



Viva Ona Bartkus
vbartkus@nd.edu
219-628-3795 (cell)

PROFESSIONAL EXPERIENCE

2004-present **University of Notre Dame**, Associate Professor of Management
Founder & Director, Business on the Frontlines program
Mendoza College of Business, Notre Dame, Indiana

- Co-led major research initiative, “The Buck Stops Here”, into how leaders make complex decisions. Interviewed 100+ CEOs of Fortune 500 companies on acquisitions, divestitures, new products launches, new market entry, and major organizational restructuring. Research designed to assist CEOs, Boards and senior teams toward improved decision-making. Culminated in multiple published papers
- Developed business judgment research insights into new required classes “Problem Solving” and “Judgment” for all graduate and undergraduate business students; published *Getting It Right* with Ed Conlon (Jossey Bass, 2008); in 2014, awarded *Most Outstanding Teacher Award* for the College
- Launched scholarly inquiry into networks, norms and trust that underpin collaboration in organizations; published *Social Capital: Reaching In, Reaching Out* with Jim Davis (Edward Elgar, 2008).
- Co-leading multiple randomized control trials in Colombia and in the Amazon, Brazil assessing the impact of business and supply-chain interventions on incomes, livelihoods, security, and illegal activity (eg coca cultivation, illegal logging/natural resource extraction)
- Founded the Business on the Frontlines (BOTFL) program in 2008 to harness dynamism of business and markets in rebuilding war-torn societies; fundraised and developed a global network in leading organizations including major corporations (GE, Newmont), international humanitarian organizations (Catholic Relief Services, Mercy Corps, World Vision), local non-governmental organizations, and the US Army Special Operations Command to foster nearly 50 business- and peace-related projects with 20 partners in 25+ post-conflict societies, leading to employment for over 10,000 people. In 2019, awarded University of Notre Dame’s *Grenville Clark Award* for advancing the cause of peace (see Appendix IV)
- Assisted US Army Special Operations Command rewrite doctrine to extend missions to conflict prevention; in 2015, *US Special Operations Command Outstanding Civilian Service Medal* – rarely awarded, the Medal represents highest honor bestowed by U.S. Special Operations Command to civilian

1993-2003 **McKinsey & Company**, Partner, 1999-2003; Associate, 1993-1999

- Advised CEOs and senior management teams of healthcare, retail, and technology clients on strategy development, organizational challenges, and associated operational issues
- Leader of both Global Pharmaceutical & Medical Products Practice and North American Marketing & Sales Practice. Contributions included launching critical knowledge initiatives in defining product design interfaces between R&D and marketing, global product launch, and branding (see Appendix III)
- In 1999, elected first female, youngest partner (age 31) in Chicago (second largest office of McKinsey)

2004-2008 **Baxter International (Fortune 100 healthcare company), Strategic Advisor to the CEO**
Strategic guidance and counseling to the CEO in matters of regional, business unit and product strategy, growth, portfolio optimization and communication with Board of Directors

BOARD SERVICE

2002-2013 **Precision Time, Chair of the Board of Directors**

Responsibilities included strategy, fundraising and personnel for a rapidly growing, entrepreneurial company focused on watch retail sales/repairs; 100+ mall locations; \$25 million in sales; completed exit through sale of company to strategic buyer

- o Led four successful fundraising rounds with new institutional investors; Managed CEO transition from founders to professional management in 5/2005;

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- During the massive economic downturn in retail in 2008/2009, successfully led Precision Time through near bankruptcy situation, including renegotiating with creditors, landlords, employees to manage through the inevitable cash crunch

2008-2015 **Catholic Relief Services, Board of Directors**

With a budget of nearly \$1 billion, operations in 100 countries, with over 100 million beneficiaries, CRS represents one of the largest humanitarian organizations with programs in disaster relief, famine, peace building, agriculture, education, health, micro-lending, HIV/AIDS;

Member of Executive Committee, Budget/Finance Committee, Overseas Committee, and US Operations Committee; CRS governance by Board of 12 Cardinals/Bishops, one of very first lay members

- Assisted with the simultaneous transition of Board Chair and President (after 40 years of service and 18 as President), drafting President profile & job description; launching Presidential Search Committee with professional consultants; helping Board choose CEO; Guided move to three year internal budgeting process; designing critical talent mapping and professional development process; launching major strategic planning process
- Directly engaged in CRS humanitarian work in Congo, South Sudan, Afghanistan, Rwanda, Kenya, Bosnia, Lebanon, Haiti, Burma, Vietnam, Laos, Nicaragua, Guatemala, Egypt, Ethiopia

2000-2012 **Magdalen College Development Trust**

Assisted in the strategy, design, and launch of major fundraising efforts in U.S. and Canada, acted as informal consultant to Development Director

Participated in numerous annual meetings of the Trust to plan different campaigns

Called on potential donors in the US and organized and hosted fundraising events

EDUCATION

- 1993 **Oxford University, Magdalen College;** D.Phil. & M.Phil. in International Relations
Rhodes Scholar
The Dynamic of Secession (1999) published by Cambridge University Press (doctoral dissertation)
- 1989 **Yale University;** M.A. & B.A. in Economics
Summa Cum Laude, Phi Beta Kappa
- 1985 **Phillips Academy,** Andover, Massachusetts
Cum Laude, graduated Valedictorian (first in class)

A LIFETIME OF EXPLORATION OF LAND AND SEA

- Doctoral research for *The Dynamic of Secession* in 1989-1993 required time in the field with insurgents, guerillas, secessionist movements in Tibet, Burma/Myanmar, East Timor, Sudan, Eritrea, Kurdistan, Congo, Balkans, and the Baltic, but also Quebec, Scotland, Flanders, Catalonia & the Basque lands
- Oxford Rowing Half-Blue for the 1992 Women's Lightweight Boat Race vs. Cambridge; President of the 1992 Oxford Women's Lightweight Boat Club
- Raced across the Atlantic Ocean in 67 foot sailboat in the Atlantic Racing Challenge Cup
- Hiked the Snowman Trek in the high Himalayan Mountains in Bhutan
- Hiked the Inca Train to Machu Pichu, not once, but twice
- Member of the first Magdalen College Women's boat to win blades, Torpids, 1991

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APPENDIX I – PUBLICATIONS - Books, Book Chapters & Articles

Business & Economics of Conflict

- 1999 Bartkus, Viva Ona, *Dynamic of Secession*, Cambridge University Press, number 64 in Cambridge Studies in International Relations.
- 2008 Bartkus, Viva Ona and Jim Davis (editors), *Social Capital: Reaching Out, Reaching In*, Edward Elgar.
- 2008 Bartkus, Viva Ona and Jim Davis, “Toward a Model of Economic Returns based on the Interaction of the MNC, the State, and the Market,” *Business & Society*, May 30, 2008.
- 2009 Bartkus, Viva Ona, “Secession”, in *International Encyclopedia of Political Science* (Badie, Bertrand, Berg-Schlosser, Dirk, Morlino, Leonardo, editors), New York: Sage Publications.
- 2017 Bartkus, Viva Ona, “Business on the Frontlines,” in *Understanding Quality Peace: Peacebuilding After Civil War*, Peter Wallensteen and Madhav Joshi (editors), New York: Routledge Studies in Security and Conflict Management.
- 2018 Block, Emily and Viva Ona Bartkus, “Learning to Serve: Designing Service Learning Projects that really Serve Partner Needs,” *Academy of Management Learning and Education*, October 3, 2018; 2019 *Mendoza Office of the Dean Mission Research Award*
- 2019 Bartkus, Viva Ona, “‘Untapped Resources’ for Building Security from the Ground Up,” *Joint Force Quarterly*, vol. 93, 2nd Quarter 2019.

Leadership, Judgment, Decision-making

- 2008 Bartkus, Viva Ona and Ed Conlon, *Getting It Right*, Jossey-Bass.
- 2016 Mannor, Mike, Adam Wowak, Viva Ona Bartkus, Luis Gomez-Mejia, “How Anxiety Affects CEO Decision-making: The Paranoid May Survive, but at What Cost?” in *Harvard Business Review*, July 19, 2016.
- 2016 Mannor, Mike, Adam Wowak, Viva Ona Bartkus, Luis Gomez-Mejia, “Heavy Lies the Crown? How job anxiety affects top executive decision-making in gain and loss contexts,” in *Strategic Management Journal*, vol. 37, no. 9, p. 1968-1989.
- 2018 Bartkus, Viva Ona, Mike Mannor, Joanna Campbell, and Craig Crossland, “Fast and Rigorous: Configurational Determinants of Strategic Decision-Making balance,” *Revise & Resubmit at Organization Science*; nominated for best conference paper by the Academy of Management Society.
- 2018 Bartkus, Viva Ona, and Mike Mannor, “Not Quite Superman: How Awareness of their own Weaknesses Influences Top Executives in the Strategic Decision-Making Process,” next paper to be submitted after “Fast and Rigorous”; nominated for best conference paper by the Strategic Management Society.
- 2019 Mannor, Mike and Viva Bartkus, “The Façades of Rigor: The Impact of CEO Insecurity on Decision-Making,” next working paper to be submitted after “Not Quite Superman,” nominated for best conference paper by the Strategic Management Society.

McKinsey & Company

- 2003 Bartkus, Viva, Dave Elzinga, Leslie Donato, Sandie Eltringham, Axel Baur, “Building Brands,” *In Vivo*.
- 1999 Bartkus, Viva, Robert Glassman, Roy Berggren, Phil Keenan, “Dynamic Marketing,” *In Vivo*.
- 1997 Berggren, Roy, Mike Murray, Ajay Gupta, Viva Bartkus, “Management Processes for Growth,” *McKinsey Net*.

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APPENDIX II – UNIVERSITY OF NOTRE DAME TEACHING & SERVICE

TEACHING

- 2014 *Most Outstanding Teacher Award* for the College
- *Problem Solving*, 2005-2016, co-wrote text *Getting It Right* with Ed Conlon (Jossey Bass 2008), developed curriculum, lectures, seminars, and multiple cases on mergers and acquisitions, competitive market dynamics, brand strategy, customer acquisition in high tech, healthcare, food processing, entertainment industries; taught at undergraduate, graduate and executive levels.
- *Judgment*, 2011-present, major research initiative into how leaders make complex decisions leads to development of new curriculum, discussion seminars and cases on family business expansion, mining foreign direct investment, mergers, military campaigns, and finance. After students study debate particular complex decisions, the CEOs and Generals who had to make those decisions fly in to hold master class to discuss their judgment in specific decisions
- *Business on the Frontlines*, 2009-present. (See Appendix IV)

Additional Teaching

- *Economics and Business in Stability Operations*, U.S. Army Special Operations Command, 5 times, week sessions, 2014-2017
- *Conflict Prevention*, U.S. Army Special Operations Command, three times, week sessions, 2016-2017
- *Business Problem Solving*, Catholic Relief Services, five times, week sessions, 2009-2013

SERVICE

University

Provost Committee on the Strategic Development of Research Funding, 2010-2011	Provost's Committee to Appoint Associate Provost for Internationalization, 2009-2010
President's Laetare Medal Selection Committee, 2007-2016	Kroc Institute of Peace Studies Graduate Student Admissions Committee, 2012-2014
Faculty Research Grant Review Committee for the Kellogg Institute of International Affairs, 2004-2010	Law School Committee for Law & Human Development, 2010-2012
Provost's Committee to launch a new School of International Affairs, 2011-2013	Nanovic Institute for European Studies Faculty Committee, 2005-2010
Committee for the Keough School of Global Affairs, 2015-2017	Provost's Committee on Tantur Institute in Jerusalem, 2004-2006
Provost's Committee for Latin American Outreach and Expansion, 2010-2016	Notre Dame Task Force on Catholic Education, 2005-2010
	Provost's Committee to Support Nigerian Chibok women students at Notre Dame

College

- Dean's Committee on Business as a Force for Good, Chair, 2010-2011
- Dean's Committee to Redesign Graduate Education, 2019-present
- Women's Officer, 2016-present
- Sexual Harassment Investigations, 2009-present

Department

- Committee on Appointments and Promotions, 2005-present
- Committee on Undergraduate and Graduate Curriculum, 2009-2012
- Committee on Excellence in Teaching, Chair, 2006-2010

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APPENDIX III: MCKINSEY CONSULTING EXPERIENCE

- Led world-wide product launch efforts to create new technology market that did not yet exist
- Designed global branding strategy for \$3 billion blockbuster drug, increasing sales by more than 10% more than company and analyst expectations over 3 years
- Turned around a \$6 billion national retail pharmacy, including strategy and operational improvements that increased earnings by more than \$100 million in 12 months; also developed growth and long term capital investment strategy
- Prioritized over \$2 billion R&D pipeline based on detailed assessment of commercial viability of early stage discovery and development projects, ensured ongoing management processes reinforce linkages between marketing and R&D
- Led multi-billion acquisition & integration of European company by an American biotech company
- Launched non-profit research consortium dedicated to standardized tissue acquisition, gene expression, and bioinformatic tools to map the genetic aberrations that may cause different cancers
- Led mapping market structures efforts to optimize development, marketing, and sales resources allocation, creating disease diagnostic criteria to help create previously non-existent market, leading to >\$500 million in sales in first year and one of the fastest sales ramps for a drug in its therapeutic area
- Redesign hospital account management approach in U.S. medical device market to drive sales force effectiveness for \$1 billion device division
- Led strategy development for over \$1 billion biotech product facing increasing competition from emerging specialty therapeutic area, employing game theory and detailed economics of healthcare players in the supply chain, leading to gains in market share of nearly 10% in 12 months
- Assessed critical jobs and quarterly operating review metrics required to drive performance and achieve growth aspirations for \$10+ billion healthcare company
- Accelerated commercialization of over \$2 billion R&D projects for global chemical company
- Drove systemic multi-year M&A efforts for global diversified technology company, including leading two >\$500 million acquisitions and integrations
- Developed financial overhaul of leading academic medical center with multi-million annual budget
- Developed strategy for 20-30+% growth IT software provider in the hospital financial/administrative space and in electronic medical records
- Refocused primary care strategy in Europe, Asia, North and South America including establishing R&D priorities and internal execution processes for global pharmaceutical company
- Developed life-cycle maximization strategy for over \$2 billion primary care blockbuster drug facing patent expirations, including refocused sales force, direct-to-consumer advertising campaigns, and clinical trials on product line extensions.
- Led turnaround for multi-billion global apparel retailer that led to > \$100 million in annual operational efficiencies and a major re-launch of the brand
- Developed bid strategy for the 2008 Summer Olympics for the City of Chicago

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APPENDIX IV – BUSINESS ON THE FRONTLINES PROGRAM

- Mission** Learning how to better rebuild societies damaged by war is one of the great challenges of the 21st century. Doing so with a good heart and a focus on the inherent dignity of our fellow man is the best place to start.
- Vision** The vision for Business on the Frontlines (BOTFL) is to become the forum for all organizations, no matter how diverse, to work together to rebuild societies to prevent their reversion to conflict
- Curriculum** Not limited to multi-disciplinary course work on development economics, international relations, politics, peace studies, and business in the classroom, graduate students and faculty work on business- and peace-related projects in the field with local partners. Cases developed from field work include: Business & Security in Aguan Valley, Honduras; Mining in Mindanao, Philippines; Child labor in Philippines; Economics and launch of Amazon fisheries business; Coffee cooperative expansion in Guatemala; NGO financial and operational turnaround in Rwanda
- Partners** Catholic Relief Services, World Vision, Mercy Corps, Church of Jesus Christ and the Latter Day Saints Humanitarian Services, General Electric, Newmont Mining, Accenture, U.S. Army Special Operations Command, Building Tomorrow, Bridges to Prosperity, Foundation for Amazonas Sustainability, Foundation for Ideas for Peace, Paso Colombia, Catholic Bishops, Catholic Secretariats, Sri Lanka Unites, Touching Tiny Lives, Child’s Cup Full, Darzah, Agrimed, Mission of the Glorious Cross, Universidad Sagrado Corazon, Bosco Uganda
- Countries** Bosnia, Lebanon, Palestine, Egypt, Tunisia, Kenya, Uganda, Rwanda, Ethiopia, Sierra Leone, Senegal, Ghana, Lesotho, South Africa, Sri Lanka, Indonesia, Cambodia, East Timor, Kiribus, Mindanao in Philippines, Guatemala, Honduras, Nicaragua, Amazon in Brazil, Bolivia, Colombia
- Forums** U.S. House of Representatives, Foreign Relations Committee (2011), Association of the U.S. Army (2015), Conference of International Humanitarian Organizations (2011, 2012)
- Research** Co-leading with Professor Joe Kaboski (economics) and Associate Dean Sara Sievers (policy) multi-year, randomized control trials in Colombia and in the Amazon, Brazil to assess impact of business and supply-chain interventions on incomes, livelihoods, security, illegal activity
- Projects (illustrative)** Bosnia, Catholic Relief Services, launching business incubators to support returning refugees to build their own enterprises
- Palestine, Darzah, growing women’s textile cooperative to increase work for disadvantaged women
- Ghana, Newmont Mining, developing economic investment plan to support community livelihoods once major gold mine shuts down
- Mindanao, Philippines, World Vision, multi-year commitment to design business and educational interventions to reduce child sex trafficking, cyber sex, child labor
- Indonesia, Mercy Corps, building businesses around informal trash collection
- Honduras, U.S. Army Command, combining security and business toward long term stability
- Guatemala, Archbishop of Zacapa, extending agricultural cooperative to new crops
- Colombia, Foundation for the Ideas for Peace, multi-year commitment to design path from coca cultivation to legal crops in formerly FARC combatant-controlled territory
- Please see www.botfl.nd.edu for impact summaries of nearly BOTFL projects.
- Awards** 2009, Forbes Top 10 Most Innovative Masters in Business Administration Courses
- 2012, “What Would You Fight For?” Feature on NBC (National Broadcasting Corporation)
- 2015, *US Special Operations Command Outstanding Civilian Service Medal*
- 2019, University of Notre Dame’s *Grenville Clark Award* for advancing the cause of peace.