

Welcome & Overview



Welcome/Overview

Congratulations and welcome to Leadership Roanoke Valley (LRV). You join 36 participants and 20 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 25 years, this program has graduated 799 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 InvolvedWith 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
October
November
December
January

Breakfast + Retreat
Ropes
Leadership
Education
Local Government

February
March
April
May
June

Environmental
Economic Development
Regionalism
Community Service
Graduate

Leadership Roanoke Valley 2008-2009 Schedule



Participants are required to attend all events.

8:00 AM	August 6	Curriculum Committee	Chamber
8:00 AM	August 27	Curriculum Committee	Chamber
7:30 AM	September 3	Opening Breakfast	Roanoke Plaza Hotel
OVERNIGHT	September 11-12	Retreat	W.E. Skelton 4-H Center
3:30 PM	September 15	Chamber Board of Directors	Chamber
8:00 AM	October 1	Curriculum Committee	Chamber
7:30 AM	October 15	Ropes Challenge Initial plan Education Group	Wilderness Adventure
8:00 AM	November 5	Curriculum Committee	Chamber
3:30 PM	November 17	Chamber Board of Directors	Chamber
TBA	November 19	Leadership Program Initial Plan: Local Government Group Final Plan: Education	TBA
8:00 AM	December 3	Curriculum Committee Initial Plan: Environmental Final Plan: Local Government	Chamber
TBA	December 17	Education Program	TBA
8:00 AM	January 7	Curriculum Committee Initial Plan: Economic Development Final Plan: Environmental	Chamber
	January 17	Education Program Final Report Due	
TBA	January 21	Program: Local Government	TBA
Chamber	3:30 PM	January 19	Chamber Board of Directors
8:00 AM	February 4	Curriculum Committee Initial Plan: Regionalism Final Plan: Economic Development	Chamber

2008-2009 Schedule

(Continued)



TIME	DATE	MEETING	LOCATION
	February 14	Local Government Program Final Report Due	
TBA	February 18	Program: Environmental	TBA
8:00 AM	March 4	Curriculum Committee Final Plan: Regionalism	Chamber
3:30 PM	March 16	Chamber Board of Directors	Chamber
TBA	March 18	Program: Economic Development Environmental Program Final Report Due	
8:00 AM	April 1	Curriculum Committee	Chamber
	April 18	Economic Development Program Final Report Due	
TBA	April 22	Program: Regionalism	
8:00 AM	May 6	Curriculum Committee	Chamber
3:30 PM	May 18	Chamber Board of Directors	Chamber
TBA	May 20	Community Service Project/Event	
	May 22	Regionalism Program Final Report Due	
TBA	June 3	Graduation	TBD
8:00 AM	June 10	Curriculum Committee	Chamber

Group Assignments



Education

December 17, 2008

*Curriculum Advisors: Kim Vosskamp, Lead Advisor
Ernie Caldwell
Sara Leftwich*

Ross Atherton	Trane
Carol Craft	County of Botetourt
Jake Gilmer	Roanoke Valley Allegheny Regional Commission
Jamie Graham	Carilion Clinic
Whitney Higgins	All State
Vickie Meeks Miller	Roanoke Valley Convention & Visitors Bureau
Brooke Rosen	Gentry, Locke, Rakes & Moore
Chris Walters	Merrill Lynch

Local Government

January 14, 2009

*Curriculum Advisors: Kim Bennett
Andrew Gentiluomo
Donna Spradlin*

Stacey Showalter	Sun Trust
Brian Clark	Habitat for Humanity
Kathleen Lordan	Shenandoah Life
Trey McCoy	McCoy & Associates
Kelly Sandridge	Goodwill Industries
Maryanne Sweeney	Appalachian Electric Power
Kelsey Yardley	Virginia Western Community College

Group Assignments

Environmental

February 18, 2009

Curriculum Advisors: *Corey Heck, Lead Advisor*
 Whit Ellerman
 Kimberly Parker

Shawn Edwards	BB&T
Jennifer Feazelle	All State
Deborah Flippo	Draper Aden Associates
Joshua Morris	Lewis-Gale Medical Center
Philip Thompson	Roanoke County
Abby Verdillo	United Way
Doloris Vest	Workforce Investment Board

Economic Development

March 18, 2009

Curriculum Advisors: *Mike Shorten, Lead Advisor*
 Jimmy Chapman
 Becci Emanuelson

Kait Berry	Girl Scouts
B J Brewer	Roanoke County Schools
Cathy Brown	Shenandoah Life
Martha Chester	Hughes Associates
Zach Fletchall	Martin Brothers
Forest Jones	Salem City Schools
Victor "Dinny" Skaff	Gentry, Locke, Rakes & Moore

Regionalism

April 22, 2009

Curriculum Advisors: *Rosemary Winslow, Lead Advisor*
 Betsy Whitney
 Harvey Brookins

Troy Henderson	G & H Contracting
Webb King	Woods Rogers
Stephanie Koehler	Family Services
Melissa Lacombe	Roanoke College
Jay Nance	Automated Mailing
Karen Turner	StellarOne
Chris Winston	Roanoke Times

Retreat

September 11-12, 2008



W.E. Skelton 4-H Educational Conference Center
775 Hermitage Rd, Wirtz, VA (Smith Mountain Lake)
<http://www.retreatatsmithmountainlake.com>
540.721.2759

Starts: Thursday, September 11 at 8:30 AM
Ends: Friday, September 12 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 11, 2008. 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
- Completed Wilderness Adventure Release Form (Ropes Challenge Course)
- 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 Lovell 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	

Ropes Course

October 15, 2008



Wilderness Adventure at Eagle Landing

P O Box 760

New Castle, VA 24127

<http://www.wilderness-adventure.com/>

800.782.0779

October 15, 2008 (8:15 AM - 4:30 PM)

The LRV Ropes Challenge is a day at Wilderness Adventure that begins at 8:15 AM and will conclude around 4:30 PM. A full breakfast and lunch will be provided. Please allow 45 minutes from Roanoke to arrive on time. Come prepared for rain or shine and a lot of fun.

You must complete the Medical Information/Release Form and turn in at the Retreat (September 11, 2008).

Consider the following recommendations for clothing and foot wear:

- You will get dirty, please wear clothes that can be mud stained.
- Hiking boots are ideal, or other shoes with good traction to avoid slipping.
- Jeans are NOT recommended. Wear clothing that can stretch, such as sweats, fleece, polypropylenen, or wool.
- In case of cold weather, dress in layers that can be easily added or removed. Also, consider gloves and a hat.
- In case of rain, wear waterproof or water resistant jacket and/or pants.

You are welcome to drive yourself or car pool to Wilderness Adventure.

If you wish to car pool, meet at the Park & Ride in Salem (off I-81 exit 140) no later than 7:15 AM Otherwise, if you wish to drive yourself, please follow the directions below. You may contact Wilderness Adventure at 800.782.0779 should you have any questions about directions to their facility.

From North:

Take I-81S to Exit 156 (Troutville/Route 640). Turn right at stop sign at bottom of exit ramp. Follow 640 (Brughs Mill Road) for about 5 minutes. 640 is narrow and winding. Be careful at sharp curve to the left (don't follow 812 to the right). 640 will end at Route 220. Turn right on 220. Go 1.4 miles until you pass a small restaurant on the left. Turn left onto Herndon St./ Route 606 (just before Sprinkel's Lawn & Garden on the left). Continue on Route 606 for 11.5 miles - you will cross a stop sign, then go over a winding mountain road, and eventually come to a "T" where the road ends. Turn left onto 615. Go 1.3 miles and turn left onto 611, a gravel road (a brown sign for Fenwick Mines will be on the left). Base Camp is 1.7 miles on the right.

From South & Southwest:

Take I-81 to Exit 140. Turn left at stop sign at the bottom of exit ramp. Go approx. 3/4 mile and turn left at traffic light. Follow signs to 311 and New Castle. Follow Route 311 over Catawba Mountain and eventually into the town of New Castle (approx. 20 miles). Turn right at the Chevron station (Route 615/Main St.). (*) Follow 615/Main St. out of New Castle, turning right at the stop sign. Go 4.8 miles (passing the Pine Top Store on the right after 2.7 miles and Fleming Farm on the left after another 2 miles), bear right onto a gravel road (Route 610, which turns into Rt. 611 after the Y at the top of the hill). Base Camp is 1.7 miles on the right.

Other Programs . . .



LEADERSHIP PROGRAM

November 19, 2008

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.

COMMUNITY SERVICE PROJECT

May 20, 2009

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 3, 2009

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.

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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, Ropes Challenge, the Leadership Program, the Community Service Day, and Graduation. These advisors are responsible for producing a quality experience for participants and guests.

2008-2009 **program advisors** are:

Will Farmer, Cox Communications

Todd Morgan, Martin Brothers Contractors, Inc.

Susan Short, Virginia Tech

Jeff Smith, Sloan and Associates

Chad Sweeney, County of Roanoke, Information Technology

Richard Wellford, Poe & Cronk Real Estate Group

Curriculum Committee

Curriculum Committee Guidelines

1. Curriculum committee members are expected to attend Opening Breakfast, Retreat, Ropes Challenge, 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



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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 (LF) 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:

Dayna Patrick - Class of 2003

Leadership Forward Chair

Phone: 540.966.1313

E-mail: realtor@roanokelife.com

Chris Lazzuri - Class of 2005

Breakfast Meeting Chair

Phone: 540.342.6911

E-mail: clazzuri@mcleodco.com

Lisa Link - Chamber Liaison

Phone: 540.983.0700 x 228

E-mail: lisa.link@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 799 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

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Group Responsibilities & Program Guidelines



The LRV experience consists of programs developed by curriculum advisors and five 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 43.)
 - The role of the **treasurer** is to handle the financial transactions for the group and prepare a final financial report (refer to page 42 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. Occasionally, more time is needed to fully study an issue. 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 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, Ropes Challenge, and the Leadership program. They are not to be used for social activities for your group. (An example of a financial report can be found on page 42.)

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 41 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 43).

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"/> Economic Development | <input type="checkbox"/> Opening Breakfast |
| <input type="checkbox"/> Environmental | <input type="checkbox"/> Retreat |
| <input type="checkbox"/> Education | <input type="checkbox"/> Ropes Challenge |
| <input type="checkbox"/> Local Government Affairs | <input type="checkbox"/> Leadership Program |
| <input type="checkbox"/> Regionalism | <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 42 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.