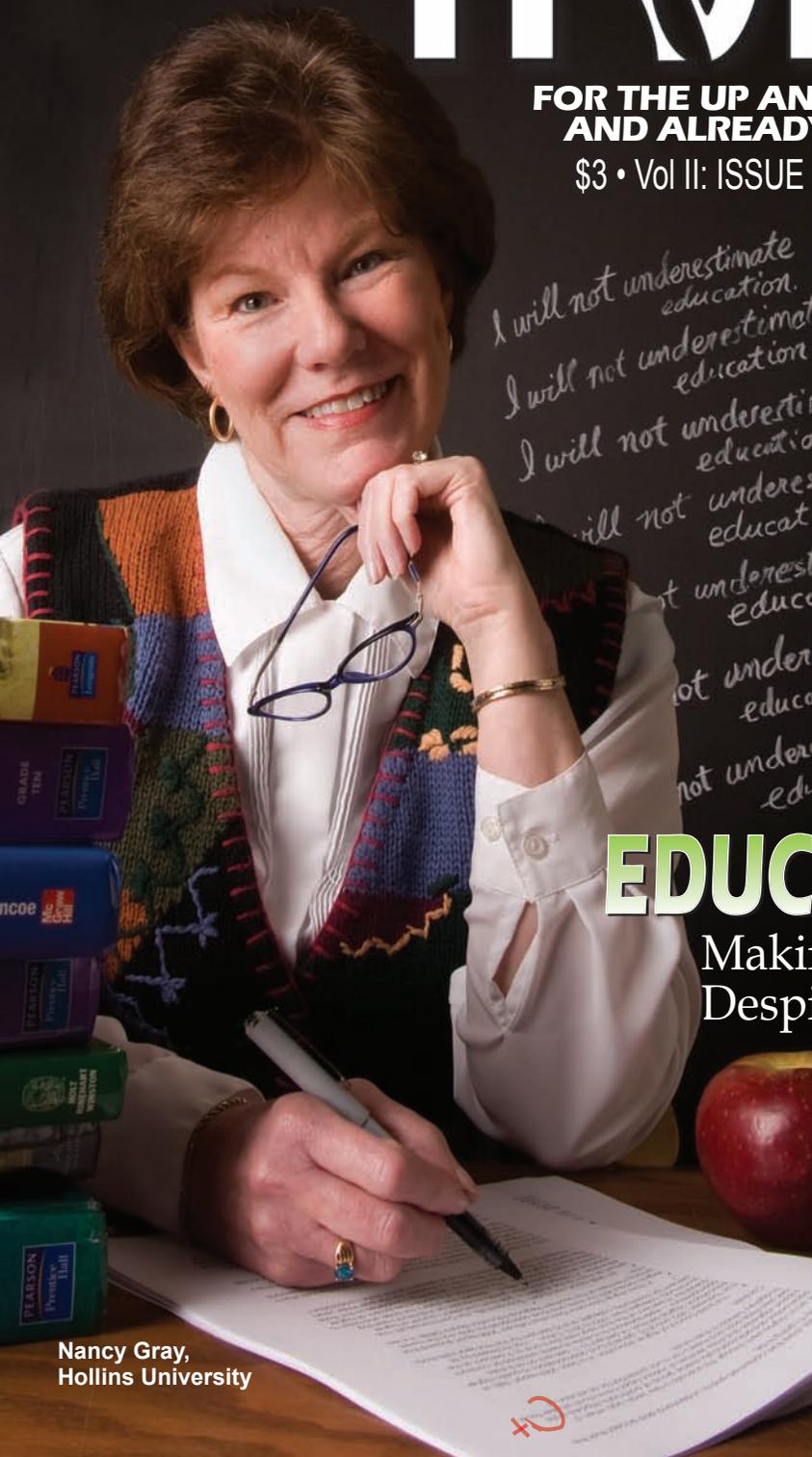


From the  
FRONT line to  
the bottom line:  
A report from  
our colleges and  
universities

# Valley Business FRONT

FOR THE UP AND COMING  
AND ALREADY ARRIVED

\$3 • Vol II: ISSUE 6 • MARCH 10



not llamas  
and pigs,  
but **ALPACAS**  
and **HOGS**

## GIS Man

SPRING  
COLORS 

## EDUCATION

Making the Grade  
Despite Cutbacks?

## CYBER SECURITY

climbing the  
paper ladder

Nancy Gray,  
Hollins University

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# WELCOME to the FRONT

When Harvard University President Drew Faust recently outlined the challenges facing his university, he counted the loss of nearly \$2 billion in its endowment and the fact that students “can’t read more than two sentences at a time” among his greatest concerns. That last is a swipe at social media and text messaging. Meanwhile, at Hollins University President Nancy Gray has led the school’s endowment through an impressive performance against a tempestuous stock market (Page 12) and its students can, indeed, read. And write. And communicate in the ways that will be essential in the future.

The point: not all is lost with either the money or the education on this generation of students and administrators.

While liberal arts institutions move steadily in rough seas, the “career schools” like National College and ECPI still say what we need immediately are trained workers. That’s right, too. So’s the notion that the state’s four-year and two-year schools serve the fundamental purpose of making education affordable—that’s a relative term these days. Innovation, often lost on the educational elite, is the rule these days. Look at Liberty University where thinking outside the norm is running neck and neck with Jesus. Or at the Higher Education Center in Roanoke, or at the community colleges where enrollment is up, financing is down and creativity is hitting a peak.

Necessity, in all these cases, is making for some interesting invention.



Tom Field



Dan Smith

Wytheville, Virginia... Intersection of Interstates 77 and 81:



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**morefront.blogspot.com**

Cover photograph of Nancy Gray  
by Greg Vaughn Photography.

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# MARCH



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Jane Dalier



Tim W. Jackson



Paulette Jayabalan



Kathy Surace



Nicholas Vaassen

## Editorial Advisory Board

Valley Business FRONT has organized an Editorial Advisory Board in order to help direct coverage. FRONT selected a group of 16 diverse business professionals, who will serve as a sounding board throughout the 18 month rotational term that will turn over every year and a half.

The board will be given the task of helping FRONT understand the issues and develop coverage. "We're journalists," says Editor Dan Smith, "and not business experts. This group of distinguished business professionals—whose range in age, experience, level and specialty is impressive—will give us a solid handle on how business runs and what the primary issues and key players are in this region. My guess is that our coverage of business will be especially useful because of this group of people."

# CONTRIBUTORS



Donna Dilley



Keith Ferrell



Tom Field



Monica Fritz



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Janeson Keeley



Gene Marrano



David Perry



Jo Lynn Seifert



Dan Smith



Greg Vaughn

Biographies and contact information on each contributor are provided on Page 54.

“What you need is the creativity of the unconscious with a measure of conscious control

— Page 43

## 2009 / 10 Members

**Laura Bradford** Claire V (Retail)  
**Kim Bratic** Jefferson Center (Culture)  
**Nicholas C. Conte** Woods Rogers (Legal)  
**Warner Dalhouse** Retired (Seniors)  
**Cory Donovan** NCTC (Tech/Industry)  
**John Garland** Spectrum (Development)  
**Nancy Gray** Hollins University (Education)  
**Ellis Gutshall** Valley Bank (Finance)  
**Nanci Hardwick** Schultz-Creehan (Tech/Industry)  
**George Kegley** Retired (Seniors)  
**Nancy May** HCA Southwest (Wellness)  
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**Mary Miller** IDD (Tech/Industry)  
**Ed Murphy** Carilion (Wellness)  
**Ed Walker** Regeneration Partners (Development)  
**John Williamson** RGC (Tech/Industry)

You will note that the Board is comprised of experts in many different business / industry “fronts.” This is intentional, as we are reporting on all the areas that affect our regional economy and are important to you. In keeping with our policy of being “the voice of business in the valleys” we ask each reader to join us as an editorial partner by calling or e-mailing us your ideas. You know more than we know about your business—or you certainly should—and that inside knowledge shared with our readers will make us all better at what we do.

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Radford University students at work in a computer lab.

Lora Gordon

# EDUCATION



## Making the Grade Despite Cutbacks?

Facing the facts, head-on >

### Executive Summary:

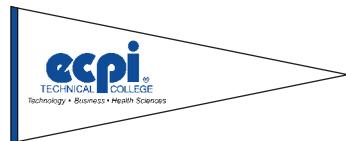
*The financial news for colleges and universities in Virginia—both private and public—is not rosy, but that doesn't mean educators are folding their creative tents and going into hiding. Quite the contrary.*

By Dan Smith

Virginia's secondary education situation has been variously described as a crisis, a challenge, a disgrace, a natural progression and a potentially devastating blow to the state's economy.

Regardless of where you stand in that litany, there's universal agreement within the Commonwealth that the state's response is a good bit less than it might be, or than it has been. A dogged philosophical aversion to taxes in the General Assembly appears to have created a semi-permanent, if not permanent, demand that the educational establishment get along with less from the state, more from consumers, and to understand and accept that this is the way it's going to be.

The arts in Virginia went through this scenario a few years ago when a parsimonious group of politicians stripped state support. Highways and state services of various types have much smaller fiscal belt sizes these days and there's not much potential for an infusion of budgetary Twinkies in their future.





**New River Community College entrance at night.**

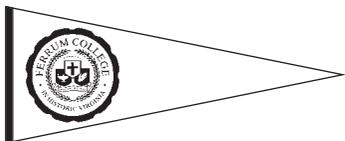
Consider:

- The State Council of Higher education, in a September 2009 report, tells us that "between 1992 and 2010, general fund appropriations to public higher education in Virginia fell from 14 percent to 11 percent of total state appropriations ... Appropriations to in-state students declined [in constant dollars] by 18 percent at the four-year institutions and by 9 percent at the [community colleges] from 1992 to 2010. Tuition ... has increased by 86 percent [at community colleges] and 90 percent for the four-year institutions. ..."
- A State Higher Education Executive Officers' 2008 report showed that Virginia ranked 40th for state and local appropriations and was the lowest among members of the Southern Regional Education Board (SREB).

An SREB report concludes: "Economically, the Commonwealth has almost as much as the student to gain from a student's pursuit of higher education. A college education greatly increases an individual's earning potential and the multiplier effect ... benefits the state's tax base and helps to create a healthy economy ... The presence of a world-class system of higher education in Virginia is an effective tool in attracting companies to the state. The naming of Virginia as the 'Best State for Business' for the past three years ... is based in part on the educational attainment of the state's population."

\* \* \*

Larry Hincker, head of University Relations at Virginia Tech and the institution's spokesman, says that despite all that bleakness, "Our fundamental approach to higher education has not changed as a result of current economic conditions ...



## What they're saying >

"In this market, the institutions that do well will be those who are distinctive and good at what they do." **Nancy Gray, Hollins University**

"I'd really like to know how the degrees in art history, classical studies, dance, film, philosophy, religious studies, et al., are 'immensely useful in a down economy' [as supporters of liberal arts colleges insist]." **Chuck Steenburgh, National College**

"A strong liberal arts education, especially one connected to excellent professional programs ... offers students precisely the kind of preparation that they need at a time when critical thinking and exposure to broad social, economic and political trends are invaluable." **Jeff Hannah, Washington & Lee**

"It has been proven that the state is able to more efficiently educate Virginia students by assisting private universities through [Tuition Assistance Grants] than to educate those same students at public universities." **Jerry Falwell Jr., Liberty University**

"Our growth also tells us that we've found a strong balance in making sure that a Ferrum education is affordable during a difficult economy." **Lee King, Ferrum College**

"We will do what is necessary to function effectively in the short-term, but we will prepare strategically for propelling Radford University forward as a great university when the economy mends." **Jeff Douglas, Radford University**

"The net effect of state disinvestment in higher education is that students and their families carry more of the cost to educate." **Larry Hincker, Virginia Tech**

continued to Page 11



**Students on the lawn at Hollins University.**

We expect undergraduates to be actively involved in discovery and scholarship. For example, more than 40 percent of undergrads are involved with an active research project. But our basic course delivery model has not changed significantly."

At National College in Roanoke, a "career college," there's an almost aggressively defiant outlook and the simple assertion that no adjustment is necessary because "the state provides no support to our students (a sad and discriminatory fact)," says Communications Director Chuck Steenburgh. "One thing that is nice about our mission: it never needs to change. When you are dedicated to educating students for productive careers and lives as contributing citizens, the state of the economy is not really a factor. Our students get jobs because we educate them for the careers that every economy needs. The programs we offer evolve as the needs of the workforce change, but it is neither a drastic change nor a disruptive one."

At the state's 23 community colleges—compared to 14 four-year state institutions—there's bewildered bemusement as officials consider record levels of student registrations alongside budget cuts that have forced staffs and programs to be trimmed. Central Virginia Community College President Darrell Staat says, "The current economic difficulties and state budget cuts, combined with the significantly increased enrollment, have caused CVCC ... to make some uncomfortable and necessary changes. The VCCS State Board raised tuition for the second semester by 7.9 percent [and CVCC] is already considering a significant raise in tuition for 2010 through 2012. At the moment almost 50 percent of the College's budget



**Tech's Larry Hincker.**





NRCC entrance at New River Valley Mall campus.

comes from tuition and this percentage will increase.

"The College is ... keeping a number of faculty and staff positions vacant. Two staff, two counseling, two faculty and four administrative positions will not be filled until state funding increases. There will also be a greater percentage of adjunct faculty teaching in the next few years."

Still, regardless of the type of college—community, four-year public or private, career, technical, liberal arts or "other"—there's this big, ugly economy staring them all smack in the face, daring them to move. But most are moving anyway. Here's a look at what some in our region are doing:

## Four-year public

Hincker is emphatic when he says, "People think that the cost of education is rising because tuition is rising. Actually the cost of education is flat once inflation is factored. Tuition is rising because state support is going down. ...

"We are seeing significant changes as a result of the economic crisis. For some time, the Commonwealth has been slowing shifting the cost of higher education from the state to the student. Essentially beginning with the recession in the early 1990s and accelerated by both recessions in this decade, the state has deviated from its policy of shouldering the primary share of a student's educational cost. Current state policy calls for a 67/33 split between the state and the student. (It was 75/25 when I began work here in the late 1980s.) A Virginia Tech student pays about 50 percent [and that share] is growing as the state faces these severe cutbacks."

Says Colette Sheehy, VP for management and budget at UVa,

## What they're saying >

continued from Page 9

"The price of room and board will also continue to increase, largely because the costs of things like electricity, water, food and maintenance continue to rise." **Colette Sheehy, UVa**

"We've also worked with faculty and staff to take good care of them during these times, so their morale is such to be effective educators." **Mike Maxey, Roanoke College**

"At the moment almost 50 percent of the college's budget comes from tuition and this percentage will increase." **Darrel Staat, CVCC**

"Our basic approach to providing educational opportunities has not changed. We have not eliminated programs or course offerings this year in response to budget cuts." **Mark Rowh, NRCC**

"Enrollments in remedial courses have increased, and it is clear that if Virginia Western is to meet the needs of those students, it will have to develop new programs and practices—many using enhanced technology—to foster student success." **Robert Sandle, VWCC**

"The more our students are educated with the real life events that are going on all around them, the better prepared they will be to enter into their careers." **Scott Warman, ECPI**

"It is our hope that both our state and national leaders will understand that education is the road out of economic trouble and that they will continue to fund student-aid programs at significant levels." **Lee King, Ferrum**

—Compiled by Dan Smith



# College endowments took a huge hit in 2009 >

by Dan Smith

A study from the National Association of College and University Business Officers and Commonfund Institute is not something most of us would go looking for in normal times, but these days, with Harvard losing nearly 30 percent of its enormous endowment—amounting to the gross national product of a small country—there is considerable interest.

Harvard's loss of \$11 billion between 2008 and the end of 2009 is the most dramatic loss, but on the entire list of 842 colleges and universities in the U.S. and Canada, almost all have some loss and the institutions in the black are almost all tiny by comparison. The institutions have \$306 billion among them.

The best performer in Virginia is Hollins University with an impressive -7.2 performance (and in this economy, losing just a little is, indeed impressive). VMI was initially reported to have a plus-40, but VMI Foundation PR Director Scott Belliveau, when questioned,

said the numbers for 2009 and 2008 were inadvertently reversed and "we're a little red-faced about it." The actual value dropped 28.9 percent, Virginia's worst, not its best.

Virginia Tech, with a loss of 14.4 percent of its endowment, was ranked second in 24/7 Wall Street's assessment of the Best Managed Endowments (behind Washington State). Harvard was named Worst Managed.

The average loss for the institutions on the entire list is 23 percent of the endowment, which represents an enormous amount of money. The list for Virginia, published here, does not include all schools in the state, but is representative.

Liberty University in Lynchburg is not on the list. Explains Chancellor Jerry Falwell Jr., "Liberty has not formed a separate foundation to hold its new endowment. Liberty is a young school (founded in 1971) and most of its alumni have not yet reached the point in their careers where they are able to make substantial contributions to the university's endowment." Liberty has a restricted fund that serves the same function as a foundation, says Falwell.



Collette Sheehy of Virginia.

"Since the 2007-08 fiscal year, the university's appropriation from the state general fund has been cut four times by a total of \$51.5 million or 31.8 percent." UVa has had to make cuts, says Sheehy, and the result is: "160 vacant jobs are being left unfilled or eliminated. Operating expenditures are being cut, with an emphasis on preserving student services and academics. Employees are looking for ways to streamline processes and save money." All this is happening as UVa expands some curricula. Donations, bonds and the federal stimulus plan have helped with needed construction.

At Radford University, says Public Information Officer Jeff Douglas, there is an understanding that state "resources simply are not there," requiring that "we must take bold steps to help ourselves. We are doing so by developing programs to increase our base of support through fund-raising and development, and by working more diligently and more creatively to convey the excitement, vitality and quality of the Radford University experience to greater numbers of qualified prospective students."

Student debt is up and about 100 positions at Radford have been eliminated, but Douglas emphasizes, "The economic crisis will pass. Now is a time to plan strategically for the future."

UVa's Sheehy says the board of visitors is considering "the

## 2009 NACUBO-Commonfund Study of Endowments

Rank*	School	2009 (000)	2008 (000)	% Difference
1	Harvard	\$25,662,055	\$36,556,284	-29.8
2	Yale	\$16,327,000	\$22,870,000	-28.6
3	Stanford	\$12,619,094	\$17,214,376	-26.7

### Selected Virginia Colleges

22	UVa	\$2,556,732	\$3,307,928	-22.7
59	W&L	\$ 897,141	\$1,026,518	-12.6
117	W&M	\$ 494,802	\$ 580,037	-14.7
128	Va. Tech	\$ 451,744	\$ 527,629	-14.4
153	VMI	\$ 234,654	\$ 330,157	-28.9
197	VCU	\$ 252,903	\$ 330,482	-23.5
295	ODU	\$ 134,586	\$ 177,885	-24.3
305	Randolph	\$ 126,089	\$ 155,775	-19.1
319	Hampden-Syd.	\$ 115,399	\$ 134,924	-14.5
330	Hollins	\$ 111,569	\$ 120,269	-07.2
352	Roanoke	\$ 95,619	\$ 115,215	-17.0
361	R-Macon	\$ 92,175	\$ 122,955	-25.0
405	Sweet Briar	\$ 74,904	\$ 95,439	-21.5
435	E&H	\$ 66,500	\$ 83,551	-20.4
455	Lynchburg	\$ 61,515	\$ 81,295	-24.3
523	Bridgewater	\$ 48,233	\$ 55,570	-13.2
606	Ferrum	\$ 31,813	\$ 41,472	-23.3
616	Mary Baldwin	\$ 30,838	\$ 40,307	-23.5
642	Radford	\$ 27,389	\$ 34,648	-21.0
707	Averett	\$ 19,293	\$ 24,264	-20.5

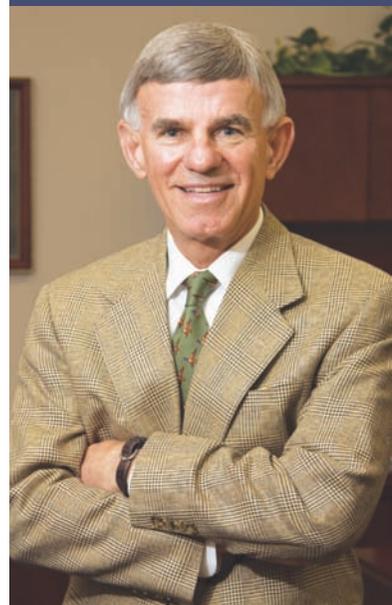
Source: National Association of College and University Business Officers and Commonfund Institute, [www.nacubo.org](http://www.nacubo.org). List's average result: -23.0. \*Ranking for size of endowment.

creation of a new funding model ... relying heavily on the University's fundraising efforts and increased tuition." As at Tech, which is looking to double its sponsored research, Sheehy says, "Other revenue streams may include research that has commercial applications. [That would] result in patent and licensing revenue and distance education for such well-established brands as the Darden School of Business."

### Community colleges

President Robert Sandel of Virginia Western Community College is looking at efficiencies at a time when the college is bursting at the seams with students and cutting 12 percent of its workforce (32 jobs): "This will involve scheduling of classes, use of part-time instructors, larger class sizes, growing distance education programs, site location changes, creative use of faculty and staff, restructuring the organization of the college, and reducing the college's operating budget to become a leaner, but still effectively run college."

He says full-time faculty teaches only 50 percent of the college's courses "and that percentage will dip dramatically with the most recent budget reductions." VWCC, says Sandel, "will eliminate 15 certificates and specializations, in areas as diverse as horticulture, management, and information technology."



Robert Sandel of VWCC.



**Burruss Hall at Virginia Tech.**

At VWCC and the other community colleges—as well as at the four-year schools—there is a trend toward distance learning. VWCC has 2,100 students in distance learning, 24 percent of its student body. Says Sandel, “The current generation of students has grown up with technology, and it expects a pedagogy that exploits the purposeful use of technology.” Additionally, “Our mission is not only to educate the recent high school graduate but also to re-educate those who have lost their jobs, those who want to re-tool for other jobs, and those who need to enhance their job skills to remain competitive and productive.”

Mark Rowh, vice president of planning and advancement at New River Community College, says the school has grown 29 percent recently, and it is looking for efficiencies as the budget shrinks. He says, “We have not eliminated programs or course offerings this year in response to budget cuts ... [and] we have worked diligently to be as efficient as possible and make the most of every budgetary dollar ... We are cooperating in an initiative undertaken this year by the Virginia Community College System to look at re-engineering possibilities for achieving further efficiencies.” NRCC President Jack Lewis is serving as co-chairman of a statewide task force addressing those efficiencies.

Central Virginia Community College in Lynchburg, says President Darrel Staat, is “holding the line on costs by keeping a number of faculty and staff positions vacant.” Ten positions will not be filled until state funding increases and use of adjunct faculty will increase. “In brief,” he says, “the college is meeting the budget cuts through increased tuition and a hiring freeze ... as well as implementing other operational budget measures.”



**Mike Maxey of Roanoke College.**





Students between classes at Virginia Western Community College.

## Private colleges

Virginia's private colleges, obviously, are not so much at the mercy of the state's budget problems as the public universities are. However, Virginia's Tuition Assistance Grant for private schools is likely to be reduced a few hundred dollars per student and there's a bad economy to deal with, as well.

Chancellor Jerry Falwell Jr. of Liberty University is taking a practical approach: "Liberty University is working with industry leaders and employers to identify what sectors of the economy are most likely to provide jobs for graduates in the future," he says. "Our goal is to establish new academic programs and modify existing programs to better equip and train our graduates for the new economic realities facing college graduates in these difficult times. That could mean eliminating outdated programs, as well as adding new ones."

Online education is a major Liberty initiative, says Falwell. "That has proven to be a wise decision as many families ... have been impacted by job losses. Many of them cannot uproot their families and attend traditional college courses ... Liberty expects that online programs will continue to grow. Over 50,000 students are enrolled in LU online today while the resident campus has an enrollment of about 12,000."

Roanoke College President Mike Maxey says it's a family matter at its base. "Economic difficulties cause impact at an individual level and for us that means families. To be sensitive to the

## Higher Ed Center: Forging ahead slowly >

The Roanoke Higher Education Center is unique in this region among post-secondary institutions in that it is not one. It is about 14 of them in one place.

Tom McKeon, who directs the center, sees opportunity for education during the downturn "to serve more adult students who have lost jobs or who seek more education to shore up their prospects for job retention."

The Higher Ed Center has more than 200 wide-ranging programs for further education and training, career enhancement and career change. "Without making any major changes," says McKeon, "we are ready to assist people who are driven to our doors by the weak economy ... We see that centers like ours must have support services available beyond traditional classrooms.

"To meet this need we can provide access to library services, study areas and computer access, career services and the like. The need to expand in this area is clear, while budget cuts make doing so more challenging."

continued to Page 17





Dan Smith

### Snow covered campus at Hollins University.

changing economic situation in which our families find themselves, we've tried to communicate with families directly. And we've communicated with people on campus to sensitize our staff that families are facing changes and the college wants to step up to help them afford a Roanoke education any time we can. Fortunately for us, Roanoke has the financial muscle to be able to do that."

President Nancy Gray of Hollins is, frankly, upbeat: "We are facing the current economic situation from a position of strength," she says. "In addition to operating with balanced budgets for five years and eliminating all of our debt, our endowment defied the dramatic 26 percent decline in the Standard & Poor's 500 index during fiscal year 2008-2009. Thanks to alumnae giving, prudent trustee oversight, and a conservative investment strategy, our endowment over that same period dropped by only 7.2 percent." Compare that to a 27.3 percent drop for Harvard last year, according to the New York Times.

Hollins has implemented a less than four percent increase in tuition and fees (a little more than \$37,500 a year) and has implemented efficiencies—reduced operating costs, a hiring freeze, early retirement, energy conservation, frozen salaries.

The basics are important, says Gray. "We are also committed to investing in programs in which we excel, including high quality undergraduate liberal arts study for women, coupled with experiential learning opportunities such as internships, study abroad programs, undergraduate research and the Batten Leadership Institute."

Jeff Hannah, head of Washington & Lee University's public relations department, says the challenge "will be to maintain and even improve quality while achieving affordability and accessibility. We continue to believe that building and successfully managing a strong endowment is the best way



Greg Vaughn Photography

**Nancy Gray, president of Hollins University... in her usual attire. Yes, the primary school teacher "getup" on the FRONTcover was our idea, and has since been promptly returned to OI' Madam Cratchet at the little red school house. Many thanks to President Gray for her theatrical portrayal. Our nuckles are still smarting from her wooden ruler.**

to succeed. We think very much in the long term; we are not focused on month-to-month or even year-to-year but are trying to anticipate the long-term stability and health of the institution. With that in mind, we continue to believe that endowment — and strong endowment growth — will be a source of stability for the future.”

Vice President for Institutional Advancement Lee King of Ferrum stresses the college is “focused on access and opportunity” and “in the current climate, we have had to focus more resources on financial aid and scholarships to our students. In difficult times, students and families typically turn to education as a way to overcome economic obstacles. ... This economic downturn is so severe that the financial stress on families is going to be long-lasting. Affordability will be a long-term issue.”

## Career institutions

These specialty schools, which have chosen the name “career institutions” turn out workers in much the way “trade schools” did in the past. They specialize in practical, work-a-day world education that prepares students to work for companies, applying skills directly.

Chuck Steenburgh of National College in Salem puts it this way: “One thing that is nice about our mission: it never needs to change. When you are dedicated to educating students for productive careers and lives as contributing citizens, the state of the economy is not really a factor. Our students get jobs because we educate them for the careers that every economy needs.”

He adds, “In this year and historically, our tuition increases have been modest year-to-year; programs offered, class sizes, and number of students we are able to accommodate are not predicated on government revenue fluctuations; and most importantly, our students continue to find employment upon graduation at a high rate because they leave with credentials that make them job-ready.”

Scott Warman, chairman of the business department at ECPI, the technology-focused school in Roanoke, approaches it this way: “The more our students are educated with the real life events that are going on all around them, the better prepared they will be to enter into their careers.” That often means direct consultation with employers in the region in order to design programs that will fill those employers’ needs, get graduates hired and attract still more students.

Warman says that the “primary change in our approach has been to put forth a concentrated effort of our successes and of our services through increasing community awareness of ECPI ... ECPI has long been one of the best kept secrets of our community.” 



Jeff Hannah of W&L

## Higher Ed Center: Forging ahead slowly >

continued from Page 15

McKeon sees an evolution in education: “The speed with which technology changes along with other aspects of our society shortens the half-life of education in nearly every field, and increases the need for access to lifelong learning opportunities. Even as the economy improves people will still turn to higher education institutions to prepare for the next big thing, the next dramatic change, the next technological advance. Lifelong learning has become a staple in our lives.”

With the state cuts, though, he says, “We are at a plateau when we should be in an expansion mode. If we receive any additional cuts we will drop below the plateau. We have been forced to focus on the core of our existence which is primarily meeting institutional needs for classrooms. We ... will keep moving forward ... but certainly by taking much smaller, incremental steps.”

—Dan Smith



## Recognizing your employees >

A major complaint among employees is that they are not recognized for their contributions. One of the main factors for employee burn-out is lack of recognition. Respect is an essential component of recognition. When employees don't feel that the organization respects and values them, they tend to become less productive.

According to Cynthia Lawrence, president of PerformanceLink Systems, finding low-cost ways to reward employees in an economic recession is not impossible. With thoughtful creativity, all workers can feel valued and respected. Your company will benefit in many ways.

Some simple ways to reward employees without spending a dime are:

- **Time:** For the overloaded employee, there can be no greater gift than a flexible work schedule. This can go a long way to build trust with workers.
- **Serve your staff:** Upper level executives could cook and serve a meal, deliver the mail, or provide valet parking to demonstrate appreciation to all staff members.
- **Personal introductions:** Introducing employees to key suppliers, senior management or customers can help an employee's career and show her value and respect.
- **Publicly recognize employee successes:** Submit press releases to local publications such as Valley Business FRONT regarding your employees' promotions and successes.
- **Don't forget the magic words:** The two most under used words in the business world are "thank you." While expressing appreciation should be obvious, a greater impact is made with a handwritten note including specific details of the contribution.

The efforts to reward and recognize employees must be pervasive in the work environment and supported from the top down according to Paul Denfeld, an employee reward and recognition expert. Done effectively and with transparency, recognition programs are a powerful tool for motivating employees to perform at their highest possible level. High quality products and superior customer service will be the result. 

## Business Etiquette

By Donna Dilley

**Executive Summary:**  
*Give credit where it is due and reap the benefits.*

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## The Thing about entrepreneurs >

**Dear Getting a Grip:** *I work at a high-tech company and everyone—on the down low—is inventing The Next New Thing. Our company's wannabe entrepreneurs insist on telling me, at length, nostrils flaring, how big their Thing is going to be. That Thing changes from day to day, if not from hour to hour. On the one hand, I admire their vision and the company that pays my salary was certainly founded by an entrepreneur. On the other hand, "Shut up and do some work!" Entrepreneurs may get a lot of glory in the press, but I'm sick of trying to work with them.*

**Dear Work:** Entrepreneurs are legendary for using up the people in their lives. Through their parents' love and loans, through their significant others' love and lack—i.e. doing without during the development of The Thing,—through their co-founders' enthusiasm and can-do, through their workers' stamina and spirits, entrepreneurs can pare away resources and good will until people cut them off to save themselves, or become just too depleted to give any more.

Entrepreneurs are also legendary for revolutionizing the way people do and think about things. They can be so sharp, so visionary, so exciting to work with or for, that time spent with them is transformative.

Sounds like you've got too much paring and not enough sharpening. In addition, if your company's policy states that what's invented while an employee works for the company belongs to the company, or if the policy forbids employee entrepreneurship, you've got an ethical issue going as well.

**Getting a Grip:** The impassioned cannot hear, whether they're entrepreneurs, environmentalists, or eighth graders. Trying to explain to your entrepreneurial co-workers how challenging it is to work with them, how scattered and inefficient you find the work flow, how resentful you might feel about doing all the listening and none of the talking, how unfair it is for them to talk with you about topics against corporate policy, eh, they can't or won't listen. "It's the idea, man! Nothing else matters!"

To them, maybe, but not to you. The only way to handle those who won't listen is not to speak, but to act. Put up a hand, walk away, draw a line in the sand. Will entrepreneurs like you for this? Nope. Will they hold you in contempt for not appreciating their ideas? Yep. Will they probably increase their talk, lobbying, and insults before they desist? Yep. Eventually, in the silence, you can keep your integrity and get some work done. 📧



## Workplace Advice

By Anne Giles Clelland

**Executive Summary:**  
*They'll use you up, so you need to be on guard.*

*Need to start "Getting a Grip" on a personal problem at work?  
E-mail your question to [grip@handshake20.com](mailto:grip@handshake20.com).*

Read the FRONT online **vbFRONT.com**

Also get more stories and pictures at [morefront.blogspot.com](http://morefront.blogspot.com)

# Business Dress

By Kathy Surace

**Executive Summary:**  
*Let your clothing colors  
start the conversation.  
You can finish it.*

## Spring 2010 color savvy >

The colors we choose for our work wardrobe are important to the image we project. Color subtly tells others whether we are serious and professional, fashion conscious, or relaxed and casual. Neutral colors like gray, taupe and navy convey a reserved, serious attitude. Solid black and charcoal pinstripes say "authoritative and formal." Bright colors say "fashion savvy and bold," while earth tones convey a relaxed attitude.

Never in fashion history have the rules been so flexible and the fashions so nonchalant. Still, every spring and fall the fashion designers parade out next season's fashion collections to guide us. They select colors and styles to inspire consumers to shop. A color palette for the season evolves from these collections.

Global events influence the colors that dominate each season's offerings. Spring 2010 is no different. This year designers realize that consumers need some bright colors to provide a bit of escape from the doldrums. However, they know that many consumers can't reinvent their whole spring



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wardrobe and need some neutral colors that work with existing wardrobes and across seasons.

Accordingly, the Pantone Color Forecast reports that this spring designers will offer:

- Turquoise, tomato red, sunny aurora yellow, and coral for bright touches of color.
- Tuscan brown, gray-green eucalyptus, and soft green dried herb as useful cross-seasonal neutrals.
- A brighter shade of navy called amparo blue.
- Soft basic pastels—sheepskin, chalk violet, pink champagne—that combine with all colors.

Additionally, the relaxed fashion rules let us experiment with unusual combinations of colors: brown and gray, black and brown, and navy and gray. They may seem odd combinations, but they look stunning together when paired and accessorized well.

Use the new colors and rules thoughtfully in your wardrobe and workplace. In a conservative workplace try the new neutral shades and add one of this season's bright shades in a tie or pocket square to update your look. Use a bright color to convey boldness and confidence, a softer color to express a reserved, steady outlook. Women can achieve the same results using either bright or subdued colors in their accessories.

Color plays an important part in whether others perceive us as professional, capable and up-to-date. Stay abreast of seasonal changes in color. Don't become a slave to them, but use them to convey your fresh outlook and relevance in the workplace. After all, a picture is worth a thousand words. 



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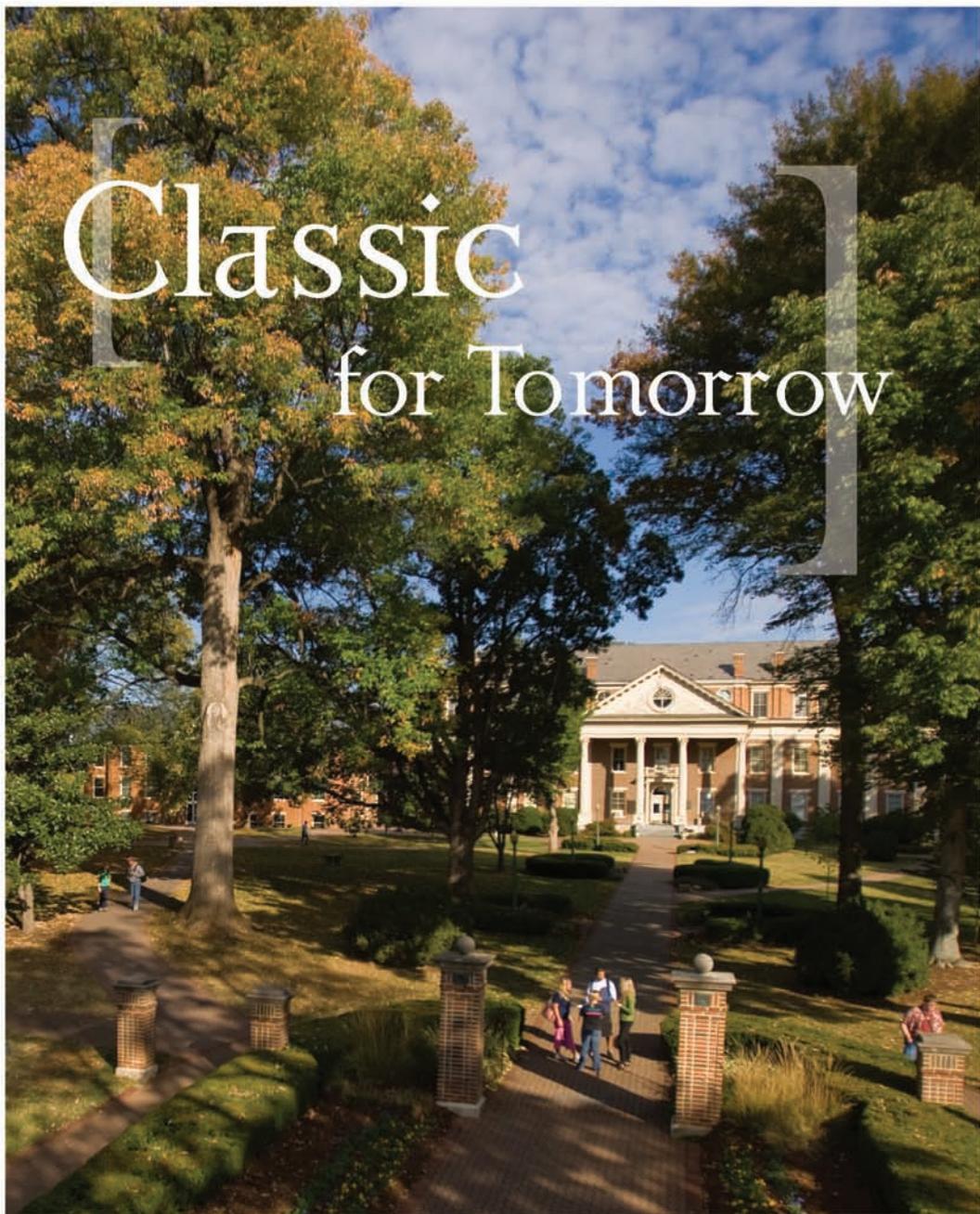
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## Valley Financial Corp. (VYFC) >

Compiled by Paulette Jayabalan

### Overview:

*Valley Financial Corporation (VYFC), incorporated on March 15, 1994, is a Roanoke-headquartered holding company for Valley Bank. Valley Bank is engaged commercial banking with emphasis on the needs of small-to-medium-sized businesses, professional concerns, and individuals. Valley Bank's primary service area is the Roanoke Valley. Its wholly-owned subsidiaries include Valley Financial (VA) Statutory Trust I, VB Investments, LLC, Valley Financial (VA) Statutory Trust II, Valley Financial Statutory Trust III and VB Land, LLC.*

*On June 23, 2005, Valley Wealth Management Services Inc., (VWM) a wholly owned subsidiary of the Bank, began offering non-deposit investment products and insurance products for sale to the public. VWM is working with Infinex Investments, Inc., in which the Company has a small interest.*

Source: [ reuters.com ]

*Valley Bank operates from eight full-service offices and a wealth management subsidiary in the Roanoke Valley. It employed 136 people at the end of 2009 (reuters.com).*

Source: [ myvalleybank.com ]; [ reuters.com ]

### Market Commentary

Valley Financial Corp. began trading on NASDAQ in April 2006. The company's shares were previously traded on the OTC Bulletin Board.

Source: [ reuters.com ]

Valley Financial Corp. received \$16 million from the Treasury, and is on a list of banks and thrifts in which the Treasury completed an investment under its \$250 billion Capital Purchase Program (12/16/2008).

Source: [ reuters.com ]

For the year ended Dec. 31, 2009, the company reported a net loss of \$3.9 million and diluted loss per share of \$1.03 as compared to net income of \$1.7 million and

diluted earnings per share of \$0.35 for the year ended Dec. 31, 2008. After deducting the dividends and discount accretion on preferred stock, net loss available to common shareholders for the year ending December 31, 2009 amounted to \$4.8 million. Return on average total assets was (0.55 percent) for the year and return on average shareholder's equity was (6.84 percent), compared with 0.27 percent and 3.87 percent respectively for the same period last year.

Net loss for the three-month period ending December 31, 2009 was \$0.9 million compared to a net loss of \$0.5 million for the same period last year. After deducting the dividends and discount accretion on preferred stock, the net loss available to common shareholders for the three-month period ending December 31, 2009 amounted to \$1.1 million compared to \$0.5 million for the three-month period ending December 31, 2008.

Source: [ Valley Financial Corp. ]

### Total Executive Compensation

Name	Title	Amount
George Logan	Board Chairman	--
Ellis Gutshall	President, CEO	\$441,004
Kimberly Snyder	CFO, Exec VP, Corp. Secretary	\$201,705
Andrew Agee	Chief Lending Officer	\$175,099

Source: [ reuters.com ]

### Board of Directors

Name	Primary Company	Age
George Logan	Valley Financial	65
Ellis Gutshall	Valley Financial	59
Kimberly Snyder	Valley Financial	39
Andrew Agee	Valley Financial	48
Mason Haynesworth	Norfolk Southern (retired)	69
Wayne A. Lewis	Valley Financial (retired)	66
Eddie Hearp	National Financial Svcs	66
Anna Lawson	Conservationist	66
John Starr	Consultants in Cardiology	63
Michael Warner	Private Investor	74
Abney Boxley	Boxley Materials	52
William Elliot	Davis H. Elliot	64
Barbara Lemon	Civic Leader	73
Ward Stevens	Neurosurgeon (retired)	74
James Frantz	Graham-White Mfg	53
Samuel Lionberger	Director	69
Geoffrey Ottaway	Checker Leasing	62
Edward Walker	Regeneration Partners	42

Source: [ reuters.com ]

### Institutional Stock Ownership

Valley Financial Corp. has a market capitalization of \$15.91 million and 4.68 million shares outstanding. Its shares closed at \$3.40, up \$0.15 on a volume of 2,900 shares.

Source: [ reuters.com ]

### Sources

[ reuters.com ] / [ myvalleybank.com ]  
[ Valley Financial Corp. ]

### Note

This article is meant for information purposes only and is not intended as an investment guide.



Gene Marrano

**Thomas Becher:** "If you do all that right, these publications will notice who is getting out there. That has to come organically."

## 'Best of' lists have some value to lawyers >

### Executive Summary:

*Knowing which lawyers really are the best can be confusing when there are so many lists telling you who's who.*

### By Gene Marrano

Those ubiquitous "Best of" lawyers lists magazines are turning out like "Who's Who" lists of old may have some marketing value. Those based on the votes of peers are even prized. But there's some sobering advice that goes with them: don't make claims that go beyond being included on a "Best of" list.

Thomas Becher, president of the Blue Ridge Chapter of the Public Relations of America, helps the Wood Rogers law firm with its imag. "It's clearly a good marketing tool for the publications [that print the lists]," notes Becher, owner of the tba agency in Roanoke. "It also gives law firms an opportunity to say, hey, we've been recognized by a third party," even if the third party has nothing to do with the law.

Often these lists, like Virginia Business Magazine's Legal Elite, are marketed so well that competing publications publish the results, thus publicizing their competition. "There's some limitations," says Becher. "We don't even touch that stuff as part of the [pr-marketing] strategy."

Gentry Locke Rakes & Moore partner Michael Pace, recently named to the Virginia Bar Association's Virginia Law Foundation 2010 Class of Fellows, says, "The ones that are the most valuable to members of the legal profession are the ones where other lawyers will say nice things about you." The Bar Association recognition carries the profession's stamp. Pace is a former president of the association.

The gold standard according to several local attorneys seems to be the Martindale-Hubbell ratings, from the directory of the same name. Pace says a top-of-the-line "AV" rating from Martindale-Hubbell is a designation with some cachet. "That one has meaning and value," Pace emphasizes.

Virginia Lawyers Weekly, a state industry publication, has a "Leaders in the Law," list, also peer-review rated, while Virginia Business magazine publishes "Legal Elite" annually. Ballots are sent to Virginia lawyers and are used to make the selections. Large firms often have scores of lawyers on the list.

Best Lawyers in America's features "Roanoke Lawyers of the Year"; Super Lawyers Magazine lists Top 25 Women, Top 50, Top 10, Rising Stars and other specific Virginia lists; "Best Lawyers" says it is "the oldest and most



Michael Pace

Dan Smith

respected peer-review publication in the legal profession” at 25. Its selections are made by “conducting exhaustive peer-review surveys in which thousands of leading lawyers confidentially evaluate their professional peers.”

Pace says lists help potential clients when they look for legal representation: “Clients like lawyers that are good, and they particularly like ones that are recognized by their peers. That has some value to them.”

James Creekmore (The Creekmore Law Firm, Blacksburg) has been designated as one of the “Super Lawyers,” by Law & Politics magazine, a national publication with lists for each state. Names are vetted and then circulated to other attorneys, who weigh in for peer review and comment.

It is recognition, says Creekmore, “that you are doing something at the highest level.” He uses Super Lawyers, the Legal Elite and other “Best of” lists if he has to refer clients to another attorney,



James Creekmore

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### **David N. Cohan**

Since joining the Firm in 2006, David has focused his practice on intellectual property and commercial transactions that include real estate, banking, corporate formation and governance, and mergers and acquisitions.

David earned his undergraduate degree with high honors from Rutgers University, and in 1989, his law degree from the University of Virginia School of Law. He was recently appointed to the Intellectual Property and Information Technology Council of The Virginia Bar Association and has received the Roanoke Bar Association Volunteer Service Award for each of the past three years.

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### **Lewis A. Conner**

In addition to practicing law, Lewis is a Certified Public Accountant. Since joining the Firm in 2007, Lewis has focused his practice on tax planning, tax controversies, executive compensation, corporate transactions, and general corporate legal matters.

Lewis received his undergraduate degree from Virginia Polytechnic Institute and State University. He earned his law degree cum laude from the George Mason University School of Law. Prior to joining the Firm, Lewis served as the Vice-President of Finance and Acting General Counsel for Professional Healthcare Resources, Inc., a provider of home healthcare services in Northern Virginia.

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### **James J. O'Keeffe, IV**

Since joining the Firm in 2006, Jay has split his time between helping businesses litigate commercial disputes and prosecuting and defending appeals in Virginia's state and federal courts. Before joining Gentry Locke, Jay was an associate with the Washington, DC office of Skadden, Arps, Slate, Meagher & Flom LLP. Jay maintains a weblog, *De Novo: A Virginia Appellate Law Blog*.

Jay received his undergraduate degree magna cum laude from the College of William & Mary and graduated cum laude from Harvard Law School. He was designated a Virginia Super Lawyers Rising Star in Business Litigation and Appellate Law in 2008 and 2009.

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or to seek legal assistance on a case. “[It] contributes to a sense of affirmation again of the lawyer’s abilities.”

Creekmore is also AV rated by Martindale-Hubbell, which he calls “a real national standard of excellence.” Every few weeks the directory sends him a new list of other attorneys to weigh in on. “It’s [also] a chance to pat yourself on the back a little bit if you make one of these lists,” says Creekmore.

The Virginia State Bar, an agency of the Supreme Court of Virginia that every attorney in the state is required to join, cautions members about how to use their designation on a particular “Best of” list. “We allow lawyers to advertise the truthful fact that they have been selected for inclusion in these publications,” says ethics counsel Jim McCauley. “We caution lawyers [and law firms] that they can’t make statements above and beyond

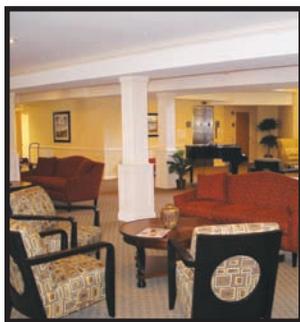
the fact that they’re included.”

That means they can’t claim to be the best, or that their legal services are of a higher quality than others not listed. Any references to being on “Best of” lists in print, online or through other media must be current as well. “They can only make references to the years they were included,” notes McCauley.

Becher says some attorneys might be better off being seen as “thought leaders,” publishing white papers and the like, rather than promoting lists. “If you do all that right, these publications will notice who is getting out there. That has to come organically.”

*NOTE: FRONT publishes only those lawyers from the region's firms listed by legal professional organizations and associations. It does not publish lists from magazines, which are most often advertising driven.*

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## An interview process for the future >

### Executive Summary:

*At Virginia Tech Carilion School of Medicine, interviews take a lot more into account than medicine.*

### By Keith Ferrell

Add the process by which applicants are interviewed to the list of innovations Virginia Tech Carilion School of Medicine is bringing to training the doctors of the future.

Rather than a traditional standardized interview with a single primary interviewer who becomes an advocate for the applicant, VTC has adapted a method developed by Ontario's McMaster University.

The approach, which could be effective in any high-level interview or screening, involves applicants moving quickly through a series of 8 to 10 brief (8 minutes apiece) mini-interviews with representatives of the community. During each conversation, the applicant is asked to respond to a fictional scenario, often involving dramatic or critical decisions. There are no "right" answers to some of the issues raised by the scenarios, which further differentiates the experiences

from standardized questions. Only after all the interviews are completed do the interviewers rate each student's response on a 1-10 scale.

"The process takes a couple of hours," says Cynda Johnson, the school's president and founding dean. "It allows for a degree of interaction and provides a breadth of perspective that you don't get with a single interviewer."

"Because the interviewers are trained in the process," Johnson says, "they're able to press the candidates in various ways, seeking new information, getting richer and deeper answers."

Everyone involved is aware of the applicants' anxiety-levels, a fact that is itself part of the process.

Johnson believes the approach not only overcomes some of the limitations built into the more traditional approach to interviewing candidates, but also provides the candidates with a richer and deeper sense of the school they're seeking to enter.

"We're looking for thought leaders," Johnson says, "and this interview process helps us evaluate candidates' confidence, ability to work as part of team, resilience."

Awareness and evaluation of qualities beyond an applicant's academic portfolio, references and performance during the pre-screening



VTC student prospects board trolley for trip to downtown Roanoke from the college.



Students line up to register at VTC.

process is crucial, Johnson believes, to making sure the school and the student are a good fit.

"We're able to get a range of responses to the applicants as they rotate through the interviewing stations," Johnson says, "and the interviewers are able to measure their own reactions over a range of applicants." The result, she says, is both more fair and more likely to identify students who will do well in the small team, research-intensive environment and problem-based curriculum VTC is seeking to create.

"This is a mission-centered school," the dean observes, "with research projects playing a large part in the mission."

Equally important—and innovative—is the participation of community members in the interviews. [Note: Valley Business FRONT editor and co-founder Dan Smith has been one of the school's interviewers.]

Johnson says that the range of experiences

and perspectives the interviewers possess, extending beyond medicine and academics, contributes both to the richness with which applicants' characteristics and traits are evaluated, and to the sense of the medical school applicants derive from being interviewed.

Her own experience as an applicant to UCLA Medical School reminds Johnson of how far the interview process has come. Grilled for an hour by a single interviewer who focused his questions on a volcano—of all things—seminar the applicant had once attended, Johnson found herself seizing a couple of minutes at the end of the hour simply to try and tell the interviewer something about herself and her desire to study medicine.

Students at the school Johnson heads won't have that experience, or experience that sort of frustration. The dean, the interview process she's implemented, and the members of the community helping accomplish it will see to that. 

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Janeson Keeley

Dan Smith

## netFRONT

### A no-cost way to promote your business >

#### Executive Summary:

*Google Maps offers an opportunity that you probably don't know about.*

#### By Janeson Keeley

If you travel for business, you've probably found MapQuest or Google Maps to be helpful for getting directions. They also come in handy if you ever have to defend your expenses to the IRS.

According to Charles Spencer, president of Accounting and Tax Center Inc. in Roanoke, "If you're audited and there is a question about your mileage records, you can use mapping Web sites to verify the mileage claimed in your records."

But did you know that you can also use Google Maps to promote your business?

If your business has a physical location and a listed phone number, Google Maps has generated a default business listing for you. Claim your business, and you can customize your listing to accurately reflect and actively market your business.

Go to [www.google.com/maps](http://www.google.com/maps). Search for your business by address or phone number. Click on your business name. In the bubble on the right, click "Edit," then click "Claim your business." You will be taken to the

Google Local Business Center. If you have a Google account, enter your e-mail address and password to log in. If you don't have a Google account, click "Sign up now" and set one up.

Once you are logged in to the Local Business Center, select "Edit my business information," and click "Continue."

Make sure that your business name, address, phone number, and Web site address are correct. Add a description for your business that includes terms on which visitors may search. Then enter up to five categories into which your business falls.

Specify your business hours, payment options, and details about your business. Include facts that will make your business stand apart from your competitors. Post photos (120 pixels wide by 90 pixels high) and links to videos. Create coupons that prospective customers can use for your products or services.

Once you have completed your listing, verify your listing by either phone call or post card. If you verify your listing by phone, be ready; Google will place an automated call within about 30 seconds of your request.

Log into the Google Local Business Center ([www.google.com/localbusinesscenter](http://www.google.com/localbusinesscenter)) to update or tune your listing and to view statistics about the number of times your business listing has been viewed. Check regularly to see if anyone has posted a review of your business.

In addition to customizing your business listing, you can create a personal profile at [www.google.com/profiles](http://www.google.com/profiles). FRONT contributor Patsy Stewart reports, "I claimed our company and added a strong profile including my keywords 'social media consultant.' I expected to see results in several weeks to a month. Just out of curiosity, the next day I googled 'social media consultant,' and we were the first page of the results, two for the state of Virginia and one for Roanoke. We include this step in creating an online digital footprint for our clients, and they have achieved the same powerful results." 

*(Janeson Keeley owns JTKWeb, a Web site development company in Roanoke, and can be reached at [www.jtkweb.com](http://www.jtkweb.com).)*

## Cybersecurity: Bad times getting worse fast >

### Executive Summary:

*That's 6,000 new threats a day to your business. Can you risk the exposure? Here are some important steps you can take.*

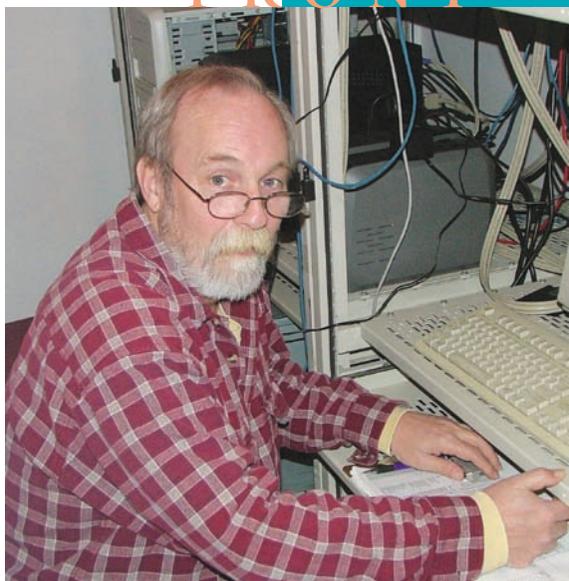
By Keith Ferrell

If you're connected to the Internet, the saying goes, you're connected to the world. True enough, but it's equally true that if you're connected to the Internet you're connected to a world of hurt as well as a Web of wonders.

The number and nature of threats to which Internet exposes you, your business, and your financial information is growing exponentially—some estimates place the number of new malware (viruses, Trojans, worms and other unwanted software that invades and infects your computer) at over 6,000 per day.

Every day. That's 250 new malware threats an hour, more than four new threats every minute. And that's the good news. The bad news is that malware is only one type of threat faced by the digital side of your business.

The worse news is that you don't even have to be connected to the Internet to run into—and be run over by—a threat.



Web Transitions' Barry Briggs

Dan Smith

What's a security-minded business person to do?

First, become a security-minded business person—and insist that every person in your organization become one.

That means more than making sure current and up-to-date anti-virus software and related security programs and tools are installed on every device your company uses (BlackBerrys and phones are threat target, as well).

"Most people are computer illiterate," says Barry Briggs, CEO of Boones Mill-based e-commerce and Web services company Web Transitions. "Even the really basic stuff like anti-virus software gets overlooked. A lot of small and mid-sized businesses may have



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**Howlin' Dog's Beth Garst**

Dan Smith

a person who 'knows about computers' and takes care of technical issues. But it's a pretty safe bet that he knows nothing about security. If you're going to set up and manage your networks yourself, make sure the person doing it knows a lot about security."

## What to know

What should that person—and everyone in your company know?

He should know that threats can flow from any direction—e-mail, Web sites, digital devices such as thumb drives and iPods that may be connected to a computer in your workplace, and anyone who uses a device.

Lon Berman, principal consultant of BAI Security Consultants in Fairlawn says, "Small and medium businesses need to understand that information security is not just about technical safeguards such as firewalls or anti-virus software. Obviously these are important, but equally important are 'non-technical' steps such as developing strong policies and procedures, and providing appropriate security training to all employees (not just IT staff)."

Computer—and other digital devices—use policies are an essential line of defense, and should include what your company considers appropriate and inappropriate use of e-mail (even personal accounts accessed from work), Web surfing unrelated to business, social networks such as FaceBook or Twitter, Instant messaging, and any other use of a computer or related devices that you can think of (and don't forget the next hot uses of computers, whatever they are, when they arrive).

Berman recommends that the policy be thorough, written, and signed by employees. Above all, he says, Violations of policy should carry stiff penalties. If there are no consequences, Berman says, no one will adhere to the policy.

## The basics

While the threats from without—malware that gets into your system and tracks keystrokes, looks for financial information and passwords—are large and getting larger, you can't neglect traditional problems such as prying eyes and information not meant to be seen.

Employees who use computers and have access to networks and other functions that require a log-on, should take some care with their passwords, says Web designer Beth Garst of Howl'nDog Designs in Boones Mill.

"I've seen written lists of passwords right in the center of desks," Garst says, "in plain sight next to the computers they're supposed to protect."

Right where anyone—and everyone, including visitors, passersby, and, as if you didn't have enough security trouble, intruders—can see them and get access to your systems.

Passwords should never be written down. Ever. And that's a point for your security policy. Passwords, in fact, should be changed every couple of weeks, and that's another good policy point.

When the time comes to change the password, employees should use familiar words



**BAI's Lon Berman**

Jane Dalier

(password is a lousy password, but you'd be amazed at how many people use it for one), names, sequences of dates (no birthdays or anniversaries!) or anything else easily recognizable. A strong password should combine letters and characters and might look something like: ahsg#5kt3%opw.

## Getting secure

Once your company's passwords are secure and frequently changed, what are you going to allow your employees to do with them? That's the question that Barry Briggs sees as central to overall cybersecurity.

"The browser [the software that lets you visit Web pages] is one of the most vulnerable aspects of your computer," Briggs says. He points out that many of the "bells and whistles" such as music and video that make Web surfing so appealing require additional programs such as Java, that work with the browser to enable the extras to play.

"Turn off Javascript," Briggs says flatly. (This is done from the Tools menu of most browsers.) "Don't use it!"

He's equally adamant about Facebook and other social networks at work. "Your employees need to stay off things that cause problems," he says, "and that includes any of the social networking sites."

So. Say you ban social networking and most Web surfing, you keep your anti-virus

software and firewalls current and active, you install every patch that software makers release to repair problems and vulnerabilities—now are you secure? Hardly.

Virtually every threat that comes at you over the Internet can come at you off the Internet.

Portable storage devices such as high-capacity thumb drives are perfectly fine media for carrying viruses and Trojans, as well as storing data. Plug an infected device into a clean machine and you've let the foxes into the henhouse.

Nor can you overlook the human side of cybersecurity problems, which tend to take two forms: 1) Mistakes that damage, erase, or expose confidential data, and 2) deliberate sabotage or theft of data. (Pay particular attention to that last one when terminating employees. Remove access and network privileges before pink slips are delivered.)

Is that everything?

Not even close. The nature of digital technology and especially of networked digital technology is such that every benefit is matched (and all too often over-matched) by multiple threats, so many that no brief article or, for that matter, long book, can cover them all.

When it comes to arming yourself and your business with digital defenses, knowledge of the threat environment, strict and strictly enforced usage policies, you can't slow down either. 

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Casket selection room

all photos: Monica Fritz

## Work Spaces

### Balancing efficiency with delicacy >

**Executive Summary:**

*At Oakey's funeral business, there is a difficult balance that must be maintained.*

**By Monica Fritz**



Chapel

An iconic landmark of the Roanoke Valley, Oakey's Funeral Service and Crematory, is more than just a funeral home. It's a symbol of life and the inheritance of generations dating back to 1866.

Built in 1938, the Downtown Roanoke Chapel is the oldest of the five locations existing today. Sammy Oakey, president and fifth generation in the Oakey family funeral service profession, says the old building is a part of him: "I remember coming here as a kid, with my dad. I was probably a nuisance to workers, running around and watching TV, but it was just what I did everyday for years and I loved every minute of it."

Sammy Oakey's father and grandfather worked in the same building and Sammy now occupies his father's old office. "That means a lot to me," he says. "There is so much emotional and personal attachment here." Sammy's father, Sam Oakey, died in 1998.

The Oakey's buildings are designed for every phase of body pickup, burial preparation, ceremony and transportation to the burial site. It is an intricate process and that must be carried out, not only with precision and accuracy, but also with delicacy at a time when clients' emotions often run high.

After undergoing major renovations at all five locations beginning in 1996, the Downtown Chapel received a third story addition, a state-of-the-art embalming room, and a passenger elevator by 2001. These days the attention has been focused on the new Oakey's Pet Funeral Home and

# DEVELOPMENT FRONT

Crematory, scheduled to open this summer at its Airport Road location.

A three-story building with a basement, the downtown location is approximately 39,712 square feet. It features a traditional chapel, multiple viewing rooms on both the first and third floors, three arrangement meeting rooms, a casket selection room, a cremation options room, several rooms used for the embalming and preparation process, a music room, history room and more.

In the second floor office space, there are sleeping quarters with two beds. These are for two men, a funeral director/licensed embalmer and attendant, who work the night shift along with a security guard. These men are available for anyone who needs service during the night hours. Other office space includes two vice presidents' offices, the president's office, the pre-need office (where advanced arrangements can be made prior to death) and after-care office. Of the 35 employees at the downtown location, 20 are funeral service professionals, licensed to perform the embalming process.

The interior design is traditional, complete with gold-leaf framed original works of art and elegant furnishings. Tom Ruff is responsible for the building maintenance and decor. "Even if we just need to move a piece of furniture, Tom is the one who has the eye to know exactly where it should go," Sammy Oakey says.

The look is part of the overall service, which in the funeral business is the point and the goal. 



President Sammy Oakey



Cremation options room



Family room, where the family can sit privately during the funeral ceremony



Embalming room, funeral service professionals, left: Duffy Ferguson, right: Jay Cox



History room

## Bradshaw maps his career >

### Executive Summary:

*As someone who has traveled a lot of miles, David Bradshaw found his way in business as a leader in GIS technology. What his InteractiveGIS company does for Lanford Brothers is one example.*

### By Tim W. Jackson

By the time David Bradshaw, a former Air Force brat, graduated from Radford University in 1990 as a geography major, he was in love with maps. He took a job as cartographer in Montgomery County and he was off the map, so to speak.

Since then Bradshaw has bounced around a bit, working most recently for an engineering firm before launching InteractiveGIS in March of 2008. These days, he is president of the

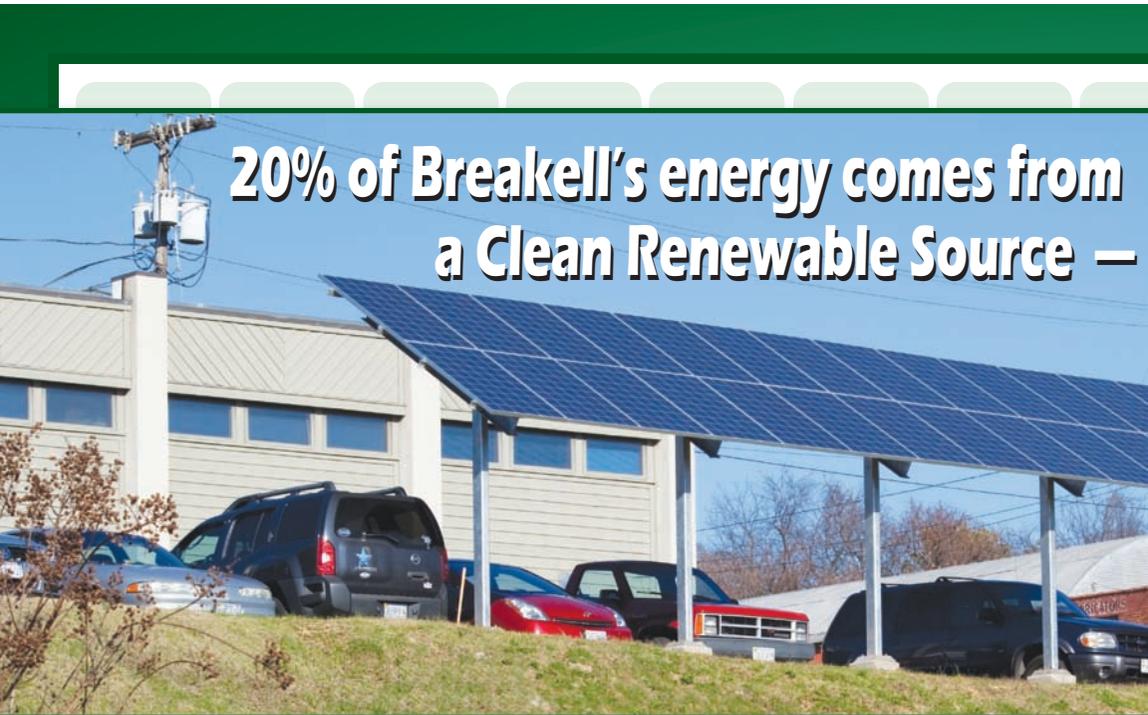
company, based in Blacksburg's Corporate Research Center, which combines map basics with computer technology to get some pretty exotic results for business. Among them is the ability to help level roads.

The layman might confuse GIS (Geographic Information System) with GPS (Global Positioning System). The two are intertwined, yet still different.

"It takes a GIS to have a GPS," Bradshaw says. "GIS is the magic box. It's the link between tabular information and real-world features and spatial data."

Bradshaw uses the InteractiveGIS home page to better describe GIS.

- A map gives you spatial information. It shows you where one feature is in relation to others around it.
- A database is a collection of records in a computer system. You can query for certain subsets of



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data, but you can't see a visual representation of how your data relates to the real world.

- GIS brings the two together, combining maps and databases in a way that allows you to access information stored in your database about each feature on a map—simply by clicking on that feature. It's a powerful way to store, analyze, manipulate, and display data.

Bradshaw says, "InteractiveGIS empowers community leaders to deliver valuable, high-impact services and solutions based on existing geographic data."

Governments can use GIS for myriad purposes (and GIS Web pages are on government Web sites). Bradshaw says that businesses are discovering that GIS can help make business decisions. "We are now deploying Web-based systems in the medical industry, fiber optics sector, and private land management arena," he says.



Tim Jackson

**David Bradshaw: "GIS is the magic box. It's the link between tabular information and real-world features and spatial data."**

As important as selling customized GIS systems to clients might be, Bradshaw says InteractiveGIS acts as an educator and consultant: "Our business model is to adapt our product to the way the client does business."



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**Lanford Brothers Construction uses this GIS milling machine to save time and money—and to do a better job.**

efficient than they were previously without GPS.

“It increases quality, is faster, and is less expensive,” Soltis says. “It takes out human error, and we only have to do the job once. That saves fuel and time.”

Patrick Henderson, a project manager for Lanford Brothers, gives an example

InteractiveGIS has clients in Virginia, North Carolina, and West Virginia, and more clients are popping up nationwide.

As Bradshaw says, it takes a GIS to be the backbone of the GPS systems that we see commonly in automobiles and that are commonly used by outdoors enthusiasts such as backpackers and kayakers. But GPS technology, based on GIS data, are often used in business.

Roanoke’s Lanford Brothers, for instance, uses GPS technology as an essential part of its operations. Lanford is a specialty contractor working on jobs such as bridge repairs, asphalt and concrete milling, guardrail and highways sign installation, and various specialty service.

Al Soltis, is a vice president who oversees milling and grooving operations. Soltis says that Lanford Brothers uses GPS on one of its milling machines and has a program to set a terrain model. Soltis says the crew can then program the grades and be much more

of using GPS with the milling machines. “Sometimes we need to change the grade a bit,” Henderson says, “so maybe we need to take off two inches of asphalt on one side of the machine and four on the other to create a slope. That’s very hard to do by hand. With GPS, it offers the client a zero-mistake solution.”

Henderson says the company is also using GPS technology to locate sign structures or locations where a new sign needs to go. GPS is also useful in locating utilities for some of the jobs they do. Fleet manager Chris Lively adds that Lanford uses GPS to track vehicle activity.

“We use it to proactively reduce idle times and we can get a more accurate mileage report,” Lively says.

Soltis, Henderson, and Lively think that Lanford Brothers is just tapping the surface of GPS technology in their business, and they plan to map a new, more efficient future for the company. 

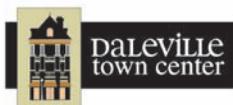
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## A warm security blanket >

### Executive Summary:

*The Kyger family (Maple Grove Farms) has found the alpaca to be a satisfying animal to raise and a good way to make a living.*

### By Pam Hartle

They're cute enough and affectionate enough to be pets. Big pets. They're a provider of a marvelous material for clothing. They're relatively easy to raise. They sell for about \$6,000 to well into six figures each—down 50 percent in a bad economy, but still substantial.

They're alpacas and at the Kyger family's Maple Grove Farm in Raphine, they rule the roost. Donny Kyger is the patriarch of this family business and he talks about the work involved in cleanup and feeding around the clock. Housing isn't much of a problem because alpacas provide their own warmth, even in winter. They're sheared in May and need fans to keep them cool for the summer.

"We started with 11 alpacas in 2006 and have 38 now," says Joe Kyger, son and part owner. "We're expecting about 12 crias [babies] this spring to sell and show. We breed in spring and fall so the babies aren't born in hot weather."

"Some farms breed year-round," adds Donny Kyger. Alpaca gestation is 11-12 months and they wean at six months. New moms can be bred as soon as six weeks after giving birth. Females breed whenever they're put with a suitable male, says Joe, so timing is not an issue.

Donny says the family just made an investment that, because of the weak economy, sounds like a bargain. "We just bought a female for \$6,000 that would have gone for \$12,000 to \$14,000 in good times," he says. "In this economy, you have to make your money



Who wouldn't love this face?

Pam Hartle

breeding and then selling the babies."

"We only raise our alpaca for breeding, showing, and for their fiber. We don't eat alpaca," says Melissa Kyger, Joe's wife. In South America, the alpacas' homeland, they are food. That would be expensive food here.

"It's a big investment initially," says Donny, "but the grand kids love it too. Some people just want them for pets. Other people are spinners (people who spin the carded fiber into yarn for wearables) so they want 'fiber males,' alpacas that aren't good enough for breeding. They can raise them as pets and to spin their fiber into clothing."

Says Melissa: "Alpaca wearables are desirable to people who love the feel and warmth of wool, but have allergies." Aficionados say it's soft as cashmere, but lighter and stronger than wool. Alpacas have no lanolin in their fur and those allergic to wool can wear alpaca.

Alpaca socks start at \$10 at Maple Grove Farms, and larger and more intricate items such as alpaca coats are as high as \$890 and up on the Internet. "The price depends on the type fiber and the color," says Melissa. "Punk Rock Girl is our only Surri [an alpaca with a long woven dread lock looking coat, scheduled to give birth to another Surri



Joe and Melissa Kyger of Maple Grove Farm in Raphine with some of their alpacas.

Pam Hartle

this fall]. The rest are Huacayas,” she says.

“We have two super males,” says Donnie, “that will go for six figures when we decide to sell them. We breed them 10 to 15 times, then we sell them. There are two other super males who will be ready to breed in 18 months to two years, he adds, and will also ultimately sell for six figures.

The family works “with an out of state co-op to market and distribute our fiber, but we hope to work and collaborate more with local people to grow our business and help them as well,” says Melissa.

The Kygers like their work so much that they want to share it. Those showing up get a tour. 

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and much more (of course; hence, the name)



Tom Lawson: "Why did all cultures have the same myths?"

David Perry

## Still looking for explanations >

### Executive Summary:

*In retirement, Tom Lawson has used his natural curiosity and his high level of energy to tackle philosophy and art.*

### By David Perry

It was in the courtroom that Tom Lawson got his first glimpse into the workings of the mind.

"It's pretty clear to you if you're trying a law case that unconscious things play a role," he says. "Just the right analogy will come to you, or you can see where a witness is going."

It was observations like this that motivated Lawson, who retired from the Woods Rogers law firm in 1992, to study the origins of consciousness itself.

"Science has to admit that it can't explain in any satisfactory way consciousness—although reams of paper have been devoted to it," he says. "It can't be that the psyche is the only

thing in the universe that has no history.

"When I left the law office, I had two things I wanted to do. I wanted to paint—I could always draw—and I wanted to pursue these intellectual directions."

Years earlier, Lawson had been introduced to the works of mythologist Joseph Campbell when Tom's wife, Anna, won an English prize from Hollins University: three volumes of Campbell's works. Campbell revealed how the same kinds of myths could be found in cultures that were separated across space and time.

"That fascinated me," Lawson says. "Something was going on that I didn't understand. Why did all cultures have the same myths?"

"You find dragons in myths and dreams everywhere. But nobody ever saw a dragon. Where does that stuff come from?"

Campbell's work led Lawson to the noted psychologist Carl Jung, whose work influenced Campbell's. He delved deeply into Jung's work, which proposed that the basic structures of consciousness were inherited, much like hair or eye color.



*Edward M. Goyette*

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"After I got going, I realized I was going to have to write something," Lawson says. "Truth is, if you're going to study a thing, and you don't write it up, you haven't really studied it."

That something was a book: Carl Jung, *Darwin of the Mind*, which explores Jung's theories in an evolutionary context.

"If you look at Jungian thought in terms of modern evolutionary synthesis, they square," he says. "Those structures have come about through natural selection. Some structures that produced adaptive advantage were retained, and those that didn't weren't, like anything else."

And on the book's cover? An original oil painting by Lawson, "Green Shift." After he retired, Hollins University professor and friend Bill White took Lawson under his wing as a student.

"I could draw from an early age," Lawson says. "So it's the one talent, really, that I have. I used to think I had a talent for trying a lawsuit ... I got to where I hope I can paint and not merely draw. Drawing is just the architecture of a painting."

Lawson finds a relationship between his work on consciousness and his art, but no relaxation. "Painting is exhausting," he says, before jumping into his explanation. "If only your unconscious is put into the painting, it's chaos. If only your conscious is put in,

## In Brief

**Name:** Thomas T. Lawson  
**Age:** 71  
**Profession:** Retired trial lawyer with Woods Rogers; author and painter  
**Location:** Daleville  
**History:** Roanoke-born Tom Lawson attended Episcopal High School in Alexandria, joined the Navy, and then attended UNC-Chapel Hill and the University of Virginia School of Law. After retiring from a career as a trial lawyer with the Roanoke-based firm Woods Rogers, he did what any inquisitive mind would do—took up oil painting and wrote a book. "I didn't set out to write a book," he says. "He was after something deeper: "I kept trying to figure out the meaning of life." Tom and his wife Anna live in Botetourt County.

it's sterile. What you need is the creativity of the unconscious with a measure of conscious control."

Lawson adds, "The balance is what makes a good painter or a bad painter. It's like having a beer when you're playing golf. Just the right amount might help, but too much does not." 

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Lisa Ison: "What's being done to help the little guy? Nothing."

Dan Smith

## No more incubating business babies >

### Executive Summary:

*When the New Century Venture Center closed six months ago, it left a hole in economic development locally.*

### By Dan Smith

The facts are simple and compelling:

- The New Century Venture Center graduated about 47 companies with more than 200 employees by the time it closed this past September, operating nearly 14 years.
- Its graduates have so far bought four buildings of their own for the operation of their businesses.
- Two center graduates, Access and Soft Solutions, were named the International Business Incubator Graduates of the year in 2002 and 2003.
- In 2004, the Venture Center won the National Association of Business

Incubators' Whaley Award, meaning it was considered the best in the world by colleagues.

- Executive Director Lisa Ison was one of five American representatives sent to Hong Kong to teach about business incubators and in 2006 she was named the region's Business Advocate of the Year by the Roanoke Regional Chamber of Commerce.

Among the graduates of the center are Ken Ferris' Millennia Systems (Ferris is one of the most noted entrepreneurs in the state and this was his first real venture), M3Grafix, Kennard Creative Studio, Companion Home Care, Valley Boiler and Ziiva.

Over the years, the New Century Venture Center mostly paid for itself with rents and fees, save for a \$25,000 annual contribution from the City of Salem. When that dried up last year, the Venture Center, which had committed to move from the Roanoke building it owned (29,000 square feet) to a Salem building (18,000 square feet) owned by John Mayhew, primarily because of a lack of support from Roanoke, folded.

In recent days, Total Action Against Poverty (TAP) in Roanoke has been negotiating with the City of Salem for a lease on the building,

says TAP Director Ted Edlich, but “There’s been no determination of whether we’ll play a role or not.” He says TAP “could be interested” in “keeping the incubator going because it could dovetail with our small business development program and financial services program.”

The transition from Roanoke to Salem took nearly 18 months—the building was not ready—and the uncertainty kept the center from doing business as it had. The center pretty much lived on the money it made from its Roanoke building sale and when Salem cut off funding, it was too much to overcome, says Ison.

The center, says Ison, was never really understood by the localities that refused support it. “They didn’t realize we were about economic development,” she says. “We were just another non-profit. We could have been a budget line item [as an economic development entity], but instead, we were scattered all over the place. Roanoke County moved us from ‘human services’ to ‘arts and culture’ for its budget’s purposes.”

Roanoke, she says, went so far as to refuse to put a sign on Main Street saying where the center was located. It’s 8th St. location was hidden and difficult to find.

The center was founded in 1996 after some intense work by Roanoke CPA and community activist Hope Player and Phil Sparks, the former director of the Roanoke Regional Partnership. Ison was its only director. She had worked in Montgomery County’s economic development office.

The idea was that new businesses would be put into this “incubator” where they would be given inexpensive rent and support services (office machinery, secretarial and phone service, and a good dose of reality from Ison and a team of former executives who served as advisors). It was cheap for the businesses and the fees they paid the center helped keep it going. Businesses were given two years to become stable before they were required to move out and be on their own. By then, it was reasoned, owners should have the fundamentals down.

The Roanoke Valley is often seen as a haven for entrepreneurs, but to that theory, Ison

issues a smiling, blunt, “Bull!” She insists the support the center received from the community was tepid, at best and that the center simply was not understood to be the major accomplishment it was. She says that when the center won the Whaley Award—a major international award—even the local daily newspaper thought it worth only a short paragraph. “It just didn’t seem to mean anything locally,” she says, “but it did internationally.”

She says that because the center dealt “with little successes each day rather than the big ones” it was not considered important. “I came from a tradition in economic development of smoke stack chasing,” she says, and that philosophy flies in the face of what she now believes: “I’d rather have 10 small, stable companies than to bring in one big one. When the big one closes, you’ve lost it all. If one of the small companies has trouble, you still have nine healthy ones.”

Economic developers, she insists, “are always chasing something trendy: dot.coms, bio-tech, whatever’s new and hot. What’s being done to help the little guy? Nothing.”

Today, she’s doing something to that end, especially in rural communities where she is consulting on incubators. She is also talking to private developers in Roanoke about creating incubator environments in buildings that are being rehabilitated. “I’m not really doing anything formal and full-time, though,” she says. “I really loved my job, but it’s gone and what I’m doing now is fulfilling. There’s a lot of small places that could use help and I am in a position to work with them.

“Small entrepreneurs rarely get told how hard it is to be in business. When I sit down with them, I want to hear about them; I want to know how their family feels about the business. We get past that and we can talk about starting up. But they need to know the truth. Organizations won’t often tell them the truth because it’s a numbers game; it’s about how many of them they help get started. I never have created jobs—the companies do that—but I think we have helped create companies.”

And somewhere, she’s likely to be doing that again soon. 

# JEFFERSON CENTER

## CALENDAR OF EVENTS



### Dee Dee Bridgewater

*To Billie with Love -  
A Celebration of Lady Day*  
Tue. • Feb. 16 • 7:30 pm

The Grammy and Tony Award-winning artist focuses her talents on material immortalized by the enigmatic Billie Holiday.



### Bela Fleck — The Africa Project

Thu. • Mar. 4 • 7:30 pm

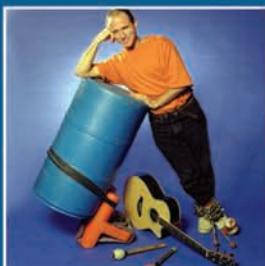
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### Toni Blackman

Fri. • Mar. 5 • 8:00 pm

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### Family Fun Day

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## Get your motor runnin' (on the way to work) >

### Executive Summary:

*There's a lot more to the 500 "HOGs" (Roanoke Valley Harley Owners Group) than saving money on gasoline.*

By Gene Marrano

The U.S. Census tells us it's still a small fraction of all those who commute to their jobs, but those who ride their motorcycles to work regularly can save big bucks at the gas pump, and enjoy a different travel experience on their way to or from the workplace.

The census bureau says that 160,000 of 6.5 million registered motorcycles are used to commute to work. Among all commuters, a measly .11 percent hit the road on two motorized wheels when they headed off to work.

A stripped-down motorcycle costs about \$9,000 and often gets 40 to 60 miles per gallon. Scooters—even those classified as "motorcycles" because they have motors bigger than 50cc—can be bought for less than \$1,000 and often get 80-100 mpg. High gas prices are encouraging more and more people to look at these high-mileage figures and scooter sales, especially, have relatively gone through the roof.

There are a handful of motorcycle and scooter dealers in the Roanoke and New River Valleys, offering foreign models like Honda and Kawasaki, and the venerable American standard, Harley-Davidson, affectionately known as "Hogs." The scooters are often made in China. If their



HOG President Mike Puckett: "Gas is going back up."

motor is less than 50cc, the rider does not need a driver's license. HOG is also the acronym for Harley Owners Group, and in Roanoke the local chapter numbers around 500 members.

The Roanoke Valley HOG men and women meet once a month at a pavilion, named "Hog Hall," behind Roanoke Valley Harley-Davidson Buell Ltd. on Peters Creek Road. That's also where many of the group rides originate.

Mike Puckett, the Roanoke Valley HOG chapter president, is an everyday motorcycle commuter, except during severe weather. He travels about five miles each way to the self-storage company he owns. The Roanoke Valley Harley Owners' Group covers people who live within a 35-40 minute radius of Roanoke.

"I've got a lot of friends that ride [to work]," says Puckett. Gas mileage is the attraction for many. "When fuel went up to \$4 a gallon there were a lot of motorcycles on the road," he says. The local HOG group includes professionals of all stripes—



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lawyers, bankers, doctors, law enforcement personnel, and the like. Puckett's sister in law has a 45-minute commute each way in the Raleigh, N.C. area on her Harley.

Virginia's community colleges offer riding safety classes, complete with driving exercises in the school parking lots. It's one way of obtaining a rider's license.

VWCC provides motorcycles. "It's great entertainment" and it's not expensive, notes Puckett. His own ride is a 2008 Ultra Classic, just about the biggest engine Harley makes, with a price tag that can run \$25,000 or more, depending on the options chosen.

Jeff Eller, a pharmacist who commutes from

Copper Hill to Roanoke, works the night shift. That means less traffic to battle and more open road. He says biking helps clear his head and gets him ready for work.

Eller says he gets about three times the gas mileage of his 15 mpg truck. "Other than that I just like the ride. It refreshes me on my way to work."

Even if you're not, as Steppenwolf suggested in the 1960s tune "Born to Be Wild," ready to get your motor runnin', you might be ready to save a few bucks. When the weather is consistently better Mike Puckett expects more motorcycle and scooter commuters on the road, in part "because gas is going back up to about three bucks a gallon again soon." 

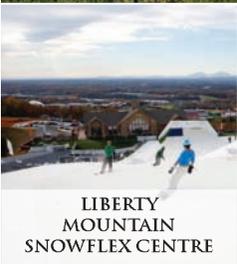
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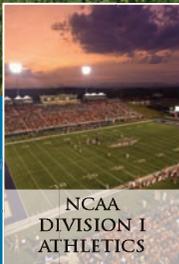
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# Social media: Some perspective? >

## My View

By **Dan Smith**  
Editor

BLOG: [ [fromtheeditr.blogspot.com](http://fromtheeditr.blogspot.com) ]

**Executive Summary:** *If we use social media properly, it won't be such a menace to the learned.*

The New Yorker's George Packer, who writes with marvelous authority, wit and in this case, sense of loss, took on Twitter in a Feb. 4 column, which is pretty risky these days. It is a thoughtful piece by a writer and journalist with considerable insight who sees change that is not always good in the way we consume news ("read," as he so quaintly calls it).

Here's a key passage that will make those of us who tweet idly in grunts and belches, distorting real communication with pieces of our attention, pause for a moment. Then return to the screen.

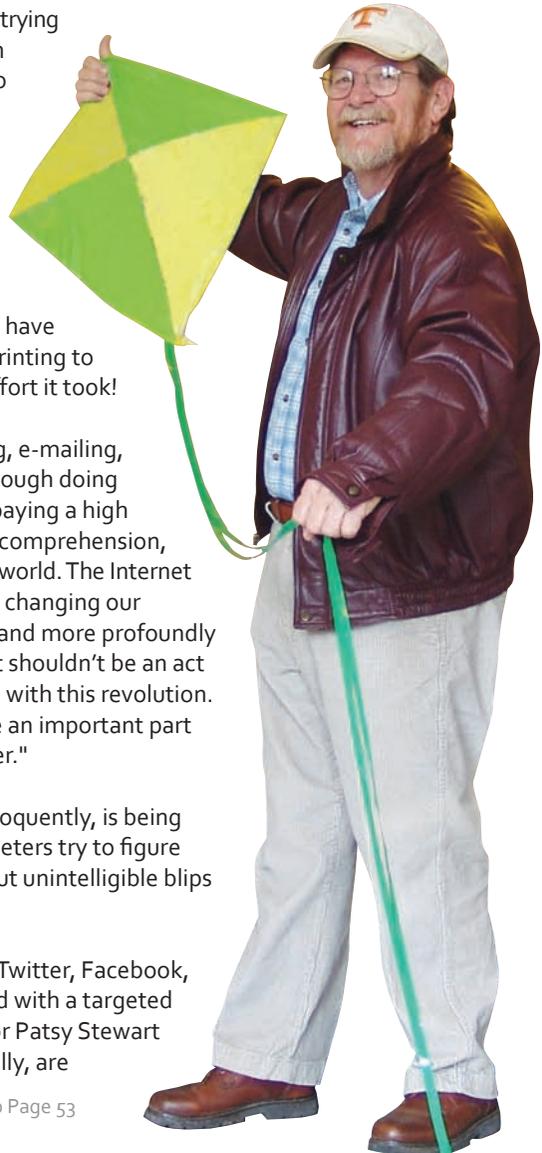
Readers "mourn the loss of books and the loss of time for books. It's no less true of me, which is why I'm trying to place a few limits on the flood of information that I allow into my head. The other day I had to re-shelve two dozen books that my son had wantonly pulled down, most of them volumes from college days. I thumbed idly through a few urgently underlined pages of Kierkegaard's *Concluding Unscientific Postscript*, a book that electrified me during my junior year, and began to experience something like the sensation middle-aged men have at the start of softball season, when they try sprinting to first base after a winter off. What a ridiculous effort it took!

"There's no way for readers to be online, surfing, e-mailing, posting, tweeting, reading tweets, and soon enough doing the thing that will come after Twitter, without paying a high price in available time, attention span, reading comprehension, and experience of the immediately surrounding world. The Internet and the devices it's spawned are systematically changing our intellectual activities with breathtaking speed, and more profoundly than over the past seven centuries combined. It shouldn't be an act of heresy to ask about the trade-offs that come with this revolution. In fact, I'd think asking such questions would be an important part of the job of a media critic, or a lead Bits blogger."

Sadly, George's side of this argument, stated eloquently, is being drowned by the clicking of the keyboard as tweeters try to figure one more way to condense sentences into all but unintelligible blips of data.

Let me state unequivocally that I don't oppose Twitter, Facebook, LinkedIn, *ad infinitum*. I use them. Sparingly and with a targeted purpose, as my social media sometimes-mentor Patsy Stewart suggests is best. Twitter and Facebook, especially, are

continued to Page 53



## Out of the madness >

By Tom Field  
Publisher

## On Tap from the Pub

BLOG: [ [ontapfrompub.blogspot.com](http://ontapfrompub.blogspot.com) ]

*Sit down close to courtside during tournament and there's no better lesson for business anywhere in the world. Did I say business? I meant basketball. Or maybe I did mean business. It doesn't matter. They're exactly the same.*

So, huddle up quick, ladies,\* this is going to be fast—just like the game. We got a thirty-second time out. Listen up! DID YOU FOREGET EVERYTHING WE LEARNED IN PRACTICE? We can—we WILL—beat this team. But you HAVE to listen. And DO WHAT I SAY.

First, we **play the team we have**. How many times have I told you this? Who here is six foot five? None. So we're not as tall and physical as them. So what? We're faster and we're smarter. So why are we trying to play in the key with them? We don't play their game. We play their game—we lose. We play OUR GAME. When I call press, I mean press. I don't mean for you to be up on the right end of the court; I mean full-in-their-face press. You trap and intercept. On offense you pull them out, swing, and look for penetration by pass or drive.

Second, **talent matters**. It's undeniable. If we have no strong skills and the other team does, we really have no chance. They have excellent ball handlers, shooters, and rebounders. And unfortunately, they have number 17 there who can do all three. Well, we have talent. We have skills they don't have. We're going to modified man-to-man, double cover 17 on my call, and shut down that one offense they continue to run. They feed center out to post, right back to center every time. That's the only game they have. That's their big strategy because they can only play the board. Shut down the feed—you destroy their game.

Last, **it's your ball**. I need you to appeal to your most basic animal instinct. That is your ball, ladies. ALWAYS YOUR BALL. You need to burn inside when you see someone else with your ball. They have stolen it, and it doesn't belong to them. On offense you protect your ball, you don't advertise your pass, and anytime it is out of your hands YOU GET IT BACK. It belongs to you. When we go back out there on that court, everyone in this gymnasium will know that it's your ball.

Regardless of the scoreboard, we play like we're down one basket. I need all your energy here, ladies. We're the stronger team. There's the whistle. Let me hear "wup wup" on three...

*Now that the team is out on the court, I can share my last two tips. Tip #1: You have to coach the individual as well as the team. You didn't hear it here, but in every huddle I always address one player or more. I may encourage or I may admonish, but teams don't hear coaches—players do. No coach will be successful if he only coaches the team. But we try to treat every player*

continued to Page 53



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## Smith / My View

from Page 50

precise and targeted tools for getting a piece of information out. If we have a new edition of FRONT, online, for example, we're all over social media. If I have a new blog post (and I write three blogs) that I think will be interesting, it's on FB and Twit while the keyboard's still warm.

It is also true that a good friend of mine is addicted to Twitter in the same way I am addicted to alcohol (mine's been in remission for nearly 17 years). She simply can't get off it and all too often, much of the rest of her life goes by unnoticed.

There is a lure there that I have seen amid some of my marathon sessions on the computer, moving from blog to Google to writing real news or features to Twitter to reading at specific news and information sites to e-mailing a wide variety of people. It is a state of almost constant communication that I have to break from on occasion to get my head back.

And, frankly, this seems to be the disease of the moment. Packer talks about "whatever's next" in this evolution. Sometimes I wish it'd get here, especially if it is gadget free and contains nothing digital. 📱

## Field / On Tap

from Page 51

*the same though, right? Absolutely NOT. If a girl gets hollered at far more than a teammate who may not have contributed nearly as much, I congratulate her. "You must be special," I say. Players, like every other living and breathing creature on the planet, respond differently. It's the wise coach who recognizes the individual uniqueness.*

*Tip #2: We learn far more from our losses than our wins. I used to say I was fortunate because I had all winning seasons (except one, where we only won half our games if you counted extra tournaments). Too many wins are more akin to danger than fortune. We celebrate our victories, but nothing sparks improvement like a defeat. Especially a surprise defeat. Most coaches know you really can't "teach" during a game. I'll never forget the North Roanoke team who staged the most unorthodox defense I had ever seen. You've got to be kidding, I thought. What should have been so easy to overcome completely befuddled my team, and no amount of instruction could work them through it. I continue to develop techniques to address the unexpected; but at least I won't be incapacitated again by that crazy stunt from North Roanoke.*

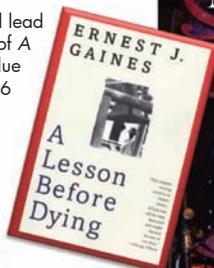
*I've got to get back to the game now. I want to finish this first quarter strong. It is March, you know. 📱*

\* Tom Field has coached girls' basketball for ten years; which is nowhere near long enough to really know the game.

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# CONTRIBUTORS

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is the founder of business news site Handshake 2.0 ([handshake20.com](http://handshake20.com)) and the president and CEO of Handshake Media, Inc., a new media PR firm and member company of VT KnowledgeWorks in Blacksburg. She writes the blog Inside VT KnowledgeWorks. She has master's degrees in education and in counseling and is part of a team organizing the inaugural New River Valley Triathlon. [[anne@handshake20.com](mailto:anne@handshake20.com)]

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**Gene Marrano**, a former sales and marketing executive in various manufacturing fields, is one of the most prolific journalists in the Roanoke Valley. He not only writes for several publications, but he has a television show ("Interview With Gene Marrano" on Cox Channel 9) and a radio show ("Studio Virginia," WVTF Public Radio). [[gmarrano@cox.net](mailto:gmarrano@cox.net)]

**David Perry**, who works for the Western Virginia Land Trust, is an accomplished freelance writer. He is a native of Blacksburg and a James Madison University Graduate. His writing has appeared in Blue Ridge Country and the Roanoker, among other publications. [[dave@davidperryonline.com](mailto:dave@davidperryonline.com)]

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**Greg Vaughn** is an award-winning Roanoke area photographer for more than 30 years whose work has appeared in local and international publications. [[greg@gregvaughnphotography.com](mailto:greg@gregvaughnphotography.com)]



Donna Dilley

## FEBRUARY 2010 > Contributor of the Month

Valley Business FRONT congratulates **Donna Dilley**, who receives the Publisher's Choice and Editor's Choice for our "Contributor of the Month" including a "One Who's in the FRONT" certificate and gift.

One of the bedrock contributors of our magazine who has been with since before we began. Donna Dilley, our etiquette columnist, has a large and loyal following and has had for some years of giving advice on business pages. Donna's advice is always thoughtful, concise and full of common sense (as well as considerable knowledge of the written laws of business etiquette). Her February column on the business lunch was especially topical and useful. As usual, it mixed accepted practice with plain old good judgment. Donna is a joy to have as a colleague and it's just nice having her around (unless we have to sit next to her at lunch and wonder if we're using the right fork).

You can read any of Donna's contributions in selected back issues at [vbFRONT.com](http://vbFRONT.com)

“ ”  
I struggle with  
fact that I love  
living here — Page 61

## Letters

### Growth

Editor,

Valley Business FRONT is very informative and has morphed and changed my direction with every issue. The technology articles really help. I have grown enormously from the content and tips.

**Carol Patterson**  
Roanoke

### Screamin'

The front cover [February FRONT featuring 91-year old Evelyn Blake on a Harley motorcycle] is a loud scream!!!! How do you keep coming up with these wild and great ideas?

**Melinda J. Cox,**  
Roanoke

*Send letters to [news@vbFRONT.com](mailto:news@vbFRONT.com) or any FRONT contact of your choosing (page 6). Submissions may be edited. You can see, read, print any current or back issue online at [www.vbFRONT.com](http://www.vbFRONT.com)*

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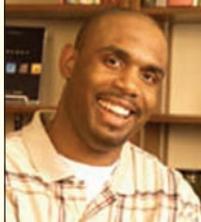
Susan Ayers, rookie  
Anne Clelland, 9 years  
Jay Conley, 22 years  
Bonnie Cranmer, 20 years  
Donna Dille, 9 years  
Jill Elswick, 15 years  
Keith Ferrell, 32 years

Tom Field, 32 years  
Huong Fralin, 4 years  
Monica Fritz, rookie  
Pam Hartle, 12 years  
Becky Hepler, 30 years  
Tim Jackson, 20 years  
Paulette Jayabalan, 7 years

Rob Johnson, 38 years  
Janeson Keeley, rookie  
Pete Krull, 6 years  
Gene Marrano, 13 years  
Linda Nardin, 35 years  
Deborah Nason, 9 years  
David Perry, 4 years

Leigh Ann Roman, 24 years  
Dan Smith, 45 years  
Kathy Surace, 4 years  
Alison Weaver, 22 years  
Lori White, 10 years

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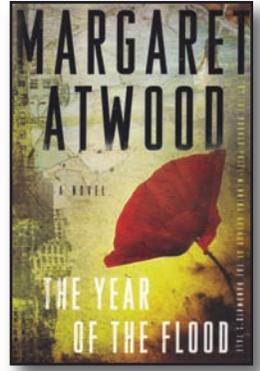
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## Books @ the FRONT >

Following are book recommendations from our publishers and business people in the Roanoke and New River Valleys who are inveterate readers. Readers are invited to submit 125-word reviews of books you've read during the past six months. Our goal is to recommend good books on any topic and in any genre. Send reviews to Editor Dan Smith at [dsmith@vbfront.com](mailto:dsmith@vbfront.com)



### Another world

Booker Prize-winning author Margaret Atwood excels at inventing future worlds, often dystopias, as is the strange world in *The Year of the Flood* (Nan A. Talese, \$26.95). Her protagonists are Ren and Toby, two women from very different backgrounds, who separately survive the story's Flood. As each works her way back toward an unpredictable life from that isolation, through brutality and privations, readers will be reminded of modern war and disaster photographs. Ren and Toby have only their inventiveness, courage and determination to find any of their surviving friends.

Atwood's descriptive language and inventive details are a rich treat to savor, though I wished for character voices more specific to each individual. An intriguing framework within this book might be termed "Future Testament." Chapters are introduced by lovely sermons and whimsical hymns of an invented eco-religion, God's Gardeners, led by Adam One. In this written world of cultural and natural devastation, sensory cues leading toward renewal keep the reader avidly turning pages.

—Linda Pharls

### Now, behave yourself

Laura Claridge offers exceptional insight as she documents the life of one of America's most influential individuals of the 20th Century in *Emily Post: Daughter of the Gilded Age, Mistress of American Manners* (\$18,

Random House, paperback). Post, the prolific author, is best known for her widely published work, *Etiquette*.

Growing up in a wealthy Gilded Age family, Emily was a daddy's girl spending hours with her famous architect dad, Bruce Price. She was also belle of the ball, a coveted bachelorette. Emily struggles, however, as a strong, intelligent and independent woman living in a traditional society. Her early writing grows out of this struggle.

From 1922 through the 1955 edition, *Etiquette* taught ordinary Americans which fork to use and how to interact with each other. Claridge walks the reader through the tremendous cultural changes happening over these decades through the eyes of Emily Post.

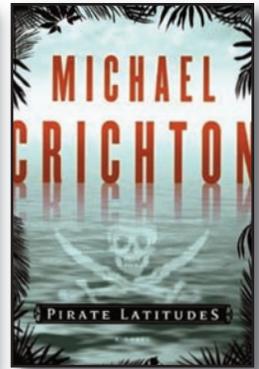
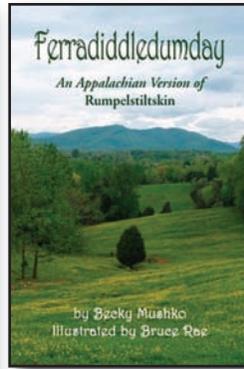
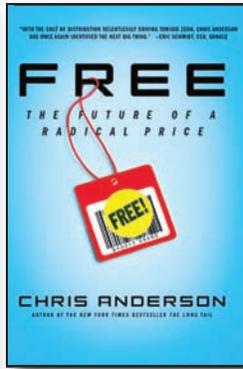
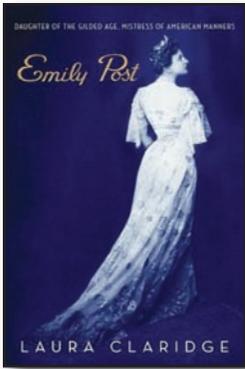
—Pete Krull

### Setting the price

Chris Anderson, editor of *Wired* magazine and the popular book *Long Tail*, has another thought-provoking read challenging traditional thinking with his business model of *Free* (Hyperion, \$26.99). He outlines over 50 proven and existing free business models.

He even offers his book as a free audio download. While most of the examples highlight the music and Internet industries, there are countless others: health care, textbooks, stock trading and even higher education.

It gives hope to budding entrepreneurs and integrity of consumers who had the choice to



pay any amount for a free digital download of Radiohead's new album. After hundreds of thousands of "free" music downloads, people voluntarily gave on average \$6 for each CD. This example shows that distribution of the music is more important than any revenues received because the distribution is needed to generate countless other revenue streams, such as concerts. Anyone setting pricing strategy should read this book.

—Stuart Mease

## Rumple who?

Becky Mushko's sixth book, *Ferradiddledumday, An Appalachian Version of Rumpelstiltskin* (Cedar Creek Publishing), is the delightful re-telling of the classic Grimm *Rumpelstiltskin* folktale of a contract between a leprechaun-like man and a young girl pulls the reader into the rural routines and worries of Gillie, her husband William, and her dad on a Blue Ridge Mountain tobacco farm. It is illustrated by Bruce Rae.

Their world is richly portrayed throughout the story by Mushko's colorful inclusion of local plants, vocabulary, animals, and culture, like chestnut trees, mountain laurel, black snakes, Joe-Pye weed, cornbread and buttermilk, a fiddle, and Court Day. This cleverly recreated folktale is entertaining, instructive, and captures the special charms of the region. Mushko lives in Franklin County. The illustrations by Bruce Rae add details of local dress and landscape.

—Ibby Greer

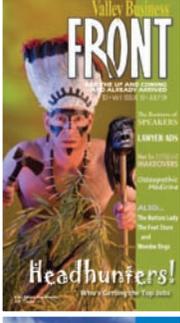
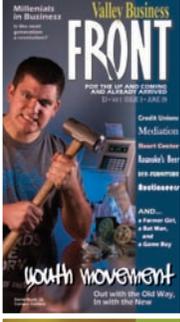
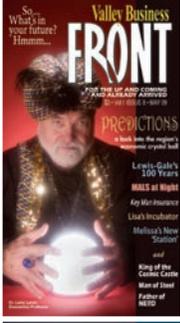
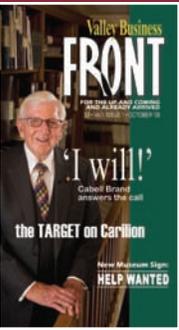
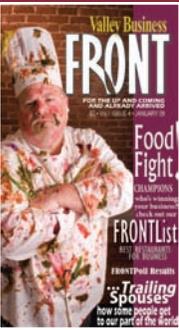
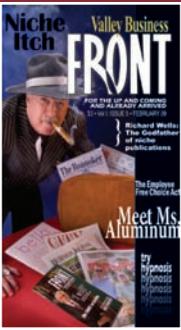
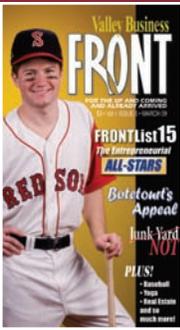
## A final escape

Michael Crichton's first (and dare we say last) post-mortem novel, *Pirate Latitudes* (Harper, \$24.99, \$9.99 Kindle) reads like the book he wanted to write at age 12, but put off for many years, adding a bit of world-weary brutality to the tall, yo-ho-ho and a bottle of rum tale. I was a fan of Crichton's for many years until he fell into that inexplicable global warming denial phase and I—like most—ignored his lack of writerly polish because, like Dan Brown, he told a good story and he did his homework on the details.

Nothing like that here. This is a juvenile tale, told by a late-middle-aged man who's obviously having a good time pulling all our legs with swashbucklers, Krakens, cannibals, Spanish galleons, bawdy winches, at least one transvestite wanna-be, and adventure piled upon cliff-hanging adventure. My wife gave me a Kindle for Christmas and this was a good, mindless indulgence to break it in. I'm sorry Crichton didn't go out with an important book--maybe one taking back his global warming denial--but few of us get to choose the time, place and circumstance of our deaths, as many of the characters in this book would attest.

—Dan Smith

(The reviewers: Linda Pharis is VP Education at Blue Ridge PBS. Pete Krull is owner of Krull & Company, an investments firm. Stuart Mease is with Virginia Tech's Pamplin College of Business. Ibby Greer is a writer and artist in Rocky Mount. Dan Smith is FRONT's editor.)



# Coming Up...

**ecoFRONT April 2010**

So many publications feature a "green" issue. We're not just talking green. The April FRONT *really* is green. Not just printed in green ink or featuring environmental stories. A first, all-digital issue—we're going to see who really is committed to e-friendly practices. A true-greenFRONT you won't want to miss.

**May 2010 Jobs!**

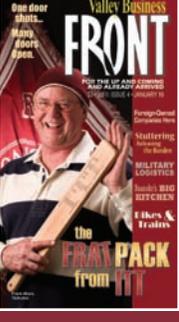
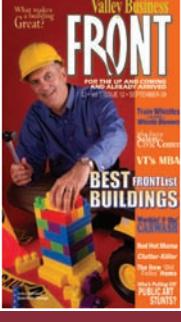
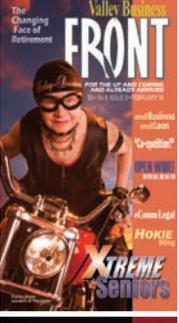
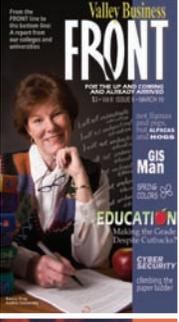
Just in time for graduates.. (well, these days, *any* time is a good time to talk about employment). The May FRONT tackles the issue of jobs in our region like only the FRONT can. The unemployed *and* employed will want to read this cover. And if you're involved in the business of educating, training, insuring, staffing, moving, housing, (or hiring!) people—you'll want to call Jane or Jo Lynn below to get in this most anticipated edition. Heck, everyone here wants to know about jobs!

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photos: Tom Field



## International buzz at RRF >

The **Roanoke Regional Forum**, sponsoring another one of its notable speaker series, presented "Internationalization: Broadening Our Economic Impact" (subtitled "The Roanoke Region's Place in the World") on January 28 at the Jefferson Center. A sizeable crowd gathered to hear panelists (left to right) **Ralph Torning**, Virginia Economic Development Partnership; **Michael Newman**, Optical Cable Corp.; **Ted Melnik**, Novozymes Biologicals; and **Elisabeth Gilster-Velazquez**, Roanoke College; who were introduced by **Michael Pace**, Gentry Locke Rakes & Moore, (right center) and moderated by **Joshua Rubongoya**, Roanoke College (bottom right).



Tom Field

## Learning to write >

FRONT Editor and conference founder **Dan Smith** (left) spoke to a packed house at the third **Roanoke Regional Writers Conference** Friday night reception in late January at Hollins University. The Saturday conference drew more than 150 people, among them teacher **Anne Clelland** of Handshake 2.0 in Blacksburg (below with her class) and Gentry Locke Rakes & Moore attorney **Dave Cohan** (a presenter, here with his wife, **Melanie** who is working on a book, and presenter-moviemaker **Sara Elizabeth Timms**).



Dan Smith



Dan Smith

Valley Business FRONT is FRONT'n About at many events each month. Check the blog links at [www.vbFRONT.com](http://www.vbFRONT.com) for more coverage.



**Danielle Yarber: "I'm a big believer in giving back to your community."**

David Perry

## Climbing the ladder steadily >

### **Executive Summary:**

*With no college degree, Danielle Yarber didn't expect much when she joined the big paper company, but her drive and intelligence got it anyway.*

### **By David Perry**

Danielle Yarber took a job answering the phones at the Dillard Paper Company.

"They said they had never laid anybody off. That's what I was looking for at the time," says Yarber, who is now director of sales for the eastern United States with xpedx, a paper and cleaning products distributor that is a wholly owned division of International Paper. International bought Dillard Paper in 1991.

That's quite a jump. "I just kept getting opportunities within the organization," she says. "I worked my way up through every department and every job. I'm pretty proud of that."

She's broken barriers along the way, too. "I was the first female vice president/general manager in the company. It was pretty exciting," she says.

What's even more impressive is that Yarber, 50, has accomplished all of this without a college diploma, although she studied business for a time at East Carolina University. She doesn't regret not finishing school, but says, "I've always wanted to go back, but there's never been a gap in my career or an opportunity to do that. That still doesn't mean I won't do it one day.

"I wouldn't recommend it for my children," she kids.

Around the Roanoke Valley, Yarber is known as much for her charity and board work as she is for her corporate ladder climbing.

# EXECUTIVE PROFILE

She's served on the board of HomeTown Bank, Carilion Clinic and the Roanoke Regional Chamber of Commerce, as well as volunteering with non-profits like the March of Dimes and the United Way, and local colleges, including Virginia Western Community College and Roanoke College.

"I'm a big believer in giving back to your community," says Yarber. "We raised three daughters here and it's the best place to raise a family. As a mother and a grandmother, I focus a lot on organizations that focus on children and family."

Finding time to volunteer and serve on corporate boards while raising children and devoting herself to a career can be a challenge. She credits an understanding inner circle.

It's the company philosophy to be a problem solver and not a product peddler. Yarber says the focus at xpedx is "understanding the needs of the customer and finding solutions. If you looked at us years ago, we were focused on the product." Not now. "It's not like the flavor of the day—what product are we trying to sell this week?"

Local clients include Norfolk Southern, Carilion Clinic, Source4 and Virginia Tech.

Yarber says she appreciates that her new position takes her all over the eastern U.S.,

## In Brief

**Name:** Danielle Yarber  
**Age:** 50  
**Born:** London, England  
**Company:** xpedx  
**Location:** Roanoke  
**Title:** Director of sales for the eastern region  
**Background:** Born in the UK to a British mother and Dutch father, Yarber crossed the pond when dad was transferred with Massey Ferguson. She moved around a lot as child, including stops in Toronto, Atlanta and Peoria. Today she's home in Roanoke County, along with her husband, Ed, a small business owner. She's passionate about educating youth and says we should "invest the money up front and not afterward."

but she fears her next promotion may take her out of the Roanoke Valley. "I struggle with the fact that I love living here," she says. "We have property at Smith Mountain Lake, so I plan to continue to use this as home base no matter where I am." 

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# Career FRONT

## FINANCIAL FRONT



Sydnor

### Business valuations

The Bundy Group of Roanoke has named **George Sydnor** to its mergers and acquisitions team.

### Mortgage

Home First Mortgage Group in Roanoke has named **Stan Norris** vice president for the Southwest Region.

## LEGAL FRONT



Cole

### Law firms

**Michael Cole** has been named a principal in the Danville office of Woods Rogers, a Roanoke-based law firm.

The law firm of Spilman Thomas & Battle has added **Carrie M. Harris** as an associate in its Roanoke office, practicing litigation with a focus on consumer finance.



Harris



Segura

LeClairRyan has added **Anthony M. Segura** to its Roanoke office in the banking and consumer services litigation practice areas. Additionally, it has announced these promotions and elections: **Tara Branscom**, shareholder in intellectual property; **Michael Drzal**, venture capital chairman; **James C. Hale**, chairman and shareholder in banking and corporate; **Powell Leitch III**, shareholder in medical malpractice and medical products liability defense; **Kevin Oddo**, chairman banking and consumer financial services litigation; **Lori Thomson**, shareholder and executive officer for bankruptcy; and **H. Robert Yates III**, chairman for tort defense.

The Legal Aid Society of the Roanoke Valley has named **David Beidler** general counsel.

## WELLNESS FRONT



Desarme



MacCord



Tarantino

### Orthotics

Three new practitioners have joined Virginia Prosthetics Inc. in Roanoke. They are: **Eric Desarme**, a certified practitioner; **Sharidy MacCord**, who is finishing her orthotic residency; and **Damon Tarantino**, a certified orthotist.



Smith

### Physicians

Virginia Tech Carilion School of Medicine has named **Dr. R. Stephen Smith** the interim

chairman of the Department of Surgery. He is a professor in the Department of Surgery at the Virginia Tech Carilion School of Medicine and vice chairman and the director of surgical education in the Department of Surgery at Carilion Clinic.



Mullane



Walker

### Services

Quantum Medical Business Service in Salem has named **Jonathan Mullane** regional director of business development. **Elizabeth Walker** has been named corporate compliance officer.

## TECH/INDUSTRY FRONT



Dahowski

### Transportation

Premier Transfer and Storage in Salem has named **Steve Dahowski**

## Have a career announcement?

Send announcements to [news@vbFRONT.com](mailto:news@vbFRONT.com). Photos should be color, 300dpi. A contact / source must be provided. Inclusions are not guaranteed and all submissions are subject to editing.

executive director for business development.

## DEVELOPMENT FRONT



Lawless

### Architects, Engineers

Draper Aden Associates in Blacksburg has named **Michael D. Lawless** environmental division manager for the firm.



Nichols

**Larry Nichols** and **Mark Hughes** have opened Capstone Project Services in Roanoke. They will provide architectural



Hughes

design and construction related services for the commercial retail market.

### Construction

**Nick Falletta**, owner of ReBath of SWVA in Roanoke has qualified as a Certified Aging-In-Place Specialist by the National Association of Home Builders.

### Real Estate

**Freddie Wilson** of Gwen & Harmon Realtors in Roanoke has won the 2009 Roanoke Valley Association of Realtors Community Service Award.

**Ben Harris** has joined



Wilson



Harris

Poe & Cronk Real Estate Group in Roanoke where he will specialize in sales and leasing.

**Jane Sullivan Horne**, Realtor with Prudential Waterfront Properties at Smith Mountain Lake, has earned the Certified Residential Specialist (CRS) designation from the Council of Residential Specialists.



Horne

Long & Foster has made the following assignments: **Lori Shultz-Moore** and **Tammy Kelly** to the Smith Mountain Lake office; **Donnie Martin** to the North Roanoke office; **Jennifer Yuan** and **Lindsay Volk** to the South Roanoke office.

## RETAIL FRONT

### Automotive

Advance Auto in Roanoke has named **Ernesto Valderrama** regional vice president.

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# Career FRONT

## EDUCATION FRONT

### Organizations

**Thomas Becher**, APR, president of tba (the becher agency), has been named 2010 president of the Blue Ridge Chapter of the Public Relations Society of America. Other board members include: president elect, **Laura Neff-Henderson**, North Cross School; treasurer, **Nancy Simmons**, National College; secretary, **Heidi Ketler**, NEWSource Communications; past president, **Beth Kolnok**, Vistar Eye Center; delegate, **Jeff Douglas**, Radford University; directors at large **Amy Whitaker**, American Red Cross; **Ernest DelBuono**, Neathawk, Dubuque & Packett; **Chuck Lionberger**, Roanoke County Public Schools; **Sarah Baumgardner**, Western Virginia Water Authority.

## OTHER FRONTS



Holmes



Braby

### Organizations

Roanoke Valley Cool Cities Coalition has elected **Jeremy Holmes** of RIDE Solutions and **Chad Braby** of Ulliman Schutte Construction directors.

United Way of Roanoke Valley has announced officers for 2010. Executive committee members for are: **Michael T. Dittrich**, retired from Pepsi;



Boggess

**Kerri Thornton**, Carilion Clinic; **Jeffrey Marks**, WDBJ; **Kerri Thornton**, Carilion Clinic; **Debbie Meade**, Roanoke Times; **Michael C. Maxey**, Roanoke College; **Gary Walton**, Hotel Roanoke & Conference Center; **Keith Oreson**, Advance Auto Parts; **Lora Katz**, Clark Nexsen; **Eunice Austin**, Gentry Locke; **Bill Lee**, Loudon Avenue Church; **Dana Ackley**, EQ Leader; **Jean Glontz**, community volunteer; **Lorraine Lange**, Roanoke County Schools. New board members are **Kevin Boggess**, City of Salem; **Bob Burton**, SunTrust; **Nick Conte**, Woods Rogers; **Mark Cook**, Pepsi; **Jay Cummins**, Kroger Mid-Atlantic; **Cynda Johnson**, Virginia Tech Carilion School of Medicine; **Dan Naff**,



Reynolds



Smith



Stanley

Botetourt County Chamber of Commerce; **Angela Reynolds**, Lewis-Gale Medical Center; **Letitia Smith**, Western Virginia Regional Jail; **Kim Stanley**, Cox Communications;



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**Strickland**



**Waugh**

**Wayne Strickland,**  
Regional Planning



**Weinnig**

Commission; **Joyce Waugh**, Roanoke Regional Chamber of Commerce; and **Gretchen Weinnig**, StellarOne.

The Smith Mountain Lake Chamber of Commerce has named the following to its board of directors' executive committee:

**Frank Chrzanowski**, HomeTown Bank, president; **Roy Enslow**, Bridgewater Marina, VP; **Patty Moore**, Centra Health, treasurer; **Pat Cundiff**, P.A.C. Interiors & Floor Fashions, secretary; and **Gil Smith**, ex officio. directors are: **Tim Bird**, Bird & Stanley; **Joanna Hudzik**, Haywood's Jewelers, **Mickey Johnson**, Fox 21/27; **Tom Gordon**, Blackwater Cafe; **Pat Dade**, AEP; **Steve Chiminello**, Long & Foster; **Tom Buck**, Mitchell's Point Marina; **Peggy Overstreet**, Leisure Publishing; **Jim Townsend**, Kroger; and **Brian Weitzman**,

SML Animal Hospital.



**Turner**

The National Multiple Sclerosis Society, Blue Ridge Chapter has named **Catherine P. Turner** senior manager, leadership events and donor Development.



**I'M THERE**

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*Russ Ellis –  
President, Xcellos Corporation,  
Class of 1980*

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## *VCOM to the rescue*

**Dixie Tooke-Rawlins**, who heads the **Virginia College of Osteopathic Medicine** in Blacksburg, has a history of Third-World involvement, into which she has brought her students and colleagues. A cover story in the FRONT in Aug. 2009 featured the VCOM team's involvement and now, they're back at it, having sent a team of 40 students, doctors and other volunteers to help in the Haiti earthquake aftermath.



**Downtown Roanoke: Growth in income, population**

## *Population, income up*

The Roanoke Region's population and income rose between 2006 and 2008, according to the **Roanoke Regional Partnership's** first annual Report on Regional Economic Progress. The indicators will be monitored annually for the next five years. The report, charting 14 indicators was prepared by the research staff of the Roanoke Valley-Alleghany Regional Commission. It presents new data for the region served by the partnership.

Growth rates dramatically improved between 2006 and 2008 from earlier in the decade. Several localities went from losing population each year to positive growth. The region as a whole went from zero growth in the earliest part of this decade to 0.6 percent annualized growth between 2006 and 2008.

Inflation-adjusted incomes have been stagnant in the region over the longer term. More recently (from 2004 to 2006, most current available), data suggests that the region has had faster growth than Virginia.

## *New noon show at WSLS*

WSLS 10 has launched a new local show, "**Our Blue Ridge**," airing weekdays at noon with former local FOX 10 pm anchor, Natalie Faunce, teaming with Jay Prater, formerly of WROV Radio, as hosts. The show is 30 minutes. "It's a new way for you to keep up with what's happening in our area" says Faunce. "We'll have everything from travel ideas, hot tips on hot trends, fashion, cooking and much more."

"Our Blue Ridge" is geared towards daily lifestyles and entertainment content and will feature chefs, celebrity guests, movie reviews, do-it-yourself tips and more.

## *Pace, Giles are Fellows*

**G. Michael Pace**, managing Partner at Gentry Locke Rakes & Moore and **Tracy Allan Giles** of Giles & Lambert, have been inducted into the Virginia Law Foundation 2010 Class of Fellows. Of the 25 inductees at the Jan. 21 dinner at the Virginia Bar Association Annual Meeting in Williamsburg, they are the only Roanokers. Induction as a Fellow of the Virginia Law Foundation is an honor conferred by the Virginia Law Foundation board to select Virginia attorneys, law professors, and retired members of the judiciary who are deemed to be outstanding in their professions and in

their communities.

Pace was instrumental in establishing The Virginia Bar Association Rule of Law Project, an educational program for Virginia middle school students that was recently introduced to a global audience. Giles practices bankruptcy law with his wife Malissa Lambert Giles and serves on boards of Apple Ridge Farm, and Blue Ridge Legal Services.

## *Carilion agreement*

**Carilion Labs** has entered into an agreement to merge with Greensboro, N.C.-based **Spectrum Laboratory Network** to form a major laboratory company offering comprehensive clinical, anatomic pathology and esoteric testing services. The merger creates a laboratory company, serving 37 hospitals and 14,000 physicians in eight states, with more than 2,600 employees and annual revenues above \$300 million.

Carilion Clinic will own 33 percent of the new company. Carilion's President and CEO, Edward G. Murphy, M.D., and two other Carilion appointees will sit on the board.

In another development, Roanoke-based **Fairlawn Surgery Center** has reached an agreement with **Carilion Clinic** to purchase the Center for Surgical Excellence, an outpatient surgery center located at 2107 Roslind Avenue in Southwest Roanoke.

Fairlawn is a new company comprised of principals who are practicing physicians with Valley Nephrology Associates. VNA is one of Virginia's

largest nephrology practices, serving patients with kidney disease, hypertension and transplantation throughout southwest Virginia and southeast West Virginia.

## *Bedford broadband*

The **Bedford County Broadband Authority** has voted to enter into negotiations with Ashburn-based DigitalBridge Communications Corporation to deliver digital broadband service to unserved and underserved areas of the county.

## *Wins technology award*

**Abokia** of Blacksburg has won the first Southwest Virginia Connection for Originating Unique Technology (SCOUT) Award from LeClairRyan. The award recognizes an entrepreneur or emerging business in the region with a unique idea that is poised for the next stage of its evolution. Abokia seeks to deliver easily customizable and accelerated biocomputing software in order to address the inability of computing technology to keep up with the growth in genomic sequencing information. Abokia's software promises to bridge the gap, enabling scientists and engineers to accelerate discovery in the life sciences.

"With the looming deluge of DNA promised by today's sequencing technologies, our society sits at the dawn of a new era where high-end computing has become the key to unleashing discoveries in the life sciences," says Heshan Lin, founder of Abokia. "As such, Abokia sits at the nexus of high-end computing, bioinformatics,

and genomics to enable scientists to make discoveries faster and at a fraction of the cost. Initially, we will be commercializing the cutting-edge bioinformatics research coming out of Virginia Tech."

### Breast cancer success

Compounds developed by researchers at Virginia Tech, have proven effective in destroying breast cancer cells when used with lasers developed by **Theralase Technologies** of Toronto. Theralase, an international manufacturer of laser medical devices, reports that its patented photodynamic compounds (PDCs) developed at the university, when used with its lasers, destroy breast cancer cells in pre-clinical trials.

### Liberty purchase

**Liberty University**, which recently purchased an airport, is the new owner of **Candlers Station** shopping center, adjacent to campus. The university closed today on the 270,000-square-foot property, with major tenants that include Staples, Cinemark Movies 10 and T.J. Maxx, among others.

### ND&P acquisition

**Neathawk Dubuque & Packett (ND&P)**, a Richmond-based advertising agency with a major office in Roanoke, has acquired ThreeHD, an interactive specialty firm. Founded in 1996, ThreeHD specializes in the Web, graphic design, e-commerce and custom

Internet applications areas.

### Roanoke cost low

The **Roanoke Region** offers the lowest cost of living of the seven Virginia metro areas included in a new cost-of-living index from the Council for Community and Economic Research.

The annual review is an average of data accumulated from the three pricing periods of the previous year. According to the 2009 report, the region has the lowest cost of living index among the metro areas and the second lowest of the nine participating Virginia communities.



Gwen Mason

### Mason new CVC head

Roanoke City Council member **Gwen Mason**, who lost her bid for a seat in the Virginia General Assembly in the fall, has landed a new gig. She is the new executive director of the Clean Valley Council. Mason replaces Ann Masters, who died of a heart attack Dec. 18. Mason will begin her duties Feb. 17.

A lifelong environmentalist, she was elected to Roanoke City Council in May 2006 where she was instrumental in the formation of Roanoke's Clean and Green Business

*Have an announcement about your business?*

Send announcements to **news@vbFRONT.com**  
A contact / source must be provided. Inclusions are not guaranteed and all submissions are subject to editing.

Coalition. She pushed for establishment of target emissions reduction for the City of Roanoke, the first municipality in the Roanoke Valley to make such a pledge. She worked toward establishment of Citizens for Clean and Green, a diverse community group promoting energy conservation, efficiency and other green initiatives.

### Record for National

**National Bankshares Inc.** of Blacksburg has posted record net income of nearly \$14.32 million for the year ended Dec. 31, 2009. Net income for the year is 5.34 percent higher than the \$13.59 million earned by the Company in 2008.



John Carlin

### Carlin joins Ferrum

**John Carlin**, in something of a high-profile, surprise move, has landed at Ferrum College, where

he is the new public relations director.

Carlin replaces Natalie Fuanca, who left Ferrum to start a noon interview program with WSLs TV in Roanoke. Carlin's long-time employer.

He was news anchor at WSLs before retiring from broadcasting in November 2008 to enter public relations. Since then he has established himself as a PR strategist, having won three Gold Summit Awards in 2009 from the Public Relations Society of America. He also announced his own public relations agency, John Carlin Public Relations, in January.

### Charity sale

The sale of donated historic items from the Patrick Henry Hotel in Roanoke, which benefits **Goodwill Industries of the Valleys** and **Habitat for Humanity** generated more than \$45,000 in revenues for the organizations. Coupled with the sales from the one-day sale in December of \$17,000 the total hit \$62,000.

Compiled by Dan Smith

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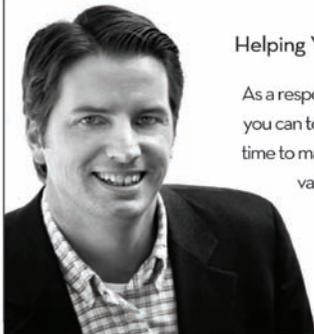
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stable companies than to bring  
in one big one — Page 45

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