General Editorial Style Guidelines for Publications and the Website

The University of Virginia Darden School of Business Office of Communication & Marketing uses the Associated Press Stylebook (apstylebook.com) as its chief reference on questions of editorial style, with certain exceptions. The following guide presents acceptable style rules to be used when writing news and magazine articles, blog postings, website copy and other texts related to the Darden School of Business.

Abbreviations. In general, abbreviations of degrees, expressions of time and names of countries take periods with no space between the elements. Examples: a.m., p.m., U.S., D.C., U.K., etc.

However, write USA with no periods.

e.g. means “for example”
i.e. means “that is”
etc. means “and others” (things)
et al. means “and others” (people)

Common business terms abbreviated on first use:
PR, HR, R&D, M&A, CEO, CFO, COO

Academic degrees. Use apostrophes in general mentions of a bachelor’s degree or a master’s degree (but not in associate degree). However, in a formal allusion to a specific degree, there is no possessive. Examples: Bachelor of Arts. Master of Science. Master of Business Administration.

A Master in Business Administration is abbreviated as MBA. Example: He holds an MBA from the Darden School of Business.

A doctor of philosophy degree is abbreviated as Ph.D. Example: He earned his Ph.D. from the University of Virginia Darden School of Business.
Another option: Ed Freeman, who has a doctorate in philosophy, addressed the audience.

Academic areas. Capitalize if referring to a specific area by its full, proper name. Otherwise, use lowercase. Examples: Melissa Thomas-Hunt has joined the area of Leadership and Organizational Behavior at Darden. McIntire’s accounting department. When capitalizing the full, proper name, lowercase “area.” Examples: The Global Economies and Markets area. The Finance area.

Academic titles. Professor is the preferred title before the name of a person who holds a doctoral degree. Example: Professor Peter Rodriguez led the special session on emerging markets. Titles are not capitalized unless they precede the person’s name: Dean Robert F. Bruner; Robert F. Bruner, dean of the Darden School of Business.

Follow this format when referring to faculty chairs: Professor Alec Horniman, who holds the Killgallon Ohio Art Chair of Business Administration, will speak. Here’s Darden’s complete list of faculty chairs.

Academical Village. Capitalize the first letter of both words.

Acronyms. Always spell out the name, title or phrase on first reference, followed by the acronym in parentheses. Acronyms are acceptable thereafter if the reference is commonly understood or helps avoid repetition. Do not use acronyms if there is only one reference. Example: The Council for Advancement and Support of Education (CASE) met last year.

Addresses. Do not abbreviate states or words like “Street” and “Boulevard.” (This is an exception to AP style.)

Do abbreviate “District of Columbia” when referencing Washington, D.C. Example: Bo Obama
1400 Pennsylvania Avenue
Washington, D.C. 20500 USA

Do abbreviate compass points in a complete address. Periods appear after single letter compass points. (N., S., E., W.) Do not use periods in quadrant abbreviations (NE, NW, SE, SW). Example: William Clark
500 Maple Street NW
Charlottesville, Virginia 22901 USA
Age. Always use figures. Examples: A 5-year-old boy, but the boy is 5 years old. The boy, 7, has a sister, 10. The woman, 26, has a daughter 2 months old. The race is for 3-year-olds. The woman is in her 30s (no apostrophe). Avoid referring to age unless it is relevant.

Alumnus, alumni, alumn, alumnae. Use “alumnus” (“alumni” in the plural) to refer to a man who has graduated from the Darden School of Business. Use “alumna” (“alumnae” in the plural) to refer to a woman. Use “alumni” to refer to a group of men and women. Avoid “alums.”

Identify Darden graduates by using the abbreviation for the alumnus’ academic degree with the last two digits of the graduation year, in parenthesis. Make sure the apostrophe goes down and to the left. Example: John Smith (MBA ’02). Jane Doe (EMBA ’08). Sue Johnson (TEP ’08). John Suson (GEMBA ’13). If a person received more than one degree from Darden, use both years and put a comma between them. Example: John Smith (MBA ’89, Ph.D. ’94) delivered opening remarks at the meeting.

For current students, state “Class of” and the year they are expected to graduate. Example: Angela Manese-Lee (Class of 2013).

For MBA for Executives and Global MBA for Executives students, use EMBA and GEMBA. Example: Meriwether Lewis (EMBA ’09).

Ampersand (&). Use the ampersand when it is part of a company’s formal name or composition title. Examples: House & Garden, Procter & Gamble, Office of Communication & Marketing.

The ampersand should not otherwise be used in place of “and,” except for a few accepted abbreviations, such as B&B.

Annual events. Spell out ordinal numbers one through nine. Examples: Fourth annual Darden Style Conference. 10th annual Darden Dance Party.

Do not use “first annual,” as an event is not annual until its second occurrence.

Bi-/semi-. When referring to periods of time, the prefix “bi” typically means every other; “semi” means twice. Exception: Biannual and semiannual both mean twice per year. Biennial means every other year.

Board of directors. See Internal elements.

Books. See composition titles.

B-school. An acceptable abbreviation of business school in informal writing. Capital B.

Bulleted lists. Use bulleted lists for three or more items. Follow these rules for creating bulleted lists:

- Introduce each list with a sentence or phrase.
- For simple word or phrase lists, do not punctuate. End complete sentences with a period.
- Single space lists of simple words or phrases. Double space lists of sentences.
- Do not substitute numbers for bullets unless the sequence of the items is important (bullets imply random order).
- Structure all items within a list similarly. If any item on a list is punctuated, punctuate every item.
- Capitalize the first word of each list item even if the item is not a complete sentence. (This is an exception to AP style.) Exception: lowercase abbreviated units of measurement.

Business cards. Follow this format:

P.O. Box 7225
Charlottesville, Virginia 22906-7225 USA
Shipping: 100 Darden Boulevard, 22903
+1-434-924-7502 • Fax: +1-434-924-4724
ZunzS@darden.virginia.edu
www.darden.virginia.edu

Sophie Zunz
Director of Media Relations
Capitalization. Avoid unnecessary capitals, but use for names of people, places, trademarks, states, teams, book titles, plays and movies. Official names are capitalized; unofficial, informal, shortened or generic names are not. Avoid using ALL CAPS in headlines or text. Phrases such as “the center,” “the institute” or “the recently renovated museum” are not capitalized.

Examples:
- Office of Admissions, the registrar’s office, the registrar
- Darden School of Business, Darden School, the business school, the School, B-school
- Camp Library, the library

Capitalize official names of bulletins, forms, conventions, conferences, classes, etc. Examples: Professor Lenox will teach the course “Entrepreneurs Taking Action” next semester.

Centers of Excellence. See Research centers.

Chair/chairman. Use “chair” instead of “chairman,” “chairwoman” or “chairperson.” Exception: Those groups that use “chairman” exclusively, including when referring to females.

Cities. Names of internationally-known cities stand alone (Bangkok, New York), but less-known cities should be followed by either the U.S. state name spelled out in text or country for cities in other nations. On second reference, the state or country is not mentioned.

Co-author. Hyphenated.

Colleges and Schools. Capitalize the names of colleges and schools.

Colon. The first letter after a colon is lowercase unless followed by a complete sentence. Examples: Brown proposed a solution: contacting former customers. Brown proposed a solution: The sales team could contact former customers.

Commas. Do not use a comma before “and” or other conjunctions in a series. Elsewhere, use commas when the potential for confusion exists without them. Examples: She served on the committee to review scholarships, grants and financial aid. The featured breakfast today was ham and eggs, and French toast.

Commonwealth. Capitalize when referring to Virginia. (This is an exception to AP style.) Examples: The Commonwealth or Commonwealth of Virginia.

Committee names. Capitalize the full names of committees. Example: The MBA Admissions Committee will meet Thursday.

Community. Lowercase when referring to the Darden community.

Company names. Use the following guidelines:
- Use what the company prefers: Co. or Cos., Inc. or Ltd., as it appears on its letterhead or website. Use “company,” not “co.,” when referring to the company informally.
- Do not use periods in LP or LLC.
- Do not use commas around abbreviations like “Inc.” Example: He has an interview with Berkshire Hathaway Inc. this week.
- Generally, follow the spelling and capitalization preferred by the company. Exception: Capitalize the first letter if it begins a sentence. Examples: Two Darden alumni launched hotelicoper in the Darden Incubator. Hotelicoper was launched in the Darden Incubator in 2006.

Note: Commonly misspelled company names include: PricewaterhouseCoopers, Walmart.

Composition titles. Apply guidelines listed here to book titles, movie titles, opera titles, play titles, television and radio program titles, magazines, poem titles and the titles of lectures, speeches and works of art. The guidelines are:
- Capitalize the principal words, including prepositions and conjunctions of four or more letters.
- Capitalize an article – the, a, an – or a word of fewer than four letters if it is the first or last word in a title.
Put in italics the names of all such works except the Bible and books that are primarily catalogs of reference material. In addition to catalogs, this category includes almanacs, directories, dictionaries, encyclopedias, handbooks and similar publications. (This is an exception to AP style.)

Note: Do not italicize websites.

Examples: The Rise and Fall of the Third Reich, Gone With the Wind, Building a Dynamic Europe, The New York Times, Poets & Quants.

Note: Academic papers appear in quotation marks, not italics.

For titles of articles, see Headlines.

Contact information. Mailing addresses should follow this format:
Darden School of Business
University of Virginia
Saunders Hall
P.O. Box 7225
Charlottesville, VA 22906-7225 USA

For addresses in running copy, use commas to separate elements. Example: Please direct inquiries to the Office of Admissions, Darden School of Business, University of Virginia, P.O. Box 7225, Charlottesville, VA 22906 U.S.A.

List telephone numbers as: +1-434-243-3911. See also Business cards.

Courses. Put quotation marks around specific names of courses (i.e., "Bargaining and Negotiation"). However: Do not include quotation marks around Executive Education short courses, which are italicized unless hyperlinked.

Currency. Always lowercase. Use figures and well-known symbols (such as the $ or £) in all except casual references or amounts without a figure. Examples: The trip will cost €300. The trip to Japan will cost 371,000 yen. She spent $48 (600 pesos at 12.45 pesos to the dollar). See also dollars.

Dashes. Use an "em dash" to set off parenthetical content that deserves emphasis (insert a space before and after the em dash): COM 110 — an introduction to college-level communication — is required of all students.

Use an "en dash" to indicate time, date and number ranges: 2006−07; Monday−Friday. The event will take place 30March−1 April. Note: Do not insert a space before and after the en dash unless the date or time range appears on an invitation.

Em and en dashes can be found in the insert tab under symbol. Hover your cursor over the symbols to find the right one.

Darden School of Business. On first reference, in formal texts, use the University of Virginia Darden School of Business. On second reference, state the Darden School of Business or Darden or the Darden School.

Darden welcomed its first class in 1955. In formal texts, we have traditionally referred to Darden as the School (capital S).

Darden School Foundation. On second reference, the Foundation.

Database. One word.

Dates. Dates should be expressed in the following international format: 13 July 2011. In common with continental European usage, all-numeric dates should be ordered dd/mm/yyyy. (Please note that it is not necessary to place a zero before single digit dates.)

Add a comma after the date when using month, date and year. Example: The target date, 14 February 1987, occurred on a Tuesday.

Do not add a comma when using the month and year. Example: She graduated in May 2000.

When the day of the week precedes the date, include commas on either side of the date. Example: They will meet Tuesday, 1 May, at the Rotunda.

Spell out all months.

Decision-maker. Two words. Also: policy-maker.
**Dollars.** Always lowercase. Use figures and the $ sign in all except casual references or amounts without a figure. Example: *The book cost $4. Dollars are flowing overseas.* For specified amounts, the word takes a singular verb: *He said $500,000 is what they want.*

For amounts of more than $1 million, use the $ and numerals up to two decimal places. Do not link the numerals and the word by hyphen: *It is worth $4.35 million. It is worth exactly $4,351,242. He proposed a $300 billion budget.*

Amounts less than $1 million: $4, $25, $50, $1,000, $650,000.

Amounts more than $1 million: $2 billion, $3 trillion. Example: *It is a $3 trillion sector.*

**U.S. dollar is represented USD or US$.** See also Currency.

**Downsize.** One word.

**Ellipses.** Leave one regular space on either side of an ellipsis. Examples: *I … tried to do what was best. I no longer have a strong enough political base. … I must resign.*

**email.** Lowercase with no hyphen, except when it starts a sentence and should be uppercase.

**email signatures.** Darden email signatures should be formatted as shown here. Individuals’ LinkedIn, Twitter and blog links are acceptable only if they are Darden-relevant. Signatures may be shortened, but the information should appear in the same sequence as below:

Your Name
Your Title/Program
Darden School of Business
University of Virginia
P.O. Box xxxx, Charlottesville, Virginia 22906 USA
Shipping: 100 Darden Boulevard, 22903
+1-434-xxx-xxxx • Fax +1-434-xxx-xxxx

[Email](mailto:email@darden.virginia.edu)
LinkedIn • Twitter • Blog

**www.darden.virginia.edu**

**Faculty and staff.** The collective nouns “faculty” and “staff” are singular nouns. Example: *Darden’s faculty includes more than 90 members. Darden faculty members come from more than 10 different countries.* If you wish to use a plural construction, use “members of the faculty/staff” or “faculty/staff members.”

**fiscal year.** Spell out. If the words must be abbreviated, on first reference use the complete term followed by the acronym in parentheses. Example: *The Darden Annual Fund broke records in fiscal year (FY) 2012, setting a new bar for FY 2013.*

**Fortune 500.** Although reference to the magazine itself would call for italics, reference to the list does not.

**Fractions.** Spell out amounts less than one and use hyphens: one-half, one-fourth. Use figures for amounts larger than one, converting to decimals when possible: $3.5 million; 2.5 percent.

**Full time, full-time.** Hyphenate as an adjective; otherwise, two words. Examples: *He is a full-time professor. He teaches full time.* (See Hyphens.)

**euro zone.** Two words, lowercase. (This is an exception to AP style.)

**Ex-.** Do not hyphenate words that use “ex” in the sense of “out of”: excommunicate, expropriate. Hyphenate when using the sense of “former”: ex-husband, ex-employee. “Former” is preferred with titles: Former President George Bush.

**Ex-**
Fundraising, fundraiser. Preferred use is without a hyphen or space.

Grounds. Capitalize when referring to the University of Virginia or Darden campus. *The Darden Grounds. He has an on-Grounds interview.*

Headlines. Capitalize the principal words, including prepositions and conjunctions of four or more letters. (This is an exception to AP style.) Follow story style in spelling but use numerals for all numbers and single quotes for quotation marks. Exception: Use *US, UK and UN* (no periods) in all headlines. Example: “US Intensifies Screening for Passengers From 14 Nations”

Hyphens. Do hyphenate compounds used as adjectives before a noun: a far-reaching decision, a much-needed vacation, a thought-provoking article, a University-related program.

Initials. Use periods and no space to ensure that both initials will be set on the same line. Examples: *C.S. Lewis, L.J. Bourgeois.*

Internal elements. Lowercase in general mentions of internal elements of an organization when they have names that are widely used generic terms. However, when using the full and official name of the internal element, capitalize. (This is an exception to AP style.) Examples: *The CEO will meet with the company’s board of directors. The Darden School Foundation Board of Trustees will convene on Friday.*

Internet. Capitalize. Always use “Internet” on first reference; in informal writing, “net” or “the net” is acceptable thereafter.

Invitations. Darden style allows for the following exceptions to be made in formal invitations:

- Titles may be capitalized when they follow the individual’s name. *Gal Raz, Associate Professor of Business Administration.*
- Spaces may surround an en dash. *7 – 9 p.m.*
- Internal elements of an organization may be capitalized. *The Board of Directors invites you to...*

Online. One word.

Part time/part-time. Hyphenate when used as a compound modifier. Examples: He was a part-time student. He worked part time.

Percent. One word. Spell out in a sentence, but usually write as “%” when used in a table or graph. For amounts less than zero, place a zero before the decimal. When giving a range, repeat “percent” after each figure. Examples: Enrollment climbed by 8 percent, with a 0.7 percent increase in women students. The number of freshmen increased by 2 percent to 5 percent based on major.

Plural acronyms. No apostrophe. Do not use an apostrophe to form the plural of any proper noun. Examples: MBAs, RFPs, IDs, ABCs, the ‘60s.

Policy-maker. Two words, hyphenated. Also: decision-maker.

Possessives. For plural nouns not ending in s, add an s. Example: alumni’s contributions.

For plural nouns that end in s, and for proper names that end in s, add an apostrophe. Examples: universities’ mission statements, football teams’ rivalry, Descartes’ theories. Note: The possessives “hers,” “its,” “theirs,” “yours” and “oneself” have no apostrophe.

When following an x, use an apostrophe with an “s.” Example: Mr. Roux’s strategy was approved by the team.

President. Capitalize only as a title before an individual’s name: President Robert Gates, Former President George Bush. Always lowercase “presidency” except when it’s the first word in a sentence.

Principal/Principal. Principle refers to a fundamental truth, law, doctrine or motivating force. Example: They fought for the principle of self-determination. Principal is a noun and adjective meaning someone or something first in rank, authority importance or degree. Example: He was the principal player in the trade.

In a financial context, principal may also refer to the capital or main body of an estate or financial holding as distinguished from the interest or revenue from it. It may also refer to a sum of money owed as a debt, upon which interest is calculated.

Punctuation. In general, follow the rules found in the Associated Press Stylebook, Webster’s New International Dictionary or any standard grammar book, and be consistent.

Quotation marks. The period and the comma always go within the quotation marks. Examples: “Education is important for many reasons,” he said. “I do not object,” he said, “to the tenor of the report.”

The dash, the semicolon, the question mark and the exclamation point go within the quotation marks when they apply to the quoted matter only. They go outside when they apply to the whole sentence.

Research centers. Darden’s research centers, often called Centers of Excellence, should always be referred to by their complete names on first reference:

- Alliance for Research on Corporate Sustainability (ARCS)*
- Batten Institute for Entrepreneurship and Innovation
- Behavioral Research at Darden Lab (BRAD Lab)
- Business Roundtable Institute for Corporate Ethics (BRICE)* (on second reference, “the institute”)
- Darden Center for Global Initiatives
- Darden/Curry Partnership for Leaders in Education (PLE)*
- Darden Institute for Business in Society (IBiS)
- Darden Olsson Center for Applied Ethics
- Richard A. Mayo Center for Asset Management at Darden
- Society for Effectual Action (SEA)*

* Centers marked with an asterisk are joint ventures or collaborations with other business schools or organizations and are housed at Darden.
Capitalize Center of Excellence. When simply referring to the center, lowercase.

**Roman numerals.** Use Roman numerals for wars and to establish personal sequence for people and animals: World War II, King George V, Pope John XXIII. Use Arabic numerals in all other cases. Example: *17th Annual Automotive Sector Meeting.*

**Room numbers.** Use figures and capitalize “room” or “classroom.” Example: *The meeting was held in Classroom 130.*

**Salutations.** The first word of a closing salutation begins with a capital letter. If the closing salutation has a second word, it is lowercase. Example: *Best regards,*

*Robert F. Bruner*

**Seasons and semesters.** Lowercase spring, summer, fall, winter and derivatives unless part of a formal name: *Winter Olympics, Summer Olympics, UVA Winter Carnival.* *He enrolled in fall 2009.*

**Self-.** Always hyphenate: self-awareness, self-interest.

**Shelf life.** No hyphen.

**Social media.** The Darden MBA YouTube Channel, Twitter, Facebook, LinkedIn, vodcasts, podcasts, BusinessCast, blog posting.

**Spacing.** Use only one space between sentences.

**States.** As Darden communicates with a global audience, do not assume a reader will be familiar with state abbreviations. Spell out all states. However, do not abbreviate District of Columbia.

Add a comma after a state when it doesn’t end a sentence. Example: *After attending the conference in Richmond, Virginia, they drove to Washington, D.C., then Baltimore, Maryland.*

**State-of-the-art.** Hyphenate as an adjective. Example: *He has a state-of-the-art computer system.* Avoid other usages, such as “His computer is state of the art.”

**Students.** Darden First Year student; Second Year student (This is an exception to AP Style.)

**Syllabus.** The plural is syllabuses.

**Teleconference.** One word.

**Thank you.** Two words. Never thank-you.

**That/which.** “That” is correct with restrictive phrases (those that are essential to the meaning of the sentence). “Which” is correct with nonrestrictive phrases (phrases that add information but can be deleted without changing the meaning of the sentence) and is set off with commas. Examples: *The program that recently was accredited has become very popular. The recently accredited program, which the dean praised yesterday, has become very popular.*

**Time.** For time of day: 8 p.m., 9:30 a.m., 10 o’clock, noon. See also *Years.*

**Titles.** Capitalize a person’s title when it precedes the name. Do not capitalize a title when it follows a name or stands by itself. Examples:

- *Robert Bruner, dean of the Darden School of Business, will travel to Beijing. The ticket is for Dean Robert Bruner.*
- *The chair of the meeting was late.*
- *Ming-Jer Chen is vice president-elect of the Academy of Management.*
- *Emily Stillinger, president and CEO of Security Associates.*

Note: In formal invitations, when appropriate, capitalize a person’s title.

See also *Academic titles* or *Composition titles.*

**Top 10.** Top Five. Top 20.
**TV.** Acceptable abbreviation of “television” as an adjective, but not as a noun. Also: not “T.V.”

**United States.** Spell out as a noun; abbreviate (with periods but no space between the letters) as an adjective. Examples: *The United States is a popular destination for students from China. The official U.S. policy has not changed.* In headlines, it’s US (no periods).

**Units of measurement.** Abbreviate metric units; do not use periods.

- m (meters)
- km (kilometers)
- km/h (kilometers per hour)
- g (grams)

A space separates the number and the unit of measure (e.g., 10 g).

**University of Virginia.** On second reference, refer to the University of Virginia as UVA (web and print) or the University. University should only be capitalized as part of a formal name or when referring to UVA. Examples: *The University of Virginia. Mr. Jefferson’s University. The University of Vermont. The university located in Burlington, Vermont.*

**Value added, value-added.** When used as a noun, no hyphen. As an adjective, with hyphen. Example: *What is the value added? They offer a range of value-added products.*

**Washington, D.C.** Add a comma after “D.C.” when it doesn’t end a sentence. Example: *The program is offered in the Washington, D.C., area.*

In headlines and subheadings, do not use punctuation marks, per *AP Stylebook* headline guidance. When necessary in cases of design space constraint, drop “Washington.” Examples:

- President Takes Oath of Office in Washington DC
- Darden Offers Program in Washington DC Area
- DC Area Programs
- DC Programs

**Which/that.** See “That/which.”

**-wide.** Many usages are one word: statewide, nationwide. General rule: Hyphenate if the word preceding “wide” is capitalized or if you can’t find the word in a dictionary. Examples: *industry-wide, sector-wide.*

**Workforce.** One word. Also: workplace, workroom, workshop, workstation, workweek, workman.

**World Wide Web.** Three words, capitalized. While “Web” is capitalized here, other words using “web” are not. Examples: *webmaster, webcast, webinar.* See Appendix 1 for more computer-related terms.

**Web.** Capitalize. Example: Netscape is a Web browser.

**webpage.website.** One word. Lowercase.

**Website names.** In general, drop the www. Example: *MetaFilter.com.* Capitalize as the site treats its own name (avoiding excessive caps). For example, *CNet.com, craigslist.org.*

**Years.** Years should be expressed in these ways:

- 1980s
- 1980s and 1990s
- 1992–98 (note en dash)
- 1998–2002 (note en dash)
- In April 1992,
- In 1992, the company
- The Class of ’72
- fall 2010 or spring 2011

**ZIP code.** Use all-caps ZIP for “Zone Improvement Program,” but lowercase “code.” In mailing addresses, do not put a comma between the name of the state and the ZIP code: New York, New York 10128. Outside of the United States, the term “postal code” is preferable.
Appendix 1: Computer and Internet-related terms

Follow the spelling, capitalization and hyphenation of these computer terms:

CD
CD-ROM
database
DVD
download
e-business
e-commerce
email
Excel
freeware
FTP
HTML
http://:
hypertext
Internet
Internet service provider (ISP)
intranet, but the Darden Intranet
IT
keyword
LAN
Listserv
log in (v.)
login (n. or adj.)
Microsoft Word
multimedia
offline
online
PowerPoint
PDF
shareware
spreadsheet
UNIX
upload
URL
username

Contact us with your editorial questions:

The Office of Communication & Marketing

Julie Daum
Executive Director of Communication
+1-434-243-3911
DaumJ@darden.virginia.edu

Larry Becker
Senior Director of Digital Marketing
+1-434-982-2589
BeckerL@darden.virginia.edu

Catherine Burton
Associate Director of Communication & Thought Leadership
+1-434-924-4098
BurtonC@darden.virginia.edu

Valerie Harness
Website Project and Systems Manager
+1-434-924-3220
HarnessV@darden.virginia.edu

Dave Hendrick
Assistant Editorial Director
+1-434-982-2168
HendrickD@darden.virginia.edu

Jay Hodgkins
Editorial Director
+1-434-924-2634
HodgkinsJ@darden.virginia.edu
Susan Wormington
Art Director
+1-434-924-1060
WormingtonS@darden.virginia.edu

Sophie Zunz
Director of Media Relations
+1-434-924-7502
ZunzS@darden.virginia.edu

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