

ACADEMIC APPOINTMENTS

Frank M. Sands Sr. Professor of Practice

Darden Graduate School of Business, University of Virginia

Charlottesville, VA

2020 – Pres

- *Areas of Expertise:*
Sustainability; Strategy; Ethics; Leadership; Organizational Development; Culture Change; Socially Responsible Business Practices; Public Policy; Cross Sector Partnerships; Non-Profits
- *Instruction:*
Residential MBA, Executive MBA, and Executive Education. Rosslyn & Charlottesville, VA

Senior Fellow, Global Cities

Council of Global Affairs, Chicago, IL

2020 – Pres

Assistant Professor

Department of English, University of Notre Dame

South Bend, IN

2000 – 2009

- Conducted research and teaching at the intersection of literature, law and political science
- Directed and evaluated undergraduate and graduate research; trained graduate students; planned and implemented new curricula; team taught with political science faculty; supervised dissertations; mentored students, evaluated graduate admissions; organized academic symposia

Visiting Scholar

Center for Race, Crime & Justice; John Jay College, NY, NY

2007

- Institution Development

PRACTICE POSITIONS

Founder

Get IN Chicago, Social Impact Fund

2013 – 2019

- Launched and lead \$45m philanthropic fund that identifies, advises, invests in, and evaluates high performing non-profits for greater capacity and impact in high poverty communities
- Collaborated with Fortune 500 corporations to plan, design, and implement effective CSR strategies
- Designed SYNC care coordination program used by Chicago government for human service delivery
- Advised over 60 community-based organizations leading to increased data use, improved strategies, greater implementation fidelity, measurable outcomes and increased funding support
- Developed strategies to refine and track sustainable outcomes
- Partnered with local government to improve systems, enhance processes and increase alignment
- Convened and connected philanthropy, government, corporate and community stakeholders to promote inclusive data driven policies and solutions to social determinants of health
- Directed national research teams to validate outcome measures and implementation fidelity
- Established a high-profile organization supported by a nationally recognized Board of Directors

Deputy Chief of Staff and Senior Advisor

Governor Pat Quinn, State of Illinois

2009 – 2013

- Led strategic planning, policy development, budgeting, and personnel activities for state human services and public safety agencies with combined budgets of \$8b.
- Managed and recruited state agency directors, legislative and policy staff.
- Represented Governor with external stakeholders and at local, national, and international events
- Advanced Governor's legislative agenda – instrumental in securing votes for the passage of key legislation including new revenue and sentencing reform yielding over \$28b in revenue.
- Instituted transitional jobs program with federal funds employing over 27k TANF eligible individuals
- Implemented evidence based organizational changes in Juvenile Justice which led to a population decrease of over 80%, closure of two state juvenile facilities and savings of over \$20m/year
- Established Illinois as the first state with broadband in the juvenile justice facilities

Assistant Editor, Indiana University Press Journal, New York, NY

1998-2000

Public Affairs Associate, Mercy Health Plan; Philadelphia, PA

1994-1995

- Managed public image of Medicaid Managed Care Provider; Developed, organized and implemented community outreach programs; Established collaborations with community-based organizations; Represented health plan at public and government sponsored events; Created marketing materials to educate members, providers and employees; Managed media firms

Financial Analyst, Philadelphia National Bank; Philadelphia, PA

1992-1994

CONSULTING EXPERIENCE

- ❖ Marshfield Associates, Washington, DC. Advise Principals on strategy and culture (2025-present).
- ❖ TIAA, Washington, DC. Engaged executive leadership on sustainability strategy (2022).
- ❖ New York Arts Organization, NY, NY. Lead and designed separate executive team and staff change initiative focused on inclusivity and techniques for aligning culture with DEI (2021).
- ❖ Securus Technologies, Carrollton, TX. Engage with CEO and leadership team to develop risk management processes and metrics for products across enterprise and support strategic planning process for "Vision 2020" (2021-Present).
- ❖ Push Excel Foundation, Chicago, IL. Designed programming, evaluation, and tracking system for scholar outcomes (2009).
- ❖ Public Private Ventures, Philadelphia, PA. Development of Youth Programs (2006-2008).
- ❖ The Council of State Governments, NY, NY. Evaluated justice and healthcare programs, policies; Convened SAMHSA funded stakeholders; Facilitated state agency collaborations (2005-2006).
- ❖ Women's Prison Association, New York, NY. Interviewed stakeholders, Analyzed data, Produced reports, Developed mission for Institute on Women and Criminal Justice. (2005-2006).

EDUCATIONPh.D. English and American Literature,
New York University; New York, New York-Leadership Alliance Irene Diamond Dissertation Fellow
-Virginia Tech Dissertation FellowM.A. Modern Studies, *With Distinction*
University of Kent; Canterbury, England

-Rotary Ambassadorial Scholar

B.A. English, Modern Studies Honors Program

University of Virginia; Charlottesville, Virginia

-Wagenheim Memorial Scholar

PRACTITIONER AUDIENCE PUBLICATIONS

- ❖ “The Right to the Mall.” *Council of Global Affairs*, 09/2021.
- ❖ “Reduce Youth Violence by Aligning Caseloads with Risk Factors.” *Juvenile Justice Info Ex*, 10/2018.
- ❖ “Not All Poor Youth Are Violent.” *Chronicle of Social Change*, 7/2018.
- ❖ “Communities Need More than Dollars to Bring About Real Change.” *Medium*, 7/2017.
- ❖ “Moving the Needle on Youth Violence.” *Philanthropy News Digest*, 3/2017.
- ❖ “Five Key Learnings for CR.” *Corporate Responsibility Magazine*, 12/2016.
- ❖ “Every Week is Youth Violence Prevention Week.” *The Huffington Post*, 4/2014.
- ❖ “A Fresh Approach to Tackling Juvenile Justice.” *The Huffington Post*, 2/2014.
- ❖ “Alternatives to Incarceration: First Choice for a Second Chance.” *Strategies: Chicago Urban League Policy & Research Publication*. 1:3 (Summer 2008): 4-5.

REFEREED PUBLICATIONS

- ❖ “Decoding Black Women: Policing Practices and Rape Prosecution on the Streets of Philadelphia.” *National Women’s Studies Association Journal*. Special Issue: “Women and Criminal Justice: Policing, Prosecution, and Incarceration.” 20:2 (Summer 2008): 100-120.
- ❖ “Borders of the Body: Black Women, Sexual Assault, and Citizenship,” *Women’s Studies Quarterly* 35:2 (Spring/Summer 2007): 67-92.
- ❖ “Race, Rape & Third Wave Feminism: A Tale of Two Cities,” *Rethinking Third Wave Feminism*, ed. Toni Irving, spec. section of *Black Renaissance/Renaissance Noire* 6:1 (2004): 113-125.

MBA TEACHING

Getting in the Room Where It Happens. 2020-present. Darden Graduate School of Business, University of Virginia. Developed second-year elective designed to facilitate students’ successful engagement with the world of corporate practice through enhanced interpersonal skills, strategic relationship building using techniques such as experiential exercises, role playing, extensive personal journal writing, and intensive group experiences.

Non-Profit Management: Metrics and Impact Making in the Field. 2001-present. Darden Graduate School of Business, University of Virginia. Developed an elective field course designed for second year students to use their MBA training to evaluate operations, develop strategies and implement remedies for real challenges faced by organizations serving the local community.

The Business of Advocacy: Public Policy and Regulated Industries. 2024. Darden Graduate School of Business, University of Virginia. Developed this second-year elective to introduce students to the strategic importance of regulatory engagement and advocacy to a company’s bottom line.

ESG Strategies to Create Competitive Advantage from Wall St to Main St. 2022-present. Darden Graduate School of Business, University of Virginia. Developed this second-year elective to introduce students to the salient issues in Environment Social Governance along with the challenges and strategies facing corporate leaders in an increasingly regulated area.

Ethics and Literature. 2021-present. Darden Graduate School of Business, University of Virginia. Conducted major redesign of this second-year elective to integrate global cultural lens into our ethics engagement.

The ESG Eco-System in Israel. Spring 2022. Darden Worldwide Course. This course was developed to allow students to spend a week investigating the ESG ecosystem in Israel to learn how the country has become a hub for technology, innovation and ESG through on location meetings with start-ups, established businesses, Investors, and public private partnerships.

SELECTED UNDERGRADUATE TEACHING, UNIVERSITY OF NOTRE DAME

- American Literary Traditions II. 2000-2004.
- Mapping 19th Century America through Literature. 2002-2009.
- Black Women, Culture and Politics. 2001-2007.
- Constituting Americans: Exploring Race, Citizenship & Law through African American Literature. 2001-2009.

EXECUTIVE EDUCATION

- ❖ BIIc, Darden Graduate School of Business, University of Virginia.
- ❖ PBS, Darden Graduate School of Business, University of Virginia. Team Lead, Station Managers Professional Development Program
- ❖ California Department of Education, Darden Graduate School of Business, University of Virginia. Work with Superintendent and Executive Leadership Team to Develop and Implement Strategic Plan; Strengths Based Professional Development and change management for Leadership Team
- ❖ Women In Leadership, Darden Graduate School of Business, University of Virginia. Teach in 5-day program on leadership development for senior women.
- ❖ CoStar, Darden Graduate School of Business, University of Virginia. Teach curriculum on change management and global leadership.
- ❖ Utah State Board of Education, Darden Graduate School of Business, University of Virginia. Teach curriculum on change management, teamwork, and leading across culture.
- ❖ Owens & Minor, University of Virginia. Teach curriculum on change management, leadership, diversity, equity, and inclusion.

CASES

Irving, T., Klopfenstein, A. (2024). *Community Building: Advocacy and the Making of a Trauma Center at the University of Chicago*. Case: S-0465

Irving, T., Klopfenstein, A. (2025). *Managing Change at Siemens Advanta*. S-0395TN

Irving, T., Klopfenstein, A. (2024). *Managing Change at Siemens Advanta*. Case: S-0395

Irving, T., Klopfenstein, A. (2024). *AARP and Medicare Drug Price Negotiations*. Case: S-0463

Irving, T., Yemen, G. (2023). *196 Acres and a Mission*. Case: S-0395

Irving, T. (2023). *196 Acres and a Mission*. Case Number: S-0395TN

Irving, T., Maiden, S. E., (2022). *Rani Russell Shea: Turning Pipe Dreams into Pipelines at Siemens Advanta?* Case: S-0401

Irving, T., (2024). *Rani Russell Shea: Turning Pipe Dreams into Pipelines at Siemens Advanta?* Case: S-0401TN

Irving, T., Maiden, S. E., (2022). *Aventiv Technologies: Answering the Call for Change?* Case: S-0359TN

Irving, T., Maiden, S. E., (2021). *Aventiv Technologies: Answering the Call for Change?* Case: S-0359

Irving, T., Sesia, A. (2022). *Trail Guide Financial: Creating a Path to Good Governance*. Case A: S-0399

Irving, T., Sesia, A. (2022). *Trail Guide Financial: Creating a Path to Good Governance*. Case B: S-0400

SELECTED MEDIA

- “Big Hitters: Executive MBA Projects Target Social Impact.” *Financial Times* October 15, 2023 www.ft.com/content/1573d675-283b-4fa0-bc57-021028fe93f1
- “3 Steps to Getting Into the Room Where It Happens.” *Psychology Today* September 2021 www.psychologytoday.com/us/blog/turning-adversity-advantage/202109/3-steps-getting-the-room-where-it-happens
- “Tech Skills Bring Hope to Chicago’s at Risk Youth.” <http://bit.ly/2k8moGv>
- Economic Development Round Table. WVON Chicago, 05.10.16. <http://bit.ly/1V9yptX>
- “What’s Going On: Getting into Communities to Understand What Works.” <http://bit.ly/1WqwuAR>
- “Youth Baseball League Helps Chicago Police Make Impact on Violent Neighborhood.” NBC Nightly News with Lester Holt, 06.25.15. <http://nbcnews.to/1CH8f52>
- “Youth approaches to violence reduction.” WBEZ Chicago 91.5 FM, 05.29.15. <http://bit.ly/1dFGNza>
- “Youth-led tech.” *The Afternoon Shift*. WBEZ Chicago 91.5 FM, 05.24.15. <http://bit.ly/1JcO4n2>
- “Building Police/Community Trust.” Fox 32 News, Chicago, 05.24.15 <http://bit.ly/1HSMTJG>
- “Reducing Youth Violence in Chicago.” Fox32 News, Chicago, 3/2015. <http://bit.ly/1Se8BaC>

SELECTED SPEAKING ENGAGEMENTS

- “Capacity Building for Performance Management,” Strategic Insights in Nonprofit Management Conference. 4/2025
- “Public Policy and Investing,” Responsible Investing Symposium, 3/2025
- “Real Estate and the Racial Wealth Gap.” Darden BBSA, 2/2023
- “A Goal Within Reach.” Building Better Systems for Youth, 8/2018
- “Criminal Justice Reform.” Illinois Campaign for Political Reform, 2/2017
- “Using Data to Drive Innovative Solutions.” Good Work Chicago, Chicago, IL 4/2015
- “Violence in Chicago.” City Club, Chicago, IL, 6/2014
- “Making Sense of the New Poverty Data: A Playbook for Foundations.” Donor’s Forum, 1/2013
- “Reconnecting Disconnected Youth with Community and Careers.” National Governor’s Association Center for Best Practices. New Orleans, LA. 9/2012
- “Incentive Funding.” National Council of State Legislators Conference. Salt Lake City, UT. 8/2012
- “Redesigning State Criminal Justice Systems during a Time of Shrinking State Resources.” National Governors Association Institute for Criminal Justice Policy Advisors, Annapolis, MD. 9/2011
- “Going Public: Citizenship & the Origins of American Social Policy.” Language, Communication and Culture Conference, Evora, Portugal. 11/2008
- “Constituting Americans: Race, Sexual Assault and Citizenship.” *Association for the Study of Law, Culture and the Humanities*, Berkeley Law School, Berkeley, CA. 3/2008.
- “Native Sons, Scottsboro Boys and Other Stories.” Scottsboro Then and Now Conference. John Jay College of Criminal Justice, New York, NY. 10/2006.

HONORS

- “Leadership in Giving Award.” One Hope United. May 2017
- “Woman of Influence.” *Michigan Avenue Magazine*. May/June 2014
- “100 Women of Inspiration.” *Today’s Chicago Woman*. July 2014
- “Builder of the Year.” Build Organization Annual Awards. May 2013

- Legislative Fellow. U.S. State Department delegation to Kazakhstan, Kyrgyzstan 2013
- Illinois delegate to the African National Congress Centenary celebration. 2012
- John D. and Catherine T. MacArthur Foundation “Champion for Change” award for work in juvenile justice reform. <http://modelsforchange.net/newsroom/222> 2011

COMMUNITY INVOLVEMENT

Sasha Bruce Youthworks Board of Directors; Chair, Nominations Committee	2024 – pres
Impact 100 Member; Member, Environmental Impact Grant Committee	2024 -- pres
Community Safety Working Group	2023 -- 2025
UVA Center for Community Partnership	2022 -- pres
Level One Trauma Hospital Working Group, Founder	2018 – pres
Points of Light Foundation Board of Directors; Vice Chair, Program Committee	2020—pres
Points of Light Foundation Board of Directors; Vice Chair, Audit Committee	2017 – 2020
Illinois Juvenile Justice Leadership Council	2012 – pres
Illinois Human Services Commission; Chair	2009 – 2013
Illinois Poverty Elimination Commission; Chair	2009 – 2013
St. Leonard’s House Board of Directors	2009 – 2010
Mead Endowment Advisory Board, University of Virginia	2004 – pres
Jefferson Scholars Regional Selection Committee, University of Virginia	2000 – 2012
Walter Ridley Scholarship Foundation, Board of Directors, University of Virginia	1999 – 2002

PROFESSIONAL AFFILIATIONS

American Public Health Association
 Criminal Justice Reform Funders Collaborative
 Renaissance Institute
