

A man with long brown hair, wearing a checkered shirt, is sitting at a wooden desk. He is looking down at a stack of books with a distressed expression, his right hand pressed against his temple. The desk is cluttered with several books, including one titled 'IN THE MARKET' and another 'LABOR RELATIONS'. A pen lies on the desk next to him. In the background, a large potted plant with dark leaves is visible. The right side of the image has a solid red background with white and yellow text.

Valley Business FRONT

**VIRGINIA'S BLUE RIDGE
BUSINESS JOURNAL**
ROANOKE/NEW RIVER VALLEYS & REGION
FREE • ISSUE 123 • DECEMBER 2018

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Business Training & Education

Jonathon Kelly,
Roanoke College



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WELCOME to the FRONT

I've been saying this for a good while now, but I think "education" is about to get turned on its head. The notions we've had about the best way to educate and train folks, that is.

And the impending upheaval is exciting, in my opinion.

As a product of the liberal arts institution myself, an involved parent in public schooling, a proud papa of a youngest daughter who is going into the teaching field, a brother of a dedicated fellow who is constantly seeking better methodologies in the education profession, a professional association with individuals motivated to inspire entrepreneurial pursuits, I am well-aware of the conventional modes.

So, Lauren Field, Jim Field, Samantha Steidle, Mary Guy Miller, Annette Patterson, and all you countless individuals in the education and training arena—let's get ready!

We've all said at times that the landscape is changing. Well, it could be a landslide coming.

The mud is already sliding across the academic route. The road won't be entirely washed out—nor do we want it to be. But it is going to cause some hellish potholes; and wise is the one who navigates around instead of forging straight ahead in the same old way.

What will business training and education look like twenty years from now? How will it serve our society and produce a positive return on investment? That's the question you should ask yourself if you're going to work for a business—or run one. Read our FRONTcover story, read our guest commentary, and do me one favor, will you?

Consider your options carefully.



Tom Field

“ Past-thinkers bring stability... present-thinkers bring consistency... future-thinkers bring creativity. — Page 22

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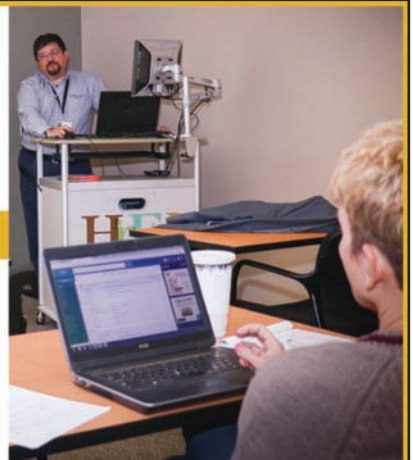


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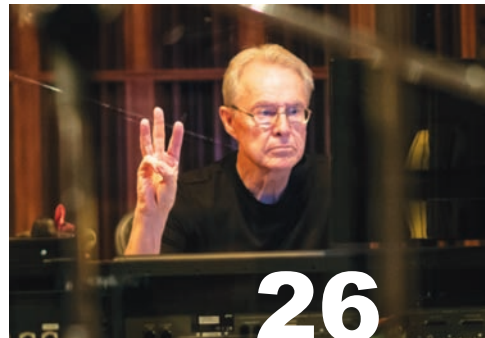
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“Small improvements
can make a big
difference. — Page 34

Cover photography of Jonathon Kelly by Tom Field.

Valley Business FRONT

P.O. Box 1041
Salem, VA 24153
(540) 389-9945
www.vbFRONT.com

Staff

Publisher / Creative Director	Tom Field tfield@vbFRONT.com (540) 389-9945
Advertising	Dan Dowdy (540) 797-7943 ads@vbFRONT.com (540) 389-9945
Graphic Designer	Nicholas Vaassen nvaassen@berryfield.com
Production	Berryfield, Inc. PO Box 1041 Salem, VA 24153 (540) 389-9945

Departmental Contacts

Advertising	ads@vbFRONT.com
Subscriptions	info@vbFRONT.com
News / Releases	news@vbFRONT.com
Admin / Ops	info@vbFRONT.com

(540) 389-9945
vbFRONT.com
morefront.blogspot.com

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DECEMBER



Michael Abraham



Bruce Bryan



Tom Field



Keith Finch



Anne Sampson



Michael Shelton

Editorial Advisory Board

Valley Business FRONT has organized an Editorial Advisory Board in order to help direct coverage. FRONT selected a group of diverse business professionals, who will serve as a sounding board throughout the rotational term.

This board has been given the task of helping FRONT understand the issues and develop coverage. "Members essentially have a red telephone at their hand," says publisher Tom Field. "They can inform us best on what is important, what is new, what impacts the greater community. Of course, our red phone reaches right back to them as well, for assignments and insight on our coverage. Although the members are encouraged to keep FRONT updated on their own industries and the key players, they aren't limited to their area of specialty, as all commercial enterprises ultimately collaborate to impact our quality of life here in this part of Virginia." An additional contribution by the Editorial Advisory Board involves direct input on the various FRONTLists we present throughout the year.

CONTRIBUTORS



Cara Cooper



Dan Dowdy



Jill Elswick



Rachael Garrity



Lesa Hanlin



Mike Leigh



Nicholas Vaassen

Biographies and contact information on each contributor are provided on Page 60.

2018 Members

Nancy Agee Carilion (Wellness)
Laura Bradford Claire V (Retail)
Nicholas C. Conte Carilion (Legal)
Warner Dalhouse Retired (Finance)
John Garland Garland Properties (Development)
Nancy Gray Hollins University (Education)
Nanci Hardwick Aeroprobe (Tech/Industry)
George Kegley Retired (Seniors)
John D. Long National D-Day Memorial (Culture)
Nancy May LewisGale Regional Health System (Wellness)
Stuart Mease Virginia Tech (Education)
Mary Miller ACI (Tech/Industry)
Ed Walker Regeneration Partners (Development)

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.

“The anti-tipping group believed that tipping was the 'vilest of imported vices' because it created an aristocratic class. — Page 23

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GETTING DOWN TO BUSINESS



How/Where to Prep for Business in Virginia's Blue Ridge >

Executive Summary:
*Whether you are working
for a business or running
one, our region offers a
lot of training options.*

By Dan Dowdy

New processes. New skills. Considerations on the minds of many business leaders as they ponder what must be done in order for their operations to remain competitive and to grow.

Re-educate? Re-train? Questions that businesses must answer when determining how to make sure their employees have the necessary skills to meet the requirements of new processes and growth opportunities.

Collectively, these considerations and questions define the plight of many enterprises and workers in our region.

A dilemma? Not necessarily. A challenge? Maybe. Let's consider a few more questions.

- Are businesses in this region fulfilling their staffing needs?
- How can an organization develop and cultivate its employees into more effective leaders?
- Are workers feeling secure in their jobs knowing they have the skills their employers require—now and in the future?
- Do people entering the workforce or looking to make job changes possess the qualifications to get hired?

According to the U.S. Bureau of Labor Statistics, this region is faring well when it comes to filling job positions. The U.S. unemployment rate for September 2018 was 3.7%; for the same period, it was 2.9% in Virginia. The September rates for this region ranged from a high of 4.4% in Martinsville to a low of 2.3% in Floyd County with most localities coming in substantially below the national rate. Unemployment stats for metro areas in our region for this time frame were Roanoke 2.8%, Blacksburg/Christiansburg/Radford 2.9%, and Lynchburg 3.6%.

One might deduce that these statistics bode well for everyone; yet, some businesses point to these low

ACADEMIC BUSINESS OPTIONS

Below are regional colleges and universities, and those based outside this area but with a presence in this region, that offer business and related programs:

- American National University
- Averett University
- Central Virginia Community College
- Dabney S. Lancaster Community College
- Danville Community College
- ECPI
- Emory & Henry College
- Ferrum College
- Hampden Sydney College
- Hollins University
- James Madison University
- Jefferson College
- Liberty University
- Longwood University
- Mary Baldwin University
- New College Institute
- New River Community College
- Old Dominion University
- Patrick Henry Community College
- Radford University
- Randolph College
- Roanoke College
- Southern Virginia University
- Southside Virginia Community College
- Southwest Virginia Community College
- Sweet Briar College
- University of Lynchburg
- University of Virginia
- Virginia Highlands Community College
- Virginia Military Institute
- Virginia Tech
- Virginia University of Lynchburg
- Virginia Western Community College
- Washington and Lee University
- Wytheville Community College

percentages as the reason they are having difficulty finding people to fill their open positions.

Even with low unemployment throughout much of our region, there is, and always will be, a need to know where to turn for education and training.

You might be someone who has recognized the need to enhance your chances for promotion or to beef up your marketability in general by earning a college degree in business or completing a certificate program. You might be a business leader interested in hiring college graduates with specific degrees, training your workers to meet new job requirements, or improving the productivity and leadership skills of your top performers.

Let's consider some questions for both of these categories.

1. People in search of colleges that offer business degrees and certificates:

- Are you looking for an undergraduate or graduate degree in a traditional business program?
- Would a business degree grounded in principles of sustainability and focused on "doing well while doing good" appeal to you?
- As a non-profit manager, would you like to

broaden your expertise and earn a master's degree tailored specifically to non-profits?

- Need a new credential in the form of a specialized certificate?
- If you're too busy to take traditional classes with scheduled meetings, how about online courses?

2. Business leaders looking for institutions that provide education their current workers might need, and education required for potential employees to be hired at their companies:

- Did you know there are 35 colleges and universities in central and southwestern Virginia that offer business degrees and certificates?
- If you are concerned about your organization's electronic data security and the threat of hackers, would you like to know which area colleges provide a degree in the cybersecurity field?
- Do you have need of someone with Statistical Analysis Software (SAS) certification?
- Are you looking for providers of training and development programs that will enhance the value of your leaders and teams?

Most of you who read Valley Business FRONT magazine are familiar with colleges and universities in our region. What you might not know about, however, is the diversity and uniqueness of the business programs they offer.

Traditional business degrees are available at all of the colleges and universities in this region. They range from associate to graduate programs. [See sidebar on area colleges with business programs.] A number of institutions were contacted about their business offerings. Following is a summary of responses provided by those who responded.

All community colleges in our region offer associate degrees in business-related fields. For example, Virginia Western Community College's Business and Professional Services Department offers eight business programs with Business Administration, Management, and Accounting being the most popular. Josh Meyer, Virginia Western's Director of Marketing and Strategic Communications, says many VWCC courses are offered in both class and online formats, but the college is moving toward offering complete online programs. He explains that "most programs offer mentoring, job shadowing, and internships to set [students] on the right path and make meaningful connections." Certificates offered through VWCC's Workforce Solutions group provide the means for workers to upgrade their expertise and employability.

Hollins University offers women at the undergraduate level a business major with four track options: General Business, Finance, International Business, and Marketing. The university's Batten Leadership Institute provides

Dr. Casimir Dadak,
Professor of Finance
and Economics, Hollins
University



TO WHOM, BENEFITS?

[Let's pause here for a little...well...education. Following is clarification of perhaps unfamiliar terminology used in this article. These terms were introduced in the description of what undergirds Mary Baldwin University's MBA program. Actually, they apply to a growing number of businesses throughout the world.]

What is a for-benefit organization? A "for-benefit" enterprise is neither a strictly non-profit or for-profit organization. **For-benefit** describes organizations that generate earned income but give top priority to an explicit social mission. Two characteristics distinguish these organizations: a commitment to social purpose, and a reliance on earned income. [Sabeti, Heerad, *Harvard Business Review*, November 2011.] **B Corporations** (the B stands for "Benefit") are companies that are committed to using the power of business to solve social and environmental problems. They have emerged as one of the most important developments in **business sustainability**, defined as businesses that demonstrate the triple bottom line in action. **Triple bottom line** refers to profit (a business's traditional "financial bottom line"), people (society/an organization's stakeholders), and planet (environment). To be certified as a B Corp, a business needs to earn a certain score on the **B Impact Assessment**. This assessment helps measure and manage a company's positive impact on all of its stakeholders: workers, community, customers, and environment. These are the companies referred to as "doing well while doing good." [www.cultivatingcapital.com]



Hollins University offers four business track options: general business, finance, international, and marketing.



Ferrum College alumna Lynette Evans ('05) now with the Internal Revenue Service, addresses accounting and business students.

executive-level training to all undergraduates. According to Professor of Finance and Economics, Dr. Casimir Dadak, "business majors will have access to Hollins' new Institute for Entrepreneurial Learning", through which "students at Hollins can take advantage of professional alliances within the Roanoke Valley's entrepreneurial ecosystem." Participating organizations include The Advancement Foundation, Roanoke Regional Chamber of Commerce, RAMP (Regional Accelerator and Mentoring Program), Roanoke-Blacksburg Technology Council, and Roanoke Regional Small Business Development Center.

Dr. Jason Matyus, Assistant Professor of Business at Ferrum College, says his college's most popular majors include Accounting, Business Administration, and Management Information Systems. To meet a growing business need, a cybersecurity curriculum is being developed. Courses currently are offered only on campus in classes, but Matyus says the college is "working with our accreditation [body] for a graduate program and online [courses]."

COVER STORY

Business Administration is one of the most sought after majors at Roanoke College, according to Dr. Sharon Gibbs, chair of the Business and Economics Department. Courses primarily are offered only on campus, but a few supplemental ones are available online. Gibbs states that this major is supported by “a business advisory board composed of local business leaders and Roanoke College alumni. [They] meet twice a year to verify that [the college is] offering what businesses need today.” RC offers what Gibbs calls a “unique two-year certificate program that teaches students software skills attractive to top companies around the world.” The Data and Econometric Analysis Joint Certificate Program with SAS (Statistical Analysis Software) prepares “students to use SAS software, which is employed by major businesses and government institutions. SAS is a key word on resumes”, according to Gibbs. At most colleges, this certificate’s curriculum is usually offered at the graduate level.

The University of Lynchburg offers depth and breadth in its programs. Dean of the College of Business, Dr. Nancy Hubbard, says there are “fourteen undergraduate majors and minors in business and economics, and [the university is] about to introduce



**Dr. Nancy Hubbard,
Dean of the College
of Business, University
of Lynchburg**

**Literally online: Kelsey
Link is University of
Lynchburg's first 100%
online MBA graduate.**



**Guy Joseph, St. Lucia Minister of Economic
Development graduated from University of
Lynchburg with an MBA in 2018.**





Dr. Joseph Sprangel,
Dean of the College
of Business and
Professional Studies,
Mary Baldwin
University

a fifteenth: an Arts Administration minor." She believes that all undergraduate business students learn current business and critical thinking skills within a liberal arts framework that prepares them "for entering the workforce but also giving them the skills they need for the rest of their careers." At the graduate level, UL offers two degrees that should be of interest to businesses and organizations in this region. A Master of Non-Profit Leadership Studies degree is offered in a hybrid format (a combination of online and in-person classes). Students in the part-time two year MBA program have the option of taking a class on campus or online, depending on their circumstances in a given semester. They also can pursue certification in cybersecurity as part of the MBA. The university has offered MBA programs tailored solely to the needs of a specific business by offering classes on-site at that business. "It is one of the beauties of being a smaller local institution that can cater to the local market," states Hubbard.

At Mary Baldwin University, which has a regional center at the Roanoke Higher Education Center, all courses required for its undergraduate and graduate degrees in business are available online. A distinguishing feature of all of MBU's business curricula is an infusion of "sustainability or the triple bottom line throughout the courses in the major," according to Dr. Joseph Sprangel, Dean of the College of Business and Professional Studies. He explains that "this teaches students to not only look at the financial aspect of running an organization, but to also give consideration to the social and environmental aspects as well." Other words used to characterize the triple bottom line are Profits, People, and Planet. Undergraduate business students may pursue either a B.A. or B.S. degree. At the graduate level, the university offers an MBA with two options, one being a fast-track program (three years undergrad plus one year to complete an MBA) for business leaders. The second option is focused on "for-benefit" business strategies. Sprangel says that this MBA is different from those offered at most universities because it is "built from the ground up around the B Impact Assessment and B Corporation certification [B representing "benefit"] that is becoming the go to standard for companies 'doing well while doing good'." [See sidebar for explanation of these terms.] In Sprangel's words, this curriculum "places us at the forefront of the pioneers in the emerging for-benefit or fourth sector." (Four sectors of the U.S. economy: government, non-profits, for profit businesses, and for-benefit organizations.) MBU also offers certificates in Entrepreneurship, Project Management, and Sustainable Business Management, with all courses available online.

When college educators were asked about successes

STEPPING UP

Jonathon Kelly (our FRONTcover model) is a junior at Roanoke College, studying for a Business Administration major with a concentration in Marketing. Also an intern for Valley Business FRONT magazine, Jonathon says one reason he went into the business program was due to the encouragement he received from his teacher back in Farmville at Fuqua High School who said he had "a knack for marketing"... our cover provides some evidence of that.





Dale Carnegie / Virginia offers ongoing business, sales, management, and professional development training and workshops.

of graduates, some of them provided the following:

- From Dr. Christine Stinson, Associate Professor of Accounting and Business at Ferrum College: "One graduate got a full fellowship (including books, room and board, tuition, and an extra stipend) to NC State's Master's in Accountancy program. Other graduates are being hired by regional banks, accounting firms, state regulatory agencies, IRS, Department of Defense, and auditing firms."
- Dr. Sharon Gibbs, Roanoke College, shared this comment from a 2017 graduate: "If it wasn't for my [business] internship, I might not have gotten the chance to know the Vice President of Human Resources." She was hired by the company where she interned.
- From Josh Meyer at Virginia Western, a quote from a graduate of the college's Information Technology program: "The experience and education I received at Virginia Western changed my life. The curriculum prepared me for a start in a very challenging and rewarding career field. The professors and staff truly care about your success and professional growth. Through the connections and opportunities at Virginia Western, I was able to land a job before I finished my degree."
- Mary Baldwin University's Dr. Joe Sprangel provided these reflections from an MBA student: "I really like the soul of the Mary Baldwin program. I've been interested in pursuing an MBA for years but hadn't felt called to join up. There was a certain synergy I felt with this curriculum."
- Dr. Casimir Dadak at Hollins submitted these

COVER STORY

comments about HU graduates: "Many students who major in business at Hollins go on to earn MBAs, PhDs, or law degrees." He specifically cited a 2017 International Business graduate who became a market research associate with Berland Strategy & Analytics in New York City after interning with the company. According to Dadak, "Berland has worked with presidential campaigns and such diverse clients as Estee Lauder, the Harvard Stem Cell Institute, and the National Hockey League."

Many regional colleges offer training-related certificates. They provide an avenue for workers to "re-educate" and "re-train"—to learn new knowledge and skills required in the workplace.

As an alternative to college-level learning, training and development businesses also provide valuable resources.

Dale Carnegie, a worldwide training enterprise in its 108th year, is represented in our region by J.J. White, Chief Engagement Officer. White characterizes the company's clients as people who "desire real transformation in how they lead at both work and in their personal lives." He cites what he calls "five drivers" that his programs impact: "communication skills, people skills, leadership, self-confidence, and managing attitude." To deliver the training he believes is needed in our region, he relies

OpX Solutions team





OpX Solutions focuses on skills and behavior development in its leadership development programs.

on Dale Carnegie's industry research, formal surveys, as well as focus groups with leaders and employees. He estimates that around 40% of his business is customized training. Among the testimonials he provided was one from a sales director: "The Dale Carnegie Course taught me how to have a meaningful conversation with anyone, show genuine interest in others, give a presentation to any group of people, and in return increase my sales!"

Mike Leigh is the owner of Roanoke-based OpX Solutions, LLC. He is a partner with Leadership Management International, a global business with a 52-year history. OpX Solutions (OpX referring to Operational Excellence) is in the business of "developing leaders and organizations to their full potential," according to the company's website. About the nature of his business, Leigh says, "We don't really provide training. Our purpose is not to simply increase knowledge, but to develop more effective skills and behaviors. Without improving behaviors and getting measurable results, training is simply entertainment." He goes on to explain that the purpose of his leadership development programs is not just for leaders to "learn" about new techniques and strategies. "We want them to 'develop' and actually improve their attitudes, habits, behaviors, and results," says Leigh. One client attests to the effectiveness of the program he completed by saying, "I am a more skilled relationship builder; I am more focused on setting goals; I am a better time manager; I am much more productive day to day; I am now better equipped to build a high-performance team."

Voltage Leadership Consulting's CEO Jeff Smith describes how his Roanoke business works: "We have ongoing success building the competencies, culture, and chemistry that

COVER STORY

cause businesses to grow, thrive, and prosper." This is accomplished through business and executive coaching; onboarding services; a leadership academy; and an array of personal and business development workshops, which his website states can be hosted "anywhere from Roanoke, VA to Abu Dhabi." Smith says, "We assess the needs of the region, not the businesses, to determine what we offer. Our goal is to grow the local economy. That is why we exist: to cultivate a thriving local business climate that delivers great paying jobs that the region retains long term." During a time of leadership transition and uncertainty in her company, the CEO of a Christiansburg-based business attributes her successful experience with Voltage by stating: "Thanks to the executive coaching and support of Voltage Leadership, we thrived through the transition. I was able to start moving the company toward unprecedented growth, while increasing leadership across the management team."

Another local training provider is Cortex Leadership Consulting. CEO and President Lynda McNutt Foster highlights Cortex's executive leadership coaching and her company's Leading a Winning Team program as the most popular of her offerings. Foster explains that "Leading a Winning Team is an interactive experience with a flexible syllabus of learning and experiential materials that we customize for each group. The desired outcome is for the team to be able to solve their biggest problems... using tools they learn and practice throughout the

Voltage Leadership Consulting at Roanoke RAMP business startup and accelerator program.





Training with Voltage Leadership Consulting includes group exercises and active participation.

8-month course.” An executive vice president who worked with Cortex affirmed his satisfaction in these words: “Sometimes it just takes the right tool and person to help you unlock your potential. The techniques [Lynda] uses and the way she teaches them have had a big effect on me and our company. There’s no magic behind success, just faster paths than others. What we learned has become our path to continued growth and success.”

Several businesses responded to a query about the kinds of skilled workers they need. Some appear to have little difficulty recruiting the talent required.

Tara Wiedeman, Senior Director of Human Resources with Carilion Clinic, the region’s largest employer, says her company is “finding very talented people to join our team. We recruit nationwide to find just the right candidate.” Asked about the kinds of skills often needed, she replied that Carilion looks for people who are “flexible, team players, creative, and willing to go above and beyond.” In addition to demonstrating compassion for others and critical thinking skills, candidates should possess soft skills including strong communication and collaboration skills.

Optical Cable Corporation’s CEO Neil Wilkin points to a local resource for help in filling some jobs at his company by saying, “Virginia Western Community College, under the leadership of Robert Sandel, is just one example of this region’s strong commitment and support of manufacturing and workforce development. Virginia Western’s educational programs—including the mechatronics program—are providing critical skills that lead to good-paying jobs and careers.”

COVER STORY

In addition to industry-specific, often unique requirements, some local businesses have difficulty finding job candidates with soft skills such as communication and even grammar usage. Both can be developed and cultivated with training. More challenging but nonetheless important workforce qualities mentioned by Jamie Ryan, Human Resources Manager of Roanoke-based Chemsolv, included commitment, loyalty, and a strong work ethic—similar to the characteristics sought by Carilion Clinic. Cheryl Wray, the insightful Human Resources Director at Chemsolv, said she finds that people with farming backgrounds often possess these attributes, although there isn't a sign on the door saying, "Only Farmers Need Apply"! 🌾





Time zones >

"I can't believe it's December already," has been said to me by numerous people. I have to agree. Where did Autumn go? Time isn't just a calendar month, though. How you relate to time impacts your decisions.

Past-Thinkers: When making decisions, some people naturally lean toward what has been done in the past and focus on how things transpired. These individuals will ask questions like "What happened?" and "What went wrong?" If you are a Past-Thinker, you might be resistant to change and want others around you to not rock the boat. You wish to be fairly certain before you try something new. Organizations need Past-Thinkers to bring stability, standard operating procedures, and reliable systems.

Present-Thinkers: When making decisions, these are the people who are practical. You'll hear them asking "What needs to be done now?" and "What resources do we have readily available?" They appreciate when they see others being responsible and completing tasks. They may ignore the future because they are dealing with current issues right now. Organizations need Present-Thinkers to bring consistency to the workplace.

Future-Thinkers: These individuals love new ideas. They move fast. The questions you may hear them ask are "What is next?" and "How can we reinvent ourselves?" Redundancy does not resonate with them. They bring creativity to the workplace.

It's pretty easy to tell which of the three categories fits you. The sophistication lies in finding ways to respect differences in the time perspectives of others. It makes sense that decisions should span the three dimensions... past, present, and future so that all concerns are addressed. Smart leaders intentionally invite people with all three perspectives into the decision making process.

Time to get out the winter apparel. Based on the way Autumn flew by (Past-Thinking) and how cold it is getting (Present-Thinking), I'd better get ready for snow scraping (Future-Thinking)! ❄️

“Smart leaders intentionally invite people with all three [time] perspectives into the decision-making process.”

Professional Development

By Lesa Hanlin

Executive Summary:

How individuals approach everything from their jobs to decision-making is impacted by how they see the timeline.

What's in a tip >

During our family vacation to the beach this year, like most, we took it easy and ate out a lot. I enjoy time spent researching local restaurants and trying to find something new while on such excursions. Of course, I always hope I'm steered right by rating apps and reviews that drive me to a good experience with great food. Can you relate? You win some, you lose some.

Once we decide on a place, there always comes the time to pay. Part of the fee includes an expected, although always optional, tip reward. Curiously, tip, as I imagine most know, is an acronym for "to insure promptness." Does anyone else find it curious it's something most pay after a meal? Have you ever mixed things up by paying it prior? Did you find your server more accommodating?


During this trip my mind wandered toward financial thoughts. That's not unusual.

I questioned, is it proper to tip on the top of the line of the receipt or the bottom after adding in taxes, delivery fees and other items restaurants ask us to dig into our pockets to cover? Of course, it's better for the wait staff if we calculate our award percentage on the amount after all those additional costs, but most etiquette specialists will advise you the tip should be calculated before taxes are added – and presumably those other non-food and drink costs too.

But there's more. It's considered rude to leave tips in countries such as China, Japan and South Korea. The United States has disputed the appropriateness of tips too.

A New York Times article published 1897 reported on a movement brewing against tipping in America. The anti-tipping group believed that tipping was the "vilest of imported vices" because it created an aristocratic class in a country that fought hard to eliminate a class-driven society. In 1915, six state legislators from Wisconsin, Illinois, Iowa, Nebraska, Tennessee and South Carolina attempted but failed to pass an anti-tipping bill that would make leaving gratuities unlawful.

In 1916, William Scott wrote a stinging diatribe against tipping in his book, "The Itching Palm," in which he stood up against the policy of paying for a service twice (once for the employer and once for the employee). He decried tips to be "democracy's mortal foe" and creates "a servile attitude for a fee."

I suppose tipping is still subject to debate. I'm curious, what side of the table are you on? 



Financial Figures

By Michael Shelton

Executive Summary:

The debate on how and when tipping should be applied (or if necessary in the first place) has been in existence longer than you might expect.



Sample images by Hungry Asian Media



Fun with food photos >

Executive Summary:

John Park visits restaurants and takes pictures of what he's served to serve his own niche following.

By Tom Field

There's a hungry Asian running around Roanoke. Seriously... John Park's personal description is "Eater of food and drinker of

drinks. Follow me in my endeavors!" he says.

Park runs a niche foodie empire (he doesn't like that particular f-word, just to be clear) on social media called the Hungry Asian. And he's amassed quite the following. His gig? Pretty much taking photos of food. Some brief comments here and there. He doesn't review or critique food or the dining experience either; that's not his doggie bag, Park says.

What he "takes home" is a visual of the pre-devoured food and beverage; a caption to describe and inform his audience what



John Park addresses the AAF Roanoke ad club on the topic of food photography at a lunch program at local restaurant Wildflour in Old Southwest Roanoke.



he's having and where he had it, and if he's lucky—a well-satisfied belly.

He's always the Hungry Asian though. So keep watching.

As a "WorkSpace" for FRONT, this one is rather unique. John Park works at a table—but it's not his. Any table at just about any

restaurant is his work domain. Reservations not required (unless they are).

You can tag along and experience the Hungry Asian's dining circuit online at [Facebook.com/HungryAsianRKE](https://www.facebook.com/HungryAsianRKE) and on Twitter and Instagram @HungryAsianRke.

Bon appetit! 



5 Quick Tips for Food Photography >

At a luncheon for advertising, marketing, social media, blogging, and restaurant operators, John Park shared five of the easiest tips if you're going to photograph food for your business.

- 1. No flash!**
(just don't do it, he says... camera flashes destroy what the selection really looks like)
- 2. Natural Light**
(interior lighting at most restaurants are not suitable for food photography... go to a nearby window if you must)
- 3. Clean Background**
(watch out for distractions... including dirty utensils, objects that aren't your primary subject)
- 4. Edit, Edit, Edit**
(an easy way is to just hit the single auto edit app on Google Photos, he says)
- 5. Use 'Text Replacement' for Hashtags**
(easy to do; this very specific tip is for marketing and growing your awareness and follower base)



All photos by Anne Sampson

Sounds good >

Executive Summary:

The producer behind FinalTrack Studio knows the mix between old school and new school.

By Anne Sampson

“Uuuumbrella, uuuumbrella, shining underneath the sun...”

Skip Brown, owner of FinalTrack Studio, is producing an advertising jingle. The songwriter is in Texas. Skip is in the lower level of the Jefferson Center, on Campbell Avenue in Roanoke, coaching his “go-to” vocalist, Amanda Keffer, who walked in cold, having never seen the music. He is arranging on the fly, singing harmonies which Amanda reproduces, counting down cues, while watching a large monitor and making fine adjustments on a console the size of a baby grand.

“Like most [music producers], I started in the attic,” he says. He progressed to the garage, and when his wife wanted the garage back, on to seven different

locations downtown, learning from each mistake.

Now he’s sitting in a purpose-built, “Mercedes” of a studio, with a decades-old reputation that brings him work from all over the world. He is very happy.

Rather than converting a big concrete box into a studio, as is often done, Skip designed the space to capitalize on the physics of sound. He is easily conversant with standing waves, phase cancellation and the science behind quadratic diffusers. One room is set up specifically for vocals, another for percussion, including a sweet, vintage Yamaha drum kit clients can use. A portable set-up for loud electric guitars is isolated from them. There are no 90-degree angles; every corner is 1 to 3 degrees off. The plush control booth is engineered to deliver, with sound waves banking like billiard balls, the highest fidelity sound to the precise spot where Skip sits at the console.

All this science, coupled with nearly 4 decades of experience, produces a 3-dimensional sound for clients ranging from young teens just starting out to Very Famous Artists (think Michael Bolton, The Doobie Brothers, Miranda Lambert) who know his reputation.



"Trade secrets," he says with a smile. "I won't tell you exactly how I do it."

In a digital world, Skip is a devotee of analog sound.

"The human ear is analog," he says. "To produce absolutely the most authentic sound, we start with analog, and we finish with analog." That doesn't mean he hasn't adapted to changing technology when he's

had to, as long as it doesn't compromise quality.

But Skip has a reverence for vintage technology and instruments which means he keeps them around – a real piano, a vintage Hammond B3 organ and Leslie 122 speakers, 1960's recording equipment you can't find anywhere else.

"I have everything from cutting edge to





classic tube-based audio equipment from the '60's. You could buy them new for obscene amounts of money. They have never been improved upon. They are still the gold standard." Everything Skip does, from capture to mixing and production, is analog, and it shows in the final product.

"I make a digital master when I need to send it. Nobody ships tapes any more."

"75% of what I do is teaching," Skip says. He often works with kids whose parents want them to give recording a try, kids who've grown up watching American Idol, America's Got Talent, and The Voice.

"First I have to undo the affect," he says, referring to young singers who copy the singing styles they see on television and YouTube. "I help them find their true voice – it's critical to becoming an artist."


Skip also teaches for the Recording Connection (a mentor-apprentice program based in L.A.) and Southern Virginia University, working with students in subjects like producing and songwriting, with past associations with VWCC, Roanoke College and Virginia Tech. That's when he's not volunteering at Ronald McDonald House, WTF, and the downtown music lab, or

producing Festival in the Park, which he's done for 38 years.

"There's hardly anybody left I haven't worked with," he says.

After four decades, Skip has worked with some folks who have done well, and some organizations that are kind of familiar. He's coached five American Idol finalists, and three who placed on The Voice. Miss Virginia and Miss Teen Virginia contestants have been his mentees. Audible.com. PBS. BBC. Nat Geo. There are probably a few more. A recent favorite project is a video shot in part at McAfee's Knob featuring a full choir and a knight on horseback. That was produced by YouTube star Alex Boye' for Southern Virginia University. The sound is stunning.

Back at the console, Skip lays down multiple tracks using only Amanda's voice. He will have the songwriter in Texas write a bass part and email it. He brings Amanda into the control booth to listen to the rough cut and they exchange hugs as she leaves. By tomorrow afternoon, the finished product will be mixed and sent to its creator, to be submitted for review by an ad agency.

"It's exciting," he says. "I never know what's next. It's just great fun." 

There is such a thing as bad publicity >

One of my friends owns a restaurant but also is an extremely skilled amateur photographer. One day he stopped by to show me his latest pride and joy, a high-quality print in a huge wooden frame.

"It's the photo from the football game," he said. "The one that was in the newspaper. Did I tell you that the newspaper paid me \$100 to use it?"

I had indeed seen the picture before. It had run in the local daily paper on the day after the football game between Virginia Tech and the University of Virginia. Its focus was two female students—apparently twin sisters—one in Tech maroon and one in UVA blue. My friend had snapped the shutter at the moment of a touchdown, and the expression of elation on one sister's face contrasted marvelously with the expression of surprise and dejection on the other sister's face.

"It's a fantastic print," I said. "Are you going to hang it in your office?"

"No," he said, and he pointed gleefully at an embossed number in the lower-right corner of the photo. "It's my first limited-edition print! I'm selling them through the University bookstore and the alumni magazine. We're only making one hundred of them, and they'll sell for \$750 each. We already have about fifty orders."

Well, that's great, congratulations," I said. "But did you get all the permissions you need to sell these?"

"Of course," he said. "You told me yourself that when I take the photograph, I own the copyright in the photograph. And when I got my press pass, I signed the University's standard agreement, which gives me their permission to sell my photos from the game."

"OK, but what about these two sisters?" I said. "You'd need their permission too."

"Don't be silly," he said. "They came to a public football game, so they should expect that people might take their picture."

"Yes, but there's a difference between having your picture taken, and having someone else profit from that picture," I said. "Virginia law prevents you from using any person's name or image for commercial purposes without their written permission. It's called a person's 'right to publicity.'"



Shark Patrol

By Keith Finch

Executive Summary:
You can't use someone's name or image for commercial purposes without their written consent.

““

Virginia law prevents you from using any person's name or image for commercial purposes without their written permission.

““

Because of freedom of the press under the First Amendment, the right to publicity can't stop use of a picture in news reporting.

"I've heard of the right to publicity," he said. "But I thought it applied only to celebrities."

"No, everyone has a right to publicity," I said. "Although certainly celebrities are more likely to bring lawsuits about their right to publicity. Someone who uses a celebrity's image or name without permission is pretty much taking money out of the celebrity's pocket, since a celebrity usually charges money for an endorsement. But regular folks also have the right to stop people from using their images for commercial purposes."

"But this picture ran in the newspaper!" he said. "And the newspaper is a business. So by printing the picture, the newspaper used it for commercial purposes, didn't they?"

"Yes, but there's an exception for news reporting," I said. "Because of freedom of the press under the First Amendment, the right to publicity can't stop use of a picture in news reporting."

"Well, why isn't this picture still covered by the First Amendment, then?" he asked.

"The newspaper printed your picture on the day after the football game," I said. On that day, the picture was newsworthy. But now months have passed, and so it's not newsworthy any more. Also, you're not using the picture to report the news, you're selling it for display use. Essentially you've turned it into an expensive decoration. At that level, the First Amendment won't trump the right to publicity."

"But this is ridiculous," he said. "Look at this other photo! Do I have to get permission from all the people in this photo?"

He held out his phone and showed me a photo of the entire field, taken from several rows up in the stands. The two football teams were in formation, and behind them the stadium was filled with thousands of spectators.

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"These people are all in the background," I said. "None of them is the focus of the shot. Even the football players each look anonymous from this distance. If you're selling prints of a photo in which none of the people can be identified, then you don't need permission from those people. But if the photo you're selling is essentially a portrait, meaning that the faces of the people in it are the only thing of significance in the photo, then you need their permission."

"I just can't believe this," he said. "Next you're going to tell me that I can't use pictures of customers on the web site for my restaurant."

"Oh, you do that?" I said. "No, if the customers are identifiable, then you'd need their permission to use their photos on your web site."

"Then how can I get photos of people eating at the restaurant to use on my web site?" he said.

"Oh, that's not too hard," I said. "You just invite a bunch of friends to the restaurant for a private party, and tell them that all they have to do for a free meal is to dress nice and sign a photo release. I've been to one of those. It was fun."

My friend's photo party at his restaurant a few weeks later was fun, too. And in the end my friend didn't have any trouble tracking down the sisters and getting their signatures on photo releases, so he was able to sell his expensive prints after all. Now, whenever he goes out to take photos, he carries a stack of photo releases with him. 

Keith can be reached at keith@creekmorelaw.com

Note: *facts have been changed to preserve confidentiality. Oh, and this isn't legal advice—you should consult a lawyer before deciding whether a particular photo implicates the right to publicity, drafting a photo release, etc.*

“““

If you're selling prints of a photo in which none of the people can be identified, then you don't need permission from those people.

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All photos by Michael Abraham

Sharing the goodness of black garlic >

Executive Summary:

Obis One is a story of building a business as you go along... from the place you pick to plant—to the plant you pick to place.

By Michael Abraham

Who doesn't like the taste of garlic? As healthy as it is, black garlic is even more so. Patrick Lloyd and his wife Lisa have pieced a company together to grow, process, and sell black garlic.

Obis One, has developed a proprietary way of processing traditional white cloves of garlic to unleash twice the anti-oxidant properties, while turning it jet black. Lloyd spends several hours every day in the kitchen, knowing that most concoctions will end in failure, but there might be a gem waiting to be developed.

Lloyd had a vegetable farm of 14 acres in his native south New Jersey, and 8 years ago planted 10,000 garlic plants with no plans with what to do with them. "We had a good

crop, a good yield. We had grown other things, but it was our first crop of garlic.

"I am a serial foodie; I'm always experimenting. Eighty percent of everything I've tried hasn't worked, but that's the point! I had thousands of bulbs of garlic and no plans. I started experimenting in preservation techniques. Once in a while, I get a hit, something I like. The biggest mistake in the food business is telling people what to eat."

The company's name comes from Obisquahassit, a chief of the Lenni-Lenape Indians (a tribe in the area now known as southern New Jersey) who sold a large tract of land to settling Swedes in 1640. Lloyd's house there was built in 1670. "The name of the business is to give respect to that land, because I never thought I'd leave there.

"My wife and I attended Virginia Tech where we met. I studied architecture and design. She studied biology. Fifteen years later I got my Master's (degree) in education. I taught architecture and Auto-CAD in high school and my wife became a human resource executive in a major pharmaceutical company."

So how'd he end up moving back to Blacksburg?

"One morning in 2015, I was running late for




a lecture and I couldn't find my phone. So I grabbed my wife's phone to call mine. She had listings for real estate in Blacksburg. 'What the hell is this?' I asked her. She said, 'I think that would be a good place for us to live.' Both of our sons were at Tech. We drove down to see some listings. I wasn't interested in moving; I was vested in my job, my home, and my farm.

"About that time, we started to get bigger interest, real traction, in Obis One. Chefs and restaurants were buying our products, especially our garlic bulbs and processed products. Our cloves look the same as what you see in the store, but are organic and far more nutritious.

"Anyway, I found a listing for a property on the top of Brush Mountain. We found a 10-point buck in the driveway, a custom greenhouse, and a large tiered garden. We were in trouble; we had to have it. So we quit our jobs and moved. I made 13 trips of 400 miles each way.

"I found a lab and office space at the Corporate Research Center. In 24 months here, I am astonished by the social, professional, and recreational services in this area. And yet my property taxes are 38% what I paid in Jersey, with better municipal services. It's a pervasive culture of helpfulness. We really belong here.

"Our main product is organic black garlic. We process our garlic over several weeks with a proprietary mix of temperature change, humidity, and vacuum during which the cloves turn jet black. The texture and flavor change dramatically. We have a product with the texture of a gummy-bear but the flavor of balsamicy garlic."

Today Obis One is the largest organic black garlic artisanal producer in North America, and "We expect 20% growth every year. Our tagline is 'Sharing the goodness,'" Lloyd said, "because if we're not sharing, we don't deserve to be in business." 



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Business Operations

By Mike Leigh

Executive Summary:

You can accomplish a lot from a little; here's how.

The slight edge >

At the time I'm writing this, the top money earner on the PGA tour is Justin Thomas. He's earned over \$8M from 20 events. Number 50 on the earnings list is Adam Scott who's earned a little over \$2M from 19 events. Despite earning 400% more money, Justin's scoring average for 18 holes is only 1.3 shots better than Adam's.


There is a common misconception that the most successful organizations and leaders must be much better than those that are average. But there is very little difference.

When it comes to achieving greater personal and organizational success, you do not need to make huge improvements in the effectiveness of your activities. Small improvements can make a big difference. I call this "The Slight Edge".

There are numerous opportunities in your personal and professional life to create a slight edge. Want to save an extra \$50/month? Skip going out to lunch once a week. Would you like to get home 30 minutes earlier each day? Learn to make your meetings 5-10 minutes shorter. Would you like an extra three to four weeks of productive time each year to spend on your most important projects? You'll get it if you save 30 minutes a day from interruptions and email management.

Developing a slight edge is not hard to do, but it does require some effort. Often, it's as simple as making a commitment to make a small change. Make that small change a habit and you'll have a slight edge. Here are some more slight edge examples:

- Do one extra thing to support your team each day. Impact: Higher employee engagement.
- Ask each of your team members what their career goals are, or what they would like to do in their next role. Impact: Higher employee retention.
- Delegate one additional responsibility to a team member each month. Impact: Greater employee motivation and team productivity.
- Spend 5-10 minutes each day planning your day and week and prioritizing your action item list. Impact: 30-60 minutes per day of extra productivity.

There is no better time to begin increasing your success than right now. Pick a slight edge to develop and get started! 

Send your questions or comments to Mike@OpXSolutionsllc.com

Seat back in upright position >

Airplanes Landing²Teach

The airport in Newark, New Jersey is one of the busiest in the United States. Around 15 years ago I spent a day in Northern New Jersey making sales calls with a consultant. I like new places, and while I had driven through the region, I had never really spent any time there.

I noticed the area was similar to so many places I had been – small towns, lots of trees, and actually very friendly people. I also noticed two other things – Manhattan was off in the distance, but always in sight. The other thing in sight was the ever-present airplanes in their landing patterns. The Newark airport on this busy day had two runways operating at the same time for planes to land.

It was pretty flat there so you could see the planes touching down, approaching, off in the distance, and then way out away from the airport. They were in a perpetual landing pattern and it got me thinking.


The Application⁴Us as Producers

Our business lives mirror those of the air traffic controller – especially in the sales world.

We have to safely land that sale that is right in front of us while helping those late in the process move toward the logical conclusion. Meanwhile, we have presentations to make to newer prospects and the obvious importance of getting business development prospects into the landing pattern.

It's a busy job and it's not for the faint of heart or the fearful.

It's easy to lose track of those prospects as we work to finalize arrangements on the pending sale. It's typical to forget to call on those "way out in the future" potential clients when we are busy with presentations to those who have already expressed interest and are making now decisions. Simply put – it's a lot to watch.

Yet watch you must. The best sellers understand the value of all of these steps and watch all their clients and prospects simultaneously – just like the team in the tower at Newark. 

“
It's a lot to watch.”



A Little Insight

By Bruce C. Bryan

Executive Summary:

*What does flying have to do with the sales profession?
More than you know.*



Festival grows for Martinsville >

Executive Summary:

Rooster Walk music and arts festival is a big idea that started small.

By Cara Cooper

Rooster Walk Music and Arts Festival celebrated its 10th year this past Memorial Day. The festival was a four day event that saw 6,000 people head to Pop's Farm in Martinsville to see a lineup of more than 50 acts.

The annual event, and everything that

Rooster Walk has grown into, was bigger than founders Johnny Buck and William Baptist could have ever imagined.

Buck and Baptist got the idea of starting a music festival to honor their friends Edwin "The Rooster" Penn and Walker Shenk, who both passed away about 10 years ago. All four friends were Martinsville High School graduates, so Buck and Baptist decided a music festival would not only honor their friends' memories, but could also raise money for a scholarship fund at their alma mater.

Rooster Walk was held as a single day event for the first time on Memorial Day of 2009, just five months after Buck and Baptist began planning. Despite the fact neither of the duo had any background in booking bands or putting on a concert, the



Johnny Buck and William Baptist



The first Rooster Walk

first year went so well they made \$5,000 to the first scholarship fund.

"We didn't really know how the first one would go or how the community would respond," Buck said. "But right from the beginning the community was really responsive. They sent in donations to help raise money to put on the first event and it was very successful."

The festival has steadily grown in the decade since. The first home was Blue Mountain Festival Grounds in Franklin County just over the Henry County line, but four years ago the need for a bigger venue was realized. That's when Rooster Walk made the change to its "permanent home" at Pop's Farm in Martinsville, where Baptist lives and serves as year-round caretaker. The goal now is to one day grow to a point where they reach capacity there.

Rooster Walk has also not only added more days to the festival weekend, but more concerts outside of Memorial Day are also held at Pop's Farm as well as The Rives Theatre in Uptown Martinsville. Rooster Walk and The Rives have consolidated into one nonprofit, which Buck says makes them more competitive for state and national grants. They also have a mobile stage that has been rented out about 20 times this year.

"Rooster Walk is always going to be the big marquee thing that accomplishes our goal and gets notoriety to the arts," Baptist said. "The Rives captures more of a smaller regional following but it keeps our goal going year round. It can be pretty tough to make your nut on one event a year."

Even though neither Buck nor Baptist had a background in music, Baptist said the festival tapped into their natural talents – Buck working with bands, marketing and

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promoting, and Baptist in operations – making the duo a good “yin and yang.”

The biggest learn curve wasn’t in getting bands or providing for fans, but rather in diving head first into the unknown. Buck said the first festival was filled with a lot of paranoia about what they didn’t know, or what could come back and bite them later. Thankfully, both founders said starting small has allowed them to grow with the event.

Now, the focus is on making sure fans come back year after year.

“We have always tried really hard to make it about the patrons’ experience when we are planning the event or booking the bands,”

Buck said. “We’ve also always tried to not have the same issues two years in a row... so folks could see we were listening and trying really hard to make it better.

The festival and the concerts at The Rives are able to continue not only through donations, but with volunteers who donate their time to make sure it all runs smoothly, something Buck said he’s thankful for.

Both Buck and Baptist say that the support they’ve received from the Martinsville/Henry County community has been a huge part of why they’re successful, and able to do this fulltime. And they can give back to the community too, not only through the scholarship fund, but in providing an outlet for the area.



"I really get a lot of enjoyment out of knowing that folks go to it and use it as a chance to keep connected with their friends and loved ones," Buck said.

Their focus now is on making sure Rooster Walk provides the area with events throughout the year that locals and music lovers across the region can attend and enjoy, and be proud to continue to support.

"We never really knew what our future intentions were with it when we first started. We always wanted to see more things for people to do in Martinsville and Henry County," Baptist said. "It has definitely come a lot further than anybody had envisioned... I feel like Rooster Walk has given people a sense of renewed spirit and of community that we've really been needing, so to see it flourish has been amazing." 

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College food insecurity >

Despite a series of media reports earlier this year, the issue of food insecurity on college campuses can be all but unrecognized by the general public. Even university officials may underestimate the severity of the problem. On the campus at Virginia Tech, however, the scene is different. Three organizations collaborate to operate the food pantry, each working one day a week: 209 Manna Ministries, sponsored by the Wesley Foundation; New Life Christian Fellowship; and Alpha Phi Omega, a nationally affiliated service fraternity.

Bret Gresham, director of Wesley, the Methodist ministry at Tech, remembers that his group's involvement began when a student came to him. "Her name is Kelly Berry, and she really did most of the work to set it up," he explains. "On many campuses, the administration resists admitting there is a problem, but our work is part of the culture at Tech. When we approached administrators, there was zero hesitation on their part. The Ut Prosim (That I may serve) motto is a core value here."

Operating from 4 to 6:30 pm, Monday, Wednesday and Thursday evenings, the food pantry continues to be student-led, and enriched by volunteers from throughout the Tech and Blacksburg communities. Asked if he were surprised by the enthusiastic student involvement, Gresham was quick to respond. "Not at all. I would say I feel more affirmed than surprised. What does surprise me, though, is seeing how great the need continues to be, and as we work with other campus groups to note that it's increasing across the country."

As part of its series of health reports, National Public Radio quoted multiple studies on the issue, pointing out that there is often an assumption that only low-income students are affected. Instead, because of the steep rise in college costs, some students who come from middle-income homes have difficulty covering costs. Statistics indicate that more than 40 percent of college

Good Work

By Rachael Garrity

Executive Summary:
College meal programs—like most other school systems—need to address student populations struggling to pay for food.



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students work to bolster their financial security and one in four are married.

Clearly, another “product” of the campus food pantry programs is the engagement of students, many of whom continue their focus on service after graduation. Indeed, Sydney Baxter, one of the current student coordinators, is also part of the Leadership and Social Change Residential College at Tech. Having graduated, Kelly Berry is now working fulltime at Camp Alta Mons, a Methodist-sponsored camp and retreat center, and hoping one day to train and work with therapy dogs.

“What we often hear from students,” Bret Gresham says, “is ‘How can I continue to do this kind of thing in whatever I’m doing?’”

In an interview last year, Nikki Giovanni, the poet and VT professor said: “So I came up at a time that I thought. . . my voice could be of some use. . . What I have to do is use my smarts to be of some service to human beings.” It’s catching! 



As part of its series of health reports, National Public Radio quoted multiple studies on the issue, pointing out that there is often an assumption that only low-income students are affected

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On Tap from the Pub

By Tom Field

Executive Summary:
*The practice of tipping
can be confusing;
two principles could
provide clarity.*

Tip top topic >

There sure is a lot of talk about tips and tipping these days. A few months ago, we reported about a local business that had to file bankruptcy to combat a lawsuit on improper tip sharing. In our October edition, our legal columnist addressed the collection and administration of tips under the Fair Labor Standards Act. Our etiquette columnist in the past has addressed the proper protocol for tipping of services rendered to the well-mannered business professional. And this edition includes a perspective on rethinking the whole notion of tipping by none other than our financial columnist.

Why the sudden convergence on this subject?

I think it's because everyone is at least somewhat perplexed by the practice of tipping, regardless of how fully you endorse it. I have yet to find anyone who is rock solid on when and how to tip in all instances.

I'd like to propose two considerations about tipping, but as of now, these ideas won't be adopted (and I know I'm hardly the first to see them as reasonable expectations).

1. Tipping should not be used as supplemental income.
2. Tipping should be used for exceptional service.

Radical thinking, I know.

In the first case, tips have become automatic and necessary in select applications. I can't imagine not tipping a server at a dining establishment, for example. Unless my server is downright and intentionally rude, I tip because I know the tip is factored into the employee's compensation, and it's the polite thing to do (even if it isn't officially required). I would prefer those working in the service industry to be paid higher without relying on tips, but that's just not the case here at this time. The fact that we have "standard" tip rates is proof that such payments beyond the bill is applied as income fulfillment. Therefore, I end up tipping far beyond the "standard" if I did in fact get exemplary service, because that "initial tip" is just part of the "obligation" as I see it. That's why it is so refreshing to many of us when we see, on those most rare occasions, the sign that says "no tipping" allowed or accepted. It's an assurance that either the employees are compensated fairly, or your experience is going to be top of class, or someone, somehow has already provided the tip in some fashion.

Tips used to "bridge a gap" in compensation should be eliminated. Methinks such a change as that might take awhile in today's American culture.

In the second case, tips have become common expectations for services that are delivered without exceptionalism. One reason I think ridesharing app-services, with independent drivers, offer a better business model than taxis, for example, is because the apps don't ask for or encourage or sometimes even allow tips. Transporting a body from point A to point B is a task with a limited objective and result. Now, if you've robbed a bank and your driver

Letters

Showing appreciation

[Re: November 2018 FRONT "incentives" story] As a realtor, I am in the relationship business. Everyone is, but not every business owner truly grasps this concept. Buying or selling a home can be one of the most emotional experiences people face. So, as a realtor, it's of utmost importance for me to be an expert guide and trusted advisor for my clients. I've found that some of the "little things" I provide my clients can really make a big difference too, showing them appreciation for their trust. We have identified celebration milestones and pressure points that are common throughout the process of buying or selling a home, and give clients a little something extra to show I understand. For example, my clients put in tremendous effort into preparing and then leaving their house for a showing; I reward them for their hard work and inconvenience with a gift card to go out and enjoy a meal. Another part of my service includes providing customized moving labels specific to family member names and each room in the house.

For new home owners, I provide a moving survival kit for those first few days of living out of boxes and then later, host a housewarming party to help them showcase their new home. I take care of all the food and hosting duties so they can enjoy showing off their house to friends and family. I don't stop communicating after a home is bought or sold though. I have built a relationship and I am invested in their well-being "forever;" whether it's helping to troubleshoot issues or being a knowledgeable resource and friend after a transaction is complete. Customers really appreciate being heard, helped, and cared about even after any commissions are paid.

Hal Cone
Roanoke

Keep pages turning

It may just be that I'm a 'book person,' but your book reviews in each issue is my favorite part of the FRONT!

Mary Crockett Hill
Roanoke

Send letters to 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

outmaneuvers the police, breaks all the traffic rules, and still manages to get you to your safe getaway, all the while without you spilling your coffee—then, yes, a tip would be nice. But tips should not be expected for providing the very service you asked for, "just because." Tips should be voluntary expressions of thanks for services above the call of duty. Like the restaurant example above, I continue to tip in situations like regular old taxi rides because I'm aware of the expectation. But I'd rather give ol' cabbie Joe a twenty because he made my life better somehow on the trip, not because he didn't end my life simply be not crashing in a horrible accident.


Old-fashioned thinking, I know.

For the moment, it appears we're stuck with the tipping conventions that have somehow evolved to become more, well... conventional.

A change in tipping practices could come from legislative action (yes, it's been tried... see Michael Shelton's column on Page 23). I certainly hope that never happens.

But guess who can change social norms... even as powerfully ensconced as decades of tip standards and commonly understood rates and practices? Private enterprise, that's who.

One restaurant absolutely refuses tips ("We will serve you at the highest level and our staff is paid accordingly") then another will follow. Even the most traditional services eliminating tips will catch on if business and private enterprise stepped up to the plate. Then, you'll slip that bill to your pizza delivery guy or gal, your valet and luggage bearing porter, your massage therapist, your stylist, your bartender because of one reason: you want to.

Novel idea, I know. 



Guest Commentary

By Jill Elswick

Executive Summary:
Student loan debts are treated differently than other debts, and our guest commentator says that disparity needs to be changed.

Dear Roanoke, I left you because of my student loans >

Roanoke has been “home base” for me since 1980, when my family moved there from California. I went to Cave Spring High School, class of ‘85. I received the best public high school education possible. I studied Latin, anatomy, and grammar. I learned to drive on the Blue Ridge Parkway.

I went away to get English degrees at James Madison University (bachelor’s) and North Carolina State University (master’s). I accepted my first professional job in Raleigh, N.C. as a marketing assistant. I liked the business world, but the start-up company I was working for failed. I moved back to Roanoke to live with my family and search for a new job. I found a job as a public relations writer at Virginia Tech.

I also found love there, with a Russian man—a student. Our marriage lasted seven years and a few months. When my marriage busted, I was in Kirkland, Wash., and I felt far from home. Moving back to Roanoke to settle down with my family nearby seemed the best thing to do. It was 2006.

After a few years of successful freelance writing to support myself, I started losing clients. Trade magazines were shutting down and giving less work to outsiders. I had foolishly bought a foursquare house in Raleigh Court, certain that I would always be able to pay on it and it would increase in value. Now it was becoming hard to pay my mortgage and other expenses.

I started dipping into my savings and retirement plans. I knew better than to do this, having once been an associate editor for a magazine about employee benefit plans. But I did it anyway. I did not want my family or friends to see how tough things were for me, really.

Finally, it was too much. I had depleted most of my funds, and I gave in to the realization that things weren’t going to get better for me. I decided to sell the house. It took months, but the house finally sold, with a little help from a local staging expert. I sold the house at a loss.

I moved in with my sister. It was during this time that I saw a bright and shiny ad on the Internet for a school called Walden University. It held the promise of a master’s of science degree in an emerging field of study called media psychology. I was a budding social media enthusiast, certain that social media was going to change our world in fascinating and yet unknown ways.

I inquired about the degree. I got a call from a recruiter, who told me that a deadline was fast approaching if I wanted to get in. I needed to write an essay. I told her I couldn’t afford the degree, which would cost about \$60,000 over two or three years. She said, “No problem. Financial aid is easy to get these days. Go online and fill out a FAFSA (Free Application for Federal

REVIEWS & OPINION

Student Aid)." She also told me I could use a significant proportion of the money for anything I needed or wanted, beyond tuition.

When I saw the program for my media psychology degree, I wanted the knowledge badly. I was willing to be sweet-talked into completing my enrollment at the school. There would even be a federal loan repayment plan waiting for me at the end of my journey that would cap my payments at 10% of my discretionary income and forgive the balance after 20 years of on-time payments. So, just in case I never made enough money to pay off my student loan within the usual 10-year timeframe (as I had done with my English master's degree), I would have a backup plan in the Pay As You Go, or PAYE, repayment option—which had recently been introduced by the Obama administration.

I went to work at Starbucks solely to get on their health benefit plan, as the continuation of my health benefits through my ex's company plan had expired by that time. I worked at Starbucks by day and studied media psychology at night. The courses were grueling. I failed a few of them, including statistics. I had to hire a tutor to help me pass statistics.

I knew I was getting deeper and deeper into debt, especially as I had to retake a few classes. But I was determined to finish what I started. I was already so deep in the hole with my student loan debt that I felt I had nothing to lose by borrowing more. "I must have this credential," I told myself. "I must show that I am not a quitter." However, I had no career plan except to dazzle employers with my deep knowledge of media psychology.

This lack of planning proved disastrous for me, as when I graduated in spring of 2015, I did not know how to "package" myself for the job market with my new degree. I quickly started to consider it useless. My temp job at Anthem in Roanoke failed. I lost an interview for an internal communications position with Advance Auto Parts. I could not get back into a permanent writer's position at Virginia Tech.

I was completely out of money at this point. On top of that, my student loans were due for repayment. I put them in deferment for as long as I could. In the meantime, I decided I had to leave Roanoke. So I moved to Louisville, Ky., where I had family. I stayed with an aunt for a few months while I



I knew I was getting deeper and deeper into debt, especially as I had to retake a few classes. But I was determined to finish what I started. I was already so deep in the hole with my student loan debt that I felt I had nothing to lose by borrowing more.



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I do not trust the government to stay good on its promises to me as an enrollee in the PAYE plan. Look at how the federal government treated what was the be the first wave of professionals to receive student loan debt forgiveness through the public service loan forgiveness (PSLF) plan, signed into law by George H. W. Bush in 2007.

applied at temporary agencies and got a few jobs here and there. My loans were still in deferment, and I wasn't thinking much about them while I was trying to scrape for survival.

Finally, I saw an ad for a "proofreader" at a company in Indiana that produces educational materials for students going into trade industries. I threw all my energy into getting that job. I was told I beat out 80 other applications and some fine final candidates. I started repaying on my student loan in the fall of 2017. I am on the PAYE plan, and it isn't killing me financially—after all, as I explained, it only takes 10% of discretionary income.

However, in order for PAYE to work for me, I have to stay on the plan successfully for 20 years. There must not be a flaw in administration, and laws must not change phasing out PAYE meanwhile. While I am currently able to handle my student loan debt burden, it may not always be so. People get kicked out of federal loan repayment plans all the time on technicalities. The annual recertification process is an administrative nightmare.

I do not trust the government to stay good on its promises to me as an enrollee in the PAYE plan. Look at how the federal government treated what was the be the first wave of professionals to receive student loan debt forgiveness through the public service loan forgiveness (PSLF) plan, signed into law by George H. W. Bush in 2007. If they worked continually in the public sector for 10 years, they were entitled by law to forgiveness of their student loans, but that is not what happened. If anyone can find more than 100 people who have received forgiveness through PSLF, please let me know.

Meanwhile, other people are having their Social Security checks garnished by the federal government because of loan defaults. People in certain states are having their driver's licenses and professional licenses legally taken from them because of student loan defaults. Virginia is one of 19 states that revoke professional licenses for people who default on their student loans.

Why is the punishment so high for a person who simply wanted to get an education but did not win the job market lottery?

Some people are committing suicide over their student loan debt. You can Google that to learn more. Some people are trying to fight back using our limited bankruptcy laws to have their student loan debt forgiven, but they consistently fail. The standard is high. One must prove "hopelessness" as part of the strict "Brunner test" applied by most of the nation's high courts. Few people manage to convince courts that their situation is entirely hopeless. After all, can't you just get another job?

This issue needs a fix. When Congress began clamping down with a series of increasingly burdensome laws for student loan debtors in 1978, there was a rumor going around that

REVIEWS & OPINION


many students intended to bilk lenders by filing for bankruptcy upon graduation. In truth, less than 1% of graduates at that time filed for bankruptcy after graduation, and it is highly unlikely that most of them intended to start their professional careers with such a blight on their records.

We must restore standard bankruptcy protections to student loans. It is the only immediate way to put a check on the powers of the Department of Education and its affiliates in the financial industry. We're stealing from ourselves by burdening people, especially the young, with high educational debt many will never be able to afford to repay.

A gambler has more rights than a student loan debtor in this country. Education should not be a gamble. Support H.R. 2366, the Discharge Student Loans in Bankruptcy Act of 2017. Contact your representatives right away. Ask your House representative to cosponsor the bill. Ask your Senate representative to introduce companion legislation to the bill. We only have until the end of December to take action on this particular bill. Do not let the short timeframe discourage you. Make your voice heard.

We'll graduate from this experience soon, with our heads high and our minds ready for whatever challenges our nation faces. Student loans ought to be a hand up to full participation in the economy; they are not working that way for many. Let's solve it.

Student loan facts

1. Four-in-ten adults under age 30 have student loan debt.
2. The amount students owe varies widely, especially by degree attained.
3. Young college graduates with student loans are more likely than those without loans to have a second job and to report struggling financially.
4. Young college graduates with student loans are more likely to live in a higher-income family than those without a bachelor's degree.
5. Compared with young adults who don't have student debt, student loan holders are less upbeat about the value of their degree. 



A gambler has more rights than a student loan debtor in this country. Education should not be a gamble. Support H.R. 2366, the Discharge Student Loans in Bankruptcy Act of 2017. Contact your representatives right away.



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Books @ the FRONT >

Following are book recommendations from our contributors and business people in the Roanoke and New River Valleys who are inveterate readers. Readers are invited to submit short 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 news@vbFRONT.com

Nature-inspired leadership

Leading from the Roots: Nature-Inspired Leadership Lessons for Today's World (Morgan James; 2018) by Dr. Kathleen E. Allen, is a primer for applying the laws of nature to business practices, taking organizations and leaders to higher performance levels and more meaningful missions. The concepts map nature's underlying design and principles across organizational contexts. The author carefully explains how to use nature as a model, mentor and muse to rethink how leadership is practiced today. *Leading from the Roots* will help any organization find a new way of leading and designing workplace structure by applying the generous framework found in mature ecologies to human organizations.

"As I furthered my study of nature and biomimicry I came to the understanding that organizations are not inert objects as the more traditional mindset would have us believe. They are living systems with the capacity to evolve and learn just as nature has always done," says Dr. Allen. "I wrote this book in the hope that others too could realize how organizations can become more generous by operating with a living system mindset. After all, the best business leaders understand that the ultimate goal is not just to contribute to the bottom line but to give back to our communities and the world in a meaningful, sustainable way."



Drugs and the children of Appalachia draw headlines, but rarely have we heard about the journey toward redemption for one of them.

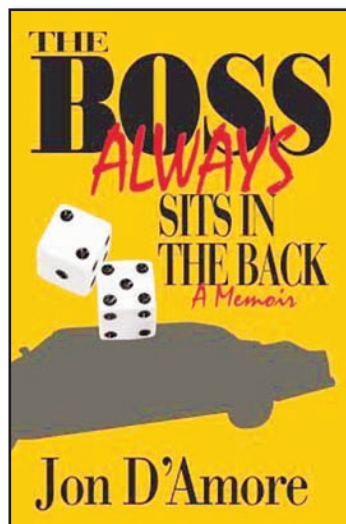
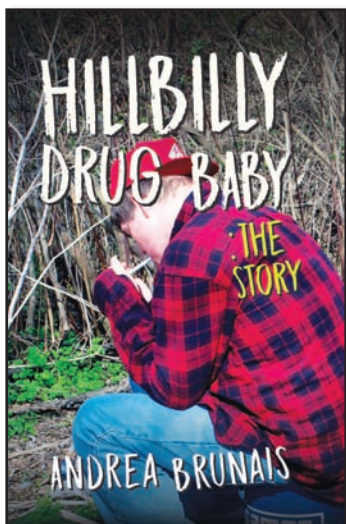
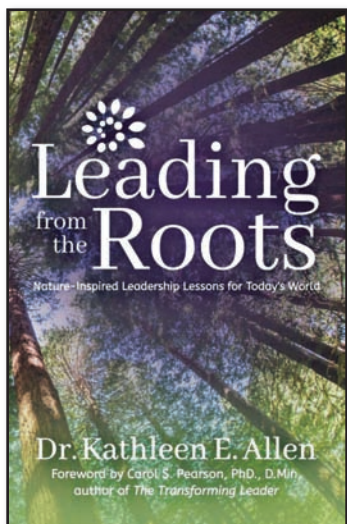
Dr. Allen introduces the "living system mindset" as an alternative to a traditional, top-down leadership paradigm. She helps shift assumptions, practices, structures and processes of organizations to become more resilient and nourishing for everyone, and demonstrates how to apply the laws of nature to business, helping leaders "design" their way out of workplace dysfunction and unnecessary drama.

—Bonnie Harris

Drug baby, all grown up

Jessie-Ray Lewis was born into an environment where, instead of skyscrapers, his prison walls were ancient mountains and a drug-filled haze. That *Hillbilly Drug Baby: The Story* (WriteLife; 2018) is set in the Allegheny Mountains is telling. The old hills are rich in natural resources, extracted by those who mine the wealth and then impoverish the people, leaving them with no hope and no vision for any other kind of life.

The opioid epidemic sweeping America is described here in the life of a teen and the couple who tried to help him: ex-journalist Andrea Brunais and her husband, Hal Gibson. They opened their hearts and gave him love, time and their specialized expertise, which some would pay a fortune to receive. Unfortunately,



Jessie-Ray, a raw and talented poet, struggled to see the value in what was offered.

Drugs and the children of Appalachia draw headlines, but rarely have we heard about the journey toward redemption for one of them. The story may end in sadness and disillusion, but it also shows that people are still out there, willing to believe and to help.

The book is the second in the series. The first was penned by Jesse-Ray Lewis himself: *Hillbilly Drug Baby: The Poems*.

—Saundra Kelley

Risky business

Having met the author at one of Roanoke's Book No Further book shop readings, Jon D'Amore's tale in *The Boss Always Sits In The Back* (JMD; 2015) was a particularly captivating Mob story. Should I be concerned Jon "The Kid" (also "The Phantom") signed my copy "Welcome to the 'Family,' Tom"? I hope not. Our book here is called a memoir, but all the names or identities have been changed to protect the guilty, I was assured.

I enjoyed "The Kid's" story. I'm still not sure how the great Vegas casino scam was pulled off, exactly. (I get the part about playing the gap off the casino's credit against loansharking back in Jersey, but

leveraging winners betting against the planted loser player at the craps table still escapes me. Then again, I never understood how exercising one's skill in counting cards is considered cheating, either.)

In any case, the stories of the camaraderie intertwined with risks in crossing the line with the wrong goodfellow (whether intentional or accidental) was mesmerizing to the point you could see how seductive the scene can become for our players. Our storyteller says all along it is the lifestyle that draws you in, not the money. But there sure were a lot of figures following the dollar signs at each caper. My biggest takeaway from this particular "Family" story, is that it's called a memoir, but the entire lifetime of this revelation covers a timeframe of essentially one year, two at most. Will any experience ever compare to "The Kid's" 22nd year? I suppose nothing has to compare when part of the experience always involves some very real chance of getting whacked. No one needs that gamble.

—Tom Field

The reviewers: Bonnie Harris operates Wax Marketing in St. Paul, MN; Saundra Kelley is author of *Southern Appalachian Storytellers: Interviews with Sixteen Keepers of the Oral Tradition* and the collection of poems and tales *The Day the Mirror Cried*; Tom Field is a creative director and publisher.



Gigity gigity >

Citizens (Citizens Telephone Cooperative) Broadband was recognized by NTCA Rural Broadband Association as a Certified Gig-Capable Provider for delivering gigabit broadband speeds and enabling technological innovation in the community of Floyd County; above, general manager **Greg Sapp** announced the recognition at the 2018 Annual Meeting in Floyd County High School.



Swipe the award >

Laura Godfrey, a Roanoke entrepreneur and co-founder of Point 93, was one of eight global finalists at the Mastercard Female Founders Challenge in Miami for her leadership in the retail and financial technology (FinTech) field; and "her ability to simplify the confusing topic of artificial intelligence, Blockchain, and the integration of intelligent demand pricing" and capitalizing on consumer-retailer trends and practices.

FRONT 'N ABOUT



Po-po pairs >

Big Brothers Big Sisters of Southwest Virginia, a nonprofit mentoring program for youth, gets some extra attention with "Bigs in Blue" logo on Roanoke City Police Department's newest cruiser; the first such advertising placement in the nation, the program pairs officers with children in the community.



Stores salute >

Sheetz convenience stores throughout our region offered a free turkey sub, drink and a free carwash to veterans and active duty military personnel on Sunday, Nov. 11 for Veterans Day.



Local arts, here >

Arts on 8, an art, music, and vintage goods gallery, has opened right off Route 8 in Riner; Tracy Bishop curates items exclusively from local artists, assuring the gallery's customers will be inspired.



From a utility—to protecting one >

VFP, Inc., utility enclosures manufacturer, has purchased the Cox Communications building (near Tanglewood in Roanoke County) and plans to relocate their headquarters there (moving it from Salem) by the end of the month (part of the building will still house Cox).

Mighty fine >

Rockbridge Vineyard certainly catches attention on local grocery store shelves with its spectacular label on 2017 Jeremiah's Blush, described as a red table wine blend of Vidal Blanc and Concord; the metallic foil label alone screams to be picked up among the other selections.



Angels landing >

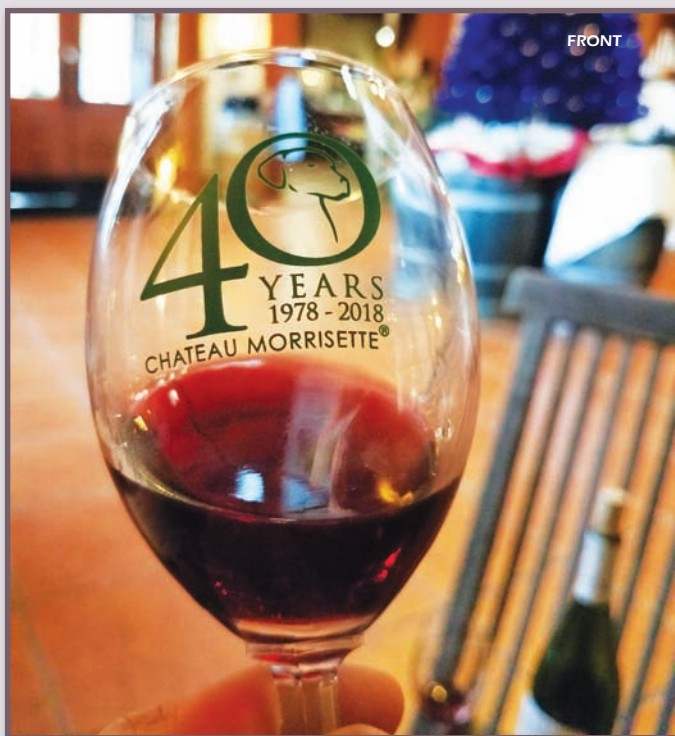
Valley Innovation Council's sponsorship and Sam English's hosting of the *ACA Fundamentals of Angel Investing Workshop* was held at Radford University on Nov. 14 to a group of 38 investors, entrepreneurs, and other business stakeholders. Most of the afternoon affair included a panel discussion, moderated by **Susan Austin** (Fin Capital) and local players **Kevin Bloomfield** (Bloomfield Partners); **Doug Juanarena** (Apex); **Tom York** (Trolley Ventures); **Russ Ellis** (Common Wealth Growth Group); **Henry Bass** (Automation Creations).

FRONT 'N ABOUT



How bazaar >


Riot Rooster Indie Craft Fair held its 10th annual two day bazaar of handmade, up-cycled, recycled, odd, unusual, and unique gifts at downtown Roanoke's 16 West Marketplace on Nov. 16–17 with vendors throughout the two-level and street side complex.



So vintage >


Chateau Morrisette winery wraps up its 40th anniversary this year; celebrating one of Floyd County's (and the Blue Ridge Parkway's) most popular spots to visit; a three-generation family business and early contributor to the resurging Virginia wine industry.

Valley Business FRONT is FRONT'n About at many events each month.
Check the social media links at www.vbFRONT.com for more coverage.



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Career FRONT

FINANCIAL FRONT



Dellis

Rodney Dellis has been appointed vice president of agricultural and commercial lending at First Bank & Trust Company.

Christine Smith of Ameriprise Financial received the 2018 Five Star Wealth Manager award by Five Star Professional.

WELLNESS FRONT

Cynthia Akers, RN, MSN, has assumed the role of chief nursing officer at LewisGale Hospital Alleghany; **Tiffany Becker** has been named oncology nurse navigator for Sarah Cannon at



Akers



Becker

LewisGale Medical Center.

Ella Pecsok, clinical psychologist neuropsychologist; **Mike Phillips**, clinical social worker; and **Maureen Meagher**, professional counselor have joined Psychological Health Roanoke.

Carl Cline has been named president of Carilion Franklin Memorial Hospital.

TECH/INDUSTRY FRONT



James



Castellani

Lois James has joined as sales and leadership development associate; **Beatrice Castellani** has joined as process improvement associate at OpX Solutions.

DEVELOPMENT FRONT

Ernie Caldwell, president of The Branch Group subsidiary G.J. Hopkins, was

appointed to Governor Ralph Northam's Build Virginia Advisory Board.

RETAIL/SERVICE FRONT

Chloe Lightner has joined as production assistant at B2C Enterprises.

EDUCATION FRONT



Jeon

Virginia Tech has announced: **Myounghood Jeon** has been appointed associate professor in the Grado Department of Industrial and Systems Engineering in the College of Engineering; **Ryan McDaniel** has joined as executive director



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Watson

of Security Identity Services (SIS) within the Division of Information Technology; **Janell Watson** is the new chair of the Department of Modern and Classical Languages and Literatures in the College of Liberal Arts and Human Sciences; **Sang Won Lee** has been appointed assistant professor in the Department of Computer Science in the College of Engineering; **David Carter** is an assistant professor of silviculture in the Department of Forest Resources and Environmental Conservation; **Thomas Pingel** is an associate professor in the Department of Geography at Data and Decisions Destination



Raphiou



Wetter

Area; **April Raphiou** has been named communications director at The Center for International Research, Education, and Development; **Justin Grimes** has been named assistant director for the



Glenn

Graduate School Office of Recruitment, Diversity, and Inclusion; **Kerone Wetter** has been named assistant director of communications for the National Capital Region; **Rob Glenn** has been named director of Virginia

Tech Electric Service.

CULTURE FRONT

Jill Glasgow has been named executive director of Salem Family YMCA.

MUNICIPAL FRONTS

Sandie Terry has been retained as consultant for Botetourt County broadband initiative.

Compiled by Tom Field

“According to the U.S. Bureau of Labor Statistics, this region is faring well when it comes to filling job positions. — Page 8



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FRONT Notes

VT and Amazon

Virginia Tech is developing a projected \$1 billion, 1 million square-foot graduate "Innovation Campus" in Alexandria for the expansion of **Amazon** and its recently announced new second headquarters location there.

When 1901 = 580

1901 Group, an IT service provider headquartered in Fairfax that is expanding with a \$4 million investment and over 800 new jobs, is adding 580 new jobs and a new facility in Blacksburg over the next two years.

Faster MA, MS, MBA

Emory & Henry College and **Radford University** have partnered to offer accelerated graduate programs in business administration, strategic communication, and English; reducing the standard track from the usual six to five years for both the undergraduate

and graduate degree.

Additive added

Harlow Group, a 3D composite manufacturer based in England, plans to locate in the Cyber Park in Danville, a projected \$8 million investment and 50 jobs.

Speaking of additive

MELD Manufacturing Corp in Christiansburg—innovative additive, coating, joining, repairing metal and composites company—was the first place winner in the Robotics/Automation/Manufacturing category of the Society of Automotive Engineers (SAE) "Create the Future" Design Contest.

Snow plow status

Virginia Department of Transportation is releasing public access to its internal website that tracks highway snow removal, enabling drivers to get better in-time reports on road accumulations. VDOT

still recommends the www.511virginia.org for road conditions, but www.vdotplows.org can supplement your assessments.

Roanoke rose

Roanoke College reported its most recent capital fundraising campaign, "Roanoke Rising", finished with a total of \$204,047,431—the largest campaign in the College's 176-year history.

Sun gazing

Appalachian Power Co. has issued a request for proposals for large-scale solar projects; due by Feb. 7, 2019.

Tech train

Liberty University is developing a planned 10 building technology park called LUTECH to be adjacent to the Center for Energy Research & Education (CERE); the project to include partnering with private industry for training

potential future employees.

Agency shrinks

NDP ad agency has downsized its office in Roanoke; the Richmond-based firm also has offices in Norfolk and Chattanooga, TN.

Dealer deal

CarMax pre-owned auto sales retailer received approval by Roanoke County for a \$1 million purchase of a 12-acre lot along Peters Creek Road.

Night night sleep tight

Explore Park has opened its new overnight accommodations for Pod Cabins, Yurts, and RV camping spaces operated by Don's Cab-Inns.

Another chance

A new **Drug Treatment Court Program for the Western District of Virginia** has opened to provide possible reduced

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penalties for defendants who demonstrate a serious effort at sobriety.

Do dally

Dilly Dally Mini-Market, an iconic inter-neighborhood country-type store in "South Salem" is being refurbished and restored as a store once again after being closed about eight years ago.

Study wins

Roanoke Valley-Alleghany Regional Commission (RVARC) received a 2018 Aliceann Wohlbruck

Innovation Award from the National Association of Development Organizations (NADO) for the Regional Study on Transportation Project Prioritization for Economic Development and Growth.

E-award

Virginia Tech's **Apex Center for Entrepreneurs** has won the Outstanding Emerging Entrepreneurship Center Award, given by the Global Consortium of Entrepreneurship Centers.

Designated no driver

Perrone Robotics is launching its TONY

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A contact / source must be provided. Inclusions are not guaranteed and all submissions are subject to editing.

("To Navigate You") pilot autonomous shuttle service program in Crozet; a six-seat electric vehicle to perform operations such as transporting people to downtown merchants to avoid parking problems.

entered the Roanoke market, servicing retailers such as Aldi, EarthFare, BJ's Wholesale Club, Petco, and CVS Pharmacy with home delivery.

Prescription for prison

Ding-dong, groceries here

Instacart national grocery delivery app service has

Jerry Ray Harper Jr., the former owner of Family Discount Pharmacy with five

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CONTRIBUTORS

Michael Abraham

is a businessman and author. He was raised in Christiansburg and lives in Blacksburg.

Bruce C. Bryan

is proprietor of the award-winning advertising and marketing agency, B2C Enterprises, located in downtown Roanoke. [bruce@b2centerprises.com]

Cara Cooper

has an MS degree from Medill School of Journalism and BA in English from Roanoke College; her experience includes editing and sports reporting. [caracoopers@yahoo.com]

Dan Dowdy

is the business development director for Valley Business FRONT and owner of The Proofing Prof proofreading services (www.proofingprof.com). His background includes service in the U.S. Air Force and an extensive career in education, including teaching college-level writing

competency and business courses, and working for a Fortune 100 company. [ddowdy@vbFRONT.com]

Jill Elswick

is a proofreader in Louisville, Ky., and state chapter leader of Student Loan Justice, Kentucky. [jill.elswick@gmail.com]

Tom Field

is a creative director, marketing executive and owner of Berryfield, Inc. in Salem, and owner of Valley Business FRONT magazine. He has written and produced programs and materials for local and international organizations for more than 30 years. [tfield@berryfield.com]

Keith Finch is an attorney with Creekmore Law Firm in Blacksburg [keith@creekmorelaw.com]

Rachael Garrity is the owner of Penworthy LLC, a publications services and consulting firm with operations

in VA, NC and FL. [rmgarrity@gmail.com]

Lesla Hanlin, Ed.D. is

the executive director of Roanoke Regional Initiatives and works for Outreach & International Affairs at Virginia Tech. [lesa@vt.edu]

Mike Leigh is president of OpX Solutions, LLC, a performance improvement company that helps organizations pursue operational excellence. A retired naval commander and former GE manufacturing manager, he has extensive experience in leadership development and process improvement. [Mike@OpXSolutionsLLC.com]

Anne Sampson

is a photographer and writer who has been active in local arts and events for 15 years. Her work highlights the sights of people of the Roanoke Valley. She specializes in fresh looks at familiar subjects. [sampsona7@gmail.com]

Michael Shelton

specializes in working with Roanoke and Lynchburg area residents age 55+ who want to ensure they won't run out of money before they die. He currently holds his Series 6, 63 & 65 licenses and received the prestigious Chartered Financial Retirement Counselor designation. He's an Iraqi Freedom War Veteran. As owner of both 360 Tax Solutions and 360 Financial Solutions, he takes client satisfaction seriously and makes himself available to every client and prospect of his firms. Tune into Fox radio for his weekly Small Business Figures show. [michael@discover360Financial.com]

Nicholas Vaassen

is a graphic designer with 17 years experience, specializing in publications. His design projects include FRONT, lifestyle, real estate, municipal, classified sales and cultural organization magazines in Roanoke and southwestern Virginia markets. [nvaassen@berryfield.com]

““

I started in the attic... progressed to the garage. — Page 26

““

Right at the beginning the community was really responsive. — Page 37

locations in Southwest Virginia, has been fined \$25,000, sentenced to three years and five months in prison, and ordered to repay the federal government \$5 million for its charge of payroll tax evasion.

Loser wins

Mother and daughter Theresa "Red" Terry and Theresa Minor Terry, who protested the Mountain Valley Pipeline installation by refusing to leave tree stands in its path for more

than a month on their own property, had the criminal trespassing charges dismissed in Roanoke County court; although the project wasn't stopped.

Rent or buy

According to a report by **HomeArea.com** entitled "Cities in Virginia that are Better to Buy than Rent" in compiling cities with populations over 60,000, Roanoke was #2 and Lynchburg was #4. The report uses

a price to rent ratio where the median home value is divided by the median annual rent; and under the premise that "when home prices rise significantly faster than the local rents, the ratio will rise — indicating a possible housing bubble where it may be better to rent."

Classic dishes, modern flair

Bernard's Gastropub and Eatery has opened in downtown Roanoke;

menu includes shrimp and grits, bourbon salmon, chicken picatta.

Bueno inquilino

Columbia Gas of Virginia is placing a mobile operating deployment facility in the Buena Vista industrial park; projected to open at the end of 2019 with about a dozen employees.

Compiled by Tom Field

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The Ut Prosim (that I may serve)
motto is a core value here. — Page 40



The biggest mistake in the food business
is telling people what to eat. — Page 32

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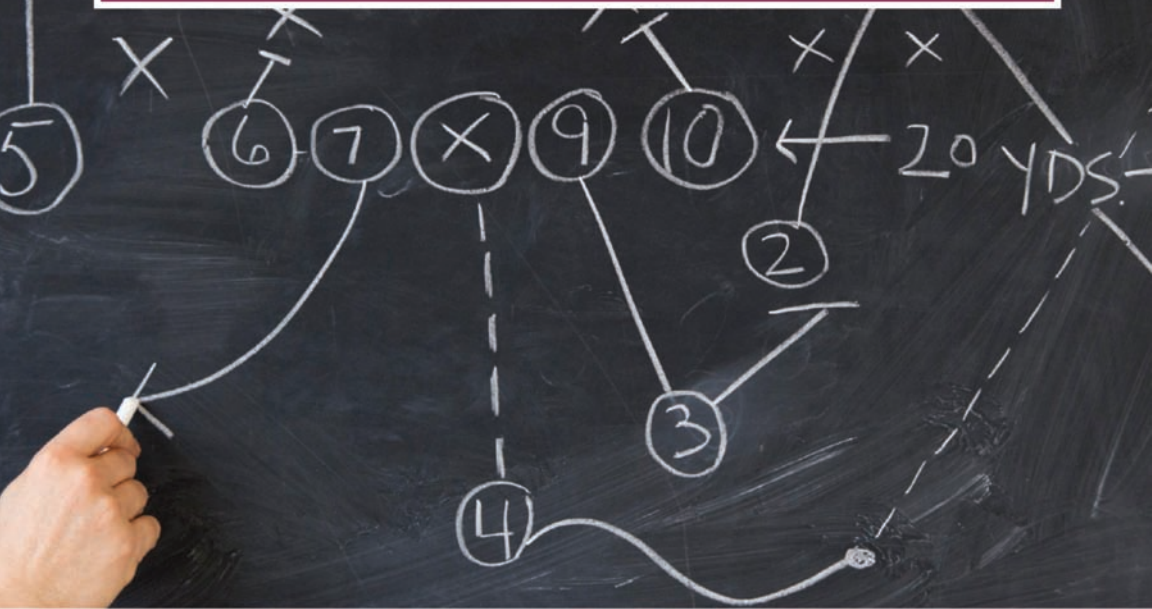
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