

# Valley Business FRONT

THE SMALL BUSINESS & ENTREPRENEUR  
CHAMPION IN VIRGINIA'S BLUE RIDGE  
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## Channel Masters

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Did you hear about the young man who produced an entertainment media channel that got so popular, he had to quit his day job? How about the actor who breaks up her stage work with a gig making handmade stamps? Or the CEO who left his business for a spell to go find himself? How about the pageant princess and prison guard who became... of course... business consultants? And the five college business majors who wrote up a plan to help a fledgling arts organization sustain itself?

Scripts for characters in a new television series? Not really. It's just another usual lineup of stories we feature in FRONT. What's interesting about this month's edition is that all of these individuals stretched themselves outside of their usual boundaries that defined their day-to-day operations. That's a rather poignant lesson as we march into a new year. Perhaps our world is a little bigger than what we know as our given task at hand. Let us never cower behind the routine, succumb to the monotony, accept the status quo.

In big ways—in the smallest ways—let's choose to be in front.



Tom Field

“ ”

From the beach, it is much easier to see sets of waves coming and know which one is worth riding

— Page 23



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“ ”  
This is a tough  
business

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Cover photography of Jonathan Carlin by Tom Field.

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# JANUARY



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Mike Leigh



Nicholas Vaassen



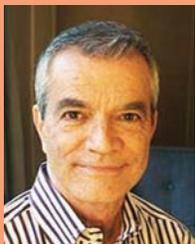
Eric Wallace

## Editorial Advisory Board

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

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



Dan Dowdy



Tom Field



Keith Finch



Ariel Lev



Dan Smith



Kathy Surace

Biographies and contact information on each contributor are provided on Page 44.

## 2016 Members

**Nancy Agee** Carilion (Wellness)  
**Laura Bradford** Claire V (Retail)  
**Nicholas C. Conte** Woods Rogers (Legal)  
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**Stuart Mease** Virginia Tech (Education)  
**Mary Miller** IDD (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.

“It meant getting home after a long day of work and sitting down to... a second job that paid pretty much nothing”

— Page 9

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**Ben and Jonathan Carlin, with their Silver YouTube button award (sent to channels that pass 100,000 subscribers)**

## Channel champs >

### **Executive Summary:**

*Jonathan and Ben Carlin are Roanoke's YouTube stars; the SuperCarlinBrothers channel has exploded.*

**By Eric J. Wallace**

Talk with just about any American child or teenager these days and odds are, at

some point in the conversation, Google's crowd-sourced online video service, YouTube, will be referenced. Since the first clip was uploaded and made public in 2005, the company's popularity has skyrocketed, ushering in a new era in media where, rather than polished Hollywood products, viewers are drawn to amateur productions created by what tended to amount to talented Average Joes and Janes.

"This isn't about age—it's a behavioral change," Jeetendr Sehdev, a celebrity brand strategist and USC professor told the Washington Post. "Teens today want

their celebrities to be open and transparent. It's a different dynamic ... Teens are engaged in an entirely different way."

Most notable of these new-age 'celebrities' is the creator of YouTube's most popular channel, 24-year-old Swedish gamer, Felix Kjellberg, who, under the name of 'PewDiePie', has compiled a staggering 17 million subscribers via posting videos of himself cracking jokes while, yes, playing video games.

While you may think that the movers-and-shakers of this digital-age phenomenon are residents of far-away and exotic locales, in fact, right here in the Valley, a pair of Roanoke-based brothers, Jonathan and Ben Carlin, are rapidly ascending the YouTube ranks: "Super Carlin Brothers," in 2012, the duo has netted an impressive 300,000 subscribers, with over 51 million views.

How did they do it?

In the beginning, the Brothers drew inspiration from early 'video blogging'—basically a themed diary (like, 'Here's what ticked me off today...'), set down in video form.

"The Vlogbrothers [John and Hank Green] completed a project in 2007 called "Brotherhood 2.0,"" explains Jonathan, "wherein they uploaded a video to their channel each day for year, with each video

serving as a response to what the other brother had uploaded the day before."

Having maintained a video-blog in college and fallen out of the habit post graduating and getting a job, Jonathan was drawn to replicating the project as a means of reclaiming what he then viewed as a lost hobby.

"I recruited my younger brother Ben to take on the "Brotherhood 2.0" challenge with me and, after some hard convincing, we were off!" laughs Jonathan.

The 'convincing' factor here came down to the fact that, while the idea of posting a few minutes of video online each day for a year sounds theoretically reasonable, in practice it was a highly taxing demand.

"It meant getting home after a long day of work and sitting down to start what essentially became a second job that paid pretty much nothing," says Jonathan. "And with us producing our own videos—" a process that entailed writing, shooting, editing and uploading—"we were pushed to our creative limits, often scrapping together video topics from seemingly pointless observations or experiences in our daily lives."

While the project was demanding, it was also profoundly rewarding and educational.

"Having gotten into the habit of production, we realized that if we made just two videos a week, we could write better material and

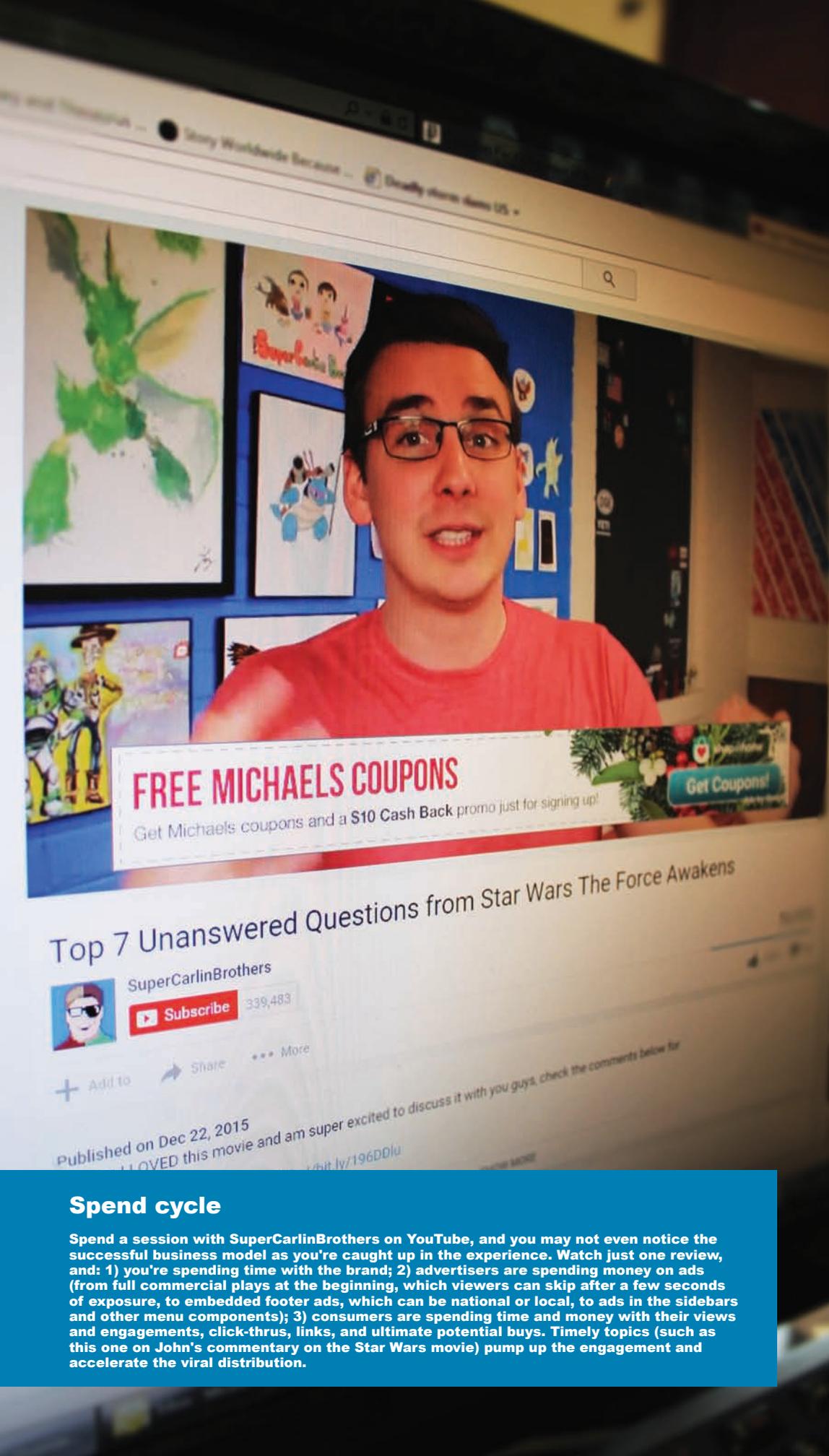


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## Top 7 Unanswered Questions from Star Wars The Force Awakens



SuperCarlinBrothers

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Published on Dec 22, 2015

I LOVED this movie and am super excited to discuss it with you guys, check the comments below for

### Spend cycle

Spend a session with SuperCarlinBrothers on YouTube, and you may not even notice the successful business model as you're caught up in the experience. Watch just one review, and: 1) you're spending time with the brand; 2) advertisers are spending money on ads (from full commercial plays at the beginning, which viewers can skip after a few seconds of exposure, to embedded footer ads, which can be national or local, to ads in the sidebars and other menu components); 3) consumers are spending time and money with their views and engagements, click-thrus, links, and ultimate potential buys. Timely topics (such as this one on John's commentary on the Star Wars movie) pump up the engagement and accelerate the viral distribution.



**SuperCarlinBrothers YouTube channel site banner replicates Jonathan and Ben**

produce stronger content,” says Jonathan.

This strategy led to 2014’s breakthrough video, “The Pixar Theory,” which featured Jonathan discussing Pixar films Brave, and Wall-e with his patent kid-friendly enthusiasm. The video—basically an informal, humorously toned critical lecture delivered in the exaggerated manner of a Nickelodeon host—struck a nerve, gleaning over 5.5 million views.

These results led the brothers to expand the concept into a series, altering the channel’s overall focus so that each of their twice-weekly videos featured similarly themed content. Which, in

short, amounted to funny expositional analysis devoted to some component or aspect of, you guessed it, a popular Pixar film.

With this move Super Carlin Brothers experienced a meteoric rise in subscriptions, with followers jumping from around 80,000 in June, 2015, to its present tally of over 300,000.

What does the future hold for these DIY sibling entertainers?

“Oh, we’ve got some projects in the works,” chuckles Jonathan. “But meanwhile, we’re going to stick with what’s working.” 🐦

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## Business suits and dress sneakers >

For years I've expected the casual wear trend to reverse and traditional business attire to resurge. However, a new menswear trend has emerged and it's breaking even more old rules.

I first noticed it with Charlie Rose, an anchor on the CBS This Morning news show. Perfectly outfitted in a high-end suit, crisp dress shirt and flashy tie, he was the image of successful professionalism. However, when the camera panned out I noticed that his feet were clad in sneakers—expensive, fashionable sneakers—that coordinated perfectly with his outfit. Over several weeks, I noticed it again and again.

Why are men suddenly embracing the dressed-up sneaker for the workplace? After all, in large cities like New York, the business suit still communicates a man's status and power. Why casual shoes? It's simple—comfort, a need to simplify their wardrobe and a wider range of sophisticated choices.

At one time we dressed in business wear for work and casually for home and social events. Often we had completely separate wardrobes for work and personal lives. Now the lines are blurred between our work and personal lives. Changing our clothes and shoes for different events and having two wardrobes wastes time and our resources. We yearn to simplify our lives, own less, and take care of less.

The sneakers we're talking about are streamlined, often in leather or suede, and designed to blend in. Their upscale materials and design complement outfits that run the gamut from jeans, open-collared shirt and a blazer to a business suit. They are subtle and elegant enough for a pricey restaurant, the boardroom, or a chic bar. They look more like a shoe, but have the comfort of a sneaker.

Make no mistake – it's not simply a matter of wearing your old running shoes with your business suit. This trend is a thoughtful pairing of well-designed, streamlined and refined sneakers with a well-fitted suit.

I've always been concerned that the world looks down on Americans for our casual dress, but perhaps I shouldn't worry. Our casual dress reflects confidence in our products, services, and our way of life. Comfort, wearability, and simplicity take precedence in our culture now.

I'll always advocate for maintaining a sharp appearance, but, done well, I think Roanoke could get into these fancy sneakers. 

*Questions or comments? Email [Kathy@peacockimage.com](mailto:Kathy@peacockimage.com)*

## Business Dress

By Kathy Surace

**Executive Summary:**  
*Your shoes should be a thoughtful pairing with your ensemble, whether formal or casual or anything in between.*

## Etiquette and protocol: past and present >

Etiquette used to mean “keep off the grass.” When Louis XIV’s gardener at Versailles discovered that the aristocrats were trampling through his gardens, he put up signs, or etiquets to warn them off. When the dukes and duchesses ignored the signs, King Louis decreed that no one was to go beyond the etiquets. The meaning of the word etiquette was expanded to invitations to court functions, and rules on where to stand and what to do. Etiquette has evolved over the decades, but in a sense it still means “keep off the grass.” If we stay within the flexible bounds of etiquette...we will be able to present ourselves with confidence and authority in all areas of our professional and personal life.

Protocol (derived from two Greek words) has been observed since the ancient Egyptians produced the first know book, The Instructions of Ptahhotep. Along with the plow, and the twelve month calendar, they invented manners...about 2000B.C.

In business today, the word protocol is often used interchangeably with etiquette because it sounds more businesslike and official. Many companies have established their own rules of protocol, as part of their culture, to ensure smooth daily operations.

Etiquette knowledge has always been a valuable business tool. Dress for Success guru John Malloy found that almost everyone he talked to agreed that the final indicator of class was the possession of certain social skills. Ninety-nine out of every 100 executives said that social skills were prerequisites to succeeding in business and social life. They indicated that one has to have suitable table manners, know how to carry on a polite conversation, be able to introduce people without falling all over oneself, and be aware of the simple rules of courtesy. Malloy also found out that most business executives were in agreement that handling oneself well at a cocktail party or the dinner table is at least as important as handling oneself skillfully in the boardroom.

Etiquette and protocol knowledge will propel the executive to world-class status. After all, good manners go hand-in-hand with leadership.

Looking at what is going on in the world today, in business, politics and the general mood of the country, the above information and advice might sound a little archaic. Make no mistake, however. Good manners and civility will always, in the end, win out over rudeness, disrespect, and bombast!

*Much of the above information was taken from the writing of Dorothea Johnson, Founder of The Protocol School of Washington, and my mentor. 📖*



## Etiquette & Protocol

By Kathleen Harvey Harshberger

**Executive Summary:**  
*The origin of etiquette and protocol points to its significance even today.*



Anna Kimmel and another actor in a Mill Mountain production

## Artistic temperament >

### Executive Summary:

*Anna Kimmell has been something of a queen of the cottage industry, in addition to being a fine actor and head of the education department at Mill Mountain Theatre*

### By Dan Smith

People with an artistic bent often have skills in several creative forms. Seldom, however, do they know how to put those skills to work for them as businesses.

Anna Kimmell, the 28-year-old Atlanta native who directs Mill Mountain Theatre's education department with its Conservatory, and was recently appointed to the teaching staff in the theater department at Hollins University, is an exception to that soft rule.

She is becoming well known for her stage performances—especially the recent dazzling dancing lead in “42nd Street,” where she stole the show—and for an education department that continues to mold one of the strongest theater segments for a city the size of Roanoke in the southeast.

Before she got the full-time gig, however, she toured as an actor and plied a few other trades to help make ends made. She has variously:

- Made (still makes) hand stamps out of recycled materials. They cost \$40 to \$100, depending on their difficulty and have an indefinite life span;
- Been a photographers' assistant, handling props, wardrobe and on-set demands;
- Sewn custom curtains for clients' homes;



Dan Smith

**Anna Kimmell with the tools of one of her trades: the hand stamp.**

- Done freelance web design;
- Ran a gym for children with sensory processing problems;
- Taught dance and acting;
- And heaven knows what else.

The fulltime job at Mill Mountain Theatre represents “a big shift for me. I was a fulltime freelance actor, teacher and artist and now my creative effort [is concentrated in] this space.

Anna has been making the “old school” hand stamps (as she calls them) for the past five years. She “stumbled on them” when

she saw a friend’s work and “I tried it.” She liked the form, posted her work on the ‘net and began selling them. “It is not a perfect art,” she says. “It is something lovely that can be rough around the edges.”

The form was especially attractive because when she was on the road—almost constantly—as a freelance actor, she could carry her tools in a small bag. They would fit inside a purse.

“I love to take nothing and make something,” she says. “It’s like theater. I don’t have time now, though.”

Anna began working professionally as an actor while an undergraduate at Elon



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Dan Smith

A sample of Anna Kimmell's hand stamps.

University in North Carolina. "I've been fortunate that I've stayed busy [for nearly 10 years]." She was drawn to theater and education, she says, and "my passions intersected with this job." She is involved with just about all aspects of the various productions at MMT, as well as with the education.

MMT's conservatory teaches musical theater, acting, dance, voice and the technical aspects, all of which Anna knows. It is for both children and adults and has classed throughout the year for various disciplines. You can find out about it at [www.millmountain.org](http://www.millmountain.org).

Anna has settled comfortably in at Mill Mountain, she says. "This is a tough business," she says. "There is not a clear ladder to the top. I think if you know yourself, you will be OK. I chose not to live and work in New York—though I booked work out of there. Atlanta was a perfect size and has lots of TV and films and I'm happy pursuing a smaller locality. There are a thousand ways to do things if you keep an open mind."

And if that mind is constantly busy with keeping up with its many interests. 



Mill Mountain

Anna Kimmell in "42nd Street"



## Working hard is hard work >

Can you recollect what you did yesterday? Some portions of the day were spent eating, you might have concluded or started a project, maybe something exciting happened after work...but what if I asked what you did every half hour, or even every ten minutes? Can you remember in what order you did those things, or how much time you spent in the car between meetings?

This type of exercise is, at times, completed in the workplace to ensure that each individual is productive and is spending his or her time wisely. Productivity in the workplace is as oft-sought a goal as it is vague and elusive. As work tasks become repetitive or routine, the time spent on the in-betweens becomes matter-of-fact. They are the necessary buffers between the times actually spent doing work.

An example of this is something we've all faced: the buffer time before and after meetings. Driving to and from the meeting, exchanging niceties with those you have not seen lately, meeting new people... though singularly short-lived, these moments compile into quite a large segment of your daily allotment of working hours.

Because we are not robots, these empirically wasteful moments are also important. Another example is one that has the potential to plague us all, and is the hardest to combat: the Internet. Anyone who runs a social media account (or six) for work knows the struggle of staying focused when engaging with the various platforms. After all, it is very easy to scan the Facebook news feed for an interesting article to post and end up losing oneself in a sea of updates and articles, each more salacious and captivating than the last. Suddenly, fifteen minutes have been spent on a task that should have taken five.

Millennials are simultaneously adept at resisting and succumbing to these distractions. We grew up in a world where instant messages required our instant responses, so email and chat can be incredibly addicting. This trait can also help us increase productivity, if it is allowed in the workplace. What would typically take 30 minutes of total travel time, 20 minutes of chatting and 10 minutes of substantive talking could be handled in a couple of succinct emails.

I am aware that it is very "millennial" of me to offer that emails should replace meetings, so I will relent that not all conversations can happen in the digital world or over the phone. Body language and tone are key for very important meetings, and no amount of written prose can replace a strong handshake and a smile that speaks a thousand words. That being said, I encourage employers with a millennial workforce to encourage rapid information exchange over meeting for meeting's sake. It is up to the millennial employee to use this freedom wisely, though, and spend the time behind the screen as productively as possible. 

## Young Professionals

By Ariel Lev

**Executive Summary:**  
*Despite our technological advancements, we still struggle with measuring productivity.*

## Habit of success >

I recently read *Factory Man* by Beth Macy, the story of how John Bassett III battled the furniture industry and foreign dumping practices to save his furniture factories. JBIII exhibits many strong leadership characteristics in the story, but above all else, he exhibited a habit of success.

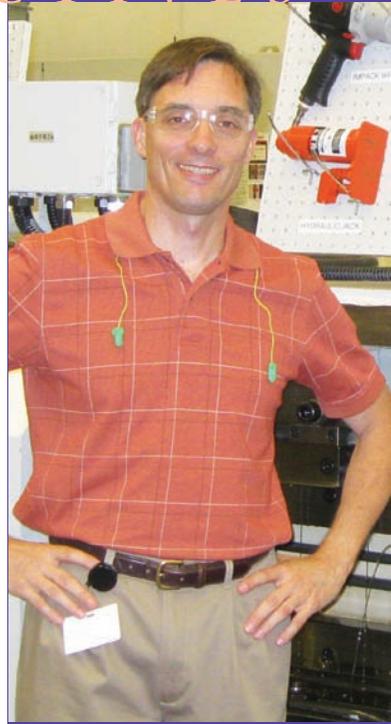
Successful leaders create a culture in their organizations where the habit of success is prevalent. They develop a set of positive attitudes and behaviors that promote success. A mentor once described a success attitude by telling me, "If you believe you can, you're right. If you believe you can't, you're right."

JBIII always believed he would win and success could be achieved. He never let others entertain the thought of failure.

Many people believe that a positive, can-do attitude is something you either have, or you don't. But, like most skills, it can be developed. To help you achieve greater success in all areas of your personal and professional life, here are some methods to enhance your habit of success.

- Create a vision. What does success look like to you? Can you visualize it? The better you can describe and visualize your "picture" of success, the greater your confidence will be to achieve it. Athletes frequently use visualization techniques to improve their performance.
- Affirm and communicate. Tell your team (and yourself!) that the goal will be achieved. Not sure if you can achieve the goal? Fake it anyway! Telling your team "we can and will do it!" inspires confidence and becomes self-fulfilling.
- Have a written goal plan. When you write down your goals and develop specific action plans to accomplish them, you are more likely to take action.
- Be persistent. Think ahead of possible obstacles you might encounter, and plan counter-measures to overcome them. In the words of actor Ed Harris in the movie *Apollo 13*, "Failure is not an option."

Habits can sometimes be difficult to change. But when you develop your habit of success, it will lead to greater lifetime achievements! 



## Business Operations

By Mike Leigh

**Executive Summary:**  
*The secrets to success aren't really secrets—we have examples of methods that have worked.*

Jim enjoys Ventura Beach



## Jim goes away >

### Executive Summary:

*Our Executive Profile this month features a CEO who embarked on a self-imposed sabbatical.*

### Special FRONT Interview

Jim Rancourt, founder and CEO of Polymer Solutions in Christiansburg, announced in August this year that he was taking a leave of absence from the company—a seven week sabbatical. As the FRONT had just recently published several articles about work-life balance issues, we caught up with Rancourt upon his return to ask about his decision to "go off the grid."

**FRONT:** How much of your decision was based on the need for a vacation versus some personal renewal?

**RANCOURT:** The decision to take a sabbatical was based completely on my need for some personal renewal because of my out-of-control work-life balance that had developed over time. In the past, while I've been on vacation, I continued to work. I was mentally still

in the office even though I was physically somewhere else. I knew that I needed a complete physical and mental separation from work.

**FRONT:** Why the coast of Maine?

**RANCOURT:** The coast of Maine easily bubbled to the surface as the most ideal spot for my sabbatical. My family has a house on the coast in a very quiet location that provided me with the perfect balance of isolation, immersion in nature, safe running and biking routes, a slower pace of life, and the room to have other people at the house from time to time. And what's not to like about fresh seafood and lobster right on the docks? I also took a trip out to Ventura Beach, California for a brand immersion study with Patagonia. This allowed me several opportunities to try new things, like surfing. I did this intentionally to get a new perspective and step outside my comfort zone.

**FRONT:** It was reported that three of your mentors encouraged your decision. Have any of them embarked on a similar venture?

**RANCOURT:** Two of my mentors have taken similar endeavors. My brand, culture, and strategy mentor and friend, Bob, took a sabbatical when he left a

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Jim kayaking, New Harbor, Maine

corporate position and started his own business. He did not try to impose his sabbatical approach onto me but rather helped shape a unique sabbatical experience that would serve me well. My pastor and friend, Jeff, takes annual personal retreats. While the length of his retreats aren't as long as a sabbatical his intent is similar, to take a step away for reflection and renewal.

**FRONT:** What would you say to a person who says there is no way he or she could afford an extended leave of absence?

**RANCOURT:** I believe any reason given is really just a specific name for a deep rooted fear of stepping away from the false sense of security that the daily grind offers. Not being able to take an extended leave of absence is a work-life balance problem that is worth solving. For example, a person may feel they can't afford to step away because in a very practical sense the organization needs them. If this is true, a great goal for the upcoming year is to become an exceptional leader who teaches and delegates the critical skills that will allow others to carry the load, even if it is only temporary. I was shocked how quickly most of my key roles were picked up by others.

**FRONT:** What surprised you the most

or what did you discover that was unexpected?

**RANCOURT:** I discovered that business lessons are everywhere and sometimes the best lessons emerge from the most unexpected places. For me, Surf Camp at Ventura Beach provided an array of powerful business-related lessons on topics such as timing, situational awareness, and the powerful advantage of perspective. While surfing, it can be difficult to see the right wave and know exactly when to take it, while you are in the water. From the beach, it is much easier to see sets of waves coming and know which one is worth riding. Getting out of the water you can see the bigger picture and the entire landscape. For me, this image embodies and affirmed the need for my sabbatical and the value of my experience. While on sabbatical I got out of the water, so to speak, and got onto the beach. From the beach I was able to see much more of the landscape of work and life because I was not being pounded by individual waves one after another.

I was also really surprised that my return was more difficult than my departure, by a long shot.

**FRONT:** Now that you've returned to your work, what changes do you



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Surfing reveals an analogy for decision-making

see for yourself or your business?

**RANCOURT:** Having been away for 50 days changed me and has changed my company, especially the key people who adjusted their responsibilities in my absence. It would be silly to think that we could return to business as usual. I left as CEO and have returned as the Chief Growth Officer.

My role with the company is evolving to a focus on business development and long term strategy for the company. I have been immersing myself in ideas of business development because I know

in my heart that at my core I am a builder. My business does not need me to be CEO, even if my ego thinks it needs me to be CEO. I will best serve my business by using my skills and experience for vision and growth.

My intent moving forward is to stay out of the water and day-to-day happenings and remain on the beach, where I can see the full landscape of our company and the bigger picture. This will help me know the next waves we need to catch and ensure the best ride possible for this company I founded and this company I love. 



## Don't wait to register your copyright >

"I can't believe they just copied my entire book," said the author. "And not just once, but over and over again."

The author had self-published a book about helping children recover from addiction. The book hadn't sold especially well, and he'd packed most of the print run in boxes and stored them in his garage.

That was when he found out about the illegal copies.

"I've identified at least fifteen addiction treatment centers, mostly in Kansas and Missouri, that are just copying my entire book," he said. "When the family brings in their child, the center hands them a photocopy of my entire book. Apparently this has been going on for two or three years."

"Why don't they buy the book instead?" I said.

"Oh, I suppose it's not really easy to find," he said. "I haven't put the book on Amazon or anything like that. I've been selling copies off of my own web site for \$20. Still, that doesn't mean it's OK for them to copy my entire book!"

"Well, in this sort of situation there is really only one important question," I said. "Have you registered the copyright in the book?"

"Well, no," he said. "I thought that wasn't necessary any more. Everyone says that you own the copyright in your work from the moment you create it."

"It's true that copyright arises from the moment that a creative work is written down, recorded or otherwise preserved," I said. "But it is much, much easier to enforce your copyright if it already is registered. Take one of these Kansas addiction treatment centers for example. About how many copies of your book do you think one particular center might have distributed in the past three years?"

"That would depend upon the size of the center," he said, "but on average, maybe 300 copies."

"OK, and you sell them on your web site for \$20 a copy," I said. "How much did you originally pay to get them printed?"

"I paid the printer \$10 per copy," he said.

## Shark Patrol

By Keith Finch

**Executive Summary:**  
*Enforcing your copyright against an infringer can be expensive, and it can be hard to prove that the infringer caused you to lose profits.*

"So your profit on a single sale is \$10. If one addiction treatment center in Kansas made 300 illegal copies of your book, then your total lost profit from that copyright infringement is \$3,000. Now, do you think that \$3,000 would be enough to hire a lawyer in that Kansas town to bring a lawsuit against that center?"

"I guess not," he said.

"Right," I said, "taking a copyright case to trial in federal court is easily going to cost you more than \$50,000. But even if you win, the court will only give you your actual damages — in other words, the profit that you actually lost."

"So it just doesn't make economic sense for me to sue anyone?" he said.

"Not in this case, where someone is infringing an unregistered copyright," I said. "However, if someone infringes a registered copyright, then the copyright owner can ask for 'statutory damages' instead of having to prove lost profits. Statutory damages can be from \$750 to \$30,000 for each work infringed, and can go all the way up to \$150,000 per work if you can show that the infringers knew they were violating your copyright."

"Wow," he said.

"Plus, the infringers probably will have to pay the copyright owner's attorneys' fees," I said. "That can make it economical to bring infringement claims even when the copyright owner has to hire attorneys all over the country to do it."

"So can't I just register my copyright in the book now?" he said.



It's true that copyright arises from the moment that a creative work is written down, recorded or preserved. But it is much, much easier to enforce your copyright if it already is registered.

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“ ”  
I like kicking and hitting — Page 35

“ ”  
If something hits the fan, confront the problem — Page 30

"Unfortunately, you only get the benefits of registering your copyright if you register either (1) before the infringement occurs, or (2) within ninety days after your work is first published," I said. "So registering now will not allow you to get statutory damages or attorneys' fees for all these infringements that already have happened."

"So what good is a copyright, then?" he said.

"Often not much, unless you register your copyright right away," I said. "A copyright owner does have a few other rights, like the right to get a court order stopping the infringement, or the right to make the infringer give up any profits that it earned from the infringement. But often those other rights aren't enough to get a good result for the copyright owner. So it's always best to register your copyright as soon as you can."

In the end, we helped the author to register the copyright in his book so that he would be able to go after future infringers. Unfortunately it made no sense for him to bring any claims for the infringement that already had taken place. If he'd registered his copyright as soon as his book was published, then the story could have been very different. 

Keith can be reached at [keith@creekmorelaw.com](mailto:keith@creekmorelaw.com)

**Note:** facts have been changed to preserve confidentiality. Oh, and this isn't legal advice—you should consult a lawyer about how to apply for registration of your copyright, about bringing a claim for copyright infringement, etc.



If someone infringes a registered copyright, then the copyright owner can ask for 'statutory damages' instead of having to prove lost profits. Statutory damages can be from \$750 to \$30,000 for each work infringed, and can go all the way up to \$150,000 per work if you can show that the infringers knew they were violating your copyright.

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## Think before you click >

Every once in a while there's a lesson from politics to apply to business.

For example, you may or may not agree with the recent letter issued by Roanoke Mayor David Bowers about his public stance on refugees. But one thing was clear: What's sent from an office in a small city in southwest Virginia can be read on the steps of the Sydney Opera House in seconds.

While that's not new, the increasingly caustic mix of social media, 24/7 talking heads and technology that can turn everyone into a broadcaster and pundit makes anyone – or any business – infamous in minutes.

That means businesses need to be ready for any crisis before a local debacle becomes a global headline:

**Think about what can go wrong.** List everything about your business that could attract outside attention. Is it a product failure, death on the job, industrial accident? How about workplace violence, bankruptcy or a lawsuit? Not everything will become a media maelstrom, of course, especially outside the region, but the first step is to identify what can go wrong.

**Have a crisis communications plan in place.** What happens when your company name is trending on Twitter – for the worst reasons? What if media trucks show up outside your door? Or you've had an industrial accident? Do you have a plan to respond to the media, your customers, your community? A crisis communications plan will help you respond to your audiences when you're having a bad day.

If something does hit the fan, **confront the problem.** Let's say your company is responsible for, say, a recall, that's affecting hundreds of consumers. Your lawyer might advise you not to say anything. I say wrong! Once you have the facts, address the issue quickly. Remember, the faster you respond the sooner the issue goes away. Say how you're going to fix the problem, then fix it with actions. Show, don't just tell. And be brief. No need for a lot of detail – that'll make the lawyer happy.

On social media sites, **don't fight the trolls.** People these days are bold behind the computer screen or smartphone. And sadly, many do so just to incite an emotional response. Don't play their game. No matter how difficult, take the high road and don't engage these types. Also, as much as you will want to, don't delete comments. Unless the posts are defamatory to a

## Public Relations

By Thomas Becher

**Executive Summary:**  
*In business, you need to act quickly and correctly when responding to negative issues and incidents.*

# PERSPECTIVES

person or culture, threatening or abusive, don't delete posts – those who post them will just come back, and with a vengeance.

Of course, the best way to avoid any unwanted attention these days is to **think before you click**. Whether you're communicating to an irate customer, commenting personally on a social media post or just making an off-the-cuff comment, your voice, whether you want to or not, can be broadcast anywhere at any time. If you're mad while online, walk away to compose yourself. If you're not sure about how a message will be perceived, have someone you trust read it over for another perspective. What you post and send will stick around forever, potentially damaging your hard-fought reputation and hard-earned business.

If it makes you feel any better, the same always-on world we live in is easily distracted and so if you're the focus of some bad publicity keep in mind that this, too, shall pass. 



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Lisa Aliff and Matthew Hogan of Innovation Works

## A match made in ... >

### Executive Summary:

*Who knows where it was made? But it seems to be working pretty well.*

### By Dan Smith

At first glance there is every indication of the Odd Couple: 54-year-old statuesque woman, 30-year-old rounded man; ex-cop, former beauty queen and movie star; full head of blonde hair, bald.

But here they are, partners in a new business and a novel concept: Innovation Works, a consulting company that teaches rookie business people some of the ropes.

Roanoke native Lisa Aliff Greenleaf was Miss Virginia in 1983 and dabbled in the movies and TV ("Dragnet," "Cheers," and the like) for several years in California. Matthew Hogan was a police officer in Botetourt County, Pulaski County and the Virginia prison system for nine years, having majored in criminal justice at Liberty University.

They met when Lisa took Matthew's mixed martial arts class ("I like kicking and hitting," she says through her perpetual smile. "It's very different from ballet"). She was a natural, inquisitive and enthusiastic.

They began talking after class and pretty soon ideas began to appear. Matthew had long been interested in making various efforts efficient. He had worked with computer programs to that end and consulted with computer people. He took classes.

Finally, the seed of a business took hold. It was about taking ideas to market. The classes he and Lisa had taken gave them some good business background, but the key missing element was getting ideas to market. There was plenty of help with structure, marketing, business plans and the like.

all photos: Dan Smith



They discovered a need for the service. "Proctor & Gamble is looking for ideas to take to market," says Matthew. "They take very few and nothing is paid until they like the idea," but them—BAM! It can take off. P&G is not alone in the need, either, he says. There are others and some are developing.

So now Matthew and Lisa are "consulting, teaching, coaching," says Matthew. "You come to us and say, 'I have a great idea,'

and we show you how to do it. Our goal is to make it simple."

Lisa's husband, Todd Greenleaf, an engineer at General Electric in Salem, has been helpful with a lot of details and the pair has hired friends who are experts in IT.

Lisa, as you might imagine, is the PR face of Innovation Works, the creative energy and the money behind it. Matthew is the basics, the function, the driver. "I do the business end," he



says. "I put the pieces in front of each other."

The model here sounds like a competitor for Roanoke's Co-Lab or the Small Business Development Center, but Matthew assures that is not the case. "What we do is very different," he says. "In fact, we work with Co-Lab clients." Innovation Works wants to get its clients in front of investors, says Lisa, and to help develop entrepreneurs.

"I want to help guide people," says Lisa.

"Everybody has an idea and most of them don't know where to go with it."

The ideas they see, stresses Matthew, "are protected legally. We won't be stealing anything or giving anything to somebody else." The goal, says Matthew, is to get ideas to market in four months, and to have a good idea what to do when that happens. 

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*www.innovationworksva.com*



## On Tap from the Pub

By Tom Field

### Executive Summary:

*The serial entrepreneur is a sight to behold; like watching a doctor prescribe steroids to a patient with chronic attention deficit disorder.*

## Your own folder >

Entrepreneurialism is still all the rage. We recognized the strength of the movement in our annual FRONTList we just posted last issue. I've written numerous columns on the growth of the independent contractor. And of course, we have the explosion of seminars, coworking environs, training initiatives, and pitch and contest events that are available to anyone with the slightest desire to strike out on his own.

I have found myself on several occasions quibbling about the definition of an "entrepreneur." The term has permeated our business world to such an extent, it's used too loosely. I still hold to the idea that in its purist form, entrepreneurship is the pursuit of opportunity without regard to resources currently controlled. That eliminates a lot of self-labeled entrepreneurs who run ventures on the side or in addition to their real jobs, their spouse's or family's money, or other assistance programs. You have to possess legitimate risk to be a true entrepreneur, but that's just my hardline application of the term.

To further clarify the term, based on what I just said, entrepreneurialism is not a perpetual state. Think about it. Once your new venture becomes established, there's a certain point where a metamorphosis occurs and it's a sustainable enterprise, like any other working business. The resources are there and though there is risk (like any business) it's not really an entrepreneurial pursuit.

Enter the serial entrepreneur.

This is the person who truly lives and breathes and bleeds entrepreneurialism. He treats businesses the way most people treat projects. He builds his house—and before he moves in, practically, he's already moved on. He buys and sells. He develops an attraction—and then spins it off. He jumps from one brand to another, like sporting product decals all over the body of a car zipping around the NASCAR track. Wearing his letter jacket embroidered with INCs and LLCs and Sub-Ss and C-Corps and DBAs.

A person who spends all or a portion of his life in this state is easy for me to spot. There's no quibbling over the definition of this sort. It's not even necessary to write any description. I can simply look at my email folders. High octane entrepreneurs change company—brand—association—or individual identities so often, you can only file them under one name: their own.

You know you're a serial or lifetime entrepreneur if you have your own name as a folder in a business editor's filing hierarchy. 

## Tom's "You Might Be A Serial Entrepreneur..." Test

*You Might Be A Serial Entrepreneur if:*

- No one can name your company
- Your resume looks like an SOL test
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- The IRS loses your trail and aborts the audit
- Your will lists subsidiaries instead of beneficiaries
- You sell the cure for a disease before you invent it
- You win awards for completely unrelated businesses
- You win the same award, in different or successive years
- VCs and angels only have your first name on their speed dials
- You almost accidentally bought back one of your old business ventures
- Your spouse simply mutters "I have no clue" when asked what you do
- You have to clarify the industry when asked to give a keynote address
- The State Corporation Commission made a rubber stamp with your name
- You don't even bother to carry business cards because they'd be inaccurate
- You never get bored at board meetings, because it's always a different group
- You read this list not as intriguing characteristics, but as bullet goals to accomplish



You know you're a serial or lifetime entrepreneur if you have your own name as a folder in a business editor's filing hierarchy.

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## The need for an impact analysis >

Walking from Elmwood to Market Street, it's hard not to find oneself caught in the shadow of the office building that, until recently, was a bustling hive of Norfolk Southern employees. Early in 2015, NS announced that it was shifting 500 employees out of the area. By itself, this can be seen as a challenge — tough, but surmountable.

But the Norfolk Southern move doesn't stand by itself, and that's what has many folks worried. In addition to the moves by Norfolk Southern, Advance Auto relocated several workers out of Roanoke. HSN announced that it will be shuttering its Roanoke County facility. The USPS Service closed its Roanoke sorting operation near downtown. Excelis has shrunk drastically.

We have a big challenge on our hands. Right now, we are trying to understand the causes of business moves and we ask questions of businesses to put into monstrous reports. But we also need something actionable that is more useful for the average decision-maker. The academic models we have give us numbers and information that serve as one pillar of a massive foundation. What Roanoke needs is a new action plan based on an analysis of business impacts in the region.

A measured, systematic approach to analyzing our regional environment allows us to see what's really going on. It isn't a survey for departing businesses of 'why you left', it's a chance to ask local businesses what they really are doing to find out what they really need from the ecosystem. The impact analysis itself asks who the businesses buy from, sell to, and work with locally. It could ask where their employees live, what local charities they support, and what local outreach programs they run. In an impact analysis, talking to businesses isn't about the Valley. It's about them.

Once we've talked to the businesses, we can start to look at the Valley. There are two major uses for the information from the impact analysis. First, we can pinpoint in what businesses economic downshifts will occur in the event of a relocation. Second, we can use the businesses' answers to identify common places where they spend money inside and outside of the area to understand our regional strengths, opportunities, and gaps.

By measuring impact, we can know who businesses buy from, sell to, and are otherwise tied into. Let's say that the 500 effected Norfolk Southern families

## Guest Commentary

By Levi Buck

### Executive Summary:

*A community's economic and commercial health can be studied and acted upon better when we ask the right questions.*

shop at one store in town. With the relocation, that store loses money and closes. Let's also say a distributor just down the road was a main supplier for the store. Now, the distributor just lost its major customer, and it closes. This can go on and on. The likelihood of cascading closings rippling out from the Norfolk Southern loss is very small, but right now we don't know where the impacts are going to be.

The second benefit of an impact analysis is the ability to identify strengths, opportunities, and gaps. Asking business leaders where they see weaknesses is one thing, and is valuable. But asking business leaders where their money goes, either inside or outside the region, is another. By tracing economic flows, an impact analysis tells us where businesses are forced to spend their money outside of the area and where they're able to spend money inside of the area.

Once we understand where businesses generally can spend money to support themselves around Roanoke, we have found a strength to continue to support. If we identify a common expense that businesses tend to have to push outside of Roanoke, we have found a current gap. The gaps can help define which resources to prioritize and attract to the area.

So how does the effort get underway? First, the community needs to come together to begin asking these questions immediately. The more we wait, the likelier it becomes that we miss opportunities because we are not addressing our strengths and weaknesses. Immediate cooperation between entities also highlights a unified positivity to empower the region. Roanoke has plenty of opportunity if efforts are smartly focused. An impact analysis would put us on the right track. 



A measured, systematic approach to analyzing our regional environment allows us to see what's really going on. It isn't a survey for departing businesses of 'why you left', it's a chance to ask local businesses what they really are doing to find out what they really need from the ecosystem.

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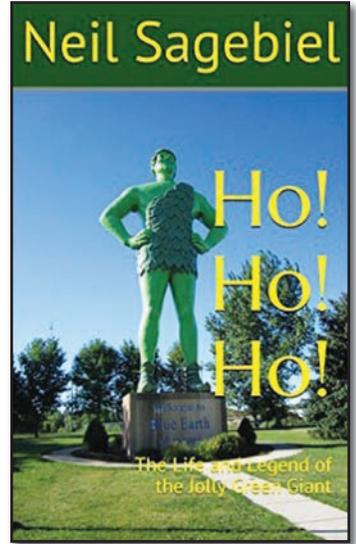
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## Books @ the FRONT >

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](mailto:news@vbFRONT.com)



### *Jolly green phenom*

Neil Sagebiel of Floyd has made quite a national reputation as a golf blogger and author of two well-received histories (*Draw in the Dunes* and *The Longest Shot*). He has now turned his attention to a short (36 pages), intense e-book on one of the great American advertising phenomena: the Jolly Green Giant.

In his new 99 cent digital book (Kindle Direct), Neil dissects just how this big green farm dude became a beloved character in a song, the partner of a TV star, a promotional stunt for a radio station owner and a tourist attraction for a small town.

The Giant first appeared in 1928 and remains a familiar figure and an icon in American advertising successes.

—Dan Smith

### *Preening and pretentious*

Vainglorious. A chunky adjective that basically describes a showoff. That's what I get the most about Hanif Kureishi's *The Last Word* (Scribner; 2014). I would like to say the writing is an intentional reflection of our subjects, an eminent Indian-born writer and his gonzo-wannabe biographer; the kind of characters you expect to have

an ego. Even if that's the case, we lose most of the story to an unnatural dialogue and pissing contest between who can call up the most literary citations. We all know how easily it is to get bored when you find yourself in a circle of fanatics who only talk about one subject that's not exactly your topic of choice—like fishing stories at camp, or coding at a hackathon. But the same thing can happen in artistic or literary or philosophical arena... or, god forbid, a novice trying to impress his peers when describing wine.

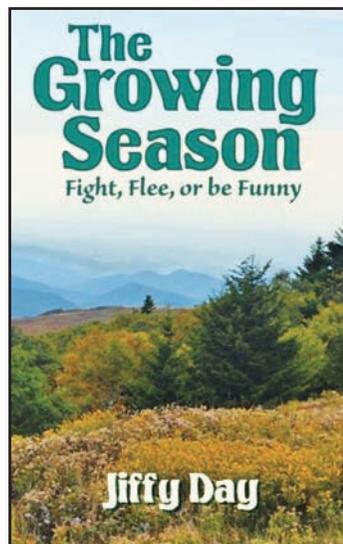
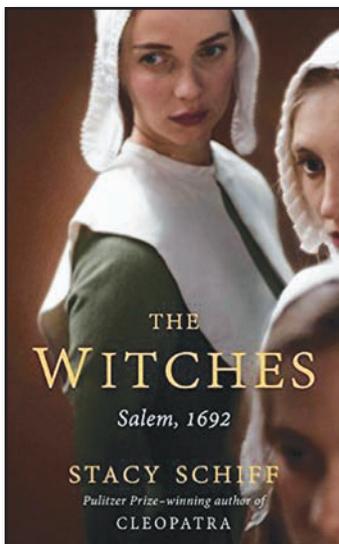
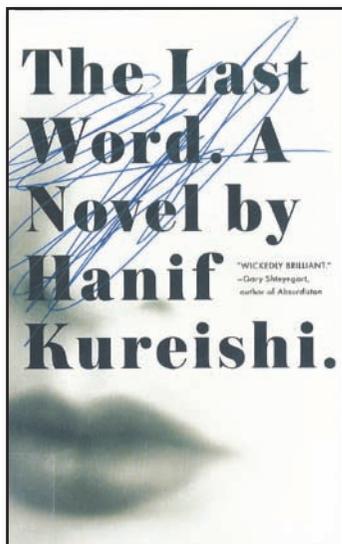
You know what's not impressive? Trying to be impressive. Just get on with the story. Maybe this novel will hit you differently; it was all I could do to claw my cigar and brandy-stained fingernails to the final page.

—Tom Field

### *Witches' brew*

Much has been written over the years—including a Pulitzer Prize-winning play by Arthur Miller—about the 1692 witch trials of Salem, Mass., in which 14 women and five men were summarily executed, basically on the word of several hysterical children.

In *The Witches: Salem, 1692* (Little Brown and Company; 2015), author Stacy Schiff,



gives three dimensions to the familiar characters in this American tragedy.

Schiff, who has won one Pulitzer and was a finalist for a second, is known for her meticulous research and attention to detail and in *The Witches*, it all comes to the fore in a taught, intense, edge of the seat-drama of the all-too-familiar story.

Schiff draws back the curtains and looks with a microscope at Salem, its people and just how this tragedy happened. A truly riveting and lasting book.

—Dan Smith

## *Life here, back then*

*The Growing Season* (Jiffy Day; 2015) is a story set in the '60s and '70s in Southwest Virginia. Jiffy Day (who lives in Christiansburg) takes you back to the drugs, drama, and first love in a season of growing and changing. Zach, a white boy, has fallen in love with Piper, a black girl in a time and place before this was accepted. Their love story intertwines throughout this story of the growing season: growing love, growing marijuana, and growing relationships.

Zach invites Tim, his Vietnam buddy, to spend the summer with him, and Zach introduces him to his life in Southwest

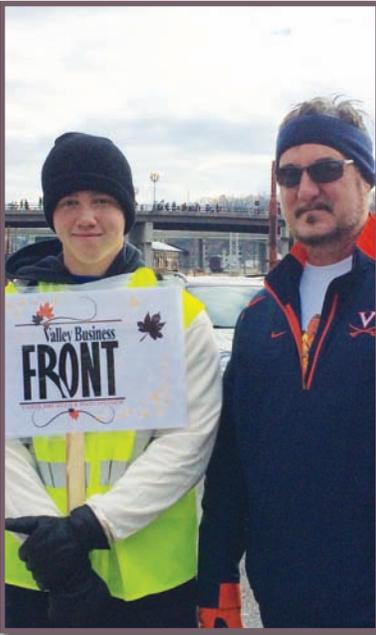
Virginia. If you lived here during this time, you'll recognize places where events took place. If you haven't seen the area, you'll wish to come visit. From the mountains to the fishing holes to the sights and sounds of Zach's hometown, you'll feel a part of the story and won't be able to put the book down.

This book will pull you from one page to the next. From Zach and Tim's time in Vietnam to Tim spending the summer with Zach to their antics hiding marijuana from the police, Jiffy weaves real places in beautiful Southwest Virginia, the people who lived during this turbulent time in history, and events that may or may not have happened, making it hard to put this book down until you finish.

This book is different from most of the books I read and review. There is adult content, language, and a sweet romance. Bobby's path to Christianity, Zach and Piper's romance, and Tim's time learning about Zach's way of life will have you turning the pages until late at night to see what will happen next.

—Sally Shupe

**(The reviewers:** Dan Smith, a Roanoke writer, is founding editor of FRONT; Tom Field is a creative director and publisher of FRONT; Sally Shupe lives in Newport, works at Virginia Tech and is a freelance editor.)



## Drumstick deal >

The 10th annual **Drumstick Dash** (2006—2015) of the **Roanoke Rescue Mission** was held on a brisk Thanksgiving Day morning to its usual expected large crowd of walkers, runners, dogs and strollers for the 5K "move your feet so others can eat" fundraiser (netting more than \$250,000 this year).



## Checking out Dickens >

**Liberty University's** library staged a striking presentation of Christmas trees and illustrations of Charles Dickens' *A Christmas Carol* novella; a holiday centerpiece for the campus's most impressive facility.



Virginia Tech

## Partnering plaudit >

The **Virginia Tech Carilion School of Medicine and Research Institute** received an Excellence in Virginia Government Awards given annually by the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University for its successful public-private partnership. From left: Michael Friedlander, executive director of the Virginia Tech Carilion Research Institute; Niraj Verma, dean of the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University; Michael Rao, president of Virginia Commonwealth University; and Daniel Harrington, vice dean of the Virginia Tech Carilion School of Medicine.



Laureen Blakemore

## Caroling along >

**Downtown Blacksburg Inc.** held its annual Winter Lights Festival, 7th annual TubaChristmas, and the Town of Blacksburg Holiday Parade on Dec. 4; Deo Gloria and the Blacksburg Children's Choir (above) accompanied the crowd and festivities with song.



The Market Gallery

## Big lick acrylic >

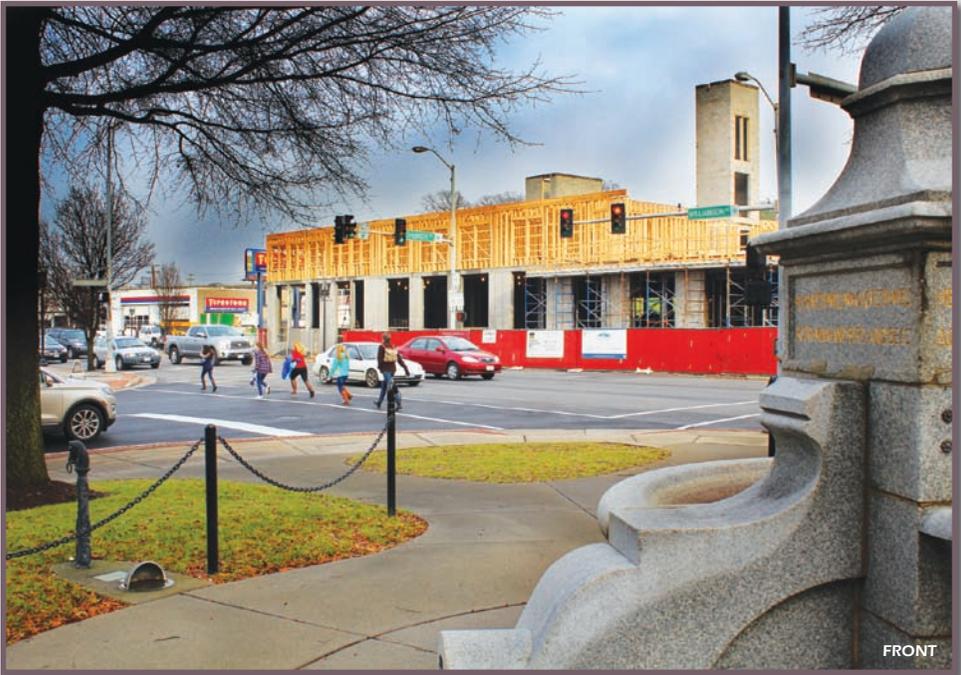
**The Market Gallery** at 23 Salem Ave. in downtown Roanoke opens its 2016 season with a Jan. 5 through February show based on Gallery members' interpretations of Roanoke on 9-inch by 12-inch panels, such as Anna Wentworth's Williamson Road in Rain acrylic painting above.



## Merry minions >

**Hotel Roanoke** held its annual Fashion for Evergreens sponsored Christmas tree and holiday displays, including the captivating One Hundred and One Christmas Minions (a small portion shown above) by va811.com.

“If you believe you can, you’re right. If you believe you can’t, you’re right. — Page 19



FRONT

## From parking to living >

**Allegheny Partners** and downtown Roanoke developer **Lucas Thornton** are moving along with the new \$7.5 apartment and commercial complex that used to be the site of a parking lot; this project is unique from most residential developments in the downtown area, because it is a new build instead of an existing property redevelopment.



FRONT

## Little slippery >

**ROA's Elmwood on Ice** temporary ice skating rink opened for the holiday season in downtown Roanoke; though not very big, a big hit for the youngsters sliding around in unseasonably warm weather for December.



## Appalachia steward >

Wise County's **Powell River Project Research and Education Center** received the 2015 Prazen Living Legend Award by the National Mining Hall of Fame for environmental stewardship; Virginia Tech professor Carl Zipper (right) accepts the award on behalf of the Center, sponsor PVR Partners, and VT researchers.



## What's built in Vegas... >

Virginia Tech School of Architecture + Design students at the Center for Design Research exhibited their "Lo-Fab Pavilion" experimental robotically fabricated grid shell at the international Autodesk University show in Las Vegas.

# FRONT 'N ABOUT



## Seeing improvement >

**Gift of Sight Day** was held Dec. 11 at Roanoke Valley Center for Sight and Vistar Eye Center; the 9th annual event provided free cataract or other eye disease screenings and surgeries to nine qualified patients living in southwestern Virginia without insurance.



## Suggestive >

**R.M. Johnson & Sons Jewelers** in Salem presents its sage gift giving advice in clever headlines on billboards, such as this friendly suggestion at holiday season.

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

# Career FRONT

## FINANCIAL FRONT

**Charles "C.J." Carter** has been promoted to vice president and manager of the Trust and Wealth Management Division at First Bank & Trust Co. in Christiansburg.



Hagy

**Sheila Hagy** has been named market manager at MemberOne Federal Credit Union Rocky Mount Retail Center.

**Reynolds "Gil" Lynch, III** has joined as senior vice president of investments at Devenport & Co. Roanoke office.

**Brad Frost** has been promoted to loan operations manager and Christine Hemmingway has

been promoted to bank officer at HomeTown Bank.

**Edie Saunders** has joined as branch sales and service manager at downtown Roanoke HomeTrust Bank.

## LEGAL FRONT



Barber

**Douglas Barber, Jr.** has joined as attorney, primarily serving the plaintiff's practice group at Gentry Locke.

## DEVELOPMENT FRONT

**Katie Bush** of Branch Highways, Inc. has been named Member of the Year for the Roanoke Chapter



Bush

of National Association of Women in Construction.



Page

**Violeta Page, Amanda Potter** and **Dana Smith** has joined the Roanoke office; and **Cyndi Sledd** has joined the Botetourt office of Long &



Smith

Foster Real Estate.

**Caleigh McKinnie** has joined as director of marketing at Contractors & Industrial Supply Inc.



Hannabass

**Tina Hannabass**, with MKB Realtors, won the 2015 Roanoke Valley Association of Realtors Community Service Award.

**Morgan Kreutz** has joined as director of marketing at The Willard Companies.

**Jessica Gaudin**

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



Kreutz



Gauldin

has joined as senior associate at Cushman & Wakefield / Thalhimier Roanoke office.

## RETAIL/SERVICE FRONT

**Mike Pyle** has been selected as new executive director of Adult Care Center of Roanoke Valley.

**Todd Dodson** and **Christie Wills** have joined OpX Solutions operational and

## Have a career announcement?

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

leadership consulting firm in Roanoke.

**Shannon Cavendish** has joined as account executive at WDBJ 7 television.

**J.D. Myers, II** has been named senior Vice president and region manager of Cox Virginia operations.

**Shane Spradlin** of Fat Boys Wrecker Service received the American Towing ACE award.

## EDUCATION FRONT

**Mark Lambert** has been promoted to senior consultant for communications and college relations;



Lambert



Natt

**Robert Natt** has joined as marketing specialist supporting the Veteran's Bachelor of Science in Nursing Program; and **Courtney Watson** has been named director of humanities

and social sciences at Jefferson College of Health Sciences.



Hamilton



McCrery

**Jason Hamilton** has been appointed vice president of enrollment and marketing at Hollins University.

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## Career FRONT



Seago



Ribbens



Junkunc

**Ken McCrery** has been appointed deputy executive director for technology-enhanced learning and online strategies; **Eugene Seago** has been named professor of accounting and information systems in the Pamplin College of Business; **Marc Junkunc** has been appointed academic director for entrepreneurship center; **Cal Ribbens** has been named computer science department head at Virginia Tech.

**George Seals** has been named vice president for institutional advancement for Ferrum College.

**Justin Mercer** has been appointed director of distance education and **Beth Bryant** has been appointed campus director at American National University.

Radford University has announced **Brian Hemphill** as its new president, and new College of Science and Technology faculty members: **George Harakas**, chemistry; **Ruya Ozer**, chemistry; **Christine Mitchell**, geospatial science; **Karen Ughetta** and **Darrell Parsons**, information technology; and **Laura Moss**, math-

ematics; College of Visual and Performing Arts new faculty members: **Andrew Ross**, art; **Kathleen Sullivan** and **Katharine Keller**, interior design and fashion; **David Allen** and **Julie Neal**, music; **Crystal Lewis**, dance; **Robert Berg**, theater; College of Business and Economics new faculty members: **Ann Shawver**, accounting, finance and business law; **Jaehwan Jeong** and **Michael King**, management; **Mark Pelletier**, marketing; College of Humanities and Behavioral Science new faculty members: **Amy Rubens**, **Terry Lovern**, **Amanda Kellogg** and **Marissa Wilder**, English; **Benjamin Wright** and **Eric Snow**, criminal justice; **Gilbert Goddstein**, philosophy and religious studies; **Theresa Schroeder**, **Nathan Dean**, **Tay Keong Tan**, **Daniel Reed**, political science; **Benjamin Biermeier-Hanson**, **Pei-Chun Tsai**, **Nicole Petersen**, **Melinda Cruz**,

**Nicholas Lee**, **Erin Kerfoot**, **David Townsend**, **Adrienne Means-Christensen** and **Emily Dove**, psychology; **Steven McGlamery** and **Amy Sorenson**, sociology; Waldron College of Health and Human Services new faculty members: **William Kolb** and **Shala Cunningham**, physical therapy; **Megan Hebdon**, **Wendy Downey** and **Marjorie Young**, nursing; and **Christine Norris-Bowling**, social work; College of Education and Human Development new faculty members: **Keith Davis**, counselor education; **Laurie Bianchi**, **Ellen Payne** and **Douglas Wohlstein**, health and human performance; **Darryl Corey** and **Theresa Burriss**, teacher education and leadership, **Kenna Colley**, dean; **Jennifer Jones**, interim director.

**Perry Hughes** has been named director of workforce development at Wytheville Community College.

# Read the FRONT online

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

Edward Via College of Osteopathic Medicine (VCOM) has announced new employees: **Mallory Case**, financial aid specialist; **Ashleigh Dunn**, assistant professor in anatomy; **Gwen Houston**, assistant vice president for student services; **Jessie Mitchell**, application services specialist; **Jason Pollock**, director of simulation-graduate medical education.

**Dr. Charles Steger**, president emeritus of Virginia Tech, has been named chairman of the Virginia Western Community College



Steger

Educational Foundation board of directors for 2016.

### CULTURE FRONT

**Ryan Shelton** has been promoted to president and general manager of the Salem Red Sox.

**Michael Ramsey** received the Virginia Library Association 2015 Trustee Library Award.

**Lane Guilliams** has been named director of the O. Winston Link Museum.



Michaels

**Alex Michaels** has joined as director of sales and **Lori Phillips**

has joined as sales and services manager at Roanoke Valley Convention & Visitors Bureau.

### MUNICIPAL FRONTS

**Wayne Strickland**, executive director of the Roanoke Valley-Alleghany Regional Commission, was elected to the 2015-2016 board of directors for the National Association of Development Organizations.

*Compiled by Tom Field*



all of us at  
FRONT  
wish you  
a prosperous  
and blessed  
2016



VTTI

**David Mellichamp of the Center for Technology Development at Virginia Tech Transportation Institute, drives an instrumental tractor trailer on the Smart Road in Blacksburg.**

*Time on the road*

**Virginia Tech Transportation Institute**

was awarded a \$2.2 million contract from the U.S. Department of Transportation's Federal Motor Carrier Safety Administration to study flexible hours-of-service safety provisions for long haul truckers.

*Police badge*

The **Virginia Tech Police Department** has been awarded Meritorious Advanced Accreditation

with Excellence from the Commission on Accreditation for Law Enforcement Agencies Inc. (CALEA) for its public safety services and management professionalism.

*High performance*

All four **LewisGale Regional Health System** hospitals were named as one of the nation's 2014 Top Performers on Key Quality Measures by The Joint Commission, the leading accreditor of

healthcare organizations in America.

*Still high, but slipping*

Virginia ranked 7th in Forbes annual **Best State for Business** for 2015; the state was in first or second positions from 2006 to 2013, fourth in 2014.

*Repair shop moves*

**Roanoke Wreck Repair** has moved to Roanoke City's Statesman Industrial

Park off Orange Avenue at 1529 Seibel Drive.

*Truck stop*

The Dublin **Volvo** truck plant in Pulaski County has announced an impending layoff of as many as 734 employees by February 2016, citing a softening demand.

*English in Roanoke*

**Roanoke College** has open an **LCI English language school** for international students

and local community members benefiting from learning language skills and cultural experiences needed to succeed at colleges and universities in the U.S.

a program that allows students pursuing a doctorate in medicine to earn an MBA at the same time; enrolling its first students in the fall of 2016.

*Have an announcement about your business?*

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

*Move files*

**Vinton Computer** has moved to a new location at 360 E. Virginia Avenue in Vinton.

*Job calling*

**StarTek** call center in Lynchburg is hiring 430 employees by first quarter 2016.

than 500 people; though how many of those positions are new versus reassignments from its facility in Stuart is unknown at this time.

McVitty Road in Roanoke County; expected to open by Fall 2016 and specializing in facial cosmetic, cataract, cornea and retina surgeries.

*Medical business*

Virginia Tech's **Pamplin College of Business** and the **Virginia Tech Carilion School of Medicine** have developed

*Henry calling*

**The Results Companies** is expected to move in a new call center at a former Collinsville call center facility in Henry County, employing more

*See this*

A new facility for **Roanoke Valley Center for Sight** and being built at 2154

*Freedom of movement*

Food trucks, peddlers and itinerant merchants serving **Roanoke**



Virginia Tech

Catherine Gambale of Virginia Tech Carilion School of Medicine, practices her clinical skills with an individual trained to portray a patient in a medical situation.

# FRONT Notes

**County** will see their business license tax reduced from \$500 per year for each established location to a flat \$50 per year (no limits on number of locations) thanks to a Nov. 10 vote by the Board of Supervisors.

## Off track betting

What we have reported as mere conjecture earlier this year is picking up intensity; the Canadian Pacific merger/acquisition development with **Norfolk Southern** continues its momentum. CP has

issued a third offer and its position that NS leadership and board is not aligned with shareholders' best interest (the customary tactic that precedes a push to move toward a proxy vote when blocked).

## Block party

**Rock the Blocks LLC** has been appointed the music performance coordinator for the Steppin' Out 2016 downtown street festival in Blacksburg.

## First (place) responder

**City of Roanoke Fire-EMS Department** has been rated the highest Class 1 designation in the ISO Public Protection Classification program, one of only five in Virginia and 132 nationwide.

## Capitalizing carrier

**Camrett Logistics** warehousing and transportation in Wytheville is investing \$2.1 million in expansion

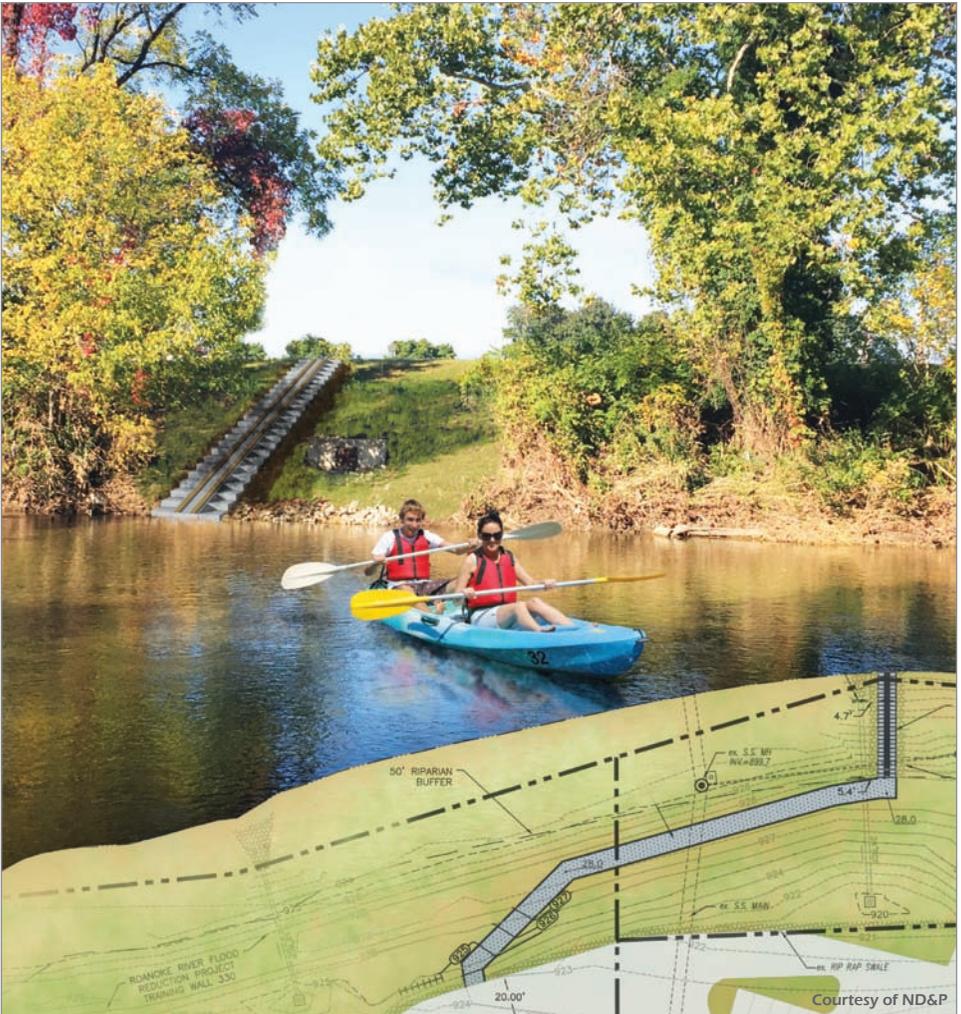
and expected to add about 38 jobs.

## A river runs for it

A new **kayak launch** is opening on the Roanoke River near The Bridges development off South Jefferson Street at the foot of Roanoke's Mill Mountain.

## Fined

**Chemsolv Inc.** has agreed to pay a \$1.5 million fine to the U.S. Environmental Protection



Kayak launch on Roanoke River



Kroger

The growler bar at the Colonial and Brambleton Kroger store will be similar to this one in Kroger's Suffolk store.

Agency for mishandling chemicals at its facility at the Roanoke Industrial Center in 2012.

*New favorite aisle*

**Kroger** has opened its first wine and growler bar in western Virginia at its Roanoke County store at Colonial and Brambleton avenues; featuring 12 taps for beer and 16 for wine (local, regional, national).

“ ”  
An impact analysis  
would put us on  
the right track

— Page 41

Compiled by Tom Field

**Additional FRONT Notes posted online at [moreFRONT.blogspot.com](http://moreFRONT.blogspot.com).**

**Read extended versions of items listed above, plus photos and many more current listings each day on the moreFRONT blog, also available by link at [vbFRONT.com](http://vbFRONT.com).**



**Professor Kevin Baker**



## Art as business >

### Executive Summary:

*Off the Rails Theatre in Roanoke has been having a problem with its image—or lack of one—which presented a problem for a Roanoke College business class. One that it solved.*

By Dan Smith

The five Roanoke college senior business majors probed conclusively recently that a business plan is a business plan, whether it is for a railroad, a one chair beauty shop or—as in this case—a theater.

Kathy Guy and Miriam Frazier, who own Off the Rails Theatre in downtown Roanoke had asked Kevin Baker's business policy class to put together a marketing plan—which colleges love to do for free because it gives students experience with real



Off The Rail's Kathy Guy





FRONT

**Roanoke College business planning class includes Dr. W. Kevin Baker, professor and business major seniors (left to right) Benjamin Shaw, Kristen McDowell, Lauren Roth, Brianna Hall, and Jonathan Eary (seated).**

problems. Baker assigned Lauren Roth, Brianna Hall, Kristen McDowell, Jonathan Eary and Benjamin Shaw the task and their full-bodied presentation was quite the wowser.

It included a thick, detailed booklet, T-shirts with a logo for the theater they had designed, a cooler of beer from a theater sponsor they signed, popcorn and cookies.

Their presentation took an hour—with questions and dealt with the unique problems a theater faces and a whole set of answers the students came up with to solve them.

"You guys did a good job," said Guy. "I blathered on and on [about the theater] and you made sense of it."

But was any of the advice, much of it academic solutions learned in class, practical? "There is a lot in there we can use," Guy said. "We can implement some

of it immediately. We need help and I can see we need to pull in some people from the dark side" (that would be bean counting dark side).

The students, who said they had never heard of Off the Rails before the assignment, looked at the theater's goals and how to achieve them. Guy said the goals for this small, edgy theater are not the same as most businesses. It's not about making money; it's about art. And therein lies the problem, because in order to make the art, money has to come in.

Kristen examined human resources; Briana marketing; Benjamin finance; Lauren potential audience; and Jonathan bringing in and managing money.

The entire exercise turned out to be mutually beneficial. Said Kevin Baker as the group broke up, "This is free and not many people know about it. I'd love to see it used more." 

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Productivity... is as oft-sought  
a goal as it is vague and elusive

— Page 18



Let's choose to be in front

— Page 3

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# An evolution

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