

THE MANAGEMENT INSTITUTE

SPRING SEMESTER OF 2022



Now accepting nominations for the 2022 program!

The Management Institute (TMI) consists of twelve sessions of interactive instruction.

The 2022 program begins January 18th, 2022 with a Networking and Team Building event.

The Management Institute – TMI 2022

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 2022 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 33 years. The content of the program is continuously reviewed to determine the topics deemed most important for mid and 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 21st century.

Candidates will be assigned to work in 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, you may contact the Institute Director, Sharon Gibbs, at sgibbs@roanoke.edu or by calling (540) 375-2429. You may also contact the Program Secretary, Janet Duncan, at jduncan@roanoke.edu or by calling (540) 375-2426, or visit Roanoke.edu/TMI.

The TMI Steering Committee

Samuel L. Lionberger, Jr.	Retired Chief Executive Officer • Lionberger Construction Company Steering Committee Chair
Sharon C. Gibbs	Interim Associate Dean of Academic Affairs & Student Engagement Associate Professor & Chair Business Administration & Economics Department • Roanoke College Director, The Management Institute
Lisa Clause	Senior Director of Marketing and Philanthropy • Richfield Retirement Community
Jim Cowan	Chairman • CowanPerry, PC
Will Farmer	Vice President of Dealer Sales • TradeRev
Mark Gobble	Senior Vice President, Senior Resident Director • Merrill Lynch Wealth Management
Jennifer Jones	Chief Financial Officer • Lawrence Companies
Will Karbach	Founder and CEO • Navigator 267, Inc.
Ken Lanford	President • Lanford Brothers Company, Inc
Ali Nazemi, Ph.D.	Retired Professor of Business Administration & Economics • Roanoke College Past Director of The Management Institute
C. Michael Smith, Ph.D.	Lecturer • Roanoke College Past Director of The Management Institute

TMI 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
Advance Auto Parts
Advance Stores Company, Inc.
Aeroprobe Corporation
Allstate Insurance Company
AMBU Medical, Inc.
American Electric Power
Atlantic Mutual Companies
BB&T
BellSouth Communication Systems
Blue Ridge Beverage Company, Inc.
Blue Ridge Independent Living Center, Inc.
W.W. Boxley Company
Branch & Associates, Inc.
Branch Civil
Branch Group, Inc.
Branch Highways, Inc.
Carilion Clinic
Carter Machinery Company
City of Roanoke
CMR Institute
County of Roanoke
Court-Community Corrections
Creative Idea's & Media Solutions
Crestar Bank
Custom Wood Products, Inc.
Cycle Systems, Inc.
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
Habitat for Humanity-Roanoke
Hamco of Roanoke
Harris Corporation
Healing Strides
Hill Studio
Hometown Bank
Ingersoll-Rand Company
Integrated Textile Solutions, Inc.
ITT Night Vision
Jefferson Surgical Clinic, Inc.
Landis & Gyr Powers, Inc.
Lanford Brothers Company, Inc.
Lawrence Equipment, Inc.
Lewis-Gale Medical Center
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 Regional Partnership
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.
SFCS, 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 Branch Group
The Mennel Milling Company of Virginia
The O'Connor Group
The Patrick Henry
The Kroger Company
The Rescue Mission
Trane
United Health Care
United Way of Roanoke Valley
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 Manufacturing Virginia

2022 INSTITUTE PROGRAM FOR KEY MANAGERS

The Institute's 2022 program will consist of twelve sessions of formal instruction beginning on January 20, 2022. All sessions will meet on the Roanoke College campus from 6:30 – 9:00 PM. Institute faculties are professors from the Roanoke College Department of Business Administration and Economics unless otherwise noted. Classes will emphasize participation and group interaction. **We will kick off the 2022 program on Tuesday, January 18th, 2022 with a Networking and Team Building event.**

NETWORKING & TEAM BUILDING

January 18, 2022

Hosted by Sharon Gibbs and Mike Smith
Wortmann Ballroom • 6:30 PM

ORGANIZATIONAL BEHAVIOR THEORY IN LEADERSHIP AND MANAGEMENT OF YOUR BUSINESS

January 20, 2022
Dr. W. Kevin Baker

INDIVIDUAL DIFFERENCES, PERCEPTION & MEMORY

January 27, 2022
Dr. C. Michael Smith

MANAGING THE MULTI-GENERATIONAL WORKPLACE USING MOTIVATIONAL THEORY

February 3, 2022
Ms. Heather Davenport

FINANCE FOR NON-FINANCIAL MANAGERS

February 10, 2022
Dr. Michelle Hagadorn & Ms. Arnica Mulder

LEADERSHIP IN CRISIS

February 17, 2022
Mr. Thomas Rambo & Mr. Joseph Mills

THE ROLE OF TEAMWORK, TEAMS AND LEADERSHIP FROM WITHIN – PART 1

February 24, 2022
Dr. C. Michael Smith & Mrs. Sharon Gibbs

THE ROLE OF TEAMWORK, TEAMS AND LEADERSHIP FROM WITHIN – PART 2

March 3, 2022
Dr. C. Michael Smith & Mrs. Sharon Gibbs

SPRING BREAK – MARCH 10, 2022

MANAGING YOUR HUMAN CAPITAL AND DEVELOPING YOUR WORKFORCE

March 17, 2022
Mr. Todd Leeson, Esq. Gentry Locke

COLLABORATION, COMMUNICATION AND SECURITY FOR BUSINESS IN THE CLOUD

March 24, 2022
Mrs. Terri Fox & Mr. Randy Stubstad

MENTAL HEALTH DURING THE PANDEMIC: IMPLICATIONS FOR THE WORKFORCE

March 31, 2022
Dr. Alice L. Kassens

BEHAVIORAL ECONOMICS AND EMPLOYEE PERFORMANCE

April 7, 2022
Dr. Michael Enz

ACHIEVING PERSONAL FINANCIAL SUCCESS

April 14, 2022
Dr. C. Michael Smith

GRADUATION BANQUET

April 19, 2022

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

THE 2022 INSTITUTE FACULTY

Dr. W. Kevin Baker
Professor
Roanoke College

Received his Ph.D. in Management (Organization Behavior) from Virginia Tech. Dr. Baker is the owner of BKL Research & Consulting that specializes in organization and marketing research for industry.

Dr. Michael Enz
Associate Professor
Roanoke College

Received his Ph.D. in Economics from the University of Oregon with fields in Industrial Organization, Game Theory, and Econometrics. Dr. Enz teaches Microeconomics, International Trade & Finance, and Environmental Economics. His research interests include the teaching of economics and the application of behavioral economics.

Mrs. Heather Davenport
Adjunct
Roanoke College

Received her B.S. from Longwood University and MBA from Liberty University. She is currently the Vice President for Human Resources at Carilion Clinic and an Adjunct professor at Roanoke College.

Mrs. Terri Fox, PMP
CIO
Roanoke College

Received her B.S. in Computer Science and Statistics from Roanoke College. Mrs. Fox has served in many positions within the Roanoke College Information Technology Department during her career and was recently promoted to Chief Information Officer where she will oversee all personnel, projects, strategy and budget for the department.

Mrs. Sharon C. Gibbs, CPA
Associate Professor &
Department Chair
Roanoke College

Received her B.S. and MA in Accounting from Virginia Tech. Prior to her joining the Department in 2002 she was employed by Norfolk Southern Corporation. 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, CPA
Associate Professor &
Department Co-Chair
Roanoke College

Received her Ph.D. in Financial Management from North Central University, MA from Virginia Tech, and B.B.A. from Roanoke College. Dr. Hagadorn 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
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 impact of government regulation on labor market outcomes and child health and female autonomy in Papua New Guinea.

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 almost 30 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.

Mr. Joseph Mills
Director of Campus Safety
Roanoke College

Received his M.S. in Criminal Justice from Radford University and B.S. from Bluefield College. He is a former police commander and graduate of the Federal Bureau of Investigation National Academy, the Administrative Officer's Management Program at North Carolina State University, and holds a certification in Enhanced All-Hazards Incident Management from Texas A&M Engineering Extension Service.

Ms. Arnica Mulder, CMA
Lecturer
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 a Certified Managerial Accountant and a Certified Fraud Examiner. She is currently working on her Ph.D. in Advanced Accounting. Ms. Mulder previously worked as a Senior Accountant at Luna Innovations, Inc. and as a Finance Manager at Nuvotronics, LLC. She teaches Accounting and Finance courses.

Mr. Thomas Rambo
Dean of Students
Roanoke College

Received his B.A. from LaSalle University and his M.S. from Saint Joseph's University. Prior to starting his role at Roanoke College in 2014, he served as a commander and Chief of Police at the University of Pennsylvania and as the Assistant Vice President & Adjunct Faculty at Susquehanna University. He is a graduate of Northwestern University's School of Police Staff Command, Federal Law Enforcement Training Center's Critical Response training, and the FBI Command Institute.

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 completed the second edition of his textbook on investing.

Mr. Randy Stubstad
Director of Systems, Networking
& Telecommunications Services
Roanoke College

Received his B.S. in Computer Information Systems from Roanoke College. He is a 2015 TMI alumnus. He holds certifications from VMware and Microsoft and manages the core systems and infrastructure for Information Technology at Roanoke College.

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 12th, 2021.**
- 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 10th, 2021.**
- A minimum of fourteen candidates and a maximum of eighteen candidates will be admitted to the Institute.
- To be eligible for graduation from the Institute's 2022 Management Program, **candidates must attend 66% of all activities and formal classroom instruction.** Perfect attendance will be recognized.
- Institute tuition is **\$1,950.00 per person** and is payable after the candidate's acceptance into the program. Tuition is due after notification of acceptance and before **Monday, January 10th, 2022.**

If you have further questions, please feel free to contact Mrs. Sharon Gibbs, Institute Director, at sgibbs@roanoke.edu or by phone at (540) 375-2429. You may also contact the Program Secretary, Janet Duncan, at jduncan@roanoke.edu or by phone at (540) 375-2426).

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.

TMI Nomination Form

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

I nominate the following person for the 2022 Management Program of The Management Institute at Roanoke College.

NAME _____ Professional Title _____

Department _____ Company/Organization _____

Address _____

City _____ State _____ Zip Code _____

Telephone (Work) _____ (Ext) _____ (Cell) _____ (Home) _____

(E-mail) _____

PLEASE SEND NOMINATION MATERIALS BY FRIDAY, NOVEMBER 12th, 2021 TO:

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

Sharon Gibbs, Director
The Management Institute
Roanoke College
221 College Lane
Salem, Virginia 24153-3794

SPONSOR NAME & TITLE _____ (E-MAIL) _____

COMPANY _____ (TELEPHONE) _____

ADDRESS _____ CITY _____ STATE _____ ZIP _____

SPONSOR SIGNATURE _____

We seek to accommodate persons with disabilities. Please contact Sharon C. Gibbs, Institute Director at sgibbs@roanoke.edu / (540) 375-2429 or Janet Duncan at jduncan@roanoke.edu / (540) 375-2426; at least ten working days in advance to discuss your accommodation needs.