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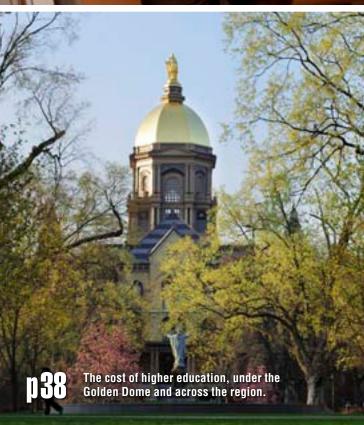


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Northwest Indiana Business Quarterly SUMMER-FALL 2011

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Cover photo by Shawn Spence.



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Summer-Fall 2011

Northwest Indiana Ouarteriv

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Mana Chamber The Hong of

Ideas That Fuel the Region's Growth

From healthcare innovations to making college affordable.

n idea is a powerful thing. It to love. He talks always starts with a question and leads to an exploration for an answer. In this issue, we look at five idea-based companies that are in forefront of cancer research, security software technology and health-care innovation.

And each of these companies is thriving in Northwest Indiana. These companies - Nesch LLC, Euclid Diagnostics, Vibra Healthcare and NuVant in Lake County, along with IVDiagnostics in Porter County – are thriving with their associations with area hospitals and universities.

Northwest Indiana has long been known as an industrial powerhouse, but the landscape is changing. Technology and innovation are taking root, particularly in the Purdue Technology Center in Merrillville, and it's starting to show results.

This issue also introduces five innovative women business owners and CEOs who are blazing their own trail. They operate a variety of companies from a job staffing agency that has four offices in two states, to a company that provides more than 100 soup and flavor bases to restaurants and hotels around the nation. Another owns a printing company that supplies the logos and markings for company fleets, RVs and boats, one runs a company that supplies office furniture and interior design expertise, and one is the publisher of this magazine.

Our CEO/leader profile is Jimmy Staton, the executive vice president and group CEO for NIPSCO. He's been on the job for 15 months and is getting to know Northwest Indiana, a region he has ideas rapidly grown

about the challenges of the job. of making sure every household in the region has a reliable supply electricity no matter the weather or circumstance.

Writer Michael Puente conducts

a Q&A with area lawyers about some of the things entrepreneurs and small business owners need to know as they start or expand their business. The best advice is to ask questions and take nothing for granted.

Finding the best health care is an issue that writer Bob Kronemyer takes a look at. He talks to human resource professionals at area hospitals to find out what kinds of jobs are in demand currently and what will be in the near future. They also talk about the kind of training needed to make sure hospital staffers stay at top of their game.

Writer Kathy McKimmie looks at the rising cost of education and what the region's colleges and universities are doing to keep a college education within the economic grasp of residents.

There's a lot more, too, Great places in Indiana to visit on a weekend or a vacation, what towns and cities in Northwest Indiana are doing to revitalize their downtowns, and the growing economic impact that youth sports is having on the region.

Sit back and relax. This issue is filled with stories that started out as a great idea. ■

-Rick A. Richards, editor

Around the Region

ere are a few bits of business news about what's happened in Northwest Indiana the past three months.

ACCOUNTING

Legacy Professionals LLP has announced it is moving from its Munster office to a new location on Indianapolis Boulevard in Schererville. ... James G. Conklin III of Jurgonski & Fredlake CPAs of South Bend has completed certification with the **National Association** of Certified Valuation Analysts. ... **Chika Sunoto** has received certified public accountant status with Jurgonski & Fredlake CPAs in South Bend.

BANKING

Horizon Bank of Michigan City has been named one of the top community banks in the nation by **U.S. Banker** magazine. Horizon is among the top 200 community the fourth straight year. ... Becky **Summers** has been named senior



Jennifer Briscuso



GRAND OPENING Centier Bank donated a total of \$10,000 to eight Hammond agencies during the grand opening of its new downtown Hammond office. From left, Sylvia Planer, Hammond Hispanic Community Committee; Ronald Mullins and Lolita Weems, Hammond Human Relations Commission: Art Russell and Mike Schrage. Centier Bank; Jennifer Dildine, Hammond Housing Authority; Mark McLaughlin, Hammond Development Corp.; Kelly Kearney, United Neighborhoods, Inc.; Greg Boyan, Hammond INnovations Center; and Ardell Young, Neighborhoods Inc.

banks and received the honor for vice president of sales and market- **Indiana Bancorp**, the parent coming for Teachers Credit Union in South Bend. ... **1st Source Bank** of South Bend has named **Wellington** community banks in the nation by "Duke" Jones III as vice chairman U.S. Banker magazine. ... Jennifer of the board. He will continue as president and chief operating officer. ... James Seitz has been promoted by **1st Source Bank** in South Bend to executive vice president of community banking. ... Steve Wessell has been promoted to executive vice president of private banking and wealth management by 1st Source Bank of South Bend. ... John Griffith has been named executive vice president of administration by 1st Source Bank of South Agency Network board of direc-Bend. ... **John Dampeer** has been promoted to officer at 1st Source Porter has named Megan Ciszewski **Bank** in South Bend. He is certified for long-term care insurance and the Indiana Partner Plan for Long

pany for **Peoples Bank** of Munster, has been named one of the top 200 Briscuso of Highland has been promoted to vice president at Centier **Bank**. She joined the bank in 2000 and most recently was CRA/compliance officer.

COMMUNICATIONS/ **MARKETING**

Thom Villing, president of Villing & Co. Marketing Communications in South Bend, has been re-elected to the Intermarket tors. ... Signature Graphics Inc. of as marketing manager. She will be responsible for the firm's marketing strategy with a focus on national Term Care Insurance. ... **Northwest** brand awareness and profitability. ...



Thom Villing

Moran Design Corp. of Hammond received a bronze award in the 2011 Summit Creative Award competition in the magazine category for its work on Franciscan Companion. ... Elise Sims of Crown Point, a professor of electrical engineering, a publications specialist with **CFNI** received a \$6.3 million **Department Inc.**, has received two first-place awards in the **National Federation** of Press Women 2011 Communications Contest.

CONSTRUCTION/ **DEVELOPMENT**

Mason Rusk, owner of Bayman & Rusk Builders of South Bend, has received the Certified Aging-In-Place **University**. His term runs through Specialist designation.... The Jasper June 30, 2014. ... Gail Hinchion Linda Geer of Portage; and Jenni-County Economic Development Mancini has been named director Organization has announced the of public affairs and communicaaddition of Emily Gross as economic development coordinator. She is a recent graduate of **Ball State** ... **St. Mary's College** business law University with a master's degree professor Susan Vance has been in urban and regional planning. ... Lorri Feldt has joined Northwest college's Women's Entrepreneur **Indiana Small Business Develop- Initiative**, which is sponsored by ment Center in Crown Point as a business adviser. She has 25 years of experience in sales and marketing at of St. Francis Crown Point as an Henderson as its vice president of Whirlpool Corp. and Purdue Uni- adjunct professor of microbiology. versity North Central. ... U.S. Rep. ... Carolyn Woo, dean of the Uni-**Pete Visclosky**, D-Merrillville, has announced the **U.S. Department of College of Business** for 14 years, is **Commerce** has awarded a \$50,000

Economic Development District. The money will be used by the NWI EDD to organize itself to develop and implement economic development programs in Lake. Porter and LaPorte counties. The NWI EDD was formed in 2009 by the Northwest Indiana Forum and the Northwestern Indiana Regional Planning Commission. ... Following approval by the LaPorte County Commissioners, financing with \$12 million in county, state and CSX funds will extend rail lines at the Kingsbury Industrial Park, seven miles south of LaPorte. The extension is key to plans to build a cold storage warehouse in which fruit and produce will be shipped from Florida to the site by CSX for distribution throughout the Midwest.

EDUCATION

Two University of Notre Dame professors have received \$13.6 million in research grants. Patrick Fay, of Defense grant, and Harinda **Joseph S. Fernando**, a professor of civil engineering and geological science, received a \$7.3 million grant from the **Department of Defense**. **Lodging Services** of Merrillville, has been named by **Gov. Mitch Daniels** to the board of trustees of **Purdue** tions for the Indiana University School of Medicine-South Bend. named senior project director of the **Key Bank**. ... **Cara Voorhorst** has joined the faculty at the **University** versity of Notre Dame Mendoza leaving the position to become presgrant to the Northwest Indiana ident and CEO of Catholic Relief



Megan Ciszewski

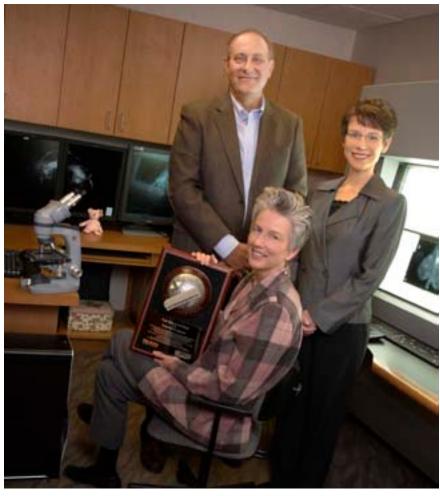
Services, an international humanitarian agency based in Tucson, Ariz.

HEALTH CARE

Methodist Hospitals' Breast Cancer Program has received a three-year full accreditation from the National Accreditation Program for Breast Centers. ... St. Mary Medical Center in Hobart has recognized six nurses with the 2011 Nursing Pillar Award for going ... Bruce White, CEO of White above and beyond the call to provide patient service. They are **Ashley** Hershman of Crown Point: Alicia **Ventura** of Hobart: **Lauren Haller** of Hobart; **Josh Pool** of Chesterton; fer Mulvihill of Portage. ... Mark Walsh, an emergency physician, has received the Alpha Omega Alpha Volunteer Clinical Faculty Award from the Indiana University Chapter for his work as a clinical assistant professor of medicine at IU School of Medicine in South Bend. ... St. Joseph Regional Medical Center has announced Chris Karam as its chief operating officer and Pamela marketing. ... The Franciscan Alliance has acquired Surgical Hospital of Munster, an outpatient surgery center that is served by 20 physicians. ... Methodist Hospitals of Gary has expanded its bariatric

NOTEWORTHY NEWS BITS

weight loss surgery service by welcoming two physicians. They are Jeffrey Rosen, who was trained at the University of Illinois at Chicago, and Allen Mikhail, who was most recently at the Cleveland Clinic. ... Community Hospital in Munster has announced it has begun using the Stealth 360 Orbital PAD System, a minimally invasive system used in arteries to remove plaque and restore blood flow. ... WorkingWell, the occupational health program of Franciscan Alliance's Northwest Indiana hospitals, has announced that the last three of its five sites have received International Organization of Standardization certification. The sites in Hammond, Munster and Valparaiso join previously approved locations in Michigan City and Crown Point with ISO 9001:2008 certification. ... Kitty Cavanaugh has been named ICU Unit director at Porter Health Systems in Valparaiso. She has been with the hospital since 1992 and spent 15 years as a critical care nurse in the ICU. ... Indiana **University Health Occupational** Services, an affiliate of IU Health LaPorte Hospital, is now offering services in the Michigan City area at the LifeWorks Business Park at the Interstate 94-U.S. 421 interchange. The clinic is part of the new 38,000-square-foot **LifeWorks Med**ical Offices that will house several IU Health LaPorte Hospital services. ... Memorial Regional Rehabilitation Center in South Bend has received a three-vear accreditation from the **Commission on Accredi**tation of Rehabilitation Facilities. ... Cathy Dufresne, an emergency room nurse at **Methodist Hospital** in Gary, has received a Spirit Award for going beyond the call of duty in order to help patients in need of clothing. ... **Methodist Hospital** has expanded its da Vinci robotic surassisted minimally invasive surgery. in cases of severe trauma. ... Neil ...Methodist Hospitals has been Mangus has been named public



BREAST CANCER CARE Working to bring the highest-quality breast cancer care experience to patients are (seated) Brenda Eriksen, M.D., medical director of laboratory services; John Gorski, chief operating officer; and Mary Nicholson, M.D., regional director of breast imaging services of Community Healthcare System. This quality care has earned the health-care team numerous accolades and distinctions, including the Chanute Prize for providing same-day results for mammogram screenings and breast biopsies.

of Excellence by the **American Col**lege of Radiology. ...ATI Physical **Therapy** has increased its presence in Northwest Indiana through its acquisition of **APT Plus** offices **Insurance** in South Bend as a client in Dyer, Hammond and Griffith. The three clinics join ATI offices in Munster and Hammond. ... St. **Anthony Health-Crown Point** has become the first hospital in Indiana to have its emergency medical services training program teach the the Associate in General Insurance gery program by upgrading to the da federal **Tactical Combat Casualty** Vinci Si system with the addition of **Care** curriculum. The training, set a second unit and a Skills Simulator up for military and SWAT teams, is unit. The system provides robotic- now being applied for civilian use

designated a Breast Imaging Center information officer at Indiana University Health LaPorte Hospital.

INSURANCE

David Walters has joined Gibson executive in the property and casualty practice. He is a graduate of Indiana State University and previously was with Cincinnati Insurance. ... Debra Roberts of Gibson Insurance of South Bend has received designation from the Insurance **Risk Management Institute**. She is client manager in the business and private client group. ... Tim Leman, president of Gibson Insurance of South Bend, has been named CEO.

will remain chairman of the board. Leman joined Gibson in 2005 as director of employee benefits and has been president since 2009. ... Shannon Clifton of Gibson Insurdesignation from the Insurance announced that an Evansville com-**Risk Management Institute**. She is a client manager in the business and private client group. ... Ryan Colvin has been named chief growth officer at Gibson Insurance in South Bend. He will be responsible for overall leadership performance and serve as the managing partner of the firm's Indianapolis office.

LEGAL

Amy M. Steketee has been named an Up and Coming Lawyer by Indiana Lawyer Magazine. She is an associate at **Baker & Daniels** in South Bend. ... Tim Abeska, a partner at Barnes & Thornburg in South Bend has been named a Distinguished Barrister by Indiana Lawyer Magazine. ... Greta Roemer Lewis has been named a partner and estate planning attorney at Tuesley Hall Konopa in South Bend.

MANUFACTURING

Sharon Owen, general manager of **U.S. Steel Gary Works**, is leaving that position to become vice president of supply chain and customer service at company headquarters in Pittsburgh ... Matthew Perkins, vice president of U.S. Steel Serbia, will become the new general manager of U.S. Steel Gary Works. He also will oversee operation of East Chicago Tin and the Midwest Plant in Portage. ... Bowne Printing of South Bend, a part of R.R. Donnelly, will close by the end of July, putting 107 people out of work. ... MonoSol in Portage was praised by Lt. Gov. Becky Skillman for the research and development it has done to create **TerraLoc**, a product being marketed to the Defense Department as a biodegradable, nontoxic, anti-dust product that can be used on helicopter

He replaces **Greg Downes**, who landing pads. ... **J.W. Hicks** of Knox has committed \$600 million for conhas announced plans to add 25 jobs at two expansions. The \$4 million project includes a 15,000-squarefoot refractory recycling facility and a 112,000-square-foot manu**ance** of South Bend has received facturing building. ... Lake County the Associate in General Insurance Commissioner Gerry Scheub has pany. Powers Energy of America.

struction of a trash-to-ethanol facility in southern Lake County. ... Jayne Flanagan is the new majority owner and president of Michiana Brick & **Building Supply** in South Bend. ... Janco Composites of Mishawaka has been acquired by MacLean Investment Partners. Janco operates an 80,000-sqaure-foot plant with

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NORTHWEST INDIANA BUSINESS QUARTERLY SUMMER-FALL 2011 NORTHWEST INDIANA BUSINESS QUARTERLY SUMMER-FALL 2011

NOTEWORTHY NEWS BITS

145 employees who make fiberglass- ity. The \$7 million project increases Rochester Hills, Mich., and Miami reinforced plastic products for insu- warehouse space for the spice dislating electrical products. ... The tributor. ... Jacobs Private Equity Timken Co. has named Melanie LLC has acquired Express-1 Expe- AmeriPlex at the Port complex in **E. Martin** as manager of its South **dited Services Inc.** in South Bend. Bend plant. Previously, she was The acquisition could add between with **Bosch Research** in Buchanan, 270 and 370 jobs, says owner **Brad**-Mich. ... McCormick & Co. has ley S. Jacobs, who plans to invest opened a new 75,000-square-foot \$150 million in the company's plants expansion at its South Bend facil- in South Bend, Downers Grove, Ill.,

and Tampa, Fla. ... Graycor has moved into its new office in the Portage. ... New Energy Corp. of South Bend, which produces ethanol, has announced it is reducing its workforce by 30, dropping employment to 100. ... Fronius USA will open a solar component operation in 400,000 square feet at the Ameriplex at the Port complex in Portage. It is expected the company will have 100 jobs within a year and 500 jobs by 2016. The company received a \$9.5 million grant from the American Recovery and Reinvestment Act to locate in Portage. It will manufacture solar components that turn sunlight into electricity.

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MEDIA

Retirement Living Magazine will be launched in the winter/spring of 2012 by May Communications Group LLC, according to Glee Renick-May, CEO and publisher of Northwest Indiana Business Quarterly magazine, a subsidiary publication. The new quality-of-life magazine will cater to the interests of those preparing for retirement, newly retired Baby Boomers and current caregivers.

Mary T. Burke has joined Northwest Indiana Business Quarterly as director of new business development/advertising. She lives in Porter. With her magazine sales, promotional and association marketing expertise, she'll also play a key role in the launch of the new Retirement Living Magazine early in 2012.

PROFESSIONAL

Christi Smith has been named manager for Northern Indiana for Peoplelink Staffing Solutions in South Bend. ... Theresa Valade, CEO of Success Trek of Valparaiso, has announced that her company is marking its fifth anniversary this year and over that time, the company has provided \$50,000 in charitable giving. ... Patrick Frazier of Five Star Performance in Granger,

has been named a member of the Schepel Buick-GMC has been and the U.S. Postal Service, has Institute for Sustainability, a division of Resource Associates Corp. one of its top dealers of the year. ... Rackham Service Corp. of ... Nitin V. Timble and Timothy J. Wall have been named shareholders Handyman in Michigan City, a petroleum products, is marking in Ken Herceg & Associates, an engineering and architectural firm in South Bend. Timble is vice president ance business to open the business. been acquired by **Pete's RV Center** of operations and chief structural engineer. Wall is chief architect.

REAL ESTATE

Prime Real Estate has moved to a new location on U.S. 30 in Schererville. The move allows the firm to concentrate on its new commercial and construction divisions. ... Brad Toothaker, president and CEO of CB Richard Ellis/Bradley in South Bend, was named the 2010 Realtor of the Year by the Indiana Commercial Board of Realtors. ... Autumn Psaros and Jennifer Pinkepank, both of CB Richard Ellis/Bradley in South Bend, have received meritbased Certified Commercial Investment Member scholarships for 2011. Psaros, a senior associate, received the Push for the Pin Scholarship, and Pinkepank, a research and transaction manager, received the C101 Financial Analysis for Commercial Investment Real Estate scholarship.

RETAIL

Jordan Automotive of Mishawaka has been named the largestvolume Ford dealer in the United States for 2010. The dealership sold more than 50,000 vehicles. ... WiseWay has announced plans to expand its supermarket on North Calumet Avenue in Valparaiso. An 8,000-square-foot addition is planned, bringing retail space in the store to 59,000 square feet. ... Randy Medow is now a co-owner of Window World in Granger. He will be in charge of the store's sales and marketing. ... The Rotary Club **of Hammond** has presented its 2011 Robert V. Heise Vocational Service Award to John Loxas. The native of Greece opened Olympia Lanes in 1985 and since then has opened a Ramada Inn, Dynasty Banquet and Johnel's Restaurant. ...

named by **General Motors** as opened an office in Valparaiso. ... Curt Cipares has opened Mr. LaPorte, a distributor of Mobil home maintenance and repair busities 30th anniversary this year. ... ness. Cipares recently left the insur- Rollin' On RV of Schererville has ... U.S. 30 Postal Express, which handles packages for FedEx, DHL Craven has been named the new

of South Burlington, Vt. Kris





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NOTEWORTHY NEWS BITS

general manager, and owner Dave McGinnis says no other changes are planned. ... Kathleen and David Sparks, who own McDonald's franchises in the South Bend area, have received the 2010 Ronald Award, one of the highest honors presented by McDonald's Corp. The award recognizes outstanding contributions to the development of the McDonald's image locally. They have worked with Ronald McDonald House Charities, Family and Children's Center, The Salvation Army. Memorial Hospital and the Indiana University School of **Business and Economics.**

TECHNOLOGY

Atom Groom Design and Keyword Design have moved into a shared office in downtown Crown Point. Atom Groom Design specializes in graphic design, Web interface design, and Web development.



Kathleen and David Sparks

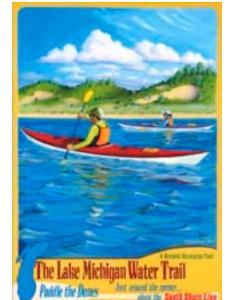
Mayer, specializes in print design, logo design and brand design.

TOURISM

Indiana Dunes National Lake**shore** Superintendent **Costa Dillon** one of the nation's top 10 family has received the meritorious ser-Keyword Design, owned by Judith vice award from the National Park Richard Anderson, owner of the

Service. Dillon was selected for his leadership and contributions to visitors' services by developing park education programs that have been put in place at national parks across the country. ... Indiana Dunes State Park has been named one of the nation's best state parks by Midwest Living magazine. It was one of four Indiana parks on the list. The others are Brown County State Park. Falls of the Ohio State Park and Turkey Run State Park. ... Construction on the North Street **Sports Complex** in Crown Point is on schedule to be completed by the end of August. Work is finishing up on two football/soccer fields. The project, which also includes concession stands and restrooms, is part of a \$4 million renovation. ... Indiana Dunes National Lakeshore's West Beach has been named beaches by **Parents** magazine. ...

former Lee's Inn in Merrillville, has announced plans to convert it to an Econo Lodge motel. ... Two assistant golf professionals have been named at South Bend Country **Club**. They are **Jeri Fouts**, who will focus on the women's program, and William Carroll, who will focus on the men's and couple's program. ... Iak's Warehouse has announced plans for an indoor family fun center next to **Omni 41** in Schererville. Owner Al Krygier of Crown Point said it will have a rock-climbing wall, go-karts, laser tag and 10 party rooms for birthdays. ... Marriott has announced it is leaving downtown South Bend, but city officials said the hotel will become at **DoubleTree by** Hilton. In December, South Bend invested \$65 million to renovate the Marriott building, and as part of that agreement, if Marriott pulled out of downtown, it was required to find a replacement. No date for the name change has been announced.



"PADDLING THE DUNES" The Northwest Indiana Paddling Association. NIPSCO and South Shore Poster Arts Management Inc. recently unveiled "Paddling the Dunes," a new, official South Shore poster created by regional artist Barbara Spies Labus. The unveiling was part of the celebration and dedication of the first 75 miles of the Lake Michigan Water Trail as a National Recreation Trail.

TRANSPORTATION

The St. Lawrence Seaway has reported that Great Lakes shipping through May 31 was 7.6 million tons, up 4 percent over the same period in 2010. Grain shipments were up 31 percent to 1.8 million tons while coal shipments were up 14 percent to 850,000 tons. Coke shipments were up 70 percent to 456,000 tons, slab shipments were up 102 percent while iron ore shipments were down 39 percent to 1.6 million tons. ... Work has begun on a new building for **Gary Jet Center** as part of a \$153 million expansion of Gary/Chicago International Airport. ... Michael J. Guzik has been named vice president by Lawson-Fisher Associates, where he will lead transportation project design for the Indiana Department of Transportation. ... **Porter County Municipal Airport** has changed its name to Porter **County Regional Airport.** ■



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The Cutting Edge

Northwest Indiana emerging as a great place to turn research into products.

BY RICK A. RICHARDS

¬ he buckle of the nation's industrial belt is firmly cinched in Northwest Indiana. Steel and its affiliated suppliers and businesses have been generations.

And just a few miles south, Indiana's cornbelt begins. Within minutes of leaving the northern part of Lake and Porter counties where industry is firmly anchored, agriculture takes over.

These two diverging scenes are how most people think of Indiana - if they happen to think of the Hoosier state at all. It's not that Indiana has a negative image in the rest of the nation; it's that Indiana doesn't have much of an image at all.

So when the state starts grabbing Indiana." headlines as one of the nation's burgeoning high-tech and life-sciences centers, Indiana's image starts to change dramatically.

Thanks to research parks set up ups and life-science companies. around the state by Purdue University, including one in Merrillville, ana has three established incubator along with other private research incubators in Hammond and Valparaiso, the combined impact of the dozens of small startup com- very high levels of research that panies on the state's economy is evolve into companies building their \$1.3 billion.

According to a study commissioned by the non-profit Purdue Research Foundation, the four research parks operated by Purdue are home to more than 200 companies that employ 4,000 people; the average salary paid by those companies is more than \$63,000 a year.

the Purdue Technology Center of Northwest Indiana in Merrillville, says that Indiana – and in particular,

Northwest Indiana – is positioned from research to manufacturing, perfectly for high-tech and life-sci- our precision manufacturing side is ences companies.

are at the crossroads of the country. The infrastructure is here," says research. This is economic develop- panies."

there to step in and work with their "Our location really is a plus. We engineers to help make their products right here," says Lasser. "And as we're coming out of a recession, the a part of the region's landscape for DeGuilio-Fox. "But this is more state has made advances in its tax than just high-tech and life-science structure that helps these new com-

"This is economic development. We're providing opportunities for educated individuals to stay in Indiana."

-Kathy DeGuilio-Fox, Purdue Technology Center

ment. We're providing opportunities for educated individuals to stay in

estate broker with Commercial In-Sites in Merrillville, specializes in working with entrepreneurial start-

"The market in Northwest Indiproperties – in Merrillville, Valparaiso and Hammond. What we see about the region." and hope for are companies with space," says Lasser. "We're also looking at where these companies are coming from and most of them are local people – or people with local ties - who have great ideas."

Even though the region's economic identity is evolving from manufacturing to high tech, Lasser says Kathy DeGuilio-Fox, director of Northwest Indiana's manufacturing roots play an important role for the new high-tech companies.

"As the new companies evolve

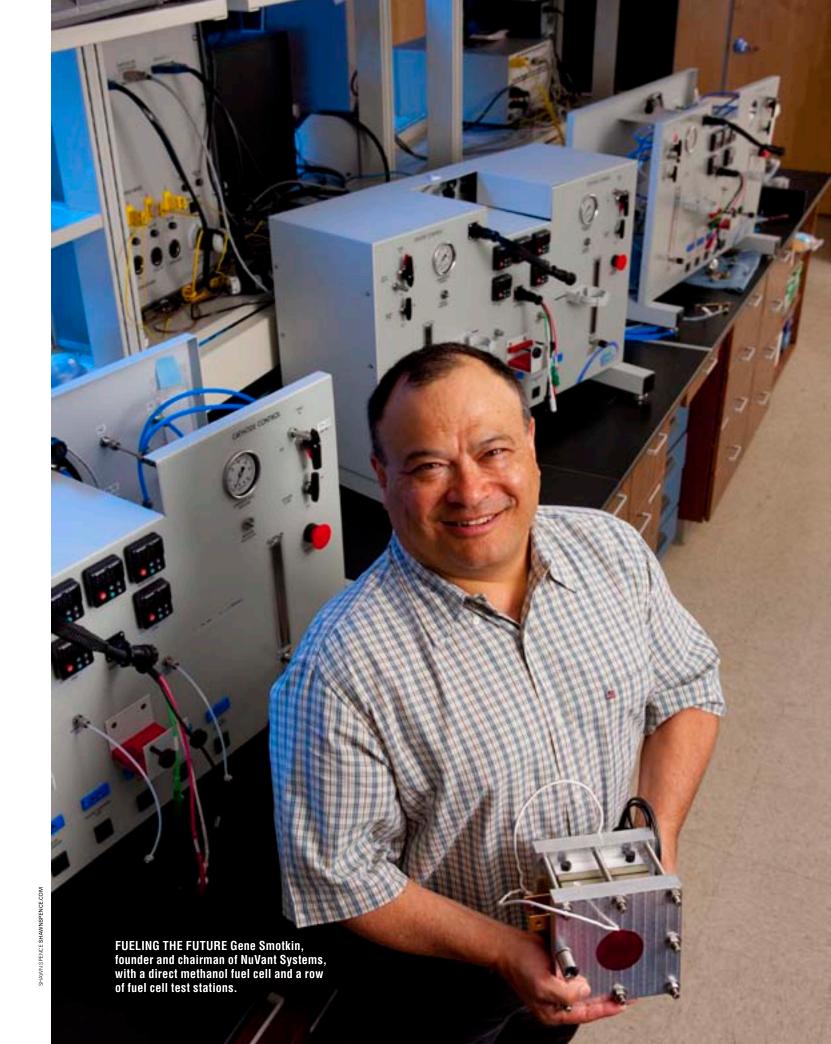
Lasser says the Purdue Technology Center in Merrillville makes vast resources in communications, fiber David Lasser, a commercial real optics and the university's research capability available.

> "The companies looking at the Purdue Technology Center are the kinds of companies that I work with. What we're selling to them is the relationship they'll have with Purdue. We're getting more inquiries

NESCH LLC

The opportunity in Northwest own buildings or leasing their own Indiana for Ivan Nesch was too enticing to pass up. Nesch, a former professor at the Illinois Institute of Technology, moved his research and development out of Chicago to the Purdue Technology Center in Merrillville because of state incentives.

> Through the use of the Indiana 21st Century Research and Technology Fund, which was set up by the General Assembly to help diversify the state's economy, Nesch and other companies have received research



COVER STORY

grants. That fund has contributed \$2 million to Nesch, and coupled with resources from the U.S. Department of Defense and National Institutes of Health, total funding has been \$4 million. The state fund helps companies make the transition from research and development to production and job creation.

Nesch LLC has developed a scanning process – diffraction-enhanced x-ray imaging – that has medical, veterinary and security applications. The process, known as DEXI for short, produces high-quality x-ray images using far less radiation than a conventional radiography machine.

For medical and veterinary use, Nesch explains that when an x-ray interacts with matter, one of the more common interactions is absorption. "It is absorption properties of a material that produces the contrast images of a conventional radiography," says Nesch. "Lowering the energy of the x-ray beam used to image an animal (or a human) will allow the soft tissue or low-density structures to absorb more x-rays, which would then produce highercontrast images."

While there is magnificent potential with DEXI in medicine, one area that is surging forward as a potential market is security. The technology being developed by Nesch is something that could be placed in airports around the country to check for contraband and threats of terror.

"Placing our security machines at airports and security gates will ensure dangerous materials are taken out of the control of terrorists who seek to inflict grave harm on the general public," says Nesch. The a better environment for research machines are 10 feet by 7 feet by 4 feet and use half the radiation generated by conventional machines. We're involved with something that Nesch also points out that DEXI is a non-invasive process that shows internals but doesn't reveal a per- producer. son's contours, body or face.

name on it. "It's been a collaborative research," says Nesch. "Right now, effort," says Nesch.



IMAGING FOR HEALTH AND SECURITY Ivan Nesch's company, Nesch LLC, has developed an x-ray process that uses far less radiation than conventional radiography.

was easy. "Northwest Indiana has and development, especially with the incentives offered by Indiana. can change the landscape of Indiana from corn producer and steel

"We draw from the local universi-DEXI has received nine patents ties and from Chicago, so we have we're at the point where we need Making the decision to move from manufacturing money. We're trying

Chicago to Merrillville, Nesch says, to find the money to produce our product right here in Northwest

> "We're having a tough time doing it but we're going to keep trying because we think something like this needs to stay in Northwest Indiana and provide good jobs," says Nesch.

NUVANT SYSTEMS INC.

For Gene Smotkin, chairman of and Nesch says two of them have his a lot of support to help us in our NuVant Systems Inc., the Purdue Technology Park was the ideal place to get his fuel cell business up and **November 17, 2011** Radisson Hotel at Star Plaza

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Smotkin, a university professor and researcher, admits he's still learning about being a businessman. "I'm a professor turned entrepreneur lysts and electrolytes for stationary and I built devices that helped us do research in the lab," says Smotkin. "Professors do what they do and I didn't have any idea that all this didn't begin selling product until cell for the Army that could be used would happen."

Smotkin admits that developing a product for commercial consumption is a lot different than designing something to use in the lab. There, if another one. In the real world, says have been taking off." Smotkin, that's not possible.

After working at IIT in Chicago, Smotkin learned of the Purdue Technology Center in Merrillville from a colleague. He checked into it and with the incentives Purdue offered - including a \$50,000 laboratory -Smotkin made the move.

creative people all around you, it but he wanted to do more than customer into a better product. This builds a synergy. You can bounce that. "We weren't affecting lives. In is one of the advantages of being

here is exciting," says Smotkin.

NuVant develops and adapts cataand portable fuel cell assemblies. Although the company has been around since 1999, Smotkin says it

That year, says Smotkin, sales were \$100,000. Last year, sales topped \$280,000, and through the first quarter of 2011, Smotkin says sales were impact. We hope to create jobs with the device breaks, you simply build \$250,000. "As you can see, things this," says Smotkin. Already, NuVant

> Before too long, Smotkin says NuVant will need a place of its own. boards to better respond to cus-"Purdue Technology Center wants to tomer needs. keep us, but it's time for us to graduate," says Smotkin. "We're going to need our own place.'

Smotkin says he could have kept the company going strictly as a ideas off them and they do the same fuel cell development, what we do small; you're more agile."

with you. The whole environment now and what we will do in the future, the market is bright. Lots of people have been involved in fuel cell development, but the market just wasn't there five or eight vears ago.

> "We're working on a portable fuel by the individual soldier. NuVant is also working with BP and other industries, says Smotkin.

"This industry is going to have an has acquired equipment that allows it to customize its own computer

"All that work of populating computer boards has been shipped to China or India," says Smotkin. "We want to do it here. It enables us to customize every instrument we sell "It's great here. When you have research and development venture, and fold in all the desires of the

EUCLID DIAGNOSTICS LLC

Washington University in St. Louis that she found her future. To that point, she had spent her entire career in academia, but, says Frieje, "I didn't want to stay in academia but I didn't know what I wanted done into cancer and open her own to do."

When researchers at Washington University mapped the human clinical trials. genome, Frieje realized there was a future in genomics. "That's where my interest was," she says.

With that, she began research into cancer genomics, looking for new ways to combat the disease. As a result, Euclid Diagnostics LLC was born. At first, she located in Chicago, but when she heard of the incentives and collaborative atmosphere that was sprouting at the Purdue Technology Center in Mer-Northwest Indiana.

It was when Diha Frieje was at cancer. We're a small company; we committed to this fight."

> A native of Lebanon who came for a biopsy." to the United States in 1981, Frieje hopes to take the research she's diagnostic laboratory. Later, she wants to move her discoveries to

Euclid is a cancer diagnostic company set up to detect nucleic acids in blood and/or urine that could indicate the presence of cancer. Euclid's goal is to improve on existing methods of detection of prostate cancer, which today relies on the prostate specific antigen test. Ultimately, Euclid wants to develop the system so it can detect other forms

"Our goal is to create a diagnosrillville, Frieje made the move to tic test for cancer. The test would be at the molecular level. Right now, But more than researching a cure we're doing the first of two studfor cancer, Frieje said her effort ies looking at prostate cancer," says

is personal. "A family friend has Frieje. "Ultimately, it would result in personalized treatment. Being able only have four people, but we're to detect prostate cancer from a urine test could eliminate the need

Frieje says there were a lot of places she could have started her business, but said conducting business in Northwest Indiana is as easy as conducting business from anywhere else.

VIBRA HEALTHCARE

Anyone who has had a family member with a complex long-term acute care affliction knows they're entering uncharted territory. Traditional hospitals aren't set up to handle these kinds of demands, and neither are nursing homes.

What's needed is a specialized hospital that focuses on improving the situation of patients who require additional or extended acute medical care. Thus was born the concept for Vibra Healthcare, says Mary

continued on page 43

Identifying Cancer

IVDiagnostics technology tests for circulating tumor cells.

BY RICK A. RICHARDS

Indiana for its research center in Merrillville, but that's not the only the cells spread through the circuto Chicago was a factor in choosing place in the region where cutting- latory system and represent unique edge research is taking place.

Valparaiso is home to a growing stream and lodge within distant center in Madison, Wis., pharmaceunumber of small high-tech companies. The 7,500-square-foot center is a not-for-profit organization headed by former Valparaiso eco- and CEO of IVDiagnostics, says the nomic-development director Charles company started in West Lafavette McGill.

sciences, green technology and the area. "There has been a lot of renewable resources startups. One hospital growth along the Indiana 49 labs like that in the country," says

urdue University has brought a lot of attention to Northwest kets diagnostic tools for rare circuriet it gives us opportunities for patient recruitment," says Szczepanski. lating tumor cells. Known as CTCs, diagnostic targets. CTCs are released The Entech Innovation Center in from primary tumors into the bloodorgans, which is the major cause of mortality among cancer patients.

Frank Szczepanski, co-founder in St. Louis. but moved to Porter County because They conduct 10 million lab proce-Entech is home to medical, life of the large number of hospitals in dures a year and that is important

of those companies is IVDiagnostics corridor in Northwest Indiana and

In addition, the region's proximity to locate in Valparaiso. IVDiagnostics works closely with other laboratories, including a stem cell research tical research facilities in Indianapolis and bio-medical research centers

"We also have access to Alverno Clinical Labs in Northwest Indiana. to what we do. There are only 26



CLOSE TO THE ACTION Frank Szczepanski, co-founder and CEO of IVDiagnostics, moved his company from West Lafayette to Northwest Indiana in order to be around more hospitals.

Szczepanski. IVDiagnostics has fiber-optics testing systems.

2,000 square feet of lab space set of people with cancer, including up for chemical, microbiology and my wife," says Szczepanski. "This is personal for me. Right now, oncoloics use a glucose meter.

gists can't tell patients if their cancer really is in remission because they're looking at indirect indicators. What we're doing could change that."

As research continues, Szczepanski says the next phase for IVDiagnostics is to develop a device that can scan blood relatively quickly. IVDiagnostics recently received a \$244,479 grant through the Qualifying Therapeutic Discovery Project from the U.S. Department of Health and Human Services, but Szczepanski says the company needs \$5 million in order cover the cost of clinical trials and additional research and development.

"We've found that DNA is different in tumors and circulating tumor cells. What we want to create is a liquid biopsy without taking blood," he says. Eventually, he adds, the work being done at IVDiagnos-"In my family, there are a number tics could create a small, handheld device that cancer patients can use to test their blood, much like diabet-

Business Law Q&A

Insights from some of the area's leading business attorneys.

BY MICHAEL PUENTE

ow can a small business handle delinquent custom-

What are the pitfalls of obtaining legal advice online?

What issues are overlooked by entrepreneurs when starting a new business?

These are some of these questions on the minds of Northwest Indiana business owners.

Each year, Northwest Indiana Business Quarterly turns to the experts for answers to some commonly asked questions. In this issue, we've tapped some of the brightest and most experienced legal minds in Northwest Indiana.

DOES MY SMALL BUSINESS NEED CONFIDENTIALITY AND/OR NON-COMPETE AGREEMENTS?

For most small businesses, the by your company. answer is a resounding "yes." There are many reasons a small business may need confidentiality/non-compete agreements, and these stem from the fact that confidential business information and customer relationships are often some of a small business's most valuable assets.

If a key employee walked out the door with your company's most sensitive business information and customer relationships, would your and appropriately tailored in order the start. An outstanding invoice company be in a position to protect to be enforceable. itself and its value?

competition or to enhance your business' value for possible future sale, confidentiality and non-compete agreements are critical to protect your company's assets and value.

Confidentiality agreements require employees to keep your company's business information secret.



"Confidentiality and non-compete agreements are critical to protect your company's assets and value," says Alison G. Fox of Baker & Daniels.

Confidentiality agreements can extend for as long as the information is valuable and treated confidentially

Businesses should also use confidentiality agreements with any third party, including vendors, financial institutions and individuals who tour production facilities.

prevent certain employees from competing against your business for a defined period of time. Noncompete agreements are governed by state law and must be reasonable

A business's practices concerning Whether as a shield against unfair sensitive information can be just as important as agreements in writing.

agreement protections, as well as protection of trade secret laws, can tory of a potential customer. If the be jeopardized if a company does not take steps to maintain secrecy by implementing confidentiality policies and procedures, password

protections, secure storage and marking sensitive documents as "confidential."

While confidentiality and noncompete agreements may seem overly formal and legalistic - or even too costly - binding and enforceable agreements are indispensable to protect the information and relationships that make up the value of your business.

—Alison G. Fox of the South Bend office of Baker & Daniels focuses ber practice on employment. Before joining Baker & Daniels, Fox was a law clerk to Chief Judge Robert L. Miller of the U.S. District Court for the Northern District of Indiana in South Bend and practiced employment law in Chicago.

INTHESE TOUGH ECONOMIC TIMES, WHAT IS THE **BEST WAY TO DEAL WITH DELINQUENT CUSTOMERS?**

It is unlikely that any business which extends credit to its customers has not seen an increase in customer delinquencies over the past few years. In some instances, insolvency Non-compete agreements can or bankruptcy makes collection very difficult, if not impossible. In other instances there are some simple steps a business can take to maximize the collection of its debts.

Make good credit decisions from normally means you're carrying someone else's financial obligation, so be selective. To the extent practical, know your customers. There Confidentiality or non-compete is nothing wrong with asking other businesses about the payment hispotential customer has failed to pay other businesses, that may be a warning sign.

If engaged in a large or lengthy



"Make good credit decisions from the start ... to the extent practical, know your customers," says Patrick Lyp of Blachly, Tabor, Bozik & Hartman.

project, make sure to receive regular progress payments and be willing to stop work upon nonpayment. Many business owners often look back on a particular bad transaction and lament that they "knew" the customer would be a problem. Although most businesses are hungry for work, potentially the best decision you can make is to pass on a project if you suspect payment will be a problem.

Whether it is a longtime customer or a new client, it is critical that any extension of credit be in writing and clearly outline the terms of payment. Although it would be nice to rely on a handshake or verbal understanding, a customer's recollection of events may be selective.

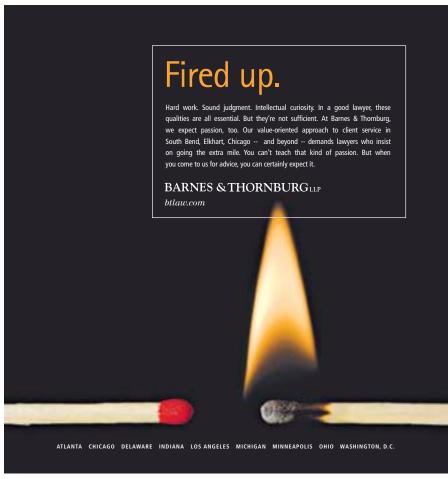
Along those lines, a written agreement should provide provisions about interest on the outstanding debt; reimbursement of collection/ attorneys' fees; and the process for collection (mediation, arbitration and/or litigation).

The amount of time for a customer to pay an invoice can vary, so once a customer exceeds 30 to 45 days, steps should be considered. The simplest and most effective is a phone call. If the customer did not pay the first two invoices, it's unlikely a third or fourth mailing will get different results. A direct conversation allows you to assess riencing financial problems? Was the customer unhappy with your prodin the mail?

All customers will not be truthcustomer. Although an occasional

the situation: Is the customer expe- most customers want to pay their bills. If you determine nonpayment is the result of legitimate financial uct/services? Was the payment lost problems for your customer, the best route is quick resolution.

This could mean waiving interest ful, but before accelerating the col- and/or accepting a reduced lump lection effort, reach out to your sum payment. Rarely should it mean extending more credit. Although no customer looks to scam the system, business wants the reputation of





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BUSINESS LAW

being "too easy" in collection matters, the matter into your formal collecit is often more efficient to collect something than spend months trying ing more than a large attorney bill.

Whether you use an attorney, collection agency or handle matters yourself, once you determine pleasant telephone calls and reasonable settlement offers will not help, move

tion process.

—Patrick Lyp, a partner with the to collect and winding up with noth- law firm of Blachly, Tabor, Bozik & Hartman LLC in Valbaraiso, concentrates on business, municipal, real estate and bankruptcy issues. He is also an adjunct professor of law at Valparaiso University School of Law, where he teaches business drafting.

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"Business owners need to know that the forms they find online are not tailored to their industry or jurisdiction," says Ann Marie Woolwine of Burke, Costanza & Carberry.

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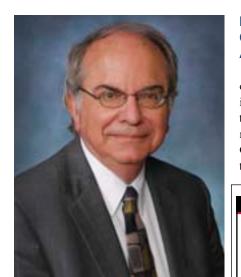
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WHAT SHOULD BUSINESS OWNERS BE MINDFUL OF WHEN SEEKING LEGAL **ADVICE ONLINE? ISTHIS A GROWING TREND?**

Occasionally, I am enlisted by clients to undo a problem caused or complicated by a form they found through what I'll call "online legal self help." Be advised: Those easily downloadable PDFs of leases, forms, corporate resolutions and the like have not been drafted with your business needs in mind, nor have they necessarily been designed to comply with Indiana law.

My advice is to proceed with caution. Business owners need to know that the forms they find online are not tailored to their industry or jurisdiction. A suitable commercial lease for a California landlord is not going to cut it for an Indiana landlord. Nor is the advice posted by a New York or Chicago legal blogger going to be applicable or even helpful to an Indiana business.

Googling terms related to a business difficulty and then relying on a myriad of downloadable PDF forms, legal blogs and articles may be tempting, but this quick attempt at legal self help typically results in



"Under-capitalization and not having a satisfactory business plan ... are the most significant risks entrepreneurs face when starting a business," says Jim Jorgensen of Hoeppner Wagner & Evans.

a bigger headache (and more legal fees) later.

Once a business owner has consulted an attorney and understands the legal issues he or she faces, some Web surfing and research can serve to facilitate discussion. In that scenario, a little background reading by the client can go a long way in making an attorney-client meeting more productive and informative.

My advice for business owners engaging in online legal self help: Consider the source. Is this blogger or author a local licensed attorney? Is the author accessible by providing current contact information? With these considerations and proper legal consultation, business owners can utilize Internet resources more effectively.

—Ann Marie Woolwine is an associate in the business and personal services group of the Merrillville law firm of Burke, Costanza & Carberry LLP. She attended Indiana University in Bloomington, where she graduated cum laude with a bachelor of arts in journalism. Woolwine attended Valparaiso University School of Law.

WHAT ARE THE MOST **COMMON ISSUES THAT NEW**

ENTREPRENEURS FAIL TO CONSIDER WHEN STARTING A BUSINESS?

The two most common are undercapitalization and not having a satisfactory business plan. Those are the most significant risks entrepre- accountant or insurance agent. neurs face when starting a business.

hensive business plan for unplanned expenses, it won't have the resources to overcome that.

A third concern relates to an entrepreneur's ability to seek good counsel. Such counsel may include an

Also important is considering the Often times, the two go together. If time that the endeavor will take. The the business doesn't have a compre- one thing we tell entrepreneurs is



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LEADERSHIP PROFILE BUSINESS LAW

investment of money, but of time. It can be all-consuming. An entrepreshe has to work too much, only to also feel guilty when she isn't workof environment, others wilt.

Another major need is the advice

that starting a business is not just an there are many exceptionally good small-business bankers who can be critical members of an entrepreneur's neur can be plagued by guilt when team. They can look at a business plan and point out its shortcomings. Capital is crucial. The banker is the ing. Some people thrive in this kind best person to discuss capital needs and availability.

—Jim Jorgensen is a partner in of a banker. In Northwest Indiana, the Valparaiso office of Hoeppner

"Selling a business is an art, not a science," says Brian J. Lake of Barnes & Thornburg.

Wagner & Evans LLC. He specializes in the areas of labor, employment, banking and business law.

WHEN SELLING YOUR **BUSINESS. WHAT DO YOU NEED TO KNOW?**

You only sell once. Do it right. Selling a business is an art, not a sci-

It's not just the price. In fact, price may not be the most important thing. Other issues include what happens to your employees after the sale, non-compete issues, indemnification provisions and other key mat-

The most important first step is to get advisors who are experienced in selling businesses. Your advisors need to carefully listen to your goals and objectives. After understanding what you want, let your advisors do the negotiating. I believe I am an excellent negotiator - except I'm not quite as good when I negotiate for myself. When negotiating for yourself, you become emotionally involved, and it's much more difficult to be objective.

Small business owners often fail The main missions of the Order of to consider what happens after the St. Francis are education and health sale. What happens to your busicare. "I knew I was not called to be ness post-closing is partially beyond a teacher," Klein says, laughing. vour control, but some issues can be

began working at a hospital's business office doing payroll, admitting Health Services. Five years later, she Klein says. "If God calls you into it, and other duties. "I really got a feel

BY MICHAEL PUENTE

ister Jane Marie Klein's

Jing people one way or

another, either through prayer

or making sure they receive

the best medical care possible.

started four decades ago shortly

after becoming a nun. Today,

Sister Jane Marie Klein, OSF

(Order of St. Francis), the chair-

person of Mishawaka-based

Franciscan Alliance Board of

Trustees, is among the most

influential people in Northern

mind that this is where I belong,"

organization. "I knew health care

called, is a native of the far south-

Her family, including a twin brother,

Memorial High School in Evansville,

Klein became a part of Sisters of

St. Francis of Perpetual Adoration.

"We're always praying for all the

needs of the church and the com-

Indiana's medical community.

my life's work to."

too, has a beginning.

pleted the eighth grade.

munity." Klein says.

SUMMER-FALL 2011

Her career in health care

calling in life is assist-

"I KNEW I WAS NOT CALLED TO BE A TEACHER." says Sister Jane Marie Klein, chair of the Franciscan Alliance Board of Trustees.

for the hospital even before I went You have to surround yourself with "There was never a doubt in my to get my first degree in accounting. Then I worked in accounting says Klein, who helps manage Indifor a number of years and got into ana's second-largest health-care all these computers," Klein says. "But I got the feeling that I was not was what I should be committing a computer person. I was a people person. After a lot of persuasion, I But like all success stories, this, was finally allowed to go get my master's in social work; quite a shift Sister Jane Marie, as she likes to be from accounting."

That would hardly be the last shift for Klein. In 1975 she had to make a ern Indiana community of Jasper. tough decision. "I was asked by my moved to Evansville after she com- superiors how I would feel about administration," Klein says. "My Shortly after graduating from Reitz response at the time was 'not good."

At the time, Klein served in social work at a hospital in Louisville, Ky. Eventually, she decided a move to hospital administration may be a good move for her because she always liked business, even in high

St. Elizabeth Health in Lafayette, is a calling she wouldn't turn away which is among the 13 hospitals in from. "I do believe it's a privilege In Cleveland in 1959, Sister Klein the Franciscan Alliance Inc., known and the self-satisfaction in getting until last year as Sisters of St. Francis went on to become chief executive he will see you through it." ■

officer at Michigan City's St. Anthony Health.

Just three years later in 1983, she transferred to St. Margaret Mercy Health in Hammond, where she served as CEO for 10 years. In 1993, she moved to Franciscan Alliance's corporate offices in Mishawaka. "It's been 18 years already. Hard to believe," Klein says.

To be successful, Klein says, you need others to call on. "No one can be an expert in everything.

experts and ask the right questions. I've been surrounded by lots of loyal and dedicated experts."

Kevin Leahy, Franciscan Alliance president and CEO, is among those Klein relies on. But Leahy says it's Klein who should get the spotlight.

"This woman has taken very little credit for her role in guiding Franciscan Alliance's growth from an organization with \$1 billion in assets to almost \$4 billion today," Leahy says. "Sister Jane Marie cares for each patient that entrusts their medical needs to one of our hospitals. She credits the Lord for any success that she has been associated with. She is a visionary leader who learns from the past and focuses on the future."

Klein has seen a lot of changes to the health-care industry. Lately, those changes are causing strains on most hospitals systems' budgets. She took on an assignment at Still, Klein says serving in health care people the help they need remains,"

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by the readers of Northwest Indiana Business Quarterly

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Sister Jane Marie Klein, 'Visionary Leader'

Serving others as health-care organization's board chair.

Issues that can be negotiated continued on page 68

dealt with in the sale process.

Determination and Dedication

How five women business owners succeed in Northwest Indiana.

BY RICK A. RICHARDS

etermination has helped Applebee's. sweep away any impediments to business success for five Northwest Indiana women who have carved out successful niches by doing things their way.

a 6,000-square-foot building in Michigan City into a 28,000-squarefoot building in Pines, she not only organized the transition, she held daily meetings with construction crews and didn't miss a day of manufacturing.

"In my field – manufacturing – women are fairly scarce," admits Quealy. "But I haven't experienced in a yoga instructor on Mondays, not any kind of discrimination or other only because she wanted to pracproblems.

where success could happen," says entire plant. "I don't think a lot of Quealy. "During the construction process here, I took it on myself. I researched what we were looking at and every day I met with contractors."

been around since 1938. It moved to Michigan City in 1982 after stops in Chicago and Gary. The company specializes in food bases and during World War II, provided bouillon for C rations. Today, the company manufactures 114 different flavor to not only expand the company, bases – seafood, chicken, turkey, beef and pork – for hotels, schools, restaurants and other food providers around the United States.

pasta, Nestle, Heinz, Rod Lobster, on developing new products that

"I own my own business, but I think being a woman in business is still an issue," says Quealy. "I don't know how or when it won't be an issue. In my first meeting with con-When Georgeann Quealy tractors to talk about the remodeling decided the time was right to move here before we moved in, I made it her food ingredient company from a point to speak up. I wanted them to know who was in charge."

By the same token, Quealy is eager to help others get started in business. "Everything we can do to hire someone new and help them out, we'll do it. I think by being a woman business owner, I want to create a family atmosphere here."

One thing Quealy did was to bring tice yoga to help her relax, but she "I just put myself in a position thought it would be good for the men would think about doing something like that."

She also has organized a company cookout where employees can take the afternoon off (with pay) and Quealy's Integrative Flavors has enjoy a cookout in the company

> Quealy, who bought the business from her parents in 2005, prides herself on marching to her own beat. Along with her husband, Brian (who is vice president), she looks for ways but to even out its seasonal production peaks and valleys.

fourth quarter and drops off during Among its customers are Butoni the summer, so Quealy is working

Steak & Shake, Panera Bread and will keep Integrative Flavors' 15 employees busy year-round.

Once that happens, Quealy says she wants to expand the workforce. "Eventually, I'd like to see all 30 parking spaces in the lot full," she says.

The story for Rita Bacevich is much the same. She founded HDW Commercial Interiors in 1991 and over the past 20 years her company has steadily grown.

"I've never worried about a glass ceiling. I never allowed myself to go there, but it is not as much of an issue in my line of work as it is for some women," says Bacevich. "Like most mothers, I've always told my daughter she could do anything, so I push through obstacles - graciously."

In 2010, Bacevich was honored as the Minority Small Business Person of the Year by the Northwest Indiana Small Business Development Center. "Getting into this business was a natural fit," says Bacevich, whose company is based in Schererville and also has an office in South Bend.

"In addition to a love for design, I have always had very strong business skills. The challenge of helping other businesses to enhance aesthetics, streamline functionality and come in under budget is actually pretty fascinating to me."

Bacevich insists on making sure HDW takes customer needs into account by enhancing the look, enhancing the function and enhancing the bottom line. "It may be trite, Production is busiest during the but we follow the oldest guideline out there - service, service, service. We help people solve problems and manage projects. Even if the project



WOMEN IN BUSINESS

you by what you did for them. Our the years, we have happily made business has grown solely on return business and referrals."

Bacevich has learned to keep up with changes in the industry. Part of that is simply staying attuned to trends, but part of it is anticipating change. "Fifteen years ago, it was a simple matter of ordering a desk

things a little more complicated for ourselves - adding space planning, CAD drawings, project specifications and delving into the rigors of education and healthcare design."

been difficult because of the sputtering economy, Bacevich says she

is quite small, clients will remember and choosing a paint color. Over prepared for that. "HDW is all about design and furnishings for business - within budget. Well, when businesses are facing tough times, these things tend to be pushed to the back

> "But many businesses realize that Even though recent months have the functionality of their staff, as well as how they are perceived by their end users (especially with regard to high-profile areas such as waiting rooms, conference rooms and reception desks) plays a key role in contributing to their bottom line. We have always charged ourselves with finding cost-effective solutions, so we have always been prepared for the client challenge of 'How can I do it for less?""

> > Sometimes all the business education and preparation in the world isn't enough. Ask Jacqueline Barton, president and owner of Specialized Staffing Solutions LLC in South Bend. Her company also has offices in Elkhart and in Kalamazoo and Grand Rapids, Mich.

> > Shari J. Carroll, director of marketing for the Chamber of Commerce of St. Joseph County, heaps praise on Barton for overcoming the incredibly difficult challenge of having one of her employees shot at work.

> > In an apparently random act, someone fired a shot through a window of her South Bend office a few months ago, striking an employee in the head. Carroll says the employee is "doing much better now and is in rehab."

> > While dealing with that, Barton still had to continue operating her business, which provides staffing services to offices, professional businesses, light manufacturers and technical operations.

> > "Being a small business in general, I make sure to always have the appropriate funding for what I want to do," says Barton. "It is a challenge sometimes, but that's the most important thing any small business can do. You need to put together a good business plan."

Once a plan is created, Barton says, the next step is to talk to a bank.

"Right now, I have a \$30 million

and over the years I've learned how

to work with vendors and banks. It is

fundamental for me to be able to work

attacks on New York and Washington,

Barton opened her business. "My con-

fidence was there," she says, adding

that she worked out a plan with inves-

tors, giving them shares in the com-

pany. The deal was that within three

years she would buy their shares back

and become sole owner, and that's

a bank. I want them to know this is

an owner who understands her busi-

ness." In the last decade her busi-

ness has grown to include a staff of

exactly what happened.

35, with 8,000 associates.

at different levels of the company."

company," says Barton. "I picked an industry that's a joy."

Even though the economy has been tough over the last two years, In 2001, right after the terrorist Barton says her company has grown 20 percent to 30 percent a year. "In that time, we've expanded and gone into providing staffing for pharmaceutical and food companies.

"We're not looking for growth for the sake of growth, but we're looking to create new models for staffing," says Barton. "My vision is to take the needs of companies and pair "When I deal with a customer or them up with the skills people have. to work for the family business in For instance, we work with a baking business and manage its distribution In 2008, she purchased a majority and packaging. I know how to hire people to do those things that aren't necessarily complementary with their core business."

At the same time. Barton donates 10 percent back to the communities where she operates. "I think it is key to make an impact in the community."

Valley Screen Process Co. is a family business in every sense of the word. Owner Karen Barnett took over as owner from her father. Jerry Bauer, who founded the business in 1967. But more than that, Barnett says the 50 employees at her South Bend company are also her family.

Barnett, who graduated from Indiana University in 1984 and went sales, was named president in 1996. stake in the business, a year after her father passed away.

Valley Screen is a graphics company that works closely with the







"I was in the business world at 25

SUMMER-FALL 2011 SUMMER-FALL 2011 NORTHWEST INDIANA BUSINESS QUARTERLY 29 28 NORTHWEST INDIANA BUSINESS QUARTERLY

WOMEN IN BUSINESS

recreational vehicle and marine industries. In 2008, the company was named the Small Business of the a diverse client base. Before the Year by the Chamber of Commerce recession, we were 95 percent in the force. "We always place an employee of St. Ioseph County.

To cope with the downturn in the a result, Allstate Insurance signed on with Valley Screen to provide all of the graphics for its fleet of vehicles.

today," says Barnett. "We now have RV and marine graphics business."

While she still works with Jayco, RV and boating business, Barnett Forest River and Gulfstream in the reached out to other customers. As RV business, and Godfrey and Rinker in the marine business, she's moved into healthcare with Elkhart General Hospital, St. Joseph Regional Medical

"We have to be more creative Center and Michiana Hematology.

Barnett firmly believes business success depends on a good workhigh up on our priority list, sometimes ahead of the business," says Barnett. "When the economy went bad, the whole company participated in making sacrifices. Everyone took a pay cut. We came together as a team."

Another way Barnett moved her company forward was to get it certified as a woman-owned business. "I applied for that right after I purchased it and it's been very helpful," she says. "I've been really fortunate. Through the business, I've been on the board of the chamber and that has helped me get to know other business leaders in the community."

She's met other women business owners, and Barnett says they all look out for each other. "Women like to see each other succeed. We network together and that helps our business."

For Glee Renick-May, opportunity presented itself in 2009 when Indiana Business Magazine ceased publishing. Renick-May, who has more than 30 years in advertising sales and marketing achievements, helped create several niche publications when she worked for Indiana Business Magazine, including Northwest Indiana Business Quarterly. Now she is owner and publisher of the magazine, that began back in 1991 as an economic development/ quality of life publication..

"I was thrilled about the opportunity, but assuming total responsibility was overwhelming at first," says Renick-May. "We were in the midst of a serious recession, and publishing companies were going out of business everywhere in the country."

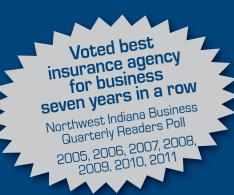
Since then, she says other organizations have created niche magazines and the demand for online magazine formats and digital marketing is growing.

"It will be interesting to see just how this will impact the print media industry in the years ahead and overall magazine strategy for adding publications. But research is

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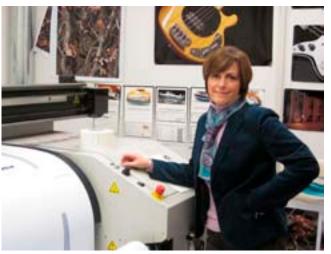


WOMEN IN BUSINESS



"When I deal with a customer or bank, I want them to know this is an owner who understands her business," says Jacqueline Barton (middle) of Specialized Staffing Solutions.

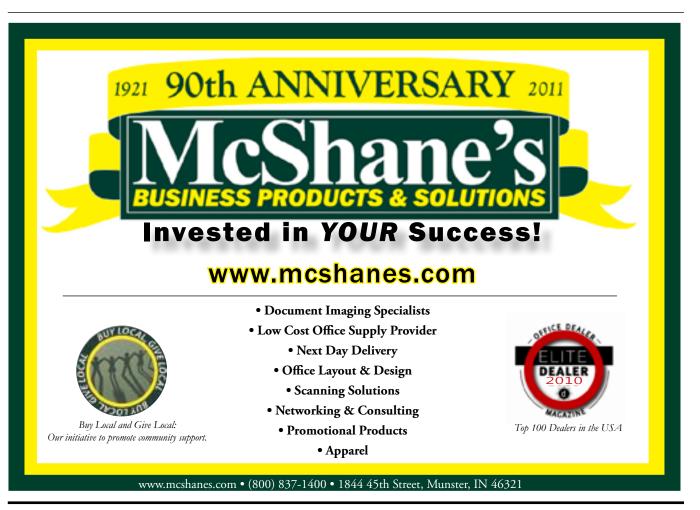
conclusive that magazines will be plans as evidence of increases in ad there in the future, as strong as ever. revenues continues this year." Our magazine has increased 25 percent in advertising revenues this past moving ahead with our business of well-written articles is priceless."



"Women like to see each other succeed; we network together and that helps our business," says Karen Barnett of Valley Screen Process Co.

Renick-May says the focus of Northwest Indiana Business Quaryear. This is very encouraging news, terly is "to provide informative and and I'm very grateful for it. We are positive business news. The impact

Same is true with well-thought-out ad campaigns and creative work. "It is my belief that this region offers great opportunities for businesses and incentives for locating here. Our magazine simply reflects the greatness in the businesses that serve the





"Our magazine simply reflects the greatness in the businesses that serve the communities in this region and greatness in leadership," says Glee Renick-May of May Communications Group LLC.

communities in this region and greatness in leadership," she explains.

"I encourage and invite magazine team members to comment or help me in the decision-making process," says Renick-May. "My magazine team members are accomplished in their fields of expertise and they take ownership when it comes to producing our magazines. I greatly value their contributions and I treat them with respect. But as the owner, the final decision is my call. Right repeat them.

editors are award-winning journalists. I seek out great writers who with our publication is to have an editorial and advisory board that

provides our magazine editorial suggestions, support and guidance." This was in place 20 years ago when the magazine began as a cooperative magazine venture with the Northwest Indiana Forum.

Renick-May says the biggest obstacles she had to overcome are growing pains and competitors that have a larger staff and operating budgets. "But I would rather operate my business in the black, build it constructively and continue to be profitable. or wrong, you have to live with it. I The process is already in the making learn from my mistakes and I try not for growing my business to a milliondollar-plus endeavor and for attain-"My magazine team writers and ing business capital. That includes adding business services, investors and attaining a business partnership. have a proven track record and This is all a part of the business plan. reader following. What is unique And knowing when to move on a new idea or sit on it to evaluate further can be costly. If you ponder too

long you may lose your great idea to a competitor. You just have to go with a gut feeling at times. In this competitive fast technology-based business environment. I would advise seeking legal counsel to protect your business and intellectual property."

She advises new and emerging women entrepreneurs, "Be sure you have a passion for the career you have chosen, know the industry well, and that you are 100 percent willing to make the sacrifice that goes along with the price of success. For me that is finding life balance and personal time for myself. The business climate in these challenging economic times can get discouraging and you experience disappointing setbacks. These are the external events that you have no control over. You just have to believe in the business you have and know that it has great value and serves a purpose. Build a strong support network and seek business mentors you can trust to help you focus, advise and give you encouragement. Look for ways to improve your business services or products. And take care of your customers. By helping them achieve their goals, you will also achieve yours."

Away from the magazine, Renick-May is involved with Emmis Communications in Indianapolis, where she is a radio show host and coexecutive producer. "This is a part of how I give back to my community for the last 25 years. Most of the interviews have been with nonprofit organizations in central Indiana. I've also added to the mix some national topics, performing arts and business interviews. This is my other passion away from the magazine. I work with a team of talented hosts who also are accomplished in their own respective careers. Besides my interests in business, I'm an advocate for social justice and change. That includes child neglect/abuse, animal welfare, homelessness, domestic violence and women's rights, especially in the Third World. Being a positive role model and mentoring young women are other ways I advocate for women." ■

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Jimmy Staton

NIPSCO leader builds bridges with employees and his new Northwest Indiana community.

BY RICK A. RICHARDS

a lot of things in his life. His family. Sports, especially University of West Virginia sports. And the utility business.

"I have two sons and we're all sports fanatics. My wife is very tolerant," says Staton, the executive olina, California, Michigan, Louisivice president and group CEO for NIPSCO. "We go to West Virginia football and basketball games and we also like sports in general. We have more sports-driven vacations than one would care to think."

up and headed to Miami, where Staton and his family took in the Orange Bowl and then a Miami Heat NBA game.

"We schedule a lot of family vacations around that kind of stuff," beach, too. When my wife and I can get away, we're looking forward to going to Indianapolis and Chicago."

But first, Staton's family needs to sell their home in West Virginia and move to Northwest Indiana. When Staton took over as head of NIPSCO and of NiSource's natural gas pipeline operation, Staton made it clear company," says Staton. Later, he went he didn't want to move his family to the region until his younger son had graduated high school. With older son Cole already at the University of West Virginia, younger son Chance will enroll there this fall.

out here now. I have been dividing my time, but that was part of the agreement with the family when be as knowledgeable about electric-I agreed to take the NIPSCO position. I told them I was going to be away more and unfortunately, they breaking into a big laugh.

Staton is a friendly, outgoing man

who works hard to make people feel immy Staton is passionate about at ease around him. He loves to talk about the utility business, something he's been involved with his entire 95 to 100 degree heat to restore professional life.

> A self-described "military brat" who grew up following his Air Force dad around the country – North Carana – Staton put down teenage roots in Louisiana.

"It's a big petroleum state and I knew I wanted to go to LSU." And it just wasn't for the football, either. Staton knew LSU has a great engi-Last Christmas, the family packed neering and math programs and he petroleum engineer.

After he graduated, he joined his parents in Washington, D.C., where he interviewed with the Federal Energy Regulatory Commission. says Staton. "We love going to the "I was a petroleum engineer and they like petroleum engineers," says Staton. He worked FERC for a couple of years, but then had to make a decision about his future.

> "You either become a lifer with FERC or you go into the industry. I went into the industry and went back to Louisiana to work for a pipeline to work for Consolidated Gas in West Virginia and in 2001, the company was acquired by Dominion, a large electric utility based in Virginia.

That's when Staton began learning all he could about the electric-"We're going to spend more time ity business because he figured - correctly - that if he was going to advance in his career, he needed to ity as he was natural gas.

"While I was with Dominion, I learned all about serving our 2.2 milseemed fine with that," says Staton, lion customers on the Outer Banks. Maybe it was the defining moment, but Hurricane Isabell came through

and 1.8 million of our customers lost power, some of them for 17 days. Our people worked for 17 days in power," says Staton.

"That's when I learned that electric utilities play an important role in people's lives. You provide cool. You provide heat. You provide the opportunity to study by using your computer. We deliver a lifestyle," says Staton.

"When I came here to NIPSCO 15 months ago, one of the things I asked the team to focus on was to look at the customers who experidecided he was going to become a ence a lot of outage and figure out a way to strengthen those systems."

> There haven't been any hurricanes since Staton arrived in Northwest Indiana, but in early June, the company had to deal with a tornado that knocked down five transmission towers in Starke and Pulaski counties.

> Staton also was welcomed to Northwest Indiana by last winter's blizzards. "Restoring service is important to us and we did have crews out during that time, but we had snow plows in front of them," says Staton. "We take our job seriously and our employee safety very, verv seriously."

> Staton frequently praises NIPSCO's employees, describing them alternately as "driven" and "dedicated." He's well aware of the contentious history that NIPSCO has with some of its union workers, including a bitter strike some 20 years ago, but he's working hard to build bridges and erase the past.

> "A strike any time is a very divisive event. It takes years to overcome that. You try to work things out with employees," says Staton. "You have to demonstrate that you care. I have to prove I'm different.



ECONOMIC DEVELOPMENTS Jimmy Staton says NIPSCO is committed to growing the region.

"For instance, look at our safety. I'm passionate about safety for our customers and employees. But our safety results were lagging significantly. When that happens and the metrics are lagging, you are sending an inadvertent message that you don't care," says Staton. "I'm really proud We really do care about safety."

Another way Staton is trying to show he's different is by communicating more openly with workers. "I have a vision of what I want NIPSCO to be and it's important to get that message out. I have to be out in the field talking to folks about what they care about. You have to invest in them. My job has been to reinstill in folks that we care about their safety and their knowledge."

Staton says NIPSCO has "phenomenal employees." "I don't think we were providing them with great leadership for a time. If you don't, atmosphere."

As for the company's future, Staton says it's bright. "We have the our safety has jumped from the third lowest, generally, natural gas prices and fourth quartile to the first quartile. in the country. Northwest Indiana is the crossroads for a lot of natural gas pipelines so we're able to get the best deals for our customers.

"We deliver a competitive product to our customers and that is what we want to continue to do. Folks start to look at our infrastructure and whether it can support their business. We're making the investments to continue to improve the infrastructure."

Staton explains that NIPSCO is among the leaders in the nation's utilities in working with industrial companies to improve the environment.

"We're in the process of installing two scrubbers at our Schahfer Genthen you create an us vs. them erating Station and then we'll install one at our Michigan City Generating Station," says Staton. "It's over \$800 million for the three scrubbers. We expect to have them all done by

> Work will begin at the Schahfer station in 2013 with both scrubbers installed by 2015. Work in Michigan City will follow with completion set for 2018. During the project, NIPSCO will employ an additional 1,000 construction workers.

> "When I talk about economic development, not only are we cleaning the air, we're also providing benefits to the economy of Northwest Indiana," says Staton.

34 NORTHWEST INDIANA BUSINESS QUARTERLY SUMMER-FALL 2011 SUMMER-FALL 2011 NORTHWEST INDIANA BUSINESS QUARTERLY 35 **CEO PROFILE BUSINESS PROFILE**

While NIPSCO primarily operates be political and find those nuggets coal-fired electric generators, Staton says the company recently acquired a small natural gas fired generating plant. For now, NIPSCO is 80 percent coal powered and 20 percent powered by natural gas.

trying to balance that with customer needs and keeping costs reasonably low and making the investments we need to attract jobs, it is a daunting deny that, but I don't feel overwhelmed; I feel challenged."

Over the years NIPSCO has been a favorite target of customers, employorganizations.

chair has to have thick skin to deal with the complaints and concerns. "Sometimes for political expediency, the utility needs to be the whipping

that are affecting people. Politicians aren't going to pick on us unless we're doing something wrong," says

"We're a relatively humble company so it's hard to brag about what "With what the EPA is requiring, you do. Folks just don't know the good things NIPSCO does in the community," says Staton. "We spend \$1.5 million a year in the community and we spend \$1 million a year on ecochallenge," says Station. "I won't nomic development. Our employees spend a lot of time on boards: I'm on the board of Boys and Girls Clubs of Northwest Indiana.

"We're not always getting our mesees, environmental groups and other sage out that we're supporting these charities. We need to find out what it Staton says anyone sitting in his is that customers think about you and then we need to communicate differently. We needed to improve and we have focused our attention on that," says Staton. "We serve 800,000 boy. We try to discern what may gas customers and 450,000 electric

customers. We know we're not going to please everyone every day."

Staton's excitement about his role at NIPSCO is fueled by his anticipation of getting out into the communities more, learning about them and meeting people.

"I want folks to realize and appreciate there has been a view that we're rolling CEOs through NIPSCO and that we're not focused on the area," says Staton. "I want to dispel that. Over the next 10 years, NIPSCO is investing \$5 billion in its infrastructure to make it so much cleaner than it is today and provide greater service to our customers. We think that type of investment will drive economic development and improve customer service. We're excited about it. I have a huge passion around this. If we can solve the regional economic crisis, we can look back and say what a wonderful experience this was." ■



Tasty Growth

Waffle-making executive earns Small Business Person of the Year honors.

BY STEVE KAFI BLE

7 hat's it take to bring dramatic growth? Some revolutionary new technology? Maybe. Or maybe just a new way to present a traditional ware, even an old product. And what could be more traditional than a piping hot breakfast, with delicious Belgian waffles?

Rick McKeel's company has been making waffle mixes for decades, and the product tastes pretty much like it always has. McKeel, president and CEO of New Carbon Co. Inc. of South Bend, earned the Small Business Administration's Indiana District Small Business Person of the Year award by figuring out how to make waffles a hot growth industry. If you've stayed at a hotel with a decent breakfast buffet in the past several years, you've probably been part of this success story.

"We supply the customer with the equipment at no charge, and they buy our mix," McKeel explains. The equipment to which he refers is the waffle iron that allows hotel patrons to cook their own waffles-they pour in a cupful of batter, close the waffle iron and wait for the autodelicious... and showing up at more and more hotels all over, even in a down economy.

pany's growth during tough times is what impressed the SBA award committee the most. "We were really positive," he says. "I told my staff that there was no reason we shouldn't be



NO RECESSION HERE New Carbon Company altered its sales strategy and achieved significant growth.

growing." In this case, it wasn't so Following 9/11, when the hotel busimuch the product that was sparking dramatic growth, but rather the sales arrangements that win new customers and keep them coming back for

New Carbon Co. now has more than 80 employees, up from three dozen a few years ago. Sales were matic timer to sound. It's simple, \$12 million in 2004, and by 2010 were in the \$40 million range. The company is by far the leader in its industry, with 70 percent of the In fact, McKeel believes his com- market, according to McKeel. "And we've expanded into 18 foreign have tremendous opportunities in countries," he says.

> Not bad at all for a company that would seem to be doing about the now. We sell our products online same thing it was doing back in the and at specialty gourmet stores."

1930s, when Fred Carbon created the F.S. Carbon Co. to make waffle flour and related cooking equipment. Four of the company's largest distributors bought the company in 1998 and created the New Carbon Co. The longtime brand name on its products is Golden Malted.

McKeel, originally from Niles, Mich., has been with the company for 19 years. He started in sales, and worked his way up through sales management and operations. He became vice president of operations and vice president of finance before New Carbon named him president and CEO in January 2002.

Around a decade ago, McKeel spotted a competitor's product in a South Bend hotel's breakfast buffet. "We went back to the drawing board and our R&D built a better mousetrap," he says.

ness was struggling, "we reduced our prices by 40 percent; we said we would drop our prices in exchange for long-term deals. That's what got us market share."

The business goes far beyond hotel breakfast rooms, though. "Most restaurant chains that serve waffles are serving our product," McKeel says.

Now that Golden Malted waffles are on the menu of so many restaurants and at so many hotels, where does the growth come? "We still the international market," he says, "and we're also doing retail sales

College Investment

Enrollments and tuition are up at region's colleges.

BY KATHY MCKIMMIE

ver the past decade, tuition at Indiana's taxpayer-supported colleges and universities increased nearly 100 percent, while per capita income rose less than 1 percent, according to the Indiana Commission for Higher Education.

Two weeks after the Indiana General Assembly finished its work at the end of April, the commission laid down its plan for maximum tuition increases for the state's seven public colleges and universities. Although only advisory, it cautioned that tuition and mandatory fees should increase no more than 2.5 to 3.5 percent per year for the next two years or low- and middle-income families may be priced out of higher education.

The highest recommended level was reserved for the main campuses of Indiana University and Purdue University; their regional campuses should be 2.5 percent or being voiced. less, according to the commission. Indiana State and Vincennes should stick to no more than 2.5 percent too, while Ivy Tech, Ball State and the University of Southern Indiana should be no more than 3 percent.

followed, the state's schools held their mandatory hearings and all but one, Ivy Tech, surpassed the recommendations, with IU approving the the combination of a 2.5 percent heftiest increases. Purdue surpassed the recommendation only for its West Lafayette campus, which the commission recognized as a special circumstance for a wellness fee. Few



SEAMLESS TRANSFERS Ivy Tech Northwest prepares students well for further studies elsewhere. says Chancellor Guadalupe Valtierra.

people attended the various hearings and only a handful spoke against the increases. If there is outrage, it's not

Private colleges and universities, not tied to the state legislature's twoyear budgeting process, determine their increases on an annual basis without a required public hearing.

One by one over the weeks that **NORTHWEST INDIANA'S PUBLIC COLLEGES AND UNIVERSITIES**

Costs at IU Northwest, Gary, with tuition increase and a mandatory fee for building maintenance, will go up 3.5 percent this fall and another 3.4 percent in 2012-13.

"At IU Northwest we have what

could be delicately referred to as an aging campus," says Chancellor William Lowe, adding that the state committed no resources for repair and rehabilitation of the public university campuses over the next biennium. IU Northwest opened in 1959 and is second only to Bloomington in the age of its buildings, which need maintenance.

The tuition and fee increases at IU Northwest and at other IU regional campuses are established by the IU Board of Trustees on the basis of recommendations provided by IU President Michael A. McRobbie and the university's senior leadership, says Lowe. In a prepared statement, McRobbie said the "temporary" repair and rehabilitation fees will stay in effect until the state "fully funds" the building

repair program. For the last decade it's been funded at only 20 percent, so the add-on is likely to be around for the foreseeable future.

Despite the tuition and fee increases, Lowe says Indiana University tuition remains affordable, and IU Northwest expects a modest enrollment gain for the 2011-12 academic year, on the heels of a record enrollment of 5,969 students in 2010-11. Nearly two-thirds of IU Northwest students receive some form of financial assistance with an average loan debt for a four-year undergraduate degree of \$26,400.

Purdue University has two regional campuses in Northwest Indiana: Purdue Calumet in Hammond with about 10.000 students and Purdue



RESIDENTIAL EDUCATION Valparaiso University's president, Mark Heckler, says students are more likely to be full-time and living on campus.

than 4.600. Tuition increases at both

campuses will be at the recom-

mended 2.5 percent for each of the

sonable tuition for our students."

bargain. We have small classes and

they get to meet with their profes-

"We already have a very rea-

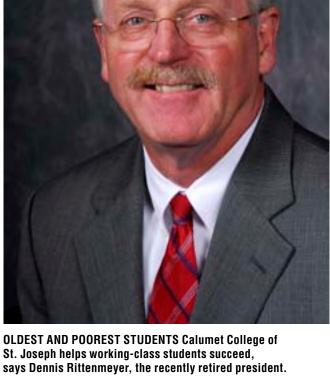
next two years.

North Central in Westville with more two years, because when the econ- and location and offers different proomy is down, enrollment tends to go grams to meet student demands. One

Growth is steady and managed at about 1 to 2 percent a year at Purdue Calumet, says Cohen, with tougher admission requirements resulting in 200 students being denied admittance says James Dworkin, chancellor of Purdue North Central. "I call it a and referred to Ivy Tech last year.

> "Our campus does not charge by the semester, but by the credit hour," says Cohen, with 12 hours considered a minimum full-time load. Sixty percent of students are full-time and the number graduating in four years was up to 49 percent in 2010-2011, from 42 percent four years ago. About half of its students get scholarships and grants, and about the same number have loans averaging \$27,000 upon graduation.

> Dworkin points out there is no competition — only cooperation — among schools in the region, and the presidents and chancellors meet monthly. Each institution plays to its strengths



OLDEST AND POOREST STUDENTS Calumet College of St. Joseph helps working-class students succeed,

up, says Dworkin.

"Nursing is so much in demand we can all offer it," he says. And Ivy Tech is fulfilling its mission as a feeder system for the other schools. "After one or two years at Ivy Tech, students can transfer seamlessly to Purdue North Central."

key exception is nursing.

Chancellor Guadalupe Valtierra at Ivy Tech Northwest echoes Dworkin's comment on cooperation. "Students who begin at Ivy Tech and transfer are better-performing students at the baccalaureate level."

Ivy Tech Community College is the fastest-growing and now the largest public higher education system in Indiana. All locations in its 14 regions increased tuition by 3 percent for the next two years, but froze tuition rates for Hoosier veterans, members of the Indiana National Guard, and state employees. "We have the lowest tuition in

sors." He adds that the increase "is in contrast to the previous two years' increase of 5 percent each year." Howard Cohen, the recently retired chancellor of Purdue Calumet (Thomas Keon took over July 1) says it's important to remember that with public universities the student is only paying 45 percent of the cost; the

state subsidizes 45 percent and the rest is from gifts, grants and contracts. "Otherwise, it sounds like students are having an astronomical increase."

Purdue North Central's enrollment grew by 5 percent in each of the last

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EDUCATION

the state," he says, and the convenience of local campuses.

Ivy Tech Northwest is the secondlargest school in Northwest Indiana, next to Purdue Calumet, with just under 10,000 students at four locations: Gary and Valparaiso (the two largest), East Chicago and Michigan City. "Our curriculum responds to community needs and we partner with businesses," Valtierra says. Sixty percent of students are employed full-time and up to 95 percent stay in the community when they complete their studies. When the economy improves, students will be retooled and ready, says Valtierra.

PRIVATE UNIVERSITIES IN NORTHWEST INDIANA

"We are in an uncomfortable and somewhat unique situation," says Dennis Rittenmeyer, the recently retired president of Calumet College of St. Joseph in Whiting (Dan Lowery took over July 1). Amid great



SCHOLARSHIPS AND GRANTS Half the students at Purdue Calumet have financial aid, says recently retired **Chancellor Howard Cohen.**

discussion among board members, it passed a 4 percent increase for the is bigger but the slices are smaller." fall, says Rittenmeyer.

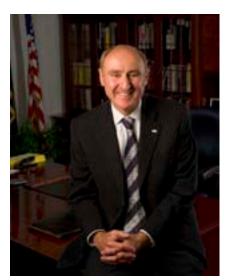
so we are dependent upon tuition." Still, with a full-time annual tuition of \$14,200, it is the lowest among private bachelor-degree granting institutions in Indiana.

Calumet College opened in 1951 to serve the working class in Lake County, and now also serves a large group of students from Northeast Illinois. It operates from one building and has no housing.

"For a time we had — and may still have — the poorest and the oldest students," Rittenmeyer says. Although there was some good news in the General Assembly's budget, it was not enough, he says.

"The SSACI (State Student Assistance Commission of Indiana) awards actually went up modestly. But there has been such an increase in the number of applicants, due in large part to Ivy Tech, that the pie

Calumet College was ranked the "We have a modest endowment, most diverse college in the U.S.;



"BARGAIN" TUITION Chancellor **James Dworkin says Purdue North** Central is holding the line.

since changing to university status (although it has not changed its 4.9 percent in the fall, says Heckname) it's now No. 2. Rittenmeyer ler, to nearly \$31,000. He loves the expects about 1,300 to be enrolled chance to talk to parents about the in the fall, mostly part-time, and says cost of Valparaiso vs. public schools. its public safety and law enforce- You might think they're cheaper,

ment programs are the largest in the Midwest. "Unfortunately for all of us, it's a growth industry."

Unlike most of the college and university campuses in Northwest Indiana, where many students work nearby and attend part-time, Valparaiso University's president, Mark Heckler, says the school is better compared with the main campuses of IU or Purdue, or with a private university such as Butler in Indianapolis.

It's a growing residential campus with just under 3.000 students, most full-time, with a law school and a Division I athletic program, attracting 85 percent of its students from the Great Lakes region; the rest come from 40 states and 50 countries.

Valparaiso's tuition will increase



INFRASTRUCTURE NEEDS Chancellor William Lowe says IU Northwest is second only to IU Bloomington in the age of its buildings.

he says, but at the end of the day, there's not that much difference.

About 94 percent of VU students receive financial aid, and two-thirds of students have student loans that

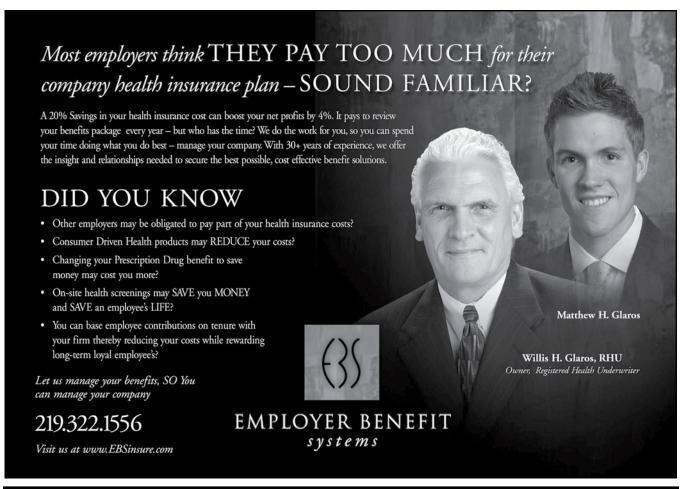


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EDUCATION

average \$33,000 on graduation. "We graduate more of our students in four years, and within six months 94 percent are in jobs or in graduate school."

Although Valparaiso is educating students in fields that exist today, such as nursing and engineering, training for specific jobs is not the main focus, Heckler says, since graduates will average 19 job changes. "Fifty percent of those jobs don't yet exist. We give them content, but teach them communication skills, critical thinking and give them experiential learning needed to be globally competent and flexible."

At Notre Dame, undergraduate tuition will rise in the fall to \$41,417, a 3.8 percent increase, the same increase as last year. It had an undergraduate enrollment of 8,442 out of a total of nearly 12,000 students in 2010-2011, and about the same level is expected next year. Students come from every state and 100 countries.

Graduating on-time has a long tradition at Notre Dame, says Don Bishop, associate vice president for undergraduate enrollment, and its rate is 95 percent for its four-year undergraduate programs and five-year architecture program. That ranks the school in the top handful among national research universities.

Institutional scholarships are looked upon as an investment in Notre Dame students, Bishop says. "We're providing half our students with over \$100,000 over their four years in scholarships from Notre Dame."

Students may also receive other outside financial aid such as Pell grants, state grants and ROTC, and about half of undergraduates work on campus.

For those undergraduate students who incur debt, the average at Notre Dame is \$19,000, less than many students at state-supported schools. Although few schools have as generous a financial aid program as Notre Dame, it's a good lesson for students and parents: take a look at all the variables in weighing public and private colleges and universities. \blacksquare

COVER STORY

continued from page 19

Gilguerro, director of business development for Vibra's Crown Point hospital.

Vibra – which stands for visionary, innovative, bold, relentless, ambitious – operates a 40-bed facility in Crown Point with a 5-to-1 nursing ratio and 24-hour physician coverage. It specializes in respiratory care, ventilator management, IV management, nutrition services, case management, social services and counseling.

The Crown Point hospital, says Gilguerro, was acquired by Vibra in October 2010. The company, founded in 2004 and based in Mechanicsburg, Pa., operates 32 hospitals and has 1,300 beds.

"What we do is a process that involves next level care from short-term acute needs to rehabilitation," says Gilguerro, who adds that the average patient stay is 25 days. "A lot of our patients have need for extensive wound care and physical therapy. The difference between what we do and what nursing homes provide is that our doctors are specialists who are available every day, while in a nursing home, a doctor may visit once a week.

"We chose Crown Point and Northwest Indiana because we have patients from as far away as Indianapolis and the north side of Chicago and this was a central location for them," she says. "In this economy, we see ourselves as another stepping stone to health care. We think that what we do promotes and stimulates opportunities for health care professionals."

Another attraction for Vibra is the number of other hospitals in the area and the proximity to the Purdue Technology Center, where research is being done into cutting-edge treatments for some of the afflictions that bring patients to Vibra.

"Crown Point, Michigan City, Schererville are communities where they're rebuilding themselves. They're also places where health care professionals can earn a decent wage and live in the communities where they work," says Gilguerro.



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Indiana's Top 10 Attractions

Fill up the tank for a Hoosier vacation.

BY SHARI HEID

o need to spend big bucks to go on vacation this year. There are lots of things to do for family fun right here in Indiana. The state has some of the most prestigious attractions in the region — and some of the best values, too.

"There's also new things in Indiana this year, with the opening of the Miller Home, Holiday World's expansion, Conner Prairie's Civil War Experience, the Indianapolis Zoo's Tiger Exhibit and The Children's Museum National Geographic exhibit," says Amy Vaughn, executive director of the Indiana Office of Tourism Development.

Check out www.in.gov/visitindiana to get some great deals. "We have over 150 discounts listed," Vaughn says. "It's everything from hotels to restaurants to attractions. Our website is a good resource for people."

Here's our list of the top 10 vacation destinations around the state and what you'll find this year. Have fun!

INDIANAPOLIS MOTOR SPEEDWAY HALL OF FAME MUSEUM

The IMS has been generating more buzz than ever this year, celebrating the 100th anniversary of the first running of the Indy 500 race. More than 250,000 visitors trek through the Hall of Fame Museum each year to view ana Dunes State Park. The 2,182an eclectic collection of vehicles — including the Marmon "Wasp," winner of the first Indy 500, and rare cars such as a 1935 Duesenberg Model JN four-door convertible passenger car and a 1925 McFarlan TV6 passenger roadster.

You'll also find timing and scoring



DIGGING THE MUSEUM The Children's Museum of Indianapolis makes learning fun.

Indianapolis 500, the museum offers Theater, featuring a 20-minute presentation of rare historic footage and Indianapolis 500 highlights," says IMS spokesperson Tom Surber.

Find out more at www.indianapolismotorspeedway.com.

INDIANA DUNES STATE PARK

There's nowhere else in Indiana like it. Sand dunes and the resulting ecology, pristine beaches and nature at its finest are the hallmarks of Indiacre park, located in Porter County, is one of the state's oldest and most popular parks. There are also lots of fun activities — July 9 is the 14th Annual Sand Sculpture Contest and Sept. 11-12 is "History Comes Alive Zoo in the last few months, you're Weekend."

"Dunes State Park was recently displays from the first race to the 21st named one of the best state parks

century. "For a more visual taste of the in the Best of the Midwest Guide put out by Midwest Living magavisitors the 48-seat Tony Hulman zine, and the designation is truly deserved," says Ken Kosky, Indiana Dunes tourism promotions director. "Indiana Dunes State Park has magnificent sand dunes, great beaches with lifeguards, 16.5 miles of hiking trails, a modern campground and extensive programming." If camping isn't your thing, try the Grey Goose Inn or Riley's Railhouse in Chesterton or The Inn at Aberdeen in Valparaiso.

> For more information, call 219/926-1952 or visit www.in.gov/ dnr/parklake/2980.htm.

INDIANAPOLIS ZOO

Bats, warthogs and tigers, oh my! If you haven't been to the Indianapolis overdue for a visit. The new bats are in the Forests exhibit and the warthogs are housed in the Plains biome.



NOWHERE ELSE LIKE IT IN INDIANA One of the state's oldest and most popular parks is Indiana Dunes.

But the Tiger Forest, which allows you to get right up front and personal with three Amur tigers, is the main attraction. "We are extremely excited about our newest exhibit Tiger Forest presented by Citizens Energy Group," says zoo spokesperson Maura Giles. "With three subspecies of tigers already extinct, and the rest endangered, the Indianapolis Zoo is working very hard to educate people about the plight of these majestic animals, as well as empower people locally to help animals globally." Don't miss the rare orchids on exhibit until October Conservatory when you visit. Afterwards, enjoy a luxurious night at the nearby J.W. Marriott, the largest JW in the world, or experience nearby University Place Conference Center University Indianapolis...

For more information visit www. indyzoo.com or call 317/630-2001.

THE CHILDREN'S MUSEUM **OF INDIANAPOLIS**

A world-class facility, The Children's Museum pairs education and innovative offerings with exhibits such as Dinosphere, Take Me There: Egypt and The Power of Children: Making a Difference. National Geographic Treasures of the Earth, its newest exhibit, opened in June. Visitors will explore three archeological sites — the tomb of Egyptian Irwin Miller, former CEO of Cumpharaoh Seti I, the burial ground of mins Engine Co., the 1957 mod-China's Terra Cotta Warriors and the shipwreck of Captain Kidd's Cara 31 at the White River Gardens Hilbert Merchant — and learn about history from the stories they have to tell.

"Our commitment to 'extraordinary, always' means we continue to go to great lengths to develop the most authentic and extraordinary & Hotel at Indiana University-Purdue experiences possible utilizing strategic global partnerships that have been years in the making," says Dr. Jeffrey H. Patchen, president and

CEO, The Children's Museum of Indianapolis.

Spend the night at a nearby B&B such as The Villa or the Old Northside Bed & Breakfast.

For more information visit www.childrensmuseum.org or call 317/334-3322.

MILLER HOME AND GARDEN

Built as the personal residence of ernistic home was designed by world-famous architect Eero Saarinen along with designer Alexander Girard and landscape artist Dan Kiley. The Miller home and gardens were opened to the public this May.

"It gives us an opportunity to share the story of the amazing couple who shared a vision for a livable family house, the growth of a world-class company and the development of a one-of-kind community," says Cindy

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TOURISM



FALL COLORS Brown County State Park and nearby Nashville are big tourism draws.

Frey, associate director, Columbus Area Visitors Center. For a total contrast, spend the night at The Inn at Irwin Gardens in downtown Columbus, Miller's decidedly more traditional boyhood home. While you're there, take a City Tour and see more architectural attractions.

For more information visit www. columbus.in.us or call 800/468-6564 or 812/378-2622.

HOLIDAY WORLD AND SPLASHIN' SAFARI

Known for its award-winning rides, friendly staff and great values (free sunscreen, free parking, free sodas all day long), Holiday World in Santa Claus is always a fun destination for the entire family. "It's a real jewel in Indiana," Vaughn says. The Wildebeest, the world's longest water coaster, opened last year, and

UP CLOSE WITH CATS The Tiger Forest is the newest exhibit at the Indianapolis Zoo.



Holiday World just invested \$5.2 million in upgrades and new attractions for 2011. There are free wi-fi hotspots, eight new body slides for small children, the Rudolph Roundup sleigh ride for kids and adults and other assorted amenities. Families who rent an RV or cabin at Lake Rudolph campground receive free shuttle service, and nearby Santa's Lodge is another option. Be sure to check the website for discounts!

For more information visit www.holidayworld.com or call 877/Go-Family.

CONNER PRAIRIE INTERACTIVE HISTORY PARK

Leave 2011 behind and get ready for an 1800s adventure at one of the nation's most celebrated interactive museums. The latest attraction at Hamilton County's Conner Prairie, "1863 Civil War Journey: Raid on Indiana," opened this June.

With technology out of "Star Trek," it uses 3-D hologram characters to bring Indiana's solitary skirmish of the Civil War to life. For example, the stories young Attia Porter tells show the effects of the war through a young girl's eyes. Other Conner Prairie favorites include: 1836 Prarietown, Indian Camp, William Conner Homestead, 1859 Balloon Voyage, Lenape Indian Camp, Discovery Station, and the Craft Corner and Science Lab. Stay at the nearby historic Frederick-Talbott Inn, or head to downtown Indy — there are plenty of places to stay in the surrounding area.

For more information visit www. connerprairie.org or call 800/966-1836.

CLIFTY FALLS STATE PARK

"Clifty Falls State Park is a major draw for Madison," says Linda Lytle, executive director, Madison Area Convention & Visitors Center. "The trails are some of the best in the Midwest and the inn is newly remodeled and top-notch. Great place to take a family, but book ahead because they are always busy."

Clifty Falls is one of Indiana's most picturesque places, with cascading



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waterfalls, limestone cliffs and views of the Ohio River. Located only minutes from historic downtown Madison, visitors can walk along the River Walk, visit a winery and enjoy the shops and restaurants. Two great restaurants to try are the Madison Vineyards Estate Winery Bed & Breakfast and White Hall Bed & Breakfast.

For more information visit www.in.gov/dnr/parklake/2985.htm or call 812/273-8885.

BROWN COUNTY STATE PARK

The largest and one of the most visited of Indiana's state parks, Brown County is famous for its fall foliage, hilly terrain and rustic, small-town ambience. The area was once a celebrated artists' colony, and Brown County is still a haven for Indiana artists of all varieties.



BRINGING THE CIVIL WAR TO LIFE Conner Prairie in Hamilton County uses futuristic technology to take visitors back in time.

Folks flock to nearby Nashville aquatic center with a zero-entry to buy their wares and enjoy the pool, water slide and whirlpool, down-home food. Stay at the Abe or treat your artistic side to a stay Martin Lodge in the park, which at the Artists Colony Inn Bed &

boasts a 12,000-square-foot indoor Breakfast in downtown Nashville. For more information visit www.in.gov/dnr/parklake/2988.htm or call 812/988-6406.

FRENCH LICK RESORT

Perhaps no place pulls together all the best that Indiana has to offer more than Orange County's French Lick Resort. Its history includes visits from Al Capone and Franklin D. Roosevelt. It has casino entertainment, Pete Dye and Donald Ross golf courses, and the spa with the famed Pluto waters for the adults.

French Lick Springs Hotel and West Baden Springs Hotel offer two totally different experiences. The beautiful domed West Baden Springs Hotel has been called the "Eighth Wonder of the World." Kids, however, will likely be more impressed by the series of new "KidsFest" activities (International Night, Camp KidFest, PhotoVenture and Character Breakfasts), the new surrey bikes, horseback riding, hiking and the "Dive-In Movies & Family Fun Nights" at the pool. Big Splash Adventure Indoor Water Park, right across the street from French Lick, opened two years ago. "Even if you stay at French Lick Resort, you can buy day passes to take the family there," Vaughn says.

For more information visit www. frenchlick.com or call 888/936-9360. ■

Beyond the Beach

Tourism promotion leads visitors across the region.

BY KEN KOSKY

ore than three million people come to the Indiana Dunes each year to take in the views from atop 120foot sand dunes, hike on wooded trails and relax on sandy beaches as gentle waves lap the shore around

And tourism officials say more and more of those three million people are shaking off the sand and spending their money all over Northwest Indiana. More money means more businesses and attractions thrive, leading to more jobs and recreational opportunities for residents. And that means a better quality of life for the people who call the region home.

"Often the incentive for travelers to come to the area is the beach.' says Indiana Dunes Tourism Marketing Director Christine Livingston. "We're giving them reasons to stay the night, grab a bite to eat and shop the tools and incentive to plan more ing to learn more about the bison's than a one-day trip."

Livingston spearheaded the Beyond the Beach Discovery Trail, a collection of 60 of Northwest Indiana's greatest natural, cultural and historic sites. The trail features everything from a bison farm where visitors can get within inches of the enormous animals to a bog with insect-eating plants and a floating boardwalk that allows people to literally walk on water.

There are printed Beyond the Beach guides, a map and a website www.BeyondTheBeachDiscoveryTrail.com - that provide descriptions and directions to each site.

Stops along the trail, such as Broken Wagon Bison Farm, report calls and visits have increased dramatically since the advent of the trail. "Since being listed with the Discov-



ALONG THE TRAIL The Discovery Trail helps lead visitors to destinations like Miller Woods, where 287 species of flora and fauna have been identified.

ery Trail, we have seen an increase in customers – from a single person looking to see a bison and pick up a little buffalo meat to a tour group in our communities. We're providing of 53 people from Wisconsin wantstory and take a tour into the herd," says Bud Koeppen, co-owner of Broken Wagon Bison Farm.

Livingston says the trail, which launched last autumn, has grown from 54 to 60 sites this year in Lake, Porter, LaPorte, Jasper, Newton and Pulaski counties. The multi-county project came together with cooperation among the counties' tourism officials, park officials and attraction operators, says Livingston.

Among the attractions new to Beyond the Beach this year are Marquette Park in the Miller section of Gary, Brauer Museum of Art at Valparaiso University and Bluhm County Park in Westville (which features a great mountain biking area).

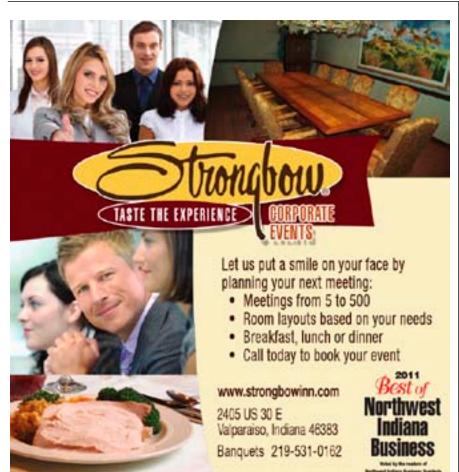
The new Beyond the Beach guide also features a section on birding in Northwest Indiana and a "blue-

ways" guide designed to help boaters enjoy the area's waterways and Lake Michigan.

Indiana Dunes Tourism Executive Director Lorelei Weimer says initiatives such as Beyond the Beach cater to the travel trends – people seeking short trips close to home and unique experiences they can't get in their own community.

Weimer says spending by visitors grew even during the recession in Northern Indiana, helping to keep business going strong and greatly supporting the contribution from local taxpayers. "We are fortunate to be very rich in natural assets and we've gone the extra mile to weave these assets along with historic and cultural attractions into one trail," says Livingston.

"We encourage people to come for the Indiana Dunes experience and then stay, shake off the sand and enjoy the many other experiences available beyond the beach and throughout Northern Indiana," says Livingston. ■



FOCUS: HEALTH CARE CAREERS

Healthy Demand

Northwest Indiana a hot place for a health-care career.

BY BOB KRONEMYER

ith a diversity of educational programs and health-care ronment to pursue a caregiver career. Coupled with the latest recession and an aging population, "health-care opportunities are viewed as good career choices," says Angie Hampton, director of human resources for Valparaiso.

hospital are quickly filled, jobs with longer, including sleep technicians in dental hygiene (which will be and experienced histolology (lab) technicians.

tal uses a combination of online and newspaper print advertisement. Once hired, retention is accomplished by necessary tools/equipment/supplies degree in social work. for an employee to excel.

"Healthcare professionals are very passionate and motivated to do what they love to do, which is take care of patients," Hampton notes. A good salary structure and a desirable benefits package are also key to retention, but surveys show that pay and cies in the area, there is a demand benefits usually rank in importance for social workers. below the employee's relationship with his supervisor and relationship with coworkers.

The existing 300-bed Porter Hospital is being replaced with a 250-bed (all private rooms) complex scheduled to open in November 2012.

"As we move into the future, I feel one of the most in-demand healthcare positions will be experienced medical laboratory technicians," region becomes increasingly recognized for offering high-quality health care, "there is really no need for

market anymore. I feel we have a very stable workforce in this region."

That said, Hampton would like to Northwest Indiana is a vibrant envi-see area schools open their doors wider for the training of medical technologists. "which is a nationwide problem."

The College of Health and Human Services at Indiana University Northwest in Gary offers a bachelor's Porter Hospital and Health System in degree in nursing, an associate's and bachelor's degree in radiology Although most openings at the (with subspecialties such as radiation therapy and diagnostic medical converted to a bachelor's degree in about a year), a one-year certifi-To attract employees, Porter Hospicate program in dental assisting, an associate's degree in health information technology (which eventually will become a bachelor's degree) good management and providing the and both a bachelor's and master's

"There is especially a shortage of family practice physicians, and there is an ongoing nursing shortage," states Linda Delunas, a registered nurse and associate dean of the college. Furthermore, because of the high number of social service agen-

"We've expanded all of our programs as much as we can. We're at pretty full capacity," Delunas says. This translates into about 75 nursing graduates a year and about 250 healthcare graduates overall.

One factor that helps to fill vacant positions in the region is that students who attend the College of Health and Human Services "tend to stay in the area," Delunas says. Hampton says. In addition, as the Some students are also pursuing a spouse has lost his job or has had second career. In response, the college has a second-degree program,

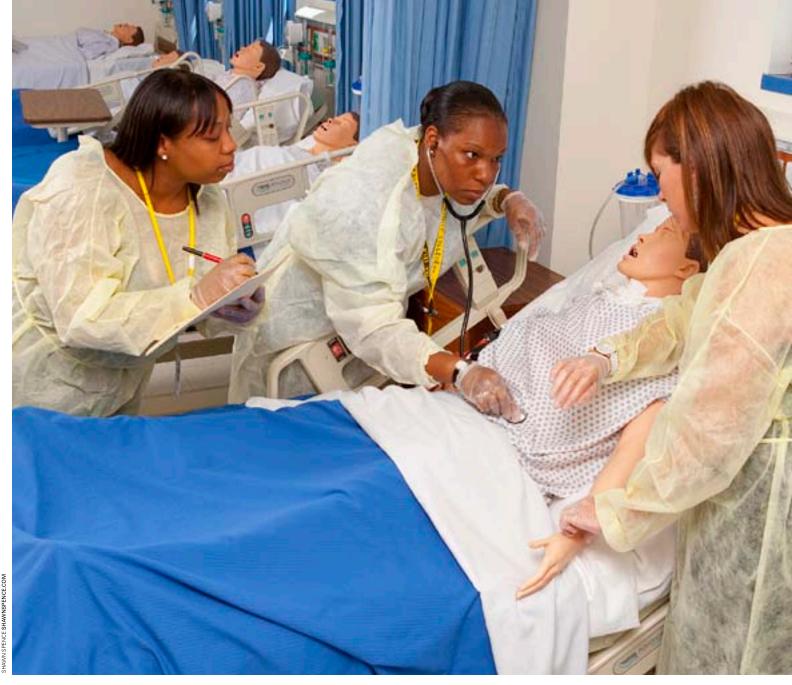
anyone to seek care in the Chicago in another field (such as biology or chemistry) can complete a bachelor's degree in nursing in 18 months. The college is also seeing growth in the number of males entering health care, especially in nursing.

Down the road. Delunas envisions health information management as a much sought-after position because all medical records are going electronic. Nursing and medicine should also remain in demand. "With the new health-care law, there is a push for medical homes, where people will receive their primary care, more technical requirements take sonography), an associate's degree then referred to specialists," she says. Hence, there will be a greater emphasis placed on primary care and preventive care.

> Elsa Martinez is a human resources recruiter for the Hammond and Dyer campuses (over 800 beds) of Franciscan Alliance St. Margaret. She says that clinical nurses, nurse practitioners and physical therapists are most valued. The majority of job postings for the two hospitals appear online at the hospital's personal website, for which candidates can submit an application online. Most job postings also appear on the national Internet site CareerBuilder.

> "Five years ago, we had a demand for pharmacy and clinical nurses," Martinez says. "But right now, with everyone going back to school because of the slow economy, we have an overflow of students. We have more students than we have job openings."

Adding to the shortage of jobs are part-time employees and those called in only when necessary (perhaps one shift a month) who now seek increased hours because their a reduction in hours. The hospitals have seen a conversion of part-time whereby those already with a degree and as-needed employees to full-



HANDS-ON LEARNING Gina Clark, Takesha Buchanan and Theresa Schmidt hone their medical knowledge in a simulation lab at Ivy Tech Community College in Gary.

time status, largely because of the need for employee family benefits.

To increase a college student's likelihood of getting hired at one of the two hospitals, Martinez recommends that during internship these students generously volunteer onsite. Prior to graduation, "students should volunteer to shadow in one of the departments," she says. and development at the Center of Nonetheless, Martinez expects the "overflow" of job candidates to continue over the next few years. For 20 years, health care has been one attitude," Blumenthal says. Being a example, in a class of 25 students in of the main drivers of job creation radiology from a local college, the in the area. We expect that to conhospitals have only one opening.

Meanwhile, the two hospitals offer employees tuition reimbursement to more easily maintain their credentials. Besides continuing education, pay scale is important in retaining employees. "We try to keep competitive," Martinez says.

According to David Blumenthal, a workforce associate for research Workforce Innovations in Valparaiso, "historically, over the past 10 to tinue, due to an aging workforce, munication skills and a customer-

changes in technology and the need for health care."

The No. 1 job historically has been for registered nurses, which should continue to see a healthy demand. But there is also a need for physicians, surgeons, physical therapists and occupational therapists.

"Businesses are also looking for career-readiness skills like reading, writing, math and communications, as well as having a positive team player, able to work in groups, having good interpersonal com-

50 NORTHWEST INDIANA BUSINESS QUARTERLY SUMMER-FALL 2011 NORTHWEST INDIANA BUSINESS QUARTERLY 51 SUMMER-FALL 2011

FOCUS: HEALTH CARE CAREERS

addition, problem-solving and decision-making skills are desirable.

skills that health-care businesses are specialties within health care," says looking for," Blumenthal says.

tions range from a one-year post- expanded its curriculum to allow for secondary degree to become a licensed practical nurse, to a doctor-

scientist. "In this area, we have nursing schools, and several universities Blumenthal, who notes that Indiana The education needed to fill posi- University Northwest in Gary has an M.D. degree.

Blumenthal observes that the

service focus are also prized. In ate degree for physician or medical needs for health-care careers are "changing at a dramatic rate," in part because of changes in health-care "Critical thinking is one of the top have programs for different types of legislation and health information technology. Therefore, "we are not sure what the skill needs are going to be a few years from now."

At Methodist Hospitals, with one location each in Gary and Merrillville totaling about 600 beds, the need is greatest in ambulatory care (physical, occupational and speech therapies; radiology; nuclear medicine), medical offices (physician and outpatient) and home health care, according to Alex Horvath, vice president of human resources. "Nurses also continue to be in demand throughout our two hospitals."

To supplement print ads for job openings, Methodist Hospitals relies on various web-based sites (e.g., monster.com). Once hired, employees are kept abreast of their particular field through training and exposure, including outside speakers and involvement with clinical/professional organizations. "I think we are going to continue to see demand in nursing and home health care, including hospice, because of our aging population," Horvath says. "As technology advances, there will also be a lot of support for ambulatory services."

Purdue University North Central Department of Nursing in Westville is one of several health-care entities statewide that has been working collectively with the Indiana Department of Workforce Development to try to meet the health-care needs of Indiana residents through strategic planning for student enrollments, placements and faculty needs.

"Many qualified students are not accepted in schools of nursing because there is simply not enough faculty," says Mario Ortiz, a registered nurse and chair of the nursing department at Purdue. "We have been fortunate so far that when we have a faculty position available, we can fill it. But this is not true for all places in the state." Likewise, some schools have been unable to expand their health-care programs because of lack of faculty.



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Purdue University offers a bachelor's degree in nursing, but is phasing out its associate's degree in nursing. "Ivy Tech will be graduating advanced practice nurses to work all of the associate's degree nurses," Ortiz reports. Both currently and in the future, Purdue will enroll about students, "it is not too early to 90 nursing students a year.

"As of now, we have no difficulty placing our graduates," Ortiz says. Initially, most find employment in medical-surgical nursing on traditional patient floors in a hospital. A few though, have been hired directly into public health or home health. "We are also seeing an increasing number of males in our program," Ortiz says.

The economic downturn is forcing people to "rethink about what they want they do. They know that health care and nursing are pretty stable Mary Medical Center in Hobart, for employment. And as more men enter nursing, people do not view it Healthcare System. In the past, the or the emergency department where as a career limited to women."

apy and occupational therapy. In the future, shortages are projected for mainly in the underserved areas.

Even among junior high school

"Health care and nursing are pretty stable for employment."

-Mario Ortiz, Purdue University

start thinking about a career in health care," notes Yvonne Hoff, director of human resources at St. part of Munster-based Community approximately 190-bed facility has Ortiz feels the most in-demand sponsored an onsite field day for

positions are nursing, physical ther- these young students. And recently, the hospital hired two construction workers as nursing assistants.

> Most positions are filled via online application through the hospital's own website. The most prevalent jobs are in nursing, not only for dedicated nurses, but nursing assistants and unit secretaries as well. However, many experienced nurses who apply "do not want to work the rotating shifts," Hoff explains. "They are looking for more of a steady day job like they currently hold." To entice experienced nurses, "we do try to work with people and their schedules. Our managers are very good in this way."

> The future also bodes well for nursing, even though some recent grads in nursing have yet to find positions. It is also challenging to place a "green" nurse in critical care the environment "is so fast-paced and the acuity is so high," Hoff says. ■





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Downtown Growth

Cities pursue creative efforts for revitalization.

BY RICK A. RICHARDS

orthwest Indiana downtowns were once retail hubs. But with the development of regional shopping malls and strip shopping centers over the past two generations, downtowns across the region have changed.

Left behind are empty storefronts and vacant parking lots. In recent years, however, those downtown eyesores have become opportunities for some communities.

In Valparaiso, which survived the shift of retail from the downtown better than most communities, a transformation is taking place at the west edge of downtown with Central Park Plaza.

Matt Murphy, director of economic development for Valparaiso, says the city's goal is to turn downtown into a "top priority for visitors."

Valparaiso has used a façade development program operated by Indiana's Main Street Association to improve the look of existing businesses (one of the most striking is Martin Binder Jewelers at Franklin and Lincolnway), installed new sidewalks and decorative lighting, and in a unique move, applied to the state opment downtown is creation of thing." for 10 special liquor licenses that can Central Park Plaza, a large open be used only by restaurants in the downtown historic district.



ALL-AMERICA CITY The Century Center anchors a transforming downtown South Bend.



DOWNTOWN ATTRACTIONS The Central Park Plaza development in downtown Valparaiso, which is being built by Gariup Construction of Gary, includes a bandshell and a splashpad for children.

Cafe, Margarita's and Paparazzi's. The city owns the liquor license and location outside of downtown.

"We've seen some success with it," said Murphy. "It has helped bring people downtown."

By far, though, the biggest develspace accented by a band shell and a splash pad.

contractor for the project. "It's deeply rewarding to see other people enjoying your work," says Gariup. "We've done all the sidewalks in the downtown for Valparaiso, and I think doing projects like this helps create interest in the area and brings a spokesman for Indiana Main Street. people downtown."

fragile things and communities need to invest in them." Murphy, a Valparaiso native who began working for the

Murphy said seven permits are in city in 2007, says, "When I was a kid, use at Bistro 157, Pikk's Tavern, Don there wasn't the atmosphere down-Quijote, Silver Spoon, Bon Femme town that there is now. They didn't have the nightlife we have today. It's a lot more vibrant now than it used to restaurants can't transfer to another be. We think it's a great downtown. It's a great place to bring the family. There are restaurants and shops. It's what you have to do in order to compete with the shopping centers and malls. It's sort of like creating a new

In Griffith, Councilman Rick Ryfa has made revitalizing downtown a priority and has been working with Matt Gariup, an owner of Gariup the Indiana Main Street Association Construction of Gary, is the general to improve the appearance of down-

> Qualifying communities can join the Indiana Main Street Association in order to become eligible for grants to make façade improvements to downtown buildings, says Anne Bell,

Ryfa took office in 2008 and in Murphy agrees. "Downtowns are 2009, Griffith joined Indiana Main Street. "It's been an evolving process for our downtown," says Ryfa. "We want to improve the whole

a little blighted and we had a lot of abandoned stores."

As a result, work is being done says, a billiard hall is going in. on some downtown buildings, says Garry Mang, owner of Two Uncles Construction. "We've completed two façade projects, the Venture Inn in the 300 block of Broad Street, and Varsity Sport Shop in the 100 block," says Mang. "It's great to be a part of the project to revitalize downtown. I like it because I was born and raised here and I really like what the town has planned for the downtown."

Ryfa says the appearance of downtown Griffith presented an opportunity to change the community. "We've got a lot of specialty stores, ethnic food stores and things like that," says Ryfa. "The key to a successful downtown is to provide great services. "There are a lot of things that need changing. The downtown, after all, is the gateway into town."

While facades are being spruced up, the town also is redoing Broad Street, installing sidewalks and decorative lighting.

Mark Grimmer, a vice president of Grimmer Construction, says the effort to create a new streetscape in Griffith – a new road, gutters, curbs and sidewalks - was on schedule until a strike by Local 150 of the Operating Engineers shut down construction projects across Northwest Indiana. "We hope to get back to work soon because the businesses in downtown Griffith deserve to have the work completed so people can get to them," says Grimmer.

"We're always prepared to be involved in a revitalization project like this. It's great working here because Griffith is so involved in the project," says Grimmer. "We did something similar a few years in Highland and that helped pump new life into their downtown."

Ryfa says the project includes new sewer and sanitary lines, and in the end there will be more places to park along the street.

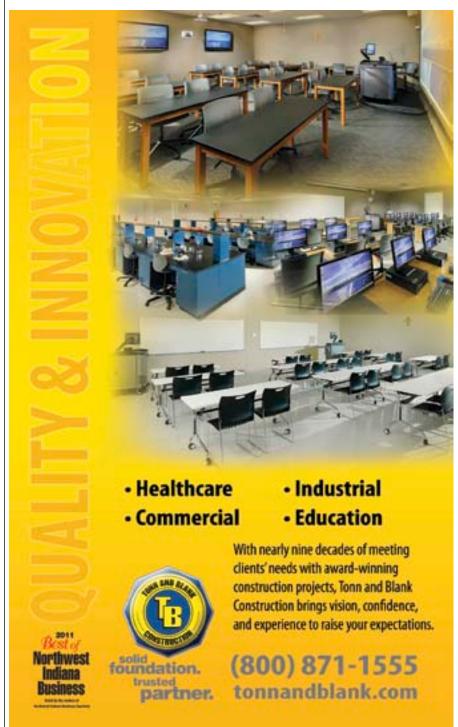
At the edge of downtown, the former Franklin School is being converted to a community center and Griffith is

downtown. Parts of it were getting working with the YMCA on a management contract for the building. In an empty former furniture store, Ryfa

> While Rvfa is the front man for the project, he says nothing could have happened without the help of the town's Redevelopment Commission and the Downtown Revitalization

In Highland, Cecile Petro, director of development, says the town is getting temporary use of some of the vacant storefronts through a Pop Up Gallery program.

"It's something where artists can display their work for a short time, maybe just a few days. It helps the artist and interested buyers or tenants can get a look at a potential



56 NORTHWEST INDIANA BUSINESS QUARTERLY SUMMER-FALL 2011 SUMMER-FALL 2011 NORTHWEST INDIANA BUSINESS QUARTERLY 57 building. It's also a creative networking event," says Petro.

At the first such event in April, some 50 people attended, and Petro says it was a success. "The owner of the building got a lot of marketing contacts from it." she says.

"We're also involved in a façade improvement program." Unlike the state's effort, however, this program is privately funded. Petro says the town has \$100,000 left from a downtown project and about \$10,000 each – to improve the future, not what it looks like now. appearance of their building.

has been returned," says Petro. She Main Street Program, but for several



UPGRADES Valparaiso has used a façade development program operated by Indiana's Main Street Association to improve the appearance of downtown, with new sidewalks and decorative lighting.

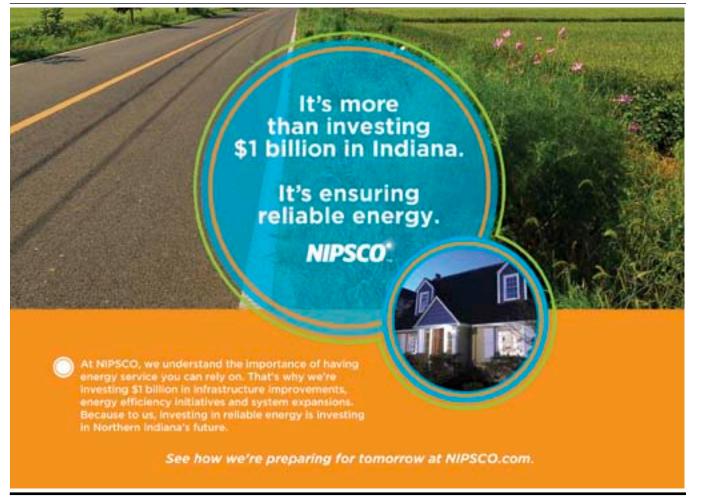
Because of a recent change in eligi- home in a resounding way on June bility passed by the General Assembly, Highland now qualifies. "What we're looking for downtown is to see property values increase. We want town businesses for small projects – what the area will look like in the

"We sent out 14 applications for retail move in, maybe in a niche the program, but so far, only one market that the big box stores don't provide," says Petro. "The key is says the town is interested in the to get several businesses to come downtown and to work together. If years, the community didn't qualify. just one business makes the move, it can't make it alone."

In recent years, downtown South Bend has seen what can only be called a transformation. With a combination of city-backed projects and private development, buildings have been transformed and facades upgraded. The result of that work came

17 when South Bend was named an All-America City, one of only 10 in

"Being an All-America City is a great the money is being used by down- to get people involved who can see testimony to South Bend's progress as a transformative community with a collaborative spirit that addresses "We would like to have more and solves challenges," says Mayor Stephen J. Luecke. "This designation recognizes our great quality of life in revitalized neighborhoods, our commitment to embrace diversity by letting nothing divide us and our desire - modeled by our youth - to





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go the extra degree to become even Mikki Dobski, communications and better." Luecke says the hope is the All-America designation will boost the city's effort to recruit new business to the city.

a few years ago when the former Central High School was renovated into downtown apartments. Conversion of former industrial build-Stephenson Mill apartments brought even more residents downtown. American Trust Place, a former bank, has been renovated into condos, offices and retail shops.

On June 20, it was announced that the downtown Marriott Hotel will leave its site attached to the Century Center downtown, but while its leaving, it will be replaced by Hilton's Doubletree brand.

Downtown South Bend is aggressively marketing empty storefronts to encourage businesses to consider downtown as a place to do business.

special projects director for the city, says "pop-up shops" that open on a seasonal basis have been helpful.

Six of them joined existing busi-Downtown transformation began nesses during the holiday season at the end of last year, increasing foot traffic downtown. "The temporary shops was an idea for the holiday season and they actually stayed ing along the East Race into the longer than we had hoped and we are very pleased that we did get one to sign on to stay."

Another downtown landmark is the Morris Performing Arts Center. which is celebrating the 10th anniversary of its remodeling this year. Morris is ranked in the top 50 in the 25th anniversary. world among entertainment venues and attracts thousands of people to will make Coveleski a true downthe downtown, says Dobski.

Global Access Point has located in the former Union Station and has become a hub for digital information and high-speed commu-



REOPENING AFTER TWO DECADES The seven-story Warren Building in downtown Michigan City could be the home to an artist colony, a development proposed by artspace of

Minneapolis, Artspace has developed 28 such projects in 13 states, but this would be its first

the street from Coveleski Stadium. which is undergoing a multimilliondollar renovation as it marks its

"When this work is complete, it town park with a walking trail and other features," says Dobski. "It will be available to the public for much more than 70 home games."

Many other projects are also bring-



COMMERCIAL REAL ESTATE AND CONSTRUCTION

in the former WSBT studio; attorneys Lewis & Wilkin and architects Fanning restaurants such as Sangria's, CI's Pub. Main Street Coffee House, Pedro's and Bruno's Pizza have opened; and last October, the new Transpo public transportation center opened, becoming the nation's first LEED platinumcertified transit facility.

In Michigan City, an effort has just begun to turn its downtown into an art district. Already there are half a dozen private art galleries that have opened, but in April city officials contacted Minneapolis-based artspace to come to the city.

Artspace, says Wendy Holmes, a spokeswoman for the organization, has completed 28 projects in 13 states. In Michigan City, artspace is looking at developing an empty downtown building into a mix of residential, commercial and studio space for artists.

One building being looked at is the Warren Building, a seven-story office building that has been a part of the downtown for more than 70 years. The building has been shuttered for at least two decades and Mayor Chuck Oberlie sees a revitalized Warren Building as key to a rejuvenated downtown.

Says Holmes, "We're a non-profit developer that manages permanent space for artists. We were contacted several years ago by Michigan City to do a predevelopment plan."

"The focus is economic development and we do it by creating an arts district," says Holmes. "I would say the overarching reason Michigan City wants this is to create new development for the city."

The key to the project is obtaining state tax credits, and the application for the program for the next round of funding is in November. If that step is successful, says Holmes, artspace could be up and running within three to five years.

City Councilman Richard Murphy sees artspace as an ideal fit for downtown development. "The potential is for 30 or 40 artists to

Center for Public Media has opened live and work in downtown," says Murphy. "With artspace, we've surveyed a number of artists in the area, Howey have moved to downtown; and their responses have surpassed what we need to meet the guidelines for a project like this."

> Murphy says work is continuing on upgrading the Michigan Boulevard corridor that leads to downtown.

"It's our eastern gateway to the city. We're doing streetscape and creating a new park near downtown, Charles Westcott Memorial Park. Ultimately, that park will connect with a planned riverwalk that is still In addition to the artspace project, several years away. This is the biggest thing in downtown and if we can get it off the ground, it's going to make a huge difference." ■



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ontractors do their work AIA Chicago 2010 Divine Detail Award for The Ledge at Skydeck Chicago.

- Berglund Construction, Chesterton, Landmarks Illinois 2010 Richard H. Driehaus Foundation Award. preservation of the Haskell, Barker and Atwater Buildings.
- Brant Construction, Schererville, tion (Athletic). NCI Building Systems Sales Award.
- CB Richard Ellis/Bradley, South Bend, 2010 Downtown South Bend Pride of Place Award for new con-
- Culver Roofing, a sister company to Pangere Corp., Gary, 2011 Indiana Business Roundtable. Roger Walters Memorial Award from the Northwest Indiana Business
- Culver Roofing, a sister company to Pangere Corp., Gary, Excellence Award for Safety from the Northwest
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- Pangere Corp., Gary, Excellence Award for Safety from the Northwest
- Powers & Sons, Indianapolis and Gary, 2011 Metro Indianapolis Coalition for Construction Safety Outstanding Project Award for the Eastern Star Church Northwest Project.
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- Reith-Riley, Gary, LaPorte, South Bend and Valparaiso (and 20 other locations in Indiana and Michigan), Silver ESOP from The ESOP Associa-
- Superior Construction, Gary, Excellence Award for Safety, Northwest Indiana Business Roundtable.
- Superior Construction, Gary, Excellence in Innovation Award. Northwest Indiana Business Roundtable.
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- Tonn and Blank, Michigan City, and Indianapolis, 2011 Best Commercial Construction Company, Northwest Indiana Business Quarterly. 🗖

We Believe Project

Making a difference one person at a time, state-by-state.

BY RICK A. RICHARDS

ylwia Pilat and Egle Vaitiekute are on their second road trip of a lifetime. The two Northwest Indiana women. who met at Red Robin restaurant where they worked, are visiting 16 states in the eastern part of the country, and along the way, they're doing a good deed in each of them. Last year, they visited six states.

Pilat and Vaitiekute solidified their friendship at Purdue University Calumet in Hammond, where Vaitiekute graduated and Pilat is a senior. PUC is where they launched the We Believe Project.

The We Believe Project (www. webelieveproject.org) was created to "change people's lives by volunteering and inspiring others to do the same," according to its website. "The goal of We Believe Project is to create leaders in their local communities with the help of young individuals dedicated to making a difference. We believe in providing hope and inspiration in others' lives. We believe that if we all come together we can make ever we went," says Pilat. the world a better place."

We Believe Project made its first big impact by raising money for East Chicago's Nazareth Home, a ministry of the Poor Handmaids of Jesus Christ. Using their connection at Red Robin in Schererville, Pilat and Vaitiekute organized a fundraiser that brought in \$1,000 for the foster home that cares for infants and toddlers.

They also organized a jeans collection through Teen for Jeans and donated more than 427 pairs of blue jeans to residents of Rainbow Shelter in Gary and other shelters around the country.



WE BELIEVE N.Y. Egle Vaitiekute, left, and Sylwia Pilat of We Believe Project, outside The Hammerstein Theater in New York City, where they participated as volunteers in an effort to increase awareness of brain cancer.

Pilat, who is studying hospitality and tourism at PUC, and Vaitiekute, who received her diploma in marketing and communications, say their goal is simple: To make a difference one person at a time.

While on the road in New York state, the two talked by phone about We Believe Project. "We wanted to take a road trip, but instead of just having fun, we wanted to make a difference in one person's life wher-

states and pitched in to help in areas still suffering from the effects of Hurricane Katrina.

Pilat, who grew up in Schererville, and Vaitiekute, a native of Lithuania who immigrated to Northwest Indiana and grew up in Munster, say they have a passion for We Believe Project.

"We've grown tremendously in the last year," says Vaitiekute. "Right now we're working on getting all of the paperwork done so we can become a 501(c)3 program. At our fundraisers we want to make sure everything is legal. We want to make

sure that when people donate, they know the money is going where it's supposed to."

"Eggie and I are traveling to all 50 states and volunteering for various organizations," says Pilat. "We went to six states last summer and are traveling right now to 16.

"While at home, we volunteered for the Nazareth Home, we did a benefit show for the Arthritis Foundation and Teens for Jeans. 'Change, hope and inspiration' is our slogan that we go by, with a goal to inspire individuals all over the U.S. to volunteer for their community," says Pilat.

This summer's road trip for We Believe Project has taken Pilat and Vaitiekute to Pennsylvania, New York, Vermont, New Hampshire, Massachusetts, Maine, Rhode Island, Connecticut, New Jersey, Delaware, Maryland, West Virginia, Virginia, North Carolina, South Carolina and Georgia.

The two women have helped with an urban farming project in Pittsburgh, a Habitat for Human-Last year, they visited six Southern ity project in Connecticut, a brain cancer awareness event in New York, at a children's camp in Maine, and at a children's museum in New Hampshire.

Pilat and Vaitiekute have already inspired others to get involved, creating a support team in Northwest Indiana that keeps We Believe Project's website current and gets the word out about the organization. Vanessa Mahns is communications coordinator, Ugnus Vaitiekute is the creative director for the website and Goran Vrcel is the marketing director and photographer. ■

PERFECT FOR PROFESSIONALS

More Than Just a Game

Youth sports bring big business to Northwest Indiana.

BY RICK A. RICHARDS

here are countless basketball courts, baseball and softball diamonds and soccer fields in Northwest Indiana.

Consider that once school is out for the summer, nearly all of them are busy. For Northwest Indiana, youth athletic competition translates into a healthy bottom line for busi-

When teams from around Indiana and across the nation compete in Northwest Indiana, that means hotels are full, restaurants are busy and gas pumps are filling gas tanks.

But those teams don't show up by accident. It takes work to organize a tournament, says Jason Miller, sports development manager for the LaPorte County Convention & Visitors Bureau. "The reason we do this is as an economic driver for the county," says Miller. "We look at how many room nights we'll get from these events, and over and above



MORE THAN A GAME Youth softball tournaments are a regular fixture in Northwest Indiana each year.

that, they're going to shop in our touch with organizations that have stores and eat in our restaurants."

intermediary by putting the sanctioning bodies that hold tournaments in

the facilities. "Once we do that, we Miller says the LCCVB acts as an are hands-off when it comes to running the tournaments," says Miller, adding that the LCCVB helps market and promote the tournaments.

> realized the economic impact youth sports has," says Miller.

One of the major participants in

"Indiana is a great state to work

"Four or five years ago, the LCCVB

events across Northwest Indiana is the Baseball Players Association (BPA) and the National Softball Association (NSA), both based in Nicholasville, Ky., and headed by Hugh Cantrell. Together, both organizations put on between 12,000 and 15,000 baseball and softball tournaments around the country.

with," says Cantrell. "The events are well run and the communities have made sure to have facilities that are great for the teams and fans."

This year alone, LaPorte County will host 14 different youth baseball and softball tournaments, a

skateboard event in Michigan City and a volleyball tournament at New Prairie High School. Each brings in hundreds of participants, along with coaches, family members and fans.

In St. Joseph County, the situation is the same, says Betsy Kwiatkowski, director of sports event sales for the St. Joseph County Chamber of Commerce, Among the major youth events scheduled this summer are three youth baseball tournaments involving 130 teams that book 1,200 hotel room nights; a youth soccer tournament at the University of Notre Dame that includes 2,100 participants and books 1,100 room nights; and a youth ice hockey tournament that includes 750 participants and reserves 400 hotel rooms.

Erika Scheeringa, director of public and community relations for the South Shore Convention and Visitors Authority in Lake County, says the agency has been tracking the economic impact of youth sports since 2005, when 10 events brought in 2,311 participants, 6,256 visitors and contributed \$1.25 million to the economy.

Last year there were 24 events that drew 21,957 participants, more than 55.000 visitors and contributed more than \$3.35 million to the economy. In the past six years, says Scheeringa, youth sports have lured more than 210,000 visitors to Lake County with an estimated economic impact of more than \$14.88 million.

Jason Sands, director of sports development for the South Shore CVA, says Lake County communities have invested a lot of money and resources to develop youth sports facilities. "We help bring tournaments here," says Sands. "We create ads and banners and do press releases for the organizers so they can concentrate on putting on the tournament."

Sands says there is competition for events, so Lake County does what it can to provide blocks of rooms, dinner coupons and other enticements. "When we have an event, we send the teams coupons via email.

We also ask for their feedback on and have had an economic impact their visit and that helps us gather information we can use for our local customers."

marketing for White Lodging Properties, says youth sports are a large part of the company's summer business. "Youth sports have provided area hotels with additional demand

on Northwest Indiana throughout the vears."

Ferry says White Lodging works Dia Ferry, director of sales and with the South Shore CVA to provide blocks of rooms for tournaments. "In addition, we establish appropriate discounts to assist the CVA in their efforts to bring the business to Northwest Indiana." ■

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The Corporate Council is a group of environmentally concerned corporate citizens who share The Nature Conservancy's vision to save our natural heritage, here in Indiana and all over the world.

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To learn more about our **Corporate Council. contact Chuck Adams at** (812) 325-7103 or cadams@tnc.org.

Adopting e-Commerce

Building a company website involves a lot of hands.

my father would remind me, "John, you have only impression upon someone about



John G. Leurck

am sure that I have squandered many first-impresopportunities throughout my life, my father's sage advice has remained with me in both my personal and professional endeavors.

The most recent application of my

father's lesson involves a technological twist, as the first impression efforts of my employer, PHP.

equipment, tools/supplies and party/ event products. Based in Valparaiso, its customers are comprised of national and international companies.

PHP has operated for 30 years and efforts have focused on the conventional aspects of marketing and cussmall, medium and large company – print, fax, telephone, point of sale and field support (sales representatives).

However, as technology moves at lightning speed and the demand for e-commerce calls the attention of most the need to adapt to ever-changing industry and customer demands.

site is no small task. It involves a consolidated effort of internal and tomer service, accounting, informa- He is a licensed Indiana attorney.

business model and how B2B relamary elements of PHP's four-legged improve the site.

hen I was a young boy, external resources and could require tion technology, legal, management a significant change in a company's and technical support – and involve them in the appropriate areas of one chance to make a lasting, first tionships are maintained. The pri- the decision-making processes that

> It's the first impression that you make with your B2B customers that will likely keep them coming back, again and again.

stool, which have enabled the success of its website, are as follows:

Ownership Buy-in—The development of a quality, functional and usable (friendly and communicative) website is expensive. Unless ownerrelates to the e-commerce (website) ship is committed to the necessary capital investment of developing tribution company of construction are the longevity and success of the site will fall short of expectations.

Working-Group Expertise— Take the time to coordinate the internal/external appropriate resources which will be required its customer support and marketing to achieve the company's ultimate goal. What you accomplish during the early stages of website developtomer support utilized by most every ment can have future consequences, advantage. as it relates to troubleshooting issues tionality of your site.

Staff Support—The day-to-day maintenance and improvement of the site is never-ending; and your porting this effort. It could very well be the case where a majority of your The effort involved in establish- staff will directly/indirectly "touch" your site. Listen to your staff – cus-

Awareness—Listen to your customers and their e-commerce shopping needs. Although you might not be knocking door-to-door as you once did to communicate with your customers, you have a chance to capture their interests 24/7/365 via the PHP is a two-step, wholesale dis- and maintaining a website, chances Web. Ensure that your website's delivery, appearance and functionality appeal to your customers so that the shopping experience provides a long-lasting, mutually beneficial partnership. Lastly, know what your competition is doing, as the chances are that you can differentiate your website's online shopping experience from your competition to your

Customer and **Competitor**

In the end, as long as you are truly or addressing the delivery or func- aware of the goals and objectives related to your e-commerce efforts, you'll realize it's the first impression that you make with your B2B customers that will likely keep them every business, PHP has recognized staff will play a major role in sup- coming back, again and again. Not bad advice to heed, even for the next 30 years of business.

John G. Leurck is vice president ing and maintaining a new web- the maintenance/improvement of at PHP, with daily oversight of all aspects of the company's operations.

BUSINESS LAW ECONOMIC DEVELOPMENT

continued from page 24

include the owner's role after the sale. Will the owner remain employed and/or become a consultant? What will happen to the employees? Will the business stay in the same location?

These issues can and should be discussed and negotiated as part of the sale. Also, the selling business owner must have a plan on what to do after the sale. This takes careful thought and planning and is a very key issue in the sale process.

-Brian J. Lake is a partner in the corporate department in the South Bend office of Barnes & Thornburg LLP. He has more than 30 years of experience.

WHAT STEPS DOES A BUSINESS HAVE TO TAKE WHEN TERMINATING AN **EMPLOYEE SO A CLAIM** (I.E. DISCRIMINATION, AGE, **RACE) ISN'T FILED AGAINST** THE EMPLOYER LATER ON?



"Employers should offer an employee an opportunity to resign, if appropriate," says Carrie Flores of Krieg DeVault.

The best steps are those taken in the ordinary course of business, long before termination ever occurs. An employer should communicate clear, objective performance

standards; document employee misconduct and poor performance as it happens; give an employee an opportunity to correct deficiencies; provide a written, dated warning to an employee who fails to meet established standards that a failure to improve will result in termination; and work with legal counsel to ensure that termination procedures and decisions to terminate are consistent with company policies/practices and applicable law, and follow established procedures consistently, so an employee cannot later show that he/she was inappropriately sin-

In addition, employers should offer an employee an opportunity to resign, if appropriate. This may benefit the employee and improve his/ her chances of finding another job

Employers also should consider using a binding release agreement; be professional and respectful during a termination because an employee who feels humiliated will more likely challenge the company's decision; share information about an employee's termination only with those who need to know; be consistent in all post-termination statements (e.g., to the terminated employee, prospective employers, or state agencies); and comply with applicable law when paying final wages (e.g., rules about paying vacation/sick time and deducting from wages, and timeframes for distributing an employee's final pay-

Costly litigation often results because former employees feel they were treated unfairly. By following the practices above, an employer will minimize claims of discrimination and be better prepared to defend itself should they arise. ■

-Carrie Flores is a member of Krieg DeVault's employment law, employee benefits and executive compensation, and litigation practice groups. She concentrates her practice in the areas of employment law and litigation, representing employers of all sizes and industries.

Cleared for Takeoff

Expansion ahead for Gary Chicago International Airport

eing No. 3 doesn't mean you're in third place if the game is Chicago aviation. At least that is the view of the Gary Chicago International Airport and the Northwest Indiana Regional Development Authority (RDA).

The two are breaking new ground, building partnerships and focusing on a business plan that will benefit both Northwest Indiana and Chicago.

The RDA was created as a catalyst to transform the economy and quality of life in Northwest Indiana while expanding the Gary Chicago International Airport, redeveloping the Northwest Indiana shoreline, building a unified regional bus system and expanding commuter rail into With current corporate clients such the case of the Gary Chicago Inter-Chicago.

In April 2010, the Gary airport released a strategic business plan cago International Airport is already to expansion. done in partnership with the RDA. The plan was written by internationally recognized aviation consultants Landrum and Brown and takes into account the business dynamics of O'Hare and Midway airports in Chicago. It also identified some niche markets that will complement from 7,000 feet to 8,900 feet and Chicago's airports and solidify the significance of the Gary Chicago International Airport in this market.

The initial priorities for business development will be charter services and general or corporate aviation. Attracting more corporate and charter flights will provide revenue for the Gary Chicago International Airport, and pave the way for other future uses such as cargo and passenger services.

The Chicago market demands these services, and the Gary Chicago International Airport provides an opportunity to meet these demands while opening up Chicago's gate areas and airspace for larger airlines.



ROOM TO LAND The Federal Aviation Administration has dedicated nearly \$60 million to extend the runway from 7,000 feet to 8,900 feet.

as Boeing and a 25-minute drive to national Airport, it has created a downtown Chicago, the Gary Chion its way.

market flexibility for attracting new businesses, the main runway must be extended. The Federal Aviation Administration has dedicated nearly \$60 million to extend the runway requires that construction be sub- with construction. stantially complete by 2013.

Normally, a project of this type would be fairly straightforward, but in the case of Gary Chicago Inter- is clear: Gary Chicago International national Airport, a rail line must be Airport will serve Northwest Indiana moved to make way for the runway extension. Moving rail lines in Northwest Indiana is very complex due to the high concentration of railroads located along the southern shore of Lake Michigan to access Chicago.

Because Chicago is a rail transportation hub for east-west traffic, freight traffic from the northeast has to fit through a narrow corridor in northwest Indiana. While that creates opportunities in the region, in

hurdle to overcome when it comes

After more than 18 months of However, in order to provide full intense negotiations with three Class 1 railroads, an agreement to accommodate the extension was completed. The Gary Chicago International Airport broke ground on the critical runway expansion on May 25 and is now moving forward

> The "flight plan" for the airport has been filed and approved. The takeoff is scheduled. The destination and the Chicagoland area in new and exciting ways! ■

> Bill Hanna is executive director of the Northwest Indiana Regional Development Authority (RDA). Hanna earned his juris doctor from Valparaiso University, his MBA from National-Louis University in Chicago and his bachelor of science degree in organizational management and human resources from Colorado Christian University.



ARTS PROFESSIONAL ADVICE

Artistic Offerings

Sept. 11 tribute, operatic works on the calendar.

BY JOHN CAIN

outh Shore Arts will commemorate the 10th anniversary of the events of Sept. 11, 2001, with "New York. September 11th by Magnum Photographers," an exhibition of 42 color and black-and-white photographs, photo tapestries, light boxes and a large-scale, freestanding photo triptych, which will be presented in the gallery at the Center for Visual and Performing Arts, Munster, from Aug. 7 through Sept. 18. A special commemorative event, including music and spoken word, will be presented on Sunday, Sept. 11, from 1 to 3 p.m.

By now, the story of Sept. 11, 2001, has been burned into our collective memory, but few have seen New York from the perspective of Magnum photographers. On that tragic morning, 11 members of the legendary photo agency immediately dispersed from their monthly meeting in New York to document the events as they unfolded, risking their own lives to photographs, by turns haunting, surreal and breathtaking, are collected

ous vantage points, viewers will be transported to Ground Zero to witness the destruction of the World Trade Center and the buildings' implosion that sent thousands flee- **OPERA ATTHE ACORN** ing from debris through the streets and their exodus out of lower Manhattan. Documented also is the photographers' return to the scene and soprano Isola Jones, reprising her their quiet observation and respect role as Maddalena in Giuseppe Verfor the rescue workers, whose jobs di's "Rigoletto."

11th by Magnum Photographers."



PHOTOGRAPHIC TRIBUTE South Shore Arts welcomes 9/11-related exhibit.

had only just begun, and for the mourners who had been gathering, struck with grief. As a tribute to the 8 p.m. Formerly known as "Jacques World Trade Center's noted place in history, "New York, September record the incomprehensible. Their 11th" also includes some of the most beloved photographs of the Twin Towers taken by Magnum over the audiences to their feet, along with together in "New York, September last quarter century.

From the photographers' vari- graphic cooperative of diversity and distinction owned by its photographer-members. www.southshore- will dance the tango. Tickets will artsonline.org

Opera at the Acorn in Three Oaks, Mich., continues its summer season activities and events by watchwith Metropolitan Opera mezzo-

Jones has performed this role a myriad of times at the Met with the likes of Luciano Pavarotti and Placido Domingo. On Aug. 20. she will perform at the Acorn with tenor Isaac Hurtado, a brilliant new voice on the American scene, making his Opera at the Acorn debut.

Singing the title role will be the amazing baritone John Payonk, and his Gilda will be soprano Sarah Hibbard. Soprano Amy Fuller will return as Countess Ceprano, and Opera at the Acorn founder Robert Swan will sing the role of the killer, Sparafucile. This performance will be accompanied by members of the LaPorte Symphony Orchestra in an Opera at the Acorn first. Conducting will be Music Director Philip Bauman, the symphony's longtime leader.

Opera at the Acorn will bring back "Jacques Brel and Kurt Weill are Back in Town," its most popular show ever, on Saturday, Sept. 17, at Brel and Kurt Weill are Alive and Well and Living in Three Oaks," the show features soprano Martha Cares, singing the classic songs that brought founder, bass Robert Swan. Don Magnum Photos is a photo- Stille will again accompany on the accordion with Eliott Delman on the guitar. Jorge Niedas and Karen Ma go fast for this show, so if you don't want to be disappointed, book early! www.acorntheater.com ■

> Find out more about area arts ing John Cain on Lakeshore Public Television's "Eye on the Arts," every Thursday evening at 9 p.m. on Lakeshore News Tonight.

Know Your Non-Profit

Do your due-diligence, then be generous in your support.

some level with a nonprofit organization. Perhaps you donate money to support bers? Are they ethical and respected their cause or volunteer vour time. Maybe you serve on their board of directors. There are many worthy causes to support. Is your favorite non-profit worthy?

The Internal Revenue Service has long known that some organizations abuse their non-profit status. To address this problem the IRS made considerable changes to the nonprofit tax return, or 990, to include more information than was previously disclosed.

For example, the board of directors' names, addresses and any compensation must be disclosed. Many of the returns are required to report the salaries of their highest-paid individuals. Board members are required to report any conflicts of interest with the agency. Furthermore, the agency must have in place a conflict-of-interest policy, a whistleblower policy, and must report how the board members get access to the 990 return to review it before it is filed.

a non-profit, its sources of revenue and how it spends its money, you can log on to guidestar.org, a service that provides detailed information on non-profits. You can view the latest tax return of a nonprofit on the website.

of a board of directors or a nonprofit, or are currently serving on a employee who in some way commitboard, you should understand the organization and its controls and operating procedures. Of course, for your protection you should confirm that the organization carries liability

ost of us are involved at Furthermore, you should be familiar of the local non-profit agencies in with the following:

• Who are the current board memmembers of the community? Do they take their role seriously as board members and are they active in the and we have offered guidance on

Northwest Indiana, we have had the pleasure of working with high-integrity organizations that have been the backbone of our local social service and arts community for many years,

The local newspapers are filled with articles about a trusted employee who in some way committed fraud within a non-profit organization and misappropriated funds.

support of the organization?

- Are the executive director, the chief financial officer and other management positions filled with qualified and competent individuals?
- Are the financial statements audited by a CPA?
- internal controls in place and are they operating effectively?
- Does the organization understand its filing requirements under the IRS and is it current on its filings?
- Does the organization have an If you have any questions about operating budget? Does it operate within that budget each year?
 - Has the organization developed long-term goals for growth and sustainability?

It is important to understand the operations of any non-profit organization you are involved with, small If you are asked to be a member or large. The local newspapers are filled with articles about a trusted ted fraud within a non-profit organization and misappropriated funds.

A well-run non-profit, no matter its size, will have controls in place to ensure that funds are properly insurance on directors and officers. accounted for. As auditors of many

internal controls and accounting and tax reporting.

In these current economic times, non-profits are struggling even more than in the past to secure funds and support for their mission. A well-run non-profit will be happy to share • Does the organization have information with you about their organization. We urge you to continue supporting these important organizations as informed donors and volunteers. ■



*Jill A. Jones, CPA, is the audit part*ner at McMahon and Associates Certified Public Accounts, P.C., in Munster. Her 18 years of accounting and auditing experience includes working with many local non-profits in various capacities. Debra Waisnora, CPA, is the audit manager for McMahon and Associates Certified Public Accountants, P.C. She has a degree from Valparaiso University, where she majored in social work, and received her accounting degree from Indiana University Northwest.

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A New Mindset

Living up to our region's incredible potential.

old comic strip, Pogo.

able development in Northwest Indiana, the perception of us as "Region Rats" impedes the initiative.

The 1989 fall of the Berlin Wall caused an economic ripple that was felt in Northwest Indiana. It exposed Eastern Europe and eventually Asia to the world marketplace. The emerging economies of India, Russia and China swept the planet, bringing opportunities for countries such as Brazil to influence the global economy.

In Northwest Indiana, the once mighty steel industry upon which our social foundations were built was in decline. The mills at their peak employed 20,000 workers each. It was commonly held that six support jobs in the community. Consolidation and downsizing ultimately resulted in the survival of the fittest steel mills that now employ around 6,000 workers each and make more product of higher quality than ever.

steel mills and the oil refinery created a culture of political entitlement and dependence on those taxes. Life was pretty good until the global economy caught up to us.

not accepted this reality and desperately long for things to return to what it was.

prosper, many interrelated aspects of life here must come together. We have set the stage by creating enways trail systems. many tax advantages and supporting incentives to attract new businesses.

is a quote from the a simple dollars and cents issue. We need to assess quality of life issues region? As we strive to integrate sustain- that give the region such a poor image, and take action.

One problem is that many residents do not acknowledge and tout the wonderful qualities of living here. Someone once said that North-

have met the but progress is not as robust as we Festival in Valparaiso, the Gary Air desire. It is evident that it's not just Show or any of the other remarkable community events offered across the

> There is work to do to bring Northwest Indiana into a secure position to compete in a global economy and to grow more prosperous. Critical elements fostering positive economic development have to be in place.

There is work to do to bring Northwest Indiana into a secure position to compete in a global economy and to grow more prosperous. Critical elements fostering positive economic development have to be in place.

One can live in a virtually rural area and be in downtown Chicago in less than an hour. We have fantastic green spaces, a national park and an adjacent state park at the dunes. Our natural treasures The enormous tax base of the coexisting with industry is a story in itself.

cultural offerings across all the counties that are too numerous to list. We have six colleges and universi-Sadly, there are many who have ties offering a complete package of higher-education programs.

The quality of our air and water has continually improved. The But if this region is to survive and region is becoming recognized as a national destination for the paddling

Festival in Whiting, or the Popcorn universities.

west Indiana should identify itself We must attract new investment in as the "right side of Chicago!" We the area, whether it is relocation of for each job in the mills there were have much to offer and plenty to existing facilities or creation of innovative enterprises. We must encourage existing businesses to stay and

> We need to meld the advantages of our industrial history with the agricultural opportunities that are here. We are working to clean up our image of being divisive, politically corrupt, polluted and backward-We have many and varied art and thinking. If the region holds to the 19th century mindset that so many accuse us of having, then we're at the mercy of those who are driven to seek a better life in other countries instead Northwest Indiana.

Jim Flannery is executive director of the Northwest Indiana Quality of Life Council Inc., a not-for- profit organization dedicated to promotsports with our Blueways and Gre- ing sustainable development in Northwest Indiana. It is associated Have you ever attended the Pierogi with all six regional colleges and



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