



THE **CORNERSTONE** **PROGRAM**

Succession Development Cohort IV Graduation and Cohort V Kickoff

Thursday, September 27, 2018

9:00 - 11:00 A.M.

Newcomb Hall Ballroom



Human Resources
TALENT Community of Expertise



AGENDA

Welcome

Carolyn Cullen, Talent Planning Manager,
UVA Human Resources

Opening Remarks

James Ryan, President

Participant Impact Statement

Janet Turner-Giles, Manager, Talent Flexibility
UVA Human Resources

Team Project Presentations

Please hold questions for the Project Showcase

Closing Remarks

Patrick Hogan, Executive Vice President and Chief Operating Officer

Final Comments

Carolyn Cullen

P 1 **P 2** **P 3** **P 4**

P 5

P 6

P 7

CAN **UBI**





PROJECT SUMMARIES

PROJECT 1

Build a PACC/PACCTech Central Repository

Sponsor: Alice Raucher

Point person: Julia Monteith

Participants: Hannah Fitzhugh, Patrick Stanley

Our project's objective was to design and build a centralized digital home for the Planning & Coordination Council (PACC/PACCTech) that would bring together today's disparate information sources and create a single, shared website to benefit the community-at-large. Working with PACC's partners - the University of Virginia, the City of Charlottesville, and Albemarle County - our team designed an accessible website to share information about the role of the council, to provide a central repository for the documents and presentations from each meeting, and to create a historical archive of minutes, agendas, and supporting documentation. This information covers many of PACC's 30 years of existence - paying particular attention to how this collateral could best be accessed and utilized by the public. We continue to work with PACC members to support streamlined administrative upkeep and data analysis.

PROJECT 2

Going Cashless

Sponsors: Steve Kimata

Point Person: Isaiah Behnke

Participants: Adrien Harraway, Tracy Smith, Janet Turner-Giles

This project involved researching the feasibility of "going cashless" for student and department deposits. Going cashless means students would make all payments online and University departments would deposit checks at their workstations or take cash directly to the bank. To determine the feasibility of "going cashless," we used multiple methods to research and gather pertinent information. The research methods included interviews of six peer institutions; meetings with key University stakeholders - Treasury, Student Financial Services, and the Finance Outreach and Compliance Departments; and a survey to 590 fiscal administrators, yielding a 42% response rate. To investigate how this process might work at UVA, we connected with the Athletics Department, which has implemented and currently utilizes the cashless process. After analyzing the data, we recommend that the University go cashless for student and department payments. Implementation of this system would result in reduced costs, reallocation of resources, enhanced security, and the utilization of new technology.



PROJECT SUMMARIES

PROJECT 3

Uncovering Hidden Historical Collections on Grounds

Sponsor and Point Person: Brenda Gunn

Participants: Jeff Behrend, Regina Carter, Andy Petters, Caroline Walters

Our team identified research collections that were created, gathered, and stored in UVA centers, institutes, and other organizations. “Uncovering Hidden Historical Collections on Grounds” surveyed UVA for unique collections hidden from discovery. Team members interviewed stewards and custodians to gather information regarding the preservation and long-term plans for these collections. Our team provided an inventory of information gathered during site visits and interviews. We also offered a proposal for amassing data regarding collections that are yet-to-be discovered. In an effort to ensure our project’s sustainability, we propose that an interest group and website be formed so that “hidden” collections can continue to be reported and maintained.

PROJECT 4

New Employee Onboarding and Orientation

Sponsors: Office of Organizational Excellence and Bryan Garey

Point Persons: Mary Brackett, Leslie Andrus

Participants: Brad Butler, Amanda Harris, John Notis, Phil Porter

The UFirst and UVA Human Resources talent management teams have worked closely with colleagues in the academic and health system divisions of the University to simplify and improve onboarding and orientation processes. Our project supplemented that work by gaining perspective from new employees and their hiring managers. The project team participated in HR-led tabletop simulations where we interviewed constituents from both the academic and health system divisions to gain insight on their onboarding and orientation processes. The project team then conducted one-on-one phone interviews with constituents across the University to capture a broader range of data, and to identify common themes. Data was captured in two streams – new hire and manager – and was analyzed to identify current processes that are effective and efficient, as well as opportunities to improve these processes for future stakeholders.



PROJECT SUMMARIES

PROJECT 5

Future of the Virginia Network at UVA

Sponsors: Melody Bianchetto

Point Person: Carolyn Cullen

Participants: Lynn Coyner, Amanda Crombie, Laura Mellusi, Joy Pugh

Our project team developed a roadmap for the future of the UVA chapter of the Virginia Network for Women in Higher Education. We focused on five key priorities: maintaining an active list of women employees at UVA who are interested in professional development; securing sponsorship and funding; establishing a coordinating committee; increasing awareness of the Virginia Network; and partnering with other groups on Grounds to increase networking opportunities. We secured a home for the Virginia Network within the Office of Diversity and Equity (ODE) as part of the Women's Leadership Council. ODE will also host the project's webpage (information, listserv opt-in ability, and upcoming events). We requested funding support from three UVA Executive Cabinet offices. To increase awareness about the Virginia Network, we identified a list of contacts to assist with promotion. We are now working to establish the coordinating committee to ensure the work of the Network is sustainable.

PROJECT 6

Veterans Support Initiative

Sponsors: Allan Stam

Point persons: Amanda Crombie, Kim Johnson

Participants: Mutinta Bulanda, Susan Lynch, Howard Witt

This project examined existing services and practices at UVA that serve undergraduate military veterans and proposed solutions to improve them. The recommendations resulted from 28 in-depth interviews conducted with key University administrators and stakeholders, student veterans, and officials at peer institutions. The team also reviewed relevant data, studies, and best practices, and examined federal, state, and University policies related to student veterans. Recommendations seek to align UVA more closely to the U.S. Department of Education's "8 Keys to Veterans' Success," a set of voluntary guidelines agreed to by the University in 2014. The report includes a budget for a new staff position to coordinate services for student veterans, as well as to fund the build-out of a dedicated space for student veterans—costs that could be funded through an endowment provided by a UVA benefactor interested in supporting this student population with unique needs.



PROJECT SUMMARIES

PROJECT 7

Change Management at UVA via The Cornerstone Program Projects

Sponsor and Point Person: Sarah Collie

Participants: Mark Anderson, Emma Candelier, Nicole Eramo, Keisha John, Anna Luedecking, Rollie Zumbrunn

The goal of the project was to use the previous Cornerstone Program projects as a case study to determine what it takes to lead successful change at UVA. The team reviewed, assessed, and determined the factors that can lead to a range of outcomes, from meaningful and sustained change to failure. This is an important time to investigate change at UVA, as the higher education landscape and UVA are undergoing significant voluntary and involuntary changes. If change is going to happen, it is incumbent upon us to ensure that the change is productive and efficient. Studying the past may provide some insight into how to achieve successful and sustainable change. The team reviewed 19 projects from three previous cohorts. Using results from a survey of the participants and sponsors, six projects were selected for thorough review. Team members then conducted interviews with participants and sponsors.

From the interviews, it became clear that the success of the Cornerstone Program projects was not limited to the outcome of the project, but instead encompassed both the experience of the participants and outcomes of the projects. From these interviews, we were able to synthesize recommendations for the Cornerstone Program to support future project teams and sponsors. In addition to recommendations for successful change at UVA, which include alignment of the project with University or departmental goals, early buy-in from stakeholders, and clear communication, the end-result should be sustainable and impactful.

In summary, the why, and not the how, or who, should drive change management at UVA. We have created a white paper as well as a one-page document for future reference.



PROJECT SUMMARIES

University Business Intelligence

Sponsor: Melody Bianchetto

Point Person: Mark Anderson

The project's objective was to understand the University's current landscape with regards to business intelligence (BI) and analytics, and recommend options for connecting the analytics community. The vision for this community would be to improve and expand the University's collective capabilities by connecting distributed staff in order to share BI experience, knowledge, insights, and best practices across units.

With the launch of the UBI reporting and analytics platform, and building momentum including new analytics roles across Grounds, an Analytics Community of Practice was established with an online presence and with meetings which began in June 2018. The group has been holding monthly meetings, with different departments sharing what they are doing in terms of business intelligence, data visualization, and coordination.

Additional recommendations are to form a cross-functional Analytics Working Group to coordinate and align BI activities, and to communicate with other advisory and governing groups within the University.



Mark Anderson

*Business Intelligence Lead
UVA Finance*

After earning a degree in history from the University of Virginia and an MBA from the University of Richmond, Mark Anderson worked in the publishing and printing industries for almost two decades in various production, sales/service, pricing, and finance roles. Prior to joining UVA, Mark spent seven years at General Electric, where he served as a Senior Finance Analyst. As Business Intelligence Lead for University Business Intelligence (UBI) at UVA, Mark finds reward in bridging the gap between technical and non-technical, working with his team and others to implement time saving solutions, and simplifying access to information. He looks forward to working with UBI stakeholders to uncover insights and facilitate new ways of using data and information to advance the University's mission.

When he's not leading the reporting team, Mark and his wife enjoy gardening, hiking, attending Cavalier football and basketball games, and spending time with their dogs.



Jeff Behrend

*Business Administrator
College of Arts & Sciences*

Jeff Behrend is the Business Administrator for the Department of Physics at the University of Virginia. Prior to joining UVA, Jeff ran a successful private chiropractic practice, held executive level positions in a health care network, managed care organizations, and owned and operated an automotive dealership. Jeff brings a sense of humor to work, along with a strong belief in the personal relationships we develop in the workplace. He holds a doctorate degree in chiropractic, a master's degree in business, a certificate in research administration, and is currently pursuing a certificate in health administration. His MBA specialized in management. He is a solid administrative manager who uses a collaborative approach that places trust and confidence in his team members. This approach creates a culture of empowerment, allowing others to develop, grow, and gain confidence in their abilities and decision-making. He gives his team room to work efficiently, get the work done, make mistakes, take ownership of those mistakes, and take corrective action. Jeff does not spend time in the weeds. Jeff leads an active lifestyle. Golf and fitness are his preferred activities. He values his time with his family, especially his grandsons.



Mutinta Bulanda

Senior Financial Generalist

Department of Medicine, School of Medicine

Originally from Zambia, Mutinta Bulanda came to the United States in 2007. She is an alumna of UVA's McIntire School of Commerce. After graduating in 2012, Mutinta joined the Department of Medicine's Division of Cardiology as a fiscal technician before moving to Gastroenterology in the same role. Currently, she is the Senior Financial Generalist in the Department of Medicine - Division of Infectious Diseases. She is responsible for the financial operations of the division, including budgeting and forecasting, reporting, account reconciliations, data analysis and interpretation.

She is currently a Master of Health Care Administration candidate at Ohio University.



Brad Butler

Controller

UVA Foundation

Brad Butler joined the UVA Foundation in 1997, and currently serves as the Controller for the organization. Brad received his bachelor's degree in business management with a concentration in accounting from Emory and Henry College, and his MBA from James Madison University. Brad also holds a Virginia CPA license.

As Controller, Brad oversees all accounting and financial reporting for the Foundation's real estate activities, directs the Enterprise Risk Management Program, and manages the annual budget process. Brad also plays a key role in managing the Foundation's banking relationships and annual external audit.

A native of Fluvanna County, Brad and his wife Sara have two sons, Jacob and Zachary.





Emma Candelier

*Assistant Dean of Graduate Marketing and Recruiting
McIntire School of Commerce*

Emma currently serves as Assistant Dean of Graduate Marketing and Recruiting at the McIntire School of Commerce. She has been a member of the University community for ten years and actively serves on the McIntire Diversity Committee and Art Committee. A native of St. Paul, Minnesota, Emma studied cello performance at Rice University's Shepherd School of Music, with a focus on chamber music. She spent several years working in marketing and public relations for major orchestras and festivals, including the Philadelphia and Minnesota orchestras, and the Brevard Music Center. Upon transitioning to higher education, Emma helped launch UVA's MS in Commerce program, now in its tenth year and recently ranked No. 2 "Master's in Management" program in the world by *The Economist*. With the program, she coordinated month-long academic trips to Europe and Southeast Asia.

Emma resides in Waynesboro with her French husband and two daughters. Her hobbies include oil painting, cooking, traveling, and competitive backgammon.



Regina Carter, PhD

*Teaching and Learning Librarian
UVA Library*

Regina Sierra Carter currently serves as a Teaching and Learning Librarian. She is also actively engaged in Inclusion, Diversity and Equity initiatives such as the UVA Library's High School Internship Program, and ACRL Diversity Alliance Resident Librarians' Program. Carter is a Gates Millennium Scholar alumna and a former Fulbrighter. She earned her EdM in teaching and learning from the Harvard Graduate School of Education. She earned both her MS in library and information science and PhD in educational policy studies from the University of Illinois at Urbana-Champaign.

Carter finds joy in mentoring young adults as well as underrepresented students, sharing lessons learned during graduate school, blogging for Inside Higher Ed's GradHacker, and writing creatively.





Lynn Coyner

*BSN Academic Program Manager
School of Nursing*

Lynn Coyner is the BSN Academic Program Manager for the School of Nursing (SON). In this position, she coordinates all of the details of the undergraduate nursing program, working closely with the students and faculty. She has been at the School of Nursing for nine years, and spent her first six years at the SON as an admission counselor in the Office of Admissions and Student Services. Prior to coming at UVA, she worked in student services at Piedmont Virginia Community College and Bridgewater College.

Lynn completed her bachelor's degree in business administration from Mary Baldwin College in Staunton, VA.

Lynn is a native of the Shenandoah Valley. She currently lives in Augusta County with her two daughters, Lyla, age 8 and Sophia, age 5.



Amanda Crombie

*Director of Academic Programs
Frank Batten School of Leadership and Public Policy*

Amanda Crombie is the Frank Batten School of Leadership and Public Policy's Director of Academic Programs and is responsible for academic advising, course scheduling and enrollment, and curriculum management for the school. Originally from Florida, Amanda completed her undergraduate work in environmental science at Florida State University before coming to Virginia to work and study at UVA. Amanda holds a master's degree in urban and environmental planning from the UVA School of Architecture. Crombie is passionate about how environmental degradation and habitat destruction effect biodiversity, and decreasing the negative effects of human activity on the environment. Prior to coming to the Frank Batten School of Leadership and Public Policy four years ago, she worked for 11 years with Intramural Recreational Sports at UVA. She served faculty, staff, and students in various roles to promote healthy lifestyles.

Amanda and her husband Jack have two children, Jack Jr., age 14 and Jensen, age 5.





Nicole Eramo

*Executive Director of Assessment and Planning
Office of the Vice President and Chief Student Affairs Officer*

Nicole Eramo is the Executive Director of Assessment and Planning in the Office of the Vice President and Chief Student Affairs Officer. She leads divisional efforts to assess, plan, and develop the workforce, and she creates initiatives that strengthen programs and services for students. Between 2006 and 2015, Nicole served as an Assistant, and then Associate, Dean of Students, and specialized in working with students in crisis, especially victims of gender-based violence. Nicole received her BA with high distinction from the University of Virginia, and a master's and doctorate in education from the Curry School of Education. She is a member of the University's Raven Society, a winner of the Raven Award, and a winner of the Annette Gibbs Research Award. In 2015, she was honored with the Algernon Sydney Sullivan award for service to the University community.

Nicole lives in Charlottesville, Virginia, with her husband Kirt von Daacke, their son, Alex, and three rowdy canines - Millicent (Millie), Cab, and Junior.



Hannah Fitzhugh, MSc

*Patient Friendly Access Manager, UVA Community
Oncology Clinics, UVA Medical Center*

Hannah Fitzhugh is the Patient Friendly Access Manager of the UVA Community Oncology Clinics. She attended undergraduate school at the University of Virginia and received her Master's of Science from the University of Oxford. Hannah is responsible for improving access to comprehensive multidisciplinary oncology programs for patients in the state of Virginia. She specializes in developing data analysis tools and systems for programmatic evaluation and outcomes measurement. Her most recent program development effort was implementing satellite lung cancer screening clinics in the underserved areas of the tobacco footprint regions in Virginia. She is now focusing on reorganizing the UVA patient access processes so oncology patients can receive comprehensive cancer care in their communities.



Amanda Harris

Assistant Administrator, Departments of Otolaryngology, Urology, and Neurology, School of Medicine

Amanda Harris is a native of Central Virginia. She graduated from Lynchburg College in 2006 with a Bachelor of Science in biomedical science. Amanda has been with the University of Virginia since 2002, working part-time while she was an undergraduate student, and moving to full-time immediately upon graduation. During the 12 years Amanda has been with UVA full-time, she worked six years in the Department of Otolaryngology - Head and Neck Surgery as an Administrative Assistant, and then, in 2012, she assumed a managerial role for the department as well as for the Departments of Urology and Neurology. Her current position is an Assistant Administrator for those three departments.

Amanda is happily married with two step-children and a 1-year-old daughter. She enjoys spending time with her family, especially at amusement parks, hiking, UVA basketball, and traveling. She has visited nine countries and hopes to continue to expand her travel portfolio.



Keisha John

*Director of Diversity Programs
Graduate and Postdoctoral Affairs/Provost's Office*

Dr. John has spent most of her life engaged in research - first at the FDA as a high school intern, later at the University of Maryland Baltimore County as a Meyerhoff Scholar, and finally as a Post-Doctoral Fellow at Rockefeller University. Although the scientific process and its potential to solve problems initially motivated her to pursue training in the sciences, her time spent as a scientist sensitized her to larger issues in the scientific community, especially those relating to STEM education and the need for diversity in the scientific workforce. This knowledge, and the desire to have an impact that reached beyond the research bench, motivated her to pursue a career in academic administration. She served as an Assistant Dean in the graduate school at Florida State University. Currently as the Director of Diversity Programs at UVA, she collaboratively establishes and implements recruitment and retention programming for students from underrepresented backgrounds.

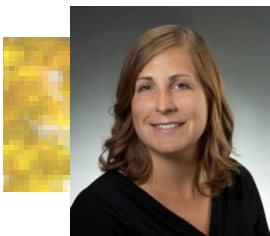


Whitney Kestner

*Director of Operations
Darden*

Whitney joined the Darden Admissions team in the fall of 2007, and currently serves as the Director of Operations. She enjoys meeting people from all over the world and sharing more about the vibrant Darden community. She is actively involved in helping prospective students of Darden's full-time and executive formats discover what makes Darden special and how this experience enables them to fulfill their potential. In the fall of 2011, during her time in Admissions, Whitney helped bring in the first GEMBA class, and more recently, launched Darden in the Washington DC area, with the executive MBA class in Rosslyn. Prior to Darden, Whitney worked at the Goizueta Business School at Emory University in program management, where her special focus was to create a leadership development program. She also worked in private wealth management at Morgan Stanley in Atlanta, GA and at a sales and marketing firm in Nashville, TN.

Whitney earned a BS in biology from Washington & Lee University and her MBA from Emory. She is married to Dave Kestner. Together, they have two awesome kids, daughter Lee and son Jones.



Anna Ludecking, PhD

*Manager of Talent Development
UVA Human Resources*

Anna is the Manager of Talent Development in UVA Human Resources. Her experience includes over 11 years in Human Resources in healthcare, higher education, and at a Fortune 500 company leading consulting work in talent management, organizational development, organization effectiveness, and talent acquisition. Anna holds an MA in industrial/organizational psychology and a PhD in psychology, specializing in organizational behavior, from Western Michigan University.

She joined UVA in 2015 along with her husband Eric, who works in Facilities Management. They enjoy spending time exploring the Blue Ridge Mountains.



Susan Lynch

*Strategic Project Manager
School of Continuing and Professional Studies*

Susan is a Strategic Project Manager at the School of Continuing and Professional Studies (SCPS). There, she manages a portfolio of projects based in the Dean's Office. Susan has held a number of positions over her twelve years with SCPS, including working in the registration area, and for the Math Outreach program. Prior to moving to Charlottesville, Susan worked in the development field for progressive organizations in Chicago, Portland, Oregon, and Washington, DC. This Midwestern transplant holds a BA in sociology from Lake Forest College and a MPA from Ohio State University.

When not at work, you can find Susan walking in her neighborhood with her little dog Sadie, or hiking the local trails.



Laura Mellusi

*Art General Administrative Supervisor
College of Arts and Sciences*

Laura has a passion for and academic training in arts administration. During her career, she has coordinated national and local events, overseen complex projects, and established community networks. After working for 15 years in non-profit arts-related organizations, she joined the UVA community in 2008. She currently works as the Art General Administrative Supervisor in the McIntire Department of Art. There, she manages her department's budget, finance, personnel, and academic needs. She has served on University-wide initiatives including the Staff Senate's Provost Employee Communications Council, the Office of Organizational Excellence's Fine and Decorative Arts pilot, the Center for Leadership Excellence's Champion Group, and she is a College of Arts and Sciences Core Leader.

Outside of UVA, Laura enjoys spending time with her family and engaging with her local community. She is a member of the Scottsville Town Council and Scottsville Elementary School PTO.



John Notis

*Director of Planning and Facilities
School of Engineering*

John is the Director of Planning and Facilities for the Engineering School, where he leads strategic space planning efforts and manages renovation and construction projects to support the School's rapidly growing faculty population and research portfolio. Previously, he spent 14 years in research and higher education administration at Oregon Health & Sciences University, including roles in research support, operations, and emergency management.

Trained as a scientist, he has a BA in biochemistry from Reed College, and studied gene regulation for seven years before switching gears to the administrative side.



Andy Petters

*Senior Vice President for Operations
Housing and Residence Life*

Andy is the Assistant Dean and Director of Residence Life with Housing and Residence Life. He has been in the role for six years. Andy graduated from NC State University with a BA in political science, and also received a master's degree in higher education administration from the same institution. As an undergraduate, Andy was a resident advisor for three years, and was a hall director during graduate school. After graduate school, he worked in professional residence life positions at Lehigh University, UNC Chapel Hill, and NC State University before coming to UVA. He's involved in the Southeastern Association of Housing Officers (SEAHO), and currently serves as the association's secretary.

When he's not at work, you'll likely find him hanging out with his dog Benson, who is a shih tzu-poodle mix. Andy's other interests include competitive swimming, as he was a swimmer and then coach for many years. He recently returned to coaching and is one of the coaches with the UVA Club Swim team. The team took first place at nationals in 2017, and came in second place at the nationals meet this year.



Phil Porter

*Director of University-Foundation Relations
Office of the Treasurer*

Phil is a graduate of the University of Virginia's McIntire School of Commerce. He spent 17 years living and working overseas doing faith-based relief and development work in over a dozen countries. He also spent several years working as a consultant in the U.S. with Accenture and BDA & Associates. In 2015, Phil returned to UVA and began work in his current role in the Office of the Treasurer, directing interactions with UVA's 26 related foundations and supporting the University's ERM program.



Joy Pugh

*Director of Virginia College Advising Corps
Provost's Office*

Joy Pugh is the Director of Virginia College Advising Corps (VCAC), a statewide college access program that increases the number of low-income, first generation, and underrepresented high school students that enter and complete higher education. During her tenure, VCAC has grown from 13 college advisers to 36, who serve 40 high schools. At UVA, Joy has served as an Assistant Dean of Students in the Office of the Dean of Students/Residence Life, and prior to that, as Coordinator of the LGBTQ Center. She received her BA in communication studies from UNC Charlotte, and her MEd in college student personnel administration from James Madison University. Joy currently serves as Board Secretary of the Virginia College Access Network, and as Board Vice-President of LilyPads Housing.

Joy is a native-born Virginian who grew up mostly in Elon, NC, and now happily makes a home in Charlottesville with her wife, Bizz, and dog, Chief Noobin. She enjoys running, hiking, and cycling, and is continuously inspired by the work of the college advisers.





Tracy Smith

*Director of Service Support Operations
ITS*

For nearly 30 years, Tracy Smith has worked at the intersection of business needs and technology. He has successfully improved and streamlined many IT service teams and processes. Currently, he is the Director of Service Support Operations for Information Technology Services at UVA. His responsibilities include major and minor incident management, the UVA Help Desk, IT Service Request Operations, and emergency notification systems. Prior to UVA, Tracy spent 22 years in the rental equipment industry in Virginia and Colorado, most recently as the VP of Information Technology at RentX Industries. There, in a rapidly growing nationwide merger and acquisition rental equipment business, he implemented point of service and ERP systems. Tracy holds a bachelor's degree in business administration and computer information systems from Eastern Mennonite University. He is ITIL® Foundations certified and is working toward the ITIL® Expert qualification.

Tracy enjoys spending time with his wife and five teenage sons, and volunteering IT services for several non-profit organizations.



Patrick Stanley

*Director for Digital Engagement
University Advancement*

Patrick joined the UVA Advancement team in the fall of 2015. Patrick has over 10 years experience in digital strategy, communications, fundraising, volunteer engagement, and website development. He previously served as the Youth Communications Specialist and Online Communications Coordinator at the Union for Reform Judaism.

Patrick holds a BA in political science from Emmanuel College.





Janet Turner-Giles

*Manager of Talent Flexibility
UVA Human Resources*

Janet Turner-Giles is the Manager of Talent Flexibility and oversees the recruitment and hiring process for temporary employees. She takes the responsibility of reshaping peoples' lives seriously by providing them with a door into the University. Janet has over 20 years of progressive experience in human resources and customer service, in both non-profit and corporate sectors. Prior to accepting her current position, she served as the Executive Assistant to the Vice President and Chief Human Resources Officer. She is a member of the Colleges and Universities Professional Association for Human Resources, Society for Human Resources Management, and Leadership Charlottesville Alumni Association. Janet currently serves as a Board of Director and Central Regional Chairman of the Virginia School Board Association, and as a member of the Nelson County School Board. Most recently, she was appointed by Governor McAuliffe to the School Readiness Committee.

Janet has a master's degree from Averett University and a business administration degree from Radford University.



Caroline Walters

*University Records Officer
UVA Records Office/Compliance*

Caroline Walters, University Records Officer, came to the University of Virginia in October 2008 to create the records management program at UVA. She leads the records management team; supports e-discovery and investigative actions for electronically-stored information; provides training, assistance, and guidance to staff and faculty on the proper management of all records (physical and electronic); and works with Information Security and Information Technology Services on the development of new electronic records systems that comply with records management policies and standards. Caroline is past president of the ARMA Richmond Chapter, leads the College and University Industry roundtable at the national ARMA Conference, and is the Regent for Exam Development with the Institute of Certified Records Managers. Caroline received the 2016 Outstanding Member of the Year award from the Virginia Association of Government Archives and Records Administrators. Caroline holds a bachelor's degree in history and a master's degree in public history from North Carolina State University, and a master's degree in library science from North Carolina Central University.



Howard Witt

*Director of Communications and Managing Editor
The Miller Center*

Howard Witt is the Miller Center's Director of Communications and Managing Editor. Before joining the Center in 2015, Witt was the editor of the Lafayette (Ind.) *Journal & Courier*. From 2009-2013, Witt was the senior managing editor of *Stars and Stripes*; under his leadership, the military newspaper won the Polk Award and National Headliner Award. Previously, Witt was the southwest bureau chief of the *Chicago Tribune*. For his coverage of civil rights, Witt was a finalist for the Pulitzer Prize in 2007; he also won the Nieman Foundation's Taylor Award for Fairness in Journalism and the American Judicature Society's Journalism Award. Witt started at the *Tribune* in 1982 and during his 25-year career there he was a national correspondent, foreign correspondent, and editor. He earned a BA from the University of Michigan. He was recently appointed as a member of the UVA President's Commission on the University in the Age of Segregation.



Rollie Zumbrunn

*Operations Manager
Facilities Management*

Rollie Zumbrunn is an Operations Manager in UVA's Facilities Management Department, where he oversees facilities services to the University's residential properties. He came to UVA two years ago following several years in Virginia Commonwealth University's Facilities Management department. During this time, Rollie added an MBA to his engineering undergraduate degree. Prior to his career in higher education, he managed construction projects for a national general contractor, where he developed strong communication and leadership skills. Regardless of role, he seeks to improve group and project performance through continuous improvement and collaboration.

Rollie moved with his family to Virginia seven years ago, and has been living in Charlottesville since 2016. He enjoys trips to the mountains more than the beach, but is often out-voted by his wife, son, and daughter. His family also enjoys traveling, including trips to see family in Nebraska, and exploring new areas around the United States and abroad. He is also an avid racquetball player and reader.





COHORT V PARTICIPANTS

Dirron Allen

Student Affairs

Lauren Armstrong

VPR Office

Kimberley Bassett

Provost's Office

Isaiah Behnke

UVA Finance

Heather Downs

Athletics

Jeremy Garritano

Library

Leigh Gauriloff

Medical Center

Daniel Griffith

School of Medicine

Molly Harlow

Weldon Cooper Center

Ben Hays

Office of the University Building Official

Hannah Rose Hintz

Frank Batten School of Leadership
and Public Policy

Denise Hubbard

Office of the EVP/COO

Lorrie Jean

College of Arts & Sciences

Donna Jennings

School of Continuing and
Professional Studies

Annie Kerns

UVIMCO

Sarah Kirby

Medical Center

Jenny Mays

Provost's Office

Joanne Meier

Darden School of Business

Nina Morris

Facilities Management

Mike Payne

Facilities Management

Joe Rehder

School of Engineering and
Applied Science

Ellen Rozan

McIntire School of Commerce

Karen Spitzer

Information Technology Services

Tashana Starks

School of Architecture

Maggie Stein

College of Arts and Sciences

Steve Swanson

University Physicians Group

Emily Tate

Advancement

Katie Walker

Curry School of Education

Maurice Walker

Office of Diversity and Equity

Ed Warwick

Darden School of Business



COHORT IV & V MENTORS

Kerry Abrams

Office of the Executive Vice
President and Provost

Bill Ashby

Frank Batten School for Leadership
and Public Policy

Bush Bell

Medical Center

Melody Bianchetto

UVA Finance

Mark Brackett

Organizational Excellence

Veronica Brill

UVA Medical Center

Penny Cabaniss

Office of the Senior VP for Operations

Sarah Collie

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School of Medicine

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Alice Raucher

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Nancy Rivers

Department of Athletics

Jill Rockwell

Frank Batten School for Leadership
and Public Policy

Tim Rose

UVA Foundation

Carolyn Saint

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