



THE POWER OF PHILANTHROPY AT DARDEN

# PILLARS

## PURPOSE MAKES PROGRESS

*Darden Prepares to Launch Powered by Purpose Campaign*

This October, the University of Virginia Darden School of Business will publicly launch the largest campaign in the School's history, Powered by Purpose. Darden's fundraising campaign will support the University of Virginia's \$5 billion campaign, which commemorates the University's bicentennial. Inside this issue of *Pillars*, meet Darden's campaign leadership, learn about the campaign's four priorities and join us in celebrating stories of generosity that set the stage for incredible impact, as Darden values create value for business and society around the world.

Announcing the  
Campaign Leaders  
02

First Bicentennial  
Professorship  
03

Scholarship Recipient  
Speaks From the Heart  
04

Introducing a New Inn and  
Learning and Meeting Center  
05

Faculty: Honoring Three  
Teaching Legends  
07

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# Darden Announces Powered by Purpose Campaign Leadership

In October 2019, when Darden publicly launches the Powered by Purpose campaign in support of the University of Virginia's \$5 billion campaign, it will be the most ambitious and comprehensive fundraising effort in the University's and Darden's histories.

In preparation for the public launch, Darden announces the chair and vice chairs of its campaign: Chair **Jim Cooper (MBA '84)** and Vice Chairs **Bill Coogan (MBA '82)**, **Kirsti Goodwin (MBA '02)** and **Liz Lynch (MBA '84)**. These Darden graduates and stalwart supporters of the School will play key leadership roles by helping the School generate resources to sustain excellence, achieve strategic goals and further establish Darden's standing as one of the preeminent business schools on the planet.



## Chair

### Jim Cooper

(MBA '84) | SECTION A

DEFINITION OF HIS DARDEN DAYS IN ONE WORD: **IMMERSION**

Jim Cooper has enthusiastically embraced the campaign chair role as a way of giving back to Darden at a time when the need is great. "This campaign is not a 'nice to have,' it is a must have. We must raise funds, we must invest, and we must have the capital to preserve the Darden experience that my fellow alumni and I so cherished. I look forward to doing it, together."

As a longtime supporter of Darden through philanthropic giving and leadership roles that include former chair and current member of the Darden School Foundation Board of

Trustees, Cooper credits the School for doing a tremendous amount for him and his family. He also recognizes that at the cusp of the Powered by Purpose campaign, the School is on a great trajectory. He believes that a successful campaign will not only keep the current wave of momentum going but position Darden for the next 50 years of success. As campaign chair, Cooper is especially excited for aspirational investments in faculty, students and facilities — three pillars of the immersive education experience that sets Darden apart from its peers.



## Vice Chair

### Bill Coogan

(MBA '82) | SECTION B

DEFINITION OF HIS DARDEN DAYS IN ONE WORD: **PREPARATION**

For Bill Coogan, the role of vice chair is an opportunity to expand his dedication to the School and the practical, transformational lessons it affords its students, which he has called upon throughout his career. Capturing how Darden transforms its community members, Coogan reflects: "You come in as X, and you leave as Y. And 20 years later, you are Z, thanks to the Darden experience." Joining as vice chair is not the only immediate impact Coogan is making on the campaign. The establishment of the Coogan Family Bicentennial Professors Fund and the Coogan Family Bicentennial Scholars Fund demonstrates his early and influential support of the campaign's priorities (see Page 3 to learn more).



## Vice Chair

### Kirsti Goodwin

(MBA '02) | SECTION C

DEFINITION OF HER DARDEN DAYS IN ONE WORD: **COLLABORATION**

For Kirsti Goodwin, "I simply would not be where I am today if it weren't for Darden." An avid supporter, advocate, trustee and now campaign vice chair for Darden, Goodwin recognizes that her MBA experience provided a focus and clarity that she would not otherwise have. "I left Darden with an understanding of who I wanted to be, what I wanted to do and who I wanted to work with to do it." This new role allows Goodwin to both encourage and inspire others to get involved in the Powered by Purpose campaign and the future of Darden. She is energized by Darden's aspirations for and investments in professors, scholarships and Grounds — recipes for the School's continued success and improvement in an increasingly competitive environment.



## Vice Chair

### Liz Lynch

(MBA '84) | SECTION A

DEFINITION OF HER DARDEN DAYS IN ONE WORD: **TRANSFORMATION**

Since her first days on Grounds, Liz Lynch has held many roles at Darden, including student, Darden Annual Fund supporter, alumni board member and trustee. Darden is an important part of the Lynch family as her husband and daughter are fellow alumni, and her son is a current First Year student. As she joins the Powered by Purpose campaign as vice chair, Lynch reflects on the transformational experience the School affords. "At Darden, you broaden your skill base and become a deeper thinker and better problem solver. You build your confidence and presence and position yourself for growth and leadership opportunities in your career." This unique experience is what Lynch refers to as the "Darden difference," and it is what inspires her to serve in her new leadership role for the campaign.

## Darden's Powered by Purpose Campaign: What You Need to Know

### WHY DOES DARDEN NEED A CAMPAIGN?

Changes in business, society and graduate business education present Darden — and you — with an incredible opportunity: to show the world that Darden values create value and that purpose drives progress.

With your support, we will invest in the business leaders of tomorrow, who will bring Darden values and purpose-driven leadership to organizations and individuals across the globe. Together, we will ensure that Darden defines modern business and improves the world.

### IS THE POWERED BY PURPOSE CAMPAIGN PART OF UVA'S CAMPAIGN?

Yes. All gifts made to Darden during the Powered by Purpose campaign will count toward UVA's campaign and its \$5 billion goal. Along with other UVA schools and units, Darden will announce an ambitious fundraising goal in October 2019 that, when realized, will secure Darden's position as the preeminent global business school that develops purpose-driven leaders.

### WHAT ARE THE GOALS OF THE CAMPAIGN?

The Powered by Purpose campaign supports four critical priorities, which reflect the strategic priorities of the School.



Faculty, Thought Leadership and Curricular Innovation



Scholarships, Financial Aid and Student Experience



Darden Grounds Master Plan, and Technology and Innovation



Darden Annual Fund

To learn more about supporting the campaign, contact Howie Avery at [AveryH@darden.virginia.edu](mailto:AveryH@darden.virginia.edu) or +1-434-982-2153.

## Coogan Family Establishes First Full UVA Bicentennial Professorship at Darden

Through \$6.5 million in impact, **BILL COOGAN** (MBA '82) and family reinforce the tradition of connectivity between scholar and student by creating both a Bicentennial Professorship and Bicentennial Scholarship at Darden.

When asked about a favorite memory or moment with a Darden professor, Bill Coogan (MBA '82) can't recall just one. Instead, he speaks to a broad spectrum of experiences with faculty during his days as a student:

- **Simple yet profound interactions, both in and out of the classroom**
- **A recommendation for a summer internship between First and Second Year**
- **A generous offer for a much-needed help session during his Quantitative Analysis course**
- **An unforgettable case taught in the style that defines the Darden curriculum**

For Coogan, these collective experiences continue to resonate with him today, highlighting the impact of the Darden faculty. They served as his motivation to establish the **Coogan Family Bicentennial Professors Fund** and the **Coogan Family Bicentennial Scholars Fund**. The funds were created through \$4 million in philanthropic support from Coogan, plus an additional \$2.5 million matched from the University of Virginia's Bicentennial Professors Fund and Bicentennial Scholars Fund, for a total of \$6.5 million in impact.

### A Mission to Preserve the Darden Experience

Coogan called his decision to support both faculty and students an easy one, especially at this moment in time. An active alumnus and member of the Darden School Foundation Board of Trustees, he is conscientious of the wave of retiring Darden faculty and the im-

mediate need to replace those dynamic professors. He also understands the costs associated with recruiting new faculty and the School's need for private philanthropy to succeed in attracting the very best talent. Furthermore, Coogan values the significance of hiring professors who are not only world leaders in their respective fields but leaders in the classroom.

"To preserve the Darden experience," he said, "you cannot just have professors who lecture. You have to bring in individuals who are able to dynamically lead a class, conduct the case method, inspire students and engage."

### 'The Two Go Together': Supporting Great Faculty, Students

This connection between strong faculty and the Darden experience was reinforced for Coogan when he became a Darden parent. While son Henry "Hank" Coogan III (MBA '16) was enrolled in the full-time MBA program, Coogan had the opportunity to get to know a new generation of younger faculty. He discovered the professors' dedication to both the content and the Darden students mirrored what he had experienced himself so many years earlier.

"While things are different now — different time, different building, different dean, different group — what stays the same is that passion and enthusiasm from the professors," Coogan said.

For Coogan, the establishment of the Coogan Family Bicentennial Scholars Fund further demonstrates his

commitment to faculty and what *The Economist* has ranked the world's best education experience eight years in a row. He views scholarships as more than just supporting Darden students — they ultimately lead back to Darden faculty.

"From my lens, the two go together," he said. "Great faculty want great students and vice versa. To support both is to support the Darden experience and its future. That's what makes Darden special, and I want to perpetuate that."

Coogan also hopes that fellow Darden supporters will join him in establishing professorship funds, especially while the University's Bicentennial match funds are available.

"I want Darden to be as great of an experience for current and future students as it was for me. The only way to do that is through the faculty. And we're not going to get there with just me. I don't know what else could be more important. And now is the time."

For more information on matching opportunities through UVA's Bicentennial Professors Fund and Bicentennial Scholars Fund, contact Kara Ramirez Mullins at [MullinsK@darden.virginia.edu](mailto:MullinsK@darden.virginia.edu) or +1-434-243-0834.



Professor Marc Lipson meets with a group of students, including First Year Meti Aberra. Accessible faculty is one of the hallmarks of the Darden experience.

### BICENTENNIAL PROFESSORS FUND

UVA will provide matches ranging from 50–66 percent for gifts of \$1 million or more for named, endowed professorships for emerging, mid-career and distinguished scholars.

### BICENTENNIAL SCHOLARS FUND

UVA will provide a 50 percent match of gifts of \$100,000 or more for endowments to support scholarships for graduate students.

## UVA, Darden, Dignitaries Celebrate Sands Family at DC Area Grounds Dedication



Frank Sands Jr. (MBA '94), center, cuts the ceremonial ribbon at the dedication of the UVA Darden Sands Family Grounds, joined by family, Darden Vice President for Advancement Kara Ramirez Mullins (TEP '18), Professor Greg Fairchild (MBA '92), Dean Scott Beardsley, Darden School Foundation Board of Trustees Chair Elizabeth Weymouth (MBA '94), U.S. Congressman Denver Riggleman, Virginia Secretary of Education Atif Qarni, Darden Chief of Staff Dean Krehmeyer (MBA '99) and President of the Darden School Foundation Michael Woodfolk (TEP '05).

It was a night of celebration as members of the Darden School community gathered to dedicate the UVA Darden Sands Family Grounds in the Rosslyn district of Arlington, Virginia, and honor the family whose support made the state-of-the-art facility possible.

The dynamic space — housed on the top two floors of a LEED-EB Gold certified 31-story building — includes classrooms, offices and event space. Darden's Executive MBA and Executive Education and the University of Virginia's Master of Science in business analytics programs are offered from the Sands Family Grounds, as well as events for alumni and members of the Darden, UVA and external communities. Named for Darden alumni and philanthropists Frank Sands Sr. (MBA '63) and Frank Sands Jr. (MBA '94), the facility offers spectacular views of the Potomac River and Washington, D.C., skyline.

### Generosity Powers Darden in DC Area

Darden Dean Scott Beardsley commended the Sands' generosity and the significance of Darden's expanded role in the D.C. area.

"These beautiful Grounds in this significant location, thanks to such generous philanthropy, are nothing short of momentous for both our top-ranked professors and our students of the past, present and future," Beardsley said. "Your gift is generating a buzz for Darden and UVA here in D.C. Every day, it seems I receive an email from a friend of Darden who is flying into Reagan International Airport or walking through Georgetown and sees the UVA Darden sign prominently displayed on the side of this building."

In remarks to the attendees, Frank Sands Jr. described the "fantastic and transformational experience" he and his father both had at Darden. With family roots in

Arlington, he said he was proud to see the vision for a Darden presence in the nation's capital region come to fruition.

"The Sands family is absolutely thrilled to be in a position to help bring Darden here to Northern Virginia and the Washington, D.C., area. We believe it will be and has been already transformational for Darden and massively beneficial for this region," Sands Jr. said. "And I think we're just getting started."

Via a special video message, University of Virginia President Jim Ryan thanked the Sands for their philanthropic support and called the Grounds' opening a major event that is "driving new public and private partnerships, educating tomorrow's leaders, and generating new ideas that will make business grow and help make the world a better place."

### Dignitaries Salute UVA Presence in Capital Region

Several dignitaries also attended the event, including U.S. Congressman Denver Riggleman — a UVA alumnus who represents Virginia's 5th district encompassing Charlottesville and the surrounding area — and Virginia Secretary of Education Atif Qarni. Riggleman and Qarni both thanked the Sands family and touted Darden's impact in the Commonwealth.

"A UVA presence in the nation's capital is another fabulous step, and cements Darden's status as the best school in the nation," Riggleman said. "I thank you all very much. It's the people here who did this. Wahooo!"

The dedication event included a ceremonial ribbon-cutting and concluded with a toast led by Darden School Foundation Board of Trustees Chair Elizabeth Weymouth (MBA '94), with the illuminated Washington Monument and National Mall visible behind her across the Potomac.

To support continued development of the UVA Darden Sands Family Grounds, contact Kara Ramirez Mullins at [MullinsK@darden.virginia.edu](mailto:MullinsK@darden.virginia.edu) or +1-434-243-0834.

## SCHOLARSHIPS



## Reunion Weekend 2019: Alumni Prepare to Come Back and Give Back

As Darden Reunion Weekend approaches, numerous classes are making an effort to create opportunities for prospective Darden students. The classes of 1974, 1989 and 1994 have identified their reunions as an opportunity to create scholarships: 1974 in honor of a faculty member, 1989 in support of students with financial need and 1994 in honor of a classmate.

### 45th Reunion: Honoring a Faculty Hero

Brad Armstrong (MBA '74) is helping to lead the Class of 1974's charge to establish the Professor Derek A. Newton Bicentennial Scholars Fund. "This scholarship honors a person who meant a lot to me and to our class, and honors Professor Newton's demanding high standard of excellence."

Armstrong said creating a scholarship for the class' 45th reunion aligns with the legacy his classmates want to leave the School. For Darden to remain the team-oriented learning environment the class experienced over four decades ago, he said the School needs to recruit individuals who "come to Darden, no matter how much money they have, for the highest education, the best learning environment and the best teamwork possible."

### 30th Reunion: Helping Students With Need

The Class of 1989 is making an impactful investment in the MBA education experience that bonded them. In honor of their 30th reunion, the class is establishing a scholarship for an incoming Darden student with a demonstrated financial need.

It is a true class effort motivated by the collective desire to make Darden accessible to "a great student who will be a great contributor and then a great alum, even if he or she comes from a tough financial situation," said John Parsons (MBA '89). An early supporter of the scholarship, Parsons is personally driven by his own experience paying his way through Darden and the opportunity for future students to not incur the same financial responsibilities when pursuing the incredible experience unique to the School.

### 25th Reunion: Honoring a Classmate

The Class of 1994 Michael D. Traina Scholarship is being established by the Class of 1994 to honor Mike Traina, whom his classmates deem a sterling example for how Darden can send one on a positive professional trajectory.

"When I think about returning to Grounds for reunion with the individuals from my class, I think about the unique and strong bonds we forged through small class sizes, learning teams (then called study groups), faculty relationships, the rigor and the academics, the difficulties and challenges," said Carl Peoples (MBA '94). "To support scholarships is to preserve that experience and to invest in the relationships created only through the Darden experience. It's the idea that a scholarship affords someone else the opportunity to forge the bonds that will also carry with them for 25-plus years."

## What's Happening at Reunion?

- Lunch and learn with Dean Emeritus Bob Bruner on lessons from the Panic of 1907
- Panels on venture capital, entrepreneurship, resiliency and corporate boards
- Sessions on asset management, careers in retirement, behavior change, planned giving and more
- Class events, Foxfield Races, and Saturday Night Soirée
- Dean Scott Beardsley's State of the School Address

### The University of Virginia Bicentennial Scholars Fund adds significant momentum to Reunion Giving efforts.

Alumni volunteers leading class fundraising efforts recognize that the potential for a match from the Bicentennial Scholars Fund is a great tool to drive class philanthropy. "It is a spectacular thing that the University is doing," Brad Armstrong (MBA '74) said. "The Bicentennial Scholars Fund — alongside our reunion — gives us incentive to do it now."

John Parsons (MBA '89) concurs with the great impact that the 2:1 match affords. "We, as Darden alumni, have a strategic approach to not just business, but any problem that impacts society in a positive way," he said. "This is what makes the Darden education we are supporting through scholarships so valuable — that it makes the world a better place."



To discuss Darden Reunion Giving, contact Whitney Wilson at [WilsonW@darden.virginia.edu](mailto:WilsonW@darden.virginia.edu) or +1-434-924-0706.

## Scholarship Recipient Marlon Evans Speaks From the Heart

*At Darden's Scholarship Dinner last fall, Second Year Marlon Evans reflected on how the Charles J. Lewis Scholarship empowers him to pursue his passion and help those less fortunate. To an assembly of Darden School faculty, staff, alumni leadership and generous scholarship donors, the UVA undergraduate alumnus and former Gallup pricing analyst shared the following:*

"My experience at Darden so far has provided an opportunity to make my dreams a reality. The things I've learned, the people whom I've met, the professors who have helped me along the way have really made me think that it's all possible.

I'm a member of the board of the Black Business Student Association here. I'm helping to mentor current and future students, and also working with the administration to make Darden a more inclusive place. Darden's a great place now, but we can make it better.

Through the Darden Prison Reentry Program, I'm getting to teach entrepreneurship to prisoners at the Dillwyn Correctional Center. My students are really bright, and it's encouraging to be at a school that is committed to doing things that are so impactful in the community.

I've also been working with a classmate on his agriculture venture in Guinea. We'll be working with smallholder farmers in Guinea to give them the opportunity to earn an income while producing dried fruit and cashews.

After graduating, I'm going to move to Seattle to start my career in the technology industry. I plan to take the skills that I've learned here at Darden and identify ways that I can help instill equality and opportunities for people, both in the United States and abroad.

The benevolence of the donors in this room has given my classmates and me the opportunity to think big without the fear of failure. Your generosity has given us the freedom to pursue what we're passionate about, not necessarily what's the most lucrative. For that, I can speak for all my classmates and the recipients of scholarships in this room in saying that we are eternally grateful.

Last year, I made a promise to Lem Lewis, whom I've had the privilege of meeting tonight, that I would make the most of my Darden experience. And so far, I think I've done that. Today I'm going to make another promise. One day I'll be sitting in a seat, like many of you, giving back and giving future generations of Darden students the opportunities that you have bestowed upon me."

— Marlon Evans (Class of 2019),  
Charles J. Lewis Scholarship Recipient



## MASTER PLAN



The architecture of the new Darden lifelong learning and meeting center will blend with adjacent buildings on North Grounds.

## Darden Details Plans for New Inn and Lifelong Learning and Meeting Center

Following concept and site guidelines approval and schematic design review from the University of Virginia Board of Visitors in late February, Darden has announced plans to modernize its facilities on the University's North Grounds in Charlottesville, Virginia, with a new inn, lifelong learning and meeting center, and arboretum to enhance the world's best education experience (*The Economist*, 2011–18).

"The renewal of these spaces will catapult the experience we offer to the next level and truly make Darden an oasis

for learning like no other," said Dean Scott Beardsley.

The new facility, part of Darden's Master Plan, will feature up to 200 hotel rooms; a meeting center of up to 12,000 square feet, including a ballroom of up to 6,500 square feet; a destination restaurant; a lounge; and a cafe. Contiguous to the facility is a beautifully designed outdoor green space and arboretum. The five-acre arboretum features outdoor classrooms, specimen trees, contemplative natural green spaces, a water feature, and trails that will connect the Darden

Grounds, UVA School of Law Grounds and the adjacent Rivanna Trail.

Construction of the estimated \$90 million project is expected to begin in early 2020 with the phased demolition of much of the existing Inn at Darden and other site preparation. The pavilions that make up the C. Ray Smith Alumni Hall will be renovated and repurposed at the completion of the project. The project is expected to be funded through capital from the Darden School Foundation, third-party debt and philanthropy. Significant naming opportunities for the inn, learning and meeting center, and arboretum remain. The project has benefited from early support from Darden alumni, friends and several of the Darden School Foundation Board of Trustees.

"This is a monumental opportunity for the Darden School," said Elizabeth Weymouth (MBA '94), chair of the Darden School Foundation Board of Trustees. "This vital project will allow the School to realize the vision of creating world-class facilities and amenities to support the Darden community."

The spaces will dramatically increase programming opportunities and serve as a world-class resource for the greater Darden and UVA communities, including full-time MBA and Executive MBA students, Darden Executive Education and Lifelong Learning clients, corporate partners and recruiters, alumni, and other stakeholders and distinguished guests from around the world.

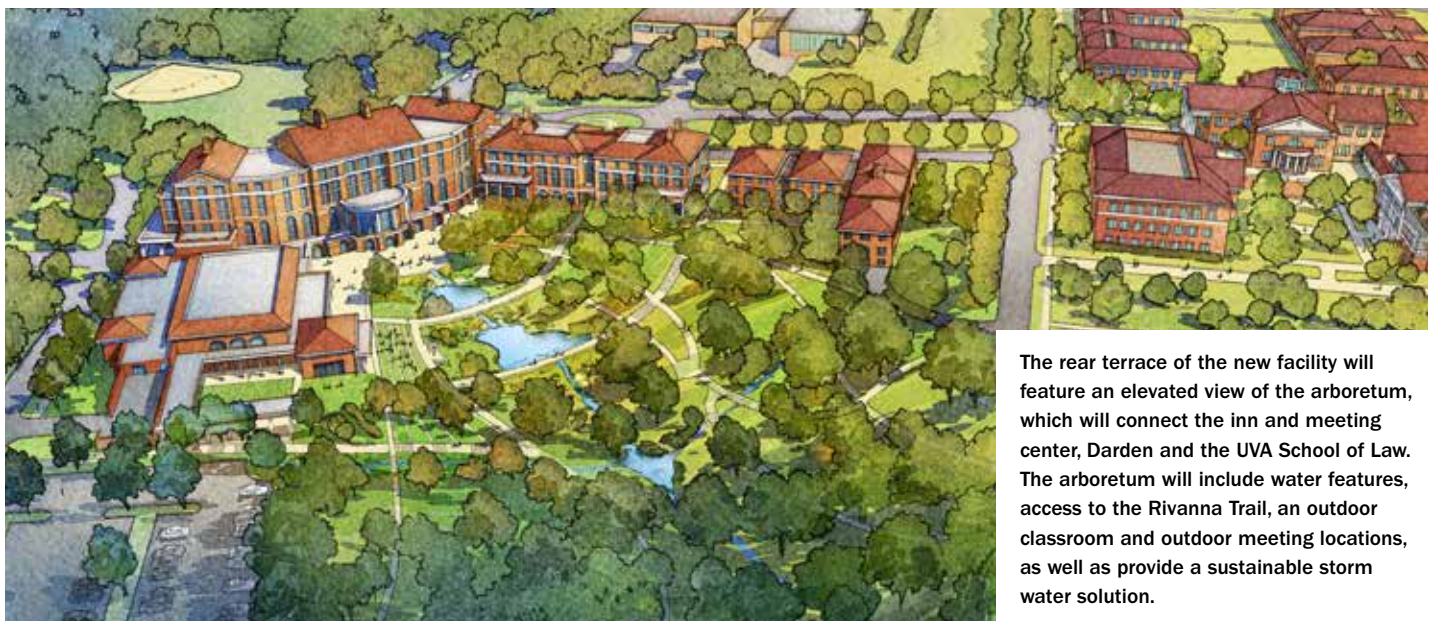
"This ambitious reimagining of the Darden Grounds in Charlottesville will raise the bar to a new level for graduate business education," said Kirsti Goodwin (MBA '02), chair of the Darden School Foundation Board of Trustees Building and Grounds Committee.



*The renewal of these spaces will catapult the experience we offer to the next level and truly make Darden an oasis for learning like no other."*

— DEAN SCOTT BEARDSLEY

To support continued development of Darden's Master Plan, contact Kara Ramirez Mullins at [MullinsK@darden.virginia.edu](mailto:MullinsK@darden.virginia.edu) or +1-434-243-0834.



The rear terrace of the new facility will feature an elevated view of the arboretum, which will connect the inn and meeting center, Darden and the UVA School of Law. The arboretum will include water features, access to the Rivanna Trail, an outdoor classroom and outdoor meeting locations, as well as provide a sustainable storm water solution.

## Philanthropist Penny Stamps Left Powerful Legacy Across Higher Ed

Penelope "Penny" Stamps helped change the lives of countless undergraduate and graduate students, including many at the Darden School. And so Darden and its students lost a generous friend and supporter in late 2018 when Stamps' battle with leukemia ended.

The Stamps Family Charitable Foundation partners with schools nationwide to recognize students who demonstrate academic merit, leadership potential and exceptional character. Beginning in 2006, Penny and E. Roe Stamps, founder of the Boston-based Summit Partners, created merit scholarships for undergraduates at their respective alma maters through the launch of the Stamps Scholars Program.

The couple generously grew the list of recipients of their philanthropy, adding UVA and Darden in 2010. A



E. Roe and Penny Stamps

news obituary in the *Miami Herald* said 900 students were currently attending college across the country as a result of the Stamps' generosity.

### An Immense Legacy at Darden

Darden remains the only graduate school supported by the scholarships, among the most prestigious full scholarships offered at the School.

# 25

TOTAL STAMPS  
FELLOWS AT  
DARDEN

Up to five fellowship recipients each year are awarded full-tuition scholarships — funded 50 percent by the Stamps Foundation and 50 percent by Darden — in addition to an enrichment fund to support research, conference attendance or participation in Darden

Worldwide global experiences. The funding arrangement for the fellowships leverages giving to drive additional support for a philanthropic passion.

To date, there have been 25 Stamps Fellows at Darden.

Le Michael Song (Class of 2020), who is pursuing the MBA/Master of Science in Data Science dual degree, said the fellowship enabled him to take on the cost of earning two degrees over his two years at UVA.

"I hope to bring skill sets from both programs into my career," said Song, who worked most recently in Hong Kong before enrolling at Darden. "This way, I can give advice with a business and technology background to stakeholders and make better-informed decisions."



Le Michael Song (Class of 2020) said a Stamps Fellowship enabled him to take on the cost of earning two degrees at UVA.

# Planned to Perfection

AFTER SUCCESSFUL CAREER REINVENTION, EXECUTIVE MBA ALUMNUS INSPIRED TO MAKE PLANNED GIFT

**Tom Tichenor (EMBA '11)** calls his time in the Darden Executive MBA (EMBA) program the most transformative of his professional life — two years that reoriented his career, expanded his professional abilities and permanently connected him to a tight-knit network of colleagues and friends.

Now senior vice president at Marsh & McLennan Cos., Tichenor enrolled in the Executive MBA to bolster his professional capabilities following the global financial crisis, when the banking industry was in a period of great strain.

“While I had a successful career to date, I decided to pursue an MBA to reinvent myself and to round out my skill set,” said Tichenor. “I was drawn to Darden because of the rigorous academic program combined with a caring and supportive culture.”

### Exceeding Expectations

Tichenor said the academic and cultural experiences lived up to their reputation and delivered unexpected layers of personal growth.

Tichenor recalled being invited to speak to the EMBA faculty and his class in the UVA Rotunda toward the end of the program. During the EMBA program, Tichenor, who wanted to improve in public speaking because it was a critical part of his career, worked closely with management communication and leadership faculty to strengthen his delivery skills.

“To be able to deliver that speech and get a standing ovation, it really forced me to address one of my deepest fears,” Tichenor said. “It’s given me the confidence to present to audiences



Tom Tichenor (EMBA '11)

*“The Darden degree gives me instant credibility internally with leaders and externally with clients and prospects. I have realized an ROI on that investment that will continue to give back my entire life.”*

of over 1,000 people, and I’ve actually since been recognized at work for being a public speaker.”

Tichenor’s professional responsibilities also grew after graduating. He ascended in the Wells Fargo organization, taking a national sales leader position reporting directly to the head of the company’s insurance division before moving to Marsh & McLennan, which he describes as the “gold standard” of the insurance industry.

### ‘Instant Credibility’ Inspires Support

“The Darden degree gives me instant credibility internally with leaders and externally with clients and prospects,” Tichenor said. “I have realized an ROI on that investment that will continue to give back my entire life.”

The experience and results inspired Tichenor to support his alma mater, offering both time and philanthropic support. He serves as a class agent for his EMBA Class of 2011, which consistently surpasses 60 percent class participation every year — a figure that is typically the highest among all Darden classes.

Tichenor also decided to make a major commitment to Darden by incorporating the School into his long-term financial and estate planning. In doing so, he joins the Cornerstone Society, which is comprised of alumni, parents, faculty and friends who have made planned gifts to any school or unit within the University of Virginia. He has also ensured his long-term commitment to Darden and its future.

“I can enjoy the benefits of being a Cornerstone Society member in my lifetime,” said Tichenor. “I also know that, one day, I will be providing an opportunity to a prospective student who normally would not be able to attend Darden.”

## PLAN YOUR LEGACY

### YOUR PLANNED GIFTS LAY THE FOUNDATION FOR DARDEN’S FUTURE.

**PLANNED GIVING** allows you the ability to address your personal financial needs and establish a powerful legacy at Darden. Planned gifts symbolize our human desire to reach beyond ourselves and **BUILD A BETTER TOMORROW.**

CHARITABLE GIFT ANNUITIES  
CHARITABLE REMAINDER TRUSTS  
LIFE INSURANCE  
GIFTS OF REAL ESTATE  
RETIREMENT ACCOUNT ASSETS  
WILLS, TRUSTS & ESTATES  
AND MORE

If you would like to discuss making an impact at Darden through a planned gift, please contact the Office of Advancement at [plannedgiving@darden.virginia.edu](mailto:plannedgiving@darden.virginia.edu) or +1-434-243-4825.

# Solving Real-World Challenges in Diversity, Sustainability and Human Well-Being

New pan-University initiative seeks to support and fuel faculty research across eight UVA schools and spark social change

**A deep dive into entrepreneurship among black women in resource-constrained environments in Detroit.**

**The power of oral traditions in intergenerational decision-making.**

**Overcoming barriers between behavioral science and engineering with an eye toward sustainable construction.**

These radically different areas of research have the potential to make a major impact on business and society. And all three are being led by the University of Virginia's new Convergent Behavioral Science Initiative (CBSI), a pan-University initiative hosted by Darden and the School of Engineering and Applied Science with plans for physical infrastructure to be located on Darden Grounds. The initiative is committed to research across a range of departments and disciplines with a focus on solving social challenges in the areas of diversity, sustainability and well-being.

## Bridging Schools and Disciplines

Founded in 2018 by Darden Professor Morela Hernandez and UVA Engineering and Architecture Professor Leidy Klotz, the initiative was an early beneficiary of funding from UVA's Strategic Investment Fund (SIF) — the pool of funding designated by the UVA Board of Visitors to support initiatives that have the potential to transform a critical area of knowledge or operation of the University.



Professor Morela Hernandez helped found the Convergent Behavioral Science Initiative in 2018.

A portion of the \$2.15 million in this three-year seed funding has been applied toward new infrastructure at Darden — a research hub that will serve researchers affiliated with Darden and the UVA schools of Engineering and Applied Science, Architecture, Leadership and Public Policy, and Nursing, among others. The funds are also helping the CBSI offer support to more than 100 researchers, including 45 faculty members across eight schools at UVA.

The initiative also supports post-doctoral scholars and the Behavioral Science for Sustainable Systems Ph.D. program. With 10 Ph.D. students, Klotz and Hernandez say the program is the largest group of its kind focused on the intersection of engineering and behavioral science. The CBSI provides resources, infrastructure and mentorship to the group.

## Partnerships With Purpose

Beyond UVA, the initiative has struck up partnerships with a range of organizations, including the World Bank and the National Science Foundation, with the latter recently awarding the CBSI a \$100,000 planning grant. In late 2018, the CBSI co-hosted a behavioral summit with Ideas42, the behavioral science think tank that originated at Harvard University.

The CBSI is also building UVA's international reputation as the leader in this vital area. The initiative was selected as the academic partner for an expert panel on Behavioral Science for Design, held in conjunction with the newest imprint of the widely read *Nature* series of academic publications.

While a potentially transformative initiative has been created in a short period of time, Hernandez says there is more to be done. Additional support will be needed to ensure the initiative is sustainable beyond the next two years of SIF funding.

"By leveraging the strong foundation in place, UVA and Darden have an opportunity to make their mark as leaders in convergent research to solve society's most significant challenges," said Hernandez.



Darden Post-doctoral Research Fellow Courtney McCluney is researching women entrepreneurs in Detroit, with support from the CBSI.

## HOW MARGINALIZED ENTREPRENEURS MAKE IT WORK

**COURTNEY MCCLUNEY**, a postdoctoral research fellow at Darden, has a longstanding interest in issues of marginalization. Some of McCluney's recent work supported by the CBSI involves the study of entrepreneurship in Detroit, seeking to uncover how women with limited resources navigate an entrepreneurial ecosystem that bears little resemblance to Silicon Valley, Austin or Charlottesville.

"The goal of the research is to better understand how marginalized entrepreneurs are accessing resources; how, in an entrepreneurial ecosystem that is constrained in so many ways, entrepreneurs are getting the resources they need; and what the whole ecosystem looks like," said McCluney. "If we can find out what is working there, I think it can also shed insight on places that are resource abundant but have very few entrepreneurs coming from marginalized groups."

Such findings could provide valuable information for entrepreneurs from marginalized groups to thrive, McCluney said.

To learn more about supporting the Convergent Behavioral Science Initiative, contact Howie Avery at [AveryH@darden.virginia.edu](mailto:AveryH@darden.virginia.edu) or +1-434-982-2153.

# Honoring Three Teaching Legends

**As three faculty legends retire, Darden seeks the philanthropic support to secure top professors who will enhance the School's reputation as home to the world's best MBA teaching faculty.**

**The Darden School finds itself in a familiar position** as the 2018–19 academic year draws to a close: seeking to replace the irreplaceable as three foundational faculty members retire from the School they helped build over the course of decades.

Indeed, when members of the Class of 2021 step foot on Grounds in August, Darden will be without:

- Professor Paul Farris, who helped steer the Marketing department to new heights since arriving in 1980
- Professor Jim Freeland, the sports-loving Operations professor who helped lead the charge to increase the diversity of the Darden faculty during his tenure as senior associate dean for faculty and research
- Professor Bob Landel, one of the last professors hired by Darden's first dean, Charles Abbott

Fortunately, Darden has been able to attract both top junior and senior faculty to keep the School's momentum strong as well-loved faculty members retire.

While many prospective faculty members are drawn to Darden, with its tight-knit community, commitment to the world of practice and hyper-engaged students, the

ultimate ability to land top faculty in a competitive environment can hinge on support for research and scholarship offered by funding sources such as the Dean's Fund for Faculty Excellence and the University of Virginia Bicentennial Professors Fund.

The latter, first established by the UVA Board of Visitors in 2017, was expanded in early 2019 with the release of an additional \$75 million available as matching funds, and with the ultimate goal of creating 150 endowed professorships across the University.

Freeland knows well the importance of endowments and pools of funding to attract top talent. In his nearly 20 years as senior associate dean for faculty and research, Freeland had a direct role in the hiring of more than 60 new faculty, dramatically increasing the diversity of the School's teachers while burnishing Darden's reputation as home to the world's best MBA teaching faculty.

"Those funds are absolutely critical," Freeland said.

"To attract the best talent, you've got to be able to provide the resources for faculty members to do their research, to write cases and so on. It helps provide them everything they need to be successful. These funds and research chairs have really allowed us to get people we otherwise wouldn't have been able to get."

Landel, who coincidentally hosted Freeland for dinner when the latter was a prospective new hire in 1979, said the charge given to professors by Abbott to have an ownership stake in the development of the School helped create the community that developed over his nearly 50 years and continues to exist today.

He gave credit to the various deans he had served under for anticipating professorial vacancies and planning ahead. Such planning and execution is a difficult task, but one made easier by tangible signs of support for faculty growth and development. That is exactly why Faculty, Thought Leadership and Curricular Innovation will be one of the four priorities of Darden's Powered by Purpose campaign.



Professor Bob Landel



Professor Jim Freeland



Professor Paul Farris

# No Greater Time Than Now to Be a Part of Darden

## Letter From the Vice President for Advancement

In my experience, there is no greater time to be a part of an institution than during a campaign. And this certainly rings true now, as we prepare for the public launch of the largest campaign in the history of UVA and the Darden School of Business.

This issue of *Pillars* highlights the stories that steer us into Darden's Powered by Purpose campaign and shares how we are both ready and excited. The leaders are aligned. The priorities are established. The team is assembled. The opportunities are countless.

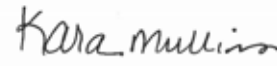
Our community's philanthropic participation is strong, and Darden is in a position to succeed. From the first full Bicentennial professorship established for the School to annual fund contributions that set the tone for the campaign, and from commitments from alumni around the world to funds to establish new scholarships, philanthropy across Darden showcases a dedication to our future that will undoubtedly deepen throughout the campaign.

As we delve into where Darden intends to go with the Powered by Purpose campaign, I hope you are excited by the momentum

and the opportunity to power the purposeful who step onto our Grounds and into our community. Below, we share the Darden gift officers who bring more than 70 years of combined advancement experience to the School. This team will work alongside you, our cherished Darden supporters and advocates, throughout this momentous endeavor. I encourage you to reach out to these partners with inquiries and ideas regarding ways to connect your philanthropic passions with the campaign.

There is no greater time to be a part of the Darden School of Business!

Warm regards,



**Kara Ramirez Mullins (TEP '18)**  
**Vice President for Advancement**  
**Darden School of Business**



## Meet Darden's Gift Officers

 <p><b>HOWIE AVERY</b>   AveryH@darden.virginia.edu   +1-434-982-2153            Related Experience: 23 years in higher education (17 in advancement and six in student affairs)  <i>Regions Served: California, New York, Washington, D.C., United Kingdom</i></p>	 <p><b>NICK DELANEY</b>   DelaneyN@darden.virginia.edu   +1-407-435-8599            Related Experience: six years in advancement, 30 years in financial services and management  <i>Regions Served: Florida, Mountain West, West Coast, Virginia (Tidewater)</i></p>
 <p><b>JENNIFER GIBBONS</b>   GibbonsJ@darden.virginia.edu            +1-434-924-7686            Related Experience: 15 years in advancement and 15 years of nonprofit arts management  <i>Regions Served: Midwest, Northeast</i></p>	 <p><b>CARTER HOERR</b>   HoerrC@darden.virginia.edu   +1-434-243-5871            Related Experience: seven years in advancement and 30 years in business  <i>Regions Served: Northeast, Southeast, Virginia (Richmond)</i></p>
 <p><b>CORLEY RAILEANU</b>   RaileanuC@darden.virginia.edu            +1-434-243-4825            Related Experience: 11 years in higher education (10 years in advancement and one year in student affairs)  <i>Regions Served: North Carolina, Virginia (Charlottesville)</i></p>	 <p><b>HANNAH SASS</b>   SassH@darden.virginia.edu   +1-434-260-9051            Related Experience: nine years in advancement  <i>Region Served: Mid-Atlantic</i></p>
 <p><b>ANDREW WESTHOUSE</b>   WesthouseA@darden.virginia.edu            +1-434-270-4495            Related Experience: 18 years in higher education (eight years in advancement and 10 years in intercollegiate athletics administration)  <i>Regions Served: Southeast, Virginia (Richmond, Roanoke)</i></p>	<p>Darden Office of Advancement gift officers are available to help you maximize your impact on the School and reach your philanthropic goals. To learn more about supporting Darden in the Powered by Purpose campaign, please connect with the expert who serves your region.</p> <p>For any questions regarding philanthropy at Darden, please contact the Office of Advancement at <a href="mailto:advancement@darden.virginia.edu">advancement@darden.virginia.edu</a> or +1-434-924-6576.</p>

**2019**  
 DARDEN ANNUAL FUND

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Support an area of Darden that matters the most to you:

- Area of Greatest Need
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- Faculty Excellence
- Global Impact

Make a gift today at [alumni.darden.edu/givenow](http://alumni.darden.edu/givenow).

Contact: Samantha Hartog | [HartogS@darden.virginia.edu](mailto:HartogS@darden.virginia.edu) | +1-434-982-2151



DARDEN SCHOOL  
 of BUSINESS

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