



July 7, 2011

Dear Students in the Thomas Jefferson Reading Seminar:

We look forward to having you in the Jefferson Reading Seminar. We think you will find the seminar highly educational, not only from an historical but also from a managerial perspective.

We will be meeting early week (Monday or Tuesday, or Tuesday or Wednesday) at 4:30 p.m. in the library (upstairs) at the Colonnade Club, which is Pavilion VII on the Lawn. We realize that several of you may have 4:10 classes at Darden, so we will start as soon as everyone is there. Parking is limited, so we might suggest car pooling or parking at the Central Grounds garage and walking to class.

Please find the syllabus attached which also outlines the section to which you have been assigned. All papers are due before class and are to be sent to each of us electronically via e-mail. We also welcome your bringing a copy of the week's paper with you to the class. Copies of the books are available in the libraries and also at the Darden bookstore and local bookstores.

We will discuss the historical significance of the Lawn and Pavilion VII at length during our first class. If you have any questions before then, please do not hesitate to contact us.

We look forward to seeing you.

Sincerely,

George Logan, Dabney Carr, John Colley and Ann Taylor



A special reading seminar in leadership and management, based on the life of Thomas Jefferson

- Instructors: George Logan, Dabney Carr, Ann Taylor, and John Colley
- Mondays or Tuesdays, or Tuesdays or Wednesdays – 4:30 p.m.
- First, Second, Third and Fourth Quarters, 2011-2012
- The Seminars will meet upstairs, in the Colonnade Club, Pavilion VII, The Lawn.

This special Seminar on Thomas Jefferson is being offered in the second, third, and fourth quarters of the 2011-12 school year. This seminar on leadership and management is built around the seminal research of Dumas Malone and other scholarly and recognized authors Joseph Ellis, Stephen Ambrose, and David McCullough. The seminar participants will include students and faculty from the Darden School, along with interested UVA alumni involved in various capacities at the University.

The format will follow the classical dictionary definition of a seminar: that is, a group of people interested in a subject, who research the subject individually and then come together to share their insights with the group in written and oral form.

Please note:

1. The seminar will meet **once a week for about 1 hour. After reading the book you should write a one page, single-spaced, free form summary of your thoughts about those aspects of the readings of most relevance to you and to your interest in management and leadership to be turned in to the instructor at the discussion.**
2. The Darden class schedules for each semester are attached. If there is one discussion group in a quarter, the group will normally meet on Tuesdays. If there are no Monday classes, the group will meet on Wednesday. If the enrollment calls for two discussion groups, as in the 1st quarter, one group will meet on Mondays (or Tuesdays) and the other on Tuesdays (or Wednesdays), unless otherwise noted.
3. The total time for two class preparations and two class meetings should provide the time necessary each week to read the book as well as to prepare the weekly paper and meet once for discussion.

4. Attendance is very important because of the limited number of meetings. If you must miss a meeting, please arrange with the instructors to meet individually to discuss the book.
5. A final paper will be required on some aspect of the readings. The paper should draw on at least two of the volumes in regard to some management topic. The length of the paper should not exceed 2,000 words, excluding footnotes and bibliography.
6. The final papers are due by 4:30 pm on the last day of exams in each quarter. These should be sent via **email to Barbara Richards**, assistant to Mr. Colley. She will collect and then distribute your papers to Messrs. Colley, Carr and Logan.
7. The Seminar Grading Distribution is as follows: 55% is based on weekly discussion participation and content; 20% is based on the weekly papers; and the remaining 25% is based on the final paper.



Thomas Jefferson Reading Seminar

First, Second, Third and Fourth Quarters, 2011-2012

Jefferson and His Time (Volumes 1 and 6)

- By Dumas Malone, winner of the Pulitzer Prize for this landmark work which absorbed some forty years of his life.
- Published by Little Brown & Co.
Volumes will be available in the Darden Bookstore.

Founding Brothers

- By Joseph Ellis, winner of the Pulitzer Prize for this book that discusses how the founders of our nation confronted the many challenges in front of them to set the course for our nation.
- Published by Vintage Books, a division of Random House.
Book will be available in the Darden Bookstore.

Undaunted Courage

- By Stephen Ambrose, this #1 National Bestseller discusses the Lewis and Clark expedition.
- Published by Simon and Schuster.
Book will be available in the Darden Bookstore.

John Adams

- By David McCullough, winner of the Pulitzer Prize for this book that discusses the complex relationship between John Adams and Thomas Jefferson.
- Published by Simon and Schuster.
Book will be available in the Darden Bookstore.

Additional Readings

- Week One: The McGovern monograph on the influence of the Enlightenment on the Founders is also useful in putting the era in which they lived in context.
- Week Six: The Supplemental Reading Material, Week 6, is quite condensed, but very useful.
- “The Words of Thomas Jefferson” is a complementary reading, and is a compilation of quotes from Thomas Jefferson’s writings on a variety of topics and is published by the Thomas Jefferson Foundation, and is available in the Darden Bookstore.

Thomas Jefferson Reading Seminar – First Quarter

A special reading seminar in leadership and management, based on the life of Thomas Jefferson

- Instructors
 - George Logan
 - Dabney Carr
 - John Colley
 - Ann Taylor
- Students (as of 7/7/11)

Group 8270-A-Mon.	Group 8270-A-Tues.
Abell, Julia	Ahn, Christopher
Barnett, Michael	Capozzoli, Nicholas
Cherry, Nathan	Dawson, Micah
Eichner, Brigitte	Fisher, Ryan
Gers, Matthew	Glickman, Tina
Hill, Layton	Hughes, Jeffrey
Jackson, Scott	Lang, Derrick
Nelson, Bryan	O'Neill, Sean
Pfinsgraff, Ben	Stofko, Christian
Tang, Susan	Veith, John
West, Lily	Westra, Alexander

Thomas Jefferson Reading Seminar – First Quarter

A special reading seminar in leadership and management, based on the life of Thomas Jefferson

Class dates – Mondays or Tuesdays each week at 4:30 pm in the upstairs room, The Colonnade Club, Pavilion VII, The Lawn

Week 1 Mon., Aug. 29 Tues., Aug. 30	VOL. I: <i>Jefferson the Virginian & View the Burns' film</i> Introduction & Read I-XI (153 pages) <i>McGovern Monograph on the influence of the Enlightenment.</i>
Week 2 Mon., Sept. 5 Tues., Sept. 6	<i>Undaunted Courage</i> Read all (484 pages)
Week 3 Mon., Sept. 12 Tues., Sept. 13	<i>Founding Brothers</i> Read all (279 pages)
Week 4 Mon., Sept. 19 Tues., Sept. 20	<i>John Adams</i> Read Chapter 1 & Chapters 9-12 (264 Pages)
Week 5 Mon., Sept. 26 Tues., Sept. 27	VOL. VI: <i>Jefferson, The Sage of Monticello</i> Read all except IV-X (388 pages)
Week 6 Mon., Oct. 3 Tues., Oct. 4	Monticello Tour Combined (10/4) (after hours, for Seminar Students only) <i>Supplemental Reading Material covering the parts of Malone's biography not assigned.</i>
Wed., Oct. 12	<i>Final Paper due, 4:30 p.m.</i>

Thomas Jefferson Reading Seminar – Second Quarter

A special reading seminar in leadership and management, based on the life of Thomas Jefferson

Class dates – Monday or Tuesdays each week at 4:30 pm in the upstairs room, The Colonnade Club, Pavilion VII, The Lawn

Week 1 Mon., Oct. 24 Tues., Oct. 25	VOL. I: <i>Jefferson the Virginian & View the Burns' film</i> Introduction & Read I-XI (153 pages) <i>McGovern Monograph on the influence of the Enlightenment.</i>
Week 2 Mon., Oct. 31 Tues., Nov. 1	<i>Undaunted Courage</i> Read all (484 pages)
Week 3 Mon., Nov. 7 Tues., Nov. 8	<i>Founding Brothers</i> Read all (279 pages)
Week 4 Mon., Nov. 14 Tues., Nov. 15	<i>John Adams</i> Read Chapter 1 & Chapters 9-12 (264 Pages)
Week 5 Mon., Nov. 21 Tues., Nov. 22	VOL. VI: <i>Jefferson, The Sage of Monticello</i> Read all except IV-X (388 pages)
Week 6 Mon., Nov. 28 Tues., Nov. 29	Monticello Tour Combined (11/29) (after hours, for Seminar Students only) <i>Supplemental Reading Material covering the parts of Malone's biography not assigned.</i>
Tues., Dec. 13	<i>Final Paper due, 4:30 p.m.</i>

Thomas Jefferson Reading Seminar – Third Quarter

A special reading seminar in leadership and management, based on the life of Thomas Jefferson

Class dates – Monday or Tuesdays each week at 4:30 pm in the upstairs room, The Colonnade Club, Pavilion VII, The Lawn

Week 1 Mon., Jan. 23 Tues., Jan. 24	VOL. I: <i>Jefferson the Virginian & View the Burns' film</i> Introduction & Read I-XI (153 pages) <i>McGovern Monograph on the influence of the Enlightenment.</i>
Week 2 Mon., Jan. 30 Tues., Jan. 31	<i>Undaunted Courage</i> Read all (484 pages)
Week 3 Mon., Feb. 6 Tues., Feb. 7	<i>Founding Brothers</i> Read all (279 pages)
Week 4 Mon., Feb. 13 Tues., Feb. 14	<i>John Adams</i> Read Chapter 1 & Chapters 9-12 (264 Pages)
Week 5 Mon., Feb. 20 Tues., Feb. 21	VOL. VI: <i>Jefferson, The Sage of Monticello</i> Read all except IV-X (388 pages)
Week 6 Mon., Feb. 27 Tues., Feb. 28	Monticello Tour Combined (2/28) (after hours, for Seminar Students only) <i>Supplemental Reading Material covering the parts of Malone's biography not assigned.</i>
Wed., March 14	<i>Final Paper due, 4:30 p.m.</i>

Thomas Jefferson Reading Seminar – Fourth Quarter

A special reading seminar in leadership and management, based on the life of Thomas Jefferson

Class dates – Monday or Tuesdays each week at 4:30 pm in the upstairs room,
The Colonnade Club, Pavilion VII, The Lawn

Week 1 Mon., Mar. 26 Tues., Mar. 27	VOL. I: <i>Jefferson the Virginian & View the Burns' film</i> Introduction & Read I-XI (153 pages) <i>McGovern Monograph on the influence of the Enlightenment.</i>
Week 2 Mon., April 2 Tues., April 3	<i>Undaunted Courage</i> Read all (484 pages)
Week 3 Mon., April 9 Tues., April 10	<i>Founding Brothers</i> Read all (279 pages)
Week 4 Mon., April 16 Tues., April 17	<i>John Adams</i> Read Chapter 1 & Chapters 9-12 (264 Pages)
Week 5 Mon., April 23 Tues., April 24	VOL. VI: <i>Jefferson, The Sage of Monticello</i> Read all except IV-X (388 pages)
Week 6 Mon., April 30 Tues., May 1	Monticello Tour Combined (5/1) (after hours, for Seminar Students only) <i>Supplemental Reading Material covering the parts of Malone's biography not assigned.</i>
Wed., May 9	<i>Final Paper due, 4:30 p.m.</i>

RESUME
GEORGE W. LOGAN

August, 2011

THE UNIVERSITY OF VIRGINIA

Darden Graduate School of Business Administration, University of VA
Visiting Lecturer and Adjunct Professor, 1996-Present

EDUCATION

Episcopal High School; Alexandria, VA 1959-1963
University of Virginia, BA History, 1963-1967
Darden School, University of Virginia, MBA, 1969-1971

PROFESSIONAL EXPERIENCE

- 1993-Present** Alliance Logistics Center sp.zo.o: Warsaw (Blonie) & Katowicz, Poland. Co-owner.
- 2002-Present** RGC Resources; Roanoke, VA. Director and Member of the Audit and Executive Committees. Publicly held RGCO.
- 1998-Present** MariCal, Inc., Portland, ME. Director and Member of the Executive Committee. Biotech company licensing calcium receptor (CaR) intellectual property to world-wide aquaculture enterprises.
- 1997-April 11, 2006** Roanoke Electric Steel Corporation; Roanoke, VA; 1997-April 11, 2006. Director, member Audit and Executive Committees. Roanoke Electric was a mini-mill with nine locations in VA, SC, OH, WV and TN. Founded in 1955. Publicly held, RESC. Merged with Steel Dynamics, Inc, 4/11/06.
- 1995-Present** Davis H. Elliott Company; Roanoke, VA. Director. \$160mm high voltage electric transmission and distribution contractor.
- 1994-Present** Valley Financial Corporation (Parent of Valley Bank, N.A.). Roanoke, VA. Co-founder, Director and Board Chair 1994-2011. \$800 million community bank, opened May 1995. Publicly held, VYFC.
- 1989-Present** Pine Street Partners, LLC; Earlysville, VA, family investment partnership
- 1979-2008** Burris Foods, Inc.; Milford, DE, 1981-1986, 1989-2008. Low temp logistics and cold storage warehouse operator. \$2.4 bn revenue.
- 1974-1986** Frigid Freeze Foods, Inc; Salem, VA. CEO and Director. (Also served as Senior Vice President, PYA/Monarch Division of Sara Lee Corporation, 1986-1988). Food Service Distribution. Family business merged with Sara Lee Corporation, Chicago, 1986.
- 1978-1986** Frosty Acres Brands, Inc.; Atlanta, GA. Director, 1978-1986. Vice Chairman, 1982-1984. Chairman, 1984-1986. National food service and retail buying cooperative.

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PROFESSIONAL EXPERIENCE (con't.)

- 1976-1986** Communications Today, Inc.; High Point, NC.
Co-founder and Chairman of the Board. Trade publisher in the furniture industry. Privately held. Founded June 1976. Sold April 1988 to Reed PLC (now Reed-Elsevier) London, England.
- 1971-1974** Capital Cities Broadcasting; New York, NY. (Now part of Disney Co.)
Business Manager of Women's Wear Daily. Trade Communications.
- 1967-1969** Defense Intelligence Agency; Washington, D.C. Special Intelligence/Special Activities Office. U.S. Army Reserve (ASA), 1968-76.

OTHER ACTIVITIES

- Co-author, Corporate Governance (with Colley, Doyle and Stettinius) McGraw-Hill, September, 2003.
- **Co-author, Principles of General Management (with Colley, Doyle & Stettinius) Yale University Press, April, 2007**
- Occasional Guest Lecturer, Instituto Centroamericano de Administracion de Empresas (INCAE); Alajuela, Costa Rica and Managua, Nicaragua since 1989. (A two-year case method graduate business school)
- Raven Society, University of Virginia, 2000.
<Alumni Raven Award, Sole Recipient, 2005>
- Board of Commerce, Commonwealth of Virginia, 1985-1992;
Vice Chairman, 1990-1992.

CHARITABLE ACTIVITIES

- 2003-2005** Western Virginia Water Authority (public service authority \$900mm assets),
Vice Chairman of the Board. Retired May 2005.
- 2000-2008** Marine Biological Laboratory, Woods Hole, MA. Board of Trustees, Vice
Chairman of the Board and member of the Executive Committee.
- 1996-2007** Carilion Health Systems, Roanoke, VA. Director, Chairman of the Investment and
Compensation Committees. Retired 2007
- 1996-2006** George Washington's Fredericksburg Foundation; Fredericksburg, VA.
Board of Trustees. Treasurer, 2000-2001, Chairman, 2002-2006.
- 1989-Present** Foundation for Management Education in Central America. Washington, D.C.; 1989-
Present. Director, Secretary and Chairman of the Grants Committee, 1992-2003;
President, 2003 - . Foundation supports INCAE in Alajuela, Costa Rica and Managua,
Nicaragua.

CHARITABLE ACTIVITIES (con't.)

- 1986-1996** Western Virginia Foundation for the Arts and Sciences; Roanoke, VA.
Board of Directors, 1986-1996. Chairman of the Board, 1994-1996. Director Emeritus.
- 1982-1993** American Committee on U.S./Soviet Relations. Washington, D.C.
Board Member, 1982-1993. Secretary, 1990-1993.
- 1979-1996** Western Virginia Second Harvest Food Bank; Roanoke, VA.
Commissioner, 1992-1996; Chairman of the Board, 1995-1996.
- 1980-1997** Episcopal High School, Alexandria, VA. Trustee and Board Chair (1988-1997).
Chairman Emeritus.

Numerous other non-profit boards since 1975.

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J. DABNEY CARR, JR.
6272 Old Barboursville Rd.
Gordonsville, Virginia 22942
Home: 540-832-0654
Email: dabney_carr@yahoo.com

EMPLOYMENT

09/07 RETIRED

CITIGROUP, NEW YORK

01/07 – 09/07 **CHIEF AUDITOR FOR GLOBAL CORPORATE CREDIT AND INTERNATIONAL FRANCHISE MANAGEMENT**
Audit and Risk Review

- Supervised Citigroup Corporate Credit audit function providing audit coverage for Citigroup's Markets and Banking credit portfolio of approximately \$1 Trillion. Staff 40 auditors in the three global locations
- Restructured audit methodology for Corporate Credit to a risk sensitive and emerging risk focus
- Managed audit oversight of franchise and governance
- Managed Japan audit team
- Built ARR Knowledge Management website to serve Global ARR population. All audit resources at the auditors fingertips
- Oversaw the ARR's involvement in 2 acquisitions
- Met all budget requirements during 7 years in Audit and delivered annual savings
- Extensive involvement with U.S. and International regulators
- Quarterly briefing to Citigroup CEO and CAO

05/04 – 12/06 **MANAGING DIRECTOR, CITIGROUP INTERNATIONAL**
Audit and Risk Review

- Responsible for Citigroup's audit practice in Emerging Markets with matrix responsibilities for all international auditing. Supervised 240 auditors in Asia, Japan and Latin America. Matrix responsibilities for rest of world. Budget \$21MM
- Maintained high quality professional practice at all times. Peer review stated Citigroup's audit practice as "Best in Class"
- Actively recruited new staff and raised standards of practice
- Founding Executive of Citigroup Franchise Governance process, a joint Business and Audit process
- Actively worked with regulators in U.S. and Internationally
- Restructured and upgraded the Japan audit team in response to regulatory issues
- Delivered substantial savings by restructuring audit coverage

CITIGROUP, SINGAPORE

11/00 – 05/04 **MANAGING DIRECTOR, CITIGROUP ASIA PACIFIC**
Audit and Risk Review

- Responsible for all Citigroup's Audit activities in 13 Asian countries. Supervised a team of 75 auditors covering all audit disciplines: Corporate, Consumer, Wealth Management, Capital Markets Technology and Credit
- Achieved excellent audit quality and practice; restructured Capital Markets and Consumer audit practices
- Team was noted for quality and innovation. Maintained high employee satisfaction

CITIBANK KOREA, SEOUL

08/97 – 11/00 CORPORATE BANK HEAD

- Assigned to Korea at the beginning of Asian Sovereign Crisis. Headed the Corporate Bank that managed a multi-billion portfolio through the liquidity crisis with minimal credit issues
- Korea based lead executive for structuring \$21B bank bond that preserved liquidity of Korean banking system
- Worked day-to-day through crisis to monitor and preserve bank liquidity in Korea
- Upgraded staff quality of Corporate Bank
- Introduced merit based compensation system in a largely seniority based culture
- During tenure customer revenues grew from a previously stagnant \$75MM level to \$110MM and ROA increased. Supervised staff of 65
- Led first Korean distressed debt transaction

CITIBANK AUSTRALIA MELBOURNE

04/94 – 11/97 SOUTHERN REGION HEAD

- Managed multi-product Corporate Banking office. Activities included general corporate lending, transaction services, metal derivatives, mining finance and electricity privatization activities.
- Market leadership in Australia's privatization of electricity and pipeline
- Market leader in gold hedging
- Increase revenues from \$23MM to \$85MM during tenure. Staff of 18
- Assisted Australian banking regulator in development of one bank regulator concept covering all financial products.

CITIBANK SINGAPORE

06/88 – 06/94 COUNTRY RISK MANAGER, DIVISION RISK MANAGER AND REGIONAL RISK MANAGER

- Appointed Senior Credit Officer in 1988
- Initially served as Singapore Country Risk Manager, followed by ASEAN Risk Manager and finally entire Asia Countries
- Managed the corporate credit and operational risk function
- Additional responsibilities included regulatory compliance and also private equity management. Supervised 12 Country Risk Managers
- Credit Portfolio performance was strong during my tenure
- Introduced obligor and facility risk ratings to Citibank Asia
- Managed Internal Control Unit

CITIBANK TAIWAN, TAIPEI

08/85 – 06/88 **VICE PRESIDENT**

- Managed high risk industry exposures and workouts in a troubled corporate portfolio
- Worked out many distressed corporate exposures during Taiwan's credit crisis 1985 - 1988
- Initiated and managed a successful real estate finance operation
- Several staff members have gone on to be senior executives in Taiwan's largest companies

CITICORP CHICAGO, ILLINOIS

06/78 – 08/85 **RELATIONSHIP MANAGER TO VICE PRESIDENT**

- Relationship Management: Initially, solicited and converted a middle market relationship portfolio in Indiana and Michigan
- Promoted to handle marketing and credit responsibilities for a large portfolio of global corporations, major relationships for Citicorp
- Managed program to localize Citicorp in Midwest market. Civic and political involvement.

NEW YORK

08/77 – 05/78 **MANAGEMENT ASSOCIATE TRAINING**

NORFOLK, VIRGINIA - VIRGINIA NATIONAL BANK

04/73 – 08/75 **TRUST DEPARTMENT, SECURITIES ANALYST**

EDUCATION

- University of Virginia, BA English Literature 1972
- University of Virginia, MBA Finance 1977
- Studied at the Old Dominion University in Norfolk, Virginia
- University of London Birkbeck College
- Extensive training during thirty years at Citigroup

LECTURES / TRAINING

LECTURED ON RISK MANAGEMENT AND SOVEREIGN FINANCE

- University of Seoul, Seoul Korea
- Korea University, Seoul Korea
- University of Singapore

TAUGHT RISK MANAGEMENT AND LEADERSHIP AT CITIGROUP'S ASIA TRAINING CENTER -- 1988- 2000

TAUGHT AUDIT PRACTICE AND METHODOLOGY TO INTERNATIONAL LEGATIONS AND AT CITIGROUP'S AUDIT TRAINING SCHOOL -- 2000 - 2007

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Anntaylor49@gmail.com

SUMMARY OF QUALIFICATIONS

- Successful leader in higher education and foundation management
- Excellent record of financial and investment oversight
- Experienced in strategic planning and launching new ventures
- Skilled in board recruitment and donor relations
- Built collaborative relationships within university and cultural community
- Experienced in university and foundation advancement, development and marketing
- Committed to board and staff success

EXPERIENCE

THOMAS JEFFERSON FOUNDATION

February 2008 to present

Executive Vice President

Directs marketing and communications, planning, operations, construction and buildings maintenance functions. Directs special projects as requested by the President including tourism business development. Oversees Monticello buildings, planning & facilities, and visitor operations departments.

Reports directly to President and Chief Executive Officer..

- Oversees completion and grand opening of \$55 million Thomas Jefferson Visitor Center and Smith Education Center (April 2009).
- Oversees strategic marketing and communication functions, including Web sites.
- Oversees visitor operations and planning for new facilities designed to assure highest quality experience for visitors and increase attendance to Monticello.
- Charged with completing design development, rezoning and site plan development phases of Montalto master plan. Oversees revenue development and feasibility planning for multi-purpose educational center envisioned for property.
- Represents Foundation in tourism-related venues, governmental and other external forums as requested by President.
- Serves as Foundation's "number two" and senior advisor to President. As member of senior management team assists in friend- and fund-raising activities.

UNIVERSITY OF VIRGINIA
DARDEN SCHOOL FOUNDATION
January 2004 to August 2007

Executive Director

Chief Executive Officer of the Foundation, reporting to the Chairman of the Board of Trustees, responsible for all financial, operational, development, alumni and external relations for foundation with \$30 million operating budget, which supports the top-ranked Darden School of Business Administration.

- Served as Trustee and Board Secretary.
- Served as senior advisor to the Dean on the Associate Dean's Committee and Senior Leadership teams of the School.
- Managed Foundation staff of 130 and provided administrative direction and financial oversight to CEO of #3 ranked Darden Executive Education programs and Sponsors Hall Executive Residence (\$24 million revenue annually) .
- Oversaw the Campaign for Darden (goal of \$150 million) with completion date of December 2011 and \$45 million raised by August 2007. Achieved three consecutive years of growth in Darden Annual Fund (from \$2.3 million to \$3.0 million with 40% alumni participation).
- Instrumental in launch of UVA strategic partnerships including Darden Jefferson Fellows with the Jefferson Scholarship Foundation and the Darden/Curry Partnership for Leaders in Education, a joint venture providing executive leadership programs to school administrators and board members.
- Strengthened Foundation reporting and controls, produced three years of balanced budgets.
- Ensured prudent financial management and appropriate investment oversight of Foundation's \$225 million endowment; managed transition to UVIMCO.
- Oversaw development of best-in-class business school marketing and communications program, resulting in dramatic increases in global media coverage, as well as increases in MBA applications and enrollment.
- Responsible for celebration of the Darden School's 50th Anniversary, 2005-2007.

GOLD VIOLIN, INC.

December 1999 to December 2003

Consultant, September to December 2007

Chief Operating Officer

Co-founded start-up specialty retailer of upscale products targeting the 65+ demographic market. Gold Violin sells merchandise through its catalog, online store (www.Goldviolin.com) and QVC home shopping channels. Exclusive retail provider of gadgets for independent living to AARP's 36 million membership. Recognized as the American Society on Aging's 2002 Business of the Year.

- Oversaw construction and launch of fully functional e-commerce site, and shipped first online orders in 12 weeks from company funding.
- Developed and managed infrastructure (merchandising, inventory, customer service at California and Virginia locations) supporting mail order, television and online sales.
- Responsible for all aspects of Gold Violin catalog production and web site content.
- Assisted CEO in development of marketing strategy and programs.

THOMAS JEFFERSON FOUNDATION

August 1987 to December 1999

Executive Vice President

Served as CFO and COO, responsible for financial, investment, visitor services, facilities, and retail operations of private, nonprofit organization that owns and operates Monticello, the home of Thomas Jefferson. The only house in America designated as a United Nations World Heritage Site, Monticello is renowned for excellence in preservation and education.

- Oversaw preparation of and directed annual \$20 million operating and capital budgets.
- Provided financial reports to the President, Finance, Audit and Investment Committees.
- With the President, developed short and long-range strategic plans for the Foundation.
- Administered federal and private grants.
- Assisted board Finance Committee in selection and evaluation of endowment fund managers.
- Established policies and systems for the Foundation's \$40 million endowment (first gifts received in 1991).
- Responsible for profitability of Monticello's three retail stores/mail order catalog, licensed product program, publishing, and food services, with annual revenues exceeding \$11 million. Launched Monticello Gift Catalog in 1988.

- Oversaw visitor services function (ticket office, transportation, buildings maintenance.)
- Directed Human Resources. Administered employee benefit plans and defined- benefit pension plan for diverse staff of 300.
- Directed long-range facilities planning. Oversaw development of facilities master plan for Monticello. Recommended architects, supervised architectural and construction contracts, and negotiated leases.

JAMES RIVER CORPORATION

June 1985- August 1987

Financial Projects Manager

Reporting to Treasurer and CFO provided financial analysis for broad range of decisions relating to project financing, leasing and acquisitions. Met with investment managers and prepared reports to pension committee on performance of \$900 million pension fund. Member of financial team for Crown Zellerbach merger and acquisitions of several smaller paper companies.

EDUCATION

Darden Graduate School of Business Administration University of Virginia

Masters of Business Administration, May 1985.

Shermet Scholar. Faculty Award for Academic Excellence.
Carnation Fellowship. Elected to Raven Society.

Bachelor of Arts with Distinction, Government and Foreign Affairs, May 1980.

PROFESSIONAL ASSOCIATIONS

- Board Member, University of Virginia Alumni Association Board of Managers; currently serving third term. Prior term: (July 2000-June 2006), Finance Committee Chair, Audit Committee Chair
- Board Member, The Journey Through Hallowed Ground (January 2009-present)
- Ex-officio Trustee, Darden School Foundation, 2004-2007
- Alumna Advisor, UVA Delta, Delta, Delta Fraternity, 2005-2007
- National Selection Committee, UVA Jefferson Scholars Program, 2006
- Board member, Charlottesville Regional Chamber of Commerce 1997-2000
- Virginia Chamber of Commerce, Tourism Committee 1998-1 999
- President, Charlottesville Regional Tourism Council 1997