



# VIEWS & VISIONS

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Winter 2008



**Leadership**  
*in times of change*

# IN THIS ISSUE ...

## Leadership in Times of Change

Winter 2008

<b>Thomas A. Heywood</b> <i>Bowles Rice McDavid Graff &amp; Love LLP</i> <b>Leadership in Times of Change</b> .....	3
<b>Jerry West</b> <i>West Virginia Native, WVU Basketball All-American and former NBA Player, Coach and Executive</i> <b>Leadership in the Spotlight</b> .....	4
<b>W. James Host</b> <i>2010 Alltech FEI World Equestrian Games</i> <b>Lessons in Leadership</b> .....	6
<b>Earl Ray Tomblin</b> <i>West Virginia State Senate</i> <b>The Ebb and Flow of Change in American Government</b> .....	8
<b>Michael S. Garrison</b> <i>West Virginia University</i> <b>Generational Change Creates Demand for Leadership Experiences on Campus</b> .....	10
<b>Dr. Larry Cote</b> <i>West Virginia University Leadership Studies</i> <b>The Leadership Studies Program at WVU</b> .....	11
<b>Governor Gaston Caperton</b> <i>The College Board</i> <b>Four Building Blocks of Effective Leadership</b> .....	12
<b>Peter B. Lilly</b> <i>CONSOL Energy, Inc.</i> <b>Coal Mine Safety – The New Industry Predicate</b> .....	14
<b>Jerry E. Abramson</b> <i>Mayor, Louisville Metro</i> <b>Partnerships and Perseverance Create New Possibilities in Louisville</b> .....	16
<b>J. Thomas Lane</b> <i>Charleston City Council</i> <b>Leadership Through Planning – Charleston: A Case Study</b> .....	18
<b>Gregory K. Smith</b> <i>Mountain State Blue Cross Blue Shield</i> <b>Helping Others Deal with Change</b> .....	20
<b>Gregory A. Burton</b> <i>BrickStreet</i> <b>BrickStreet: The Product of Change</b> .....	22
<b>David L. Rader</b> <i>West Virginia Mutual Insurance Company</i> <b>West Virginia’s Physicians and Political Leaders Create a Working Solution</b> .....	24
<b>Bray Cary</b> <i>West Virginia Media</i> <b>Leaders in West Virginia Face Special Challenges</b> .....	26
<b>Pamela A. Farris</b> <i>Leadership West Virginia</i> <b>Leadership West Virginia: Successes and Plans for the Future</b> .....	28
<b>Robert R. Simpson, Jr.</b> <i>Dixon Hughes PLLC</i> <b>The Two Indispensable Qualities of Leaders</b> .....	30
<b>Juliet A. Terry</b> <i>Vision Shared Inc.</i> <b>Vision Shared Is Working for a Better West Virginia</b> .....	32
<b>Paul D. A. Daugherty</b> <i>Generation West Virginia</i> <b>Generation West Virginia: Combating the Brain Drain to Ensure West Virginia’s Future is Bright</b> .....	34
<b>Matthew G. Ballard</b> <i>Charleston Area Alliance</i> <b>Leadership in the Global Market for West Virginia Businesses</b> .....	36
<b>Margaret Cogswell</b> <i>Hospice of the Panhandle, Inc.</i> <b>Leadership and Non-Profit Organizations – Special Missions and Rich Rewards</b> .....	38
<b>Bernard F. Lovely, Jr.</b> <i>Bowles Rice McDavid Graff &amp; Love LLP</i> <b>Begot of Tragedy</b> .....	40
<b>Dr. Brian Noland</b> <i>West Virginia Higher Education Policy Commission</i> <b>Charting the Future for Higher Education in West Virginia</b> .....	42
<b>Dr. James Phares</b> <i>Marion County Schools</i> <b>Leadership in the Public Schools During Times of Change: The Art and Science of the New “3Rs”</b> .....	44

## Leadership in Times of Change

Thomas A. Heywood  
Bowles Rice McDavid Graff & Love LLP



FROM OUR  
MANAGING  
PARTNER

Tom Heywood is Managing Partner of Bowles Rice and a former chief of staff to the Honorable Gaston Caperton, Governor of the State of West Virginia. He has significant experience in health care, corporate, finance and commercial law, and is recognized as one of the "Best Lawyers in America."

Mr. Heywood is active in the community and in various West Virginia business and trade associations. He serves on the boards of many charitable organizations, including Vision Shared, Imagine West Virginia, the West Virginia Venture Connection, the West Virginia Entrepreneurs Forum, Discover the Real West Virginia Foundation, Thomas Memorial Hospital, West Virginia University Hospitals, the Clay Center and the Kanawha County Library Foundation.

I have been blessed with the opportunity to work with and learn from many remarkable leaders in my life.

My parents, my teachers, my coaches, my colleagues, my friends, civic leaders in Advantage Valley and across the State, and many others have all served as sources of example and inspiration for me. These leaders also have been exceedingly generous in creating opportunity for me and countless others.

Among the many outstanding leaders I have had the privilege of working with in recent years is my partner and close friend, Tom Graff. Tom brings an infectious enthusiasm and entrepreneurial spirit to all that he does. I have always marveled at his uncanny ability to energize a team, move forward and seize opportunity in every situation.

Recently, Tom Graff has led our law firm through a smooth transition in leadership, in which I and many others in our law firm have been given the chance to build on our firm's past successes and lead our firm into the future. I extend my most sincere gratitude and appreciation to Tom Graff and all of my law partners for this opportunity.

We have learned a lot about leadership in the last few decades. For most of human history, leadership was viewed as a position conferred upon or possessed only by a privileged few. In recent times, we have come to a much richer understanding. Today we know that leadership is an activity and not a position; that leadership can be nurtured and developed in all of us; and that leadership is not about the exercise of authority, but about serving others.

As citizens of the 21st century, we live in times of profound and rapid change. The rapidly accelerating pace of change in human affairs was

vividly captured in Alvin Toffler's *Future Shock*, one of the first popular texts to document this phenomenon and aspect of the industrial and information ages. The pace of change will only quicken in the years ahead.

Within change there are opportunities for each of us to create a future that is different from the past. Leadership is the essential skill that determines how effectively we seize those opportunities.

There are many ways to lead effectively in times of change. In this issue of *Views & Visions*, we are pleased to include a selection of outstanding articles from some of our region's most experienced and successful leaders. We thank the leaders featured in this edition for their contributions, which reveal the many faces of leadership and offer insights into how each of us can become a more effective leader in the years ahead. I hope that you find these articles as educational and informative as I have, and helpful to you as you exercise leadership in your life and work.

Let us learn from and follow the example of each of the authors of this edition of *Views & Visions*. If we do, there is no limit to what we together can achieve. ♪



## Leadership in the Spotlight

Jerry West

West Virginia Native, WVU Basketball All-American and former NBA Player, Coach and Executive

For Jerry West, recently retired as President of Basketball Operations for the Memphis Grizzlies, building a team into a winner is not a new task. As a player, coach and finally as an executive, Mr. West's record with the Los Angeles Lakers includes eight NBA championships; Executive of the Year; 14-time NBA All-Star; 10-time All-NBA First Team; member of the Basketball Hall of Fame; and being named as one of the 50 Greatest Players in NBA History.

Mr. West, dubbed "Mr. Clutch" during his 14-year career as a player with the Lakers, led the team in scoring seven times and when he retired after the 1973-74 season, he had become only the third player in league history to surpass the 25,000-point plateau, finishing with a career-scoring average of 27.0, which still ranks fifth-best in NBA history. During his 19-year stint as both general manager and Executive Vice President of the Lakers, he was responsible for adding superstars Shaquille O'Neal and Kobe Bryant to the team's roster.

Mr. West attended West Virginia University (1956-60), where he was a two-time All-American. He became the Lakers' first-round draft pick in the 1960 NBA Draft, after serving as co-captain of the gold medal-winning US Basketball Team at the 1960 Olympic Games in Rome.

Born in 1938 in Cheylan, West Virginia, Mr. West garnered national attention as a high school star at East Bank High School, leading his team to the state title and becoming the first prep player in the state's history to register over 900 points in a single season.

As an athlete, I was the leader of a team. When my athletic career ended, I was given the opportunity to lead young men and women in the business field, a place in which I had zero experience. It was a time fueled with tremendous doubt – doubting that I could translate my leadership responsibilities as an athlete to the business side of sports. It was going to take a great deal of thought in terms of my ability to assemble a team and to establish goals for an entire organization of highly competitive employees. I knew that my personal goals had driven me to achieve; goals that were reachable were paramount to both personal and organizational success.

Planning goals and achieving them creates energy and enthusiasm, reaffirms your self-worth and gives a new meaning to your life. Winners have a plan and a purpose to life. Simply stated, people with goals achieve more than those who have no goals.

An athlete with goals develops a winning attitude. He is willing to sacrifice whatever it takes to reach the team's and his or her personal objectives. Most great success is produced by some failure. Difficulties and obstacles are part of the process of goal achievement and are key elements to success.

The answer to achieving goals is about personal motivation. Leaders steer their respective teams to success. Through a leader's beliefs and experience they possess the following:

- An inner strength based upon past experiences
- A willpower that says no to failure
- Overwhelming desire
- Great personal determination

I have read many books on leadership, and although leaders that have excelled encompass

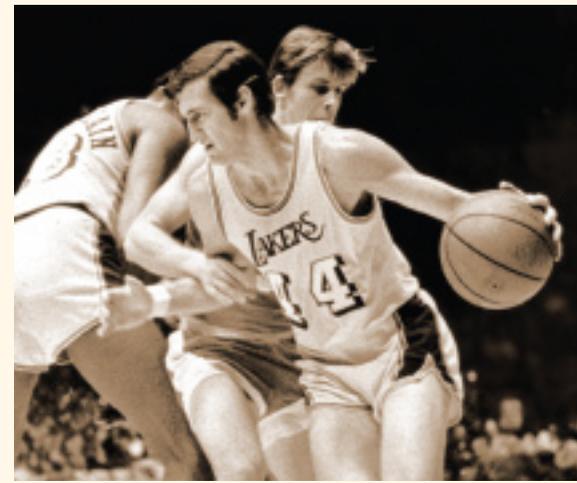


all types of personalities, the leaders that possess humility and caring are the ones that would best motivate me.

These types of leaders do not want all of the attention focused on themselves. They realize that without a strong team and without the right game plan in place, they would be leaders in name only. I have always felt that the spotlight should be on those led, not on the leader.

I feel that the greatest skill of a leader comes from the quality of the employees he hires. Great leaders tend to hire the right people for the right job and give them the necessary tools to succeed.

Since my early days as an executive, I have learned many lessons that have profoundly affected my personal performance and that have also made me a more competitive and compassionate leader.



*Clockwise from top left: Jerry West led East Bank High School to the West Virginia state title in 1956; at West Virginia University, he was twice named All-American; he was an All-Star each of his 14 seasons playing with the Los Angeles Lakers, leading his team to the NBA finals nine times; as the Lakers' general manager and front office executive, his accomplishments included adding Shaquille O'Neal as a free agent; he also served three years as the Lakers' coach.*

My number one lesson learned is that regardless of a person's stature within an organization, you must learn to know them and to recognize their dedication to their position. You can learn an abundant amount of information about an organization by seeing through your employees' eyes, from the uppermost personnel to those with seemingly menial job assignments. Each employee should have pride in their position, and a true leader will recognize every employee's worth. My policy has always been to have an open door and a compassionate ear for all.

One of the greatest quotes that I ever read is by Knute Rockne, the legendary football coach. He said what both established and upcoming leaders should learn: "A team

in an ordinary frame of mind will do only ordinary things. In the proper emotional state, a team will do extraordinary things. To reach this state, a team must have a motive that has an extraordinary appeal to them."

Lastly, I believe that a leader must possess the following attributes to achieve the best results for his team and his organization:

- You must take risks; the best risk takers achieve the most.
- In hiring front office talent, hire people for substance, not for style.
- Employees must be a huge part of your game plan.

- Hire the right person for the right job.
- You must have communication and team work. Gather information and ideas from everyone in your organization.
- Strive for balance; understand the strengths and weaknesses of your team and organization.

Thank you for the opportunity to share my personal views on leadership. I wish everyone great success in building, growing and maintaining leadership in this ever-changing business climate. ▽



## Lessons in Leadership in Times of Change

W. James Host, former Chairman and CEO  
Host Communications, Inc.  
Chairman, 2010 Alltech FEI World Equestrian Games

James Host served as Secretary of Commerce for the Commonwealth of Kentucky from 2003 to 2005. He is the former Chairman and CEO of Host Communications Inc., which he founded in Lexington, Kentucky, in 1972. In 1999 Host Communications became a subsidiary, first of Bull Run Corp., and later, Triple Crown Media. Mr. Host stepped down as CEO in 2001.

A University of Kentucky graduate, Mr. Host played professional baseball after receiving one of UK's first baseball scholarships. At age 29, he became the youngest member of former Governor Louie B. Nunn's cabinet, as Commissioner of the Department of Public Information and then as Commissioner of the Department of Parks.

Jim Host & Associates, which he opened in 1972, negotiated a basketball and football radio agreement with the University of Kentucky and an executive management relationship with the National Collegiate Athletic Association. Mr. Host is personally credited with implementing the first collegiate corporate marketing program with the NCAA in 1985.

He is the recipient of several Lifetime Achievement Awards and received the Kentuckian of the Year Award in 2000. He currently serves on the executive committee of the International Basketball Hall of Fame and is Chairman of the Louisville Arena Authority.

He is the founding Chairman of the Alltech FEI World Equestrian Games, to be held in Lexington, Kentucky, in 2010.

John Steinbeck wrote "It is the nature of a man as he grows older ... to protest against change, particularly change for the better."

Leadership can hurt, be exhausting and frustrating, but still be worth it. Leaders both exhibit and expect results, not excuses. Leaders follow great examples and they remove the causes of failure. Leaders are also guaranteed to have opposition. No one may become a real leader in any walk of life without practicing the habit of doing more work and better work than for which he is paid.

How good are our political leaders and are they real leaders? And if not, why not? How good are our education leaders and are they real leaders? And if not, why not?

Who dictates who our political leaders are? Is there real leadership in mentoring or preparing our political leadership ... or is it just happening?

How do partners in a law firm become leaders within a firm, or does it just happen?

How do some businesses succeed and grow or does it just happen?

How do great athletic teams succeed? Do all coaches coach the same or are some better leaders than others?

Most of us are followers and not leaders because we don't want to pay the price of being a leader. How many times have we been critical of the President, the Governor, the Mayor, or even the managing partner of a law firm because we don't want to pay the price of being a leader ourselves?



Famous football coach Paul "Bear" Bryant said, "I don't know how to define a leader, but I sure know one when I see one."

### A real leader ...

- Puts the other person on a pedestal so that person has to pull the leader up with him or her in order to succeed.
- Understands that it is either black or white when making a decision. If it is gray, the decision is in the other person's favor.
- Never takes credit for an idea or direction when other people are involved.
- Is always ready to be the first person to take a shovel and shovel the snow when it is obvious it needs to be done.
- Lives his or her life like you would hope all would want to live it.
- Does not accept mediocre efforts from anyone.
- Has vision of where things should go with his or her company and can sell the vision to others.
- Does not expect others to do anything that he or she would not do.



*Jim Host's leadership skills are at work in his new role as Chairman of the Alltech FEI World Equestrian Games, to be held in Lexington in 2010. Photograph by Doug Prather, www.dougprather.com.*

**Jeffrey Mayer said that the five things you'll find in every successful leader are:**

- They have a dream.
- They have a plan.
- They have a specific knowledge or training.
- They are willing to work hard.
- They don't take no for an answer.

Most of us have many experiences that have helped shape our lives. Mine centered around understanding what it took from high school and college coaches. Both George Conley of Ashland and Harry Lancaster at UK taught me:

- Work ethic beats the competition
- Character and integrity above all else

**The most successful people I have ever known who are great leaders have two overriding qualities above all else: they are not afraid to make decisions and they are enthusiastic.**

**Who do we want to follow?**

- Someone who has ambition
- Someone focused
- Someone who gets things done
- Someone who takes responsibility for their actions
- Someone who looks for solutions to problems
- Someone who is self-reliant

In times of change, these qualities defined leadership 50 years ago and define it again today.

There is no reason with the geographic location of Kentucky and West Virginia that these two states can't be better.

Perhaps we should consider a leadership academy, shared by the two states, which could bring to it the best of our young people for lessons in leadership taught by some of our best leaders with a focus on what it takes to not be afraid to lead and not be afraid to fail at the same time. ❧



## The Ebb and Flow of Change in American Government

Earl Ray Tomblin, President  
West Virginia State Senate

Earl Ray Tomblin was elected to the West Virginia House of Delegates for three consecutive terms beginning in 1974, and seven consecutive terms in the State Senate, beginning in 1980. Mr. Tomblin served as chairman of the Committee on Confirmations, Senate Majority Whip, chairman of the Energy, Industry and Mining Committee and Finance chairman before being elected the 48th President of the Senate in January 1995. He is the longest serving Senate President in West Virginia's history.

Mr. Tomblin was born in Logan County, West Virginia, and received his undergraduate degree from West Virginia University and an MBA from Marshall University.

In 2004 he was elected vice-president of the National Council of State Governments (CSG), the umbrella organization for the Southern Governors Association and became chairman in December 2005. Mr. Tomblin is the first West Virginian ever selected on this leadership track.

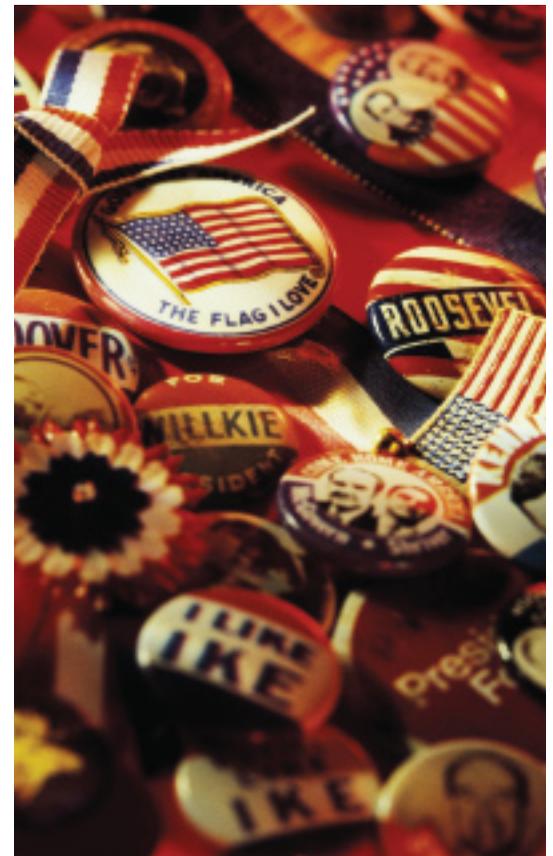
As far back as I can remember, politicians have been intoning the idea of change. I cannot imagine any candidate running for any political office on a platform of "let's keep things the way they are." Maybe the closest we came to that was the re-election cry of Woodrow Wilson supporters during the 1916 election, who urged "vote for Wilson, he kept us out of war." Of course, not long after winning his second term, the United States was in the middle of World War I. The development of the country, its social order and politics have been changing since.

Change occurs on all levels of government and in every one of life's arenas. It is important to recognize its ebb and flow and be prepared for whatever the change brings. Strong leadership is often a necessity in addressing the effects of change – or the prospect of changes to come. Dealing with change may require tough decisions from those who lead. Sometimes these decisions are so complicated, earth shaking and unpopular that the public does not understand the reasoning behind the actions taken.

Individuals also can challenge all of us to be willing to take a chance on change. Such was the case in the 1960 presidential primary election campaign in West Virginia, when Senator John F. Kennedy asked voters to set aside their Protestant leanings and support a Roman Catholic for the White House. Kennedy won because he convinced voters that under his leadership the climate of our nation's government would be much different than the Eisenhower-Nixon years and that it was time to lay aside old fears. In a stunning victory, West Virginians led the movement of change by tearing down the barriers of prejudice and demonstrating a Catholic could win the White House.

Winston Churchill said history, or hindsight, is 20/20, and a great leader must be a visionary – able to look beyond the political horizon in

order to prepare both the electorate and the government for the coming change, even in the face of criticism. Another historic example is President Franklin D. Roosevelt's conviction that the United States would be unable to avoid World War II, which resulted in his decision to prepare the country for it through the Lend-Lease Act. Roosevelt saw change coming in the winds of war, and he took decisive and controversial action, even while isolationist detractors scathed him for his intervention. As history records, his instincts were correct and the isolationists were wrong. He was able to anticipate the dramatic change in world events which he believed ultimately would bring the war to the United States, and his preemptive work helped stave off defeat of Great Britain and the Soviet Union until the United States became a full-fledged ally.





While the world war is an example of drastic national change, the changes in economics, in social, cultural and moral values and attitudes also have impacted West Virginia's politics since the war ended. State priorities and the wants and wishes of the electorate continue to have a profound effect on all aspects of state and local politics and government. Today's headlines, trumpeting the latest earth shattering event, are often soon replaced by another story or issue. These issues and priorities can change as quickly as winter weather. A leader has to be ready for anything, sometimes on a daily basis.

For years it has been debated whether "events shape the man," a question

now out of date in today's politics and government, with the growing influence and election of women to public office. It is one of the most profound political changes of modern times, since women have only had the right to vote nationally for a little less than a century. As a result, for the first time in our nation's history, a woman is a serious candidate for president. The nation also has several female governors and legislators, and the congress has a large and growing number of female members, including the Speaker of the U.S. House of Representatives, Nancy Pelosi.

Sometimes, once hardened views have been announced, the necessity for change can result in changes in leaders and

leadership. Case-in-point is the statement, "read my lips, no new taxes," made by Republican nominee George H. W. Bush during the 1988 presidential campaign. Later he had to eat those words and sign into law a major increase in taxes. Many believe this led to his defeat at the hands of Bill Clinton.

Change requires action and challenges leaders to embrace it. It is an essential quality of leadership that change be used and directed for the public's good and that history – and the public – view the results as positive. The challenge for leadership is to accomplish that often elusive goal. ▽



## Generational Change Creates Demand for Leadership Experiences on Campus

Michael S. Garrison, President  
West Virginia University

Mike Garrison, a respected public servant and immediate past chair of the West Virginia Higher Education Policy Commission, became the 22nd president of WVU on September 1, 2007. As president, he is committed to West Virginia University's key missions: changing lives and providing opportunities to all through education; building knowledge through research; and serving the people of West Virginia through economic development and health care.

Mr. Garrison previously was managing member of the Morgantown law office of Spilman Thomas & Battle PLLC. Prior to joining the firm in 2003, he served as former Governor Bob Wise's chief of staff and as cabinet secretary in the state Department of Tax and Revenue.

He is a member of the WVU Alumni Association National Board of Directors and has served as an adjunct professor of political science in the WVU Eberly College of Arts and Sciences for the past several years.

A West Virginia native, Mr. Garrison earned a bachelor's degree in political science and English from WVU in 1992 and a doctor of jurisprudence from the WVU College of Law in 1996. He also studied for a year at Oxford on a Rotary International Scholarship. During his undergraduate career at WVU, he was elected student body president. He was also a member of Mountain Honorary and captain of the Men's Rowing Team.

Ashley Riley wanted to hone her leadership skills and ended up creating an organization of student ambassadors to serve as liaisons between West Virginia University and its guests at special events.

Jillian Joseph wanted to make her mark on the fashion world, so she immersed herself in design projects while still in college, winning awards in state design competitions.

Adam Pellillo started out leading fellow students through the West Virginia wilderness – and then took his leadership skills across the Atlantic to Morocco.

Ashley, Jillian and Adam are students who started leading and accumulating real-world experience at West Virginia University. Through a variety of programs — from study-abroad and service-learning activities to undergraduate research programs to a leadership studies minor — WVU is giving students opportunities to challenge themselves.

More and more, our students come to Morgantown with a desire to pursue not only academic achievements, but also to build their leadership skills.

Preparing this generation to lead is, in fact, important to all of us. The median age of the U.S. work force is rising, and as members of the baby boom generation enter their 60s and start to retire, the current generation of students will be called upon to take on substantial leadership responsibilities at relatively early ages.

Research has shown that many members of this generation are civic-minded, team-oriented and adept at multitasking. And they are eager to make an impact on society.



At WVU, students get that opportunity.

Ashley, a marketing major from Morgantown, found her chance through WVU's Leadership Studies minor, a program that combines coursework with hands-on leadership experiences (*see related story on page 11*).

Working with mentors in the WVU administration, Ashley helped to create the Gold and Blue Student Ambassador Program to represent the University at special events such as Commencement. In the process, she found an internship with University Events and Ceremonies and an interest in event planning as a possible career.

Ashley says she is impressed with the support WVU student leaders receive from administrators and faculty members.

"It's a large University, but it's so easy to make connections here with faculty and staff and to find mentors who want to see you succeed," she said.

Biochemistry student Zach Gouzd found his opportunity to lead in WVU's Honors College, an academic enrichment program for high-achieving students. Zach is serving as WVU's Honors Community Ambassador, coordinating cultural and social activities for the more than 1,500 students. Working with these motivated students, Zach has seen how many leadership roles exist for students, especially within WVU's more than 300 student organizations. He has also seen many Honors students start their own organizations and projects to reflect unique interests.

"If you want to get involved, there's a way to do it here," he said. "If you want to lead, there's some capacity to fill."



## Leadership Studies Program at WVU

Dr. Larry Cote, Extension Professor and Director, WVU Leadership Studies Program



There are many definitions of leadership. Most battle-tested leaders and those who study leadership agree on one

thing: leadership is all about creating necessary and positive change. Most also agree: the success of change initiatives requires the enthusiastic involvement of every employee and strategic stakeholder.

Leadership is both an art and a science that has been practiced and studied throughout human history. However, there remains a critical need for and a seemingly limited supply of innovative, courageous and well-prepared leaders. This is the case across all facets of society. It is felt acutely in our state in organizations and agencies of all sizes and across the public, private and non-profit sectors.

The State of West Virginia and its leading university are not alone in recognizing this need, evidenced by the proliferation of leadership programs emerging at universities across the nation. Surprisingly, this trend of introducing organized, cross-disciplinary curricula as part of an undergraduate degree is quite a new phenomenon. The demand is already mounting for graduate leadership courses here and elsewhere. Those pursuing advanced degrees are all feeling the pressure from within their professions to be more deeply trained in leadership skills and concepts.

(continued on p. 46)

Adam Pellillo, who served as a cross between “a field commander and a professor” while serving as a guide for WVU’s Adventure West Virginia wilderness orientation program, agrees.

“With the array of groups, teams and organizations on campus, it’s easy to take on some sort of leadership position at the university,” he said. “Likewise, there are a lot of research opportunities and internships available for those wanting hands-on experience in their fields.”

Study abroad has become a particularly popular real-world experience for students preparing to lead in a global economy.

Pellillo, a political science and economics major, said his recent study-abroad trip to Morocco and his Adventure West Virginia experiences have been as important to his education as his classroom learning.

“While studying in Morocco, I was able to immerse myself in a completely different culture, political and economic environment and academic setting. I came away with a different perspective towards the world,” he said. “With Adventure West Virginia, I believe I improved my leadership abilities by dealing with diverse and sometimes unpredictable situations.”

(continued on p. 46)



## Four Building Blocks of Effective Leadership

Governor Gaston Caperton, President  
The College Board

Gaston Caperton, a former two-term governor of West Virginia, is the eighth president of the College Board, a not-for-profit membership association founded in 1900 that consists of 5,000 of the nation's leading schools, colleges and universities. Among its best-known programs are the Advanced Placement Program® (AP®) and the SAT®.

Governor Caperton initiated a sound financial approach that led Financial World magazine to call West Virginia the most improved state in the nation. Under his leadership, the state, which had been \$500 million in debt, was able to generate a \$100 million surplus, and the unemployment rate dropped from 9.8 percent to a low of 6.2 percent. This was accomplished by creating more than 86,000 jobs.

After leaving the statehouse, Governor Caperton spent the spring of 1997 teaching as a fellow at the John F. Kennedy Institute of Politics at Harvard University. He then taught at Columbia University, where he founded and managed the Institute on Education and Government.

He began his career as a businessman in his home state. After graduating from the University of North Carolina, he went to work for a small insurance agency in Charleston, West Virginia. He soon became the company's principal owner. Under his leadership, the company grew into the tenth-largest privately owned insurance brokerage firm in the nation.

He was chair of the Democratic Governors' Association and has received numerous state and national awards and special recognition, including eight honorary doctoral degrees.

During my career, I have been fortunate to be the leader of a for-profit business (McDonough Caperton Insurance), a state government (West Virginia) and a nonprofit organization (The College Board). Given this variety of different leadership roles and experiences, some might expect me to say that effective leadership depends on the organization, and that the characteristics of a good leader change in different settings. My observation, however, is exactly the opposite. I believe that effective leadership is the same across all areas, and that greatness is consistent among the leaders I have seen and worked with over the years. For this article, I describe what I have learned about the elements I think are necessary for success across all types of leadership.

All organizations must have a clearly articulated vision, mission, strategy and a set of shared values. These are absolutely fundamental, and they are part of every definition of leadership. Critical to the execution of these things, however, are four elements that are not included or discussed as often.

### People

The first of these critical elements is people. Specifically, a leader must ensure that the organization is recruiting, training and retaining the best people. Highly qualified and very competent people are the lifeblood of any company or organization. As president of McDonough Caperton, I increased the size of the company from 15 employees to more than 600, and I appreciated that each person contributed to our success and growth into the nation's tenth largest insurance brokerage company. This focus on people is especially true today in our knowledge-driven economy that thrives on human and intellectual capital. And, thanks to the power of technology, the best people can be found anywhere in the world.

### Taking Risks

The second element is taking risks. Not wild, irrational risks, but risks chosen based on a careful calculation of the ratio between risk and reward – the greater the risk, the greater the reward. A leader doing this calculation must also take into account the relevance of the risk and reward to the organization's fundamental values. Any risk taken (and any reward anticipated) should be consistent with the vision and mission of the organization. A few years ago at the College Board, we took a risk by adding a new writing section to the SAT. Some critics said it would make the test too long, others were concerned about the cost, still others wondered if colleges would use it. But the reward was to elevate the status of writing as an essential skill that every student should have.





## Money

I learned about the third critical element the hard way when someone asked me early in my career, “Where’s the money?” Every organization, from families to the Fortune 500, has to have more income than expenses. For a business, the importance of money is obvious: business is clearly about making money and earning a profit.

For the leader of a nonprofit, being aware of money is even more important because nonprofits cannot raise capital – they operate on the margins they generate and contributions they receive. Without these margins and contributions, nonprofits cannot reinvest into programs that produce returns in terms of positive social change and community benefits. For example, at the College Board we invest our margins back into programs that

connect all students to college success, which is the mission of our organization.

## Good Partnerships

The fourth and final element is good partnerships. Understanding the importance of partners is important to political leadership. As Governor, I had a very good relationship with the Legislature. In passing a budget and a legislative agenda, I always needed to understand where legislators stood on issues. I needed to understand their pressures and their priorities. Without good partnerships, government quickly turns to gridlock and the public suffers.

While I believe these four elements are critical to the success of leaders in the for-profit, nonprofit and government arenas, I also believe history has shown that there are certain exceptional individuals – Jesus

Christ, Mahatma Gandhi, Martin Luther King, Jr. – who have charisma born of powerful ideas and great moral authority that empower them to be leaders of social movements and change the world. I admire these leaders and this type of leadership tremendously. History has also produced great military leaders – Alexander the Great, Napoleon, George Patton – who had special skills as strategists and tacticians that enabled them to wage war and build empires.

Most of us, however, are not changing the world or building empires. We are working in smaller, more established organizations where leadership is a more practical (but no less important) exercise. In my experience, the formula for successful leadership has consistently involved those four key building blocks: people, risks, money and partnerships. ▽



## Coal Mine Safety – The New Industry Predicate

Peter B. Lilly, President – Coal Group  
CONSOL Energy, Inc.

Peter B. Lilly was named President-Coal Group for CONSOL Energy Inc. in February 2007. Mr. Lilly is responsible for all aspects of the company's coal production, marketing, sales and safety.

He also serves on the board of directors of Waterways Council, Inc., and is a delegate to the World Coal Institute. Prior to joining CONSOL Energy as Chief Operating Officer in October 2002, Mr. Lilly had been President and Chief Executive Officer of Triton Coal Company LLC and Vulcan Coal Holdings, LLC in St. Louis, Missouri. He previously held a number of senior positions with Peabody Holding Company Inc., including President and Chief Operating Officer. He also was president of Eastern Associated Coal Corporation in Charleston, West Virginia and president of Kerr-McGee Coal Corporation in Oklahoma City.

A native of Beckley, West Virginia, Mr. Lilly is a graduate of the U.S. Military Academy at West Point. He obtained his master of business administration degree in industrial marketing and operations management from Harvard University in 1977. In addition, he completed the advanced executive program at Northwestern University's Kellogg School in 1988.

Mr. Lilly has served on the board of directors of the National Coal Association and the American Mining Congress. He has chaired the National Mining Association's safety committee, is a former chairman of the West Virginia Coal Association and has been a member of the Young Presidents' Organization.

The accident last summer at the Crandall Canyon Mine in Utah was one of several high-profile coal mine accidents in the past two years that convinced many people that not much has changed in our industry in the last 100 years.

But substantial progress *has* been made!

From 1975 through 2005, annual U.S. coal mine fatalities were reduced from 1,068 to 22. Total injury rates for U.S. coal mining are as low as they have ever been, even as we produce record amounts of coal. The coal industry has a better overall safety record than many other industries or sectors of the U.S. economy, and we are far ahead of countries such as China, where the coal mine fatality rate is 13 PER DAY.

Despite the effort that we have expended and the progress we have made in mine safety, we must admit to ourselves we have fallen short. People are still getting hurt.

It is not that our intentions are bad. Rather, I suspect it is because we have operated from an unspoken, and possibly unrecognized, assumption that a certain number of accidents are simply inherent in our business.

CONSOL Energy's current statistical safety record is nearly three times better than the industry incidence rate for underground mines. We are very proud of our performance. But in human terms, more than 230 CONSOL employees had recordable injuries in 2006. Even if our safety performance improved by 50%, 115 of our people still will be injured. That is unacceptable.

And we plan to change that! We plan to change it for CONSOL Energy and we hope the industry will follow our lead. The only acceptable safety statistic will be zero.

You may be skeptical that we can actually eliminate accidents. But consider this: Last year, 97% of CONSOL Energy employees worked accident-free the entire year. *Zero is* within our grasp.

Eliminating accidents requires a three-pronged approach.

### The Safety Triad

**First, there is the law.** Compliance with the law is an obligation. However, complying with the law alone will not eliminate accidents. We have numerous laws regarding speed limits and driving behavior, yet highway accidents occur every day. Laws, by themselves, are not enough to guarantee safety. The law is only one element in the safety triad.

**A second is the technology/safety interface.** Effective technology, properly applied, can be an important component of an overall effort to eliminate accidents. New technologies have resulted in important mine safety advances, and industry and government alike must work to continue to advance technology.

Yet even with the best crafted statutes and regulations, and even with well-engineered mines that deploy the best technologies, mine accidents will continue to occur unless we address the third and most important element of the safety triad: **the human element.** At CONSOL, we refer to it as the culture of safety.

### The Culture of Safety

Individual work safety is a condition of employment at CONSOL Energy. We hold every employee – salaried and hourly alike – responsible for working safely. The culture of safety requires each employee to make safety a core value in his or her life.



As part of our ZERO accidents program, we ask employees to identify the primary reason why they are personally committed to being at ZERO. Not surprisingly, many say, “so I can come home to my family” or “so I will be around to teach my son to fish.” By asking each employee to identify, articulate and visualize that reason, we hope to create a constant reminder on a deep, personal level of why safety is important.

Our safety culture requires us to understand the impact of the signals we send every day by the manner in which we run the business. Does production trump safety, or does safety trump production? At CONSOL Energy, our commitment is to a culture where safety trumps production, where it trumps profits, where it trumps all other rules, policies or procedures.

We are committed to a culture of safety that empowers every employee, whether hourly or salaried, to stop the normal course of operation if he or she believes that safety is being compromised.

Creating the culture of safety comes, in part, from engaging in a constant

conversation about safety. And it is not a one-way conversation. There is no monopoly on good ideas when it comes to eliminating accidents. Everyone should be engaged in the conversation. As we like to say, safety has no rank.

It is a culture that requires constant observation and analysis of job procedures and processes and requires that we submit ourselves to the discipline of continuous training and evaluation, rather than just the periodic training required by law.

At the individual level, we reward those who work at ZERO accidents. Every employee, even those who work in office settings, has the opportunity to enhance his or her pay by working safely as an individual. But it is important to note that the requirement is ZERO. Nothing else will meet the “reward” standard.

We don’t view this as “paying” for safety. We view it as one of several ways in which we acknowledge, reward and encourage safe work.

There are, of course, some challenges in living in such a culture.

It takes a constant effort to convince employees that they have the right, without suffering a consequence, to interrupt work in the name of safety and a steadfastness of commitment to convince managers that subordinate employees should be empowered in this way.

But we can do this. What is required is a re-examination of old assumptions and the resolve to do things differently.

In the final analysis, if coal is to retain its historic role as a cornerstone fuel for our country, I am convinced that eliminating mine accidents will be the new predicate for the industry. ♪



## Partnerships and Perseverance Create New Possibilities in Louisville

Jerry E. Abramson, Mayor  
Louisville Metro, Kentucky

Mayor Jerry Abramson is the longest serving mayor in the history of Louisville, Kentucky. He served three terms as Mayor of the City of Louisville and is in his second term as Mayor of the new consolidated city of Louisville Metro. Mayor Abramson was named the best civic leader for the fifth time by Kentucky Monthly magazine in 2005; named a Public Official of the Year in 2003 by Governing magazine; named one of the Top 20 Mayors in America, U.S. News & World Report, 1987 and one of the Top 25 most dynamic Mayors in America, Newsweek, 1986.

In 1993, Mayor Abramson was elected to serve as the President of the U.S. Conference of Mayors, the only Louisville Mayor to so serve. He also received the Conference's Distinguished Public Service Award, which has been given to just 13 others in 50 years.

Mayor Abramson received a bachelor of science degree in business economics from Indiana University and a law degree from Georgetown University in Washington, D.C. He served two years in the U.S. Army, then went on to serve two terms on Louisville's Board of Aldermen and General Counsel to Kentucky Governor John Y. Brown.

After he reached the three-term limit as Louisville's Mayor in 1998, he formed The Abramson Group, specializing in urban and regional economic development and business strategies. In 2000, he was one of the primary leaders of the successful campaign to merge the governments of Louisville and Jefferson County. He won office as the community's first Metro Mayor in 2002 with nearly 74 percent of the vote.

A few years ago, a national consultant came to Louisville as we were about to embark on a major change – the merger of a city and county government. He told me: “What you are doing is like changing the tires on a car when it's speeding down a highway at 60 miles per hour.”

The comment stuck with me, because so much of the way we navigate requires us to do our basic jobs well at the same time as we reorganize and plan for new projects and initiatives.

In our case, the continuing changes include job growth, educational attainment, continuing the renaissance of our downtown core, new parkland and planning and development issues that will position our community for greater success decades from now.

In my judgment, the formula that has guided our community through two decades of progress and change includes what I call the “5 Ps:” passion, perspective, patience, perseverance and partnership.

By passion, I mean enthusiasm, a sense of mission, a vision that captures imaginations. One example is our City of Parks initiative, set in motion by a local civic leader with vision and supported by public and private donations. The project – one of the largest parks expansions in the nation – will add 4,000 new acres of green space in our rapidly developing suburbs and a walking, hiking and biking trail encircling the city. The new parks and 100-mile Louisville Loop will connect to our city's historic urban park network, designed in the late 1800s by Frederick Law Olmsted, the architect of New York City's Central Park.

Another example is a project that will change the face of our downtown and its skyline: the 62-story Museum Plaza skyscraper, which will include a contemporary art museum, hotel, condominiums and shops. The passion and

vision of a small group of local developers and investors – coupled with local and state support – has created a project that has been called one of the world's most distinctive new skyscrapers.

The second and third “Ps” are perspective and patience. Most big dreams come with timelines. It takes years to acquire land, to develop a plan, to arrange funding. They also often involve difficult choices.

That was certainly the case in the late 1980s when we made the strategic decision to expand our airport, which unlike many other cities, is located in the heart of our community. It seemed like an almost impossible task – relocate 4,000 people, 150 businesses and 16 churches.

But that decision, which government, civic and business leaders rallied around, has had a profound economic impact on Kentucky that still resonates today.

In addition to facilitating improved air service, the airport expansion allowed United Parcel Service to build its WorldPort global package sorting hub at Louisville International Airport. UPS is now Louisville's – and Kentucky's – largest private employer, with 20,000 workers, and the company is in the midst of its second \$1 billion expansion.

More than 110 companies, employing more than 8,700 people – from the Geek Squad computer repair company to Zappos.com shoes to Johnson & Johnson – have located in Louisville and surrounding areas to be near UPS. Louisville International now ranks third in North America – and ninth in the world – in total amount of cargo handled.

Perspective means developing 20/20 vision in community leadership – dreaming about the city you want in 20 years and beyond.



*Louisville's skyline and riverfront, already the beneficiaries of a \$1.5 billion investment since 2003, will soon add a 22,000 seat arena and a 62-story, \$465 million skyscraper project, Museum Plaza.*

The fourth “P” is perseverance – and Louisville’s local government merger is a great example. Three times voters here said “no” to merging our city and county governments and creating one Louisville Metro government. We made adjustments along the way, consolidated some functions and still nursed the dream of coming together as one united community.

In 2000, we came up with a new plan that addressed many public concerns. With business community funding and the endorsement of every living mayor and county judge – Republican and Democratic political leadership – we took it to the voters, and this time they said “yes.” Louisville became the first larger city in 30 years to consolidate its city and county. Merger has allowed us to streamline government, improve basic services and set our course on some clear and ambitious goals – from raising educational attainment to thinking regionally, not just locally, when we work on issues like jobs and air quality, waterfront planning and housing.

The final “P” is partnership. There are those things government or the private sector can do alone. In my experience, however, it is partnerships that create the most exciting changes, building on a wider base of resources and expertise.

A prime example is Metropolitan College – a collaboration born in crisis when UPS faced serious turnover problems with its overnight workforce nine years ago.



*UPS is investing another \$1 billion in its global air hub at Louisville International Airport, ranked as the ninth largest cargo airport in the world.*

Working with UPS, the state, University of Louisville and our local community college, we created a program for college students who would work the night shift at UPS in exchange for free tuition, room and board and special class schedules. The typical worker had left UPS after only 8 weeks. Now it’s 100 weeks. And 8,000 students have gone to college for free. It’s an amazing success story!

Partnerships are also at the heart of one additional “P” – that is “Possibility City,” a description we believe captures the true “personality” of our community. We are

now sharing this description with the world through our Greater Louisville Community Branding Project, a unique long-term partnership between Louisville Metro Government, Greater Louisville Inc., the Metro Chamber of Commerce and the Greater Louisville Convention & Visitor’s Bureau.

For more on Louisville, our progress, partnerships and possibilities, visit our web site: [www.louisvilleky.gov](http://www.louisvilleky.gov) 



## Leadership Through Planning – Charleston: A Case Study

J. Thomas Lane

Bowles Rice McDavid Graff & Love LLP

Tom Lane is a partner in the Bowles Rice Charleston office and is the leader of the firm's coal, oil and gas practice group. He practices primarily in the areas of natural resources, coal, oil and gas, commercial real estate, zoning and land development, as well as litigation cases involving these areas. He also engages in lobbying and government relations, particularly on issues affecting the mineral industry.

As the former Robert T. Donley Adjunct Professor of Law at the West Virginia University College of Law, Mr. Lane taught a course in coal, oil and gas law. He compiled a teaching text on coal, oil and gas and has published numerous articles.

Mr. Lane is president of the Charleston City Council, where he has been an elected member since 1987.

Mr. Lane is trustee and past president of the Energy and Mineral Law Foundation and past president and chairman of the Executive Council of The West Virginia Bar Association. He is also the chairman of the Charleston Land Trust.

Mr. Lane received his bachelor of arts degree in 1968 from Washington & Jefferson College and his law degree in 1973 from West Virginia University.

In 2006 Mr. Lane was awarded the annual McClaugherty Award by the Energy and Mineral Law Foundation for distinguished service to the natural resource profession.

In the summer of 2003, the newly elected mayor and 27 members of Charleston City Council convened as a planning committee. Meeting on the stage of the as-yet unopened Clay Center, the venue demonstrated the ability to take an impossible dream and make it reality. In this unusual setting for a legislative body, the members set about to establish a collective vision for the city. Tom Heywood, the meeting facilitator, offered the suggestion that great leaders identify ultimate goals, then set reasonable action plans to accomplish them. With that sense of focus, these city leaders began to offer their ideas.

Visions were expressed in terms of headlines that members would like to read in the Charleston Gazette in the year 2013. Those headlines ranged from "Boulder, Colorado, Known as the Charleston of the West," and "Demand Creates New 500-Room Hotel" to "Young People Coming Home to Charleston."

Two years later, in 2005, City Council continued its planning efforts with a retreat facilitated by Becky Ceperley of the Greater Kanawha Valley Foundation. This meeting, held in the outfield of the newly completed Appalachian Power Park, resulted in the identification of five focus areas to elevate Charleston to higher levels. Most recently, in 2007, another newly elected Council met at the recently opened, state-of-the-art Robert C. Byrd Pharmacy School at the University of Charleston.

Each meeting venue demonstrated that seemingly impossible dreams can come true, and in each instance the Charleston City Council refined the ways in which improvements could be made in the five focus areas, all of which centered on the theme of making Charleston a great place to live and to work:

- Improving and strengthening neighborhoods
- Improving city infrastructure
- Making government efficient
- Enhancing and creating recreation and special events
- Attracting business and creating jobs

Implementation of the plan began with task forces in each focus area and Council teams charged with accomplishing goals. Halfway through the ten-year vision plan, the results are remarkable.

Charleston could already be described as "the Boulder of the East." New activities have been established, including a week-long arts festival, "FestivALL," activity-filled 4th of July festivities, and a weekly summer concert series, appropriately named "Live on the Levee." Existing activities, including "Wine and All That Jazz," a Chili Cook-Off and the Sternwheel Regatta have been enhanced, and virtually every week from late spring until the new "Hot Rod and Do-Wop" weekend in early fall, a significant activity takes place in Charleston. "Kids On Court," a tennis program for inner city youth, was initiated with enthusiastic support of volunteers. In five short years, an already-active city has been enriched with lively and vibrant activities taking place on a consistent basis.

In the same relatively short span, the city planning code was re-written to encourage new building, the redevelopment of deteriorating neighborhoods and the creation of green spaces in commercial areas. The clutter of commercial pole signs will be reduced under these new rules, as a uniform system of tasteful and low-impact signs is put in place. The Charleston Land Trust was created, and it now holds valuable property for new parks and recreation opportunities.



*Clockwise from upper left: Appalachian Power Park, home of the West Virginia Power; Clay Center for the Arts & Sciences, the 240,000 square foot home of the Avampato Discovery Museum and the West Virginia Symphony Orchestra; boats docked at Haddad Riverfront Park during a free “Live at the Levee” summer concert; the logo for Charleston’s week-long FestivALL.*

A user tax was imposed to support the hiring of new police officers whose presence today is recognized in headlines which report: “Crime Has Dramatically Dropped.” Strong neighborhoods are safe neighborhoods and with a greater sense of safety in our neighborhoods, a subpart of the plan to improve neighborhoods has certainly been accomplished.

The not-very-sexy subject of infrastructure improvement also has been addressed, with new storm water controls, GPS mapping of the city, a multi-million dollar renovation of the Sanitary Board plant, maintenance plans on all city-owned property and again, the user fee to maintain city streets in excellent condition. City and county 911 services and housing authorities have been merged in an effort to obtain more efficient government. An

open dialogue exists which will open the door for collaboration with the county and other governments.

A drive through downtown Charleston today reveals a clean and robust city. New headlines read: “Charleston is Driving the State’s Economy,” “Charleston, a Great Home for Seniors” and “Charleston, Thriving on the Creative Class of Young Professionals.”

Planning in government is unfortunately a rare occurrence, and planning by a legislative body is, perhaps, even more rare. The lessons from Charleston’s effort are, therefore, noteworthy. First, the mere effort to plan, to think together and to seek common goals has resulted in an unusual congeniality among members and common purpose. Issues coming

before Council are often viewed in light of clearly articulated goals. Second, the mere existence of a plan has led to focused efforts to accomplish articulated goals and the results today are evident.

A common theme expressed at each planning meeting was the concept that Charleston should be a leader. In this expression and in the readiness to plan, leadership was actually practiced. The value of planning, and the value of leadership which executes a plan, are seen today in very tangible improvements in Charleston.

As with any plan, Charleston’s is not fully realized. Work is incomplete, but that is as it should be. ☺



## Helping Others Deal with Change

Gregory K. Smith, President and CEO  
Mountain State Blue Cross Blue Shield

Gregory K. Smith has been the President and Chief Executive Officer of Mountain State Blue Cross Blue Shield since 1995. He has been with the company since 1984, and previously held the positions of executive vice president, vice president for external operations and director of public relations.

A graduate of West Virginia University, he also completed the Harvard Business School's Executive Education Program. He is a member of West Virginia University at Parkersburg's Board of Advisors.

Mr. Smith is a former member of the West Virginia Legislature (1980-86), where he served as Assistant Majority Leader and Democratic Caucus Chairman from 1985 to 1986. He was appointed by former Governor Bob Wise to the West Virginia Economic Development Authority from 2002 to 2004 and is a past chairman of the Board of Directors of the Chamber of Commerce of the Mid-Ohio Valley.

Everyone has heard the statement, "The only thing constant in today's business world is change." Because everyone operates in a global economy and has immediate and real-time access to data and information, input is received on a daily, if not hourly, basis that can impact operations. This is especially true in the health insurance business. In healthcare, accessibility and affordability are top concerns for individuals and businesses across the nation. Consequently, a myriad of initiatives are occurring in an effort to resolve these problems. Unlike other businesses, almost everyone is either a customer, supplier, or regulator of Mountain State Blue Cross Blue Shield, and sometimes they are all three at the same time.

The health insurance industry has been categorized in many different ways: financial institution, risk management company, third-party administrator, preferred provider organization, etc. But mostly, it is a service



company and that must be emphasized to employees every day.

The term "Leadership" encompasses a broad spectrum of meanings, with thousands of books written on the subject. There are also as many different styles as there are leaders. However, there are a few identifiable characteristics of great leadership which allow company growth even in times of change. These characteristics are: honesty, integrity, openness, trust, loyalty and fairness. The effective leader also emphasizes goals, recognition of high performance and clarity in communicating goals and expectations. If these are practiced daily, employees will always be able to deal with change. If practiced only when needed or during a crisis, they will be recognized for what they are – attempts to manipulate! Consider the following:





*Artist's rendering of Mountain State Blue Cross Blue Shield's new corporate headquarters in Parkersburg, West Virginia.*

### **Always Emphasize That Employees are Number 1**

How many companies have used the slogan "The Customer Is Always Right?" It is a slogan primarily designed to emphasize to the employees that they need to be respectful of a customer and fully meet the customer's needs. A better way of accomplishing the same concept is to ensure that if employees are treated fairly, they will take care of the customer. This is one of the tenets of the Great Place To Work Foundation's<sup>®</sup> mission, to which Mountain State Blue Cross Blue Shield subscribes.

### **Show Your Appreciation**

Everyone likes to feel they are appreciated and are making a contribution to the company's goals and objectives. There are many "Best Practices" to show employees they are appreciated and most are not monetary rewards. Here it is paramount that the leadership not delegate, but participate with a willingness and desire to do so.

### **Tell It All ... And Often**

Employees have a right and obligation to know what is going on in their company. With very few exceptions, employees should have access to every piece of information management has. This is even more important during times of change. While they may not like all the information, overall stress and speculation is reduced with this "tell it all" philosophy.

### **Respect Must be Earned, not Demanded**

Employees understand the need to respect authority, but personal respect does not automatically come along with a new job title. It is earned over time. One must first respect employees as individuals before respect is returned. A supervisor who has to remind an employee "who's the boss" is ineffective as a leader. Great leaders know to leave power on the shelf.

### **Practice Integrity, Fairness and Openness**

All leaders profess to promote and practice an open and two-way communication

model. In many cases this model only works until criticism or bad news begins to flow up the line. For successful communication to occur, it must be two-way and based on honesty, integrity and fairness. The successful leader, especially during times of change:

- never promises anything until it can be delivered;
- promotes loyalty to the company and its employees;
- recognizes that mistakes occur but does not tolerate poor service;
- actively demonstrates that the company cares about employees; and most importantly
- develops trust as part of the environment and culture.

The question should be: Are these theories or practices used by the company? The answer can only be verified by its employees. They are the only ones who can determine whether this is the way a company *should* run or it is the way the company *is* run. ❧



## BrickStreet: The Product of Change

Gregory A. Burton, President and CEO  
BrickStreet

Gregory A. Burton is President and Chief Executive Officer of BrickStreet Mutual Insurance Company. He oversees policy direction, leadership, strategic plan implementation and budget development for BrickStreet. He also serves on the Board of Directors for the West Virginia Chamber of Commerce and the West Virginia Roundtable.

Mr. Burton earned a master's degree in business administration from the University of Kentucky and a bachelor of science degree in marketing/management finance from the University of Charleston. He was appointed acting commissioner of the Bureau of Employment Programs and Executive Director of Workers' Compensation by then Governor Bob Wise in April 2003.

Previously, he served as Cabinet Secretary of Administration; City Manager of Charleston; chairman of the West Virginia Health Care Authority; assistant vice president, Investment Banking with Ferris, Baker, Watts; and vice president, head of corporate trust with Bank One.

The first sentence of BrickStreet's Corporate Culture Statement reads, "BrickStreet Insurance is the product of change, and embraces the opportunities and energies that change presents." This statement, developed by our employees during our privatization from state agency to corporate citizen, is an accurate reflection of BrickStreet's feelings about change.

Leadership is situational. The demands a leader faces change as the organization he leads evolves and grows; as the organization evolves, a successful leader must evolve with it. In many ways, that has been easy at BrickStreet. Making the change from government agency to successful private company has allowed us to grow and evolve together. Within our company, a major part of that growth has been the development of our leadership team.

We made a commitment early in the development of BrickStreet that, whenever possible, we would fill our leadership positions from within. If that was not possible, and time allowed, we would provide additional resources to employees to help them qualify for leadership positions.

We also recognized that some leadership positions would require hiring from the outside. There were some specialized skill sets, such as successful experience working in private sector mutual insurance companies or experience working with insurance agencies and agents, which we did not have and could not develop. Because of those needs, we filled leadership positions at several levels with individuals hired from Colorado-based Pinnacol Assurance, Texas Mutual Insurance and Kentucky Employers



Mutual. Additionally, we hired other individuals experienced at the local and regional insurance agent level.

Just as you cannot have teachers without students, you cannot have successful leaders without good employees, and BrickStreet has a commitment to employee development. Two of BrickStreet's fundamental building blocks are good employee communications and a willingness to provide training opportunities to our employees.

Our primary tool for employee communication is a Daily Message which is published each day on our intranet site, called Street Talk. Sometimes the Daily Message comes from me, sometimes from various senior managers and at times from others within the company. Topics range from serious management concerns, such as computer usage policies and building security, to more routine topics, such as meeting notices, training schedules, staffing and organizational changes.

There also is an untraceable feedback system in which employees can comment on the Daily Message or any other BrickStreet-related topic. These employee comments are distributed among senior management, who respond as appropriate. While some of these comments may require a personal answer, many are comments relating to events or circumstances which can be addressed universally.

Periodically we survey our employees on their attitudes and opinions on specific work-related issues. Sometimes this survey work is done by internal staff, while at other times, depending on the topics and nature of the questions, we contract the survey work out.

Terms like employment empowerment and participatory management are too often overused and incorrectly understood. At BrickStreet we use these concepts, but not these terms, because we believe in an educated and informed workforce which has input in many areas of decision-making. Sometimes that input is formalized, at times informal, but always listened to and considered.

Definitions of leadership usually explain what the leader does, but often fail to identify that leader. Does a company have only one leader? Two leaders? Several? We realize that no one person is the only leader in a company; leadership occurs at all levels of the company.

For example, two or three employees notice a problem with a process or a workflow and report that problem to management. Clearly, those employees saw something that others missed. More than that, they not only saw it, they reported it in such a way that company leadership could act upon it. In cases like this, it is easy to say that the leaders were the employees who identified and reported the problem and that senior management, even when making the required decisions, was simply following the lead of the employees.

Two quotes come to mind to summarize leadership and change. The first is from Peter Drucker, who said, "Management is

doing things right; leadership is doing the right things."

The other is from Reverend Theodore Hesburgh, president emeritus of the University of Notre Dame, who said about leadership, "The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet."

We live and work in an uncertain world. Everyday events change the environment in which we work, and we adjust to those changes. Individuals are successful leaders when they do what is right and do so with the certainty of their vision. ▽





## West Virginia's Physicians and Political Leaders Create a Working Solution

David L. Rader, President and CEO  
West Virginia Mutual Insurance Company

David L. Rader is President and CEO of the West Virginia Mutual Insurance Company, a non-profit mutual insurer owned by its policyholders and serving the physicians of West Virginia. He has significant experience in the formation and operation of medical professional liability insurance companies, having been a key figure in the start-up of eight such companies prior to coming to West Virginia.

Mr. Rader has been CEO of the Mutual since its inception in 2004. He has held similar positions in Ohio, Florida and Illinois. He is also a founding member of the Physician Insurers Association of America (PIAA).

A graduate of The Ohio State University, Mr. Rader and his wife have family roots in West Virginia and Southern Ohio. He is active within the community, serving on the Board of the Girl Scouts in West Virginia and on the West Virginia Round Table.

Do you ever wonder why you are not seeing news stories about the “Malpractice Crisis” in West Virginia anymore? Or reading headlines that “Doctors are leaving West Virginia?” Or hearing about the “Malpractice Issue” when you visit your doctor? Maybe it’s because there is no longer a crisis in West Virginia. Maybe, through practical leadership and political stewardship, this issue has become manageable, and a solution found to a very vexing problem.

In order to solve a statewide problem like medical malpractice, there must be change. And to have meaningful, positive change, there must be leadership. In fact, when things change for the worse it is often because of a vacuum of leadership. In West Virginia, malpractice change came as a result of a large team of varied players all going in the same direction at the same time.

An important part of the solution was to create a not-for-profit, non-governmental insurer owned by the doctors which could provide insurance for the doctors. The state provided seed money and, through legislative reforms, created a climate for growth. The doctors took it from there, and the West Virginia Mutual Insurance Company was born.

Leadership comes in a variety of shapes and sizes: vision, building consensus, placing community interests above personal concerns, and hard work. A review of the key players in helping to resolve malpractice concerns in West Virginia demonstrates some of the many flavors of leadership.

Executive governmental leadership came from the vision of former Governor Bob Wise and current Governor Joe Manchin. Through their stewardship, the state has been a large part of the solution – and not a part of the problem.

Building consensus in the Legislature was also

critical. Both houses of the Legislature fully supported the idea of tort reforms combined with a new, not-for-profit malpractice insurance carrier. Senate President Earl Ray Tomblin and former Speaker Robert Kiss provided the classic legislative leadership needed for the adoption of innovative solutions.

Insurance Commissioner Jane Cline and her staff have been strong partners in helping West Virginia’s physicians find insurance with a strong financial basis. They provided insurance expertise and guidance at every step in the creation and operation of the new insurance entity. They were truly strategic partners in the success of the Mutual.



But the strongest, most effective leadership – the greatest engine for change – has come from West Virginia’s physicians themselves. There are six physician leaders on the West Virginia Mutual Insurance Company Board: Robert L. Ghiz, M.D., Charleston, is the Chairman of the Board. The other physician Board members are R. Austin Wallace, M.D., Charleston, Vice-Chair; MaryAnn Cater, D.O., Wheeling, Secretary; Michael A. Stewart, M.D., Clarksburg, Treasurer; Jeffrey L. Neely, M.D., Morgantown; and Steven L. Sebert, M.D., Huntington. These doctors, together with five insurance professionals also on the Board, provide the leadership needed in this important time of change for West Virginia’s doctors and their patients. These physicians gave up personal time and career interests in order to help restore stability to the state’s insurance climate.



*Part of the Mutual's leadership team, left to right: Robert L. Ghiz, M.D.; Gary J. Schultz; Tamara D. Lively; David L. Rader; and R. Austin Wallace, M.D.*

Their personal sacrifices led the way to preserve access to medical care for all West Virginians.

Dr. Ghiz and the other physicians on the Mutual's Board of Directors have used the tools they were given to effectively manage a bad situation into a true success story. Thanks to legislative initiatives and patient safety programs, the number of malpractice lawsuits in West Virginia has been dramatically reduced. And this has led to a reduction in the average premiums paid by our doctors.

But that wasn't enough. At the same time, these physicians have created major new risk management programs designed to help physicians protect their patients. In addition to ensuring a high quality of patient care, the risk management programs help promote better communication and trust between the doctor and the patient. A positive patient/doctor relationship is a win-win situation for all.

Through the efforts of Dr. Ghiz and Dr. Sebert, who serves as Chairman of the Mutual's Risk Management Committee,

several innovative risk management programs have been designed to help West Virginia's doctors protect and assist their patients. Risk managers from the Mutual provide on-site services in doctors' offices to reduce the possibility that improper record-keeping will result in an adverse outcome. These same risk managers also work through specialty and regional medical societies to educate practicing physicians on new drug protocols or current medical issues that will affect patient care.

Another Mutual project is called the C.A.R.E. Program. This program (the name means Communicate And Respond Effectively) is designed to help physicians deal effectively with patients and families when unexpected adverse outcomes occur. Led by Dr. Ghiz, instructors from the Mutual have traveled throughout West Virginia to conduct seminars for physicians. Policyholders get assistance from the Mutual in understanding the need for openness and transparency with disclosure. They learn steps to consider before, during and after an unanticipated outcome, including the need to say "I'm sorry" when it is appropriate – and not

worry about the issue of fault. They are encouraged to appreciate the impact such events have on patients and their families and to take actions that are ethically and humanly right for their patients.

Dr. Ghiz and the other five physicians on the Mutual Board have provided leadership through a time of change. New physicians are coming into West Virginia every week. And, thanks to the synergy of political and professional leaders, change means a better way of life for all West Virginians.

Work still remains to be done. Leadership in all its forms will continue to be needed. History shows us that medical malpractice crises are cyclical. They come around every seven to ten years. West Virginia physicians cannot take their accomplishments for granted and fail to prepare for the future. Because of good physician leadership, however, West Virginia should be well positioned to withstand any negative forces that may be coming. The shared commitment of this newly formed alliance of leaders in West Virginia will be ready. ▽



## Leaders in West Virginia Face Special Challenges

Bray Cary, President and CEO  
West Virginia Media

Bray Cary is President and CEO of West Virginia Media, a multi-media communications company that reaches all of West Virginia. In 2001 Mr. Cary assembled a group of predominately West Virginia investors and began acquiring media businesses that today include four network television stations and The State Journal, a statewide business and leadership publication.

Mr. Cary lived his early years in West Virginia and is a 1966 graduate of Hinton High School. Working in WVU's Office of Intercollegiate Athletics as a student, he developed an understanding of college sports and the media and after leaving WVU, worked for the Sun Belt Conference, where he developed and operated the Sun Belt Conference Television Network until 1984.

Mr. Cary then founded Creative Sports in Charlotte, North Carolina, specializing in the syndication of televised college football and basketball games. He sold his company in 1994, and for the next four years was an ESPN consultant and negotiator for college and motor sports. In 1998, he joined NASCAR as vice president of broadcasting and technology, helping to consolidate all television rights to NASCAR races.

As West Virginia struggles with little or no growth, our leaders are challenged not only to see beyond the horizon but also to convince others that change can create greater opportunity. They must convince others that the pursuit of change is worthwhile.

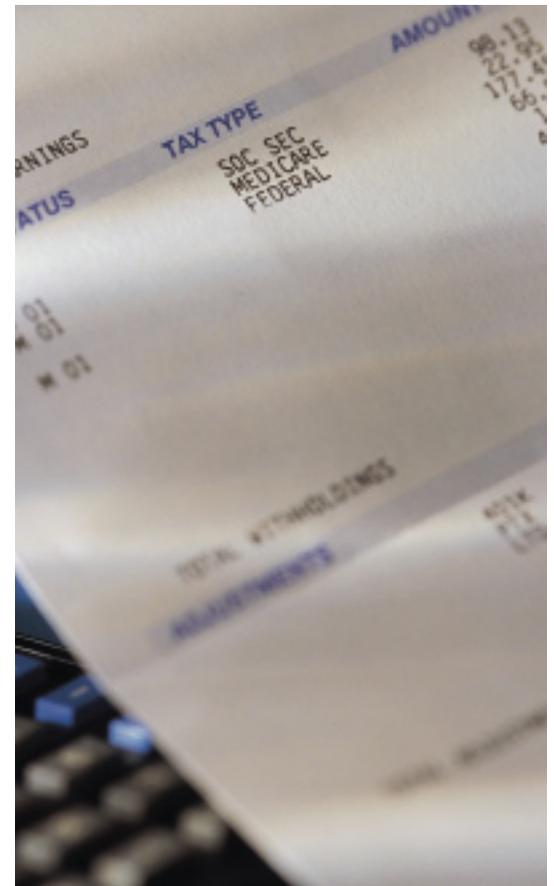
The lack of growth in West Virginia takes away any margin of error when leaders assess their opportunities. Leaders normally can hedge their bets when local and regional economies realize the sort of growth the rest of the nation experiences. Such growth would create some positive results even if the changes are slow to take hold.

But in a no- to low-growth economy, such as the one we have in West Virginia, our leaders perceive change not only to be risky but also something that many citizens cannot visualize. That makes leadership in West Virginia particularly difficult because, in many cases, we are faced with hitting a home run – or striking out altogether.

Perhaps West Virginia leaders have taken the “hunker-down” approach because they perceive that keeping what they have is easier than convincing others that, through change, we all can find the pot of gold at the end of the rainbow. Surely our political leaders realize that West Virginia is losing ground every day and that the majority of our citizens are hurt daily in a multitude of ways. Our taxes are too high. Our government has evolved into a care agency for far too many citizens who, unfortunately, have been victims of government policies that perpetuate the status quo rather than open the state to the competitive marketplace. These same policies have undermined our families and torn them apart, forcing too many of our educated and talented young adults to leave West Virginia to pursue opportunities in more economically-friendly environs.



We need political leaders who can see what a great state this could be if we embraced laws that reflect the values of the rest of America, and especially our neighboring states. Those leaders should abandon the protectionist policies that hold us back. They must be confident that their actions and policies – rather than political patronage and the distribution of public funds – will keep them in office. Even better, those same leaders could view politics as the path to honorable public service and regional growth rather than a means to preserve our stale and failed policies and their personal power.





Our business leaders also are challenged. In West Virginia, many business managers are afraid to speak up for fear of retaliation. Unfortunately and unnaturally, most, if not all, businesses in West Virginia depend on some form of government payments for their existence. But we all could do so much better if we would speak out and suggest that what is happening is not acceptable. If we developed a level playing field through the adoption of public policies that are consistent with those in economically vibrant states, we all could grow and succeed. That is the challenge at hand.

Finally, true leadership must come from the governed. That normally occurs through the election process, but our state unintentionally has chased out the

middle class and created an electorate that depends on the government for jobs and income. They naturally fear change to their status. We must convince the people that West Virginia can participate in the American dream if they demand changes that result in smaller government and a reduction of taxes – not just a redistribution of taxes. We then could compete and flourish in America. Until we accept that fact, we always shall be headed down the road to poverty rather than the highway to prosperity.

Over time, through conversations with citizens across the state, I have learned that our people are our strength. They want a West Virginia that offers opportunity and hope for the future. They want their children and grandchildren to find

opportunities close to home. They see just how much potential exists in these mountains and in our people. Their confidence in our potential and love for our state mean we can succeed.

Our challenge, therefore, is to redouble our efforts in presenting our case for change to the people of West Virginia. We must explain its worth and potential to every citizen. We must define a path to economic success. Leaders who believe in our people and our potential to embrace change can and must deliver that message in a convincing way. Most important of all, we must never give up on our belief that West Virginia can be a full partner in the American dream. ▽



## Leadership West Virginia – Successes and Plans for the Future

Pamela A. Farris, Executive Director  
Leadership West Virginia

Pam Farris is the executive director of Leadership West Virginia, a not-for-profit affiliate of the West Virginia Chamber of Commerce. She is responsible for leading the statewide program, recruiting for the selection of qualified participants, fundraising activities and building an alumni network of leaders. Pam brought 22 years of professional experience to the Leadership program, as she previously worked at Wells Fargo Disability Management.

Ms. Farris is active in the community. She currently serves on the Parent Volunteer Association Board of Charleston Catholic High School, where she co-chairs "Focus WV," a mini program for the students to learn more about the wonders of West Virginia. She is a member of the Vandalia Rotary Club of Charleston and the West Virginia Society of Association Executives. She is a graduate of West Virginia University's School of Business and Economics and completed the Leadership West Virginia program in 1998.

The cultivation of new leadership is of utmost importance to West Virginia's future prosperity and progress. Leadership West Virginia, a not-for-profit affiliate of the West Virginia Chamber of Commerce, is entering its 18th year of developing and motivating a cross-section of leaders. These leaders will, in turn, use their talents and abilities to inspire others by their example of service and to foster a new spirit of energy, enthusiasm and vitality across the state.

This statewide leadership development program meets several objectives:

- Bringing together emerging leaders who represent a broad spectrum of professional, personal, political, philosophical and geographic diversity.
- Imparting a knowledge of significant state issues on a level and to a degree that participants would not otherwise obtain.
- Heightening awareness and sensitivity through fresh insight and broadened perspectives.
- Developing a core of knowledgeable, dedicated and motivated individuals who will undertake a variety of leadership responsibilities.
- Building a statewide network of graduates who will contribute to improved communication and a greater understanding of, and involvement in, critical issues.
- Stressing the responsibility to actively participate in finding solutions that will enhance West Virginia's future growth and prosperity.



*Leadership West Virginia's 2008 Meeting Schedule*

Each year, as many as 50 leaders are selected to participate in Leadership West Virginia through a nomination process. Those selected must have demonstrated skills and experience in public affairs and professional careers. Although the participants are from different regions of the state, have varying backgrounds and viewpoints and possess diverse talents, they all share one common characteristic – an interest in West Virginia and its future.

This year, Leadership West Virginia will meet in eight communities throughout the state (see map with session locations and meeting dates). Each of the eight monthly meetings involves a two-day educational session that typically runs from Thursday morning through Friday afternoon. The sessions deal with key subjects and critical issues facing West Virginia.

At each of the leadership sessions, recognized authorities, practitioners, business people, teachers, professionals and analysts provide information and insight regarding program topics such as health care, economic development, tourism, government, the legal system and education. Varieties of views are presented on each topic and visits are made to local sites that reinforce or expand understanding of subject matter through observation and practical experience.

A secondary aspect of the program, which was added in recent years, is leadership development training. Each year the curriculum committee focuses on identifying the most current training issues of importance to the class. Some recent topics have included honing your leadership skills (in which class members explored their personality traits and interaction with others), strategic planning, meeting facilitation, leadership in a changing world, managing chaos in the workplace and media training.

Lastly, the students spend time in each community where the session is held. For some members of the class, these visits to different communities around our state



*The class of 2007 kicked off the program visiting the Eastern Panhandle and touring various historic sites with members of the Army War College.*



*Attorneys from the class, Courtney Kirtley and Bob Beatty, prepare their case at the Justice System Forum in the United States District Court Northern District of West Virginia before Senior U. S. District Judge Frederick P. Stamp, Jr.*



*The class stopped to visit Holl's Chocolates during the Economic Development session in Parkersburg.*

(continued on p. 47)



## The Two Indispensable Qualities of Leaders

Robert R. Simpson, Jr., Member  
Dixon Hughes PLLC

Robert Simpson co-founded the certified public accounting firm of Simpson & Osborne, CPAs, A.C., which joined forces with Dixon Hughes in February 2007. He serves tax clients in a variety of industries and focuses on succession planning and compensation.

He frequently speaks to community and civic organizations on a variety of tax, financial and management topics, and has served as a discussion leader at numerous continuing professional education seminars. He has been an instructor at West Virginia State University. A CPA since 1969, he also holds the Certified Financial Planner (CFP) designation. He earned a master's of business administration from The Ohio State University and his bachelor's degree from Miami University.

Mr. Simpson is actively involved in a number of professional and civic organizations, including the American Institute of Certified Public Accountants, is a past president of the West Virginia Society of Certified Public Accountants, a past president of the Rotary Club of Charleston and is the chairman of the West Virginia Roundtable.

He was the recipient of "Who's Who in West Virginia" in 1997 and a Distinguished Service Award from the West Virginia Society of Certified Public Accountants.

I have long been fascinated with leadership. It has been my good fortune to know many outstanding leaders and to see leadership in action, all of which has further whetted my appetite for the topic. This interest led to my involvement in the creation of the West Virginia Leadership Conference, a project of the West Virginia Roundtable. I have had the pleasure of co-chairing the Leadership Conference with David Hardesty, now the immediate past president of West Virginia University, and a great leader himself.

I have encountered leaders in all shapes, sizes, colors and philosophies. Indeed, they seem to be as varied as any cross-section of the population. While they tend to have certain qualities in common, it is my observation that there are only two which I would consider indispensable. The first calls to mind a quote I recently happened upon:

"The history of the world can be summarized in one sentence. Nothing fails like success."



**DIXON HUGHES** PLLC  
Certified Public Accountants and Advisors

Somehow, I think this statement resonates with most of us at some level. We know that sooner or later the old ways won't work anymore and that a new approach and new solutions are needed. Furthermore, those most vested in the old ways are least likely to change, citing the mantra "if it ain't broke, don't fix it."

While change is necessary, what is much less clear is what the appropriate change is, and when it should be introduced. This brings me to the first indispensable leadership quality, what is now popularly called "vision." Essentially it is this: Leaders are those who have a vision of the future that they find compelling. They seem to see a





WEST VIRGINIA  
**LEADERSHIP**  
CONFERENCE  
*A Project of the West Virginia Roundtable*



bigger picture, see it more clearly and hold it with considerable passion. They believe this vision of the future offers solutions to situations that perplex us today.

This leads me to my second observation regarding indispensable qualities of leaders: they have followers. This is stating the obvious, I suppose, but it merits further consideration.

What I find particularly interesting are the myriad ways in which leaders seem to attract followers. Some have powerful personalities and make their presence in a crowd immediately known. Others are extraordinarily humble and quiet. My point is, while the leaders can be quite different, they share this characteristic: they have followers, and this derives from the fact that those followers find the leader's vision compelling.

Perhaps these observations seem to be not a very fine screen. In other words, lots of people would qualify as leaders under this test of qualities, and that is my point. Leadership is far more ubiquitous than we commonly think. When we mention leadership, those who spring to mind are people such as presidents and prime ministers, popes and princes. And indeed, many fine leaders occupy such positions. But not all leaders have high position, and we often find that the qualities of leadership emerge well before the position is occupied.

I am convinced that there is a greater need for leadership in our world today than ever before, and that the more we have of it, the better. Those who can compose a positive vision which propels them forward, and who are willing to learn other skills which will assist in making them effective leaders,

are not only doing well for themselves, but for us all, in that they are the ones who are catalysts for a positive future.

The door of leadership is open, not just to a chosen few with special gifts, but to all who choose to make the journey. It is a challenging journey with many highs and lows, but it is one for which the human spirit is well suited and from which both those who take it and those with whom they interact can benefit. ▽

*Editor's Note: The sixth annual Leadership Conference will be held on April 22-23 at the Waterfront Place in Morgantown. For more information or to register for the Leadership Conference, visit their website at [www.wvleadershipconference.org](http://www.wvleadershipconference.org).*



## Vision Shared Is Working for a Better West Virginia

Juliet A. Terry, President  
Vision Shared Inc.

Juliet A. Terry was named president of Vision Shared Inc. in 2007. Vision Shared is a statewide nonprofit economic development organization dedicated to bringing diverse groups together to address issues that will improve the quality of life for West Virginians. As president, Terry is responsible for supporting the work of at least 30 different committees and nearly 1,000 volunteers, in addition to serving as the principal spokeswoman for the organization.

Terry, a Wheeling native, was a nationally award-winning journalist who began her career reporting for the Wheeling News-Register and The Intelligencer. She later moved to The State Journal and West Virginia Media television stations, where she was both a print and on-air reporter. Her reporting on issues, such as medical liability, workers' compensation and other government and legal affairs, earned her top honors from the Association of Capital Reporters and Editors, the Alliance of Area Business Publications and the West Virginia Press Association.

Terry has a bachelor of arts degree in English with a minor in biology from Allegheny College in Meadville, Pennsylvania. She also holds a master of legal studies degree from West Virginia University.

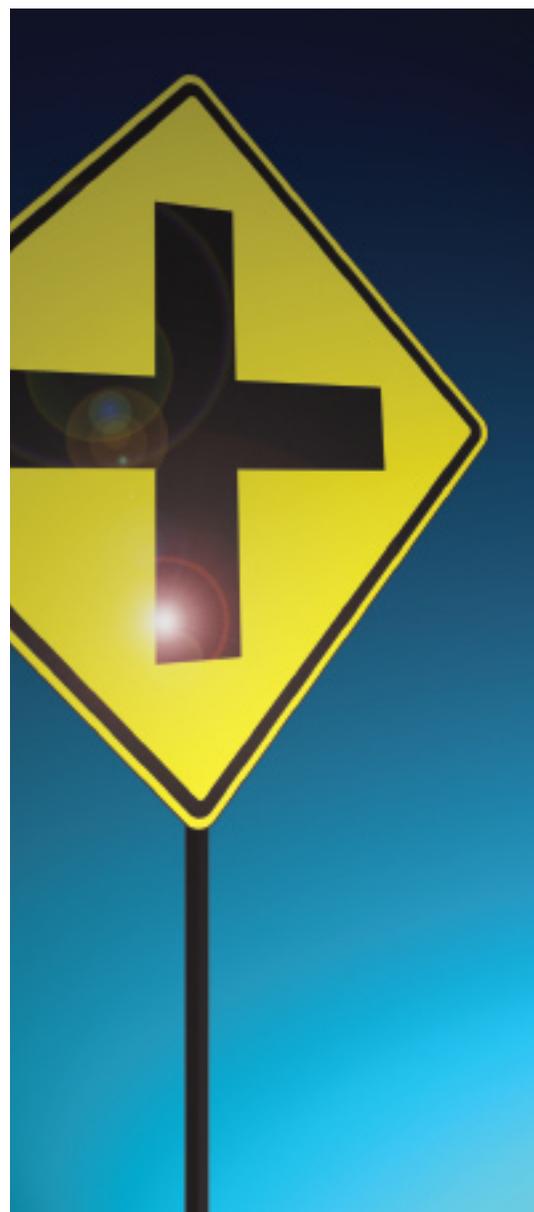
I have had the precious gift of knowing amazing, incredible, inspiring leaders at various points in my life – people who helped to shape the person I am today. They have been family, friends, coworkers, teammates or bosses, and each one of them has taught me something different about leadership – what to do and, sometimes, what not to do.

As the new president of Vision Shared Inc., I have the equally good fortune of knowing a veritable battalion of volunteers who are eager to help West Virginia make changes for the better. It's axiomatic – leaders need followers, and vice versa. One cannot exist without the other.

In times of change, trust is what binds followers to their leaders, and the importance of this basic concept cannot be underscored. It's something I learned long ago from my first leaders in life, my parents. By watching their example, I learned that trust is far from one-dimensional. It is an amalgam of compassion, respect, honor, integrity, inspiration, hard work and myriad other qualities that effective leaders need to have.

Former First Lady Rosalynn Carter once said, "A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be."

West Virginia is at a crossroads. Many realize the state needs to make some real, substantive changes if we ever are going to climb out of last place economically, but change is scary. It's the unknown. The status quo may not be working for much of West Virginia, but it is a known enemy. Taking risks and making changes begets fear, and fear can be the greatest enemy of progress.





As Carter said, it takes a great leader to convince people to risk the unknown and trust that a new direction is correct. Believe it or not, West Virginia has a plethora of leaders. They graduate from leadership development programs every year. They are on boards of directors, they donate to charities and they volunteer in their communities. But how many of them would Carter consider great? That's not for me to measure – it's for the followers to decide. Who will they follow? Who do they trust? Who is inspiring them to make a difference? And most importantly, what kind of life do they want? These are questions each West Virginian needs to ask.

Ultimately, it is my goal that West Virginians begin to trust that a different future is possible for West Virginia. Vision Shared is working to make that happen, but it takes a lot more than just one great leader or one motivated organization to steer the Mountain State in a new direction. It takes the will of the people. West Virginians have to want a more vibrant economy and be willing to work at achieving that reality.

We have much of the information we need to make the changes that are necessary. We have tax studies and economic development projections that are telling us where West Virginia can succeed and

where it needs to improve. What we still need is for the people of this state to step up and realize that in a way, everyone is a leader *and* a follower – everyone has a responsibility to take action. A great leader, in turn, listens to what the supporters have to say and lets that message guide his or her actions.

Vision Shared is here. We are listening, and we are working hard for a better West Virginia. Anyone who wants to join the effort need only step up and ask, "How can I help?" ▾

*For more information about Vision Shared, please visit our website at [www.visionshared.com](http://www.visionshared.com).*



## Generation West Virginia: Combating the Brain Drain to Ensure West Virginia's Future is Bright

Paul D. A. Daugherty, Co-Founder  
Generation West Virginia

Paul Daugherty is Director of Development, Major Gifts for the WVU Eye Institute, the state's premier center for vision care, research, education and outreach. He joined the WVU Eye Institute's Leadership Team in February 2006.

Mr. Daugherty is a proud West Virginia native who grew up in Doddridge County. He received a bachelor of arts degree from West Virginia Wesleyan College with a double major in communication studies and political science and a minor in physics.

As a volunteer leader, he is spokesperson, co-founder, and steering committee member of Generation West Virginia. On the local level, he serves as a member of the Generation Morgantown Advisory Board in Morgantown, West Virginia and co-founder and co-chair of Young Emerging Leaders of the Mid-Ohio Valley in Parkersburg, West Virginia.

Mr. Daugherty is the former executive director of the WVU at Parkersburg Foundation and director of development for West Virginia University at Parkersburg, and was the regional foundation services representative for the Parkersburg Area Community Foundation and Regional Affiliates of Ritchie and Doddridge counties.

Active in many local, regional and statewide initiatives, his involvement includes vice-president of Leave A Legacy® of Greater West Virginia, advisory board member of the West Virginia Campaign Political Archives Center, board member of Nazareth Farm, Inc. and co-founder and advisory board member of the Doddridge County Education Foundation. He was recognized in Who's Who in America 2005 and graduated with the 2005 Class of Leadership West Virginia.

What is the relevance of the figure 650,000 to the future of West Virginia?

650,000 represents the number of people between 18 to 44 years of age in the Mountain State, according to the 2000 U.S. Census. This demographic is our state's greatest natural resource, as it represents the present and future base of workers, intellectual capital and leadership.

It is no secret that for decades West Virginia has been battling the "Brain Drain," as some of our best and brightest young people left the state for other opportunities. This "Brain Drain" has been a long-debated and identified problem, but not until recently had anyone stepped up to combat this trend.

Generation West Virginia, a group of young leaders ages 21 to 45 from across the state, was formed in February 2007 to combat this ongoing problem. Generation West Virginia is a statewide consortium of young professional/leadership groups from several communities which have come together to combat the trend and make West Virginia a place that retains, attracts and advances young talent.

Generation West Virginia presently includes young leaders from Charleston (Generation Charleston), Huntington (Young Professional Committee of the Huntington Chamber of Commerce), Martinsburg (Young Professionals of the Eastern Panhandle), Morgantown (Generation Morgantown), Parkersburg (Young Emerging Leaders of the Mid-Ohio Valley), and Wheeling (OV Connect). These volunteer groups were established locally with their respective Chambers of Commerce to make communities attractive to young adults and ensure that the future generations of leaders step up and serve their community and the state.

**Other communities and regions of the state are encouraged to join the movement.**

This growing movement of young leaders is unique because each local group started out independently, yet shared a focus and dealt with the same issue of the "Brain Drain" on their local level. It is evident, by the energy, enthusiasm, drive and proactive focus of the most recent meeting of Generation West Virginia in August 2007, that these young leaders are putting into action the words of Gandhi: "Be the change that you see in the world."

As the Baby Boomer generation ages and moves into retirement, West Virginia is going to experience a decline of its workforce and leadership base, leading to an increased demand for young talent, intellectual capital and leaders across the state.

On the national level, it is forecast that two workers will leave the workforce for every one entering, as those reaching the age of 65 outpace those reaching the age of 18. By 2008 it is predicted that there will be a shortage of 10 million workers across all employment categories nationwide.

For West Virginia, these projections mean not only a reduction in workforce, but a vacuum of leaders. The competition for young talent is tightening and will become even tighter for West Virginia.

**How do we prepare and respond to the transition and change of leadership and the impending vacuum of intellectual capital in West Virginia now and throughout the future?**

The founding of Generation West Virginia, and its growing involvement of a broad representation of young leaders and professionals from across West Virginia, could not have come



*Representatives of Generation West Virginia's six young professional/leadership groups posed with Governor Joe Manchin following a January event at the Capitol.*

at a more critical time in our State's history. This group of dynamic young volunteer leaders, who come from a multitude of professions and communities, are taking action by creating social, professional, civic and cultural experiences and networks which allow young people to become a part of their local communities. On the state level, Generation West Virginia has recently outlined five key issue areas on which to focus, and created working committees to put thoughts into action:

- Best Practices/Outreach
- Economic Development
- Statewide Image and Marketing
- Legislative and Policy Issues
- The creation of a West Virginia Young Leadership Conference

Generation West Virginia's strong volunteer base provides input, guidance

and action to identify strategies and initiatives to combat the "Brain Drain." In addition, the involvement of each local regional group brings the input of hundreds, if not thousands, of young professionals and leaders from across the Mountain State.

While it is only in its first year of existence, Generation West Virginia, through its steering committee and many volunteer committee members, is taking action by establishing plans for a Spring 2008 Young Leadership Conference that will bring together West Virginia's best and brightest. In addition, Generation West Virginia will be outlining plans of action for each of the working committees in the areas of Economic Development, Legislative and Policy Issues and Statewide Image and Marketing at the Spring 2008 Conference.

As Generation West Virginia moves forward, it is led by a strong steering

committee representing groups across West Virginia. The committee includes Ashley Hardesty (Morgantown), Joseph Randolph (Huntington), Kristin West (Martinsburg), Brad Rowe (Charleston), Justin Seibert (Wheeling) and me, Paul Daugherty (Parkersburg). It is important to note that the "speed of light" progression of Generation West Virginia from an idea to a reality has been made possible through the generous support of the Claude Worthington Benedum Foundation, the Charleston Area Alliance, Vision Shared and individuals such as Mary Hunt-Lieving and Tom Heywood.

It is our commitment that Generation West Virginia becomes a strong and active voice for the 650,000 young individuals between the ages of 21 and 45 years living and working in the state, and be the change that we need in West Virginia. ▽



## Leadership in the Global Market for West Virginia Businesses

Matthew G. Ballard, President and CEO  
Charleston Area Alliance

Matthew G. Ballard was named President of the Charleston Area Alliance in December 2006, after serving as the executive vice president. The Charleston Area Alliance is a multi-faceted economic and community development organization, as well as the largest regional Chamber of Commerce in West Virginia.

Before joining the Alliance, Mr. Ballard served as the executive director of the Hatfield-McCoy Trails, a 500-mile multi-use trail system. Prior to his work in tourism, Ballard served for two years as the special assistant for project management and policy analysis in the state Department of Revenue. There, Mr. Ballard managed two initiatives: economic recovery from devastating floods in southern West Virginia and the statewide "Amendment One" ballot initiative, which gave the state the option of creating economic development with "tax increment financing."

Mr. Ballard has an undergraduate degree from Alderson-Broaddus College and a master's degree in Public Administration from West Virginia University.

The most pressing question today for West Virginia's small- and medium-sized businesses is how to compete in a global economy. If West Virginia's small businesses begin to capitalize on the international marketplace in our "flat world," they can benefit themselves by creating new revenue streams and enhance the state by creating a more vibrant community and prosperous economy. After all, increased profit leads to more jobs and lower unemployment, supports local businesses through the purchase of raw materials and services, and increases spending by the gainfully employed. But how can small businesses, without on-staff expertise in exportation or international relations, make the move to international sales?

### Generating New Revenues through International Commerce

The first step a business must take is to determine if its service or product is marketable outside of the United States. Researching new markets isn't as difficult as one might think. Technology has made our world smaller. No longer is it such a daunting project to research, explore and execute an international sales plan. Sure, researching tariffs, business culture and related issues may cause a little anxiety, but we're in the information age. Much of the initial research can be done right from your desk! Of course, you don't have to go it alone. There are several organizations to assist West Virginia businesses in their quest to go global.

### Resources Available to Assist

Your local economic development authority is a good place to start. Each county or region in West Virginia has an economic development organization; most have experience in



international markets or have contacts with local businesses that have an international presence. This can serve as an important entrée into the international market. Call on your local economic development organization to give you these leads and assist with making the right introduction for your business.

A second helpful resource is the International Division of the West Virginia Development Office (WVDO), which provides consulting services and helps build international business relationships. International division representatives help businesses find market information, assess their product's viability in potential markets and locate prospective international business partners. The WVDO also maintains international offices in Japan and Germany, and the staff of those offices can be particularly helpful in making contacts within those regions if you think this might be a profitable market for your products or services.

Another source of help is the U.S. Export Assistance Center of West Virginia, which has two offices in West Virginia: Charleston (which covers the export needs of 31 counties in West Virginia) and Wheeling (which covers the export needs of the state's remaining 24 counties). These offices provide technical expertise, research on overseas markets and industries, assistance in the promotion of your product and service in overseas markets, as well as help in identifying potential international partners for distribution, joint ventures or other partnerships. Along with the WVDO, the Commerce office

organizes a number of international trade missions each year in which local businesses can participate. Contact the U.S. Commerce offices in Charleston or Wheeling to find out more about the 2008 trade mission schedule. More information can be found at [www.buyusa.gov/westvirginia](http://www.buyusa.gov/westvirginia).

### International Leadership from the Charleston Area Alliance

As a regional economic development organization, a central role of the Charleston Area Alliance is to promote growth for our region's businesses and communities. A key strategy in fulfilling this mandate is attracting new businesses to the area – an increasing number of which are internationally based. Not only does this contribute to the growth and vitality of our region, but it directly strengthens and bolsters existing businesses. These new businesses purchase or lease office and warehouse space and buy office supplies and computer equipment; they hire construction contractors to build or outfit their offices or facilities; and they require legal, banking, accounting and insurance services. Their employees boost local businesses through their purchases of homes, goods and services. Everyone in the area benefits from the injection of new capital into our economy.

In addition to attracting new international businesses to our area, the Alliance is forging strong relationships abroad that can benefit local businesses. The Alliance has established particularly strong contacts in Italy, France, the United Kingdom and the Netherlands. Many of these are local manufacturers' associations or chambers of



*This map, provided by the West Virginia Development Office (WVDO), shows the investment locations of 22 countries in West Virginia.*

commerce with which we frequently work on mutually beneficial projects. Whether it is a West Virginia business desiring to export or establish an international office or an international company seeking a U.S. operation or partner, the Charleston Area Alliance is making the right connections that can translate into profitability for local businesses.

Countries that have adopted the euro are a special focus of Charleston Area Alliance international economic development activity. The current strength of the euro versus the U.S. dollar means U.S. goods are more affordable than their European counterparts. It makes economic sense, therefore, for these countries to import product and goods from the United States and, hopefully, West Virginia. Exporting has a greater economic impact than domestic commerce, so not only will taking advantage of world economies help your business, but it will help our entire state as well.

We at the Charleston Area Alliance are passionate about our mission to build a more vibrant community and prosperous economy, and welcome the opportunity to assist you or your business.

In *The Taming Of The Shrew, Act 1, Scene 1*, William Shakspeare wrote, "No profit grows where is no pleasure ta'en: In brief, sir, study what you most affect." At the Alliance, we're heeding Mr. Shakspeare's advice as we endeavor to turn this passion for our mission into profits that benefit us all. Please let us know how we can help you.

For more information, contact the Charleston Area Alliance at 304/340-4253 or [info@charlestonareaalliance.org](mailto:info@charlestonareaalliance.org). ▽



## Leadership and Non-Profit Organizations – Special Missions and Rich Rewards

Margaret Cogswell, Executive Director  
Hospice of the Panhandle, Martinsburg, West Virginia

Margaret Cogswell is the Executive Director of Hospice of the Panhandle in Martinsburg, West Virginia. She has served in that position since 1987, leading an organization that has provided compassionate hospice care in the Eastern Panhandle since 1980. She is the current president of the Hospice Council of West Virginia.

Ms. Cogswell has served as a Board member for the Bank of Charles Town since 2003. She was named a Woman of Distinction by the Girl Scouts of Shawnee Council in 2005.

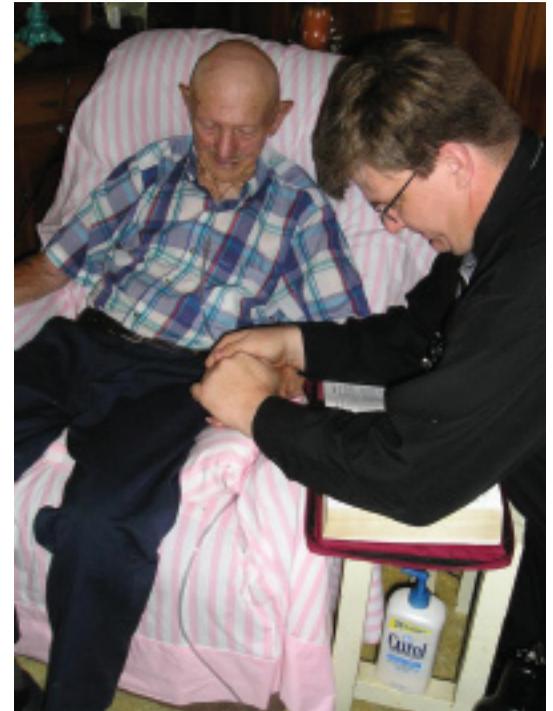
Non-profit organizations are born from the growing dissatisfaction with society's treatment of a population or problem. The hospice movement is no different. Hospices developed in response to ineffective pain management and poor communication in the care of those facing serious illness. Early founders recognized that individuals are whole people encompassing body, mind and spirit – and effective programs of care must respond to suffering at every level. As a movement, hospice care has changed and evolved under the leadership of many individuals, resulting in more formalized programs of care.

Many hospice leaders have transitioned from hands-on directors to visionaries; a transition that is difficult for many and impossible for others. It is a transition that requires building new skills and grieving the past, while also maintaining a future-focused drive.

Over 20 years ago, I joined a small organization of fewer than 30 volunteers who shared these struggles and desires. We shared the belief that we could make a difference in the way people lived at the end of life. A few years later, I was offered the position of the first full-time executive director.

In retrospect, that first transition from volunteer to paid employee laid the groundwork for the constant changes that would characterize my role as the organization grew and expanded. My education and experience as a nurse did not prepare me to write policy, train and assign volunteers, or complete the multitude of tasks that are required as the sole employee of an organization. Personal drive, the desire to try new challenges and a willingness to learn were the qualities necessary for success.

As the organization grew, I would learn lessons I never imagined. I remember apologizing to



*A Hospice of the Panhandle volunteer provides comfort to a patient.*

a volunteer from whom I was requesting help; he told me I need not apologize, he wanted to do this. He was teaching me about the joy and reward that comes with volunteering. I learned that relying only on myself limited what the organization could accomplish.

I was fortunate to have been able to surround myself with skilled individuals, both staff and volunteers. I looked for people who complemented my skills, not duplicated them. Talking to others in the industry kept the vision moving forward, and participating in the Hospice Council of West Virginia provided new ideas and opportunities. But I had to resist my urge to be comfortable and satisfied with “good,” and listen to those who wanted Hospice of the Panhandle to be “better.”

So, I have spent much time outside my comfort zone. It was harder to stay there when doing so



*Hospice of the Panhandle employs more than 100 staff members.*



*Nearly 200 patients receive care each day from Hospice of the Panhandle.*

meant people in our community would not have the services they deserved. I pushed myself, and accepted being pushed by others who shared this vision of better care for those at the end of life. But moving forward also meant leaving work processes, relationships and many other things behind.

Grief, whether for a person or a way of life, is a process. Just as we grieve for someone we love, we also can grieve a change in the way we work, and as a result move at a different rate than our coworkers. In the workplace, some individuals cannot let go of the past and can hold back the process. When that conflicts with the mission of the organization, there comes a time to let

them go – honoring what they have given and appreciating the gifts they have left that have shaped the organization.

The grief process for me was necessary but fast; I have spent little time looking back, choosing instead to be future-focused. The excitement about reaching the next goal always outweighed the fear and anxiety about the risk involved.

Since those early days of one employee and a handful of volunteers, Hospice of the Panhandle has grown to an organization that now employs over 100 staff members and is blessed with more than 150 volunteers.

This transition was unimaginable when I became the executive director in 1987. Even more impressive: in 2006 Hospice of the Panhandle served 42 percent of all deaths in the four counties of the Eastern Panhandle, and two of those counties benefited from a 50 percent service ratio. The average daily patient census was projected at 138 patients for 2007, but currently there are close to 200 patients a day receiving care. The budget has grown from under \$50,000 in 1987 to a projected \$12 million in 2008.

And the work is still not done. An inpatient facility is on the horizon, allowing Hospice to directly provide intense pain and symptom management with specifically trained staff and volunteers.

The same qualities that were needed in the beginning of my career are necessary now: personal drive, the desire to learn from others and the willingness to work outside my comfort zone. With those qualities and an incredible team of volunteers and staff members, Hospice of the Panhandle has earned a reputation for providing truly compassionate care and being a positive and desirable workplace. The willingness and ability to navigate change is essential for any leader. The challenge for non-profit leaders is to never lose sight of the mission through the ever-changing environment in which we work. ▽



## Begot of Tragedy

Bernard F. Lovely, Jr.  
Bowles Rice McDavid Graff & Love LLP

Bernard F. Lovely, Jr. is a partner in the Lexington office of Bowles Rice. His primary areas of practice are equine law, business transactions, real estate and insurance defense. He also serves as a mediator for equine disputes.

Mr. Lovely has taught equine law courses at the University of Kentucky College of Law and Midway College. He also has taught legal writing at the University of Kentucky and spoken at numerous seminars on equine law, mediation, business associations and municipal law. Before he became an attorney, he taught modern British and American literature at the University of Kentucky, Centre College, Weber College and Warner Southern College.

He is actively involved in the Lexington community, serving as chairman of the Bluegrass Airport Board of Directors and as a member of the Commerce Lexington Board of Directors and Board of Trustees. He also is neighborhood association president, a member of various civic and charitable committees and an owner of AZUR, one of Lexington's finest restaurants.

Mr. Lovely received his bachelor of arts and master of arts degree from Morehead State University, and completed all but his dissertation at the University of Kentucky. He earned a law degree in 1983 from the University of Kentucky. He is admitted to practice before the U.S. District Court, Eastern District of Kentucky and the U.S. Court of Appeals for the Sixth Circuit. He is a member of the Fayette County, Kentucky and American Bar Associations.

### **August 27, 2006. 6:51 a.m. EDT. Telephone call: "Incident at Airport, 49 of 50 lost."**

A date, a time, words indelibly etched in my mind and eternally marking the beginning of the first day of the rest of my life. On that day, at that time, with those words, I learned of the horrible disaster and the fates of the victims of Flight 5191, a Comair flight from Lexington, Kentucky to Atlanta, Georgia. Friends, colleagues, acquaintances lost; a community in shock; an airport in turmoil.

A mere volunteer public servant, who happened to be the Chairman of the Bluegrass Airport Board of Directors, I found myself sucked into a whirlpool of site tours, press conferences, National Transportation Safety Board (NTSB) investigation, lawsuits, endless questions seeking satisfaction of the insatiable thirst for understanding from government officials to airport employees to my next-door neighbors. Days became weeks, weeks became months, all an eternal present. No opportunity to review the past or contemplate the future. How do you mourn? How do you serve? How do you lead?

These questions, of course, were not for that one day and are only now, some 18 months later, becoming the questions I ask of that day. Long after the mourning, after the service, after the leadership, I recognize that one mourns, serves and leads with a heart compassionate and aware of the vagaries of human existence and a mind that, while focused on the present, reviews the past and contemplates the future. Mourning, service and leadership, while individual, are ultimately communal, and in times of tragedy are only exercised by the community.

***"...to create out of  
the human spirit  
something which did  
not exist before."***

**William Faulkner**

Looking back, I see each individual death mourned by a family, a city, a state, a nation. Juxtaposed against the quiet horror of the debris-strewn site and the loneliness of the lifeless bodies, some still sitting in their seats, are the meetings of all the families at a local hotel where, in individual, family and group counseling sessions, they voiced their anger, shed their tears and commonly sought answers to "their" "why me" that was so obviously "why us;" the lines of mourners, some of whom knew a victim but most of whom just hurt for the surviving

families, laying their flowers, leaving their notes and saying their prayers at the site memorial; the community-wide memorial service where we joined hands, voices and hearts in memory of the lost and in support of the families. As a community we became aware of the fragility of human existence, and as a community we joined to

lament their deaths and celebrate their lives, as we each became aware of who these people had been. Together we faced our own ultimate and always untimely fates.

I see leadership arise from the services of legions of volunteers who provided food, water, transportation, clothing, toiletries, lodging and support for the victim's families; the NTSB investigators; the local fire and police departments; the press; the airport staff; and all of the hundreds of people who had unanticipated demands placed upon them in the days and weeks immediately following the accident. Whether it was the work of the Red Cross, the lunches from the local restaurants, dinner brought in by the neighbor, time off with pay for the volunteers who served, the service was from the heart and, more particularly, of the community.



*The memorial banner, posted near the airport terminal shortly after the crash, allowed hundreds of people to post their thoughts and express their condolences. The banner currently is housed at the Aviation Museum of Kentucky, which hopes to preserve the original and create a duplicate for display.*

Finally, I see leadership having arisen out of and on the strength of the community in which the leaders resided. The first responders' rescue of the sole survivor, the coroner's efforts to expeditiously and compassionately identify the bodies and return them to the families, the NTSB's methodical and humane investigation and reporting to the families, and even my quiet efforts to support the families of the victims, to answer the public's questions and to restore the community's confidence in its airport are all examples of leadership that arose out of tragedy. This leadership, however, was starkly different from the captain leading the baseball team in its warm-ups, or the President calling the Rotary Club to order. Rather, this leadership sprang from the soul, spirits capable of what Faulkner, in his Nobel acceptance speech, called "compassion and sacrifice and endurance." While acting in the present, each leader had to review the past and contemplate the future, for it was only in the convergence of these manifestations of time that leadership was born.

The first responders, the coroner, the NTSB investigator and the Board chair

each relied on his or her past training and experience – none of which expressly prepared them for that which they faced – with a vision of where they wanted to go as they acted in the present. More particularly, their review of the past, whether occurring instantaneously as with the first responders, or over a long period of time, as with the NTSB investigator and the Board chair, showed that their present was defined by the people with whom they interacted and the experiences they shared. Families needed to mourn; they wanted answers to their "whys." The community needed to serve these families because somehow in their giving each servant could help answer the whys, or at least aid in the endurance of the experience that will ultimately be his or hers. In other words, pasts are not experienced in a vacuum, they are our communal activities. Accordingly, our futures are built on the needs and visions of the members of our communities. As we review the rights, wrongs and shortcomings of the past and their impact upon the present, we create a vision of what we need to do and where we need to go.

Just as one cannot create a vision and lead his children to their future if he does not

survey and account for their needs, and just as one will not follow if the leader does not appear to be taking her where she wants to go, one cannot lead without recognizing and understanding the needs and dreams of others. As Robert Kennedy said, "Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against an injustice, he sends forth a ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current that can sweep down the mightiest walls of oppression and resistance."

As I have learned from that day, that hour, those words, we lead with a heart mourning the fate of another that we realize is our own as well, a desire to serve and attend to those besieged, and a mind that sees those needs and envisions a better way. Man, as Faulkner said, "is immortal, not because he alone among creatures has an inexhaustible voice, but because he has a soul, a spirit capable of compassion and sacrifice and endurance." Alone we simply go; together we lead. ▽



## Charting the Future for Higher Education in West Virginia

Dr. Brian Noland, Chancellor  
West Virginia Higher Education Policy Commission

Dr. Brian Noland was appointed chancellor of the West Virginia Higher Education Policy Commission in May 2006.

Dr. Noland's professional career has been primarily focused in higher education and higher education policy. Prior to joining the Commission's staff, he served as the associate executive director for the Tennessee Higher Education Commission and was a faculty member in the Peabody College of Education at Vanderbilt University.

Dr. Noland received his B.A. and M.A. in political science from West Virginia University, and holds a Ph.D. in Political Science from the University of Tennessee, Knoxville.

The coming decade for higher education is one of unprecedented opportunity coupled with significant leadership, policy and fiscal challenges. The academe faces pressures to expand access, remain accountable to internal/external stakeholders, promote research and development to support economic growth and diversification, while concurrently being ever mindful to minimize costs and maximize affordability. The ability of higher education to rise to these challenges will directly impact the future of countless generations of students.

Public higher education in West Virginia is a vast and diverse enterprise, comprised of a rich complement of institutions that provide a comprehensive range of academic, research and public service programs. The primary goal of our postsecondary system is to expand access opportunities for all West Virginians, thereby opening the door for broader life opportunities and enhancing the human capital potential of our workforce. Over the past decade, higher education faithfully executed this mission, with enrollments increasing by almost 15 percent. However, much work remains to be done, for not enough West Virginians are pursuing and completing postsecondary education. This not only limits individuals' personal and professional opportunities, but places the state at a competitive disadvantage in terms of economic/community development.

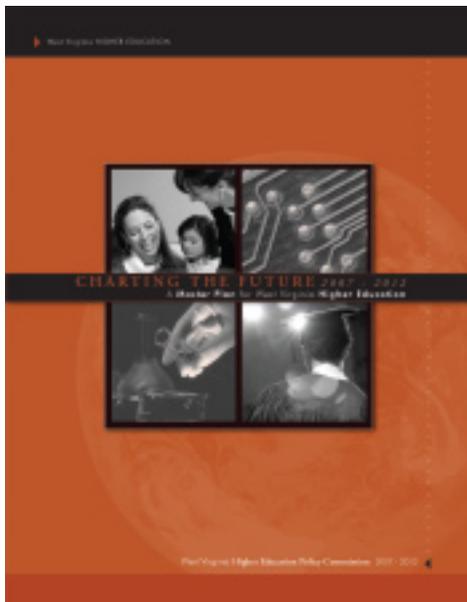
According to the 2005 American Community Survey, only 16.9 percent of West Virginia's adult population holds a college education. At a more local level, less than 10 percent of adults have a college education in 19 of the state's 55 counties. In order to reach the educational attainment level of the southern states (23.8 percent), West Virginia will need to increase its college-educated population by more than 101,000 individuals.

The college access challenge is further confounded by rising college costs for students and parents. One of the unfortunate trends in American higher education is the shifting funding responsibility to support the academe from the state to the student. This dynamic is exaggerated by the restricted ability of West Virginia families to afford rising college costs. As noted in *Measuring Up 2006*, after accounting for financial aid, 29 percent of a family's annual income is needed to pay for educational expenses at our public colleges and universities. While the state has made pronounced investments in the PROMISE scholarship, significant investments must also be made in our need-based programs so that all West Virginians can afford and realize the dream of receiving a college degree.

### Charting the Future: A Master Plan for West Virginia Higher Education

The Higher Education Policy Commission recently completed a year-long master planning effort aimed at articulating the challenges and opportunities facing our postsecondary system. At its core, this plan, *Charting the Future*, recognizes that in an economic era which demands technical expertise, West Virginia must improve the depth, breadth and quality of the educational product that it provides to its citizens. The plan provides a strategic reframing of policy issues, focusing on "how can our institutions serve the needs of the state?" rather than the traditional lens of "how can the state serve the needs of our institutions?"

The plan recognizes that the linchpin to addressing the educational challenges facing West Virginia is the imperative to elevate the relative position of higher education on the public agenda. More West Virginians must understand the importance of postsecondary education as a vehicle to improving their



A full-text version of *Charting the Future* is available online at [www.hepc.wvnet.edu](http://www.hepc.wvnet.edu)

individual earnings power. We also must raise the collective expectations of our educational system to meet the needs of the state's economy, thereby becoming full partners in economic/community development. To achieve this end, business and industry must insist upon a better educated and flexible workforce that holds the skills required to compete in the 21st century economy. In order to address these myriad challenges, students, parents and community groups must demand more from our institutions and elected officials. Such a collective effort requires that certain aspects of our educational enterprise be critically examined and efforts intensified. The following provides examples of such efforts to address these challenges:

- Policymakers must place a greater accent on proven initiatives to improve college-going rates and college completion. Concurrently, secondary and postsecondary leaders must work cooperatively to develop a seamless educational system that promotes academic readiness for college.
- Given limited resources, institutional efforts to sharpen and accentuate mission distinctiveness must be supported, with new academic programming clearly linked to regional and state-wide economic priorities.



- Institutions must enhance the application of research and technology to economic growth, job creation and improved quality of life.

To ensure that all West Virginians have the opportunity to realize their dreams and potential, *Charting the Future* outlines an aggressive agenda for higher education, one that places immovable emphasis

on sustaining access, affordability and academic excellence. This effort will require a dedicated commitment and vision on the part of educational leaders, elected officials and civic/community groups. In the end, we must all dream bigger dreams, dreams that all West Virginians share for themselves and their children of economic prosperity and well-being. ▽



## Leadership in the Public Schools during Times of Change: The Art and Science of the New “3 Rs”

Dr. James B. Phares, Superintendent  
Marion County Schools

Dr. James Phares grew up in Elkins, West Virginia, attended West Virginia University and graduated with an Elementary Education degree in 1974. He received his master of education degree from Lynchburg College in 1991 and Doctorate in Education in 1995.

After a teaching and administrative career of 25 years in Virginia, Dr. Phares became Superintendent of Pocohontas County Schools in West Virginia in 1998. In 2003, he was appointed Superintendent of Marion County, West Virginia schools.

In July of 2007 he was named West Virginia Superintendent of the Year and in December 2007 he was named one of four semi-finalists for the National Superintendent Award.



Jack Welch, the former CEO of General Electric, observed, “When the rate of change on the outside of an organization exceeds the rate of change on the inside of the organization, the end of the organization is in sight.” The challenge for public school leaders is to understand that the change to the fundamental “3 Rs” in schooling have transformed into a new set of parameters. To avoid the end of public schooling, a new set of “3 Rs” must become the understanding of every teacher, school leader and school system leader. The new “3 Rs” – relevance, rigor and relationships – provide the solution for invigorating schools to move forward in a time of complex change in the world around us.

### Relevance

There are six relevance strategies that influence how the learning task is portrayed to the learner, rather than impacting directly on the content itself.

- The first strategy to assist in relevance suggests

that instruction should tell learners how their existing skills will assist them in the new task to be learned. Students will have an opportunity to use prior knowledge in order to comprehend the new skill(s).

- As opposed to stressing its value in the future, the second relevance strategy suggests that instruction clearly states the **current** value of instruction.
- The third relevance strategy suggests explicitly linking instructional goals to the learners’ future activities and having students participate in activities in which they relate the instruction to their own future goals.
- The fourth relevance strategy is called needs matching. This may be accomplished by capitalizing on the dynamics of achievement, risk taking, power and affiliation.
- The fifth relevance strategy is modeling. Some activities that implement this strategy include use of alumni as guest speakers and allowing

students who finish self-paced work first to serve as tutors. In both cases, the learners model their instructors' beliefs or techniques.

- The sixth strategy that enhances relevance is choice. Choice may be implemented by allowing learners to use different methods to pursue their work or allowing learners a choice in how they organize it.

## Rigor

The future working definition of rigor in schools will include:

- teaching all students a challenging academic core;
- improving the math curriculum;
- improving the science curriculum;
- incorporating problem solving activities into the writing curriculum;
- using long-range unit mapping to ensure all students are taught identical concepts at the same high level;
- emphasizing reading and math across the curriculum;
- emphasizing project-based learning;
- providing support systems for assessing student growth (summative and formative assessment);
- providing quality physical, practical, technical and fine arts education for balance in learning; and
- escalating the use of technology as a learning tool rather than a production tool.

## Relationships

Education is a uniquely human experience that is dependent upon the **quality of the relationship** between the student and the teacher. In order to build quality relationships in the classroom, at the building level and at the county level, schools must try to build understanding and practice in the following five areas: understanding and relating to students their potential and their areas of weakness;

understanding and relating to the parents of our students their potential and their areas of weakness; understanding the most important thing that we teach to students is what we model for students; understanding the most enduring thing our students will remember is how much we cared for them; and understanding that caring for the student comes in the way we conduct ourselves as professionals.

It is rather simple to explain the science of this transformation and understanding the domains of each new "R." The art is leading all of the vested stakeholders into a new way of thought and a new way of processing learning opportunities for students. The most important dynamic of relevance, rigor, and relationships is that they are not composed of separate unrelated parts. Each part is integrated into a sum that is greater than the whole. Each cannot or should not stand alone without the others, and all are pivotal for meeting the complex changes taking place all around us.

This level of synergy in performance is not a common practice in our schools. Teachers and principals are not accustomed or trained to operate within a synergistic organization. This is readily apparent in how classrooms and schools are physically arranged for separation; curriculum and instruction are

departmentalized and compartmentalized, and traditional assessments are organized for snapshot looks into a distinct setting within a very confined portal of time. Assessments for student learning rarely look at achievement as a progression of attaining or strengthening skills over longer periods of time.

The revolution needed to transform schools into the 21st century will not occur overnight. Logistical and strategic planning, implementation and training should probably have begun a decade ago. Resource determination for what is needed to enhance student learning in the 21st century within a synergistic model is mind numbing, as public school officials try to use atypical funding processes for providing needed tools and materials. Quite honestly, there is no way public education will keep pace with the advance of technology and be able to provide the current training tools needed. The extrapolation of that curve is well beyond the means of most or all public institutions. School leaders must be able to reach out to non-traditional groups for resource assistance. The new breed of leader will be a collaborative worker and a consensus builder with both the academic world and the economic world. This leadership challenge has to be met in order to transform schools into a more global world of learning and producing. ♾





## Generational Change Creates Demand for Leadership Experiences on Campus

(continued from p. 11)

Jillian Joseph graduated from WVU's textiles, apparel and merchandising program in 2005 and has already founded a burgeoning business, Haute Metal handbags. She agrees about the

importance of real-world opportunities. "My entire college career was hands on, and because of that teaching style, I flourished and really started my design career at WVU," she said. "I was always taking on as much as I could possibly handle. Design competitions, participating in the Fashion Business Association, internships and partnerships within the community made me the designer I am today, and gave me

such a solid foundation to pursue my dreams and goals as a designer."

WVU is committed to giving all of its students that kind of solid foundation, so they can start to build successful careers and become our nation's next generation of leaders even before they graduate. ▽

## Leadership Studies Program

(continued from p. 11)

At West Virginia University, we believe that there is leadership ability and potential in many more of our students than had been previously assumed. Secondly, we believe that most of our graduates will be asked to step forward to fill important change leadership roles at numerous points in their careers, and in their lives as productive citizens, family members and active participants in voluntary associations. An organized program of study – such as the leadership studies minor – can provide the framework for learning about and acquiring the crucial skills needed to succeed in life and career.

Through the new 18-credit Leadership Studies academic minor and co-curricular activities at WVU, we are providing the knowledge, coaching and practice sessions and networking with in-career and other emerging leaders. The program is housed in the Division

of Public Administration in Eberly College of Arts and Sciences' School of Applied Social Sciences at West Virginia University. We believe this program will produce hundreds of graduates who, in addition to major field expertise, will also understand and embrace positive change, and can help their employers implement it. ▽

*Dr. Larry Cote is professor and director of West Virginia University's new Leadership Studies program.*

*He is an active scholar, teacher and coach of leadership, as well as having served successfully in significant leadership roles throughout his life. Prior to assuming full-time responsibility as founding director for Leadership Studies in summer of 2007, Dr. Cote served for ten years on former WVU President David Hardesty's cabinet and Provost Jerry Lang's staff as Associate Provost, leading the institution's extension, public service and outreach mission. He led a strategic modernization in a number of specific policy areas of the*

*national Cooperative Extension System, where he served as chair of its 15-person governing board in 2006.*

*Prior to coming to West Virginia, he spent 14 years as CEO of Penn State University's regional campus for graduate and professional studies for in-career professionals in the tri-state Philadelphia metro region; Penn State Great Valley. Cote also co-founded a successful technology and business-oriented incubator, located on the Penn State/corporate park campus and is the co-founder of a new regional Chamber of Commerce in that area. In 1993 he was named Businessman of the Year by that Chamber.*

*Cote received the Ed.D. from Temple University and a master's degree in education from Lehigh University. He earned a bachelor's degree from Penn State in speech-communications.*

## Leadership West Virginia Successes and Plans for the Future

(continued from p. 29)

are a first-time experience. For others, it may be a way to show off their own home towns.

With the November graduation of the 2007 class, there is now an active network of more than 700 Leadership West Virginia graduates who interact to further their knowledge and foster the friendships and professional ties formed during their Leadership experiences. They also are taking active roles in finding solutions that will enhance West Virginia's future growth and prosperity.

2007 was a milestone year in several ways for Leadership West Virginia. The Robert C. Byrd Institute for Advanced Flexible Manufacturing committed to become our very first Title Partner. Charlotte Weber, RCBI Director and CEO, said, "Leadership West Virginia has shown itself to be an enormous force in helping forge a better West Virginia. It's like getting a PhD in what it means to be a leader in West Virginia." RCBI will continue their support again this year and will be joined by Chesapeake Energy Corporation to host the 2008 program as Title Partners.

Leadership West Virginia will have added funds to provide scholarships, thanks to a major donation from Chesapeake Energy Corporation made during their groundbreaking celebration in August 2007. The company's \$50,000 donation to our program will be used as an endowment to provide scholarships that help underwrite tuition costs. "Chesapeake Energy is a big believer in the need to develop our state's leadership capacity, and applauds Leadership West Virginia for its successful track record," said Scott Rotruck, Director of Corporate Development at Chesapeake Energy and a board member of the West Virginia Chamber.

Also in 2007, several corporate sponsors stepped forward to underwrite the



*Team building was a big part of the Tourism session.*

monthly sessions. Seven of our eight training and development sessions carry the name of those committed sponsors. With the contribution of the sponsors' financial support, as well as their business expertise, the program was brought to a new level.

Where do we go from here? We will continue our efforts in 2008 to provide a thought provoking and challenging experience for participants, offering an opportunity to explore the state. New for 2008 is a special fund-raising reception in Charleston in conjunction with the State-of-the-State Address. This event will be an added way to generate donations to the scholarship fund, but the event also will be a way to showcase our mission to elected leaders, legislators and other officials.

An alumnus noted that Leadership West Virginia was a pivotal experience in his leadership development. Meeting people from throughout West Virginia gave him a

wealth of contacts, not to mention friends. There is no better way to experience West Virginia and to be part of the solution.

For more information about Leadership West Virginia, please visit our website at [www.leadershipwv.org](http://www.leadershipwv.org). ▽

**OUR VISION**

Bowles Rice is a professional service organization, contributing to the success of our clients and vitality of our communities through advocacy, counsel, leadership and service.

**OUR MISSION**

We will strive for our clients' success as our own and improve lives and opportunities in the communities we serve.

**PROFILES IN LEADERSHIP**

At Bowles Rice we encourage every member of our firm to be a leader in all that they do. Featured below are just a few of the many leaders in our firm, and some of their leadership activities.

**Billy Atkins**

**Morgantown, WV**

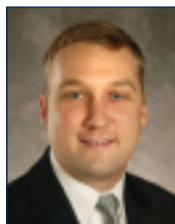
President of the Greater Morgantown Community Trust; board member for the Monongalia Health System; immediate past president and current board member of the Cheat Lake Rotary



**Aaron Boone**

**Parkersburg, WV**

President of the Parkersburg Firemen's Civil Service Commission



**Julie Chincheck**

**Charleston, WV**

Board member, Children's Therapy Clinic; Adjunct professor at WVU College of Law



**David DeJarnett**

**Martinsburg, WV**

Past President, West Virginia Tax Institute; Board of Directors, City Hospital Foundation



**Paul Frampton**

**Charleston, WV**

Co-founder and President of God's Golden Hands, LLC, a non-profit mission to the poor in Haiti



**Bo Fugazzi**

**Lexington, KY**

President of Rotary Club of Lexington; President of Fayette County Legal Aid, Inc.; member of Board of Governors of Kentucky Bar Association



**Tom Graff**

**Charleston, WV**

Chairman/President, Chemical Alliance Zone



**Ashley Hardesty**

**Morgantown, WV**

Founder and Chair of Generation Morgantown; 2007 President, Monongalia County Bar Association



**Ronda Harvey**

**Charleston, WV**

President, West Virginia Bar Association



**Tom Heywood**

**Charleston, WV**

Vice President, Discover the Real West Virginia Foundation; Executive Committee, Imagine West Virginia; Chairman, Kanawha County Library Foundation; Co-Chair, Early Childhood



Development Committee; Board Member of the Clay Foundation, Herscher Foundation, Thomas Hospital Foundation and many other local and statewide organizations.

**Paul Hicks**

**Parkersburg, WV**

President of Mid-Ohio Valley Estate Planning Council; Trustee of Episcopal Diocese of West Virginia



**Rick Hudson**

**Parkersburg, WV**

President and Chair of the Board of Directors of the Parkersburg Area Community Foundation; Board member of Parkersburg YMCA and Worthington Center Management Co., Inc.; President of West Virginia Tax Institute



**Courtney Kirtley**

**Charleston, WV**

President, Young Lawyers Division of the West Virginia Bar Association; Board member, Ohio-West Virginia YMCA



**Bob Kiss**

**Charleston, WV**

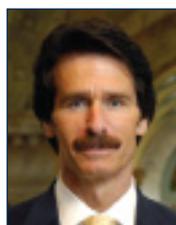
West Virginia House of Delegates, 18 years; Speaker of the House, 10 years





**Stan Lee**

**Lexington, KY**  
House Minority Whip,  
Kentucky House  
of Delegates; State  
Representative



**Kin Sayre**

**Martinsburg, WV**  
Board Member, West  
Virginia Municipal  
Home Rule



**Melody Simpson**

**Charleston, WV**  
Chair, Local School  
Improvement Council,  
George Washington High  
School, Charleston



**Charlie Love**

**Charleston, WV**  
Board of Advisors, WVU  
Eberly College of Arts  
and Sciences; former  
President of the WV State  
Bar and WV State Bar  
Association; former Chairman and CEO of the  
WV Housing Development Fund



**Howard Seufer**

**Charleston, WV**  
Vice President and Research  
Chair of West Virginia's  
statewide education fund,  
The Education Alliance;  
Chair of West Virginia  
University's Social Justice  
Visiting Committee



**Sally Smith**

**Charleston, WV**  
WVU Board of  
Governors; Chairman,  
Board of Directors,  
Community and  
Technical College at West  
Virginia University Institute of Technology;  
Chairman, Economic and Business  
Development Committee, Charleston Area  
Alliance



**Sandy Murphy**

**Charleston, WV**  
Chair, PIECES Advisory  
Council; Member,  
Greater Kanawha Valley  
Foundation Development  
Committee; Member,  
Covenant House Finance Committee



**Fazal Shere**

**Charleston, WV**  
Vice President of the  
Board, Kanawha Pastoral  
Counseling Center;  
Charleston; Chair of  
Charleston Diversity  
Professionals Network



**John Teare**

**Charleston, WV**  
District Chairman,  
Mountain Rifle District,  
Buckskin Council,  
Boy Scouts of America;  
former Chairman of  
Employment Law group of the West Virginia  
Defense Trial Counsel



**Corey Palumbo**

**Charleston, WV**  
West Virginia House of  
Delegates



**Cam Siegrist**

**Charleston, WV**  
Board member and Vice  
President of Edgewood  
Summit, Inc. and The  
Arthur B. Hodges Center,  
Inc.; Staff Judge Advocate  
for the West Virginia Army  
National Guard



**Beth Walker**

**Charleston, WV**  
First Vice Chair, Board  
of Directors of Girls  
Scouts of Black Diamond  
Council; Member of  
Board of Directors,  
Leadership West Virginia



**Tracey Rohrbaugh**

**Martinsburg, WV**  
Board of Directors of the  
WV Bar Foundation, Inc.;  
VP of the Berkeley County  
Bar Association



# NEW PARTNERS

## AT BOWLES RICE



**Heather G. Harlan**  
Charleston

Heather, a licensed CPA, focuses her law practice in the areas of bankruptcy, commercial and corporate law, estate planning and administration and state and local taxation.



**J. Breckenridge Martin**  
Parkersburg

Breck concentrates his practice in the areas of real estate law, tax issues, commercial and financial services, creditors' rights, bankruptcy and health care.



**Todd C. Myers**  
Lexington

Todd focuses his practice in the areas of labor and employment law and civil defense and commercial litigation.



**Paul E. Parker, III**  
Morgantown

Eddie practices in the areas of commercial and financial services, domestic relations, economic development, government relations and litigation.



**Floyd McKinley "Kin" Sayre**  
Martinsburg

Kin, also a CPA, focuses his law practice in the areas of commercial and financial services, government relations, real estate, small business development and tax issues.



**C. Seth Wilson**  
Morgantown

Seth concentrates his practice in the areas of real estate, energy, tax law, estate planning and administration, general business and commercial law.

# NEW FACES AT BOWLES RICE



**Erin C. V. Bailey**  
Charleston

Erin, formerly of Atlanta, Georgia, has joined the firm's tax group to practice in the areas of employee benefits, ERISA and estate planning.



**Patrick E. Clark**  
Charleston

Pat was a senior attorney with NASD/FINRA in Baltimore before joining Bowles Rice. He represents companies in the financial and health care industries.



**Robert L. Hogan**  
Charleston

With more than 10 years of litigation experience, Bob's practice focuses on professional liability, complex litigation, products liability and insurance litigation.



**Stephanie V. Larkin**  
Lexington

A member of our tax group, Stephanie's practice areas include charitable planning, trusts and estates.



**David J. Lewy**  
Charleston

David is a Registered Patent Attorney whose primary areas of practice are intellectual property (IP) and patent law.

Leadership in Times of Change  
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# VIEWS & VISIONS

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