oversee all of McKinsey's Knowledge Research. Responsibilities included:

- Oversight and responsibility for \$300 million knowledge investment budget and several thousand McKinsey knowledge professionals. Assessed priorities, set strategic direction and improved impact.

Regulatory, Government, Business in Society, and Reputation Strategy Research Global Leader, 2004–2014

- Secured more than \$10 million in investment from Board of Directors for this global priority initiative.
- Built team, set research priorities, developed methodologies and approaches, disseminated research to hundreds of clients, provided expert support, published extensively.
- Grew client service by hundreds of millions of dollars and established joint research partnerships with clients
- Incubated Climate Change Special Initiative.

Global Leader, McKinsey Broadband Special Initiative, 1999–2002

- Proposed and secured multi-million dollar global priority knowledge research investment for three years to determine the impact of broadband technologies on various industries. Reported to Board of Directors.

- Built McKinsey's team, analytical fact base, established McKinsey's reputation, presented to senior executives of 100+ companies on all continents, helped secure hundreds of client engagements via expert support.

EMEA Leader, McKinsey Performance Transformation Service Line, 1996–2005

- Proposed and secured multi-million dollar knowledge research investment on corporate transformations
- Developed core knowledge documents on performance transformation and scaled client service substantially

Advisory Board Member, McKinsey Technology Initiative, 2007–2010

In collaboration with Oxford and UC Berkeley, carried out initiative to assess impact of next generation technology

Board and Public Service and Community Engagement

Focused Ultrasound Board of Directors, Charlottesville, Virginia, 2020-present

Director on the board of this organization working to save millions of lives in dozens of cancer and related indications via noninvasive surgery and precision delivery of immunotherapy drugs.

University of Virginia Men's Tennis Team. Member of Extended Coaching Staff, 2015-present

Work with head coach as active volunteer in various capacities on player personal development and mentoring. During that time, the UVA team won five NCAA Division I national titles (2015-2017, 2022, 2023).

Advisory Board Member, Privately held Industry and Technology Corporation. U.S. 2018-present

Provide advice to the Executive team of a large, privately-owned technology and industrial company.

Sands Capital, Rosslyn, Virginia, 2021-2023

Lead director of the senior advisory board for this large growth equity, PE and VC investment firm focused principally on the technology and life sciences spaces.

Chair of the Board, American Chamber of Commerce in Belgium (AmCham Belgium), 2008–2015

Board member, 2004–2015

Influential 600+ member organization that provides policy input, lobbying and networking between the US Embassy, Belgian and EU governments and business community.

Elected by unanimous vote of Board seven times to Chair (President, *Conseil d'Administration*). Led and recruited a Board of Directors of 20+ top executives and CEOs including top companies such as SWIFT, IBM, Microsoft, Exxon, Egon Zehnder, UPS, FEDX, Pfizer, Xerox, and GE. Interfaced with Belgian Prime Minister and Ministers, EU President Herman Van Rompuy (see this [video](#)), U.S. Ambassadors to Belgium and the EU, CEOs and numerous other policymakers. Role involved policy shaping on key issues such as tax and labor and wage policy, regulation, human resources, national productivity, research and innovation policies. Secured sponsorships, fundraised, networked, delivered speeches/press conferences, hosted events, influenced key decision makers, and guided the full-time management organization and member-led committees (Google or YouTube Scott Beardsley AmCham Belgium).

President's Council Member, International Crisis Group, Brussels, Belgium, 2014

McKinsey's representative to this non-profit NGO humanitarian organization.

Special Advisor to the President and Board, Husson University, Orono, Maine, 2002–2009

Over a multi-year period, successfully worked on a pro bono basis with the Board and President to craft and rollout the vision and strategy to complete Husson's turnaround and move from a college to a university.

- In a first phase, focused on growth, financial stability and business model of a cash-strapped, tuition dependent private college just emerging from near-bankruptcy. Examined profitability by program, cost-drivers, faculty model, pricing options, demographic trends and opportunities. Successfully helped Husson pursue undergraduate growth by increasing residential dorm capacity, targeting a larger geo-demographic

applicant pool, focusing on teaching excellence, pursuing aggressive pricing (low discounting, but low price) and “value for money/you get a job for your tuition” value proposition. Surplus and growth surged.

- In a second phase, with the Board and President, crafted long-term vision and strategy for Husson to evolve from a small business college to a university. Reorganized into a university with six axes based around school strengths and high job growth segments. Helped align fundraising, and resources.
- In a final phase, problem-solved specific issues; facilitated major decisions and helped Husson raise its profile. Worked on communication strategy with key stakeholders and upgraded website and social strategy. Today Husson is Husson University. It improved revenues, moved from losses to a substantial surplus, eliminated most debt, significantly upgraded campus facilities, and increased student base quality.

Advisory Board Member, St. John’s International School, Waterloo, Belgium, 2010–2012

Elected one of 10 executive board members of this ~900 student international school with 70+ nationalities.

Other Professional Experience

Tufts University, Medford, MA, Fundraiser, Office of Development, 1984–1985

MIT Sloan Management Review, Cambridge, MA, Editor, Marketing Manager, 1987–1989

Analog Devices, Norwood, MA, Marketing Specialist for the Digital Signal Processing division, 1986–1987

Advanced Micro Devices (AMD), Santa Clara, CA, Strategic Sales Engineer, HP account mgr., 1985–1986

LAWNSCAPING, Anchorage, AK, Manager (with brother). 1977–1983

Background and Interests

Languages: Fluent in English and French

Nationalities: U.S., France

Family: Married to Claire Dufournet of Annecy, France; three sons

Background: Born in Maine, raised in Alaska and Vermont. Lived in Belgium 24 years.

Travel: Extensive travel to ~60 countries

Athletics: Competitive tennis player in veteran inter-clubs for national champion Belgian team, runner-up Belgian AFT national 55+ national championships, and ITF. Coached basketball and baseball. Enthusiastic sports fan.

Passions: Family, singing (band: McFloyd), safaris, endangered species conservation, trees, landscaping, Boston Red Sox, New England Patriots, tennis, Belgian chocolate

Appendix A: Selected Research, Publications and Interviews, and Speeches

Peer-Reviewed and/or Edited Articles and Books

At McKinsey & Company, all McKinsey Quarterly articles are subject to peer review, including by Nobel laureates. Internal research publications were and are subject to peer review before being made available to colleagues and clients. Created over 50 knowledge and research documents on topics such as broadband, strategy, regulation, stakeholder management, performance transformation, manufacturing process commonality, telecommunications, satellite television and media. However, they are not available publicly.

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Beyond client presentations, have made numerous speeches on the topic of strategy at Chief Strategy Officer and CEO fora. Have spoken at conferences such as the World Economic Forum at Davos and *Financial Times* Executive Conference. See also numerous speeches and publications from AmCham Belgium including those with US Ambassadors, Belgian Prime Ministers and the EU President Herman Van Rompuy. Google or YouTube Scott Beardsley AmCham or Scott Beardsley President AmCham (or American Chamber of Commerce Belgium). Quoted in magazines and above articles have been cited many times.

Appendix B: Impact and Transformation With Large Complex Enterprises

As a Senior Partner and Board member at McKinsey, specialized in working with senior client executives, CEOs, boards and their teams through projects to improve and transform the performance of state-owned, private, and/or non-profit companies on a range of pricing, capex, globalization, strategy, human capital, regulatory, marketing, and reengineering issues. Sectors served include jet engines, pharmaceuticals, telecom, media, technology, industrial, energy and power, real estate, and services. Projects involved working on-site in the country of the client, and fee negotiations ranged from \$500,000 to \$30+ million. Projects generally involved identification and capture of impact through implementation support, and navigating complex shared board and CEO governance issues and stakeholder management.

Selected Examples of Achievements and Impact:

1. Worked with the CEO and top team of a Middle Eastern phone company over five years to create a vision to become a global telecom leader and then to achieve it. The company started in one country worth \$1 billion and grew through acquisitions and alliances to a 24 country, multi-business company worth over \$25 billion at peak. The strategy involved bringing telecommunications infrastructure to Africa and the Middle East, thereby creating economic development and prosperity for all.
2. For a Middle East and African mobile phone company present in multiple countries, created a corporate center, defining all corporate processes, and successfully found and captured over \$250 million in cost savings across the multi-business unit companies. Much like different departments in a college or university, each country was an independent operation with its own CEO and set of competitors and customers.
3. Worked with the President and senior executives of one of the world's leading and most respected internet high tech companies worth >\$100 billion based out of Silicon Valley for a decade on over 150 projects. One project involved collaboration technology strategy and how to deploy new products within large corporate enterprises. Another involved how to innovate and scale innovation and best practices within this very large multi-business company to try to spur sales by \$10 billion over 4 years. The \$10 billion growth objective was achieved.
4. Initiated and orchestrated negotiation over several months of a \$40 billion dollar merger between two large infrastructure companies jointly present in over 40 countries, including due diligence, synergy assessment, business case, legal and regulatory assessment, stakeholder management, and interaction with state authorities. Required working with Board of Directors, investment banks, lawyers and direct support to the Chairman of the Board. The deal fell apart over valuation and political considerations.
5. Successful negotiation of a universal service obligation allowed access to internet and telephony services for the poor between the phone company, the regulator, and the Senate of a large Eastern European country with strong unions. Involved creation of the business case, alternative scenarios and implementation over one year.
6. For a global technology B2B and B2C product and services company, developed a business unit strategy for each of 18 businesses that were in one division. Involved assessing synergies across businesses, developing a growth plan for each business, and articulating the corporate strategy and resource allocation across the 18 BUs.
7. Designed marketing strategy for a services company to improve market share, average price, and grow revenue. Involved highly analytical competitor and customer research and segmentation, retention and customer life cycle management, pricing optimization, improving the product value proposition and communication, and channel and distribution mix. Total profits and cash flow tripled, and share of industry profits more than doubled.
8. Developed the vision and corporate strategy for the CEO and Board of several multi-billion dollar companies. Also, as head of McKinsey's strategy practice, hosted more than 100 Chief Strategy Officers of Fortune 1500 companies to share strategic knowledge perspectives with them.
9. For the European Union, worked with a Ministry to assess lessons learned, impact, and best practices for telecom license auctions for the future after the third generation (3G) wireless telecom auctioning process.
10. For an Asian state-owned telephone company, worked with the CEO, and top management to develop a reorganization, HR redeployment plan, and regulatory strategy in the context of a privatization process.
11. For the Information, Communications, and Technology (ICT) Ministry and Regulator of a Middle Eastern Government, worked to develop a regulatory framework for the introduction of competition in the telecom sector, and to subsequently develop and support the project implementation of a licensing process.

12. In Africa, developed an ultra-low cost handset and data strategy for a mobile telecommunications operator. The sub-20 dollar handset for Africa sold more than 10 million handsets upon introduction. The data strategy enabled sustainable broadening of infrastructure coverage and service deployment to underserved areas.
13. For a state-owned Latin American telephone company, worked on the ground to develop a regulatory framework and policy white paper for the regulator. Also, for the same state-owned telco, worked across 30 projects on a range of pricing, human capital, organization, transformation, project management and strategic planning topics.
14. For an ICT Ministry, developed the business plan, policy framework and business building project roadmap, and supported complex stakeholder negotiations to build a world-class broadband fiber infrastructure.
15. Reduced manufacturing costs and improved processes of multiple industrial companies. Optimized multi-billion dollar capital expenditure and working capital programs.
16. For the Ministry of Business and Trade of a government, assessed options to improve the competitiveness of multiple sectors subject to local monopolies, and also to improve the service and impact of the Ministry. The project work involved project planning and management, capability building of the Ministry employees to improve their ability to manage projects, and a joint pilot to test the new methodology on a sector.
17. Worked with the CEO and Board of a state-owned Middle Eastern phone company over 10 years to create a vision to become a global telecom leader and then to achieve it. The company started in one country worth \$2 B and grew through acquisitions and alliances to a 16 country, multi-business company worth over \$30 B with over 150 million subscribers.
18. Reorganized a European state-owned phone company with militant unions from a 13-region organization to a customer-focused organization. Involved negotiation of a new social pact, retraining of 6,000 employees, hiring of 2,500 new employees, and departure of 6,000 people; all without a strike. Required negotiation all the way to the Prime Minister and King. Additionally, developed an HR and talent strategy for this company.
19. Worked on strategy and risk with the CEO of a sovereign wealth fund in the Middle East that was developing more than \$30 billion in real estate projects. Carried out a risk assessment, project and business master plans, and resource allocations to the portfolio. Saved a few billion dollars in waste, and dramatically improved liquidity.
20. Worked with a world-leading alcohol beverage company to define a global reputation management strategy and capability in the face of rising social media, NGOs, blogs and big data.
21. Developed a direct-to-home satellite television strategy in China and India for one of the United States' largest companies. Involved extensive alliance discussions with major cable television and media companies on the ground.

Besides my experience running "McKinsey University," spent the vast majority of my McKinsey career serving senior executives of large, complex companies to improve performance via fact-based, data-driven, highly analytical approaches. Directly involved in roughly 500 team-based projects with clear-cut deliverables and impact objectives. Did so in foreign countries with diverse, unfamiliar boards and cultures on highly sensitive topics requiring stakeholder alignment and also in the United States. Understand global business and spent a significant portion of my time on client service to improve clients' performance. Have worked with CEOs to transform and improve the performance of complex companies with lots of customers, competitors and stakeholders, and often involving state aid or regulated pricing, and unions. Have worked to help successfully create two companies with a global footprint.