

Laura McNamara

CHIEF COMPLIANCE & PRIVACY OFFICER
UNIVERSITY OF VERMONT HEALTH



MORE ABOUT ME

What's one dish that you cook which always gets rave reviews? (The actual secret sauce)

I absolutely crush a ribeye on the grill - perfect sear, deep flavor, and those cross hatch marks that make people think I moonlight at a steakhouse. It's the kind of steak that stops conversations mid sentence.

What is one non-work-related opinion you will defend until the end?

Daylight Saving Time should be abolished. I will die on this hill. My body has never once agreed to "spring forward," and I refuse to pretend that losing an hour of sleep is a normal, acceptable part of civilized society. Keep the clocks still and let us all live in peace.

If you could 'save' one year of your life in a loop to re-live whenever you wanted, which year would it be?

The year I'd save is the one from just a few years ago when I finally stopped rushing through my own life. It was the first time I realized I still had so many years ahead of me, and that I wanted to be healthy enough - physically, mentally, and spiritually - to actually enjoy them.

Something shifted that year. My shoulders dropped. I stopped white knuckling as much. I became more comfortable leaning on people, both professionally and personally, instead of trying to carry everything alone. It felt like someone turned the saturation up on my life, and I'd relive that feeling of clarity and groundedness anytime I needed a reset.

Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

A blend of curiosity, pattern spotting and radical clarity. I treat compliance like a living ecosystem - if you understand how people actually behave, you can design guardrails they'll willingly follow.

They say stories are more impactful than data in compliance training – what's one powerful success story that you've used to get skeptics on your side?

I once inherited a board of trustees that viewed compliance as a perfunctory "report out" - a box to check before moving on to the "real" agenda. Instead of pushing more data at them, I shifted to a relationship building approach: framing each update around decisions they cared about, inviting their questions, and validating their instincts with thoughtful follow ups after every meeting.

Over time, the dynamic changed completely. They went from passive listeners to active partners who asked sharp, strategic questions and reached out between meetings to pressure test ideas.

The turning point was when one trustee said, "I finally feel like compliance is helping us steer the ship, not just telling us the weather." That's when I knew I had them on my side.

Have you seen any examples of compliance (following the law) and ethics (doing the right thing) coming into conflict with one another?

Certainly! Compliance can tell you what's allowed, while ethics asks what's appropriate. I've seen teams technically follow a rule while still making decisions that didn't sit right. Those moments remind me that "legal" is the floor, not the ceiling.

What can executives do to help the Compliance Officer be more effective?

Modeling the right behaviors publicly and consistently. When leaders show that compliance is a strategic priority, the rest of the organization follows.

I also make it a point to be visible alongside executives - in meetings, trainings, and site visits - because that shared presence reinforces that compliance is part of how we lead the business, not a separate function. It boosts executive engagement and sends a clear signal to employees that we're aligned, which strengthens the overall culture of compliance.

Does anyone read the compliance manual?

Well gosh, I sure as heck hope so! My job gets a whole lot easier when they do. In reality, most people only crack it open when something's on fire...unless you write it in a way that doesn't feel like a punishment. I try to make it clear, human, and actually useful, so opening it feels less like a chore and more like a cheat code for doing things right the first time.

What is a soft-skill that you think the next generation of compliance officers needs to have to succeed?

Hands down, storytelling. If you can't translate risk into a narrative people care about, the message gets lost.

The next generation of compliance officers won't just be interpreters of regulations - they'll be communicators who can make complex, abstract risks feel real. Storytelling is what bridges that gap; it takes a policy that might otherwise be ignored and turns it into something people can see themselves in. When you frame a risk through a human lens - what happened, to whom, and what the consequences were - people pay attention in a way they never do with bullet points alone.

What is the biggest misconception about the role of a compliance function?

I've watched this misconception shift over time as we've evolved into a true business partner - but the old stereotype still pops up: that compliance is the team you run from because we're here to slow things down. In reality, we've become the group people run to - the ones who help them navigate complexity, protect their work, and move forward with confidence. The more the organization sees us as partners rather than hall monitors, the more that misconception fades into the background.

How much of the compliance job is corporate psychology versus enforcing rules?

Easily 70% psychology. You can't enforce your way into a healthy culture. You have to understand motivations, fears, incentives, and how people interpret risk.

If compliance now more than ever has a seat at the table, how does it stay relevant?

By speaking the language of the business. Relevance comes from showing how compliance accelerates strategy instead of slowing it down.

The Results

We asked...

Why do you think a location is being left off of more and more resumes and LinkedIn profiles lately?

| | |
|-----------------------------|-----|
| Avoiding geographical bias | 65% |
| They want remote roles only | 20% |
| Privacy concerns | 15% |

HIRING A COMPLIANCE OR PRIVACY PROFESSIONAL, OR LOOKING FOR A COMPLIANCE OR PRIVACY JOB?

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