



Carrie Heilman, who currently holds the William Stamps Farish Professorship in Free Enterprise, an Emerging Scholars professorship awarded to a McIntire faculty who have made exceptional contributions to the research and service mission of the School, strives to build a supportive, mentoring relationship with her students. A beloved professor, Heilman was recognized by

Poets&Quants in 2018 as one of the top 50 undergraduate business school professors in the country, and in 2020 she was awarded the UVA All-University Teaching Award. She teaches courses in Brand Management and Strategic Brand Consulting & Communication at the undergraduate and graduate levels.

Faculty adviser to the students who compete annually in the National Student Advertising Competition, she has led the student team to national titles in 2021, 2020, and 2016; a second-place finish in 2018; and a third-place finish in 2013. She served for 12 years as the School's

Assessment Coordinator and ten years as the AACSB Accreditation Coordinator, expertly navigating three cycles of AACSB accreditation and writing the School's accreditation report. She represents the entire Marketing Area on the McIntire Undergraduate Program Committee and coordinates the Strategic Brand Consulting & Communications Track, a unique academic offering at McIntire.

Heilman attended the College of the Holy Cross on an athletic scholarship for basketball (NCAA Division I). As a senior, she earned All-Patriot League honors. Upon joining the faculty at UVA,

she built on her interest in supporting student-athletes, serving on the Athletics Advisory Council from 2005-2011 and on the Athletics Transfer Appeals Committee. In 2018, Heilman was named UVA's Faculty Athletics Representative (FAR), the faculty liaison between the academic enterprise and the athletics department of the University who represents the University at meetings of the ACC and the NCAA. Within this capacity, she Chairs the Athletic Advisory Council and serves on the Name, Image & Likeness (NIL) Committee within the athletic department. She also currently serves as the Faculty Athletics Representative on the ACC Women's Basketball Committee.

Carrie Heilman's research interests include modeling consumer choice and brand loyalty in frequently purchased consumer goods categories, customer relationship management (CRM), retail loyalty programs and strategies, and the impact of consumer promotions, especially in-store promotions, on consumer behavior.

WHY DID YOU COME TO UVA?

I had been an assistant professor at Washington University in St. Louis for five years. I was publishing and doing well in the classroom, so some schools reached out to express interest in me. I figured I would give some talks, network, and see what was out there. I wasn't necessarily looking to make a move, but I distinctly remember my first interview with McIntire, where I met three of my eventual colleagues, and I had an immediate feeling that this was the right place for me. Then, I got to visit Charlottesville and see everything that McIntire and UVA had to offer. I knew that an opportunity to teach at an institution like UVA was something not to be turned down. But in the end, it was the people that hooked me and brought me here.

HOW DO YOU THINK DIFFERENT ASPECTS OF YOUR IDENTITY, INCLUDING BEING A WOMAN, IMPACTED HOW PEOPLE RESPONDED TO YOU IN YOUR POSITION?

Perhaps most interesting is I don't think of myself through the lens of being a woman, per se. I think of myself as an industrious, hardworking Midwesterner. I identify as a former student-athlete, and this will always be at the core of who I am. I have coached my kids' sports teams for the past decade, so I also identify as a coach. Those identities all come into play in the Promotions class, where I coach my students as much as I teach them and I treat them like players on my team, holding them accountable, demanding a lot from them and never settling for mediocre work or effort. These identities are also why I was drawn to the Faculty Athletics Representative position.

When I think of my identity, I also think of my personality traits. The two that have perhaps had the greatest impact on others are my approachable demeanor and my caring disposition. I get a lot of emails and traffic to my office from students and colleagues asking for help, seeking advice, or looking for mentorship. I guess my approachable and caring way makes them feel comfortable around me and allows them to trust me.

continued

In Her Words | Carrie Heilman

What impact does being a woman have on all of this? Young people need role models, but women especially need strong role models. While I don't think of myself as a role model, my female students tell me I serve in that role for them. I think it's also important for young men to see women excel in their work and family lives, especially if they didn't grow up with strong women in their households. In the end, striking a balance between being caring and approachable, but also holding others, especially students, accountable, is something I work at every day.

WHAT SUPPORT(S) DID YOU HAVE?

Early in my life, and probably the most important thing that any young person can hope for, I had the loving support of my two parents. They always told me that I could do anything I wanted to do and that I put my mind to.

Having that kind of support is invaluable as a young person. Fast forward to today, I now also have the loving support of my husband who stepped away from the workforce twenty years ago to stay home with our four kids. He not only provides me with moral support, but his decision to stay home has given me great freedom in my job.

It's important to step back and think about the people in your life who had a real impact on you and who shaped who you are today. Throughout my life, outside of my teammates, it's been a handful of teachers and advisors, and a few senior colleagues. Interestingly, outside of my teammates, only one of those was a woman. Now, as the FAR, I've had the opportunity to work with some amazing women. In fact, two of those women who have

acted as role models and mentors for me are former winners of this award, Jane Miller and Carolyn Callahan.

If I were to think about what all of these people have in common, it's that although they all supported me, they also pushed me and didn't coddle me. I think that made all the difference in terms of who I am today.

WHAT KEPT YOU GOING IN MOMENTS OF ADVERSITY?

Let's be honest, adversity is all relative. That's one thing I try to remind myself when I'm experiencing "adversity," is to keep it in perspective. Two pieces of advice I often give others are, first, growth and strength only come from failures and challenges, and second, when you experience discomfort from a failure, the pain will fade with time. When things aren't going well, I try to remind myself that I'll look back on the experience at some point and see how it shaped and helped me. And although adversity is unpleasant and even painful in the moment, whatever challenges you're facing, they usually get better with each passing day and week, and hopefully you emerge with some learnings from it. Of course, there is no substitute for the support and love of family during adverse times, too. My husband and kids are the ones who keep me going during those moments.

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WHAT DOES LEADERSHIP, ESPECIALLY WOMEN'S LEADERSHIP, MEAN TO YOU?

I think it's good to reflect on this periodically, to ask yourself what have I learned along the way about what makes a good leader. First, I would say good leaders have empathy and a high emotional IQ. Also, poor leaders talk too much, good leaders listen and ask questions. A good leader is someone who won't ask someone to do something that they aren't willing to do themselves, and ideally they have done it themselves at some point.

Being humble is important too. You don't have to be the smartest person in the room, but good leaders recognize the importance of surrounding themselves with good people and then motivating and inspiring those people to be the best they can be.

The last characteristic is appreciating everyone around you, whether it's your boss' boss or the person who empties your garbage. A good leader recognizes the importance of every single person in the chain of command and that everyone has something important to offer. Plus, appreciating and respecting others is simply humane.

If we can have more women in leadership roles, that's a good thing not only from a diversity perspective, but when I think about that list of leadership characteristics, women are known to do many of these things very well.

WHAT LEGACY ARE YOU LEAVING THAT YOU ARE MOST PROUD OF?

First of all, just the thought of leaving a legacy sounds so aspirational. I am just trying to do the best job I can every day rather than thinking about leaving a legacy. But if I had to say what I would want my legacy to be, it would be short and sweet; that I made a difference in the lives of young people. I don't think it has to be much more complicated than that.

I am extremely grateful that I've led a life that allows me to try to do that every day. I am grateful for all the love, support and mentorship that I've received in my life. I am grateful for my God-given disposition to always to try my hardest at anything I do, at any opportunity that comes my way. Finally, I'm simply grateful to be at UVA, to teach in the McIntire School of Commerce, and now to have the honor of serving as UVA's FAR. I often look back on the decisions I've made, where I could have gone right or left. For all of those decisions, big and small, that brought me here today, I'm extremely grateful that I made those decisions, because I wouldn't want to be anywhere else.



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