

**Scott C. Beardsley**  
 Pavilion I, West Lawn  
 Charlottesville, Virginia 22903 USA

[www.darden.virginia.edu/dean](http://www.darden.virginia.edu/dean)

Scholar and teacher. Global, innovative, collaborative and high-energy leader of world-class higher education and multi-billion dollar knowledge and technology-based enterprises. Dean, executive, board director and board chair experience with responsibility for multi-billion dollar budgets and business units, and complex stakeholders. Proven track record of impact, technology innovation and entrepreneurship in a shared governance environment. Outstanding team builder and people developer. Deep on-the-ground experience serving university stakeholders, top executives, government ministers, and boards of large, complex private and public higher education and corporations globally, including the following locations:



<b>Middle East:</b> Qatar, United Arab Emirates, Bahrain, Kuwait	<b>Africa:</b> South Africa, Egypt, East Africa	<b>Europe:</b> Benelux, France, Sweden, Switzerland, Poland, Russia, UK
<b>Latin America:</b> Venezuela, Costa Rica	<b>Asia:</b> South Korea, Japan, China, India, Australia, Singapore	<b>North America:</b> USA (Virginia, Washington, DC, Northeast Corridor, West Coast)

### Education

- **University of Pennsylvania**, Philadelphia, PA, USA. 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 3.96.
- **MIT Sloan School of Management**, Cambridge, MA, USA, 1987–1989, M.S. in Management (MBA), 1989. Faculty awards included Highest Honors as Henry Dupont III Scholar, and *MIT Sloan Management Review* Scholar.
- **Tufts University**, Medford, MA, 1981–1985, Bachelor of Science in Electrical Engineering, 1985, *magna cum laude*. Elected member *Tau Beta Pi* (national engineering honor society). Elected President of *Eta Kappa Nu* (national electrical engineering national 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 French and liberal arts.
- **East Anchorage High School**, Anchorage, Alaska, 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**

*Top-ranked global (#3 worldwide The Economist, 2016) business school that develops leaders and advances business knowledge through degree (MBA, MS and PhD) and non-degree programs, research Centers of Excellence and knowledge publishing, including the second largest case publisher in North America. Darden has a \$510+ million endowment, a \$129+ million operating budget, 250 employees, about 100 faculty, 960 degree-seeking students, 3,000 executive education participants and >2 million MOOC enrollments. The school was established in 1955 at the University of Virginia, a top public university founded by Thomas Jefferson in 1819. Darden has campuses in Charlottesville and the Washington, DC, area and field offices in Shanghai, China, and the San Francisco Bay Area.*

Impact of the Darden team from August 2015 to date:

- **Raised the caliber and quality of Darden MBA students:** Academic quality of students at an all-time high. As measured by GMAT, increased scores each year to a record high of 718, 12 points higher than the previous record of 706 set in 2013. EMBA 2017-2018 records include number of applicants, yield and quality.
- **Improved student career outcomes and resources:** Ranked #1 for career outcomes by *U.S. News & World Report* (2016); ranked #1 by *Forbes* for most satisfied students; record starting salaries for Classes of 2017 and 2018.
- **Increased student scholarships and financial aid:** Grew scholarship fundraising 700% versus 2015; guaranteed full financial packages for all students for the first time; substantially increased scholarship funding for students; introduced need-based aid. Reduced net cost of tuition in residential program for first time this century.
- **Innovated two new degree programs:** With faculty, successfully redesigned and launched executive and global Executive MBA program, including shepherding a vast majority faculty vote. Enrollment up over 40%. Designed curriculum, negotiated partnership and secured unanimous faculty vote for MS in Business Analytics, a historic first joint degree at UVA with the McIntire School of Commerce, launched in 2018 (2/3 of content delivered online).
- **Increased technology:** Expanded online courses from five in 2014 to 58 today. Created data analytics function.
- **Expanded to Washington, DC, area:** Innovated new Executive MBA program in Washington, DC area; secured major gift for and opened new 40,000 sq. ft.-facility with classrooms, meeting facilities, office and academic space. Grew revenues to over \$10 million. Almost 200 students now study in the DC area, over 300 expected by 2019.
- **Made Darden more global:** Secured \$30 million endowment for scholarships with \$15 million gift from private foundation, matched by UVA Strategic Investment Fund, which will enable all students to have a global experience. Doubled the number of student days abroad; recruited highest number of non-US citizen students; expanded global programs; 50% of new faculty hired hold non-US citizenships.
- **Increased faculty research and thought leadership:** Doubled research support investment. Secured \$2.1M investment from UVA to establish pan-University Behavioral Research for Society Lab. Grew faculty scholarship.
- **Created masterplan:** Developed a bold 10-year facilities masterplan and received concept approval from Board of Visitors including: a new conference center, residential housing and core academic building enhancements.
- **Enhanced University-wide collaboration:** Adopted new dual-degree option with the UVA Data Science Institute, now the most popular dual-degree; secured joint faculty appointments/cluster hires with Data Science Institute, Arts & Sciences, Engineering and Nursing Schools; created new executive education offerings with the Nursing and Medical Schools.
- **Grew Executive Education & Lifelong Learning:** Faculty ranked #1 by *Financial Times* (2016-2018). Reversed years of decline by growing EE&LL revenue for three consecutive years; a 30%+ increase. Developed new strategy for growth and hired new top team.
- **Developed new strategy and vision for Darden:** In a process involving all alumni, faculty, staff and other stakeholders, developed and attained buy-in for a bold 10-year strategy and new vision for the Darden enterprise.
- **Substantially increased annual enterprise operating sources:** Through philanthropy, enrollment management, growth in executive education and other measures, increased enterprise sources of income/revenue by 39% over three years.
- **Achieved Darden's best fundraising year by far in 21st century in 2017 and 2018:** Secured \$65.5 million in new resources through philanthropy (new commitments and matching) in FY18. Secured largest single donation to Darden in 20 years. Record annual fund of \$5.85 million. Including matches, raised >\$110 million from 2015-2018.
- **Improved diversity:** While improving academic caliber, admitted most women, most under-represented minorities and most global students ever; created senior associate dean for global diversity position; increased faculty diversity as measured by gender, race, ethnicity and citizenship to historic highs.
- **Continued faculty excellence:** Have hired 24 full-time faculty, 10 more searches underway; faculty recognized for #1 MBA education experience in the world for 8th consecutive year by *The Economist*; faculty rated #1 MBA faculty by The Princeton Review in 2017-2018; advanced nine faculty via tenure and promotion process.
- **Secured top leadership talent:** Recruited top leaders in the industry to head advancement, admissions and financial aid, career development center, and executive education. Top team has strong diversity.
- **Secured external partnerships:** Established MOUs with CFA Institute, Africa Leadership Academy, Presidential Precinct. Outsourced hospitality operations of ~100 staff to FLIK, a third party. Secured 5MW solar agreement with Dominion Energy and reached 2020 carbon-neutral goal two years early, in 2018.
- **Updated tenure and promotion standards:** To increase excellence and equity, and ensure AACSB reaccreditation, conducted a comprehensive two-year process with the faculty to update Darden's standards and policies for tenure and promotion, general faculty, teaching loads, online teaching, and sabbaticals. To be finalized in 2018-2019.

**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 revenues externally estimated at over \$7 billion and 18,000 employees of over 100 nationalities in 106 offices and 55 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. In many ways, it 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.*

**Global Board of Directors (2011–2014)**  
**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 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)**

**Career progression:** 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 in 4.5 years or less while there. Experienced faculty and published author. Client service and impact in 40+ countries spanning 500+ engagements.

## **Institutional Management and Leadership**

**Dean and Charles C. Abbott Professor of Business Administration, University of Virginia Darden School of Business, 2015-present**

Appointed by the Board of Visitors to the position. Leadership and management responsibilities include:

- **Advancement:** Endowment of ~\$510 million excluding buildings; 16,000 alumni
- **Faculty:** 68 tenure-track and 30+ general or adjunct faculty, including hiring, promotion and tenure, chairs and leadership appointments
- **Student programs:** MBA, EMBA, GEMBA, MS and PhD offerings in Washington, DC, area and Charlottesville, VA; approximately 960 students. More than 2 million MOOC enrollments. Over 3,000 executives taught annually.
- **Boards:** 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, University of Virginia Bicentennial Advisory Council
- **Darden Foundation activities:** Oversee Darden Executive Education and hospitality enterprise, including 177-room hotel and Darden Business Publishing
- **Enterprise budget:** Roughly \$129 million, 250 employees excluding subcontractors

**Director, 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:

- Global revenue of \$7 billion 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 issues.

**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 >12,000+ 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:** Provost-like role managing and recruiting 200+ internal and external (from leading universities) faculty. Implemented Master Faculty initiative and renewed and improved faculty charter and recognition.
- **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 and rebalance organization to strategic priorities.
- **Budget:** Oversaw budget of >\$150 million in operating and implied salary costs and revenue charge-back models. 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 Director training, and dozens of tenure-oriented programs delivered hundreds of times annually.
- **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.

### **McKinsey Executive Education and Technology-Enabled Learning**

**Management Board, McKinsey Academy, 2012–2015** (<https://www.mckinseyacademy.com/>)

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 with current plans to scale above \$100 million. 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. MLD team achievements included:

- Strategy, vision and business case development and negotiation
- Establishment of external advisory board including Dan Vasella (Chairman Novartis), Peter Grauer (Chairman Bloomberg), Manfred Kets de Vries (Insead), Bob Kegan (Harvard), KV Kamath (Chairman Infosys), among others
- Establishment of regional MLD centers
- Synergy with McKinsey internal learning and leadership development programs
- Successful launch of multiple programs with strong client take-up and growth

### **Strategy Practice**

**Global 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 overlay ~\$1 billion in strategy. 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, Ten Timeless Tests of Strategy, 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 have reached more than 1,000 client executives and have become the standard blueprint for all other McKinsey practices
- Knowledge development research priorities, reputation building, incubation and scaling of strategy topics, development of partner and consultant capability, collaboration with sectors and geographies

### **Knowledge and Emerging Markets Leader, McKinsey Telecom Practice, 1999–2005**

Responsibilities and achievements included:

- 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
- Built team and network of practitioners and client references

## **Academic Appointments and Teaching**

### **University of Virginia Darden School of Business, Charles C. Abbott Professor of Business Administration, 2015–present**

Teaching focus: Strategy, leadership, general management and global business

Teaching and course development experience:

- “Maximizing Leadership Potential in Business and Sports”; designed curriculum; taught three times 2016-2018; 5.0/5.0 teaching marks
- “Stakeholder Management and Regulatory Strategy” (with Prof. Ed Freeman); co-designed, taught three times 2017-2019
- “Corporate Strategic Leadership: Major Concepts from Strategy Consulting”; designed curriculum and taught 2019
- “Belgium, Holland and the European Economy”; designed and taught in Belgium and Holland 2017
- “Italy: Luxury Goods and Export Markets”; (with Prof. Luca Cian); co-designed and taught in Italy 2019
- “Ambiculturalism”; designed cases and served as guest professor three times 2016-2018
- “Managers in Action”; designed cases and guest lectured multiple times
- “Tri-Sector Leadership” (taught between UVA Law School, Batten School and Darden); served as guest professor
- “Character and Values” (UVA College and Darden students); guest professor
- MBA Leadership Capstone course; designed materials and guest professor
- Worldwide Immersion in Cuba. Faculty member accompanying students to Cuba, 2016
- Worldwide Immersion in Israel. Faculty member accompanying students to Israel, 2018

### **Association to Advance Collegiate Schools of Business (AACSB)**

- Appointed to, and conducted reaccreditation process of business schools at University of Pittsburgh and Dartmouth, 2018.

### **University of Pennsylvania, 2015-2018**

Doctoral dissertation advisor and reader for Dr. Wendy Tsung

Doctoral dissertation advisor for Adreian Henry

### **McKinsey & Company Faculty, 2000–2015**

At McKinsey, taught ~200 hours per year from 2011–2014 and regularly from 2004–2014 in faculty roles toward clients and consultants. Sponsored and launched Master Faculty initiative. Faculty highlights included teaching:

- Regulation, reputation and stakeholder strategy course for CEO Leadership training program for client executives
- Executive education on business unit strategy, growth, global forces and regulatory strategy at roundtables, strategy conferences and strategy academies with hundreds of strategy executives
- 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 (most senior programs)

**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 and conducted office hours for Newtonian physics and quantum mechanics to undergraduate students.

## **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 topics such as: nontraditional leadership in higher education, strategy, performance 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 and conferences of Global Strategy clients.
- Quoted or interviewed in dozens of leading global edited publications such as *Financial Times*, *The New York Times*, *The Wall Street Journal*, Bloomberg Television, 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 academics and executives for this prestigious 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 and research support. Assessed priorities and impact, set strategic direction and priorities and improved impact.
- Led task force on applying next generation collaboration technologies such as microblogs, social networks, remote expert, and crowd sourcing to increase the impact of annual investment budget on knowledge strategy.

### **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 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
- Established joint research partnerships and funding with several 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 team, methodology, approaches, fact base, and core knowledge documents on how to carry out performance transformation including organization, strategy, processes, and talent
- Established client reference cases with impact and expert support and scaled client service substantially

**Advisory Board Member, McKinsey Technology Initiative, 2007–2010**

In collaboration with Oxford University and University of California Berkeley, carried out initiative to assess impact of next generation technologies such as crowd sourcing, collaboration, security, knowledge working, broadband and ICT.

**Advancement, Resource Development and Impact Stewardship  
(See also Appendix B)**

Over 20 years of experience in building trust-based relationships with very high net worth individuals and multi-billion companies around the world. Extensive experience identifying areas of desired impact, securing multi-million dollar gifts and/or financial arrangements, and delivering on the stewardship and impact commitments promised.

**University of Virginia, Darden Graduate School of Business, 2015-present**

Darden has an endowment of ~\$510 million, ranking it in the top 10 business schools worldwide and among the highest per capita. Oversight of the endowment falls to a 50-person Darden Foundation Board working in close partnership with the dean as a member of the board and key board committees and through memoranda of understanding that designate some daily operational responsibility to the dean. Highlights of impact thus far include:

- Raised over \$110+ million in first three years as dean
- Strongest two Darden fundraising years in the 21st century: \$30.6M (2017) and \$65M with matches (2018)
- Best annual fund year ever of \$5.85 million (2018); over 40% participation rate
- Scholarship fundraising up 700% versus 2015 and 70% versus 2016
- Launched in fall 2017 the silent phase of a \$400 million capital campaign for Darden
- Record number of Principal Donors (\$1 million or more): 16 in 2018 and six in 2017 (previous record since inaugural year was four)
- Hired a new advancement team; increased visits more than 200%

**McKinsey & Company, 1989–2015**

In 18+ years as Partner, negotiated, and/or participated in 500+ collaborative, team-based engagements with clear-cut deliverables and impact objectives all over the world. Negotiations involve intangible impact dialogue and professional fees (like fund-raising) ranging from \$500K to \$30 million. Highlights include:

- **Fees and Resource Development:** Directly securing hundreds of millions of dollars in negotiated arrangements
- **Impact:** Improving shareholder value \$10-20+ billion at each of four global clients (two headquartered in the Middle East, one in Silicon Valley, one in Europe)
- **Global reach:** One of McKinsey's most global and well-travelled leaders. Served top executives, ministers and boards of complex, private and public companies in the Middle East, Africa, Asia, Europe, Latam and USA.
- **Technology and Telecom Expertise:** One of McKinsey's most experienced and senior technology and telecom leaders, 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.

- **Regulatory and Public Policy Expertise:** One of McKinsey's foremost global regulation experts, have served clients such as regulators, the EU, Middle East governments, and firms in the pharmaceutical, beverage, technology, telecom, media, energy and financial sectors on sensitive multi-billion dollar issues.
- **Partnerships, 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.

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

Raised money for the Tufts capital campaign and the annual fund. Broke all productivity records at that time.

## **Human Capital Leadership**

**Dean, Charles C. Abbott Professor of Business Administration, University of Virginia Darden School of Business, 2015-present**

*Appointed by President and Board of Visitors. People responsibilities and impact include:*

- Hiring one-third of Darden faculty
- Instituting annual performance reviews and a new strengths-based process for the entire staff
- Improving compensation for top faculty and staff to be more competitive
- Outsourcing almost 100 hospitality employees from the foundation to a third-party through successful transition that has opened up new career prospects for employees
- Leading the Darden Enterprise team comprised of senior associate deans, foundation leadership and staff
- Making all tenure and promotion recommendations to the provost
- Decision making and oversight of all compensation and promotion decisions for faculty and staff
- All top hiring and recruitment decisions

**Director, McKinsey Global Board of Directors People Committee, 2013–2014**

*McKinsey & Co. seeks the world's top talent and employs about 250 JDs, 200 MDs, 1400 PhDs, and 7,000+ professionals with terminal degrees. One of the largest Rhodes Scholars employers, McKinsey supports diversity of all types, and employs 100+ nationalities. Appointed by CEO to be one of seven leaders to oversee the People function at McKinsey globally. 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's 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, evaluated by McKinsey.

**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 aforementioned committees, manages direct Partner and Director elections from the outside, and manages appeals of those Directors that 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 Director (Senior Partner equivalent to tenured 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 Deans, CLO, as well as dozens of faculty and administrative staff. 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 in front of hundreds of students
- Interviewed countless candidates on campus and in office
- 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
- Worked to make others successful and build teams: helped more than 30 colleagues get elected to Senior Partner

## **OTHER Non-Profit, Higher Education, Public Service Leadership, Related Experience**

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

Active participant in player development, player mentoring, recruiting, motivation and fundraising. Work with head tennis coach on key issues. The UVA team has won three national titles in a row (2015-2017).

### **Board Member, Private Corporation. USA 2018-present (name available upon request)**

Board member of this large, privately held, family-owned industrial technology company.

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

#### **Board member, 2004–present**

*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 <http://www.youtube.com/watch?v=oFT5VDxO-Vo>), US Ambassadors to Belgium and the EU, CEOs, and numerous other policy makers. 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 focused on high-level advocacy to prevent and resolve deadly conflict.

### **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, worked to improve growth, financial stability and business model from 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 versus U Maine system. 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 associated fund-raising, resources and campus master plan.
- 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, increased student base quality, and expanded its profile from a small Maine business college to a stronger, growing regional university.

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

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

**Royal Museum for Central Africa, Brussels, Belgium, 2004**

Developed a pro bono strategy to revamp value proposition, marketing strategy and pricing, and revenue model.

## Other Experience

**MIT Sloan Management Review**, Cambridge, MA, 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, Hewlett-Packard acct. mgr., 1985–1986

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

## Other

**Languages:** Fluent in English and French

**Nationalities:** USA, 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 tournaments and veteran inter-clubs for national champion Belgian team and ITF. Coached basketball and baseball. Enthusiastic sports fan.

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

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

### Peer-Reviewed and/or Edited Articles and Books

*At McKinsey & Company, all internal research publications were 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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Beardsley, S., Enriquez, L., Bonini, S., Sandoval, S., & Brun, N. (2010). Fostering the Economic and Social Benefits of ICT. *Global Information Technology Report*, World Economic Forum 2010. [http://www.weforum.org/pdf/GITR10/Part1/Chap%205\\_Fostering%20the%20Economic%20and%20Social%20Benefits%20of%20ICT.pdf](http://www.weforum.org/pdf/GITR10/Part1/Chap%205_Fostering%20the%20Economic%20and%20Social%20Benefits%20of%20ICT.pdf)

Beardsley, Scott et al (2009). "Unshackled: How Regulation Can Amplify Mobile Service Benefits in Emerging Markets." *Global Information Technology Report 2009*. World Economic Forum. <http://www.insead.edu/v1/gitr/wef/main/fullreport/files/Chap1/1.5.pdf>

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Beardsley, Scott, Enriquez, Luis, and Nuttall, Robin. "Managing Regulation in a New Era." *The McKinsey Quarterly* 1 (2008): 90-7

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### **Selected Major External Speeches or Presentations (excludes hundreds of client presentations at McKinsey)**

Beardsley, Scott. China Fortune Land Co. Ltd. Future Urban Institute, Salon on sustainable development. Beijing, 2018.

Beardsley, Scott. "Leadership in a disruptive era," *The Economist* Group's 175-year anniversary speaker series. Shanghai, 2018.

Beardsley, Scott. Industrial and Commercial Bank of China (ICBC) 2018 Healthcare and Education Forum, Global Higher Education panel. Shanghai, 2018.

Beardsley, Scott. University of Virginia Darden Graduate School of Business Commencement Address, "La Joie de Vivre." <https://www.youtube.com/watch?v=EP6EUJOKFXY>, May 2018.

Beardsley, Scott. International Conference on Global Leadership, Z-Park, Beijing, 2017.

Beardsley, Scott. American Chamber of Commerce, President's Luncheon, Beijing, 2017.

Beardsley, Scott. "What Does It Take to Be a Modern, Effective Leader?" American Chamber of Commerce, Shanghai, 2017.

Beardsley, Scott. Hong Kong Asia Society, Hong Kong, 2017.

Beardsley, Scott. University of Virginia Darden Graduate School of Business Commencement Address, "Raison D'être and Return on Why." <https://www.youtube.com/watch?v=7QJsnu04bjo>, May 2017.

Beardsley, Scott. "A Conversation with Narayana Murthy, Winner of the 2017 Thomas Jefferson Medal for Global Innovation," University of Virginia Darden School of Business, 2017.

Beardsley, Scott. University of Pennsylvania Leaders in Education Conference, 2017. Panelist.

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Beardsley, Scott. AACSB ICAM Panelist on "Strategy for Increasing Research Impact on Practice," 2016.

Beardsley, Scott. University of Virginia Alumni Association Board of Directors, 2016.

Beardsley, Scott. Jefferson Society Distinguished Speaker, 2016.

Beardsley, Scott. University of Virginia ROTC keynote speaker, 2016.

Beardsley, Scott. University of Virginia Darden Graduation School of Business Introductory Address as Dean Designate. [https://www.youtube.com/watch?v=POy02L\\_PbqE](https://www.youtube.com/watch?v=POy02L_PbqE), January 2015.

Beardsley, Scott. "Assessing and Managing the Impact of Telecom Deregulation," OECD Conference Dubai 2002. <http://www.oecd.org/internet/broadbandandtelecom/1810983.pdf>

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, or the 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 and their teams through projects to improve and transform the performance of state-owned, private, and/or non-profit companies on a range of globalization, strategy, human capital, regulatory, marketing, and reengineering issues. 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 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 bring telecommunications to the poor and underserved in 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 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. To do so required very careful stakeholder management and syndication, and relentless project management to ensure rollout. The \$10 billion growth objective was achieved.
4. Initiated and orchestrated negotiation over several months of a \$40 billion dollar merger between two large phone 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 European high tech 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 mobile phone 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. For a state-owned Eastern European telco in the midst of privatization, successfully supported the complex negotiation of a universal service obligation and other regulations allowing access to internet and telephony services for the poor between the phone company, the regulator, the Ministry of Finance and the Senate.
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 in China and India.

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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. Been 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 involve state aid or state determined pricing, and unions. Have worked to help successfully create two companies with a global footprint from a very modest, one country start and have extensive experience in negotiating alliances and cooperation agreements.