# ***THE***

***MANAGEMENT***

## **INSTITUTE**

### SPRING SEMESTER OF 2023



**Now accepting nominations for the 2023 program through**

**November 11, 2022!**

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

**The 2023 program begins January 17th, 2023 with a Networking and Team Building event.**

**The Management Institute – TMI 2023**

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 2023 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 34 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:

1. A fresh look at analyzing, planning and implementing innovative programs in

 today’s work place.

1. An excellent opportunity to interact with professional peers and knowledgeable faculty

regarding basic issues of management and leadership.

1. 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.

1. 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** Associate Dean of Academic Affairs & Student Engagement,

 Associate Professor of the Business

Administration & Economics Department • **Roanoke College**

 Director, **The Management Institute**

 **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** Vice President – Finance • **Retirement Unlimited, Inc.**

 **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

City of Salem

CMR Institute

Community Housing Partners Corp.

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

Generation Solutions

Girl Scouts of Virginia Skyline

G.J. Hopkins, Inc.

GSS Computer Technology

Guynn, Waddell, Carroll & Lockaby

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

National Business College

NationsBank, NA

Newbern-Trane

Norfolk Southern Corporation

Optical Cable Corporation

P1 Technologies

Pella Window & Door Company

Pepsi Bottling Company

Physicians to Children, Inc.

R & B Communications, Inc.

Richardson-Wayland Electrical Corporation

Richfield Living

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 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

2023 INSTITUTE PROGRAM FOR KEY MANAGERS

The Institute’s 2023 program will consist of twelve sessions of formal instruction beginning on January 19, 2023. 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 2023 program on Tuesday, January 17th, 2023 with a Networking and Team Building event.**

NETWORKING & TEAM BUILDING

January 17, 2023

**Hosted by Sharon Gibbs and Mike Smith**

**Wortmann Ballroom** • **6:00 PM**

**INDIVIDUAL DIFFERENCES, PERCEPTION & MEMORY**

January 19, 2023

Dr. C. Michael Smith

**CREATING A WORKPLACE ENVIRONMENT THROUGH MOTIVATIONAL THEORY**

January 26, 2023

 Dr. Johanna Sweet

**MANAGING THE MULTI-GENERATIONAL WORKPLACE USING MOTIVATIONAL THEORY**

February 2, 2023

 Mrs. Heather Davenport

**DEVELOPING THE LEADER WITHIN YOU**

February 9, 2023

Dr. Michelle Hagadorn & Ms. Arnica Mulder

**THE ROLE OF TEAMWORK, TEAMS AND TEAM LEADERSHIP – PART 1**

February 16, 2023

Dr. C. Michael Smith & Mrs. Sharon Gibbs

**THE ROLE OF TEAMWORK, TEAMS AND TEAM LEADERSHIP – PART 2**

February 23, 2023

Dr. C. Michael Smith & Mrs. Sharon Gibbs

**LEADERSHIP IN CRISIS**

March 2,2023

Mr. Thomas Rambo & Mr. Joseph Mills

**SPRING BREAK – MARCH 9, 2023**

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

March 16, 2023

Mr. Todd Leeson, Esq. Gentry Locke

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

March 23, 2023

Mrs. Terri Fox & Mr. Randy Stubstad

**CURRENT STATUS OF THE U.S. LABOR MARKET**

March 30, 2023

Dr. Alice L. Kassens

**BEHAVIORAL ECONOMICS AND EMPLOYEE PERFORMANCE**

April 6, 2023

Dr. Michael Enz

**ACHIEVING PERSONAL FINANCIAL SUCCESS**

April 13, 2023

Dr. C. Michael Smith

**GRADUATION BANQUET**

**April 18, 2023**

**Hosted by the Steering Committee in honor of Graduates, Sponsors and Spouses**

**Wortmann Ballroom – Colket Center** • **6:00 PM**

**THE INSTITUTE FACULTY**

**Mrs. Heather Davenport Received her B.S. from Longwood University and MBA from Liberty University. She is currently the Vice**

**Adjunct President for Human Resource Operations, Carilion Clinic and an Adjunct professor at Roanoke**

**Roanoke College College.**

**Dr. Michael Enz Received his Ph.D. in Economics from the University of Oregon with fields in Industrial Organization,**

**Associate Professor Game Theory, and Econometrics. Dr. Enz teaches Microeconomics, International Trade & Finance, and**

**Associate Chair Environmental Economics. His research interests include the teaching of economics and the application**

**Roanoke College of behavioral economics.**

**Mrs. Terri Fox, PMP Received her B.S. in Computer Science and Statistics from Roanoke College. Mrs. Fox has served in**

**CIO many positions within the Roanoke College Information Technology Department during her career and**

**Roanoke College 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 Received her B.S. and M.A. in Accounting from Virginia Tech. Prior to her joining the Department in 2002**

**Associate Dean of Academic Affairs she was employed by Norfolk Southern Corporation. Her research interests are pedagogical developments**

**Associate Professor in active learning. She teaches Accounting and Leadership courses at Roanoke College.**

**Roanoke College**

**Dr. Michelle Hagadorn, CPA (inactive) Received her Ph.D. in Financial Management from North Central University, MA from Virginia Tech, and**

**Associate Professor & B.B.A. from Roanoke College. Dr. Hagadorn worked for Carilion Clinic as the Director of Finance for**

**Department Chair Carilion Medical Center prior to joining the Department in 2004. She has also taught at Virginia Tech,**

**Roanoke College Hollins University and Ferrum College. She teaches Accounting and Finance courses.**

**Dr. Alice Louise Kassens** **Dr. Kassens is a Research Fellow with the Federal Reserve Bank, St. Louis; a Senior Analyst with the**

**John S. Shannon Professor Insiitute for Policy and Opinion Research, Director of the Center for Economic Freedom, former member**

**of Economics of the Governor’s Joint Advisory Board of Economists and a past President of VAE.**

**Roanoke College Her book, Intemperate Spirits: Economic Adaptation During Prohibition was published in August 2019. Kassens earned her B.A. in economics and history from the College of William and Mary and her Ph.D. in economics from North Carolina State University. Her areas of specialty are labor and health economics.**

**Mr. Todd Leeson Received his J.D., cum laude, at Notre Dame Law School and his B.A. at The College of William**

**Partner and Mary. Mr. Leeson is a partner with Gentry Locke in Roanoke. He concentrates on labor**

**Gentry Locke 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 Received his M.S. in Criminal Justice from Radford University and B.S. from Bluefield College. He is a**

**Director of Campus Safety former police commander and graduate of the Federal Bureau of Investigation National Academy, the**

**Roanoke College 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, CFE Received her B.A. at the Hogeschool van Utrecht, MBA with a concentration in Finance and M.S. in**

**Lecturer Accounting from Old Dominion University. She is a Certified Managerial Accountant and a Certified Fraud**

**Roanoke College 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 Received his B.A. from LaSalle University and his M.S. from Saint Joseph’s University. Prior to starting**

**Dean of Students his role at Roanoke College in 2014, he served as a commander and Chief of Police at the University of**

**Roanoke College 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 Received his Ph.D. in Resource Management and MBA from Virginia Tech. He obtained**

**Lecturer his B.B.A. from Roanoke College. He currently teaches courses on Leadership, Investments, and**

**Roanoke College Personal Finance and recently completed the second edition of his textbook on investing.**

**Mr. Randy Stubstad Received his B.S. in Computer Information Systems from Roanoke College. He is a 2015 TMI alumnus.**

**Director of Systems, Networking He holds certifications from VMware and Microsoft and manages the core systems and infrastructure**

**& Telecommunications Services for Information Technology at Roanoke College.**

**Roanoke College**

**Dr. Johanna Sweet Received her Ed.D. in Human & Organization Learning from the Executive Leadership Program at The**

**Associate Professor George Washington University, MBA from East Carolina University, and B.A. from UNC-Wilmington.**

**Roanoke College She is a Senior Professional in Human Resources (SPHR, SHRM-SCP). Her research interests are focused on psychological capital, self-authorship, and learning organizations. Dr. Sweet teaches Human Resource Management, Organizational Behavior, Authorship of Your Life and Training and Development.**

**Sponsorship of Institute Nominees**

1. 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.
2. 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 11, 2022.**
3. For each nominee, college experience is a prerequisite for acceptance into the Institute’s Management Program.
4. Nominations are screened by the Institute’s Faculty and Steering Committee. Candidates and Sponsors will be notified by **Friday, December 9, 2022.**
5. A minimum of fourteen candidates and a maximum of eighteen candidates will be admitted to the Institute.
6. 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.
7. 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 9, 2023.**

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). Or, in person, at: The Management Institute, Francis T. West Hall, #109, Roanoke College, 221 College Lane, Salem, Virginia 24153

**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 2023 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)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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| **PLEASE SEND NOMINATION MATERIALS BY FRIDAY, NOVEMBER 11, 2022 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.***