

CURRICULUM VITAE

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EDUCATION

B.A., Hofstra University
M.B.A., University of Connecticut
Ph.D., University of Virginia. Higher Education Administration
Certificate in Finance. Harvard Business School

PROFESSIONAL EXPERIENCE

THE UNIVERSITY OF VIRGINIA (2001 – Current)

Founded in 1819, the University of Virginia is an iconic public research university. It is physically organized around the Academical Village, a UNESCO World Heritage Site, and includes twelve schools and an academic medical center. With total enrollment of 25,000, faculty of 3,300, and staff of 6,700, the University is currently ranked #4 Best Public National University by US News & World Report (2021), #2 Best Value Public University by Money Magazine (2020), and #1 Hospital in Virginia by US News & World Report (2021).

**University of Virginia, School of Education and Human Development
Associate Professor, Higher Education (2015-Current)**

With a faculty 120, staff of 75, and total enrollment of 1,600 undergraduate and graduate students, the University of Virginia School of Education degree programs include Bachelor of Science in Education, Master of Education, Master of Teaching, Master of Science, and Doctor of Education and Doctor of Philosophy. As a current member of the Department of Higher Education faculty, teaching graduate level core courses including: Leadership in Higher Education, Strategy in Higher Education, Governance of Intercollegiate Athletics, and Intercollegiate Athletics Administration, along with mentoring EdD and PhD candidates.

Accomplishments (.5FTE, Academic):

- Member of the Department of Higher Education faculty.
- Developed and taught graduate level core courses including Leadership in Higher Education and Strategy in Higher Education; and an undergraduate course: Intercollegiate Athletics Administration.
- Mentored and provide career counseling to MEd, EdD, and PhD graduates.

**University of Virginia, School of Education and Human Development Foundation
Executive Director and Chief Financial Officer (2015-2019)**

In the role of Executive Director of the Curry School Foundation, responsibilities related to the Foundation, the school's primary fundraising unit, included evaluating and determining alumni giving capacity, developing a capital campaign plan and strategy, and raising the funding for, and hiring of the staff needed to deploy and build fundraising capacity and results.

Accomplishments (.5FTE, Executive Director):

- Led the operations team in the roles of Executive Director, Chief Financial Officer, and Principal Gift Officer.
- Participated in the Executive, Audit & Finance, Communications/Marketing and Membership committees.
- Appointed as a member of the University's Bicentennial Capital Campaign Task Force, hand-selected by the SVP for Advancement and working with two other colleagues to create a high-level vision, strategic plan, and structure in support of the \$5B Bicentennial Capital Campaign.
- Led the restructuring of the SEHD Foundation operations including automated financial, operations, stewardship, and performance reporting.
- Responsible for fundraising results including:
 - Doubling annual giving from \$350K to over \$700K
 - Increased total cash gifts from \$1.5M to \$8.5M
 - Grew the major gift pipeline from \$1.5M to more than \$40M.
 - Cultivated the Top fifty donors leading to the School's single largest gift in history: \$16M, in support of early childhood education and autism; and a \$2.5M gift from a private Foundation in support of an instructional simulation program.
- Initiated, developed, launched, and raised \$5M in seed funds for the UVA Supporting Transformative Autism Research Initiative (STAR).
- **Guest expert at a strategic planning retreat with senior leadership and staff at the Batten School of Leadership and Public Policy.

University of Virginia, Darden Graduate School of Business Senior Associate Dean and Chief Operating Officer (2013-2015)

Founded in 1955 as a graduate business school, The Darden Graduate School of Business is comprised of over 70 faculty members, 960 degree-seeking students, 3,000 executive education participants, and 17,000 alumni. Darden's degree programs include the Master in Business Administration, Executive Master in Business Administration, Master in Business Analytics jointly with the McIntire School of Commerce, and the PhD. The Princeton Review recently ranked Darden professors #1, for the fourth year in a row, and #2 for best classroom experience. The Senior Associate Dean and Chief Operating Officer role included direct responsibility for a similar set of academic and administrative activities in both the School and the Foundation.

Accomplishments (Administrative):

- Led the School and Foundation's finance, audit and accounting, human resources, facilities, risk management and compliance, and hospitality operations teams.
- Bottom line responsibility for the strategic, tactical, and financial aspects of the School's \$125M+ annual operating budget and \$500M endowment.
- Completed the school's ten-year, \$560M master plan with input from the executive team, Foundation and Alumni Boards, university leadership, faculty, students, and staff.
- Reversed inherited negative financial results by converting a mid-year operating deficit to a surplus/transfer to reserves.
- Instituted a revenue growth and cost reduction plan that ended the fiscal year, and all subsequent years, in surplus/increase in reserves.
- Represented Darden and the dean at University-related functions and programs.
- Led the 'One Darden' initiative implemented to bring the goals and activities of School and the Foundation into closer alignment. Focused efforts in the areas of internal and

- external partnering, enhanced and expanded fundraising and alumni relations programs, and short and long-term academic and executive education portfolios.
- Developed a suite of performance metrics and tools and assembled a team of business analysts whose work included the systematic generation of metrics and performance reporting that relates progress towards the school's strategic goals.

Accomplishments (Academic):

- **Worked with the faculty to design, complete market research, and launch the Darden in DC and Global Executive MBA (GEMBA) programs.
- Member of the Operations Management faculty teaching executive education courses including: Executive Level Strategic Project Management.
- Member of AACSB accreditation review and reporting team.
- Developed and taught: Leading Complex Global Projects, a course that connected Darden students with a cohort from a similar institution, FGV University, in Rio De Janeiro, Brazil. Using 2016 Olympics venue projects as case studies, Darden and FGV students connected in the classroom using teleconference technology, followed by a subsequent trip to network, visit with principals from the studied projects, and complete corporate recruiting visits.

Accomplishments (Foundation):

- Member of the Executive, Audit & Finance, Compensation, Grounds, and Hospitality & Technology Committees.
- Responsibility for audit, accounting and finance, fundraising, executive education, hospitality, and facilities.
- Led the fundraising plan and cultivation effort related to the \$100M, infrastructure and facilities part of the capital campaign. Met with top donors and supported the generation, presentation, and closing of major gift proposals.
- Negotiated and closed the refinancing of over \$50M of Foundation debt.
- Negotiated and closed a \$25M extension to the student loan program.
- Designed and implemented a cash management program resulting in a \$2M, annual unearned income benefit to the Foundation and the School.
- Established and expanded an alumni funded scholarship program focused on first generation, veterans, and medical services students.

**University of Virginia, McIntire School of Commerce
Senior Associate Dean for Administration (2001-2013)**

Founded in 1920 as an undergraduate school specializing in business administration, the McIntire School of Commerce includes over 70 faculty, 960 undergraduate and graduate students awarding degrees including the Bachelor of Science in Commerce, Master of Science in Accounting, Master of Science in Commerce, Master of Science in Global Commerce, Master of Science in Management of Information Technology, and Master of Science in Business Analytics jointly with the Darden School. Recently, the McIntire undergraduate business program was ranked #7 by US News & World Report, and The Economist ranked the Master in Science in Commerce the #1 US-based Master in Management program.

Accomplishments (Administrative):

- Led and was topline responsible for all non-academic activities including the strategic, tactical, and financial aspects of the School's \$35M annual operating budget, \$120M endowment held by the Foundation, and faculty and staff of 115 FTE.
- **Developed new graduate degree program, improved accounting and financial reporting systems, and expanded fundraising capacity.
- Directed audit, accounting and finance, capital projects, compliance, human resources, and information technology teams, reporting, and results.
- Increased and diversified revenue lines limiting risk and building reporting transparency.
- Led the financial management team to annual surpluses and the establishment of a venture capital fund and operating reserves.
- Primary liaison between McIntire and the University working closely with institutional leadership on several formal and ad hoc pan-university committees.
- Led the development of a twenty-year master plan including a new building, growing the faculty, and creating new, market-based graduate programs.
- Negotiated and closed a differential tuition agreement with the University.

Accomplishments (Academic):

- **Led AACSB accreditation review and reporting team.
- **Developed the Feasibility Study and led the establishment of the 5th year, Master in Science in Commerce program.
- **Partnered with faculty on new Foundation-based programs including: eMcIntire and eMBI online certificates, Social Network Analysis, Network Roundtable, National Association for Auxiliary Services, and various executive education programs and events.
- Member of the Management area faculty teaching courses including Strategic Management and Project Management.

The McIntire School of Commerce Foundation Executive Director and Chief Financial Officer (2001-2013)

The Foundation's Executive Director role included top line responsibility for the operations of and fundraising in support of the School and the new Rouss Robertson Hall building project, collection and stewardship of gifts, and oversight of four research centers.

Accomplishments:

- Direct responsibility for an annual operating budget of \$25M, managing the investments related to the \$120M endowment, and staff of 15 FTE.
- The primary fundraising, executive education, and research activity center, the Foundation supported the strategic and financial needs of the McIntire School.
- Led the design and construction of the Rouss & Robertson Halls building project. The total project cost of \$71M with all funds privately raised.
- Led the Rouss & Robertson project team from concept, through final documents, university and state approval, bond issuance, construction, and occupancy.

Weston Partners Advisory
Founder and Director (1994-Current)

- Provide management strategies to service and family-owned businesses and corporations in the areas of strategic and business planning, financial and IT systems design and management, succession planning and executive coaching.
- Mentor small to mid-size executives growing their businesses, identifying resources, or solving problems.

Structure Tech Companies
Founder and Chief Executive Officer (1988-2000)

- Founded and led this new company specializing in medical design-build services focused on ambulatory surgery, medical imaging, and radiation therapy centers.
- Grew the business from launch (1988) to 70 FTE and \$20M in annual revenue (2000) designing and delivering projects located in hospitals and medical centers, and at new sites, in the northeast and mid-Atlantic.
- Completed a Master in Business Administration degree.

Tritec Real Estate Companies
Senior Vice President (1986-1988)

- Co-Founder and partner in the establishment of this family-owned, real estate development firm specializing in high technology projects.
- Led this design-build affiliated company, as part of an integrated real estate development entity, specializing in commercial and medical real estate development projects.
- Led the development of infrastructure including roads, utilities, storm water management structures, and building sites ready for tenant building projects.
- Led design and build teams that included architects and engineers, along with representatives from regional academic and medical institutions, through the concept, approval, and delivery phases of projects.
- Led the design-build teams for several biotechnology and medical related, base building and tenant improvement projects.

Wernert Companies
Director of Operations (1984-1986)

Corbel Companies
Senior Vice President (1980-1984)

CORPORATE and EXECUTIVE ADVISEMENT

- **Aerial Resupply Coffee Company**, Advisory Board
- **inXathlete**. Executive Advisor
- **Mediatech, Inc.** Executive Advisor
- **Relish Inc.** Executive Advisor
- **Springbok Inc.** Advisory Board
- **Spire Collective**. Executive Advisor
- **UCROO, Pty., Ltd.** Member, Advisory Board

SERVICE – SELECT ACTIVITIES in HIGHER EDUCATION

Activities

1st Generation Mentoring Network
Dean's designee, UVA Student Systems Project
Executive committee member, UVA Human Resources Project
Foundation sponsor, McIntire Alternative Investment Fund
Foundation sponsor, Virginia Bankers Association Leadership Program
Foundation sponsor, Virginia Venture Fund
Member, Enactus-McIntire Business Advisory Board
Member, FLIP-UVA 1st Generation Student Organization
Member, Executive Committee, UVA Management Reporting Project
Member, UVA Budget Restructuring Core Workgroup
Member, UVA Committee on Instructional Technology
Member, UVA Deans Technology Council
Member, UVA Facilities Management Advisory Council
Member, UVA Foundations Capital Campaign Workgroup
Member, UVA HR Management Advisory Group
Member, UVA Strategic Planning Steering Committee
Member, UVA New Financial Model Steering Committee
Partner, UVA Athletics Faculty Partner Program
Partner, UVA International Student Faculty Mentorship Program

GOVERNING BOARDS

Higher Education and Non-Profit

Piedmont Family YMCA

Member, Board of Directors
Member, Finance Committee

Alumni Board of Managers at the UVA Fund at Alumni Hall

Member, Investment Committee

Building Goodness Foundation

Member, Executive and Expansion Committees

Curry School of Education Foundation

Member, Executive Director

Darden Graduate School of Business Foundation

Member, Chief Operating Officer and Chief Financial Officer

Foundation for the Advancement of Strings Education

Advisor and Consultant

McIntire School of Commerce Foundation at the University of Virginia
Member, Executive Director, and Executive, Audit, and Investment Committees

School of Engineering and Applied Sciences Foundation at the University of Virginia
Member, Finance Committee

TEACHING and ACADEMIC ADVISEMENT

The 7 Society teaching award. It states:

“A model of balance between teaching, research and administrative leadership...Mr. Starsia has served the University in many capacities. As a scholar, his published works compliment his administrative and professorial vision for the field of higher education. As a teacher and role model, he demands the best from his students. He is skilled at facilitating rigorous and thought-provoking conversation and challenges his students to think beyond the scope of their respective concentrations. He leads by example and in doing so calls those around him to live with meaning and intention.”

Teaching - Programs and Courses

School of Education and Human Development

- EDLF 8660.** Moral and Ethical Leadership (graduate level)
- EDLF 6040.** Intercollegiate Athletics Administration (graduate level)
- EDLF 5420** Governance of Intercollegiate Athletics (graduate level)
- EDLF 5410.** Strategy in Higher Education (graduate level)
- EDLF 3420.** Athletics and the University (undergraduate level)

Darden Graduate School of Business (MBA and Executive Education)

- EMBA, Northern Virginia (NoVA).** Led feasibility study, market research and study, stakeholder survey and participation, and preliminary SCHEV review.
- GBUS 8510.** Leading Complex Global Projects
- ExecEd.** Project Management for Executives.
- ExecEd.** Advanced Topics in Project Management.

McIntire School of Commerce

- MS in COMM degree.** Led feasibility study and SCHEV program documentation from concept to approval.
- COMM 3400/4200.** Project Management.
- eMcIntire. Program Director.** Online executive education program in SE Asia.

Advisement-Student Mentoring, Dissertation and Capstone Committees

I currently have no PhD candidates in my advisor portfolio.

BOOKS, CASE STUDIES, PRESENTATION, CONFERENCES and PUBLICATIONS

LEADING GROWTH ORGANIZATIONS (Expected book publication date Summer 2023)

Co-author of a book on the unique challenges of leading small to mid-size organizations.

PLAN to PIVOT: Agile Strategy in an Age of Complexity (Published Spring, 2022)

A book linking the principles of Strategy Theory, Leadership Complexity Theory, and Agile Project Principles into a working model for the development and implementation of strategy across a spectrum of complex organizations

Strategic Management with Agile Principles. (Spring, 2022, Issue 37)

An article in Strategy Magazine detailing how the principles of the Agile Manifesto can be applied to the leading and managing of complex organizations.

Expert Agile Group. Featured Speaker. (Webinar, December 2021, November 2022)

Presented to membership on the topic: Using Agile Principles to Manage Organizations.

COO Forum. Speaker. Webinar Learning Sessions. (March, June, and October 2022)

Presented to membership on the topic: Using Agile Principles to Manage Organizations.

COO Forum. Thought Leader in Strategy (Current)

Developed a 3 module Agile Strategic Management learning program that incorporates the learnings from my book into an implementation plan for COOs.

IDEA Pharma. Author interview. Podcast. (Summer 2022).

Global Scrum Master. Expert Interview. Podcast. (Spring and Fall 2022)

Presented to membership on the topic: Using Agile Principles to Manage Organizations.

Agile Coaching Network. Expert Interview. Podcast. (Summer 2022)

Presented to membership on the topic: Using Agile Principles to Manage Organizations.

Drive to Succeed. Expert Interview. Podcast. (Spring 2022)

Presented to membership on the topic: Using Agile Principles to Manage Organizations.

The Business of Higher Education. Guest speaker (July, 2020)

Guest discussant for webinar hosted by BB+T Trust/Scott & Stringfellow

Last Call for Leadership: Intercollegiate Athletics in an Era of Commercialization (2020)

A review of implications related to the recently proposed and selectively passed NIL-related legislation allowing for the compensation of certain student athletes

University of Utah: Implications of Establishing D-1 Men's Lacrosse Program (2019)

Interviewing the lead donor and AD to gain insights into the decision to add men's lacrosse

New Leadership: UVA School of Continuing and Professional Studies (2019)

Examining the new dean's strategic priorities related to a reorganization of the School

Randolph Macon College: Adding Men's Volleyball (2019)

Case study examining Randolph Macon's decision to add men's volleyball

Saving Sweet Briar: Renaissance or Swan Song? (2019)

Case study examining the strategic implications of recent last-minute alumni gifts to keep Sweet Briar College open and operating

Planning: The Darden Graduate School of Business (2018)

Reviewing the Darden School's 5-year Master Plan

Liberty University (2018)

Strategic Issues related to Transitioning to D-I Athletics

Marketing the Richmond Flying Squirrels Baseball Club (2018)

Developing a strategic plan to strengthen the RFS's position in the Richmond market

Sportable: Wheelchair Basketball (2018)

Feasibility study related to the establishment of a wheelchair basketball league in Virginia

UVA Athletics Master Plan (2018)

Adopting the strategic plan for expanding athletics facilities

Competitive Advantage: Batten School of Leadership and Public Policy, Case Study (2017)

Describes the process of reviewing and analyzing an existing strategic plan, and in the face of new leadership, the implementation of a revised plan.

Building Goodness Foundation. Strategy and Succession, Case Study (2017)

Understand crucial moments in the Founder's original vision, the organization's rapid growth, and changed priorities.

Early Admission vs. Early Decision: Competitive Analyses, Case Study (2017)

This case study describes a situation that causes institutional leadership to reconsider their admissions policy in the context of a competitive market.

Harlem Lacrosse. Leadership, Strategy and Change, Case Study (2017)

Analyze the decision-making and future strategic direction of Harlem Lacrosse, a non-profit organization that has recently merged with another non-profit, Metro Lacrosse.

UVA Squash: Club or Varsity? Leadership, Mission, and Philanthropy, Case Study (2017)

Learn the factors that come into play when a leader reviews a donor's proposal to fund the conversion of a club sport to varsity status.

Curry School of Education, Program Director, Moderator (2016)

Disruption in Higher Education. Five past and sitting Presidents discuss the era of disruption in higher education.

Darden Executive Education, Webinar instructor, (2015-16)

Challenges in Executive Project Management, podcast

E.E. Ford Foundation, Keynote Speaker (2015)

Financial Sustainability of and Competition among Independent Schools

University of Virginia, Ambassadors Program, Speaker (2015)

Leadership Challenges in Higher Education

Project Management: Constructive Building (2015), Case Study

Rouss & Robertson Halls: A Study in Project Management and Strategy

University of Washington, Educ. & Leadership Policy Studies Working Paper Series (2013)

A Test of Strategic Planning Practices and Their Effect on Success in NCAA Division I Athletics

NACAS. Advanced Institute for Managers (2012), Instructor

Project Management Best Practices

Journal of the Study of Higher Education (2012), Accepted paper

Strategic Planning in Higher Education: A Test of Strategic Planning Variation in Strategic Planning Practices, under review

American Educational Research Association (2011), Reviewer

Commission for Recreation and Athletics

SCUP conference (2011), Accepted paper and Presenter

Strategic Planning in Higher Education: An Examination of Variation in Strategic Planning Practices

NACAS Senior Leadership Forum (2011), Program Director and Presenter

Dimensions of Auxiliary Leadership in Higher Education

ASHE conference (2011), Reviewer and Discussant

Research on History, Leadership and Governance in American Intercollegiate Athletics

Decision-Making in Higher Education: A Case Study (2011), Co-Author

The Newcomb Hall Expansion and Dining Services Renovation Project

College Services (Spring, 2011), Author

Servant Leadership: Skills to Lead Through Turbulent Times

ASHE conference (2010), Presenter

An Examination of Strategic Planning Practices and Their Effect on Success in NCAA Division I Athletic Departments, Reviewed and accepted paper

Published dissertation, (2010)

Strategic Planning in Higher Education: An Examination of Variation in Strategic Planning Practices in NCAA Division One Intercollegiate Athletic Departments

National Association of College Auxiliary Services (2010), Instructor

Project Management Best Practices

Advance Institute for Managers

EduCause Quarterly, (2009), Webinar instructor

Challenges in Technology Implementation for Learning Spaces in Higher Education

SCUP conference (2008), Presenter

Effective Integration of Technology for Generation NeXt in the Learning Environment

EDUCAUSE Learning Initiative, (2008), Presenter

The Sensible Application of Learning Technologies in Classroom Design

ASHE conference (2007), Discussant

Instructional and Pedagogical Strategies

Conference Co-Director. EDLF 5890 (2008), Program Director and Instructor

United States and Chinese Higher Education: History and Future Collaborations. UVA President's Office sponsored, Higher Education Doctoral Program conference hosted by Shanghai Jiao Tong University and the University of Beijing.

Conference Co-Director. EDLF 5890 (2007), Program Director and Instructor

Globalization and Higher Education. UVA President's Office sponsored, Higher Education Doctoral Program conference hosted at the University of Edinburgh, Scotland. Co-taught two sessions titled: "Private Corporation's International Practices: Lessons Learned."

Professional References (Provided upon request)
