

Edward D. Hess
Darden Graduate School of Business Administration
University of Virginia
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ACADEMIC POSITIONS

- 2007 – Present **Darden Graduate School of Business Administration**
Professor of Business Administration and Batten Executive-in-Residence
- 2002 – 2007 **Goizueta Business School, Emory University**
Adjunct Professor of Organization and Management
Founder and Executive Director of The Center for Entrepreneurship and
Corporate Growth
Founder and Executive Director of The Values-Based Leadership Institute
Distinguished Executive in Residence

EDUCATION

- 1975 **New York University**
LL.M. (Taxation) (Top 5% of Class - Estimate)
- 1971 **University of Virginia**
J.D. (Top 25% of Class - Estimate)
- 1968 **University of Florida**
B.S. (Magna Cum Laude)

PROFESSIONAL POSITIONS

- 1992 - 2002 **Andersen Corporate Finance, LLC, Washington, D.C. & Atlanta**
Worldwide Partner
- 1988 - 1991 **Jones Lang Wootton, Washington, D.C.**
Managing Director
- 1985 - 1988 **Robert M. Bass Group, Fort Worth, Texas and Washington, D.C.**
Vice President
- 1984 - 1985 **Boettcher, Inc., Denver, Colorado**
Senior Vice President and Member of the Investment Committee
Chief Operating General Partner
Member of the Executive Committee of Boettcher Properties, Ltd.

- 1982 - 1984 **Hess Properties, Inc., Washington, D.C.**
President
- 1981 - 1982 **Warburg, Paribas, Becker, New York, New York**
Managing Director
- 1975 – 1980 **Carwile & Hess, Charlottesville, Virginia**
Partner
- 1971 – 1975 **Atlantic Richfield Corporation and Wender, Murase & White, New York, New York**
Associate

EXECUTIVE EDUCATION

- 2002 **University of Chicago Business School**
The Directors' Consortium
- 1999 **INSEAD**
Advanced Strategy
- 1998 **Harvard Business School**
Creating Corporate Advantage
- 1997 **Amos Tuck Business School**
Hypercompetition Strategy
- 1996 **Wharton Business School**
Wharton 2000
- 1995 **Harvard Business School**
Creating Value Through Corporate Restructuring

PEER REVIEWED BOOKS

Hess & Liedtka, The Physics of Business Growth: Mindsets, System & Processes (Stanford University Press, Upcoming 2012)

Grow to Greatness: Smart Growth for Entrepreneurial Businesses (Stanford University Press, Upcoming 2012)

Growing An Entrepreneurial Business: Concepts & Cases (Stanford University Press 2011)

Smart Growth: Building an Enduring Business by Managing the Risks of Growth
(Columbia Business School Publishing 2010)

The Search For Organic Growth, Hess & Kazanjian eds., (Cambridge University Press 2006)

Leading With Values: Positivity, Virtue & High Performance, Hess & Cameron, eds., (Cambridge University Press 2006)

BOOKS

The DNA of Growth v. The Myths of Growth (Darden Business Publishing, Upcoming 2012)

So, You Want To Start A Business? 8 Steps To Take Before Making The Leap (Free Press 2008)

The Road To Organic Growth: How Great Companies Consistently Grow Marketshare From Within (McGraw-Hill 2007)

The Successful Family Business: Proactively Managing Both the Family and the Business (Praeger/Greenwood 2005)

Make It Happen! Six Tools For Success (EDH Ltd. 2001)

PUBLICATIONS

Articles

“Giving Growth Just Enough Gas to Go”, *Washington Post*, November 26, 2011

“Growth Ideas for Tough Times”, *Baby Shop Magazine*, September, 2011

“Thoughts on Servant Leadership”, *Darden Executive Education*, July, 2011

“The Business Revolution That’s Destroying the American Dream”, *Forbes*, February 25, 2011

“A Well-Run Company Can Weather the Storm”, *Washington Post*, February 19, 2011

“Growth Can Destroy Shareholder Value”, *OSP Magazine*, October 28, 2010

“Stark Lessons From The Dell Fraud Case”, *Forbes*, October 13, 2010

“Thinking Differently About Growth”, *Financial Executive*, October 2010

“Smart Growth: Building an Enduring Business by Managing the Risk of Growth”, *The European Financial Review*, August 16 2010

“Growth Can Destroy Shareholder Value”, *News Blaze*, August 6, 2010

“Three Growth Risks That Are Harmful to Your Business’s Health and How to Cure Them”, *American Management Association*, August 4, 2010

“BP's Behavior Deserves a US Lockout”, *Hurriyet Daily News*, July 20, 2010

“An Epidemic of Failing to Manage Growth”, *Forbes*, July 19, 2010

“BP's Sordid Behavior Deserves a U.S. Lockout”, *Bloomberg Businessweek*, July 16, 2010

“Does Your Company Have a “Healthy” Growth Strategy?” *News Blaze*, July 1, 2010

“Smart Growth-Creating Real Long-term Value”, *Journal of Applied Corporate Finance*, (July 2010) 22

“The Four Gs of Smartly Growing Your Business in Good Times and Bad”, *American Surveyor*, June 25, 2010

“The Four Gs of Smartly Growing Your Business in Good Times and Bad”, *Detroit Regional Chamber*, June 24, 2010

“The Four Gs of Smartly Growing Your Business in Good Times and Bad”, *News Blaze*, June 22, 2010

“Why Wall Street's Obsession with Short Term Results is Bad”, *News Blaze*, June 4, 2010

“Growing Too Fast?” *Executive Excellence*, May 1, 2010

“False Gods and Wall Street's Future”, *Forbes*, April 30, 2010

“What's Lost in the Debate Over Financial Regulation Reform? Real Reform”, *Huffington Post*, April 21, 2010

“Did Starbucks Outgrow Its Cozy Essence?” *The Street*, April 1, 2010

“Are You Growing Too Fast?” *American Surveyor*, March 19, 2010

“Greece's Problem Is Everyone's Problem”, *Bloomberg Businessweek*, March 10, 2010

“Are You Growing Too Fast? What Every Business Can Learn from Toyota’s Fall”, *American Surveyor*, February 18, 2010

“Bigger Is Not Always Better”, *Forbes*, February 3, 2010

“Make Loyalty Bloom”, *American Spa*, May 1, 2009

“Tricks of the Trade - 8 Ways to Show Employees the Love”, *Restaurant Hospitality*, March 1, 2009

“Growth is More Than a Strategy”, *Virginia Business*, October 30, 2008

“Surviving the Economic Times: Ten Ways to Safeguard Your Small Business (Because No One’s Bailing You Out!)” *Resource Nation*, October 27, 2008

“Family Businesses Face a Special Set of Challenges”, *Virginia Business*, July 2008.

“The Quest for Organic Growth”, *Corporate Finance Review*, July/August 2007

“The Leaders of Great Organic Growth Companies: The Few & The Humble”, *Leadership Excellence Magazine*, May 2007.

“Keeping the Family Business in Business”, *Gwinnett Business Journal*, April 2007

"The Silver Bullet of Leadership", *The Catalyst*, November 2004

"Corporate Social Responsibility: The Value of Business Stewardship", *The Catalyst*, October 2004

"The 'Perfect' Investment", *The Catalyst*, September 2004

"Entrepreneurs: Reality vs. Myth", *The Catalyst*, July 2004

"Managing VUCA", *The Catalyst*, June 2004

"Are Your Employees a Means To Your End?" *The Catalyst*, May 2004

"10 Keys To Raising Growth Capital", *The Catalyst*, April 2004

"When Should Your Business Stop Growing", *The Catalyst*, March 2004

"The Family Business Succession: The Duality Principle", *The Catalyst*, February 2004

"The Family Business: The Unintended Consequences of Gifts of Stock", *The Catalyst*, January 2004

"Blocking and Tackling", *The Catalyst*, December 2003

"What Do Good Leaders Actually Do? (Part II)", *The Catalyst*, November 2003

"What Is The Meaning Of Business?" *The Catalyst*, October 2003

"What Do Good Leaders Actually Do? (Part I)", *The Catalyst*, September 2003

"Global Investing: Study Touts Value of Organic Growth", *The Financial Times*, August 2003

"Do You Have A Broken Arrow Plan?" *The Catalyst*, August 2003

"Rapid Growth: Be Careful What You Ask For", *The Catalyst*, July 2003

"Entrepreneurial Leadership: Why Should Anyone Follow You?" *The Catalyst*, June 2003

"Managing The Family Business: The Golden Goose and The Sandbox", *The Catalyst*, May 2003

"Going Public To Get Rich: Reality Therapy", *The Catalyst*, April 2003

"Independent Directors: Private Companies Need Them", *The Catalyst*, March 2003

"Why Successful Companies Often Fail", *The Catalyst*, February 2003

"Managing Execution", *The Catalyst*, January 2003

"The Capital Markets 2001 – Normalcy v. Lunacy", *Arthur Andersen*, 2001

"The dotcom Shakeout↓ First Seller Advantage", *Arthur Andersen*, 2000

"The dotcom Shakeout", *Arthur Andersen*, 2000

"Why Do Most Entrepreneurial Ventures Fail?" *Arthur Andersen*, 2000

"eBusinesses - How Do You Evaluate These Opportunities", *Arthur Andersen*, 1999

"The eWorld - What Does It Mean To An Established Company?" *Arthur Andersen*, 1999

"eCommerce - Back to Customer Basics", *Arthur Andersen*, 1999

"eCommerce - Web Enabled Restructurings", *Arthur Andersen*, 1999

"eValues: Are We Double Counting?", *Arthur Andersen*, 1999

"eValuations - Here Today, Gone Tomorrow", *Arthur Andersen*, 1999

"The U.S. Public Real Estate Capital Markets", *Australian Property Council Journal*, 1999

"Succeeding in Public", *Journal of Property Management*, 1998

"REITs – An Industry at a Crossroads", *Real Estate Forum*, 1997

"The Role of Real Estate in Maximizing Shareholder Value", *Capital Sources for Real Estate*, 1996

"How to Access Growth Capital", *Arthur Andersen*, 1995

"Profile, Edward Hess", *Real Estate Finance & Investment*, 1995

"The Role of REITs in the Competition for Growth Capital", *Urban Land Institute*, 1995

"REITs: The Real Competition Now Begins", *Arthur Andersen*, 1994

Interviews – Audio, Video, and Print

The Arizona Republic, October, 2011

TOMI Magazine, September, 2011

Investor's Business Daily, July, 2011

CFO Magazine, June, 2011

Investor's Business Daily, June, 2011

Finance and Commerce, June, 2011

BIZ Talk Radio, June, 2011

Monster.com, May, 2011

BigThink.com, February, 2011

Fox Business News, December 9, 2010

"Understanding the Relationship Between Wall Street and Main Street", *Big Think*, December 2010

"One on One with Ed Hess, Part Two", *Consulting Magazine*, July 16, 2010

Moneytalk with Bob Brinker - Citadel Media, a National Radio Network, June 13, 2010

"One on One with Ed Hess, Part One", *Consulting Magazine*, July 6, 2010

RIS Media, “3 Growth Risks That are Harmful to Your Business’s Health and How to Cure Them”, *RIS Media*, July 6, 2010

Alster, Norm, “Companies Face The Dark And Light Sides Of Business Growth”, *Investor’s Business Daily*, May 7, 2010

Gardella, Adriana, “Will your Company Grow Itself to Death”, *BNET*, April 19, 2010

Bloomberg Radio, Interview with Kathleen Hays, April 14, 2010

SpokenWord, April 5, 2010

Business Insider, April 2, 2010

Dow Jones Radio, Interview with Simon Constable, April 2010

MSNBC, Interview with Dylan Ratigan, April 2010

The Wall Street Journal This Morning, March 27, 2010

Business Insider, March 26, 2010

Hoffman, Damien, “Exclusive: Darden Professor Ed Hess Shares Case Studies in Smart Growth”, February 11, 2010

“Ed Hess Explains Why ‘Grow or Die’ Is a Myth”, *Wall St. Cheat Sheet*, February 10, 2010

YouTube, “So You Want to Start a Business” presentation, January 12, 2009

Businessweek “Smart Answers” Podcast, January 7, 2009

RTT News, March 7, 2008

CNBC, March 5, 2008

SELECTED MEDIA MENTIONS

CFO Magazine (September, 2011)
Expert Access (September 28, 2011)
Investor's Business Daily (August 19, 2011)
Providence Business News (August 1, 2011)
Investor's Business Daily (July 15, 2011)
Business Know How (July 22, 2011)
IT Business Edge (June 23, 2011)
Finance and Commerce (June 16, 2011)
Bull & Bear Financial Report (June 11, 2011)
The Washington Post (January 27, 2011)
KUAM News (Guam) (January 24, 2011)
Yahoo Finance (January 24, 2011)
Fast Company (December 30, 2010)
The Globe and Mail (Canada) (December 10, 2010)
Inc Magazine (December 9, 2010)
The Alberta Broker (Canada) (October/November 2010)
The Globe and Mail (Canada) (October 26, 2010)
IT World (October 14, 2010)
Bristol Press (October 12, 2010)
Futures Magazine (October 1, 2010)
Industrial Engineer (October 1, 2010)
The Daily Star (Bangladesh) (September 14, 2010)
Hispanic Business (August 25, 2010)
Strategy + Business (August 24, 2010)
Bloomberg Businessweek (August 24, 2010)
Insurance Journal (August 16, 2010)
Supply & Demand Chain Executive (August 13, 2010)
Pitney Bowes Innovation (August 13, 2010)
CMS Wire (August 11, 2010)
Computer Currents (August 6, 2010)

Stitches (August 2, 2010)
Choice (August 1, 2010)
New Equipment Digest (August 2010)
Hurriyet Daily News (Turkey) (July 20, 2010)
Consulting Magazine (July 19, 2010)
Turkish Daily News (Turkey) (July 19, 2010)
Bloomberg Businessweek (July 16, 2010)
National Public Radio (July 16, 2010)
India Times (India) (July 16, 2010)
Inland Empire Business Journal (July 14, 2010)
Consulting Magazine (July 6, 2010)
St. Louis Small Business Monthly (July 1, 2010)
Project Management World Today (June 24, 2010)
Economist Intelligence Unit (June 17, 2010)
PRMIA (McKinsey Presentation to Professional Risk Managers International Association) June 7, 2010
USA Today (June 4, 2010)
Small Business Monthly (June 2010)
Investor's Business Daily (May 10, 2010)
CFO Magazine (May 1, 2010)
BNET (April 19, 2010)
Yahoo Group (HR India) (April 7, 2010)
Chief Learning Officer (March 29, 2010)
Supply & Demand Chain Executive (March 25, 2010)
Reliable Plant (March 19, 2010)
Fox Business (February 23, 2010)
Khaleej Times (United Arab Emirates) (February 10, 2010)
International Business Times (Australia) (February 10, 2010)
Reuters (February 10, 2010)
BDNews 24 (Bangladesh) (February 10, 2010)
Vancouver Sun (Canada) (February 9, 2010)
Fox Business (February 8, 2010)
TheStreet (February 8, 2010)

Fox Business (December 21, 2009)
Businessweek (March 24, 2009)
Nova Scotia Business Journal (Canada) (March 1, 2009)
Businessweek (February 10, 2009)
Practical Accountant (February 1, 2009)
Businessweek (February 10, 2009)
Money Magazine (February 2009)
Investor's Business Daily (November 7, 2008)
FTPress (October 22, 2008)
FTPress (October 15, 2008)
Investor's Business Daily (October 10, 2008)
IT World (October 8, 2008)
FTPress (October 1, 2008)
Indian Express Newspapers (India) (June 30, 2008)
CNBC (March 5, 2008)
Kasturi & Sons Ltd./The Hindu (India) (September 17, 2007)
Organization Management Journal (September 1, 2007)

TEACHING MATERIALS

Cases and Teaching Notes

Best Buy Co., Inc. (UVA-S-0142, 2007)
Best Buy Co., Inc. Teaching Note (UVA-S-0142TN, 2007)
Dell Inc. with Cassy Eriksson (UVA-S-0185, 2011)
Dell Inc. Teaching Note (UVA-S-0185TN, 2011)
The Coca Cola Company (UVA-S-0145, 2007)
The Home Depot, Inc. (UVA-S-0144, 2007)
The Home Depot, Inc. Teaching Note (UVA-S-0144TN, 2007)
McDonald's Corporation with Shizuka Modica (UVA-S-0147, 2008)
Starbucks Corporation (A) with Cassy Eriksson (UVA-S-0175, 2010)
Starbucks Corporation (A) Teaching Note (UVA-S-0175TN, 2011)
Starbucks Corporation (B) with Cassy Eriksson (UVA-S-0176, 2010)
Starbucks Corporation (B) Teaching Note (UVA-S-0176TN, 2011)

Stryker Corporation with Cassy Eriksson (UVA-S-0174, 2010)

Sysco Corporation (UVA-S-0140, 2007)

Sysco Corporation Teaching Note (UVA-S-0140TN, 2007)

Tiffany & Company (UVA-S-0141, 2007)

Tiffany & Company Teaching Note (UVA-S-0141TN, 2007)

The United Parcel Service of America, Inc. (UVA-S-0143, 2007)

The United Parcel Service of America, Inc. Teaching Note (UVA-S-0143TN, 2007)

3 Fellers Bakery (UVA-ENT-0137, 2009)

3 Fellers Bakery Teaching Note (UVA-ENT-0137TN, 2010)

Appalachian Commercial Cleaners: Family Dynamics Versus the Business (UVA-ENT-0126, 2009)

Better World Books with Gosia Glinska (UVA-ENT-0146, 2010)

C.R. Barger & Sons, Inc. (A) with Shizuka Modica (UVA-ENT-0106, 2008)

C.R. Barger & Sons, Inc. (B) with Shizuka Modica, (UVA-ENT-0107, 2008)

C.R. Barger & Sons, Inc. (A) and (B) Teaching Note (UVA-ENT-0106TN, 2010)

Cordia Harrington: The Rise of the Bun Lady with Gosia Glinska (UVA-ENT-0129, 2009)

Defender Direct, Inc.: A Business of Growing Leaders (UVA-ENT-0115, 2009)

Defender Direct, Inc.: A Business of Growing Leaders Teaching Note (UVA-ENT-0115TN, 2010)

Edens & Avant (UVA-S-0146, 2007)

Edens & Avant Teaching Note (UVA-S-0146TN, 2008)

Enchanting Travels with Monidipa Mukherjee, and Sanju Jacob (UVA-ENT-0144, 2009)

Enchanting Travels Teaching Note (UVA-ENT-0144TN, 2010)

Eyebobs Eyewear, Inc. with Gosia Glinska (UVA-ENT-0139, 2009)

Freedom Technology Services (UVA-ENT-0127, 2009)

Global Medical Imaging, LLC with Gosia Glinska (UVA-ENT-0143, 2009)

Green Copier Recycling (UVA-ENT-0125, 2009)

Hass Shoes (UVA-ENT-0142, 2009)

Impact Makers with Jenny Mead and Patricia H. Werhane (UVA-E-0342, 2009)

James Abrams @ Clockwork Home Services, Inc.: Lessons from a Serial Entrepreneur with Gosia Glinska (UVA-ENT-0117, 2009)

Jeff Bowling at the Delta Companies: From Baseball Coach to CEO with Gosia Glinska (UVA-ENT-0114, 2009)

Jonathan Virginia, Inc. (UVA-ENT-0135, 2009)

Leaders Bank: Creating a Great Place to Work with Gosia Glinska (UVA-ENT-0128, 2009)

Leaders Bank: Creating a Great Place to Work Teaching Note (UVA-ENT-0128TN, 2010)

Levy Restaurants with Shizuka Modica (UVA-S-0155, 2008)

Levy Restaurants Teaching Note (UVA-S-0155TN, 2010)

LG Investments, LLC: A Family Business in Generational Transition (A) (UVA-ENT-0123, 2009)

LG Investments, LLC: A Family Business in Generational Transition (B) (UVA-ENT-0124, 2009)

LG Investments, LLC: A Family Business in Generational Transition (C) (UVA-ENT-0133, 2009)

LG Investments, LLC: A Family Business in Generational Transition (D) (UVA-ENT-0134, 2009)

LG Investments, LLC: A Family Business in Generational Transition (A) - (D) Teaching Note (UVA-ENT-0134TN, 2010)

Mellace Family Brands, Inc.: Building a Socially Responsible Enterprise with Gosia Glinska (UVA-ENT-0118, 2009)

Mellace Family Brands, Inc.: Building a Socially Responsible Enterprise Teaching Note (UVA-ENT-0118TN, 2010)

Motor City: A Disruptive Business Model (A) (UVA-ENT-0130, 2009)

Motor City: A Disruptive Business Model (B) (UVA-ENT-0131, 2009)

Octane Fitness, Inc: The Power of Focus with Gosia Glinska (UVA-ENT-0141, 2009)

Octane Fitness, Inc: The Power of Focus Teaching Note (UVA-ENT-0141TN, 2010)

Room & Board (UVA-S-0150, 2008)

Room & Board Teaching Note (UVA-S-0150TN, 2010)

Sammy Snacks (B) (UVA-OM-1350, 2008)

Sammy Snacks (C) (UVA-OM-1398, 2009)

Sammy Snacks (D) (UVA-OM-1399, 2009)

Sammy Snacks (A) - (D) Teaching Note (UVA-OM-1177TN, 2010)

SecureWorks with Gosia Glinska (UVA-S-0140, 2009)

SecureWorks Teaching Note (UVA-S-0140TN, 2010)

Students Helping Honduras (UVA-ENT-0105, 2009)

Students Helping Honduras Teaching Note (UVA-ENT-0105TN, 2010)

Trilogy Health Services, LLC: Building a Great Service Company with Gosia Glinska
(UVA-ENT-0122, 2009)

Valley-Wide Health Systems, Inc. (UVA-ENT-0145, 2009)

Technical Notes

Creating a Growth Portfolio (UVA-S-0199, 2011)

Learning Launches: Growth Results From Experimental Learning (UVA-S-0198, 2011)

Growth Is Much More Than a Strategy: It's a System (UVA-S-0197, 2011)

Growth Is the Dynamic Confluence of Strategy, Entrepreneurship & Values (UVA-S-0196, 2011)

Why Everything You Know About Growth Is Probably Wrong (UVA-S-0172, 2010)

Designing Learning Launches with Jeanne M. Liedtka (UVA-BP-0529, 2009)

WORKING PAPERS, MODELS, AND TEACHING MATERIALS

Organic Growth: Lessons From Market Leaders (2007)
People Centric Leadership, Good Intentions Are Not Enough (2009)
The “Secrets” of Enduring Business High Performance (2011)
The Darden Growth/Innovation Model with Professor Jeanne Liedtka (2009)
A Growth System Audit (2009)
A Growth Risks Audit (2009)
A Growth Decision Template (2010)
A Growth Planning Template (2010)

RESEARCH THEMES

The Organic Growth Index
The Characteristics of High Organic Growth Companies
Managing the Risks of Growth
The Challenges of Managing High Growth Private Companies
The Myths of Growth
Smart Growth: Building Enduring Businesses
Humanizing the Capital Markets
Growth Systems
Growth Processes
Growth Is Behavioral
Learning Cultures

RECENT SPEECHES AND SEMINARS

Enduring Excellence

Pitney Bowes – December, 2011

Grant Thornton CEO Growth Forum – November, 2011

The "Secrets" of Enduring Business High Performance

Genworth Financial ALM - January, 2011

The "Truth" About Growth

NIRI (National Investor Relations Institute) Senior Roundtable - December 10, 2010

INNOVATION: A Path to Growth in Executive Education

UNICON (The International University Consortium for Executive Education) November, 2010

Thinking Differently About Growth

The 5th Annual CFO Rising Conference & Expo, Las Vegas - October 25, 2010

What Do Customers Want?

SWaMFest VI (Small- Women- and Minority-owned businesses) - October 13, 2010

People-Centric Leadership; Good Intentions Are Not Enough

Harris Corporation - 2009

Growth Is More Than a Strategy

Hanley Wood 2009

Entrepreneurial Opportunities - Start-Ups & Growth Businesses

Southwest Virginia Technology Development Center- May 6, 2009

So, You Want to Start a Business?

Batten Institute and Charlottesville-Albemarle Chamber of Commerce - December 2, 2008

The Challenges of Organic Growth

ING Canada Leadership Institute - 2007

MBA COURSES TAUGHT

Managing Smaller Enterprises

The Challenges of Organic Growth in Public Companies

DARDEN EXECUTIVE EDUCATION COURSES TAUGHT

Over 400 different Executive Education Classes on Growth, Strategy, Servant Leadership and Entrepreneurial Leadership in Darden Open-Enrollment and Custom Programs including The Executive Program (TEP), Management Development Programs (MDP), Leading Organic Growth (LOG), and custom programs for Harris Corporation, Cigna, Pitney Bowes, Norfolk Southern, Genworth Financial, Unilever Russia, Westinghouse Nuclear, Timken, Alpha Natural Resources, Algeco-Scottsman, UTC, Dover Corporation, and FTI Consulting.

RECENT DARDEN & COMMUNITY SERVICE

Faculty Executive Education Committee

Batten Institute Incubator Selection Committee

Batten Innovation Roundtable

Delegate, Jefferson Innovation Summit

Talks to Darden Alumni in Atlanta, Richmond, Denver and Boston

Batten Fireside Chat

Batten & Charlottesville Chamber of Commerce talk on entrepreneurship

Facilitated a Darden Alumni Panel on Entrepreneurship

Speech to the Albemarle County Rotary Club

Speech to the public at the Southwest Virginia Technology Development Center and engaged its Board in a discussion of growth systems

Taught high school seniors a ½ day course on starting a business at Southwest Virginia Community College

Speech to Managers at the University of Virginia Housing Department

At the request of the University of Virginia delivered two seminars at the 2010 SWAMfest (Small- Women- and Minority-owned businesses) Conference in Richmond

Webinar for the not-for-profit National Arts Strategies

Speech at UNICON (The International University Consortium for Executive Education)

Speech at Georgetown University McDonough School of Business

Speech at the National Investor Relations Institute Executive Leadership Conference

Speech at CFO West Conference

RECENT CONSULTING ENGAGEMENTS

The Beach Company - Charleston, SC
Edens & Avant - Columbia, SC
Genworth Financial - Richmond, VA
Harris Corporation - Melbourne, FL
Hixon Properties - San Antonio, TX
Investure LLC - Charlottesville, VA
Jonathan Virginia, Inc. - Charlottesville, VA
Pitney Bowes - Stamford, CT
Ponderosa LLC - San Antonio, TX
Sequa Corporation - New York, NY
Western Southern Financial - Cincinnati, OH
Wilkinson O'Grady - New York, NY
Winston-Salem Development Partners - Winston-Salem, NC

AWARDS

Smart Growth book was named a Top 25 Business Book of 2010 for Business Owners by Inc. Magazine

Smart Growth book was named a Top 10 Business Book for 2010 by Toronto Globe

Smart Growth book received the Wachovia Award for Research Excellence in 2010