

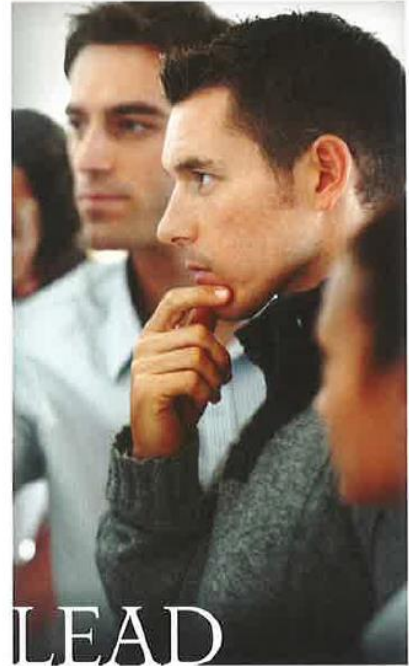
# THE MANAGEMENT INSTITUTE



LEARN



MANAGE



LEAD



The Management Institute™  
Spring Semester

**Now accepting nominations for 2016 Program**

**Program which will consist of twelve sessions of  
interactive instruction begins on  
January 21th, 2016**



### ***Location***

***Originally constructed in 1911 as the Roanoke County Courthouse and purchased by Roanoke College in 1986, this historical building is the home of various academic departments of the College, as well as The Management Institute. In 1998 it was named Francis T. West Hall.***



The mission of The Management Institute is to provide the Roanoke Valley Business Community with a viable management education program that is timely, competitive, informative, and thereby assists in the continued educational development of middle and upper-level managers. The Management Institute was developed by Roanoke College to meet the management training needs specific to the Roanoke Valley as identified by local business leaders. The Institute believes that continuous learning in today's changing environment is a critical necessity.

The 2016 Management Program is sponsored by The Management Institute, which is a part of the Business and Economics Department of Roanoke College. The program has been in operation for 27 years. The content of the program is continuously reviewed to determine the topics deemed most important for upper level managers.

What you can hope to gain as a result of this executive management education program:

- A fresh look at analyzing, planning and implementing innovative programs in today's work place.
- An excellent opportunity to interact with professional peers and knowledgeable faculty regarding basic issues of management and leadership.
- An informal introduction to various businesses in the Roanoke area and the chance to learn from others in those businesses about what is most important to them.
- An ongoing network comprised of Institute faculty and participants, who can offer support and encouragement regarding how to lead and manage individuals during the 21<sup>st</sup> century.

Candidates will be assigned to work teams throughout the semester. Case studies and other resources are incorporated into the core curriculum. In addition, the total curriculum is reviewed and revised annually by the steering committee.

For further information about The Management Institute call (540) 375-2217 or contact Dreama Poore at (540) 375-2426, e-mail [dpoore@roanoke.edu](mailto:dpoore@roanoke.edu) , fax (540) 375-2577 or e-mail [nazemi@roanoke.edu](mailto:nazemi@roanoke.edu)., or visit [Roanoke.edu/TMI](http://Roanoke.edu/TMI).

#### **THE MANAGEMENT INSTITUTE**

# BUSINESS SPONSORS

The following is a list of companies who have sponsored candidates in The Management Institute:

Abbott Laboratories  
Acadia Polymers  
ACE Private Risk Services  
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The Branch Group  
Branch & Associates, Inc.  
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Carilion Clinic  
Carter Machinery Company  
City of Roanoke  
CMR Institute  
County of Roanoke  
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Davidsons  
Davis H. Elliot Company, Inc.  
Department of Economic Development  
Downtown Roanoke, Inc.  
Elizabeth Arden Company  
Enterprise Rent-A-Car  
Feed America Southwest Virginia  
First Union National Bank  
FNB/Salem Bank & Trust  
Generation Solutions  
Girl Scouts of Virginia Skyline  
G.J. Hopkins, Inc.  
GSS Computer Technology  
Hamco of Roanoke  
Hill Studio  
Hometown Bank  
Ingersoll-Rand Company  
Integrated Textile Solutions, Inc.  
ITT Night Vision  
Jefferson Surgical Clinic, Inc.  
Lewis-Gale Medical Center  
Landis & Gyr Powers, Inc.  
Lanford Brothers Company, Inc.  
Lionberger Construction Company  
Maid Bess Corporation  
Member One Federal Credit Union  
Merrill Lynch, Pierce, Fenner, and Smith  
Moore's Lumber and Building Supplies  
National Business College  
NationsBank, NA  
Newbern-Trane  
Norfolk Southern Corporation  
Optical Cable Corporation  
Pella Window & Door Company  
Pepsi Bottling Company  
Physicians to Children, Inc.  
R & B Communications, Inc.  
Richardson-Wayland Electrical Corporation  
Richfield Living  
Richfield Retirement Community  
Roanoke College  
Roanoke County Police Department  
Roanoke Gas Company  
Roanoke Redevelopment and Housing Authority  
Roanoke Times  
Robertson Marketing Group, Inc.  
RR Donnelley  
Roanoke Symphony Orchestra  
Roanoke Valley/Alleghany Regional Commission  
Salem Family YMCA  
Save-X USA, Inc.  
Sawyer Paving Co., Inc.  
Shenandoah Life Insurance Company  
Sherertz Franklin Crawford Shaffner, Inc.  
Smith Mountain Lake 4-H Educational Center  
Southern Health Services  
Southwest Construction  
Southwest Virginia Business Development  
SPM Corporation  
Stryker Instruments  
Tech Squared, Inc.  
Tecton Products  
The Mennel Milling Company of Virginia  
The O'Connor Group  
The Patrick Henry  
The Kroger Company  
The Rescue Mission  
Trane  
United Health Care  
Valley Bank  
Veterans Affairs Medical Center  
Virginia Baptist Children's Home & Family Services  
Virginia Bearings & Supply Company  
Virginia Department of Transportation  
Virginia Lutheran Homes  
Virginia Sprinkler Company  
Virginia Tech Carilion School of Medicine  
Virginia Trane  
Virginia Water Project, Inc.  
Vision Point Systems, Inc.  
Wachovia  
Wells Fargo Bank  
Wildwood Smoke House  
Xpedx/National Paper  
Yokohama Tire Corporation

## **BUSINESS SPONSORS/THE STEERING COMMITTEE**

Samuel L. Lionberger, Jr. Chief Executive Officer, Lionberger Construction Company &  
Steering Committee Chair

Dr. Ali Nazemi Professor and Department Chair, Business Administration & Economics,  
Roanoke College  
Director of The Management Institute

Dr. Larry A. Lynch Retired Professor of Business Administration & Economics  
Roanoke College

Melinda J. Cox Manager, Existing Business Program  
County of Roanoke

Larry Curfiss President & CEO  
CASC-LLC

Ken Lanford President  
Lanford Brothers Company, Inc.

David Robertson Co-owner  
Robertson Marketing Group

Susan Woodie Vice President  
Richfield Retirement Community

Jim Cowan Chairman  
CowanPerry, PC

Will Karbach CEO  
The Branch Group

## **2016 INSTITUTE PROGRAM FOR KEY MANAGERS**

### **PRESIDENT'S RECEPTION**

January 19<sup>th</sup>, 2016

Hosted by President Michael Maxey  
Wortmann Ballroom - 6:30 P.M.

### **ORGANIZATIONAL BEHAVIOR THEORY IN LEADERSHIP AND MANAGEMENT OF YOUR BUSINESS**

January 21<sup>st</sup>, 2016

Dr. W. Kevin Baker

### **INDIVIDUAL DIFFERENCES, PERCEPTION & MEMORY**

January 28<sup>th</sup>, 2016

Dr. C. Michael Smith

### **THE LEARNING ORGANIZATION ADAPTING AND COPING WITH CHANGE**

February 4<sup>th</sup>, 2016

Dr. Ali Nazemi and Dr. Johanna Little

### **CREATIVE PROBLEM SOLVING AND DIFFUSION OF INNOVATION**

February 11<sup>th</sup>, 2016

Dr. Ali A. Nazemi

### **FINANCE FOR NON-FINANCIAL MANAGERS**

February 18<sup>th</sup>, 2016

Dr. Michelle Hagadorn and Ms. Arnica Mulder

### **SOCIAL COMPUTING: COSTS & BENEFITS**

February 25<sup>th</sup>, 2016

Dr. Pamela Galluch

### **THE ROLE OF TEAMWORK, TEAMS AND LEADERSHIP FROM WITHIN**

March 3<sup>rd</sup>, 2016

Dr. C. Michael Smith and Mrs. Sharon Gibbs

### **March 7<sup>th</sup>, 2016 – SPRING BREAK**

### **MANAGING YOUR HUMAN CAPITAL AND DEVELOPING YOUR WORKFORCE**

March 17<sup>th</sup>, 2016

Mr. Todd Leeson, Esq.

### **COLLABORATION, COMMUNICATION AND SECURITY FOR BUSINESS IN THE CLOUD**

March 24<sup>th</sup>, 2016

Ms. Terri Austin & Mr. David Mulford

### **MANAGING THE MULTI-GENERATIONAL WORKPLACE**

March 31<sup>st</sup>, 2016

Dr. Johanna Little

### **HEALTH CARE IN THE WORKPLACE**

April 7<sup>th</sup>, 2016

Dr. Alice L. Kassens

### **ORGANIZATIONAL LEADERSHIP**

April 14<sup>th</sup>, 2016

Dr. David Robertson

### **GRADUATION BANQUET**

April 19<sup>th</sup>, 2016

Hosted by the Steering Committee in honor of Graduates, Sponsors and Spouses  
Wortmann Ballroom – Colket Center  
6:30 P.M.

The Institute's 2016 program will consist of twelve sessions of formal instruction beginning on January 21<sup>st</sup>, 2016. All sessions will meet in **West Hall 210** on the Roanoke College campus from 6:30 – 9:00 P.M. Institute faculties are professors from the Roanoke College Department of Business Administration and Economics unless otherwise noted. Classes will emphasize participation and group interaction.

## **2016 MANAGEMENT PROGRAM**

# THE INSTITUTE FACULTY

**Ms. Terri Austin, PMP**  
Director of Client Services, IT  
Roanoke College

Received her B.S. in Computer Science and Statistics from Roanoke College. She currently manages the Client Services department of Information Technology and works closely with end user and classroom/lab support including overseeing the college's IT Helpdesk.

**Dr. W. Kevin Baker**  
Professor  
Roanoke College

Received his Ph.D. in Management (Organization Behavior) from Virginia Tech, MBA from Radford University, and B.B.A. from Roanoke College. His present research interest is attitudinal responses to the work setting. Dr. Baker is the owner of BKL Research & Consulting that specializes in organization and marketing research for industry.

**Dr. Pamela Galluch**  
Associate Professor  
Roanoke College

Received a B.B.A. in Decision Science and Information systems from the University of Kentucky with a minor in Economics, a M.S. in Accounting and Computer Information Systems from Middle Tennessee State University, and has a Ph.D. in Management Information Systems at Clemson University. She teaches Information Systems and Marketing.

**Mrs. Sharon C. Gibbs, C.P.A.**  
Associate Professor  
Roanoke College

Received her B.S. and M.Acct. from Virginia Polytechnic Institute and State University. Prior to joining the Department in 2002, she was employed by Norfolk Southern Corp. She has also taught at Virginia Western Community College. Her research interests are pedagogical developments in active learning. She currently teaches accounting and leadership.

**Dr. Michelle Hagadorn**  
Associate Professor  
Roanoke College

Received her Ph.D. in Financial Management from NorthCentral University, MA from Virginia Tech, and B.B.A. from Roanoke College. Dr. Hagadorn previously worked for Carilion Clinic as the Director of Finance for Carilion Medical Center prior to joining the department in 2004. She has also taught at Virginia Tech, Hollins University and Ferrum College. She teaches Accounting and Finance courses.

**Dr. Alice Louise Kassens**  
Associate Professor  
Roanoke College

Received her B.A. from The College of William and Mary and her Ph.D. from North Carolina State University. Prior to joining the Department in 2005, she held teaching positions at Washington and Lee University, North Carolina State University and UNC-Pembroke. Her research interests include the effects of clinical depression on labor market outcomes and the effect of health shocks on aging obese Americans.

**Mr. Todd Leeson**  
Partner  
Gentry Locke

Received his J.D., cum laude, at Notre Dame Law School and his B.A. at the College of William and Mary. Mr. Leeson is a partner with Gentry Locke in Roanoke. He concentrates on labor and employment law and litigation. He has over 25 years of experience defending companies in employment litigation and also handles labor union matters for companies, as well as disputes that arise with departing executives.

**Dr. Johanna Little**  
Assistant Professor  
Roanoke College

Received her Ed.D. in Human & Organization Learning from the Executive Leadership Program at The George Washington University, M.B.A. from East Carolina University, and B.A. from UNC-Wilmington. She is a Senior Professional in Human Resources (SPHR, SHRM-SCP) and her research interest are focused on psychological capital, self-authorship, and learning organizations. Dr. Little teaches Human Resource Management & Organizational Behavior.

**Ms. Arnica Mulder**  
Lecturer & Director of RCIC  
Roanoke College

Received her B.A. at the Hogeschool van Utrecht, MBA with a concentration in Finance and M.S. in Accounting from Old Dominion University. She is currently working on her Ph.D. in Advanced Accounting. Ms. Mulder previous worked as a Senior Accountant at Luna Innovations, Inc. and Nuvotronics, LLC. She teaches Accounting, Finance and Introduction to Business Courses.

**Mr. David H. Mulford**  
Media Technology Director  
Lecturer  
Roanoke College

Received his B.S. in Media Advertising with Marketing, Management and Organizational Psychology Minors and a M.S. in Educational Technology from Appalachian State University. Prior to Roanoke College he worked for Information Technology at Kenyon College in Gambier, OH and MCI Worldcom in Charlotte. He has also taught at Virginia Western. Mr. Mulford has over 20years experience in supporting and deploying Instructional Technologies in Higher Education. He currently teaches Communications and Video Production courses at Roanoke College and operates the College's Television studio and Radio Station – WRKE.

**Dr. Ali Nazemi**  
Professor & Department Chair  
Roanoke College

Received his Ph.D. in Management, MBA, and MS in Engineering Management, and MS in Electrical Engineering from the Florida Institute of Technology; he received his BS in Electrical Engineering from the University of Illinois. Dr. Nazemi is a former Senior Partner with Computron Computer Systems Consultants and bank credit analyst.

**Dr. David Robertson**  
Co-Owner  
Robertson Marketing Group  
Roanoke College  
Director, CLEI

Received his Ph.D. in Career and Technical Education from Virginia Tech with specializations in Training and Development and Organizational Behavior. Dr. Robertson has 27 years of industry experience as co-owner of Robertson Marketing Group, a nationally recognized promotional products marketing firm. Educational interests include: teambuilding, decision-making strategy, conflict resolution, leadership studies and entrepreneurship.

**Dr. C. Michael Smith**  
Lecturer  
Roanoke College

Received his Ph.D. in Resource Management and MBA from Virginia Tech. He obtained his B.B.A. from Roanoke College. He currently teaches courses on leadership, investments, and personal finance and recently published a book for young adults on how to achieve financial success.

## SPONSORSHIP OF INSTITUTE NOMINEES

- Each executive sponsor is requested to write a letter of nomination for the candidate from his/her organization. The nomination letter should highlight the candidate's work experience, history with the organization, and the individual's ability to participate in and contribute to the management program.
- A resume of the candidate, as well as the completed Nomination Form (see below) should accompany the executive sponsor's letter of nomination. **The deadline for receipt of nomination materials is Friday, November 13<sup>th</sup>, 2015.**
- For each nominee, college experience is a prerequisite for acceptance into the Institute's Management Program.
- Nominations are screened by the Institute's Faculty and Steering Committee. Candidates and Sponsors will be notified by **Friday, December 4<sup>th</sup>, 2015.**
- A minimum of fourteen candidates and a maximum of twenty-two candidates will be admitted to the Institute.
- To be eligible for graduation from the Institute's 2014 Management Program, **candidates must attend 66% of all activities and formal classroom instruction.** Perfect attendance will be recognized.
- Institute tuition is **\$1,550.00 per person** and is payable after the candidate's acceptance into the program. Tuition is due after notification of acceptance and before **Monday, January 4<sup>th</sup>, 2016.**

If you have further questions, please feel free to contact Dr. Ali Nazemi, Institute Director. He can be reached by phone (540-375-2217) or Dreama Poore at (540-375-2426); [dpoore@roanoke.edu](mailto:dpoore@roanoke.edu), fax: (540-375-2577), e-mail ([nazemi@roanoke.edu](mailto:nazemi@roanoke.edu).) or in person at:

**The Management Institute, Francis T. West Hall, Roanoke College, 221 College Lane, Salem, Virginia 24153**



## NOMINATION FORM

**Note: Please be sure the entire form is completed for the candidate and the sponsor.**  
**You may also use online nomination form at [Roanoke.edu/TMI](http://Roanoke.edu/TMI)**

I nominate the following person for the 2016 Management Program of The Management Institute at Roanoke College.

NAME \_\_\_\_\_

PROFESSIONAL TITLE \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

COMPANY/ORGANIZATION \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

TELEPHONE (WORK) \_\_\_\_\_ (EXT) \_\_\_\_\_ (FAX) \_\_\_\_\_

(HOME) \_\_\_\_\_ (E-MAIL) \_\_\_\_\_

PLEASE SEND NOMINATION MATERIALS BY FRIDAY, NOVEMBER 13<sup>th</sup>, 2015 TO:

Dr. Ali Nazemi, Director  
The Management Institute  
Roanoke College  
221 College Lane  
Salem, Virginia 24153-3794

- (1) Letter of Nomination from Executive Sponsor
- (2) Resume of Nominee
- (3) Completed Nomination Form

SPONSOR NAME & TITLE \_\_\_\_\_ (E-MAIL) \_\_\_\_\_

COMPANY \_\_\_\_\_ (TELEPHONE) \_\_\_\_\_

ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

SPONSOR SIGNATURE \_\_\_\_\_

*We seek to accommodate persons with disabilities. Please contact Dr. Ali Nazemi, Institute Director at (540) 375-2217, or Dreama Poore at (540) 375-2426; [dpoore@roanoke.edu](mailto:dpoore@roanoke.edu) or [nazemi@roanoke.edu](mailto:nazemi@roanoke.edu) at least ten working days in advance to discuss your accommodation needs.*

## SELECTION CRITERIA FOR TMI CANDIDATES\*

- Application/Admission – Candidates must be nominated by a superior officer or owner in their organization, unless they are the senior officer or are self-employed.\*
- Education Level – Four years of college or a minimum of 3 years of management experience.
- Management experience – Be at least a middle manager or above. (Experience has shown that first level managers often do not achieve the maximum benefits from this intensive course.)
- Potential for Promotion – Be under strong consideration to take on higher levels of responsibility within the sponsoring organization unless currently the senior officer of that organization or self-employed.
- Years of Work Experience – The number of years with the sponsoring organization and/or previous organization and/or previous organization(s) should also be emphasized.
- Personal Qualities - should possess the ability to:
  - Motivate others to attain a goal
  - Articulate what are important characteristics of an effective leader
  - Make quality contributions to a class discussion based on previous experience
  - Solve complex problems
  - Have a sense of humor
  - Involve others in the decision making process
  - Be a team leader, as well as a team player
  - Design and manage a budget
  - Possess the ability to communicate
- Basic knowledge of:
  - Budgets
  - Functional area requirements
  - Mission statement
  - Factors from the external environment which can impact a business

\*No direct reporting relationship should exist among candidates from the same company.