

Welcome & Overview

Congratulations and welcome to Leadership Roanoke Valley (LRV). You join 33 participants and 18 curriculum advisors for a ten-month adventure that will change how you live, work, learn, and play in the Roanoke region.

LRV is a program of the Roanoke Regional Chamber of Commerce that was established in 1983 by the Roanoke Regional Chamber with assistance from local college presidents, Dr. Paula Brownlee of Hollins College and Dr. Norman Fintel of Roanoke College. In 28 years, this program has graduated over 900 business leaders.

LRV was established to achieve the following goals:

- To expand the scope and increase the community awareness offered within the leadership realm of the Roanoke Regional Chamber of Commerce
- To provide local governments and organizations with persons who are better prepared for the challenges facing our region
- To improve the quality of life in our region so as to retain existing talent and attract others who can positively contribute to the vitality of our area through well trained and motivated leaders

Leadership Roanoke Valley is a 10-month course comprised of educational programs developed and implemented by curriculum advisors and participants. These programs are designed to identify, educate, and develop a select group of citizens from the Roanoke region for positions of leadership in the community and build a resource base of community leadership on an ongoing basis.

LRV encourages participants to get involved in the community. LRV provides the knowledge base needed for participants to make a difference in the community now and in the future. The programs developed by the participants are designed to educate and motivate the individuals into action. Participation is the key to a program's success.

Although participants have diverse backgrounds, all are expected to share the following characteristics:

- The ability to set and achieve personal goals.
- The availability of time and resources to give to community service.
- A demonstrated personal commitment to the Roanoke region and to society as a whole.

To sustain the integrity of LRV, the Chamber utilizes the expertise and resources of the region's leaders to help guide and direct the program. These community leaders are represented on the curriculum committee and are responsible for the organization of the program. The framework for the LRV experience includes three aspects: increased self-awareness, personal growth, and leadership skills; networking and connectivity to the community; and professional leadership opportunities and motivation to improve the quality of life in the Roanoke region. See LRV Experience diagram included on page 4.

Leadership Roanoke Valley participants, graduates, and curriculum advisors

- Serve as ambassadors for the region;
- Work in a team environment to expand and leverage social networks;
- Demonstrate higher-level leadership skills within neighborhoods, work settings, and governing groups;
- Understand needs for the Roanoke region;
- Make a difference in the Roanoke region.

Participant Expectations

All participants in LRV are expected to attend and fully participate in all activities developed by curriculum advisors and program participants. Participants are assigned to a program planning group with responsibility to research issues in an assigned program area that impact the citizens in the Roanoke region. Participants are expected to:

- Participate fully in all aspects of the LRV program.
- Read and follow the guidelines and policies in this handbook and on the LRV web site.
- Be a team player.
- Actively participate in all planning meetings and activities.
- Be open to new and differing points of view.
- Learn about issues that influence the citizens of the Roanoke region.
- Learn all aspects of the presentation topic chosen by your group.
- Use your energy, creativity, and skills to develop a presentation that is educational, stimulating, and fun for your group and the other participants.
- Establish a presentation agenda.
- Select guest speakers and experts to present to the group. Set your target high. Choose the highest profile, most recognized experts available.
- Participate in fundraising activities for the group's program. Your group is responsible for all financial aspects of your program.
- Use curriculum advisors and the Roanoke Regional Chamber staff members as resources.
- Apply what is learned and use the knowledge to improve the region.
- Get involved and make a difference. LRV is a learning experience. It is only the beginning.
- Meet new people and plan to have lots of FUN!

Attendance

LRV is a great program with a long history and fantastic group of past participants. As with most things, **you get out of it what you put into it.** Plan to make the most of this experience.

Each participant is expected to attend **all events** sponsored by Leadership Roanoke Valley from the beginning of the program to the end. Failure to attend events will result in the participant not being able to graduate. Arriving late to a program, leaving early from a program, or missing any portion of a program is unacceptable. The curriculum committee will review all absences, late arrivals, and early departures. The Chamber liaison will monitor attendance at all LRV sponsored events.

Active participation in group planning meetings is also expected of all participants. Participants are expected to complete all assignments on a timely basis and participate at a high level, as measured by attendance and activity level. The lead curriculum advisor will monitor the participation level and report inadequate participation to the chair of the curriculum committee.

Participants are required to notify the Chamber liaison regarding any absence.

- **After the first absence:** the lead advisor will contact the participant, discuss the attendance policy, and the participant will receive a letter from the curriculum committee chair.
- **After the second absence:** the participant will receive a letter from the curriculum committee chair advising that he/she is in jeopardy of not being able to graduate; his/her lead advisor, Chamber liaison and sponsor will each receive a copy.
- **After the third absence:** the participant will then receive a letter from the curriculum committee chair stating he/she will not be allowed to graduate; his/her lead advisor, Chamber liaison and sponsor will each receive a copy.

Local Government Meetings

In order to observe local government in action, participants are required to attend at least one local government meeting by May 2 (e.g., City Council Meeting, Board of Supervisors Meeting, or School Board Meeting). Participants are asked to submit an e-mail confirming their attendance to their lead advisor **and** the Chamber liaison within one week of their observation.

Schedules for three local governments are listed below; however participants are not limited to the these meetings. Additional information can be found on the LRV/Roanoke Regional Chamber of Commerce Web site at www.roanokechamber.org and click on "Get Involved with Government" tab.

City of Roanoke

Council meets on the first Monday at 9 A.M. and the third Monday at 2 P.M. each month in the City Council Chamber of the Noel C. Taylor Municipal Building, 215 Church Ave SW, Roanoke. (www.roanokeva.gov)

School Board meets on the second Tuesday at 7 P.M. in various locations. Visit www.rcps.info for specific locations.

County of Roanoke

Board of Supervisors meet on the second and fourth Tuesday at 3 P.M. each month in the Roanoke County Administration Center, 5204 Bernard Dr, Roanoke. (www.roanokecountyva.gov)

School Board meets on the second and fourth Wednesday at 7 P.M. in the Board Room of the Roanoke County Public School Central Office, 5937 Cove Rd, Roanoke. (www.rcs.k12.va.us)

City of Salem

Council meets on the second and fourth Monday at 7:30 P.M. in the Council Chambers, City Hall, 114 N Board St, Salem. (www.ci.salem.va.us)

School Board meets on the second Tuesday at 7 P.M. each month in the Board Room of the School Administration Building, 510 S College Ave, Salem. (www.salem.k12.va.us)

Leadership Forward - The Next Step

Plan to stay involved in the community and continue your professional development through Leadership Forward's (LF) scheduled programs and annual leadership conference. LF can help facilitate your involvement in leadership positions in the region as a volunteer, board or committee member, or participant in short-term projects to benefit local not-for-profits.

Leadership Forward is YOUR alumni association. Its mission is to continue your engagement after you graduate from Leadership Roanoke Valley and then support your integration into positions of leadership in the Roanoke region.

As an LRV graduate, you are automatically enrolled in LF. Leadership Forward will help you:

- Move into a position of leadership in our community
- Gain access to local boards and committees
- Increase networking opportunities
- Attend workshops on issues of regional importance
- Continue development of leadership skills and community activism
- Keep you connected to all the new friends you have met throughout your LRV experience.

To fulfill its mission, Leadership Forward has various committees that organize different programs and events for this association.

Leadership Forward committee chairs: Betsy Whitney - Class of 2009

Leadership Forward Chair

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Stacey Showalter - Class of 2009

Leadership Forward Co-Chair

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To search the over 900 LRV graduates go to www.roanokechamber.org and click on *Leadership Programs*.

LRV Experience

gain

increased self-awareness
personal growth
leadership skills

by

learn by doing
friendship–networking–teamwork
linking individuals to the community

growing

community awareness
leadership opportunities
motivation to improve



calendar

September	Breakfast + Retreat	February	Regionalism
October	Leadership	March	Economic Development
November	Networking	April	Environmental
December	Education	May	Community Involvement
January	Virginia General Assembly	June	Graduation

Curriculum Committee **Role & Guidelines**

The Role of the Curriculum Committee

The Leadership Roanoke Valley (LRV) curriculum committee is responsible for the day-to-day support and assistance for LRV participants as well as the coordinating of curriculum committee programs. Six advisors step-up to assume a leadership role for the development and coordination of the curriculum committee programs. Participant advisors are responsible for the coordination of the activities of the participants as they develop the curriculum for each of the five program topics. A team of participant advisors is assigned to each of the curriculum topics to assist the participants in the development and implementation of their projects.

Curriculum committee advisors are past LRV participants. They have done everything you are getting ready to do. Use them, ask questions, and let them provide you with information on past program successes and failures, but remember, they are advisors only. They will not develop the program for you. That is your responsibility. They will keep you on schedule and will offer advice, but you will only learn from this experience by "doing."

The curriculum committee as a whole approves each program's topics, goals, and conceptual agenda prior to the delivery of your program. Your program group will present your initial and final plans at curriculum committee meetings.

Curriculum Committee Guidelines

1. Curriculum committee members are expected to attend Opening Breakfast, Retreat, the Leadership Program, the Networking Program, General Assembly, Graduation, and each participant program.
2. Each curriculum committee member is required to attend 80% or more of the scheduled curriculum committee meetings and LRV sponsored activities.
3. Advisors are asked to attend 80% or more of their group's planning and organizational meetings.
4. Curriculum committee members are expected to rotate off the committee, voluntarily after five years to permit more recent class participants to perform curriculum committee duties.

Thanks to the following advisors for assuming a leadership role in developing and facilitating the Curriculum Committee programs.

Opening Breakfast – Betsy Whitney

Retreat – Deborah Flippo

Leadership Program – Kathleen Lordan & Whitney Higgins
Networking Program – Nancy Duvall & Patience O'Brien

General Assembly – Erik Williams

Graduation – Melissa Lacombe

Leadership Roanoke Valley
2011-2012 Schedule

Participants are required to attend all BOLD events.

Time	Date	Event	Location
7:30 AM	September 7	Opening Breakfast	Sheraton Roanoke
OVERNIGHT	September 22-23	Retreat	WE Skelton 4H Center
3:30 PM	September 19	Chamber Board of Directors	Chamber
8:00 AM	October 5	Curriculum Committee	Chamber
TBA	October 19	Leadership Program	TBA
8:00 AM	November 2	Curriculum Committee <i>Initial Plan Education</i>	Chamber
3:30 PM	November 14	Chamber Board of Directors	Chamber
TBA	November 16	Networking Program	TBA
8:00 AM	December 7	Curriculum Committee <i>Final Plan: Education</i>	Chamber
TBA	December 21	Program: Education	TBA
8:00 AM	January 4	Curriculum Committee <i>Initial Plan: Regionalism</i>	Chamber
3:30 PM	January 16	Chamber Board of Directors	Chamber
	January 21	Education Program Final Report Due	
6:00 AM	January 2011	General Assembly Visit	Richmond, VA
8:00 AM	February 1	Curriculum Committee <i>Final Plan: Regionalism</i> Initial Plan: Economic Development	Chamber
TBA	February 15	Program: Regionalism	TBA
8:00 AM	March 7	Curriculum Committee <i>Final Plan: Economic Development</i> <i>Initial Plan: Environmental</i>	Chamber
3:30 PM	March 19	Chamber Board of Directors	Chamber
TBA	March 21	Program: Economic Development Regionalism Program Final Report Due	TBA

Leadership Roanoke Valley
2011-2012 Schedule Cont.

Participants are required to attend all BOLD events.

Time	Date	Event	Location
8:00 AM	April 4	Curriculum Committee <i>Final Plan: Environmental</i> <i>Initial Plan: Community Involvement</i>	Chamber
TBA	April 18	Program: Environmental Economic Development Program Final Report Due	TBA
	May 2	Deadline to attend a Local Government Meeting	
8:00 AM	May 4	Curriculum Committee <i>Final Plan: Community Involvement</i>	Chamber
TBA	May 18	Program: Community Involvement Environmental Program Final Report Due	TBA
3:30 PM	May 21	Chamber Board of Directors	Chamber
	June 1	Community Involvement Program Final Report Due	
5:30 PM	June 5	Graduation	Roanoke College
8:00 AM	June 13	Curriculum Committee	Chamber

Retreat
September 22-23, 2011

W.E. Skelton 4-H Educational Conference Center
775 Hermitage Rd, Wirtz, VA (Smith Mountain Lake)
www.skelton4hcenter.org
540.721.2759

Starts: Thursday, September 22 at 8:00 AM
Ends: Friday, September 23 at 3:15 PM

The Retreat is designed to accomplish several goals:

- Meet your fellow participants
- Learn about yourself in a team environment
- Form a relationship with your planning group

Registration will be conducted from 8 AM – 8:30 AM on Thursday, September 22, 2011. The program will begin promptly at 8:30 AM. This retreat is designed to familiarize you with Leadership Roanoke Valley, learn how to operate in a team environment, learn what makes an effective leader, learn about your personal leadership style, and how to design an effective program. Last, but not least, the retreat should be FUN!

Remember to bring:

- LRV participant handbook
 - Calendar
 - Comfortable, casual clothing, swimsuit, and shoes
(YES, we mean casual. Feel free to wear shorts, blue jeans, t-shirts, and tennis shoes. You may want to bring a jacket for cool evenings or rain.)
 - And always, enthusiasm, and creativity!
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Directions to W.E. Skelton 4-H Center

Take US-220 S toward Martinsville	14.5 mi
Turn left at VA 775	0.4 mi
Turn right at VA-697	0.3 mi
Continue on Wirtz Rd	3.8 mi
Turn left at VA-122	1.1 mi
Sharp turn at Burnt Chimney Rd	6.9 mi
Turn right at Lovely Valley Rd	0.8 mi
Turn right at VA-944	1.6 mi
Turn left at Heritage Ln/VA 669	0.9 mi
Slight right at Hermitage Rd	0.2 mi
End at 775 Hermitage Rd	

Other Programs . . .

LEADERSHIP PROGRAM

October 19, 2011

Location: TBD

This program is designed to offer LRV participants specific leadership knowledge, skills, and tools for their leadership tool kit. The program will also include highly interactive exercises that will encourage intelligent thought and discussion of timely and relevant leadership issues. Information about the program location and start time will be provided as it becomes available.

NETWORKING PROGRAM

November 16, 2011

Location: TBD

This program is designed for you to demonstrate specific leadership skills and tools to effectively interact and engage with small and large groups. Information about the program location will be provided as it becomes available.

VIRGINIA GENERAL ASSEMBLY

January 2012 (TBA) (6 AM - 9 PM)

Location: Richmond, VA

This one-day trip to Richmond is developed to provide you with an overview of our Commonwealth's legislative process. Your tour of the State Capital and General Assembly buildings will include a visit to the galleries where you will see the Senate of Virginia and the House of Delegates at work. Between scheduled meetings with the Governor's office and state representatives, you will have the opportunity to attend various committee and sub-committee meetings to witness where the real work is done.

GRADUATION

June 5, 2012

Location: Wortman Ballroom, Roanoke College

Graduation will be held in the evening starting at 5:30 PM with social networking. Dinner will follow. The program will conclude around 9:00 PM. You and an adult guest will be invited to celebrate your accomplishments and reflect on the events from the past year. A class picture will be taken this evening, and dress for the evening is business or cocktail attire.

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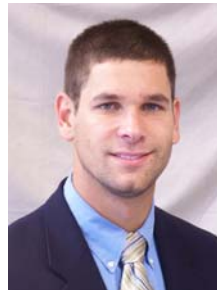
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Chamber Staff

The Role of Chamber Staff

Staff support for the curriculum committee and participants is provided by the Roanoke Regional Chamber of Commerce. The chamber liaison has copies of past program agendas you can review for ideas. To familiarize everyone with the Chamber and its staff, your first group meeting after the retreat should be held at the Chamber office to include a short tour and introduction of Chamber staff members. To coordinate the date and time of this meeting, arrangements will be made during the retreat. Please feel free to contact any staff member for assistance on your program at any time.

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Group Responsibilities & Program Guidelines

The LRV experience consists of programs developed by curriculum advisors and four educational sessions developed and delivered by program participants. The following guidelines are provided to give structure and organization to the development of your program topic. Throughout the process, you are encouraged to tap into diverse resources and providers in the region.

Past outstanding programs included excursions to multiple venues, a program four to five hours in length, breakfast and/or lunch, utilized multiple presentation formats, and sought program support from active Roanoke Regional Chamber of Commerce members. LRV participants should only request financial/in-kind support from current Roanoke Regional Chamber members. If in doubt, check with your Chamber liaison prior to making the ask! Fundraising should focus on monetary requests to cover costs associated with your program (e.g., food, printing, transportation, facility rental, in-kind contributions).

Find a Directory of Current Chamber Members at www.RoanokeChamber.org.

***Note** – If financial and/or in-kind support is offered from an organization that is not a member of the Roanoke Regional Chamber of Commerce, please contact the Chamber liaison to discuss how to move forward.

Getting Started and Expectations

During the retreat, you will have the opportunity to explore various issues of interest to other LRV participants regarding your assigned topic. You are strongly encouraged to visit and re-visit these lists of ideas and issues prior to the selection of your program's focus. Provided below is an outline of things to consider as you are developing your educational program.

1. Select your program leadership team. You may consider selecting a chairperson, secretary, treasurer, and historian. Other positions within your group can be determined as needed. You need to provide this information to the curriculum committee and Chamber liaison.

- The role of **chairperson** is to provide contact with the lead advisor and Chamber liaison, to handle the logistics of scheduling the group's meetings, and to facilitate the flow of creating a program.
- The role of **secretary** is to prepare minutes of each planning meeting for distribution to the group members and assigned curriculum advisors. These minutes should reflect the group's discussion and attendance of both advisors and participants. Minutes should be e-mailed to the group within five business days of a meeting. The secretary also maintains the information throughout the year for inclusion in the final report. (Refer to Final Report for details.)
- The role of the **treasurer** is to handle the financial transactions for the group and prepare a final financial report (refer to Sample Financial Report for an example).
- The role of the **historian** is to document your planning process, as well as your group's program through pictures to be included on a CD in the final report. During the day of your program, your group should capture photographs for various activities for your program.

2. Your program's curriculum committee advisors should be invited to **all** program planning meetings and **at least** one advisor should attend each meeting. Please coordinate attendance. If your advisors cannot be present, the **lead advisor** for your group should be notified and will arrange for curriculum committee representation.

3. Submit your **initial plan** materials to the Chamber liaison by the Monday morning prior to your initial plan presentation (refer to LRV Calendar for dates) so that the Curriculum Committee has time to review your materials.

The initial plan should include:

- A clear statement of your program goals/objectives
- The program working agenda
- The initial financial report

A representative from each group is required to present these materials at a scheduled curriculum committee meeting. Please limit your presentation to 5-10 minutes.

4. Submit your **final plan** materials to the Chamber liaison by the Monday morning prior to your final plan presentation (refer to LRV Calendar for dates) so that the Curriculum Committee has time to review your updated materials.

A representative from each group is required to present these materials at a scheduled curriculum committee meeting. Please limit your presentation to 3-5 minutes.

5. The **invitations/announcements** with logistics for your program are distributed at the conclusion of the LRV program delivered before your scheduled event. Please contact the team presenting the prior month to coordinate an appropriate time for distribution of your invitations. Remember to include program times, location, parking, and inclement weather information in your announcement. The curriculum committee, participants, and sponsors should receive your announcements. (Refer to LRV Calendar for dates.)

PROGRAM GUIDELINES

Program Basics

Your program may be developed along any format you choose:

- Community Service
- Field Trip
- Group Study
- Hands-on Activities
- Panel Discussion
- Question and Answer
- Speakers Forum
- Other

Interaction between participants and speakers is encouraged. Let your imagination run free. BE CREATIVE!

In the past, the typical program has lasted between four and five hours. It is suggested that your group limit itself to this timeframe. If additional time is needed, the request should be referred to the curriculum committee. Start and end your program on time.

Focus on and communicate logistics such as location, props, cost, notification of all interested parties, and thank-you letters. Follow up with guest speakers.

Any expenses, such as breaks, breakfast, lunch, printing, transportation, etc. will need to be raised by the team. This is your group's responsibility. Remember to acknowledge such gifts during and after your programs. **Only Roanoke Regional Chamber members should be used as to provide support for your program.**

Handouts and reading materials, such as speaker's bios, are all great for future reference. As you educate your fellow participants about your program topic and call to action, materials are useful for handout purposes. Materials kept are excellent resources for future participation.

The Roanoke region is the stage for your program. Select your location creatively from the list of Chamber members found on the Chamber's website directory. Your advisor will be sharing updates on locations and speakers chosen monthly to prevent duplication of program sites and speakers, so decide early.

Your sponsor will be invited to attend your program, so it's a great opportunity to share your LRV experience and learnings.

What Makes a Good Program?

1. Programs should **identify, probe, and explore** regional hot topics, rather than concentrate exclusively on imparting information.

Considerations:

- Any necessary background information (e.g., on the topic, speakers) may be distributed in advance.
- Find the areas of controversy and see that various points of view are represented.
- Identify the range of realistic alternatives to solving problems.

2. **Goals and objectives** should be determined by each participant group. Establishing goals and objectives will assist in focusing the group's energies into the key issues. Planning the presentation will be easier if all members of the group understand the goals and objectives of the program.

Considerations:

- Who are the opinion leaders in this region?
- What are the most pressing issues in this region?
- What is the knowledge level of the participants?
- How much material may realistically be covered in the time allotted?
- What insights do you want the participants to gain?
- What is the issue today?
- What are the implications for tomorrow?

3. The ideal learning event is difficult to determine. Remember that opening and closing exercises are important. It is recommended that:

- An "ice breaking" exercise start the day to allow for continued interpersonal growth
- At least one-half hour be allotted at the end of the day for a "closing" exercise allowing for a wrap-up, pulling together, and airing feelings. A typical program format schedules from 8:00/8:30 AM to 1:00/1:30 PM; however, you are not limited by this. Programs may be scheduled in the morning, afternoon, or for the entire day depending on what your group is trying to accomplish.
- Plan breaks as needed for program length. Please spare the participants "seat fatigue."

4. When designing the program, consider a variety of formats to ensure reaching the program's objectives:

- How can we best demonstrate a point, convey opinions, and impart knowledge?
- Who and what would be our best resources?
- Where* and in what setting can we best impart this knowledge?
- What types of technology might help us accomplish our objectives?

* It is meaningful for LRV participants to visit as many areas of Roanoke as possible throughout the year. Locations are limited only by the issue(s) being developed, the weather, travel time, and Chamber membership. BE CREATIVE!

5. Generally, programs are most successful when the creativity and imagination of the participants becomes an integral part of the overall program design. Provide an opportunity for participants to be somewhere, speak with someone, or do something that they would not be able to do under normal circumstances.

6. The planning group may wish to bring in an outside facilitator. The facilitator would attend the entire program and lead the closing exercise. Curriculum advisors can help identify persons who have been

particularly effective in this role. It is suggested that your group identify all outside speakers, panel members, and facilitators as early as possible. Try not to utilize individuals who are part of another LRV program. Your curriculum committee advisors should be kept informed of potential outside speakers to ensure no duplication occurs.

7. An **evaluation form** must be developed for each program and should be reviewed by the curriculum committee during the program review process. The evaluation form is to be administered at the conclusion of the day's program. The evaluation should seek to measure the extent to which the goals and objectives were met as well as to evaluate other factors such as logistics and presenter effectiveness. **Curriculum advisors** will work with each group's evaluation coordinator in preparing the evaluation form.

If you would like, your group can develop an electronic evaluation (e.g. SurveyMonkey.com). Please forward your invitation and evaluation reminder to the Chamber liaison, no later than two (2) weeks prior to the delivery of your actual program. The evaluation will be electronically distributed the afternoon of your program to all LRV participants and curriculum advisors.

A summary of results should be forwarded to the Chamber liaison within **one week** and should be included in your group's final report. (Refer to example found under the Leadership Programs tab at www.roanokechamber.org.)

8. Planning early is important because program topics and guest speakers often cross topics with multiple groups vying for the same guest speakers. Avoiding repetition is desirable. Finally, planning early will help to assure you of the guest speakers of your choice. These individuals tend to have very full schedules and must be booked as early as possible. Remember, guest speakers may need to cancel; have backups for everyone.

9. Unless otherwise requested, no media is allowed access to LRV activities.

10. **Words of Wisdom** (gained from experience)

- Start on time (even if participants are missing).
- Consider giving participants some choices by having concurrent sessions.
- Explain the day's objectives as part of the session's introduction.
- Consider the length of time needed to travel from one location to another and use that time creatively (e.g., games, icebreakers).
- Allow plenty of time for getting organized on program day; be certain you can get in the building.
- Beware! Some VIP's do not know as much as their staff.
- Avoid having a passive audience. Even when there is a speaker, prepare the audience for active listening. Lecture formats can be dull.
- Work in subgroups as often as feasible throughout the day.
- Often the richest resources reside in the LRV participants themselves. Simulation exercises, role playing, and problem-solving activities draw on participants' experiences.
- Recognize underwriters and financial supporters of your program.
- Beware of panels after lunch (typically naptime).
- Check and double check. Confirm final plans with all involved right before the day.
- Narrow your focus early to give your group time to plan and less time brainstorming.
- Pick a topic about which the entire group is excited. This will increase the level of participation.
- Always try to mingle with all participants at each program, and feature networking opportunities.
- Reach outside of your comfort zone. Do not choose a topic because it is easy; use this opportunity for personal, professional, and community discovery.
- BE CREATIVE! Find methods to involve all LRV participants in each step of your program.

Program Logistics

Participant groups should provide for an appropriate flow and transition from one section of the program or location to another. In addition, there are speaker, material, and contingency factors that must be considered.

1. Guest speakers

- Who is responsible for each person?
- How does this person fit into the program?
- Aim high - go after the BEST possible presenters
- Get commitments from guest speakers early
- Get commitments from backup speakers for each speaker as well
- Collect speaker biographies
- Each guest should be given the necessary information in writing about Leadership Roanoke Valley, the day's agenda, the location, and the expectation of them as a participant. (It is a good idea to share this information with each speaker in advance so they have context for their comments. Refer to the *Welcome/Overview* page for language to explain the LRV program.)

2. Location

- *Remember that the entire Roanoke region is your classroom!* Try to choose locations appropriate to the subject matter that may represent a new experience for most participants.
- Visit the location prior to the session to ascertain:
 - Size of meeting rooms
 - Lighting, acoustics, climate/environment
 - Appropriateness for program subject matter
 - Adequate break-out rooms
 - Facilities for service of meals
 - Adequate electrical accessories (extension cord, electrical outlet)
 - Make allowances for adequate transition time from room to room or from location to location

3. Materials

- Audio-visual equipment in place and tested
- Easels, flipcharts, markers, pads, pencils as necessary
- Provision for breaks and meals

4. Contingency Considerations

- Murphy's Law - give yourself some alternatives
- Think about how your program could get off schedule and how to prevent it

5. Thank you Letters

- Write thank you letters to every guest speaker and sponsors. *This is a very important detail!*
- Remember to recognize and thank each speaker and sponsor during the program and follow up with a written thank you note as well. (Contact Chamber liaison for Chamber stationary.)

6. Mailings

- Each planning group is responsible for their program's clerical and invitation/announcement design work. All written materials must be approved in advance by Chamber liaison to ensure that everyone follows an approved Chamber format and uses correct LRV/Chamber logo.

Program Financing

The Roanoke Regional Chamber does not provide funds for your group's program. Your group will be responsible for raising any funds needed to present your program. This may include: refreshments, meals, transportation, speaker fees and/or gifts, parking, venue fees, postage, and other direct expenses. (Refer to the sample on www.roanokechamber.org, click on the Leadership Tab, and link to the Form Resource Library. You may contact the Chamber liaison for Chamber stationary.

If funds are raised but not spent by the group, they will be allocated to the following years LRV class for enhancements to programs such as Retreat, the Leadership program, or to the LRV Scholarship Fund. They are **not** to be used for social activities for your group or given as donations to local organizations. (Refer to the *Sample Financial Report* for an example.)

In planning for program expenses, sponsors should be solicited by the group. Please be sure to properly recognize donations, contributions, and in-kind gifts from your program sponsors. **The Chamber is a 501(c) 6 not-for-profit organization and therefore is not tax-exempt.**

All monetary contributions are to be made to the **Roanoke Regional Chamber of Commerce** with a notation about the specific LRV program to which it applies. All disbursements of funds will be the responsibility of the Chamber. A check request form is required for all disbursements. (Check request form on www.roanokechamber.org, click on Leadership Programs, page 39 in this book.)

The Chamber check request deadlines are the 10th and 25th of each month. Plan at least five (5) business days to receive the check after the check request deadline. Do not promise a vendor payment on the day of service unless a check request form has been submitted well in advance and verified by Chamber staff.

Countdown Checklist

Each planning group should prepare their own program checklist, one that is unique to their needs and goals.

Two weeks prior to the program date, have you...?

1. _____ Sent an electronic invitation reminder to the Chamber liaison with time, place, location and parking directions. Maps are often necessary. Suggestions on appropriate attire for the session may be helpful.
2. _____ Visited and arranged all details of the meeting place.
3. _____ Considered all the physical requirements for the day:
 - _____ Seating arrangements
 - _____ Furniture - podium, microphone, tables
 - _____ Drinking water and cups for presenters
 - _____ Refreshments
 - _____ Coat racks
 - _____ Ventilation, heating and lighting
 - _____ Audio-visual equipment
 - _____ Chalkboard, flip chart, easel, chalk, markers, pencils, etc.
4. _____ Prepared and secured necessary aids/equipment:
 - _____ Visuals
 - _____ Handouts
 - _____ Films, videos, slides
 - _____ Film, camera
 - _____ Name tags, place names
5. _____ Checked to be certain equipment is in working order.
6. _____ Planned to rehearse/review the total design together before the day of the event.
7. _____ Confirmed/reconfirmed with all guest speakers and outside participants in writing.
8. _____ Prepared an evaluation form (refer to www.roanokechamber.org, click on the Leadership Programs tab, and follow to the Form Resource Library).

Immediately after the program, have you...?

1. _____ Written thank you letters to all guest speakers and sponsors.
2. _____ Completed your final report (refer to page 41).

Final Report

A **FINAL REPORT** must be bound in some manner and submitted to the Chamber liaison within one (1) month following the presentation of the group's program; however, the group presenting in May will have a week and a half to turn-in their final report. (Refer to LRV Calendar for dates.)

The final report must include a:

1. **Summary** that includes the program goals and objectives, how the program went, if the program achieved its goals, and what you would have changed
2. CD with approximately **250 word program description** and **photographs** documenting the entire planning process and the day of the program.
3. Copy of the **initial and final plans** presented to the Curriculum Committee
4. Copy of the **invitation**
5. Copy of the program **agenda and handouts**
6. **Summary of evaluations** collected from attendees and notes from the group addressing comments, challenges, how you would do things differently, etc.
7. **Financial summary.** (Refer to example on page 40 when preparing your financial report summary. This form gives the Chamber a record of individuals or businesses that supported LRV as well as a record to account for the group's income and expenses, surpluses and deficits.)

See Chamber liaison about any questions on format.

Leadership Roanoke Valley
Check Request Form

Date of request: _____

Check needed by: _____

The Chamber check request deadlines are the 10th and 25th of each month.

Plan five (5) business days to receive the check after the check request deadline.

Check amount: \$ _____

Make check payable to: _____

Address: _____

(Re-imbusement checks will only be mailed to home addresses.)

Purpose of check: _____

Select the Program to be charged:

- | | |
|---|--|
| <input type="checkbox"/> Opening Breakfast | <input type="checkbox"/> Education |
| <input type="checkbox"/> Retreat | <input type="checkbox"/> Regionalism |
| <input type="checkbox"/> Leadership Program | <input type="checkbox"/> Economic Development |
| <input type="checkbox"/> Networking Program | <input type="checkbox"/> Environmental |
| <input type="checkbox"/> General Assembly Visit | <input type="checkbox"/> Community Involvement |
| <input type="checkbox"/> Graduation | |

Submitted by: _____

For Chamber Use Only

Approved by: _____

Budget No.: _____

Vendor No.: _____

Voucher No.: _____

Leadership Roanoke Valley
Sample Evaluation

*Please note that when rating program content, please use the following scale:

1 is completely unsatisfactory and 5 is completely satisfactory.

1. How clearly was the program objective stated? (1) (2) (3) (4) (5)

2. Please rate the program's logistic components:

a. Facility (1) (2) (3) (4) (5)

b. Food (1) (2) (3) (4) (5)

c. Parking/accessibility (1) (2) (3) (4) (5)

3. How effectively did the day's activities/speakers contribute to achieving the program's objective?

(1) (2) (3) (4) (5)

4. Please rate the overall effectiveness of the day's breakout or activity sessions.

(1) (2) (3) (4) (5)

5. Did you feel the program was sufficiently interactive, and were you given the opportunity to express your opinions and thoughts?

(1) (2) (3) (4) (5)

6. In your opinion, what was the highlight of the day?

7. In your opinion, what was the least effective part of the day?

8. What would you have done differently to make this program better?

Leadership Roanoke Valley
Sample Evaluation Cont.

9. Please rate the following:

a. Before today, how familiar were you with the program's topic(s)?

(1) (2) (3) (4) (5)

b. What percentage of the program material was new or eye-opening to you?

(1) (2) (3) (4) (5)

c. After participating in today's program and hearing the call to action, how likely are you to become more involved in this issue?

(1) (2) (3) (4) (5)

d. How would you rate the entire day overall?

(1) (2) (3) (4) (5)

10. Feel free to use the following space to provide additional feedback regarding the program.

Leadership Roanoke Valley
Sample Financial Report

Leadership Roanoke Valley - Governmental Affairs Program
Summary of Receipts and Disbursements

Contributions	Cash	In Kind	Total
National Business College	\$200.00		\$200.00
Foti Flynn Lowen & Co.	\$300.00		\$300.00
Optical Cable	\$200.00		\$500.00
Met Life	\$200.00		\$200.00
Turner	\$50.00		\$50.00
Woods Rogers Hazlegrove	\$250.00		\$250.00
The Roanoker - Breakfast/2 trays of biscuits, two trays fruit		\$200.00	\$200.00
YMCA - Door Prizes/2 one-month membership certificates		\$80.00	\$80.00
Roanoke College - Door Prizes/t-shirt and water bottle		\$31.50	\$280.00
Woods Rogers Hazlegrove - Door Prizes - WRH Gear		\$100.00	\$100.00
National College of Bus. & Tech. - Door Prizes/2 shirts		\$40.00	\$40.00
Wyndham Roanoke Airport Hotel - Notepads for participants		\$25.00	\$140.00
Optical Cable - 60 notepads and pens for participants		\$25.00	\$25.00
Foti Flynn Lowen & Co. - Miscellaneous supplies		\$25.00	\$25.00
National College of Bus. & Tech. - Printed invitations/handouts		\$250.00	\$50.00
Roanoke Regional Chamber of Commerce - name tags		\$100.00	\$100.00
Thomson Learning - Speaker Gifts - 4 books		\$400.00	\$400.00
Coca Cola - Five cases of beverages		\$40.00	\$500.00
InSystems - Meeting Space		\$100.00	\$100.00
Total Contributions	\$1,200.00	\$1,416.50	\$2,616.50

Expenses	Cash	In Kind	Total
Higher Education - Meeting Space	\$320.00		\$320.00
Kinko's - Meeting Space	\$225.00		\$225.00
InSystems - Meeting Space		\$100.00	\$100.00
Seattle's Best - Lunch	\$393.87		\$393.87
The Roanoker- Breakfast		\$200.00	\$200.00
Beverages	\$5.20	\$40.00	\$45.20
Snacks	\$21.09		\$21.09
Supplies	\$125.89	\$425.00	\$550.89
Barnes & Noble - Two speaker gifts	\$60.00		\$60.00
Thompson Learning - Four speaker gifts		\$400.00	\$400.00
Door Prizes		\$251.50	\$251.50
Total Expenses	\$1,151.05	\$1,416.50	\$2,567.55

Excess Revenue over Expenses	\$48.95	\$48.95
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*This format was requested by the vice president of operations at the Chamber.
Please follow this example for your budget summary. Thank you*

Leadership Roanoke Valley
Sample Sponsorship Letter

September 1, 2007

Mr. John Smith
ABC Co.
123 Street, NW
Roanoke, VA 24017

Dear Mr. Smith:

I am a current participant in the Roanoke Regional Chamber's Leadership Roanoke Valley (LRV) program that was established in 1983 to encourage community leadership and give participants a better understanding of issues facing the NewVa region.

Participants (working as teams) are responsible for the planning and the execution of an informative and educational program to present to fellow participants. Each group is responsible for underwriting/sponsorship for the program expenses.

The Governmental Affairs committee is planning to examine Eminent Domain and its effect on the public and private sector in Southwest Virginia. The program will touch on specific instances where property rights have been challenged for the public good, and include a group exercise in which participants will evaluate a hypothetical eminent domain issue. Our program expenses are estimated at \$2,000. We are currently seeking sponsors who can help us offset these expenses. For a \$200 contribution, we will recognize your company on all printed materials and other promotional media, as well as be recognized the day of the program.

We hope that ABC Co. will consider sponsoring our program. It will help to provide a better understanding of our region's needs for consensus building and community development, which affect the quality of life for the NewVa region. Should you have any questions or need further information, please contact me at 983-1234.

Thank you for your support.

Sincerely,

Jane Doe
123 Co., Leadership Roanoke Valley – Class of 2008

Yes, I will contribute to Leadership Roanoke Valley's (LRV) Governmental Affairs' program.
Enclosed is our check for \$ _____.

Please make check payable and mail to the:
Roanoke Regional Chamber of Commerce
Include memo: LRV's Governmental Affairs' program.
210 S Jefferson St, Roanoke, VA 24011-1702

How Do I...

Know what attendance is expected?	Page 4
Know my team?	Pages 13 - 22
Know what makes a good program?	Pages 27 - 28
Invite others to our program?	Page 25
Request a check?	Pages 30 & 33
Get reimbursed for a LRV expense?	Pages 30 & 33
Know what to do with excess funds?	Page 30
Assemble a final report?	Page 32
Know when to attend a local government meeting?	Page 5

Go to www.roanokechamber.org and click on Leadership Programs to download a sample of the following forms:

Check Request Form
Program Evaluation
Financial Summary Report
Sponsorship Letter
