

THE CORNERSTONE PROGRAM



SUCCESSION DEVELOPMENT

Cohort V Graduation and Cohort VI Kickoff

THURSDAY, OCTOBER 3, 2019 • 9:00 - 11:00 A.M.
NEWCOMB HALL BALLROOM

THE CORNERSTONE PROGRAM

AGENDA

WELCOME

CAROLYN CULLEN • Interim Director, Talent Management,
UVA Human Resources

OPENING REMARKS

JENNIFER J. DAVIS • Executive Vice President and Chief Operating Officer

PARTICIPANT IMPACT STATEMENT

DIRRON ALLEN

TEAM PROJECT PRESENTATIONS

Please hold questions for the Project Showcase

REMARKS

JAMES RYAN • President

FINAL COMMENTS

CAROLYN CULLEN

PROJECT SHOWCASE

UNTIL 11:00 A.M.

P 1 P 2

P 3 P 4

P
5

P
6

P
7

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PROJECT 1

The New Retirementality

SPONSOR: Kelley Stuck

POINT PERSONS: Kelley Stuck, Scott Seal, and Janet Turner-Giles

PARTICIPANTS: Jeremy Garritano, Dan Griffith, Lorrie Jean, Annie Kerns and Karen Spitzer

Our team explored current assumptions about the retirement readiness of UVA academic employees aged 55 or older as well as UVA retirees who returned to work with UVA Temps. We developed a survey where the responses provided insight into the readiness for retirement and programs or processes that may be necessary to support the new retirementality. We also conducted nine out of 34 possible in-person and phone interviews with UVA retirees who returned to work with UVA Temps to gain perspective on actions taken and needed pre- and post-retirement. We received 629 survey responses which yielded a 21.2% response rate. After analyzing the data collected, we surmised that there were three common themes among both subsets of populations we surveyed: the big picture, not just finances, there needs to be meaning in retirement; health care; and resource awareness. The themes and overall responses and comments led us to make the following recommendations: develop a community of recent retirees and those looking to retire soon; provide programming and services dedicated to various aspects of health care; and expand access to an integrated and consistent retirement service catalog for all life stages and employee classifications in both physical and virtual environments.

PROJECT 2

Customer Relationship Management Tool Assessment

SPONSOR: Steve Kimata

POINT PERSON: Jennifer Bari

PARTICIPANTS: Donna Jennings and Tashana Starks

The goal of this project was to conduct an assessment of customer relationship management (CRM) software in order to identify a CRM that would meet the future needs of Student Financial Services (SFS) and the Office of the University Registrar (UREG). The vision of SFS and UREG is a “one-stop-shop” that will make it easier for students to address their financial aid, billing and registration questions. SFS requires a CRM solution that integrates with existing systems and provides robust features. The project team researched the CRM market and assessed three CRMs for this project, conducting external research and participating in vendor demos. We also looked at peer institutions as well as schools and units across UVA that are currently using Salesforce, one of the CRMs included in our assessment. As a result of our research, we recommended Salesforce as the CRM solution that would best meet the needs of SFS and UREG. Following our recommendation, the team coordinated two Salesforce demos for SFS, including a similar use case internal to UVA and a demo with Salesforce representatives.

PROJECT 3

Gender Equity, Climate and Culture: Compensation

SPONSOR: Office for Diversity, Equity and Inclusion

PARTICIPANTS: Molly Harlow and Hannah Rose Hintz

Our team was tasked with looking at gender equity, climate, and culture through the lens of compensation at the University of Virginia (UVA). The team soon discovered how complex compensation is particularly given that UVA is decentralized and each unit, department, and school operates slightly different processes and on different timelines. Through conversations with key stakeholders and through performing industry research, we refined and narrowed the project's focus to examine gender differences in the annual July merit increases (both on its own as well as compared with performance evaluation differences). The team analyzed data for U-Staff in both the O&A and M&P staff categories on the academic side of the university. The evaluation cycle for both 2016 and 2017 was considered and compared with the corresponding 2017 and 2018 merit increases. The analysis revealed that a higher percentage of females received an exceptional rating (2017). The analysis also noted that males received a higher percentage of pay increase regardless of their performance rating. These findings led to the recommendation that each department, school, and unit at UVA should carefully track the data and clearly identify promotions as distinct from merit increases. Additionally, our project recommends that deans and department heads be briefed on the current data to raise situational awareness with the hopes that this briefing will result in training and/or intervention to address inequities. Our project also suggests the following next steps: 1) create a consistent system to align performance evaluation ratings with merit increases; 2) conduct an annual analysis comparing gender differences with annual merit increases as they relate to performance evaluation ratings; 3) conduct a similar analysis for race; and 4) conduct both a gender and a race analysis for the Medical Center.

PROJECT 4

Building An Innovation University: People Creating Value Together

SPONSORS/POINT PERSONS: Ed Hess, Professor Business Administration & Batten Fellow, Darden Graduate School of Business and Sarah Collie, Organizational Excellence

PARTICIPANTS: Kimberley Bassett, Ben Hays, Denise Herndon, Jenny Mays, Nina Morris, Ellen Rozan and Steve Swanson

In the changing landscape of higher education, innovation is essential to a thriving institution. The goal of our project was to assess UVA's current innovation culture and develop data-driven recommendations on how to affect cultural change towards a more innovative university, utilizing the observable innovation behaviors researched by Darden professor Ed Hess. The project team attended Ed Hess' Innovation workshop, developed and implemented a survey to UVA's faculty and staff to measure the current culture at UVA, and developed recommendations based on the survey results that the team presented to UVA leadership for implementation. In addition to the recommendations, the team produced a white paper summarizing the survey and recommendations for an innovation culture at UVA.

PROJECT 5

Internal Communications Platform

SPONSORS: Office of the President, Office of the Executive Vice President and Provost, Office of the Executive Vice President and Chief Operations Officer and Office of the Vice President and Chief Student Affairs Officer

POINT PERSONS: Jerilyn Teahan, Alexandra Rebhorn, Kyle O'Connor, Matt Weber, Jon Bowen and Virginia Carter. Collaborating partner: Trish Cluff

PARTICIPANTS: Dirron Allen, Joe Rehder, Heather Downs and Isaiah Behnke

UVA operates as a decentralized institution, which supports and enhances academic vigor and autonomy, while creating challenges for a robust, cohesive internal communications platform.

The University generally relies on mass email and cascading of messages to share information with faculty and staff throughout the Academic Division. Some schools and units have developed their own internal communications structures that work well, however, consistency across all areas remains a challenge in terms of employees' knowledge and engagement with the University's broader initiatives, priorities, and logistics.

The purpose of this project is to discover ways to communicate effectively to all UVA employees within the organization. Specifically, we seek to understand how similar universities and comparable businesses communicate with their staff and how to assess internal communication methods in order to develop best practices to share with UVA as we embark on a mission to redesign and enhance our internal communications.

PROJECT 6

The Student Athlete Ideal

SPONSOR: Ted White

POINT PERSON: Ellen Cook

PARTICIPANTS: Sarah Kirby, Leigh Gauriloff, Emily Tate and Maurice Walker

This project was an in-depth examination of the community engagement program available to UVA student athletes through the UVA Athletics Department. The objective for the project was to develop a web-based platform integrated with the Athletics Department database that student athletes and staff could utilize to improve the overall connection between university athletes and the community. The hope is that this project will further the Athletic Department's goal that each student athlete will have the opportunity to participate in at least one community service activity prior to graduating from the university. Working closely with the director of community engagement in Athletics, a gap analysis was performed by the project team. From there, a pre-survey for student athletes was developed to ascertain their interests and preferences for volunteering. Using keywords provided in the survey, the Director of Community Engagement will have the ability to match student athletes to activities that align with their interests. In addition, post surveys for both student athletes and community partners were developed to gain feedback and gauge each student's continued interest in volunteering after they participate in a community service activity. With the launch of the web-based platform there is the ability to collect data for future analysis such as unidentified volunteer opportunities and trends in student athlete volunteerism. Additional recommendations are to build out the database further, increase social media presence for the Director of Community Engagement and for the activities in which students are participating, and integrate the information from the database into a smart device app. We hope that this project will further President Ryan's vision for the university by strengthening UVA's connection with the surrounding community and by preparing student athletes to be servant-leaders within their communities even after they leave UVA.

PROJECT 7

The Bus Stop Project

SPONSOR: Patricia Lampkin

POINT PERSONS: Nicole Eramo and Alex Johnston

PARTICIPANTS: Joanne Meier, Ed Warwick, and Lauren Armstrong [Cornerstone] with Archer Willauer, Seshi Konu, and Catesby Willis (Meriwether Lewis Institute)

The Bus Stop Project offered a unique opportunity for collaboration between Cornerstone Program Participants and Student-Fellows of the Meriwether Lewis Institute (MLI). The project was borne out of preliminary work by the MLI Fellows during their summer 2018 immersion program, which focused on transportation improvements around Grounds. An identified focal point, but outside of the scope of that initial project, was the opportunity to rethink and redesign bus stops to give them an "identity." Bus stop identity can be achieved through physical design, features, and amenities, and can range from the inclusion of swings, historical markers, or green spaces. This project focused on ascertaining how current riders feel about bus stop identities and what they value in a bus stop, recognizing that these stakeholders' needs will be important in defining a solution. Working together, we developed an innovative structure template and a series of next steps for the MLI Fellows, who will carry the overall project to completion in the coming academic year.



Dirron Allen
Student Affairs

Dirron D. Allen tries to prioritize his life based on his spirituality. He is a married to an incredible person who stays home and manages. Dirron is the father of three beautiful children. Some of his interests include: basketball, watching MCU movies, and late 80's/early 90's hip-hop. Dirron aspires to craft his own beer and learn to play the bass guitar.

Dirron's education includes a B.S. from James Madison University in Kinesiology; M.S. from Mississippi State University in Counselor Education. His career in higher education began at Temple University working for their recreation department. He moved to Baltimore and transitioned to student engagement initiatives during the ten years he was employed at Towson University. He came to UVA with the Office of the Dean of Students in March, 2016.



Lauren Armstrong
School of Medicine

Lauren Armstrong is the current Assistant Director of Operations for the School of Medicine's Office of Grants and Contracts. She is a Certified Research Administrator and has served in financial and research administration positions within the School of Medicine for the past eleven years. After graduating from the University of Virginia with a B.A. in Foreign Affairs and a minor in Architecture (and UTS bus driving!), Lauren spent time teaching English in Nagoya, Japan before returning to the professional workforce in Charlottesville. In the School of Medicine, Lauren has led efforts to standardize workflow processes, provide mentoring to new research administrators, and has served on many internal working groups to assist with the design of and transition to the University's first electronic research administration system, ResearchUVA. With a focus on customer service and technical knowledge, Lauren hopes to continue to grow the School of Medicine's research portfolio and support the Faculty researchers in their inspiring endeavors.

Lauren's family recently built a house in Madison where she and her husband, Billy, are busily raising Lane, 8, and Lacey, 6. They enjoy chasing sunsets in their Jeep while the kids look for wildlife and cheering obnoxiously from the sidelines of the kids' sporting events.



Kimberley Bassett
Office for African-American Affairs

Kimberley currently serves as an Associate Dean of African-American Affairs and Director of the Office of African-American Affairs Peer Advisor Program. She has spent twelve years engaged in higher education administration with progressively greater responsibilities, including academic advising, cross-unit collaboration, and program development and review. In addition to serving as a faculty mentor to two cohorts of Posse Foundation scholars, Dr. Bassett has also advised and mentored more than thirty students who have gone on to matriculate into medical and other health professional schools. Working with students one-on-one and in small groups to establish goals and develop strategies to achieve said goals is what brings her the most professional satisfaction.

Dr. Bassett formally served as a member of the University's Crisis Management Team as a Dean On Call for eleven years. In this role she assisted students across the university community in varying levels of crisis.

Dr. Bassett earned her Bachelor of Arts in Chemistry from Lincoln University, the nation's first historically black university. She earned her Ph.D. in Chemistry from the University of Virginia.



Isaiah Behnke
UVA Finance

Isaiah Behnke is a driven, flexible, and detailed-oriented business operations leader with 10+ years of higher ed administration experience providing strategy direction and process improvement. His international and domestic experiences support a change oriented approach toward service, learning, and performance.

Isaiah started with UVA in Student Financial Services in January 2015. In his current role with SFS, he directs the operations of Student Accounts, Collections, and nine Cashiering teams, while ensuring accuracy and compliance for the student account process (billing, refunds, sponsors).

His leadership philosophy incorporates 3 core concepts:

- 1. Collective:** He considers leadership a collective process. Its successes rely on collaborative engagement and team efforts.
- 2. Imperfect:** The process is imperfect. Leadership can be clunky and miss the mark yet acknowledging missteps with a continued effort to improve its delivery is critical. Isaiah's leadership style incorporates the concept of fail forward.
- 3. Genuine:** Genuine intent exhibited through focused interest, active listening, and gratitude leads to increased awareness, clarity of purpose, and fuels my "operating rhythm." Heightened awareness reminds him to focus on the human element of his leadership style.



Heather Downs
UVA Athletics

Heather Downs serves as the Director of Academics for the Athletic Department. She supports a team of coordinators who provide academic support services for 750 student-athletes across 24 varsity sports. She monitors NCAA eligibility and coordinates the individualization of academic interventions, collaborating with partners across Grounds to support the academic engagement and success of all student-athletes.

Heather's background includes student development and management across various functional areas of higher education. She worked in the Office of Student Life at UC Berkeley for two years, managing the development and implementation of campus leadership programs. She also previously worked in student support services at Northern Colorado as the facilitator of academic advising, specifically with high-risk students. Heather graduated from the University of Florida in 1999 with a degree in environmental engineering. She received her Master's degree in Student Affairs in Higher Education from Colorado State in 2002.



Jeremy Garritano
UVA Library

Jeremy R. Garritano is the Associate Director, Departmental Partnerships and Services, for the Research Data Services and Social, Natural and Engineering Sciences unit within the UVA Library. Joining UVA in 2016, he is the library liaison to Chemistry, Chemical Engineering, and Materials Science and Engineering. He is also a member of the Teaching and Research subcommittee of the UVA Committee on Sustainability. He earned a Bachelor's in Chemical Engineering from Purdue University and a Master's in Library Science from Indiana University. Prior to UVA, he held positions at the University of Maryland, Purdue University, George Mason University and Earlham College. His research interests include chemical information literacy as well as data management services, resulting in the publication of articles in *Issues in Science and Technology Librarianship*, the *Journal of Chemical Education*, and *Science and Technology Libraries*. He is an active member of the American Chemical Society's (ACS) Division of Chemical Information, where he has chaired committees related to chemical information education and technical programming of sessions held at ACS National Meetings. He is currently an appointed member to the ACS Society Committee on Education and recently helped to reestablish the ACS Student Chapter on Grounds.



Leigh Gauriloff
Medical Center

Leigh Gauriloff is the Nurse Manager for 3 West, a General Medicine inpatient unit at the Medical Center. Leigh started her career at UVA in 2011 as a Clinician 1 on 3 West. She held several different positions on 3 West before transitioning to the position of unit manager in 2016. Leigh spent 2 years working in the nursing shared governance office in the position of president of the Professional Nursing Staff Organization (PNSO). During her time as PNSO president she was able to participate in many hospital wide initiatives and that is where she found her passion for administrative nursing. Leigh recently received her Master's in Nursing Administration from Penn State University.



Dan Griffith
School of Medicine

Daniel (Dan) Griffith is the operations manager for the Department of Emergency Medicine for the University of Virginia. His focus includes managing the Medical Scribe program that supports the Emergency Department and over twenty other clinics and sub-clinics located in the hospital and across the greater Charlottesville-Albemarle County area. He is also the primary contact for all human resource actions for the department for physicians and non-physicians including full-time, part-time, temporary, undergraduate students, and graduate student workers. Dan also manages all physical and virtual space requirements as well as the administrative and educational support within the department.

Prior to accepting the position as the operations manager, Dan served 20 years with the United States Army as a paralegal, court reporter, instructor, and culminating as a Chief Paralegal Noncommissioned Officer.

Dan holds an A.A. in General Studies from the University of Maryland, College Park, a B.A. in Pastoral Care, from Southwestern College in Winfield, Kansas, a M.A. in Religion from Liberty University, a M.A. in Applied Administration (Organizational Development) from UIW, San Antonio, Texas, and an M.B.A. from Liberty University. Additionally, he is a Certified Professional of the Society of Human Resource Management (SHRM), having received John Maxwell International Certification.



Molly Harlow

**Weldon Cooper Center
for Public Service**

Molly Harlow is the program coordinator for the SEI (Senior Executive Institute) programs and the VLGM (Virginia Local Government Association) Conferences. Molly is also a team facilitator for the LEAD and SEI programs. Molly has a Bachelor's degree in Psychology from the University of Virginia and is pursuing her Master's degree in Industrial/Organizational Psychology. Molly lives in Scottsville with her husband and two children.



Ben Hays

Office of the Building Official

Benjamin Hays is the University Building Official and Senior Civil & Structural Engineer for the Office of the University Building Official (OUBO). As Building Official, he directs a team of architects and engineers who are responsible for administering code compliance and providing technical review for all new construction and renovation work at UVA's Central Grounds, the Hospital, College at Wise, and Bland Experimental Farm. Ben is a regular lecturer in the School of Architecture with expertise in structures and the history of building technology.

Ben began his professional career as a design engineer in Los Angeles. He moved to Virginia in 2009 and joined OUBO as the Senior Civil & Structural Engineer in 2011 and began teaching in the School of Architecture in 2014. His engineering work and historical-technical writing have won awards from professional societies and in research competitions.

Ben holds Civil and Structural engineering licenses in both Virginia and California, is a nationally ICC Certified Building Official, and is a LEED Associated Professional. He is a member of numerous professional organizations including the American Society of Civil Engineers, the Southeast Chapter of the Society of Architectural Historians, the Construction History Society of America, where he serves on the Management Committee.

Ben and his wife Emili have designed and restored several houses on both coasts and are actively engaged in the interests of their three children. Most weekends you will find Ben in his woodland garden, running on local trails, or hiking in the mountains with his family.



Denise Herndon

**Office of the Executive Vice President
and Chief Operating Officer**

Denise Herndon serves as the Program Director for the Office of Economic Development at the University of Virginia. In this role, Denise identifies opportunities, convenes conversations and manages programs in support of the University's efforts to spur economic development in the Commonwealth. As the owner of three local startups, all of which are majority woman-owned, she understands the unique opportunities and challenges associated with entrepreneurial activity in the area.

Prior to her role in the Office of Economic Development, Denise worked for ten years with Information Technology Services at UVA as a project manager. She has also worked in private industry as an IT systems implementation consultant for Accenture. Her clients included the U.S. Department of Commerce, U.S. Department of Education, U.S. Postal Service.

Denise is a Project Management Professional (PMP) and received her B.A. from the College of William and Mary.



Lorrie Jean

College of Arts & Sciences

Lorrie is the Assistant Director of Financial Operations in the College and Graduate School of Arts & Sciences. She began her career at UVA in 2001 as the administrator for the Department of Asian and Middle Eastern Languages and Cultures. In 2004 she became the Administrative Supervisor in the McIntire Department of Music, and in 2014 she joined the A&S Dean's office. In her current role, some of Lorrie's responsibilities include supporting the development and execution of the annual A&S all funds budget planning process; overseeing the A&S Dean's office budget and commitments; providing guidance on financial policies, procedures, and operations to department administrators; and supervising the A&S Dean's office finance team. Lorrie has a B.A. in English and Asian Studies from St. Andrews University and a M.A. in Asian Studies from the University of Hawaii.



Donna Jennings

School for Continuing and Professional Studies

Donna currently serves as Manager of Partnership Development and Scholarship Programs at UVA's School of Continuing and Professional Studies (SCPS). In this role, she works with senior leadership to develop and monitor academic partnerships with other University schools and units, employers, and third-party organizations. She also manages SCPS' departmental scholarship programs and recently oversaw the creation and implementation of a merit-based scholarship program for the School's degree completion programs. Donna also serves as SCPS' legislative advisor, providing opinions to UVA's Office of State Government Relations on proposed legislation with potential impact to the school. Donna has been at UVA for 9 years, beginning her tenure as senior business analyst at the University Physicians Group in 2010, and transitioned to the academic division in 2014 to assume the role of Budget Manager in the University Budget office. She has been with SCPS since 2016, formerly serving as Senior Project Manager. Donna previously lived in Northern Virginia for twenty years, where she held financial and management positions in commercial real estate and financial services. In 2010, Donna moved back to her hometown of Charlottesville to be closer to family. Donna holds a B.A. from UVA's College of Arts & Sciences, an M.B.A. from George Mason University, and is currently pursuing a M.Ed. in Higher Education Administration at UVA's Curry School of Education and Human Development.



Annie Kerns

University Investment Management Company (UVIMCO)

Annie is Manager of Investment Accounting and Reporting for the University of Virginia Investment Management Company. UVIMCO invests funds on behalf of the University and related foundations. Prior to joining UVIMCO in February 2017, she spent a year working for the Thomas Jefferson Foundation. In addition to the Cavaliers, her other collegiate allegiance belongs to the Mountaineers. She grew up in Charleston, WV and completed her undergrad and grad studies at West Virginia University.

Annie lives in Ivy and loves being right between Charlottesville and Crozet to enjoy the best of both.



Sarah Kirby

Medical Center

Sarah Kirby RN, BSN, OCN is the Interim Infusion Center Manager at the Emily Couric Clinical Cancer Center. She received her Associate's degree in Nursing from Central Ohio Technical College and her Bachelor's degree in Nursing from the University of Texas. She joined the University of Virginia Medical Center in 2006, focusing on adult oncology care in the inpatient setting. She spent five years as a bedside nurse, followed by two years as an inpatient case manager. She then moved to the outpatient setting as a care coordinator with the Malignant Hematology team in 2013. She took the role as PFA Cancer Pod Manager in 2016, and has spent the last 2 years developing the patient access program in the cancer center. In her down time she enjoys hiking, cooking and spending time with her family.



Jenny Mays

Office of the Provost

As Managing Director of the Virginia Film Festival, Jenny supervises the Festival's full-time and seasonal staff; directs all branding, marketing, and promotional efforts; oversees the UVA student internship and community volunteer programs; and manages the Festival's financial and strategic planning. Since her hire in 2010, she has guided the Festival through a period of rapid growth where revenues and expenditure budgets have doubled and the number of staff have tripled. Under her leadership, the Festival has overhauled its organizational chart and internship program, invested in new community outreach and audience engagement efforts, and refreshed its graphic and brand identities.

Jenny has worked for the University of Virginia in arts management and administration for over 15 years. Former positions include Interim Managing Director for the Heritage Theatre Festival, Assistant Business Manager for the UVA Department of Drama, and Operations Manager for the Virginia Film Festival. Jenny has a B.A. in Media Studies from the University of Virginia.



Joanne Meier, Ph.D
Darden School of Business

Joanne Meier is an Assistant Dean for Instructional Initiatives at the Darden School of Business. For five years, Joanne has led the digital direction for the school. Digital assets and courses are now being used across the enterprise to support and enrich the residential MBA and Exec MBA programs, the custom Executive Education work, and are a centerpiece to the new joint MS Business Analytics program launched in partnership with the McIntire School of Commerce. Over 1 million learners from 120 countries have interacted with Darden's online content, extending Darden's thought leadership and brand throughout the world. Revenues from online content have grown steadily over the past four years. Joanne previously served on the faculty at the University of Virginia's Curry School of Education and consulted for PBS. In addition to teaching, Dr. Meier co-authored three literacy screening instruments, used today by over 17,000 PreK-grade 3 teachers in Virginia. Dr. Meier has conducted research and published in several professional journals.



Nina Morris
Facilities Management

Nina manages the outreach, engagement and communications team for the Office for Sustainability and works collaboratively to foster a culture of sustainability at UVA and beyond. Nina and her team of engagement and communication specialists and student employees develop and implement sustainability engagement programs, outreach tools, embed sustainable practices across UVA, execute sustainability events and campaigns, and manage sustainability communications for the University. Example projects include: Green Workplace Program, Green Labs Program, Green Living Program, Green Athletics, Earth Week, and Hoos ReUse.

Nina started at UVA in April 2010 and holds a Bachelor of Arts in Spanish and Religious Studies from Virginia Commonwealth University and a Master of Science in Community and Regional Planning from Temple University.



Joe Rehder
School of Engineering

Joe has spent the past 2+ years working in the School of Engineering and Applied Science. He is currently the Undergraduate Manager and is responsible for communication with the undergraduate students, office administration, registration processes, student worker supervision, orientation and graduation planning, and reporting. Joe also spent a year with SEAS HR, focusing most of his time on improving the hiring process for undergraduate students and new faculty. Prior to joining the School of Engineering and Applied Science, he spent eight years working in student services at NC State University, the University of Maryland, Baltimore County, and UVA. In each location, there was an element of academic advising, counseling and support of freshman, transfer students and/or student athletes. Joe earned his B.S. in Sport Management at SUNY Cortland in 2007 and a M.S. in Sport Administration from Marshall University in 2008.



Ellen Rozan
McIntire School of Commerce

In her role as Director of Global Programs, Ellen Rozan is responsible for undergraduate and graduate study abroad at the McIntire School of Commerce. At UVA since 2012, she manages McIntire's global programs portfolio and works closely with faculty and staff colleagues and partners around the globe to provide transformative experiences for students, including semester abroad, faculty-led courses, and UVA's first external dual degree, the M.S. in Global Commerce. Having studied languages and foreign affairs as an Echols Scholar at UVA, she enjoys advising students, exploring different cultures, and taking part each year in leading a course to a different part of the world, including previous experience in Asia, Latin America, Oceania, Europe, the Middle East, and India. Prior to her current role at UVA, she spent seven years at the University of North Carolina at Chapel Hill at the Study Abroad Office and Kenan-Flagler Business School and earned a graduate degree from Duke University.



Karen Spitzer
ITS

Karen Spitzer is the Technical Director of Student Applications for the Student Information System (SIS). She leads the development and database administrator teams that support SIS. Karen has been working at the University of Virginia for 18 years. She began her career at UVA as a member of the team that implemented the PeopleSoft HR system for the Medical Center. For the past 10 years, Karen has been supporting SIS – first working as a technical analyst on the implementation team and later, in her current role. Karen is a graduate of the University of Virginia's McIntire School of Commerce.

Karen has two children that keep her very busy. Her 12 year old son, Joshua, and 10 year old daughter, Kaitlyn, both participate in travel soccer and compete in gymnastics. Her husband, Jeramy Spitzer, is an Assistant Director in the IM-Rec department at UVA.



Tashana Starks
School of Architecture

Tashana Starks is a native of Virginia and has lived in Charlottesville for most of her life. She was an associate at UVA Northridge Women's Center before moving to the School of Architecture 2014 where she is the newly appointed Assistant Director of Advising and Academics. In her role, she supports the students and the faculty with their academic needs; in addition, she helps with student advising and maintaining the UVA Record in accordance to SHEV and the University Registrar, in addition to her other duties.

Tashana began her studies to obtain her degree from UVA in 2015. She graduated in May, 2019 with Bachelor in Interdisciplinary Studies with high distinction from the UVA School of Continuing and Professional Studies.



Steve Swanson
University Physicians Group

Steve Swanson joined the University of Virginia Physicians Group (UPG) in 2016 after spending four years with a Fortune 500 company doing government financial consulting work. Steve currently serves UPG as a Senior Business Analyst for the Clinical Practice Group (CPG). He provides CPG with financial and analytical support to expand business initiatives, provide decision support, and support financial operations. He also leads projects teams that span marketing, clinical departments, IT and billing & quality to establish various UVA Health System clinics around Central Virginia. He received his Bachelor's degree from Virginia Tech with a double major in Finance and Management and a concentration in entrepreneurship and innovation. Steve's passions are faith, family, music and gardening. He currently plays four instruments: drums, trumpet, guitar and piano, and is active in both his church and community garden. A native of Tampa, Florida, Steve and his wife Erika have two sons.



Emily Tate
University Advancement

Emily joined University Advancement in 2016 as the Development Associate for the Assistant Vice Presidents for Development. In April of 2019, Emily transitioned to the role of Development Services Manager. In this role, Emily handles project lead work for the Executive Director of Development in both market suspect coordination and campaign preparedness, management of a development associate who assists the Executive Director and Architecture School development teams, as well as management of the temporary staff on the development team. Emily continues to provide leadership support in scheduling, reporting, team meeting planning, and coordination of process and project needs for 14 fundraising units, while also coordinating work processes for the administrative team across the development enterprise. During her time with University Advancement, Emily has streamlined reporting and meeting processes for the development team and has worked to break down communication silos between the various fundraising units.

Prior to joining UVA, Emily worked for two destination marketing organizations promoting tourism and meetings for the Chicago and Washington, DC metro areas. Emily holds a Bachelor's degree in Hospitality and Tourism Management from Virginia Tech with a minor in Art History. In her free time, Emily enjoys traveling, gardening, and is an avid supporter of the performing arts. Emily is a Virginia native and currently resides in Scottsville where she's working to revitalize her c.1912 farmhouse.



Maurice Walker

Office for Diversity and Equity

Maurice Walker is the Program Coordinator - Virginia-North Carolina Alliance for Minority Participation within the Office for Diversity, Equity, and Inclusion. He is a Charlottesville native who graduated from the University of Virginia with a Bachelor of Arts degree in Sociology. Maurice also earned a Masters of Education degree from the Curry School of Education. Maurice has been employed at UVA for 16 years. He has served on several local advisory boards and commissions including Albemarle County and the City of Charlottesville's Agency Budget Review Team (ABRT), and the City of Charlottesville's Parks and Recreation Advisory Board. Maurice has been an Election Official for the City of Charlottesville since 2008, and currently serves as a precinct chief.



Ed Warwick

Darden School of Business

Edward Warwick serves the Darden School as the Director of the full-time MBA program and Student Affairs. In this role, Edward provides strategic leadership for MBA program development and delivery in partnership with the Senior Associate Dean for the Residential MBA Program. In Student Affairs, Edward works closely with Darden's student leaders, resilience initiatives, and support services while providing personal and academic advising to 650 full-time, residential MBA students. Prior to joining the Darden team in 2015, Edward was the Coordinator and Associate Director of Student Life at UVA's McIntire School of Commerce from 2012 to 2015. Prior to McIntire, Edward served UVA's Office of the Dean of Students as the Coordinator of LGBTQ Student Services and the LGBTQ Resource Center. Edward received his Bachelor of Science in Interdisciplinary Studies/Elementary Education from Radford University in 2006, and his Masters in Student Affairs Practice in Higher Education from the University of Virginia in 2008. Edward resides in Charlottesville with his husband Gary, where he is active in the local performing arts community (directing, producing, designing, and occasionally acting)—proudly serving on the board of directors of Four County Players—Central Virginia's longest-running community theater. Edward also enjoys volunteering with the Boys and Girls Clubs of Central Virginia.



COHORT VI

INCOMING PARTICIPANTS

Emerson Aviles

School of Nursing

Cecil Banks

President's Office

Kate Beach

Darden School of Business

Sadie Royal Collins

McIntire School of Commerce

Jessie Copeland

School of Medicine

Gabriela Garcia

UVA Human Resources

Cheryl L. Gearhart

Information Technology Services

Kathy Grove

Office of the Building Official

Tara Hackenberg

Advancement

Jennifer Hasher

Darden School of Business

Anna Hodges

School of Engineering and Applied Science

Dan Jacobs

UVA Athletics

Kyle King

UVA Athletics

Melody Lain

UVA Medical Center

Kelli Martin

College of Arts & Sciences

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UVA Human Resources

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UVA Foundation

Sarah Rogis

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UVA Medical Center

Dave Sauerwein

Student Affairs

Shantal Savage

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Steve Sherman

Audit

Kristie Sojka

School of Medicine

Mary Stepanski

School of Medicine

Emma Terry

President's Office

Erin Trost

UVA Medical Center

Shannon Wampler

UVA Finance



COHORTS V & VI MENTORS

Miller Center for Public Affairs

UVA Medical Center

UVA Finance

Organizational Excellence

UVA Medical Center

Office of the Senior Vice
President
for Operations

Organizational Excellence

Curry School of Education

College of Arts & Sciences

Information Technology
Services

Advancement

Advancement

School of Nursing

Office of the Building Official

Student Affairs

UVA Human Resources

Executive Search Group &
Strategic Resourcing

Office of the Executive
Vice President and Chief
Operating Officer

Advancement

UVA Human Resources

Darden School of Business

Darden School of Business

Compliance

School of Medicine

Office of the Architect

Advancement - UVA Health

UVA Athletics

Batten School of Leadership
and Public Policy

Office for Equal Opportunity
& Civil Rights

UVA Medical Center/Office
of the Executive Vice
President for Health Affairs

UVA Human Resources

School of Nursing

Curry School of Education

Darden School of Business

Provost's Office

Darden School of Business



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