

Welcome & Overview



Welcome/Overview

Congratulations and welcome to Leadership Roanoke Valley (LRV). You join 31 participants and 23 curriculum advisors for a ten-month adventure that will change how you live, work, learn, and play in the Roanoke region.

Leadership Roanoke Valley 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 26 years, this program has graduated over 850 business leaders.

Leadership Roanoke Valley is 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;

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- Demonstrate higher level leadership skills within neighborhoods, work settings, and governing groups;
- Understand needs;
- 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 impact 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 training ground. 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

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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 and discuss the attendance policy. *Following the second absence, the participant will receive a letter from the curriculum committee chair, which will also be copied to the lead advisor, Chamber liaison, and sponsor, advising the participant that he/she is in jeopardy of not being able to graduate.* Following the third absence, the participant will then receive a letter from the curriculum committee chair stating he/she will not be allowed to graduate. This letter will be copied to the LRV chair, lead advisor, Chamber liaison, and sponsor.

Local Government Meetings

In order to observe local government in the region, participants are required to attend at least one local government meeting by May 1 (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 within one week of their observation.

Schedules for local governments meetings are posted on the LRV/Roanoke Regional Chamber of Commerce Web site at <http://www.roanokechamber.org> click on "Get Involved With Government" tab.

Leadership Forward

Leadership Forward is LRV's Alumni Association. Its mission is to continue the encouragement of alumni beyond their year in the program. Graduates automatically become members of Leadership Forward. This alumni program propels members into positions of leadership in our community; provides a link to boards and committees; and gives access to networking opportunities, workshops on issues of regional importance, and leadership development 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	Education
October	Networking	March	Economic Development
November	Leadership	April	Environmental
December	Regionalism	May	Community Service
January	Virginia General Assembly	June	Graduation

Leadership Roanoke Valley 2009-2010 Schedule



Participants are required to attend all BOLD events.

8:00 AM	August 5	Curriculum Committee	Chamber
8:00 AM	August 26	Curriculum Committee	Chamber
7:30 AM	September 2	Opening Breakfast	Sheraton Roanoke
OVERNIGHT	September 17-18	Retreat	W.E. Skelton 4-H Center
3:30 PM	September 21	Chamber Board of Directors	Chamber
8:00 AM	October 7	Curriculum Committee	Chamber
3:00 PM	October 21	Networking Program	TBA
8:00 AM	November 4	Curriculum Committee Initial Plan Regionalism	Chamber
3:30 PM	November 16	Chamber Board of Directors	Chamber
TBA	November 18	Leadership Program	TBA
8:00 AM	December 2	Curriculum Committee Initial Plan: Education Final Plan: Regionalism	Chamber
TBA	December 16	Program: Regionalism	TBA
6:00 AM	January 2010	General Assembly Visit	Richmond, VA
8:00 AM	January 6	Curriculum Committee Initial Plan: Economic Development Final Plan: Education	Chamber
	January 15	Education Program Final Report Due	
3:30 PM	January 18	Chamber Board of Directors	Chamber
8:00 AM	February 3	Curriculum Committee Initial Plan: Environmental Final Plan: Economic Development	Chamber

2009-2010 Schedule

(Continued)



TIME	DATE	MEETING	LOCATION
TBA	February 17	Program: Education	TBA
8:00 AM	March 3	Curriculum Committee Final Plan: Environmental	Chamber
3:30 PM	March 15	Chamber Board of Directors	Chamber
TBA	March 17	Program: Economic Development Education Program Final Report Due	
8:00 AM	April 7	Curriculum Committee	Chamber
	April 16	Economic Development Program Final Report Due	
TBA	April 21	Program: Environmental	
8:00 AM	May 5	Curriculum Committee	Chamber
3:30 PM	May 17	Chamber Board of Directors	Chamber
TBA	May 19	Community Service Project/Event	
	May 21	Environmental Program Final Report Due	
TBA	June 2	Graduation	TBA
8:00 AM	June 9	Curriculum Committee	Chamber

Group Assignments



Regionalism

December 16, 2009

*Curriculum Advisors: Ernie Caldwell, Lead Advisor
Zack Fletchall
Whitney Higgins
Kelly Sandridge*

Lewis Conner	Gentry Locke Rakes & Moore
Modena Henderson	Carilion Labs, Inc.
Juliette Myers	Roanoke County Public Schools
Patrick Murdock	Trane
Sean Neff	Foti, Flynn, Lowen & Co., PC
Adam Shores	StellarOne
Jessica Webb	City of Roanoke
Michele Wright	NetVentures Corporation

Education

February 17, 2010

*Curriculum Advisors: Harvey Brookins, Lead Advisor
Ross Atherton
Karen Turner*

Chris Becker	G. J. Hopkins, Inc.
Liz Burford	Neathawk Dubuque & Packett
Steve Burtis	Burtis Contracting, Inc.
Dustin Campbell	County of Roanoke
Karen Harris	Appalachian Power
Mike McAllister	Cox
Bethany Murphy	Scott Insurance
Nicole Wagner	Spilman Thomas & Battle, PLC

Group Assignments

Economic Development

March 17, 2010

Curriculum Advisors: Andrew Gentiluomo, Lead Advisor
Deborah Flippo
Melissa Lacombe
Sara Leftwich

Veronica Barajas	Total Action Against Poverty
Josh Bradley	SunTrust Banks, Inc.
Ernest DelBuono	Neathawk Dubuque & Packett
Elizabeth Francis	Carillion Clinic
Steven Hammond	Habitat for Humanity in the Roanoke Valley
Carolyn Kiser	tba PR+Advertising
Dan Martin	Medtronic Spinal & Biologics
Erik Williams	Virginia Western Community College

Environmental

April 21, 2010

Curriculum Advisors: Betsy Whitney, Lead Advisor
Martha Chester
Mike Shorten

Rebecca Ellis	Carillion Clinic
Michelle Hillis	HoneyTree Early Learning Centers, Inc.
David Hipes	BB&T
Matt Huff	Poe & Cronk Real Estate Group
Laurie Mrva	Achieve Success
Tyler Nguyen	Advance Auto Parts
LaShawn Patterson	Allstate Insurance Co.
Steve Waterman	Cox

Retreat

September 17-18, 2009



**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 17 at 8:30 AM

Ends: Friday, September 18 at 4:00 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 8:30 a.m. to 9:00 a.m. on Thursday, September 17, 2009. The program will begin promptly at 9:00 a.m. This retreat is designed to familiarize you with Leadership Roanoke Valley, your responsibilities as a participant, and how to design an effective program. And last, but not least, the retreat should be FUN!

Remember to bring:

- LRV participant handbook
- Daytimer/calendar/scheduler
- Comfortable, casual clothing, swim suit, 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!

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 . . .



NETWORKING PROGRAM

October 21, 2009 (3 PM - 7 PM)

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.

LEADERSHIP PROGRAM

November 18, 2009

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.

VIRGINIA GENERAL ASSEMBLY

January 2010 (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 representative you will have the opportunity to attend various committee and sub-committee meetings to witness where the real work is done.

COMMUNITY SERVICE PROJECT

May 21, 2010

Location: TBD

Leadership Roanoke Valley participants and advisors will participate in a day of sharing collective gifts and skills to organizations within the Roanoke Valley region.

GRADUATION

June 2, 2010

Location: TBD

Graduation will be held in the evening starting at 6 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.

Participants Class of 2010



Ms. Veronica Barajas
Total Action Against Poverty
108 N Jefferson St Ste 303
Roanoke, VA 24016
Phone: 540.767.6086
Cell: 540.278.8221
FAX: 540.767.6237
veronica.barajas@education.edu

Mr. Chris Becker
G. J. Hopkins, Inc.
714 5th St NE
Roanoke, VA 24016
Phone: 540.982.1873
Cell: 540.354.2487
FAX: 540.982.0655
chrisb@gjhopkins.com

Mr. Joshua Bradley
SunTrust Banks, Inc.
PO Box 2867
Roanoke, VA 24001-2867
Phone: 540.982.3094
Cell: 540.815.8570
FAX: 540.982.3386
joshua.bradley@suntrust.com

Ms. Elizabeth Burford
Neathawk Dubuque & Packett
410 S Jefferson St
Roanoke, VA 24011-2006
Phone: 540.345.5403
Cell: 540.797.1949
FAX: 540.345.5414
lburford@ndp-agency.com

Mr. Steve Burtis
Burtis Contracting, Inc.
PO Box 3181
Roanoke, VA 24015
Phone: 540.525.9543
sburtis@yahoo.com

Mr. Dustin Campbell
County of Roanoke
5925 Cove Rd
Roanoke, VA 24019
Phone: 540.777.8705
Cell: 540.815.6444
FAX: 540.777.9773
dccampbell@roanokecountyva.gov

Mr. Lewis Conner
Gentry Locke Rakes & Moore
10 Franklin Road
Roanoke, VA 24011
Phone: 540.983.9320
Cell: 540.204.2711
lewis_conner@gentrylocke.com

Mr. Ernest DelBuono
Neathawk Dubuque & Packett
410 S Jefferson St
Roanoke, VA 24011-2006
Phone: 540.345.5403
Cell: 540.529.0841
FAX: 540.345.5414
edelbuono@ndp-agency.com

Ms. Rebecca Ellis
Carilion Clinic
1906 Belview Ave
Roanoke, VA 24014
Phone: 540.981.7061
Cell: 540.521.7298
FAX: 540.981.8131
rebecca@carilion.com

Ms. Elizabeth Francis
Carilion Clinic
1212 Third St
Roanoke, VA 24016
Phone: 540.983.4080
Cell: 540.521.5721
FAX: 540.983.4087
elfrancis@carilion.com

Participants

Mr. Steven Hammond

Habitat for Humanity in the Roanoke Valley
403 Salem Ave SW
Roanoke, VA 24016-3613
Phone: 540.344.0747
FAX: 540.343.1492
shammond@habitat-roanoke.org

Ms. Karen Harris

Appalachian Power
40 Franklin Rd
Roanoke, VA 24011
Phone: 540.985.2312
Cell: 540.904.8006
kcharris@aep.com

Ms. Modena Henderson

Carilion Labs, Inc.
213 S Jefferson St Ste 1201
Roanoke, VA 24011
Phone: 540.525.6733
Cell: 330.881.4314
FAX: 540.982.3473
modenahenderson@yahoo.com

Ms. Michelle Hillis

HoneyTree Early Learning Centers, Inc.
2619 Belle Ave
Roanoke, VA 24012-6613
Phone: 540.344.4543
Cell: 540.314.1292
FAX: 540.344.4346
michellemh@honeytreelc.com

Mr. David Hipes

BB&T
3119 Chaparral Dr SW
Roanoke, VA 24018
Phone: 540.989.5012
FAX: 540.989.1895
dhipes@BBandT.com

Mr. Matt Huff

Poe & Cronk Real Estate Group
10 S Jefferson St Ste 1200
Roanoke, VA 24011-1331
Phone: 540.855.3647
Cell: 540.493.4970
FAX: 540.342.8549
mhuff@poecronk.com

Ms. Carolyn Kiser

tba PR + Advertising
119 Norfolk Ave Ste 100
Roanoke, VA 24011-1210
Phone: 540.989.9380
Cell: 540.204.6354
ckiser@tbtheagency.com

Mr. Daniel Martin

Medtronic Spinal and Biologics
5500 Wales Ct
Roanoke, VA 24018-4154
Cell: 540.556.0020
FAX: 540.206.2764
daniel.j.martin@Medtronic.com

Mr. Mike McAllister

Cox
5400 Fallowater Ln
Roanoke, VA 24018
Phone: 540.777.7442
Cell: 540.353.1111
FAX: 540.776.8362
mike.mcallister@cox.com

Ms. Laurie Mrva

Achieve Success
PO Box 44
Daleville, VA 24083-0044
Cell: 540.597.0813
laurie@achievesuccessllc.com

Mr. Patrick Murdock

Trane
2343 Highland Farm Rd
Roanoke, VA 24017-1210
Phone: 540.563.2828
Cell: 540.798.5608
FAX: 540.366.4958
pmurdock@trane.com

Mrs. Bethany Murphy

Scott Insurance
10 Franklin Rd SE Ste 550
Roanoke, VA 24011
Phone: 540.343.8071
Cell: 540.588.0895
FAX: 434.455.8521
bmurphy@scottins.com

Participants

Dr. Juliette Myers

Roanoke County Public Schools
4555 Malus Dr
Salem, VA 24153
Phone: 540.387.6322
Cell: 540.597.3695
FAX: 540.387.6283
jmyers@rcs.k12.va.us

Mr. Sean Neff

Foti, Flynn, Lowen & Co., PC
501 S Jefferson St
Roanoke, VA 24011
Phone: 540.344.9246
Cell: 540.761.1432
sneff@fflc.com

Ms. Tyler Nguyen

Advance Auto Parts
5008 Airport Rd NW
Roanoke, VA 24012
Phone: 540.362.4911
Cell: 540.525.7045
FAX: 540.561.1699
nguyenu03@alum.darden.edu

Ms. LaShawn Patterson

Allstate Insurance Co.
1819 Electric Rd
Roanoke, VA 24018-1695
Phone: 540.989.2314
Cell: 540.312.8741
FAX: 540.989.2670
cpath@allstate.com

Mr. Adam Shores

StellarOne
111 Franklin St Ste 510
Roanoke, VA 24011
Phone: 540.378.1523
Cell: 540.588.8755
ashores@stellarone.com

Ms. Nicole Wagner

Spilman Thomas & Battle, PLLC
310 First St Ste 1100
Roanoke, VA 24011
Phone: 540.512.1819
Cell: 540.204.2768
FAX: 540.342.4480
nwagner@spilmanlaw.com

Mr. Steve Waterman

Cox
5400 Fallowater Ln
Roanoke, VA 24018
Phone: 540.777.7474
Cell: 540.537.9726
steve.waterman@cox.com

Ms. Jessica Webb

City of Roanoke
1510 Williamson Rd
Roanoke, VA 24012
Phone: 540.853.2532
Cell: 540.761.3435
FAX: 540.853.2027
jessica.webb@roanokeva.gov

Mr. Erik Williams

Virginia Western Community College
PO Box 14007
Roanoke, VA 24038-4007
Phone: 540.857.8914
Cell: 540.986.5799
FAX: 540.857.6370
ewilliams@viriniawestern.edu

Ms. Michele Wright

NetVentures Corporation
1138 Second St Ste 100A
Roanoke, VA 24016
Phone: 540.527.9000
Cell: 540.397.2928
FAX: 208.439.6075
michele@netventurescorporation.com

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.

The curriculum committee is divided into participant advisors and program advisors. **Participant advisors** are responsible for the coordination of the activities of the participants as they develop the curriculum for each of the 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, 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.

Program advisors serve as event coordinators to plan and organize events such as the Opening Breakfast, Retreat, the Networking Program, the Leadership Program, the Community Service Day, and Graduation. These advisors are responsible for producing a quality experience for participants and guests.

2009-2010 **program advisors** are:

Jimmy Chapman, Roanoke County Police Department

Whit Ellerman, Whitlow and Youell

Will Farmer, Cox Communications

Kim Parker, O. Winston Link Museum

Susan Short, Virginia Tech, Curriculum Advisor Chair

Jeff Smith, Titan HR

Chad Sweeney, County of Roanoke, Information Technology

Richard Wellford, Poe & Cronk Real Estate Group

Rosemary Winslow, Lewis-Gale Medical Center

Curriculum Committee

Curriculum Committee Guidelines

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

Curriculum Committee



Mr. Ross Atherton

Trane
2343 Highland Farm Rd NW
Roanoke, VA 24017
Phone: 540.563.2828
Cell: 540.520.9931
FAX: 540.366.4958
rossatherton@trane.com

Mr. Harvey Brookins

Wachovia Bank
201 S Jefferson St, 2nd Floor
Roanoke, VA 24011
Phone: 540.563.7612
FAX: 540.563.6018
harvey.brookins@wachovia.com

Mr. Ernie Caldwell

G. J. Hopkins, Inc.
PO Box 12467
Roanoke, VA 24025-2467
Phone: 540.982.1873
Cell: 540.765.7506
FAX: 540.982.0655
erniec@gjhopkins.com

Mr. James Chapman

Roanoke County Police Department
5925 Cove Rd
Roanoke, VA 24019-2403
Phone: 540.561.8079
Cell: 540.556.8657
jchapman@roanokecountyva.gov

Ms. Martha Chester

Hughes Associates Architects
PO Box 1034
Roanoke, VA 24005-1034
Phone: 540.342.4002
Cell: 540.354.5113
FAX: 540.342.2060
mchester@hughesarchitects.com

Mr. Whit Ellerman

Whitlow & Youell
26 Kirk Ave SW
Roanoke, VA 24011-1704
Phone: 540.904.830
Cell: 540.204.6537
whit.ellerman@gmail.com

Mr. William Farmer

Cox
PO Box 13726
Roanoke, VA 24036-3726
Phone: 540.777.4147
Cell: 540.230.1629
will.farmer@cox.com

Mr. Zack Fletchall

Martin Bros. Contractors, Inc.
PO Box 533
Roanoke, VA 24003
Phone: 540.342.6758
Cell: 540.588.4720
FAX: 540.342.3172
zfletchall@mbcontractors.com

Ms. Deborah Flippo

Draper Aden Associates
2206 S Main St
Blacksburg, VA 24060
Phone: 540.557.1310
Cell: 540.250.2239
FAX: 540.552.0291
dflippo@daa.com

Mr. Andrew Gentiluomo

National Financial Services, Inc.
4401 Starkey Rd
Roanoke, VA 24018-0539
Phone: 540.989.4600
Cell: 540.819.4321
FAX: 540.989.0109
agster1@gmail.com

Ms. Whitney Higgins

Allstate Insurance Co.
1819 Electric Rd
Roanoke, VA 24018
Phone: 540.989.2965
Cell: 540.293.1571
FAX: 540.989.2426
whigg@allstate.com

Curriculum Committee

Ms. Melissa Lacombe

Roanoke College
221 College Ln
Salem, VA 24153
Phone: 540.375.2235
Cell: 540.819.3004
FAX: 540.378.2267
mlacombe@roanoke.edu

Ms. Sara Leftwich

Virginia Tech, University Development
902 Prices Fork Rd
Blacksburg, VA 24061
Phone: 540.231.2846
Cell: 540.765.8159
FAX: 540.231.2802
sara.l@vt.edu

Ms. Kimberly Parker

O. Winston Link Museum
101 Shenandoah Ave
Roanoke, VA 24016-2044
Phone: 540.982.5465
Cell: 540.580.3441
FAX: 540.982.5683
coordinator@linkmuseum.org

Ms. Kelly Sandridge

Goodwill Industries
PO Box 6159
Roanoke, VA 24017
Phone: 540.581.0620
Cell: 540.525.5728
FAX: 540.581.0629
ksandridge@goodwillvalleys.com

Dr. Susan E. Short

Virginia Tech
108 N Jefferson St Ste 701
Roanoke, VA 24016-2425
Phone: 540.767.6103
Cell: 540.247.4038
FAX: 540.767.6110
sshort@vt.edu

Mr. Mike Shorten

First Citizens Bank
1959 Valley View Blvd
Roanoke, VA 24012
Phone: 540.985.3270
Cell: 540.556.1590
FAX: 540.985.3204
mike.shorten@firstcitizens.com

Mr. Jeff Smith

Titan HR
2602 Wycliffe Ave
Roanoke, VA 24014
Phone: 540.400.6875
Cell: 540.525.7889
FAX: 540.301.0343
jeffs@titanhr.com

Mr. Chad Sweeney

County of Roanoke
PO Box 29800
Roanoke, VA 24018-0798
Phone: 540.777.8557
Cell: 540.904.8437
FAX: 540.561-2834
csweeney@roanokecountyva.gov

Ms. Karen Turner

StellarOne Bank
111 Franklin Rd 5th Fl
Roanoke, VA 24011
Phone: 540.378.1517
Cell: 540.357.1866
FAX: 540.375.0867
kturner@stellarone.com

Mr. Richard Wellford

Poe & Cronk Real Estate Group
1200 Wachovia Tower
10 S Jefferson St
Roanoke, VA 24011-1331
Phone: 540.982.2444
Cell: 540.537.6732
FAX: 540.342.8549
rwellford@poecronk.com

Ms. Betsy Whitney

Habitat for Humanity in the Roanoke Valley
403 Salem Ave SW
Roanoke, VA 24016-3613
Phone: 540.344.0747
Cell: 540.354.8355
FAX: 540.343.1492
bwhitney@habitat-roanoke.org

Ms. Rosemary Winslow

Lewis - Gale Medical Center
1900 Electric Rd
Salem, VA 24153-7456
Phone: 540.776.4830
Cell: 540.537.5379
FAX: 540.776.4213
rosemary.winslow@hcahealthcare.com

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've met throughout your LRV experience.

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

LF committees include:

- Behind-the-Scenes
- Breakfast Meeting
- Community Action Project
- Marketing
- Not-For-Profit Liaison

Leadership Forward committee chairs include:

Stephanie Koehler - Class of 2009

Leadership Forward Chair

Phone: 540.400.8184

E-mail: stephaniekoehler@cox.net

Chris Lazzuri - Class of 2005

Breakfast Meeting Chair

Phone: 540.342.6911

E-mail: clazzuri@mcleodco.com

Debbie Lindsay - Class of 2007

Chamber Liaison

Phone: 540.983.0700 x 222

E-mail: dlindsay@roanokechamber.org

Lisa Campbell - Class of 2004

Behind the Scenes Chair

Phone: 540.793.5444

E-mail: lisa_campbell_2005@yahoo.com

John Gardner - Class of 2001

Community Action Project Chair

Phone: 540.343.6749 x 3018

E-mail: jgardner@jmtturner.com

Thomas Becher - Class of 2008

Marketing Chair

Phone: 540.772.3942

E-mail: tbecher@tbtheagency.com

To search the over 850 LRV graduates go to www.roanokechamber.org and click on Leadership Programs.

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.

Chamber Staff Contact Information

Pennie Anderson

Communications Manager
Phone: 540.983.0700 ext. 227
E-mail: panderson@roanokechamber.org

Judy Chambliss

Information Services Coordinator
Phone: 540.983.0700 ext. 221
E-mail: business@roanokechamber.org

Courtney Hungate

Manager of Networking Events
Phone: 540.983.0700 ext. 231
E-mail: chungate@roanokechamber.org

Debbie Lindsay

VP of Sales & Membership Services
LRV Chamber Liaison
Phone: 540.983.0700 ext. 222
E-mail: dlindsay@roanokechamber.org

Lisa Link

VP of Research & Logistics
Phone: 540.983.0700 ext. 228
E-mail: lisa.link@roanokechamber.org

Todd Neese

VP of Operations
Phone: 540.983.0700 ext. 230
E-mail: tneese@roanokechamber.org

Joyce Waugh

President
Phone: 540.983.0700 ext. 226
E-mail: jwaugh@roanokechamber.org

Tori Williams

Assistant VP of Public Policy & Administration
Phone: 540.983.0700 ext. 229
E-mail: twilliams@roanokechamber.org

Small Business Development Center Staff Contact Information

Tom Tanner

Interim Director, SBDC
Phone: 540.983.0717 ext. 223
E-mail: ttanner@roanokechamber.org

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 solicited 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 our 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).

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 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 Chamber liaison, to handle the logistics of scheduling the group's meetings, and to facilitate the flow of creating a program. *The first planning group meeting should be held at the Chamber.*
 - The role of **secretary** is to prepare minutes of each planning meeting for distribution to the group members and 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. The secretary also maintains the information throughout the year for inclusion in the final report. (Refer to page 41.)
 - The role of the **treasurer** is to handle the financial transactions for the group and prepare a final financial report (refer to page 40 for an example of a Financial Report).
 - 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, a photographer should be available to capture various activities.
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.

Group Responsibilities & Program Guidelines

3. Submit your **initial plan** that includes a statement of your program goals/objectives, and an agenda of your day to the curriculum committee two (2) months prior to the program date (refer to pages 5-6 for dates). A representative from each group is required to present this statement/agenda at a scheduled curriculum committee meeting.
4. When the initial plan is presented to the curriculum committee for review, you should include a rough outline of the agenda as well as a clear statement of the program's goal(s)/purpose and learning objectives. Please limit your presentation to 10 minutes.
5. Submit a **final plan** for the day, including financial arrangements, to the curriculum committee one (1) month prior to the seminar date. A representative will be asked to present this final plan at a scheduled curriculum committee meeting. (Refer to pages 5-6 for dates.)
6. The **invitations/announcements** with logistics for your program are distributed at the conclusion of the LRV program delivered before your scheduled event. Remember to include program times, location, and inclement weather information in your announcement. The curriculum committee, participants, and sponsors should receive your announcements. (Refer to pages 5-6 for dates.)

Program Basics



Your program may be developed along any format you choose:

- Field Trip
- Group Study
- 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 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 will need to be underwritten. 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, 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 the issue(s), 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:

- a) A "joining up/ice breaking" exercise start the day to allow for continued interpersonal growth
- b) 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 or 8:30 to 1:00 or 1:30; 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.
- c) Plan breaks as needed for program length. Please spare the participants "seat fatigue."

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

Considerations:

- 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!

What Makes a Good Program?

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 your group would like to develop an evaluation to be completed electronically in an on-line format, prepare your questions and forward them to Susan Short at sshort@vt.edu 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 will be tabulated and forwarded to your group within 10 days 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 the day of your program. Be certain you can get in the building.
- Beware! Some VIP's don't 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.
- BE CREATIVE! Find methods to involve all LRV participants in *each* step of your program.
- Recognize underwriters and financial supporters of your program.
- Beware of panels after lunch (typically nap time).
- 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 of interest for that the group are excited about. This will increase the level of participation.
- Always try to mingle with all participants at each program. This always gives you more opportunities for networking.

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
- Each guest should be given the necessary information in writing about Leadership Roanoke Valley, the day's agenda, the meeting place, and what is expected of them as a participant. (It is a good idea to share this information with each speaker in advance to so they have context for their comments. Refer to page 1 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 yous

- Write thank you letters to every guest speaker and sponsors. *This is a very important detail!*

Program Logistics

- 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 or download a stationary at www.roanokechamber.org, link to Leadership Programs .)

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. (An example of a financial report can be found on page 40.)

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 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 out the mailing 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 and 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).

Roanoke Regional Chamber of Commerce
Leadership Roanoke Valley Program
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: _____

Program to be charged:

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

Submitted by: _____

For Chamber Use Only

Approved by: _____

Budget No.: _____

Vendor No.: _____

Voucher No.: _____

FINANCIAL SUMMARY REPORT EXAMPLE

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

<u>Contributions</u>	<u>Cash</u>	<u>In Kind</u>	<u>Total</u>
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

<u>Expenses</u>	<u>Cash</u>	<u>In Kind</u>	<u>Total</u>
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*

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**. (Refer to pages 5-6 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. Approximately **250 word description** of the program on a CD or disc
3. Copy of the **initial and final plans** presented to the Curriculum Committee
4. Copy of the **invitation**
5. Copy of the program **agenda**
6. **Summary of evaluations** collected from attendees
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.)
8. **CD with photographs** of the entire planning process and the day of the program

See Chamber liaison about any questions on format.