

Organization, Position & Person Profile



University of Virginia Darden School Foundation
President & Chief Executive Officer, Executive Education

Heidrick & Struggles advises the organization on the basis of an exclusive consulting assignment.

The Organization

From its founding by Thomas Jefferson, the University of Virginia (UVA) has been one of the world's top research universities, and for decades has been ranked either one, two or three among public universities in the United States. UVA's Darden Graduate School of Business delivers Executive Education (EE) programs in its Northern Virginia/Washington D.C. and Charlottesville, Virginia locations, as well as at client sites around the world, and has been ranked the number one educational experience in the world by the Economist magazine for five consecutive years, and the number two MBA school in the world in 2015. Enjoying the world's top rated business school campus (and a 180 room hotel-the Darden Inn) and North America's only university location classified as a UNESCO World Heritage site, and with [Top Ranked Faculty](#) and a new [Dean](#), Darden's Executive Education is poised to optimize its presence in support of its mission to improve the world by developing and inspiring responsible leaders and by advancing knowledge.



*Thomas
Jefferson
Statue
Overlooking
Darden's
Flagler Court*

The Position

Location Charlottesville, Virginia; flexibility on other locations possible

Position Summary The Darden School Foundation, the 501(c)3 organization that supports the Business School, seeks a President and Chief Executive Officer to lead its [Executive Education](#) enterprise. Long a place where the world of practice in Executive Education has been a priority, Darden is seeking a dynamic, impact driven leader to innovate, build on,

and accelerate global momentum in custom and open-enrollment programs, new technology and certificate and non-certificate non-degree offerings, and hybrid/blended learning. In the technology arena, Darden has innovative programs in place with Coursera and is developing several other technology-enabled learning offerings and partnerships. The new President and Chief Executive Officer will work to ensure Darden's EE on-line presence is as distinctive as its traditionally outstanding classroom experience.

The President and CEO will work to develop and execute the vision for growing the reach and breadth of Darden's impact globally. A desired profile for the position includes either a seasoned EE leader at a top academic institution, a seasoned professional services executive with an appreciation for executive education and talent/leadership development, and/or a senior executive or c-suite level leader who has demonstrated strategic thinking and the ability to build out a world-class team in a field related to executive education and leadership development. The President and CEO has the possibility of appointment as a Professor of Practice should they be so inclined and qualified.

As a key representative for the School, the President and CEO will report directly to the Dean of Darden, Scott Beardsley, to innovate, grow impact, and increase C Suite relevance and engagement. A particular focus of the new leader will be to build out a world-class team of C-suite relevant practitioners. In addition, the President and CEO will lead the Executive Education business development team, collaborate with the Executive Education leadership in program delivery and marketing, and have overall responsibility for the P&L of the business and the EE enterprise. A key factor to success will building a compelling brand positioning for EE that encapsulates the brand attributes of Darden's overall MBA and other programs so that every interaction with the outside world is brand enhancing for all of Darden and not just for the EE program.

The President and CEO will have the responsibility to innovate custom or open engagement programs that truly reflect the emerging needs of globalizing organizations and to create differentiated offerings that respond to the known and latent needs of organizations. Thus the preferred leader will have strong networks, relationships, and deep listening skills, and the ability to persuade client organizations that Darden, and only Darden, is best positioned to deliver on these. Additionally, the President and CEO will enable continuing engagements over an organization's life cycle so even those that may have gone through a program keep coming back as they move up the organization. Underlying this is the ability to create a EE alumni program that provides additional and continuing benefits to the participants so they to view Darden as the place to go for further training and development as was all providing a network that is important to their careers.

Search Committee Finalist candidates will meet with an esteemed committee of faculty and corporate

executives (listed below):

[Dr. Sankaran Venkataraman, Sr. Associate Dean for Faculty and Research \(Committee Chair\)](#)

[Michael O'Neill, Chairman of Citicorp](#)

[Robert Hugin, CEO and Chairman of Celgene](#)

[William Huyett, Director of McKinsey & Company](#)

[Dr. Martin Davidson, Professor of Business Administration](#)

[Dr. Thomas Steenburgh, Professor of Business Administration](#)

[Dr. Mike Lenox, Senior Associate Dean and Chief Strategy Officer](#)

[Jennifer Finn, Vice President of Marketing Operations for Capital One](#)

[Gordon Grand, Retired, Managing Director Russell Reynolds Associates, Inc.](#)

Specific Responsibilities

- Leads the School in developing, nurturing, and maintaining a robust portfolio of custom relationships, C-suite open-enrollment programs, and leading edge technology delivered program. Ability to engage the C-suite and not just the HR or LD parts of the organization.
- Attracts, develops, coaches, and leads a world-class team of EE professionals to enable Darden to become a leading provider of executive education in the world.
- Ability to build a compelling brand positioning for EE that encapsulates the brand attributes of Darden's overall MBA and other programs so every interaction with the outside world is brand enhancing for all of Darden and not just for the EE program.
- In collaboration with the Dean and key stakeholders, creates and shapes the strategy of EE at Darden; leads strategy execution including business model and business development, investment plans, growth plans, revenue and profit activities on both a long term, strategic, and shorter term, tactical basis.
- In collaboration with school leadership, leverages synergies with all degree and non-degree programs at Darden.
- Grows, innovates, and markets custom, open enrollment, and technology delivered program offerings (non-degree certificate and non-certificate options). Ability to conceive of custom or open engagement programs that truly reflect the emerging needs of organizations. Thus the preferred leader will have strong networks, relationships, and deep listening skills, and the ability to persuade client organizations that Darden and only Darden is best positioned to deliver on these area.
- In collaboration with the Dean and key stakeholders, cultivates and establishes partnerships within the University of Virginia, with other universities around the world, and with corporate partners to develop innovative programs, and generate new clients and client relationships.
- Diagnoses the leadership development and capability building requirements of

public and private organizations, examines competitor EE offerings, and develops a competitive set of UVA Darden EE program offerings for clients.

- Manages EE enterprise execution and business model, including program pricing and compensation, negotiating service levels, and managing capacity utilization at the Darden Inn and other locations.
- Creates continuing engagements over an organization's life cycle so even those that may have gone through a program keep coming back as they move up the organization. Underlying this is the ability to create a EE alumni program that provides additional, and continuing, benefits to the participants, and they begin to view Darden as the place to go to for further training and development, and as providing a network that is important to their careers.
- Actively markets the School as well as its research, faculty and programs throughout the business community, including promotional activities, conceptualizing and convening events with decision makers, and direct calling on potential clients. Identifies market requirements and potential areas for innovation in program content and delivery.
- Identifies and selects strategic accounts and participates in the establishment of criteria for selection of client projects. Directly supports origination and negotiation of EE partnerships and custom programs.
- Collaborates with Darden EE and marketing organization to develop, coordinate, and implement marketing plans designed to maintain and increase custom and open enrollment relationships.
- Develops and nurtures relationships with Darden faculty, alumni and administrative leaders and actively positions faculty expertise and thought leadership within the context of client needs. Identifies adjunct or professor of practice candidates to support EE programs, and works with appropriate channels to recruit or affiliate them to EE.
- Establishes a strong network and ongoing consultative relationships with C-suite executives that serve as a foundation for enduring opportunities for EE and the Darden School of Business.



*Darden's Goodwin
Family Grounds and
Saunders Hall*

The Person

Required Experience

C Suite Executive level experience or senior (Partner/Senior Partner) level consulting and/or professional services experience working with clients on talent management strategies. Custom executive education experience or its equivalent preferred.

Knowledge, Skills and Abilities

- History of successful global client origination and client relationship development.
- 5+ years of business unit P&L responsibility; a track record of revenue growth leadership in situations with specific revenue responsibility for tens or hundreds of millions of dollars.
- 10+ years of management experience, including the development and implementation of significant strategic change for growth.
- History of talent development and coaching in sales and marketing.
- Understands and has strong knowledge of custom, open enrollment, and technology delivered executive education offerings.
- Business related thought leadership and/or teaching as an academic or practitioner.
- Demonstrated experience partnering with colleagues on strategic growth initiatives including the Dean and the Board of Trustees in matters related to Executive Education strategy and client relationships.
- Willing to travel extensively and work flexibly according to client needs and deadlines.

Leadership Competencies

- Entrepreneurial approach and big picture view to strategy for a market that is experiencing significant disruption.
- Personality and leadership presence to build credibility and strong relationships with internal and external constituencies; appreciates shared governance and is a team player.
- Ability to create win-win partnerships and alliances with other organizations, complementary business and other professional schools across the world.
- Able to judge the value of expansion versus the value of brand upside (or downside).
- A leader who brings a global experience and knowledge of working realities and issue-cycles across the world.
- Able to conceptualize the academic content and connect with business opportunities for executive education.
- Strong communicator, both written and verbal.

- High level of emotional intelligence, empathy, integrity and collaborative ability.
- Engenders trust among internal stakeholders (faculty, senior leadership, and key professional staff).
- Demonstrates a high degree of initiative to execute actions using discernment and discretion.
- Impact and results orientation; gets things done both individually and through others. Believes in and is motivated by Darden's mission.

Education

- MBA, Ph.D. and/or other graduate degree preferred



*View of the
UVA
Rotunda and
the Lawn*

The University of Virginia

The University of Virginia ranks as one of most important universities in the nation. A vigorous, modern, and student-centric institution, UVA is animated by the forward-looking spirit of its founder, Thomas Jefferson. A UNESCO World Heritage Site, the University was designed as a model for cross-disciplinary residential education that would cultivate the leadership and innovative thought needed for an emerging nation.

The University of Virginia has a distinctive mission among American public universities. Its commitment to undergraduate education and the liberal arts has been a guiding principle since its founding. From its beginning, UVA has served not just citizens of the Commonwealth, but also the nation and the world.

The University's eleven schools, many ranked at the top of their fields, offer more than 230 undergraduate and graduate degrees to approximately 15,000 undergraduates and 6,000 graduate students. The University has a total budget of \$2.59 billion, and an endowment of over \$6 billion. A second campus, located in the Appalachian Mountains, offers a liberal arts education to approximately 2,000 undergraduates.

UVA Health System, located adjacent to the main University, is a nationally-ranked academic medical center, comprised of the Medical Center, School of Medicine, School of Nursing, and the Claude Moore Health Sciences Library. The Medical Center includes a 600+ bed hospital, level-I trauma center, nationally-recognized cancer and heart centers, UVA Children's Hospital, and primary and specialty clinics throughout Virginia.

A "Research 1" university, UVA has strong partnerships with some of the world's largest companies across a wide range of industries. Sponsored research awards total more than \$285 million from all sources, including federal and state agencies, industry, and private foundations. Each year, UVA files nearly 200 reports of invention and brings innovative companies and products to market. The University has a large research park located near the Charlottesville airport.

The University of Virginia is currently ranked as the No. 1 public university value by *The Princeton Review*, No. 3 best national public university by *U.S. News and World Report*, and No. 2 best public college value in the nation by *Kiplinger*. *Investor's Business Daily* ranks UVA third in the nation in terms of annual return on investment based on cost of tuition and projected earning potential of UVA graduates. The University has a triple-A rating from all three major bonding agencies, who routinely extol its sound and prudent management. The University has over 215,000 highly successful alumni located in all 50 states and 172 countries around the world.

Charlottesville, Virginia

Charlottesville consistently ranks as one of the top places in the country for quality of life, and was recently named America's happiest city. Nestled amid the foothills of the Blue Ridge Mountains, the greater Charlottesville region offers visitors a thriving community and a lively scene for arts and culture. Replete with the history of three USA Presidents that hailed from nearby, Charlottesville is reminiscent of a Tuscany of the east coast, surrounded by vineyards, microbreweries, and estates that make it one of the top wedding destinations in the US. Charlottesville has a vibrant and rapidly growing start-up and private equity and asset management ecosystem.

Just beyond city limits, quiet rolling hills and family farms complement city life within Albemarle County's more than 700 square miles of vibrant natural beauty, including Shenandoah National Park's Skyline Drive, ski resorts less than an hour away, and abundant history and heritage. Charlottesville is easily accessible with multiple daily Amtrak service to Washington DC, and enjoys its own convenient airport. The Richmond International Airport and Washington DC Dulles International Airport are about 60 and 90 miles away.

This juxtaposition of a bustling city and rural life creates a rich diversity in Charlottesville and Albemarle County. You see it in a rich array of vineyards and restaurants, where talented chef-owners can compete with restaurants in any major American city, blending traditional fare and regional favorites with flavors and influences from around the globe. The Charlottesville MSA has a population of just over 200,000 people.



*Charlottesville's
Downtown
Pedestrian Mall*

You hear it in the variety of music echoing from the John Paul Jones Arena, the Charlottesville Pavilion or Batesville Country Store, where free concerts fill the air with salsa, bluegrass, and every genre in between. This past year alone Charlottesville welcomed the Eagles, Paul McCartney, Fleetwood Mac, Stevie Wonder, Jason Aldean, and Luke Bryan, among many other headline acts. The Dave Matthews Band is from Charlottesville.

You feel it in the incredible sports scene provided by the University. Reigning national champions in men's soccer, baseball and tennis, and with top ranked teams in almost all Division I sports, UVA was awarded the Capital Cup for the best athletic program among USA universities, and UVA fans are passionate.

A wonderful place to raise a family, Charlottesville and Albemarle County have schools that are consistently ranked [top in Virginia](#).



*View of Washington D.C. from
Darden's Executive Education location*

Application/Nomination Information

Initial screening of applicants will begin immediately and continue until the position is filled. In the search for the President & CEO of Darden Executive Education, The Darden School is being assisted by Joe Haberman and Ellen Brown Landers at Heidrick & Struggles International. Please direct all communications, including confidential inquiries and questions to:

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Washington DC 20006
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The University of Virginia is an equal opportunity/affirmative action employer.