

Carmen Marina Diaz, PhD, MPP

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UVA Frank Batten School of Leadership and Public Policy
235 McCormick Road
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CURRENT POSITIONS

Assistant Professor of Public Policy University of Virginia Frank Batten School of Leadership and Public Policy	Jul. 2026–Present Charlottesville, VA
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Adjunct Faculty, Communications University of Virginia Darden School of Business	Jul. 2026–Present Charlottesville, VA
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EDUCATION

Ph.D. in Management & Organizations Northwestern University Kellogg School of Management	Sep. 2017–Jun. 2023 Evanston, IL
Dissertation:	<i>Tracing Mindfulness through Clinical Knowledge Sharing, Role Development, and Sensemaking</i>
Committee:	Klaus Weber, Kellogg School of Management (Chair); Jillian Chown, Kellogg School of Management; Jeannette Colyvas, School of Education and Social Policy; Noshir Contractor, McCormick School of Engineering

Master of Public Policy University of Virginia Frank Batten School of Leadership and Public Policy	Aug. 2012–Jun. 2014 Charlottesville, VA
Thesis:	<i>Rounding Out Success—Hospitalist Compensation in Geographic Rounding Models</i>
Advisor:	Jim Savage, Frank Batten School of Leadership and Public Policy

B.A. in Interdisciplinary Studies University of Virginia College of Arts and Sciences	Aug. 2009–Jun. 2013 Charlottesville, VA
Thesis:	<i>Fixing a Community Culture with Design-Thinking</i>
Advisor:	George Sampson, Arts Administration

HONORS and AWARDS

Compassionate Care Research Grant , University of Virginia School of Nursing (\$8,000)	2024
Compassionate Leadership Certification , Center for Compassionate Leadership	2024
Trauma Informed Design Research Training , Social Design Sydney	2022
Fellowship in Leadership , Northwestern University, Center for Leadership	2021
The Graduate School Conference Travel Grant , Northwestern University	2019

PROFESSIONAL EXPERIENCE

Lecturer University of Virginia Frank Batten School of Leadership and Public Policy	Sep. 2025–Jun. 2026 Charlottesville, VA
Postdoctoral Fellow in Compassionate Care University of Virginia School of Nursing	Oct. 2023–Jun. 2026 Charlottesville, VA
Director Medvec & Associates Critical Decision and Negotiation Partners	Jan. 2023–Sep. 2023 Chicago, IL
Innovation Project Manager Johns Hopkins Sibley Innovation Hub	Sep. 2016–Jun. 2017 Washington, D.C.
Senior Research Assistant to Drs. Alice Rivlin and Stuart Butler The Brookings Institution Center for Health Policy	Oct. 2014–Sep. 2016 Washington, D.C.

TEACHING EXPERIENCE

Course Professor (University of Virginia)

LPPL 4660-001 and 4660-002: Value and Bias	Aug. 2026–Present
GBUS 7210: Leadership Communication	Aug. 2026–Present
LPPP 3559-002: Design-Thinking for Public Policy ¹	Jan. 2026–May 2026
LPPP 5559-003: Conflict Resolution: Tools for Dialogue and Change ¹	Jan. 2026–May 2026
LPPL 7025-001 and 7025-002: Values-Based Leadership	Sep. 2025–Dec. 2025

Workshop Facilitator (University of Virginia)

Leadership in Academic Matters: New Approaches to Negotiations (with Dr. Allison Elias)	Feb. 2025
Health Leadership Institute: Design-Thinking in Healthcare	Aug. 2024

Workshop Facilitator (Northwestern Medicine)

Design-Thinking for Communication in the Surgical ICU	Jul. 2021
Design-Thinking for VTE Prophylaxis Best Practice Alerts	Feb. 2020

Workshop Facilitator (Other)

Johns Hopkins Sibley Memorial Hospital: Introduction to Design-Thinking	Sep. 2016–Jun. 2017
YMCA of Northeast Florida (Jacksonville, FL): Design-Thinking 101	Aug. 2014
Jacksonville Public Education Fund (Jacksonville, FL): Design-Thinking 101	Aug. 2013

Guest Lecturer (University of Virginia)

GNUR 8120-001: Intro. to Qual Research Methods, “Rigor in Qualitative Methodology”	Feb. 2024
SARC 3102: The Arts & Public Policy, “A New Era of Art Therapy in Health Policy”	Mar. 2014

¹ Created and taught course.

ARAD 4070: Introduction to Design-Thinking (co-created the curriculum) Spring 2012

Guest Lecturer (Northwestern Kellogg)

MORS 452-0: Leading the Strategic Change Process, “Change and Organizational Design” Feb. 2019

MORS 452-0: Leading the Strategic Change Process, “Change and Organizational Design” Aug. 2019

Teaching Assistant (Northwestern Kellogg)

MORS 944-0: Artificial Intelligence & the Future of Work Winter 2023

SSIM 938-0: Managing Sustainability Transformations Winter 2023

MORS 472-5: Negotiation Fundamentals (4 sections) Fall 2022, Fall 2018

MORS 430-0: Leadership in Organizations Fall 2020

MORS 964-5: The Science and Strategy of Bias Reduction (2 sections) Spring 2020

MORS 452-0: Leading the Strategic Change Process (4 sections) Summer 2019, Spring 2019

ADDITIONAL RESEARCH EXPERIENCE

Lab Member to Dr. Anne Stey, Assistant Professor of Surgery Jul. 2021–Dec. 2022

Northwestern Feinberg School of Medicine Chicago, IL

Lab Member to Dr. Miriam Rafferty, Director of Implementation Science Jun. 2019–Dec. 2023

Shirley Ryan AbilityLab (Northwestern Medicine affiliate) Chicago, IL

Research Consultant Mar. 2016–Sep. 2020

Sen Sound (Healthcare sound design studio) Washington, D.C. (and remote)

Research Assistant to Dr. Jeanne Liedtka, Professor of Business Administration Feb. 2014–Jul. 2014

University of Virginia Darden School of Business Charlottesville, VA

PEER-REVIEWED PUBLICATIONS

Diaz C, Reed K, Barnes L, Flickinger T, Truong T, Wang Z, LeBaron V. Implementing artificial intelligence (AI)-supported communication tools in healthcare: System-level perspectives. *Digit Health*. 2026;12:20552076261464754.

Wang Z, Yan R, Francis S, **Diaz C**, Flickinger T, Lin Y, Barnes L, LeBaron V. Stakeholder-centric participation in Large Language Models Enhanced Health Systems. *npj Health Systems*. 2025;2(22).

Ho JW, Cerier EJ, **Diaz C**, Hu YY, Tatebe LC, Alam HB, Johnson J, Halverson AL. Residents Need a Dynamic Approach to Leadership Education: A Qualitative Study. *J Surg Educ*. 2024;81(6):794-803.

Foote DC, Rosenblatt AE, Amortegui D, **Diaz C**, Brajcich BC, Schlick CJR, Bilimoria KY, Hu YY, Johnson JK. Experiences With Unionization Among General Surgery Resident Physicians, Faculty, and Staff. *JAMA Netw Open*. 2024;7(7):e2421676.

Diaz C, Abahuje E, Johnson J, Ko B, Tesorero K, Amro A, Lin K, Bushara O, Stey AM. Defining Conditions for Effective Interdisciplinary Care Team Communication in an Open Surgical Intensive Care Unit: a Qualitative Study. *BMJ Open*. 2023;13(12):e075470.

- Abahuje E, **Diaz C**, Lin KA, Tesorero K, Bushara O, Yang S, Berry ABL, Rafferty R, Johnson J, Stey A. A Qualitative Study of How Team Characteristics and Leadership Are Associated with Information Sharing in Multidisciplinary Intensive Care Units. *Surgery*. 2023;174(2):350-355.
- Diaz C**, Briody M, Lieber R, Rafferty M. Knowledge Sharing and Communication Practices Between Therapists and Researchers Engaging in Translational Research: Qualitative Study. *Archives of Physical Medicine and Rehabilitation*. 2023;104(3):e36-e37.
- Rafferty M, Stoff L, Smith JD, Hansen P, Briody M, **Diaz C**, O'Donnell L, Heinemann AW, Brown CH, Lieber R. Promoting Evidence-Based Practice: The Influence of Novel Structural Change to Accelerate Translational Rehabilitation. *Archives of Physical Medicine and Rehabilitation*. 2023;104(8):1289-1299.
- Bushara O, Abahuje E, Amro A, Tesorero K, **Diaz C**, Johnson J, Shapiro M, Ko B, Bilimoria KY, Stey AM. Is the Implementation of an Interprofessional Communication Smart Phone Application Associated With Improved Survival Among Critically Ill Surgical Patients? *Journal of Surgical Research*. 2023;283:179-187.
- Diaz C**, Weber K. Clinical Responses to Alarming Technology in High-Reliability Organizations. *Academy of Management Annual Meeting Proceedings*. 2021;2021(1):14957.

WHITE PAPER PUBLICATIONS

- Butler S, **Diaz C**. Hospitals and Schools as Hubs for Building Healthy Communities. *Brookings Institution*. 2016.
<<https://www.brookings.edu/research/hospitals-and-schools-as-hubs-for-building-healthy-communities/>>.
- Butler S, **Diaz C**. 'Third Places' as Community Builders. *Brookings Institution Health360*. 2016.
<<https://www.brookings.edu/blog/up-front/2016/09/14/third-places-as-community-builders/>>.
- Brandt C, Cabello M, **Diaz C**, Rivlin A. Enrollment Challenges for the Affordable Care Act (ACA). *Brookings Institution Health360*. 2015.
<<https://www.brookings.edu/blog/health360/2015/11/20/enrollment-challenges-for-the-affordable-care-act-aca-2/>>.
- Butler S, **Diaz C**. How 'Villages' Help Seniors Age at Home. *Brookings Institution Health360*. 2015.
<<https://www.brookings.edu/blog/health360/2015/10/19/how-villages-help-seniors-age-at-home/>>.
- Diaz C**, Katikaneni P, Kocot L, White R. Why Patient Engagement is Key to Improving Health, Reducing Costs. *Brookings Institution Health360*. 2014.
<<https://www.brookings.edu/blog/up-front/2014/11/13/why-patient-engagement-is-key-to-improving-health-reducing-costs/>>.

CONFERENCE PRESENTATIONS

- Powell L, May N, Hinton I, Crosby H, **Diaz C**. Evaluating well-being retreats for nursing students with state-based measures. 2025 National Summit for Building Healthy Academic Communities; Charlottesville, VA (Apr. 2025).
- Diaz C**, Reed K, Epstein B, LeBaron V. Pilot study exploring how moral distress consults actualize

- organizational compassion in healthcare. UVA School of Nursing Compassionate Care Research Symposium; Charlottesville, VA (Mar. 2025).
- Diaz C**, Reed K, Epstein B, LeBaron V. Pilot study exploring how moral distress consults actualize organizational compassion in healthcare. Sigma Theta Tau: Creating Healthy Work Environments; Phoenix, AZ (Mar. 2025).
- Powell L, May N, Hinton I, Crosby H, **Diaz C**. CCI retreat surveys: How much do wellbeing retreats for nursing students stick? Ohio State Summit on Promoting Well-being and Resilience in Healthcare Professionals; Columbus, OH (Oct. 2024).
- Diaz C**. Situating Design in Organizations: Seeing the Design Process through a ‘Process Thinking’ Lens [Panelist]. Academy of Management Annual Meeting; Chicago, IL (Aug. 2024).
- Diaz C**, Rafferty M, Briody M, Celian C, King BF, Lieber R, Weber K. Knowledge Sharing and Communication Practices Between Therapists and Researchers Engaging in Translational Research: Qualitative Study. American Congress for Rehabilitation Medicine; Chicago, IL (Nov. 2022).
- Diaz C**, Abahuje E, Johnson J, Ko B, Tesorero K, Amro A, Lin K, Bushara O, Stey AM. Improving Interdisciplinary Care Team Communication in the Intensive Care Unit. Society of Critical Care Medicine; Virtual (Feb. 2022).
- Diaz C**, Weber K. Coordinating Nurse Response to Alarms in High-Reliability Teams. Academy of Management Annual Meeting, OMT Division; Virtual (Aug. 2021).
- Diaz C**, Weber K. Coordinating Nurse Response to Alarms in High-Reliability Teams. European Group for Organizational Studies; Virtual (Jul. 2020).
- Diaz C**, Weber K. The Social Impact of Alarms on Clinician Routines and Norms. European Group for Organizational Studies; Edinburgh, Scotland (Jul. 2019).

PROFESSIONAL and UNIVERSITY SERVICE

Health Care Initiative, University of Virginia Darden School of Business	2024 – Present
Advisor for C4, a student-led contracted independent organization (CIO) at UVA	2024 – 2025
Reviewer for <i>PLOS</i> Journal Review	2024
Member of Academy of Management	2018 – Present
Member of Northwestern Kellogg Management & Organization PhD Admissions Committee	2022
Member of Interdisciplinary Network for Group Research	2021-2022
Member of European Group for Organizational Studies	2018-2022
MORS Qualitative Workshop	2018-2021
Planning Committee, Kellogg-Booth Student Symposium	2019
Speakers Committee, Kellogg Business of Healthcare Conference	2018-2019