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## LEISHA G. LaRIVIERE

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### **EDUCATION**

#### **Virginia Polytechnic Institute and State University**

*PhD Candidate; Public Administration and Policy*

*Master of Public Administration, 2013*

#### **University of Montevallo**

*Bachelor of Science, Merchandising/ General Business, 1990*

### **PROFESSIONAL EXPERIENCE**

#### **Virginia Polytechnic Institute and State University**

*Associate Director*

*School of Public and International Affairs – Richmond Campus*

*September 2017- present*

Develop academic initiatives related to state agency research and sponsored program partnerships benefiting Virginia communities, university faculty research, and students (graduate and undergraduate levels) in public administration and public policy. Direct SPIA leadership programs across the Commonwealth. Direct the Virginia Public Sector Leader programs (Levels I, II, and III), the Virginia Management Fellows program, the Leadership and Management Pathways Program (LAMPP), and the Train-the-Trainer Mentoring programs. Serve as Principal Investigator for all SPIA organizational development initiatives and data collection and interpretation consultations for strategic and systems planning in sponsored programs. Lead research and development of future graduate student public administration leadership programming and graduate certificate opportunities. Partner across SPIA the university on multi-disciplinary leadership efforts. Develop research-based curriculum and teach professional development courses. Manage adjunct faculty, A/P faculty, and staff in SPIA's leadership programs. Serve as a senior professional lecturer for CPAP.

*Adjunct Professor*

*Center for Public Administration & Policy*

*December 2016- present*

Teach MPA degree courses in personnel policy and processes, and management behavioral skills. Co-teach MPA capstone courses, and normative foundations (ethics) of public service. Direct the MPA Mentoring Program, facilitate graduate assistantships and internship opportunities, and identify research and program partnerships.

*Director of SPLA Programs*

*School of Public and International Affairs*

*December 2016-present*

Lead School of Public and International Affairs (SPIA) academic initiatives emphasizing community-based research, sponsored programs, and government leadership and management development initiatives. Direct the Virginia Public Sector Leader program and other state agency collaboratives. Work cross-functionally with teams in Blacksburg, the National Capital Region (Alexandria and Arlington), and Richmond, to develop public partnerships, strategic research opportunities, and special lecture series.

#### **Dual-Appointed Faculty Member**

*Manager of Professional Development for the School for Public and International Affairs (SPLA)*

*Manager of Programming for the Center for Organizational and Technological Advancement (COTA)*

*Executive in Residence, Virginia Tech Richmond Center (VTRC)*

*September 2015- December 2016*

- **SPIA:** Lead academic engagement programming emphasizing graduate student internships, mentoring and community-based research efforts. Work cross-functionally with teams in Blacksburg, the National Capital Region (Alexandria), and Richmond to develop public sector partnerships, research opportunities, strategic communications, and special lecture series.
- **COTA:** Identify and develop professional learning and training programs that integrate research, innovative ideas, and human development in the public sector. Serve as the Virginia Tech Richmond Center Executive-in-Residence to write and deliver targeted public sector leadership development programming in collaboration with Center Director.
- **Instruction:** Adjunct Professor for coursework in public sector leadership and management, strategic human resourcing, and the MPA capstone portfolio; Course Facilitator for advanced topics courses; Course Instructor for public administration components of the Virginia Public Sector Leader program.

## **RESEARCH, AUTHORSHIP, CONFERENCE PRESENTATIONS, and UNIVERSITY SERVICE**

- **Principal Investigator:** Serve as PI of an accumulated portfolio of research sponsored programs totaling more than \$2.9MM in awards from Commonwealth of Virginia's Governor's Office and various state agencies between 2016 and 2019.
- **Task Forces and Service:** Pamplin School Business Leadership Advisory Board (2019- ); Virginia Tech Women's Leadership and Mentoring Program 2015: SPIA Student Experience Task Force; SPIA Communications Committee; SPIA Strategic Communication and Marketing Plan Task Force; CPAP MPA Faculty Committee; MPA Recruitment Coordinator; Student Organization Advisor – Richmond; NASPAA Site Coordinator for Richmond Campus
- **Research, Papers, and Conferences:**

**Author/Co-Author:** The **Virginia Public Sector Leader Program (VPSL)** - a leadership development program designed for state agency and NGO leaders; **MPA Mentoring Program** - curriculum designer and director for Virginia Tech's Master of Public Administration (MPA) Mentoring Program for the Center for Public Administration and Policy; **Virginia Management Fellows Program** – a leadership and learning program for Virginia public officials based on lectures, seminars, and internships across state agencies

**Research/ Professional Paper:** POLICY 13005: Developing an Instrument to Measure Compliance Practices of Virginia Tech's Research Institutes and Centers

**Conferences:** Statewide Human Resources Forum (Commonwealth of Virginia), 2019; Virginia Department of Behavioral Health and Developmental Services Refugee Mental Health Summit, 2016 and 2015; Commonwealth Planning and Zoning Conference 2014

## **Virginia Polytechnic Institute and State University**

*Center for Public Administration and Policy (CPAP)*

*Director of Strategic Advancement and Adjunct Faculty Member*

*January 2012-Present*

- Lead work teams and manage higher education- related projects and programs across Virginia. Function across academic and professional teams in partnership with CPAP, CPE, and the Richmond Center.
- Guide university programs in the strategic planning process, plan and prepare curriculum for professional development clients, and facilitate organizational development activities for local and state agency clients of Virginia Tech's Continuing Professional Education (CPE) centers. Propose leadership and management programs, and prepare curriculum outlines for local and state governmental agencies in collaboration with PhDs and university-based subject matter experts. Manage partnership development, marketing, and collateral materials design activities for multiple university units. Plan and implement conferences and meetings, in partnership with teams across CPAP, and learning centers across Virginia.
- Facilitate, co-teach, and mentor graduate students in the Master of Public Administration program on the Capital Campus (Richmond).

## **Richmond Metropolitan Habitat for Humanity**

*President & Chief Executive Officer*

*2006-2011*

- Transformed a struggling, high profile nonprofit through a customer-centric expansion of production and services, and professional development of employees. Grew the staff from 6 to 25, outsourcing professional contractors and trades to reduce expenses and meet goals more effectively. Focused on the people-side of the company; attaining multi-million dollar asset growth in a down market, and moving the company into the Top 20 position of 1500 affiliates in an international nonprofit. Managed all aspects- strategic direction, human and materials resources, and financial- for the company. Created a healthy and respectful work environment of shared responsibility and commitment to clients, customers, and community stakeholders.
- **Human Resources – Principal HR Generalist:** Restructured organizational staffing with no legal/regulatory compliance issues. Analyzed impact legislation and ordinances, and represented the company in public sector meetings and hearings. Managed federal compliance of: ADA, INS/1-9 forms, Title VII, EEOC, Fair Credit Reporting Act, Davis Bacon Act, Sarbanes-Oxley, and COBRA, including creation of the first document retention and storage policy program. Represented the company in unemployment hearings, and led investigations of alleged discrimination, harassment, or other charges. Developed a problem resolutions process and “open door” policy initiative.
- **Established the HR system and Professional Development Program:** Designed a recruitment strategy and hiring process and created first New Hire Orientation program. Created a Talent & Performance Management System, including job descriptions, talent profiles, and revised employee handbooks. Managed recruitment, on-boarding, and off-boarding activities. Launched a professional and leadership training program for staff at all levels. Crafted a framework for the first HRIS, and instituted an internet- based applicant pre-qualifier and tracking system and analysis database, cutting staff resume screening time by 45%. Out-sourced background checks and drug-screening, resulting in cost and risk reduction. Conducted temp. agency use evaluation, and significantly cut hourly wage costs by partnering with the Mayor’s Office, Goodwill, and Va. Dept of Social Services in state-funded programs. Hired and negotiated fees for all 1099 professional and trade contractors. Developed an internship program for high-school and college students. Visioned with staff managers to create meaningful performance evaluations, increasing coaching and feedback, and streamlining documentation by moving to a computer-based evaluation form.
- **Redesigned Benefits:** Analyzed and instituted a cost-saving comprehensive insurance program including Worker’s Comp, General Liability and D & O. Implemented corporation’s first benefits election form and formalized enrollment period program. Analyzed compensation packages and prepared salary scales across the business. Moved to an on-line paycheck system, saving approximately 10% on annual paycheck processing fees. Transitioned the company from a “leave” program to a PTO program, including the issuance of PTO balance statements – saving 2-3 man hours/week for a savings of \$10,000/year. Launched a Section 125 FSA program- saving the company on FICA and FUTA, while increasing employee satisfaction. Assessed external administrator of 403 (b) /401 (k) plan services, and prepared for roll-over to a new provider. Insured proper processing of Disability, Worker s Comp, Unemployment, Leaves of Absence, Severance, Vision, Dental, and Short-term Disability Claims and programs.
- **Launched the Risk Management Strategy and Safety Program:** Initiated the organizational approach toward safety and trained the Board on the critical need to include risk management in corporate strategy. Developed the company’s safety policy and program for HQ, construction sites, as well as OSHA compliance for the retail business. Instituted Red Cross training for the company: with more than 20,000 volunteers, 22 staff, and 40 trades/contractors/journeymen – only 4 minor injuries and 2 worker’s comp claims were filed over 5 years. Coordinated, facilitated, and promoted a non-violent and harassment-free workplace program.
- **Fiscal & Supply Chain Management:** Managed budgets from \$1MM to \$10MM, introducing dashboards and consolidated financials for ease-of-use. Prepared financing models and loan structures, negotiating deals ranging from \$5K to \$2.3 MM. Led all sales and mortgage processes from compliance to collateralization of loan portfolios; developed bonding process for with jurisdictions, including developer’s bonds and erosion and sediment control bonds. Managed vendor relations, bidding processes, purchasing and contract negotiations. Designed the company’s first RFQ process to improve production delivery, and overhauled the RFP system to insure compliance, bringing costs in line, and improving production time. Led fund development and grant writing. Practiced best management of contributions, with 91 cents/dollar expended on programming, exceeding industry standard of 80 cents/dollar. Garnered donated parcels valued at more than \$1MM, and grew retail operation from gross receipts of \$300K to approximately \$800K annually.
- **Policy and Advocacy Leadership:** Trained community leaders and elected and appointed officials on the value of community land trusts in partnership with the Lincoln Institute and the Federal Reserve Bank. Worked with Williams Mullen law firm and Virginia General Assembly Delegates to prepare legislation for the establishment of Community Land Trusts in the Commonwealth of Virginia. Brought together stakeholder groups including public-private developers, land owners, donors, and jurisdictional leaders together. Crafted legislation (HB 213) in partnership with Delegate Toscano, Charlottesville, which passed with only two dissenting votes and was signed into law. Established Virginia’s first asset-based (land holdings) Community Land Trust. Worked with local leaders, lawyers and boards of directors in several Habitat affiliates to change the annual percent of income (API) and salary defining policy for home ownership for clients with incomes falling in the 60-80% of area median income to include firefighters, police officers, and teachers. Partnered with Virginia Housing Development Authority (VHDA) to develop internal policy around

mortgage approval for those clients with appropriate fiscal training and for those clients with proven payment histories to have access to wealth-building training courses.

- **Planning and Project Management:** Steered corporation from 20 years of Board-driven strategic planning processes to a staff-led design. Introduced and implemented multi-year plans for life cycle-based materials purchasing, fleet management, land acquisition, and IT across multiple business lines. Developed corporation's first 3-5 year plans for finance and construction, accompanied by business plans, budgets and work plans. Moved business from a single-family home builder in 2006 to a neighborhood developer with 9 neighborhoods/158 parcels across 1472 square miles in 6 jurisdictions in simultaneous development by 2011. Built and renovated 100plus homes.
- **Sustainability:** "Greened" the company, launching standards and certifications to achieve Energy Star and EarthCraft ratings. Named 2010 Nonprofit Green Builder of the Year, and led alternative and renewable energy building and retrofits for rehabs. First home included solar-heated hot water, radiant-heated floors, low-flow toilets, high R value insulation, insulated windows, EnergyStar appliances, and laminated wood flooring engineered to help with asthma. The homeowner's monthly energy bills decreased by 50%. Initiated a waste materials diversion effort, achieving an 87.3% diversionary rate in year one.

## Organizational Development Consulting LLC

### *Principal*

2004-2006

- Consulted with and trained managers, leaders, and groups to assess performance and improve organizational processes with clients in the United States and Canada. Developed internal metrics to: measure performance, productivity, and analyze program effectiveness. Identified marketing initiatives and created training programs to drive branding guidelines across the organization – with internal and external partners. Trained nonprofit leaders, groups, and membership organizations.
- Client roster included: The National Points of Light Foundation (National Conference), The University of Richmond's Institute on Philanthropy, Virginia Association of Fund-Raising Executives, The Association of Junior Leagues International (multiple international conferences), Virginia Library Association, National Points of Light Foundation, and clients across the United States and Canada.

## **COMMUNITY AFFILIATIONS (Selected)**

Urban Land Institute – Executive Board Member (current) – *Chair, Human Resources, Communication, and Education Committees*

Virginia Leadership Advisory Council (current) – *Member, Executive Board*

Citizen Planner's Education Association of Virginia – *Member, CPEAV Board of Directors*

Virginia Tech Women's Leadership and Mentoring Cohort (2014-2015) – *Mentor 2015- current*

Virginia Commonwealth University School of Design – *Member, Board of Advisors*

Greater Richmond Chamber of Commerce

CEO Round Table

Leadership Metro Richmond (2005) – *Program Graduate*

Home Builder's Association of Richmond

Richmond Metropolitan Habitat for Humanity – *Member, Board of Directors*

Chesterfield County Transitional Homeless Shelter for Women and Children – *President, Board of Directors*

Chesterfield County Junior Women's Club – *President, Board of Directors*

Junior League of Richmond – *Member, Executive Board*

## **AWARDS and HONORS**

Virginia Tech College of Architecture and Urban Studies (CAUS) Faculty Award for Excellence in Outreach (2019)

American Business Woman's Association Non-Profit Woman of the Year (2007)

Pi Alpha Alpha – Public Administration Honorary Society (2015)

Golden Key International Honour Society – Virginia Polytechnic Institute and State University (2013)

Outstanding Alumni of the Year – University of Montevallo (2012)

Ruth Stovall Distinguished Service Award for University Alumni FCS (2012)

Richmond Area "Top 40 Under 40" (2005)

Junior League Pinkie W. Smith Award (Outstanding Member Award), Presidential Award Winner, and JLR Community Volunteer of the Year Award

Chesterfield County Public Schools – President, Midlothian IB Parents' Council, PTA Boards for Gates, Bailey Bridge, Cosby High Schools

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Ordained Elder and Church Council – Presbyterian and Methodist faiths

**CERTIFICATIONS/TRAININGS and PROFESSIONAL COURSES:**

Virginia Tech (VCE) Certified Facilitator – 2014; Virginia Certified Planning Commissioner – 2013; Organizational Development Institute Certified Trainer – 2006; AJLI Leadership Development Certificate Program - 2001; Diversity and Cultural Sensitivity Certification – 2005; VHDA Certified Housing Counselor Training – 2008; Certified Residential Construction Supervisor – 2009; HUD Capital Projects Funding Certification; VCU NP management certificate coursework in cultural sensitivity and grants management and fund development