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JANUARY/FEBRUARY 2018



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## So Much to Learn!

We're starting off 2018 with a whole new plan to continue delivering our readers the very best Indiana business news available. You may have already noticed a new look for our cover already, and there's much more to come!

*Building Indiana* is proud to be starting out a new chapter of its history this year with a new series of articles called "Pro Voices." In each issue, experts from Indiana industries that correspond to the overall issue's theme will be selected to give their perspectives on topics that impact companies throughout the state and beyond. It's going to be a unique way to present our readers with advice from the upper echelon level of industry and professional expertise, whose valuable insight could serve as a great resource for many firms. Executives and other top-tier business leaders will also, in turn, be provided with a platform to share their wisdom with the more than 60,000 people who read each *Building Indiana* issue.

For our January-February Education issue, we reached out to the leaders of quite an array of Indiana colleges and universities to find out how their institutions are planning to address the workforce skills gaps that are so pervasive within many different industries. This ties in strongly with our cover story for this issue, which is all about Governor Holcomb's Next Level Jobs initiative and its big push to help fill the open positions that exist in the state's most in-demand careers.

Taken as a whole, it's clear workforce development is a top concern for many organizations in our state this year. We're going to have to start producing more of the kinds of qualified applicants our employers are seeking if we're going to remain competitive enough to continue attracting investments to our communities, and it all begins with augmenting our training and educational pathways.

At the moment, it's happening in every one of our 92 counties. New partnerships are forming, new programs are being developed, and more people than ever are entering into high-demand programs with the full support of almost all of the respective industry's stakeholders behind them. It's truly an exciting time for education in Indiana, and we're happy to share with you all we've learned!

Kind Regards,

Andrea M. Pearman  
Publisher



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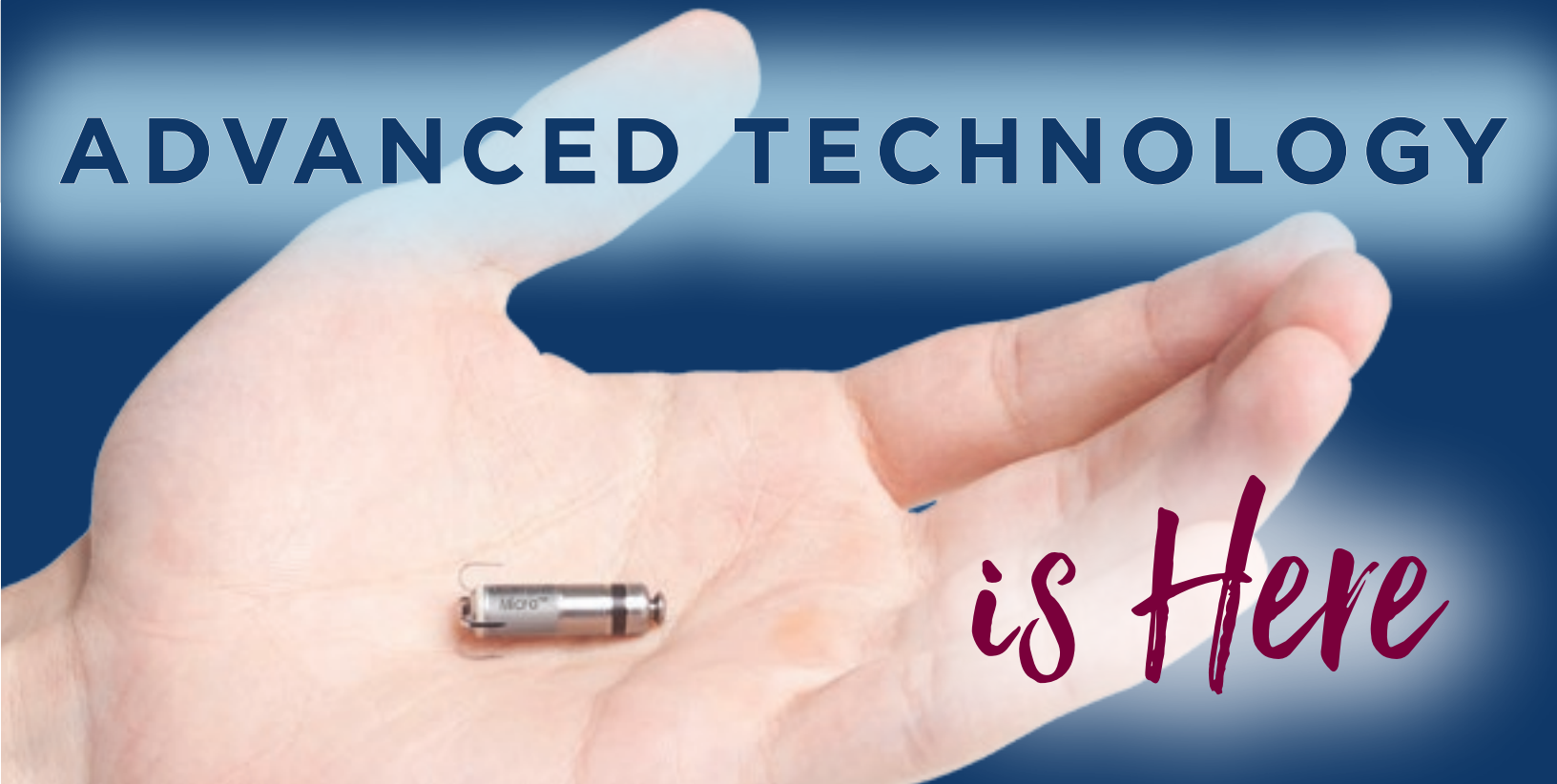
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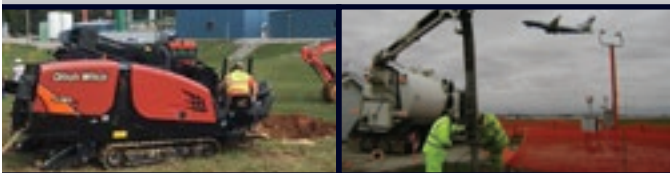


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Arthur Charles Johnson II is a managing partner at Johnson Ivancevich, LLP. Arthur's practice focuses on civil litigation, labor, employment, and construction law. He is licensed to practice in the federal and state courts of Indiana, as well as the Northern District of Illinois, as well as being a member of the Lake County, Indiana, and American Bar Associations.



## Dr. Jennifer McCormick

Dr. Jennifer McCormick, Indiana's 44th Superintendent of Public Instruction, assumed office in January 2017. She is a nationally recognized innovator and leader in education. Over the course of two decades, Dr. McCormick has served at every level of the K-12 education system. She was a secondary special education and language arts teacher, elementary principal, assistant superintendent, and acted as a superintendent for seven and a half years. She has served on a number of community boards and makes her home in Muncie.



**We welcome our readers to provide suggestions on emerging issues, trends, and opinions offering a different perspective. Contact [editor@BuildingIndiana.com](mailto:editor@BuildingIndiana.com)!**

## On the Cover



(Top left to right) Dr. Daniel J. Bradley, President (retired), Indiana State University; Geoffrey Mearns, President, Ball State University; Michael A. McRobbie, President, Indiana University; Dr. David Wright, President, Indiana Wesleyan University; Dr. Charles Johnson, President, Vincennes University (Bottom left to right) Mitch Daniels, President, Purdue University; Chris Lowery, Senior Vice President for Workforce Alignment, Ivy Tech Community College; Janice Cervelli, President, Saint Mary's College; Mark Heckler, President, Valparaiso University; Dr. Tom Kazee, President, University of Evansville

# A Look Ahead

## Indiana's Going to Need More Workers

By Nick Dmitrovich

*Ty Warner, executive director of NIRPC, speaks during the Business and Economic Outlook.*

If there was one unified and overarching theme shared among the industry experts at the 2017 Business and Economic Outlook, it was that labor demands are among the most urgent concerns for many different types of Indiana firms. Presenters from the healthcare, manufacturing, economic policy, steel, and education industries each commented their respective fields are all going to require a major influx of new blood in order to maintain desired levels of growth over the next decade, and some even sooner.

"The number one concern in our industry is employment," said Wendell Carter, vice president and general manager at ArcelorMittal Indiana Harbor. "Right now, at the Indiana Harbor, about half of my staff is already eligible for retirement. We expect many of them will retire over the next 10 years."

"Our new hires cannot enter right off the street with just a high school diploma. They must come in ready-made," he added. Carter also mentioned ArcelorMittal is planning to hire more than 350 people in Northwest Indiana over the next year or so, and the company has to find "talented, quality applicants."

Similar concerns were true for the manufacturing industry. Brian Burton, executive director of the Indiana Manufacturers Association said, "Workforce concerns are the number one thing we hear about from IMA's members and the companies we work with. About 25 percent of the workforce will be gone in the next five years from retirement. It is a huge bubble that is coming along."

Many of the attendees, who were predominantly business leaders, wanted to learn more about what Indiana institutions are doing to develop and train more workers and what the business community could be doing to help support those efforts.

Dr. Sue Ellspermann, president of Ivy Tech Community College, spoke about how her school is working to align its programs with workforce and community needs. A good example of this would be the Achieve Your Degree program, which establishes educational partnerships with employers for a support-structured educational pathway for employees – essentially working arm-in-arm with HR departments to support employee education.

"We need to have you (businesses) at our side helping to figure out how to address your specific workforce needs," she said. "We need your input."

Blair Milo, Indiana's new secretary of career connections and talent, commented on several of the new initiatives the governor's office has implemented this year to generate new workers (See our cover story in this issue for much more detail on those plans) and other steps the state is taking to retain talent here in Indiana.

"We are starting to grow the narrative about innovative things happening in our com-

munities every day to help retain talent here in Indiana," Milo said.

Regional infrastructure plans shared by the Regional Development Authority (RDA) and Northwestern Indiana Regional Planning Committee (NIRPC) tied into Milo's comments about retention well, in that officials are looking to keep workers in the state through improvements to quality of place.

Dr. Micah Pollak, assistant professor of economics with IUN, echoed these sentiments during his economic forecast. He said, "We need to enhance quality of place, provide more transit options like the South Shore line expansion projects, make it easier for workers to move here before the jobs and improve our human capital."

All in all, the combined efforts of those involved in the event will provide a framework toward a solution moving forward. Many other state entities are working to tackle this problem as well, forming a concerted effort to drive workforce development in Indiana. ♦

### Business and Economic Outlook Presenters

- Dr. Sue Ellspermann, President, Ivy Tech Community College
- Blair Milo, Indiana's Secretary of Career Connections and Talent
- Zachary Cattell, President, Indiana Health Care Association
- Wendell Carter, Vice President and General Manager, ArcelorMittal Indiana Harbor
- Ty Warner, Executive Director, Northwestern Indiana Regional Planning Commission
- Bill Hanna, Executive Director, Regional Development Authority
- Dr. Micah Pollak, Assistant Professor of Economics, Indiana University Northwest
- Brian Burton, Executive Director, Indiana Manufacturers Association



## Applications Open for Construction Awards Banquet

Applications are now open for construction and maintenance companies wanting to submit their 2017 projects and safety performance information for recognition at the NWIBRT/CAF Construction Awards Banquet, the largest industry event of its kind in the Northwest Indiana region. The banquet is hosted via partnership between the Construction Advancement Foundation (CAF) and the Northwest Indiana Business Roundtable (NWIBRT) and honors companies that have completed stellar projects throughout the 2017 year and have exhibited performances in safety that exceed industry and project owner standards.

Limited tickets and sponsorship opportunities are available, but companies wishing to participate in the event are advised to register early because the banquet typically sells out. Each year, over 700 people and dozens of companies attend. Event details and awards applications can be found at [NWIBRT.org/awards](http://NWIBRT.org/awards).

## 300 Acres, Largest Donation in University History

TalTree Arboretum & Gardens Foundation's Board of Directors; Damien and Rita Gabis, the founders of TalTree Arboretum & Gardens; and Purdue University Northwest (PNW) announced a unique partnership in which the TalTree Arboretum & Gardens Foundation and the Gabis family will donate the arboretum and its more than 300 acres to the university.

PNW will continue to operate the property, to be renamed Gabis Arboretum at Purdue Northwest, as an arboretum for public, educational, conservation, and recreational use. The gift to the university is valued at approximately \$12 million. It is the largest donation in the history of the PNW campuses to date. PNW will assume operations of the arboretum upon closing of the transfer of

ownership, anticipated to occur in early 2018. The renaming of the property is pending final approval of the Purdue University Board of Trustees in February 2018.

## Job-Site Safety Announces New Office Location

Job-Site Safety, Ltd., a Michigan City-based firm that specializes in construction and industrial workplace safety, has announced it has opened a new office location in Bay City, MI. This new office location will allow the company to offer better and more efficient service for its clients in that area. Additional qualified personnel will be added for the new location, the specific number of which was not announced at this time.

The new office will include a training facility, which will support the company's growing programming in areas like rescue. Between 2015 and 2016, revenues grew exceedingly, making Job-Site Safety one of the fastest growing private companies in the area. The company was also honored by the Northwest Indiana Business RoundTable (NWIBRT) and the Construction Advancement Foundation (CAF) with awards for excellence for their performance throughout the year. One of its employees also earned a Lifesaver Award.

## Legacy Foundation Receives Grant to Launch Lake County Community Development Corporation

Legacy Foundation announced support from the JPMorgan Chase Foundation to launch a new community development corporation (CDC) for Lake County. CDCs are nonprofit, community-based organizations focused on revitalizing the areas in which they are located. Legacy Foundation will initially house the Lake County CDC and provide administrative staff, office space, and technology.

Through Neighborhood Spotlight and Choice Neighborhood, community groups

were trained to engage residents and leaders, develop a community plan, and implement projects. FAITH Farms, a project of Gary, Indiana's Emerson neighborhood, for example, turned a vacant lot into an urban garden with greenhouses and a steady group of volunteers who grow fresh vegetables, fruits, and herbs. Gary's Miller neighborhood leveraged the Spotlight program to secure funding for a bike-sharing program.

After working with five northwest Indiana neighborhoods – the Emerson, Miller, and University Park East communities of Gary, Griffith, and northwest Hobart – Legacy and partners determined a county-wide community development corporation could help deepen resident engagement and move to greater implementation in existing neighborhoods.

## Indiana Harbor Belt Railroad Begins New Partnership with PNW

Indiana Harbor Belt Railroad (IHBR) recently presented \$7,600 in scholarship funds to Purdue University Northwest (PNW). This inaugural gift will fund two half-tuition scholarships for PNW students. IHBR is offering the scholarship to recognize full-time students who are Northwest Indiana residents and who achieve a GPA of 3.0 and above.

Indiana Harbor Belt Railroad, headquartered in Hammond, IN, is a switching railroad serving the greater Chicago and Northwest Indiana areas. With 54 miles of mainline track, coverage extends from Bensenville, IL, to Indiana's International Port at Burns Harbor, IN. The IHBR is the largest switching carrier in the United States and has direct interchange with all Chicago rail carriers.

## Sensory Deprivation, Flotation Company Opens in Schererville

A new sensory deprivation company, FloatSixty, has recently been established at 322 Indianapolis Blvd. in Schererville. The facility features three cabin-style float suites and a large sensory deprivation "escape tank" that is double the size of the traditional tank, which was created over 40 years ago. In addition, FloatSixty

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will offer cryotherapy and virtual reality and features a meditation/lounge space, showers, and amenities using state-of-the-art sound reduction methodologies.

Floating is the relaxation practice of being buoyant in ten inches of water mixed with 1,000 pounds of Epsom salts for 60 or 90 minutes. The water is heated to skin temperature and light and sound are completely removed. Celebrities and athletes who have been open about the benefits of flotation therapy include Tom Brady (NFL athlete), Elle Macpherson (model/actress), Peter Gabriel (singer/songwriter), and Susan Sarandon (actress). ♦



## Partnership Leveraging Innovative 3D Printing Technology

Bremen Castings, Inc. (BCI) and Eaton entered into an agreement to accelerate new

product development for hydraulics customers by leveraging innovative 3D printing technology. BCI and Eaton will be using an ExOne 3D printer in the foundry and machine shop at BCI, located in Bremen, IN. This technology will give both companies access to print 3D sand molds and cores used in the iron casting process.

Along with the foundry and machine shop, BCI can supply a true, machined-complete prototype casting to customers before final approval, adding value to their customers by shortening the timeline of bringing new product to market. BCI looks forward to this new relationship with Eaton and continuing to bring jobs of the future to the Bremen area.

## Elkhart Steel Fabrication Company Acquired

Granger, IN-based Wait Industries, LLC, a private capital investment vehicle focused on the manufacturing space, announced the acquisition of Voyager Acquisitions, LLC. Wait Industries' 100 percent buyout of the new portfolio company was completed. Terms of the transaction were not disclosed.

Based in Elkhart, IN, Voyager was founded more than 40 years ago and specializes in high-quality steel fabrication. The company provides parts to many sectors, including medical, RV, automotive, and furniture while serving clients nationwide. Voyager also has expertise in laser cutting, welding, metal forming, stamping, and powder coating. All of Voyager's employees will retain their jobs, and the company will continue to work out of its Elkhart location.

## Marshall County Housing Resurgence Moving Forward

Regional Cities Initiative funding has been approved to support the Sand Hill Farm Development in Culver. Local and regional officials have broken ground on the project. A recent market study suggested rental availability in the area is between one and two percent. To address this shortage, the Sand Hill Farm Development project, located at 540 W. Jefferson St., will provide additional housing options to the region's growing workforce, helping the town of Culver and surrounding communities to grow their population and increase school enrollment and property assessments.

The development will transform a 14-acre wooded parcel into a 24-unit apartment complex, with access to neighborhood parks and the downtown district. The project is expected to be complete in 2018. The total costs come in at \$3.8 million, of which the state will be funding \$270,000.

## Ortho Research Partnership Aims to Bring New Tech to Market

A recently signed university-industry partnership could develop new or more cost-effective therapies to treat patients in Indiana and around the world who are affected by injuries or diseases of the musculoskeletal system. Those conditions, which can restrict movement and cause serious pain, include bone fractures, ligament tears, degenerative disc disease of the spine, and osteoarthritis.

Indiana University and its affiliate, the Indiana University Research and Technology Corp., have entered into a partnership agreement with AcceLINX, the business accelerator developed and launched by OrthoWorx. The

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As a VU Board of Trustees member and TMMI President, I see firsthand the beneficial partnership between both entities. Vincennes University equips graduates with the skills they need to be successful in the workplace. Hundreds of these graduates currently work at Toyota Indiana, and I'm confident that **VU** will help us and other employers meet our future hiring needs by providing highly skilled workers through the AMT program and other curricula as Indiana's strong manufacturing sector continues to grow.

--Millie Marshall



partnership is designed to identify and support further development and commercialization of marketable musculoskeletal health technologies developed at the university.

Through the partnership, IU and IURTC will have access to AcceLINX industry and subject-matter experts. They will provide commercial and technical screening of university-developed technologies and feedback to inventors, as well as assistance in sourcing capital, typically on a pro bono basis. IU and IURTC will also have access to AcceLINX experts on a fee-for-service basis for more-involved projects.

In addition, AcceLINX will work with IU and IURTC to identify opportunities for university-related faculty or graduate students to participate in research for technologies originating in the private sector.

## North Central Indiana to Break Ground on Manufacturing Center

The Indiana Economic Development Corporation (IEDC) has approved Regional Cities Initiative funding to support the

development of the Marshall County Manufacturing facility in Argos. Located at 151 Dewey St. in Argos, the manufacturing center will help the region attract new business by meeting the needs of the manufacturing industry and allow Marshall County to respond to more leads while being more competitive in attraction projects. This project will improve the regional economy by helping to attract capital investment to the region, creating more jobs, and growing local communities.

The facility will be built within Argos' 75-acre shovel ready certified park. The building will be 50,000 square feet, expandable up to 300,000 square feet, and will feature many options that businesses need to be successful, including access to high-speed fiber. The project is expected to be complete by early 2018. The total investment for the project comes in at some \$2.77 million, with the state financing \$400,000 of that figure. ♦



## Texas Realty Firm Opens Fort Wayne Location

Keller Williams Realty Inc., headquartered in Texas, has announced plans to establish a location in downtown Fort Wayne that will result in about 35 new jobs. The company is planning to move into a 5,500-square-foot location initially that will have an additional 2,400 square feet of space available for expansion. The new office will be focusing most of its attention toward residential and commercial markets with several specialty divisions.

## Indiana-Owned Ortho Firm Establishes Third Hoosier Facility

Precision Medical Technologies, a contract manufacturer of orthopedic implants and instruments, announced plans to expand its operations to Wabash County, creating up to 60 new jobs by 2022. The company, which already has facilities in Kosciusko and Noble counties, will invest nearly \$5 million to expand its operations, purchasing and renovating a 9,000-square-foot manufacturing space at 400 Beckley St. in North Manchester. The site will house CNC machinery and related equipment to support the company's

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new operations for disposable surgical instruments, and the company's current manufacturing implants and reusable instruments operations will continue at its existing sites in Warsaw and Rome City, IN. Renovations are underway, allowing the company to be fully operational in the new facility and to launch into the disposable instrument market at the beginning of 2018.

The IEDC offered Precision Medical Technologies up to \$430,000 in conditional tax credits and up to \$45,000 in training grants based on the company's job creation plans. The town of North Manchester will consider additional incentives at the request of Grow Wabash County.

## Manufacturer Expanding at Former Michiana Event Center

Morgan Olson LLC has announced an expansion of its operations into the former Michiana Event Center (MEC) facility in Howe adjacent to the Indiana Toll Road. This expansion will result in an investment of more than \$2 million.

Morgan Olson is North America's leading manufacturer of walk-in vans. With internet sales growing, the demand for "final mile" delivery solutions for items purchased online have resulted in significant growth for the companies' iconic "Route Star" walk-in step van used by the nation's largest parcel package delivery companies.

In lieu of a tax abatement for the project, the LaGrange County EDC offered a grant in the amount of \$40,000 to help cover the costs of a secondary access road on the property's east side off County Road 050 East. The newly constructed access road will also benefit future users of the undeveloped portion of the property.

## Medical Manufacturer Growing Operations, Adding New Jobs

Local medical device developer and manufacturer, Micropulse, Inc. announced plans to expand its facility and add 25 new jobs. Micropulse, Inc., located off State Road 14 just outside Columbia City, is a medical device manufacturer providing medical implants, instruments, cases, trays, and sterile packaging. The company will add \$5.5 million in new equipment to the current 160,000-square-foot facility. The new equipment will increase machining and inspection capacity for the company.

CEO, Brian Emerick founded the company in 1988 in his garage just next door to the current facility. Today, Micropulse, Inc. employs more than 300 people and continues to grow. The company has been recognized in national publications for its innovation and out-of-the-box approach as a contract manufacturer of medical devices and supporter for the entrepreneurial community. Since 2010, Micropulse has helped support orthopedic start-up companies through its in-house incubator, the OrthoVation™ Center. The Whitley County Council approved a 10-year tax abatement in support of the project, at the request of the Whitley County EDC.

## New Hotel Proposed for Downtown Fort Wayne

The city of Fort Wayne has announced a proposal to bring a 125-room boutique hotel to the downtown area. The \$27.7 million one-of-a-kind specialty hotel would be located on the city of Fort Wayne property at the northwest corner of Harrison and Main streets. The project was selected

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by a team of city of Fort Wayne and community leaders after issuing a request for proposals. Plans call for five floors, restaurants, ground-level retail spaces, and a rooftop entertainment space. Barbara Bradley Baekgaard, co-founder of Vera Bradley, is working closely with Provenance Hotels' Bashar Wali and his team to bring an upscale, unique hotel to her community.

## Women's Entrepreneurial Opportunity Center Gets Funding Boost

The Women's Entrepreneurial Opportunity Center at the Northeast Indiana Innovation Center received \$135,000 for 2017-2018 Women's Business Center from the U.S. Small Business Association (SBA). WEOC serves as one of two U.S. SBA designated women's business centers in Indiana.

With a financial investment match from the NIIC through its Ideas @ Work annual, signature event, total program funding for WEOC exceeds \$271,000. Serving women at all stages of business ventures is WEOC's purpose.

## Manufacturer Plans to Add 125 Jobs

Forest River, a full-line manufacturer of recreational and commercial vehicles, announced plans to expand its operations to DeKalb County creating up to 125 new jobs by 2019. The Elkhart-based company, which announced plans to expand its operations to LaGrange earlier this year, operates Indiana facilities in Goshen, Millersburg, Topeka, Middlebury, and Wakarusa. The company will invest \$2.9 million to renovate five buildings and one office building, totaling over 50,000 square feet at 685 E. Main St. in Butler and construct a nearly 100,000-square-foot facility on the same 20-acre site. The facilities, which will house purchasing, production, and dispatching operations, are expected to be operational by fall 2018.

Forest River employs 11,000 Hoosiers and plans to add 425 new jobs in LaGrange and now 125 new jobs in Butler. The Indiana Economic Development Corporation offered Forest River Manufacturing LLC up to \$1 million in conditional tax credits and \$150,000 in training

grants based on the company's job creation plans. The city of Butler will consider additional incentives at the request of the DeKalb County Economic Development Partnership.

## IU Health Bringing Primary Care Office to Fort Wayne

Indiana University Health has announced a new primary care facility will be established in Fort Wayne, employing some 15 practitioners and physicians initially. The costs of the new building were not disclosed, but the company says it plans on maintaining a presence in the area for some time in the future and more physicians may be added in time. ♦



## Sallie Mae Expanding Again

Sallie Mae (Nasdaq: SLM) is expanding again at Woodfield Crossing in Indianapolis, this time with a roughly \$12 million expansion in addition to the \$16 million expansion announced last year. Approximately 350 jobs are expected to result within the next three years of the newest expansion. Last year, the firm announced it was going to add 280 jobs, which will pay an average wage of more than \$11.50.

## \$7M Investment Resulting in 64 New Jobs

thyssenkrupp Presta North America, LLC (thyssenkrupp Steering), a manufacturer of steering systems for the automotive industry, announced plans to expand its central Indiana operations, establishing a new technology center and creating up to 64 new jobs by 2020.

The company, a business unit of the €41.5 billion global industrial group thyssenkrupp, is investing more than \$7 million to create a new 37,000-square-foot technology center at Exit Five Parkway in Fishers. The new facility will allow thyssenkrupp Steering to develop technologies to aid in the comfort and safety of steering as well as advance solutions to

improve fuel economy and reduce carbon emissions for automobile manufacturers. The tech center is expected to be fully operational by next spring and, once complete, will house the company's engineering operations currently located in Indianapolis and will complement its manufacturing facility in Terre Haute and its sales and technical office in Troy, MI.

## Eskenazi Health Opening New Rehab Center

A new outpatient rehabilitation center for the treatment of orthopedic, musculoskeletal, and neurological conditions will open next week at the Sidney & Lois Eskenazi Hospital in Indianapolis. Additional rehabilitation services that will be available at the new center opening include pelvic floor health, cognitive therapy, amputee rehab, specialized care for hand injuries, and splinting needs. The clinic will also allow therapists to practice in a joint venture that integrates emergency and outpatient rehab. This will provide a seamless transition and continuity of care as patients move from the emergency department to outpatient.

New initiatives and treatment options that will be available at the new center include an enhanced collaboration with the Sandra Eskenazi Center for Brain Care Innovation to provide a more comprehensive evaluation of a patient's function and independence with self-care skills. An overhead walking track and neuromuscular retraining equipment will be available along with further collaboration with Eskenazi Health Senior Care and stroke services.

## Purdue's Total Cost Will Be Less in 2019 Than in 2012

For the sixth consecutive year, students at Purdue University's West Lafayette campus will see no room and board rate increase for the next academic year. The 2018-19 rates will actually be lower than those of 2012-13. In combination with a sixth consecutive year of zero tuition increase, this means the total cost of attending Purdue will be less in 2019 than in 2012.

Room and board rates at Purdue University Northwest-Hammond Campus will remain flat for a third straight year. Rates at Purdue University Fort Wayne will be adjusted to reflect market prices and demand, but, overall, there



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will be a three percent decrease in the average room rate, marking the third straight year that the weighted average rate has not increased.

## Contract Negotiations for \$46M Project

The IndyGo Board of Directors authorized the transit agency to enter into contract negotiations with two firms for the construction of Phase 1 of the Red Line rapid transit project. The site civil work including roadway and sidewalk construction will be carried out by Rieth-Riley Construction Company, Inc., and the station canopy construction and related buildout work will be done by FA Wilhelm Construction.

The bid totaled \$45,990,137.53, approximately 3.5 percent below IndyGo's estimates. As part of IndyGo's commitment to contractor, supplier, and service business diversity, each contractor is committed to Disadvantaged Business Enterprise (DBE) participation; Rieth-Riley at 12.49 percent and Wilhelm at 2.21 percent.

The Red Line, planned to open for service in spring 2019, is an element of the Marion County Transit Plan and will stretch 13 miles from Broad Ripple to the University of Indianapolis.

This upgraded transit line will serve as the reliable spine of the full improved IndyGo network providing service every 10-12 minutes for 20 hours a day.

## Sweet Jobs Headed for Indy Baker

CraftMark Bakery LLC, based in Indianapolis, has filed plans with city officials to invest more than \$56 million into its facility in Indy and add roughly 120,000 square feet of space. The investment will result in 120 new jobs created by the end of 2020 and the retention of the company's existing employees. Just a few months ago, the company completed an investment of \$16.5 million into a new production line.

## Biotech Firm Establishing \$16M Facility

LifeOmic Inc., a biotechnology startup firm, has announced plans to set up a \$16 million

facility at the IU Emerging Technology Center in Indianapolis that will employ some 225 employees by 2023. The company produces cloud services that enable medical professionals to compile records and information for patients in one centralized location. The Indiana Economic Development Corp. is offering the company up to \$7.6 million in conditional tax credits and up to \$600,000 in training grants.

## Oscar Winski Company Acquires Caterpillar Lafayette Logistics Center

In a move that more than doubles their logistics and e-recycling capacities, the Oscar Winski Company (OWC) has purchased the former Caterpillar Lafayette Logistics Center located at 1451 Veterans Memorial Parkway East adjacent to the IU Health Arnett Hospital.

OWC's e-recycling (OWCe) and logistics (OWLogistics) divisions are only six years old, yet both have already outgrown their current spaces at 2217 N. 9th St. and 2813 Park East Blvd., respectively.



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At 160,000 square-feet, the acquired building offers nearly four times the combined space of their current locations. Approximately half of that space will be utilized immediately leaving the remaining space for future strategic expansion.

## FedEx Announces \$385M Upgrade

FedEx Corp. (NYSE: FDX) has announced plans to put \$385 million into its Indy Airport hub, one of the company's largest in the nation. Once complete, the investment is expected to result in 125 newly-created full-time jobs at the airport and an additional 450 part-time jobs by 2026. The investment will also help the company retain the thousands of workers it already has employed in Indianapolis. Tax abatement requests are filed with the city. ♦



## Rockport Steel Fabricator Acquired

Nix Metals, a subsidiary of Nix Companies Inc., announced it has entered into a definitive agreement to acquire Superior Fabrication Inc., a Rockport, IN-based company with more than 20 years of service, providing structural steel fabrication to the commercial construction and heavy industrial markets. Superior Fabrication will become an independent division of Nix Metals and continue to serve its growing customer base from its Rockport, IN facility.

Superior Fabrication supplies fabricated steel across the Midwest, but some noteworthy local projects include Tri-State Orthopedics, USI Convention Center, Springs Health Center of Owensboro, Daviess County Library, Vincennes University, Deaconess Hospital, University of Evansville, and the Evansville Airport. Superior produces its steel via three CNC (computer numerical controlled) processing lines. This

automation allows the company to generate high quality fabrication at lower costs than many of its competitors.

## VU Inks Academic Agreements with Chinese Schools

The first student from Jiangsu County in China will soon attend Vincennes University. Huaping Zhou, president of the Institute of Xuyi Vocational Education, and Tiancheng Ge, principal of Xuyi High School, both signed agreements with VU President Chuck Johnson that commit their respective institutions to "academic exchange and cooperation in teaching, research, and training."

As part of the ceremony, Vincennes Mayor Joe Yochum also signed a Sister City agreement with Xuyi County, Jiangsu Province, China, which Yochum said he hopes will help attract students to VU "as well as open economic opportunities in business exchange and tourism."

Under the agreements, VU and the Chinese educational institutions will work to develop a partnership that will allow Chinese students to enroll at VU to seek associate or bachelor's degrees. The ceremony concluded with the exchanging of gifts between the educational institutions and the city of Vincennes and Xuyi County. The agreements also open opportunities for faculty members to have beneficial exchanges on topics such as different teaching approaches in their respective countries.

## Official OSHA Training Institute Now in Knox County

A variety of training opportunities has begun at the Vincennes University Center for Advanced Manufacturing and Logistics thanks to the introduction of an official OSHA Training Institute (OTI) Host Site. In cooperation with the University of Cincinnati and the Great Lakes OSHA Education Center, VU can now host training, primarily geared to occupational safety and health topics throughout the Midwest.

The range of courses, including the OSHA Outreach Trainer Program, will allow companies access to courses designed to educate employers and their workers. These courses will assist both parties in anticipating, recognizing, evaluating, controlling, avoiding, and preventing safety and health hazards in their workplaces. In addition

to offering construction and general industry courses from the OTI catalog, VU will be able to customize site-specific classes tailored to fit area workplace, business, and industrial requirements.

The target audience for this training is safety specialists, safety directors, human resources directors, industrial sites, and construction companies.

## Holiday World Announces \$3.5M Upgrades

Holiday World will invest a total of \$3.5 million in new attractions and other improvements for 2018. New attractions include a water slide complex with eight junior slides including twisters, a helix, a mini-bowl, and two racing slides; a junior wave pool plus spray features for younger children; a huge themed maze for happy Halloween weekends; all new entertainment including a stunt show, musical magic show, and strolling brass band; track improvements for 'The Voyage, the world's second-longest wooden roller coaster; mini cabanas in 'Splashin' Safari; and an electric car charging station.

## Berry Global Group Acquires Clopay Plastic Products

Berry Global Group, Inc. announced it has entered into a definitive agreement to acquire the Clopay Plastic Products Company, Inc., a subsidiary of Griffon Corporation, for \$475 million in cash on a debt-free, cash-free basis.

Clopay is a global supplier of printed breathable films as well as an innovator in the development of elastic films and laminates with product offerings uniquely designed for applications used in a number of markets including hygiene, healthcare, construction, and industrial protective apparel. Clopay has nearly 1,500 employees with a footprint serving markets across the globe with locations in the United States, Germany, Brazil, and China. Clopay delivered \$461 million in sales and \$53 million in operating EBITDA for its fiscal year that ended Sept. 30, 2017. They expect annual cost synergies to be approximately \$20 million. The purchase price, including expected cost synergies along with the tax basis step-up value, represents an adjusted EBITDA multiple of below six times. ♦





## Southeast

### NASA Picks Indiana Company to Help Improve Plant Growth Aboard the ISS

The National Aeronautics and Space Administration (NASA), Techshot Inc., and Tupperware Brands Corporation (Tupperware) are jointly developing an improved system for growing plants aboard the International Space Station (ISS).

Since 2014, astronaut farmers aboard the ISS have been growing a variety of leafy vegetables and colorful flowers inside the Vegetable Production System, otherwise known as the 'Veggie' facility. However, NASA is always seeking to improve upon existing technologies, while reducing its need for resources such as crew time. In an effort to reduce the frequency an astronaut must water plants growing in space, Dr. Howard Levine and his colleagues at the NASA Kennedy Space Center (KSC) began exploring new design concepts for the component of Veggie that holds the root structure of the plants, the so-called 'plant pillows'. Research at KSC led to a semi-hydroponic design concept dubbed the Passive Orbital Nutrient Delivery System (PONDS).

With nearly 30 years of experience developing equipment for human spaceflight, Techshot is assisting with requirements management, safety, verification, and integration tasks. It also is providing Tupperware

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designers with access to subject matter experts in areas such as low-gravity fluidics.

## Homegrown-Hoosier Company Adding 100 Workers

SmartBox, a dental patient attraction company that offers digital and web marketing services for dentists, announced plans to expand its operation in Floyd County, creating up to 100 new, high-wage jobs by 2022.

The homegrown-Hoosier and family-owned company is investing more than \$1 million to double its footprint at its current 6,500-square-foot headquarters, expanding to occupy all three floors at 821 Mount Tabor Road in New Albany. The renovations, which began last year, will offer SmartBox employees open work spaces, kitchenettes, updated cloud-based technology and six conference rooms. The company expects the remodel to be complete in December, creating a state-of-the-art workplace for its growing team. In addition, SmartBox plans to host an open house in 2018.

The IEDC offered SmartBox LLC up to \$1,375,000 in conditional tax credits and up

to \$250,000 in training grants based on the company's job creation plans. The city of New Albany will consider additional incentives at the request of One Southern Indiana.

## 40 New Jobs From \$3M Investment

Decatur Plastic Products, a manufacturer of custom injection-molded plastic parts and components, announced plans to expand its operations in Jennings County, creating up to 40 new jobs by 2019. The company will invest more than \$3 million to update its equipment and provide training opportunities for employees at its facility located near Highway 7 in Jennings County, allowing its team to acquire the skills needed to serve Decatur Plastic Products' customers. As part of the company's growth, Decatur Plastic Products will offer its associates injection molding and safety training, as well as leadership and career development courses.

The IEDC offered Decatur Plastics Products Inc. up to \$75,000 in training grants based on the company's job creation plans. These incentives are performance-based. Until Hoosiers are hired, the company is not eligible to claim incentives.

## New Company Seeks to Open at Port of Indiana-Jeffersonville

One Southern Indiana announced representatives from Cylicron outlined their proposed plan for the creation of a new company called qubeworX. Company leaders are considering a 24,000-square-foot building, located within the Port of Indiana-Jeffersonville at 5171 Maritime Rd. to house its new venture.

qubeworX will manufacture electrical panels to be supplied to a wide variety of customers. The company will launch with approximately 15 employees with plans to increase.

The company plans to invest \$1.5 million in the project through 2021. If approved, the tax abatement will allow the company to phase-in personal property taxes associated with this project. With assistance from 1si, the Indiana Economic Development Corporation (IEDC) offered qubeworX up to \$100,000 in conditional tax credits and up to \$60,000 in training grants based on the company's job creation plans. ♦



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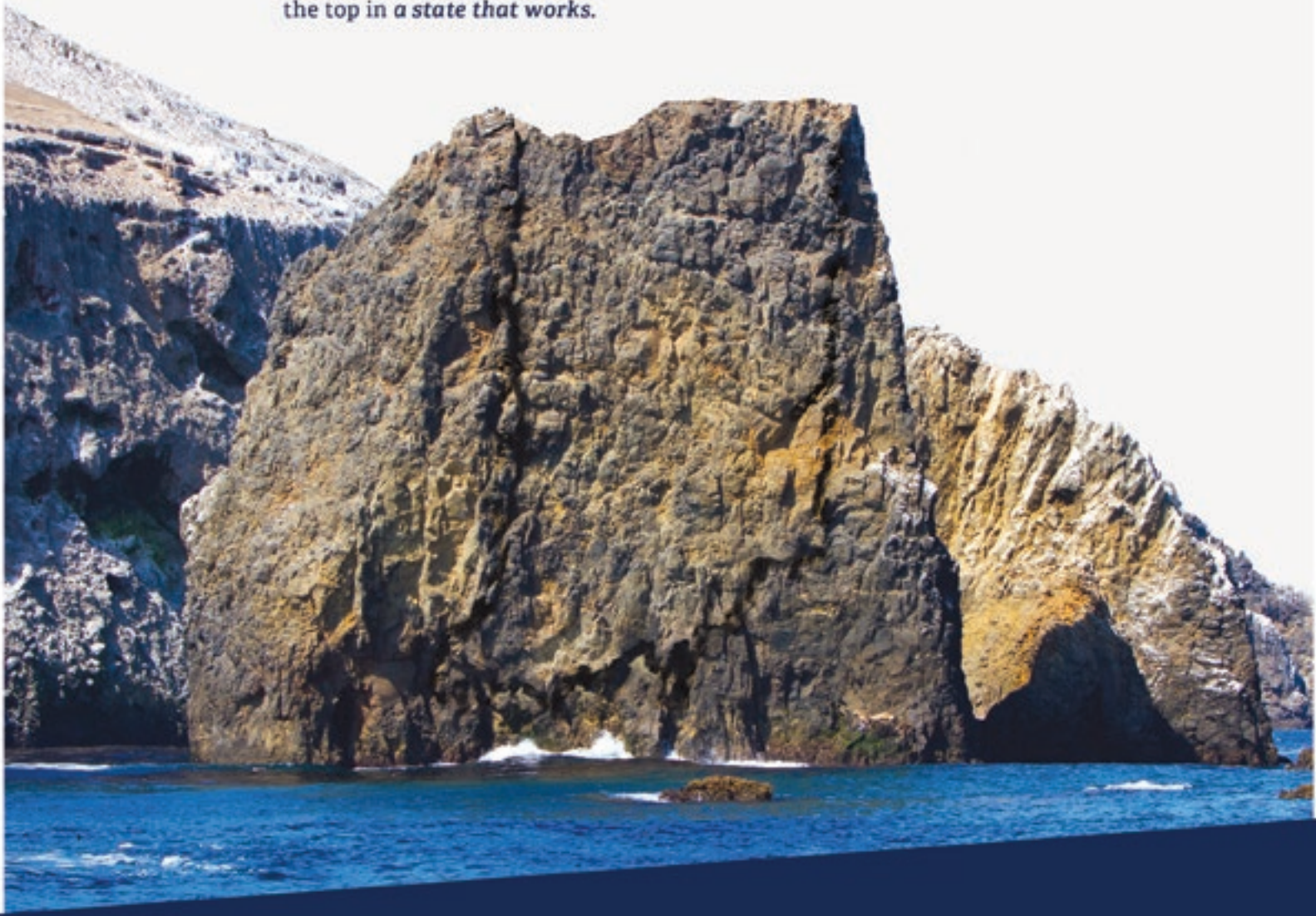
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## EDUCATION



### ISU Names 12th President

Deborah J. Curtis, current provost and chief learning officer at the University of Central Missouri, has been appointed as the 12th president of Indiana State University. Curtis will be the second Indiana State graduate and the first woman to serve as president of Indiana State. Prior to becoming provost at Central Missouri, Curtis served as dean of the College of Education at Illinois State University from 2006 to 2012, interim dean from 2005 to 2006, and director of the Cecilia J. Lauby Teacher Education Center and Clinical Experiences and Certification Processes from 2001 to 2005. She served on the faculty of Illinois State for 26 years, advancing to the rank of full professor.

## NONPROFIT



### Conexus Indiana Names New President and CEO

The Conexus Indiana Board of Directors announced the appointment of J. Mark Howell, former COO of Angie's List and president of Brightpoint Americas, as its new president and CEO. Howell joins Conexus Indiana as the organization marks its 10th anniversary and accelerates its work to build the advanced manufacturing and logistics talent pipeline and optimize these business sectors in Indiana. Howell serves as a board member of KAR Auction Services and as a board and executive committee member of Ascend Indiana.

## HEALTHCARE



### Nationally-Recognized Sports Medicine Specialist Comes to Munster

One of the most nationally-recognized sports medicine and arthroscopic surgical specialists is now seeing patients at the Midwest Orthopaedics at Rush (MOR) Munster location, 9200 Calumet Ave., Suite 300. Dr. Bush-Joseph is a team physician for the Chicago White Sox and Chicago Bulls. He is a graduate of University of Michigan Medical School and went on to complete his residency training in orthopedic surgery at Rush University Med-

ical Center where he is now a professor and the associate director of the Rush Orthopedic Sports Medicine Fellowship Program. He completed his fellowship in knee and shoulder arthroscopic Surgery at Cincinnati Sports Medicine in Ohio. He is the current president of the American Orthopaedic Society for Sports Medicine.

## EDUCATION



*D'Amico*

### WGU Indiana Names Two Education Leaders to Board of Directors

WGU Indiana welcomed two education champions to its board of directors. Carol D'Amico, Ph.D., is executive vice president, Mission Advancement and Philanthropy, at Strada Education Network. Todd Bess, Ph.D., is executive director of the Indiana Association of School Principals (IASP).



*Bess*

D'Amico is nationally recognized for education reform strategies that integrate higher education, business, and workforce development efforts. Bess oversees professional development and advocacy for the state's high school principals and building administrators.

## HEALTHCARE



### Community Health Network Names President of South Region

Community Health Network, based in Indianapolis, has announced David Kiley will serve as the new president of its south region. Kiley has been with the company for 25 years as a practicing OB/GYN and as a physician executive for the company's north region.

## HEALTHCARE



### Woloshansky Selected as Treasurer of Midwest Urban Strategies Consortium

Linda Woloshansky, the President and CEO of the Center of Workforce Innovations has been selected to serve as treasurer of the Midwest Urban Strategies Con-

sortium. Midwest Urban Strategies Consortium is made up of 13 workforce boards serving urban areas in the Midwest. The Consortium will lead the charge in creating a supply and demand model with a regional approach and talent development strategies such as Registered Apprenticeship, a major area of focus for the current administration and implementation of the Department of Labor America's Promise grant.

## NONPROFIT



### Komen Central Indiana Has New Executive Director

Jill Madinger has joined Susan G. Komen Central Indiana as the executive director. Most recently, Madinger was executive director of Million Meal Movement, a nonprofit organization dedicated to feeding the hungry in Indiana and offering meaningful volunteer experiences for community members. Madinger's previous roles also include senior director of international growth and education at Kiwanis International and account executive at Pillar Group Risk Management.

## HEALTHCARE



*Odeluga*

### Methodist Physician Group Welcomes Two New Physicians

Methodist Hospitals adds of Dr. Chinyere Odeluga and Dr. Nassir Mansour to the Methodist Physician Group Network.



*Mansour*

Dr. Mansour's areas of expertise include neurovascular surgery, neuro-oncology surgery, neuro-spine surgery, epilepsy surgery, facial pain, hydrocephalus, and Chiari malformation. Dr. Mansour is assistant professor of neurosurgery at the State University of New York, Downstate Medical Center in Brooklyn, NY.

Dr. Chinyere Odeluga has served patients in Northwest Indiana for many years. She specializes in family medicine and family medicine obstetrics. Her areas of expertise include diabetes, hypertension, high cholesterol, weight management, infertility, pregnancy, prenatal care, and child and teen health. Dr. Odeluga is board certified in family practice obstetrics and has a fellowship in faculty development.

## GOVERNMENT



### Regional Chamber of Northeast Indiana Welcomes New President

The Regional Chamber of Northeast Indiana announced the appointment of Bill Konyha as president of the Regional Chamber. Konyha joins the Regional Chamber with a depth of leadership and economic development experience, most recently with the Indiana Office of Community and Rural Affairs (OCRA). He has served as president of the Indiana Economic Development Association (IEDA) and as chairperson of the IEDA Legislative Committee, working with previous Indiana administrations to create OCRA, the Indiana Department of Agriculture, and the Indiana Economic Development Corporation. fellowship in faculty development.

## FINANCE



### RESOURCE Adds to Retail Team

Tabatha Reid has joined RESOURCE's Retail Team where she specializes in landlord and owner representation. She helps her clients manage space expansions, find new tenants, and keep the leasing process running smoothly. Tabatha joined RESOURCE in 2015 after she finished a six-year term in the U.S. Navy as an electrical technician. She started at RESOURCE working with the Industrial Team. She later moved to helping the Government Team schedule tours, organize invoices, and maintain their lease database.

## MEDIA



### Lakeshore Public Media Promotes Burbridge to VP of Development

Lakeshore Public Media, Merrillville-based local public broadcast television and radio stations, announced the promotion of Wende Burbridge to vice president of development. Wende first joined the organization in 2004 as account representative and quickly rose to several supervisory and management positions. Wende was previously with Gage Products Company as business coordinator and more recently with Andean High School as director of development. Wende holds a CFRE in fundraising which upholds the Code of Ethical Principles and Standards and the Donor Bill of Rights.

## HEALTHCARE



### St. Anthony Village Welcomes New Executive Director

Franciscan Ministries announced Pete Bolt as the new executive director for St. Anthony Village. Bolt has more than 25 years in senior health care operations and has an extensive background in leading organizational personnel and processes in the delivery of quality care. Most recently, Bolt has served as senior vice president of operations for Heritage Enterprises, Inc., in Bloomington, IL. Bolt has a bachelor's degree in health care service management from the University of Missouri and a Master's Degree in Economics from Western Illinois University.

## LAW



### New Managing Partner Announced at Johnson Ivancevich, LLP

Arthur C. Johnson, II was recently promoted to the position of managing partner of Merrillville-based Johnson Iv-

ancevich, LLP. Art's practice focuses on civil and business litigation, as well as labor, employment, and construction litigation. He has had great success representing a variety of clients in numerous labor arbitrations as well as defending against charges of discrimination before the EEOC, where his clients have yet to obtain an unfavorable finding.

## ECONOMIC DEVELOPMENT



### JCEDO Hires New Executive Director

Stephen W. Eastridge was recently hired as the Jasper County Economic Development Organization's (JCEDO) new Executive Director. Stephen has strong ties to Northwest Indiana. Originally from Portage, he earned his B.S. in Business from Purdue NC with concentrations in Economics and Accounting. Stephen worked as Economic Development Coordinator in Michigan City and most recently as Development Analyst, Major Projects Team at the Department of Community and Economic Development for the City of Cincinnati. ♦

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- 10 DID & 5 Docks
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### EAST CHICAGO

- 247,894 SF – 9,000 SF Office
- 8.78 Acres
- 25'-32' Ceiling Height
- 3 Phase – 480 Volt – 600 AMPs
- 10 Total Cranes – 2-30 ton

### EAST CHICAGO

- 100,000 SF – 2,500 SF Office
- 8.12 Acres
- 3 Phase – 480 Volt
- 28'-30' Ceiling Height
- 2 Docks – 2 Drive-In Doors
- 25 Ton Crane Minimal Capability

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## Logistics Provider Expands, Adds 52 New Jobs

Warehouse Services Inc. (WSI), a global third-party logistics provider, announced plans to expand operations in Evansville to accommodate a centralized distribution center for TaylorMade Golf Company, creating 52 new jobs by 2019.

The Mt. Vernon-based business will invest \$8 million to add 200,000 square-feet to its existing 110,000-square-foot facility at 4400 Garrison Ave. in Evansville, allowing TaylorMade Golf to consolidate their North American distribution operations in a more centrally located site for easier, more economical access to their customers.

At the request of the Growth Alliance for Greater Evansville (GAGE), Evansville City Council granted an incentive package including a six-year tax phase-in on both real and personal property to Warehouse Services Inc. for the company's investment.



*Pictured left to right are (front) Barry Cox (WSI), Mike Daniel (TaylorMade), (back) Jonathon Weaver, Robb Houle, Missy Mosby, Jaime Jay, Kevin Limbach, Mayor Lloyd Winnecke, Mike McCree, Chad Wallin, Tim Fears, John Rohlman, and Stefanie Kuehfnusz.*

## 30 Companies Gather to Boost Transportation Industry Recruitment

The National Transportation Center, the nation's first centralized training center for the transportation industry, partnered with the Indiana Motor Truck Association (IMTA) to host a career expo at Camp Camby in Hendricks County.

The expo began with a discussion with industry representatives on effective ways to recruit veterans and National Guard members to the transportation and logistics industry. Thirty industry companies exhibited to promote career opportunities available within their organization.

"The IMTA is proud to partner with the National Transportation Center to address a growing problem in the trucking industry—driver shortage. Focusing on our nation's veterans is a natural solution to help find the resources needed to move America's needs," said Gary Langston of IMTA.



*On the left, Gary Langston, president of IMTA; Preston Harrison, founder of the National Transportation Center; and attendees network with exhibitors. On the right, Preston Harrison speak to the group of exhibitors before the event.*

# ARTability Art Show Raises Over \$30,000 for Opportunity Enterprises



Artability judges and client artists display some of the works from the 2017 show.

Over 300 attendees gathered for the ARTability Art Show and Sale to support the artists of Opportunity Enterprises, raising over \$30,000 to benefit OE's Art Enrichment Program and provide client artists with a commission for each piece sold. Ninety-three canvas and painted pieces adorned walls in the Christopher Center's Community Room, with an additional 200 ceramic pieces.



Artist Max D. and Instructors Jessica Thome and Ben Dunn (Cigar and Cognac)



Artist Kathy O. and Instructor Autumn Iver (Lady of Mystery)

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# Developer Announces Plans for 262,000-Square-Foot Indy Distribution Center



HSA Commercial Real Estate announced the firm has closed on its acquisition of a 19-acre land site near the Indianapolis International Airport in Plainfield. HSA Commercial plans to develop a 262,758-square-foot warehouse facility offering 32-foot clear heights, 30 truck docks (expandable), and four drive-in doors on the newly acquired parcel at the southeast corner of Stafford Rd. and Airtech Parkway. Construction is projected to start in early 2018, with tenant occupancy planned for fall 2018.

“Whether it’s Amazon, Home Depot, Dick’s Sporting Goods, Rolls-Royce, or any of the major third-party logistics firms in the country, it seems that everyone is starting to realize the strategic value of Indianapolis as a regional distribution hub,” said Robert Smietana, vice chairman and CEO of HSA Commercial Real Estate.

# Indiana State University Cuts Ribbon on \$64M Health and Human Services Facility

The largest state-funded project in Indiana State University’s history was unveiled to the public with the ribbon cutting of expanded the Health and Human Services facility, Phase 1 of a \$64 million project.

The building will be ready for occupancy later this spring, followed by the start of the project’s second phase, which will include renovation of classrooms and labs in the existing Arena building that was constructed in the 1960s. Phase II of the project is expected to be completed in spring 2019.

Construction includes an 87,000-square-foot expansion to house new academic programs. Major upgrades will improve temperature control and air quality in the building as well as technology. The building is fitted with smart classrooms, new labs, and the latest technology to facilitate learning and collaboration among disciplines needed throughout the state. ♦



Officials cut a blue ribbon to the new Health and Human Services facility at Indiana State University (top). Indiana Sen. Jon Ford makes remarks at the ribbon cutting for the new Health and Human Services facility at Indiana State University (bottom left). Indiana State University President Dan Bradley (now retired) makes remarks at the ribbon cutting for the new Health and Human Services facility (bottom right).



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# Keep Your Hands to Yourself

## And Your Mouth Shut

By Arthur Charles Johnson II,  
Managing Partner,  
Johnson Ivancevich, LLP

**A** lesson we all learned when we were kids was to keep your hands to yourself. A related lesson was if you don't have anything nice to say, don't say anything at all. Failing to learn and apply these lessons as a child would most likely lead to a detention or, in more severe instances, land one in the principal's office along with a call to one's parents. Swift action would be taken to remedy the offense, as well as prevent it from occurring again in the future.

Failing to apply or enforce them as an adult can lead to a dreadful working environment and subject an employer to a charge of sexual harassment in the workplace. Just as swift action was appropriate to correct a child's behavior, swift action to correct inappropriate workplace behavior is necessary. Given the rash of news stories recently, swift corrective action at one's workplace may be less common than at school.

In 2016, the Equal Employment Opportunity Commission (EEOC) received 12,860 charges of sexual harassment and 26,934 sexual discrimination charges from throughout the country. The EEOC believes these numbers underreport the actual occurrence of harassment and discrimination. There were 786 sexual discrimination charges filed in Indiana in 2016, constituting 31 percent of all charges filed with the EEOC in Indiana. While the total cost to employers defending against such charges is unknown, EEOC based resolutions resulted in over \$40 million paid out by employers to charging parties. This does not account for the legal expense involved in defend-

ing such a charge, litigated settlements, or verdicts, nor does it account for decreased productivity.

Given the pervasiveness of the issue and with a spotlight now shone upon it, it may be worthwhile to have a better understanding of what constitutes harassment and what an employer's obligations are. Please note however, that this information should not be construed as legal advice.

There are two kinds of sexual harassment: quid pro quo and hostile environment. Quid pro quo harassment occurs when your boss/manager/supervisor offers you benefits or threatens to change your working conditions based on your response to his or her demands for sexual favors.

**Merely having a policy is insufficient.**

Hostile environment harassment occurs when physical, verbal, or visual sexual harassment is severe or pervasive enough to create a hostile or abusive work environment. This type of harassment doesn't require a loss or threat of loss of your job or the promise of benefits. Comments about your body, sexual remarks, pornographic images displayed at the workplace, and touching and grabbing may all create a hostile work environment. The conduct must be unwelcome.

While harassment that is sexual in nature may be more commonly described when discussing hostile environments, harassment that is nonsexual in nature, but motivated by anti-fe-

male animus, can also create a hostile environment as well. The unwelcome treatment need not be based on unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature. Instead, conduct demonstrating anti-female animus can support a hostile work environment claim. It is worth noting for purposes of demonstrating a hostile work environment claim, the "work environment" in which the abusive and hostile acts can occur reaches beyond the traditional "work place." However, when the sexual acts occur outside the work place, the employee must identify sufficient facts from which to infer a nexus between the hostile sexual conduct and the employment.

Conduct is unlawful when it is both objectively and subjectively offensive, in that a reasonable person would find the conduct hostile and/or abusive and that the victim in fact did perceive to be so. The employee must subjectively perceive the harassment as sufficiently severe and pervasive to alter the terms or conditions of employment, and this subjective perception must be objectively reasonable. That is, the environment must be one that a reasonable person would find hostile or abusive. The complaining employee must show such harassment would substantially affect the work environment of a reasonable person and the conduct was indeed offensive to the alleged victim, thus, affecting the victim's ability to work. The totality of the circumstances includes the nature of sexual advances and the context in which the alleged incidents arose.

Employers have a duty to take all steps necessary to prevent sexual and other forms of harassment, including, but not limited to: affirmatively raising the subject; expressing strong disapproval of harassment; developing appropriate sanctions for it; and informing employees of their rights under the law. Under Title VII, an employer can avoid liability for hostile environment sexual harassment if it promptly investigates a complaint when made and then, if warranted, takes steps reasonably likely to stop the harassment.

Merely having a policy is insufficient. The Seventh Circuit Court of Appeals has indicated the mere creation of such a policy will not shield a company from its responsibility to actively prevent sexual harassment in the workplace. The policy must provide a meaningful process whereby an employee can express his or her concerns regarding an individual within the working environment. The policy's complaint mechanism must be reasonable; what is reasonable is dependent on the employment circumstances, and therefore, among other things, on the capabilities of the class of employees in question. Moreover, the policy must not only be reasonably effective on paper, but also reasonably effective in practice.

An employer is negligent with respect to sexual harassment if it knew or should have known about the conduct and failed to stop it. The focus is not on whether the employer is liable for the

bad acts of others, but whether the employer itself is responsible for failing to intervene.

An employer has actual notice of harassment when sufficient information either comes to the attention of someone who has the power to terminate the harassment or it comes to someone who can reasonably be expected to report or refer a complaint to someone who can put an end to it. Constructive notice is established when the harassment was so severe and pervasive that the employer reasonably should have known of it or when an employee provides management level personnel with enough information to raise a probability of sexual harassment in the mind of a reasonable employer.

When an employer has a duty to take corrective action in response to harassment, it must be "prompt" or "immediate." Effective corrective action makes the victim whole and prevents the misconduct from recurring. When an employer has an obligation to respond to harassment, disciplinary action against the perpetrators of the harassment may be necessary for the response to be effective.

Given the rash of explosive allegations, reviewing, and re-emphasizing your policies to ensure individuals keep their hands to themselves and their mouths shut on certain topics will minimize or eliminate the expenses associated when such activities occur. ♦

The EEOC defines "sexual harassment" as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
2. submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
3. such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

For an individual to prove a hostile-workplace claim based on sexual harassment, the individual must establish:

1. he or she was subjected to unwelcome sexual conduct, advances, or requests;
2. because of his or her sex;
3. the acts were severe or pervasive enough to create a hostile work environment; and
4. there is a basis for employer liability.

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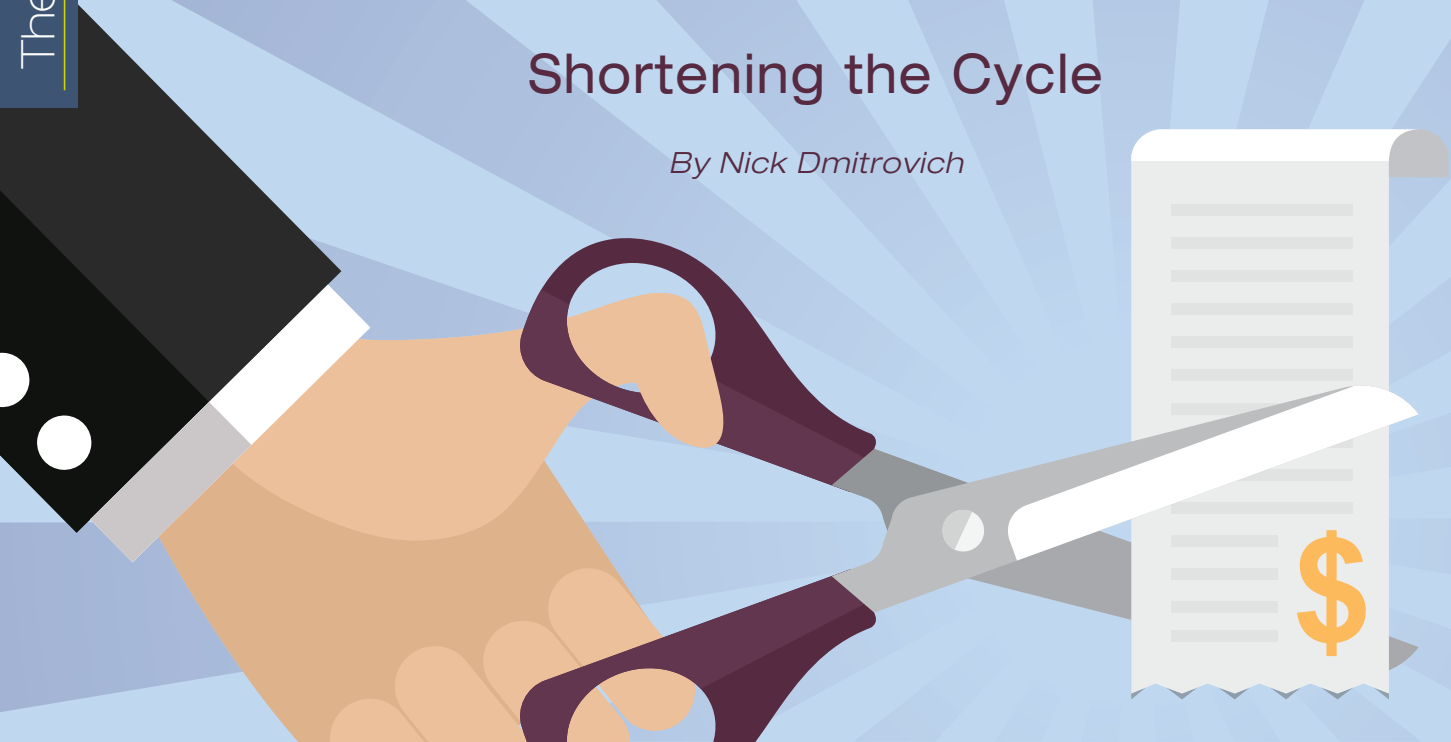
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# Ways to Cut Your Cost-Per-Sale

## Shortening the Cycle

By Nick Dmitrovich



**A**s business owners look for ways to reduce overhead, it's common to evaluate their company's vendors, supply chain procedures, and general day-to-day operational efficiencies for items that can be trimmed or eliminated. One area that frequently gets overlooked during times like these is the actual sales cycle itself – the time and effort it takes members of your sales team to close a sale and bring the outcome to fruition, whether that be production, design, delivery, etc.

It doesn't matter what type of products or services your company sells. We've gathered several tips that will likely be universal to almost every type of business model. Rooted in common sense and practicality, the guidelines can be tailored to be applicable to your sales needs. Let's get started.

### Tip 1: Understand the Client

Client uncertainty, or indecisiveness, is frequently cited as one of the top factors that prolong sales cycles. Does the potential client you're reaching out to understand what your services

can bring to their company? Taking that notion a step further, is your sales team providing the clarity potential clients need?

Think of it this way. If you believe your vehicle is operating just fine, would you be likely to invest in repair services someone is trying to pitch to you? Probably not. But, if a sales rep understood your vehicle and could show you aspects of it that are likely to incur problems, the case for those repairs could more easily be made.

Thus, each sales approach needs to be tailored to not only show the client how your services can solve their problem, but also, that a problem actually exists in the first place. If a client believes there is no problem that needs fixing, then you're wasting your time in presenting them a solution. Best to move on to the next sales opportunity.

### Tip 2: Reach the Right Person

While this might seem like common sense, there's still a great deal of time lost on the part of sales teams by failing to approach the right person within a targeted organization. Don't waste

effort by pitching to individuals who are without purchasing power. Find the decision-makers and base your approach around them from the start.

### Tip 3: Provide Direction

Sales reps should know their products and practices inside and out, but a client obviously doesn't know those things. Too often we're seeing examples of sales reps asking clients how they'd like to proceed on a given project instead of providing direction and offering suggestions. Not only will this save a lot of back-and-forth correspondence and time, but it may enable sales teams to steer clients toward more desirable results. Plus, it adds credence to your expertise, which is always valuable.

### Tip 4: Define Production Time

Before any type of project begins, a clear determination of time allotted should be established with your in-house production teams. Whether it's designing something for a client, performing a service, or fabricating a product, the sales team

should clearly inform the production team about how much time and resources they'll be able to commit to a given project.

Perfection isn't always possible, especially if the client is only willing to spend a pre-determined amount. To find the best possible solution, sales teams should be setting the boundaries within which work will be taking place. In some cases, this can actually be a real benefit. Sometimes innovative and creative solutions are found within a project's boundaries, rather than having limitless options.

Remember changes are expensive. Costs mount rapidly as projects undergo client revisions or alterations. As such, it's important to clearly outline what your clients can expect from what they're investing and the points and frequency of which they can request or make changes.

### Tip 5: Anticipate Hurdles

The combination of a firm understanding of a client's needs and expectations with knowledge and experience of the sales process should enable sales reps to anticipate potential hurdles before they bog things down. For example, if a client is going to need input and approval from stakeholders, then why not improve efficiency by

involving them in the process from the start? Or, if you know a client has major project deadlines of their own approaching and will likely become very busy over a given time, then plan ways to adjust your timeline to close your sale before you lose their attention. When a sales team is able to map out their plan from the first contact through the close, they'll know the kinds of problems that are likely to arise, and they'll be able to adapt more efficiently.

### Trim the Fat

Perhaps we can take a little advice from the manufacturing industry's "lean" way of thinking and look at our sales pipelines in much the same way that assembly lines are considered. Every sales process is unique to the firms they're part of, after all. As you and your company evaluate your sales approach, keep the above guidelines in mind as you look at ways to improve overall efficiency, streamline your methods, and find ways to improve as you eliminate wasted time and resources. ♦



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## Why Is a Sale So Expensive?

The number of contacts it may take to bring a sale from the initial inquiry to close ..... **10**

The percent of newly-generated leads that typically are not ready to buy ..... **50%**

The percent increase in the sales cycle timeframe over the last five years due to the number of decision-makers involved in the buying process ..... **20%**

Source: Aberdeen Group, Gleanster, Sirius Decisions



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# What If We Didn't Train?

## Would We Save or Suffer?

By Nick Dmitrovich



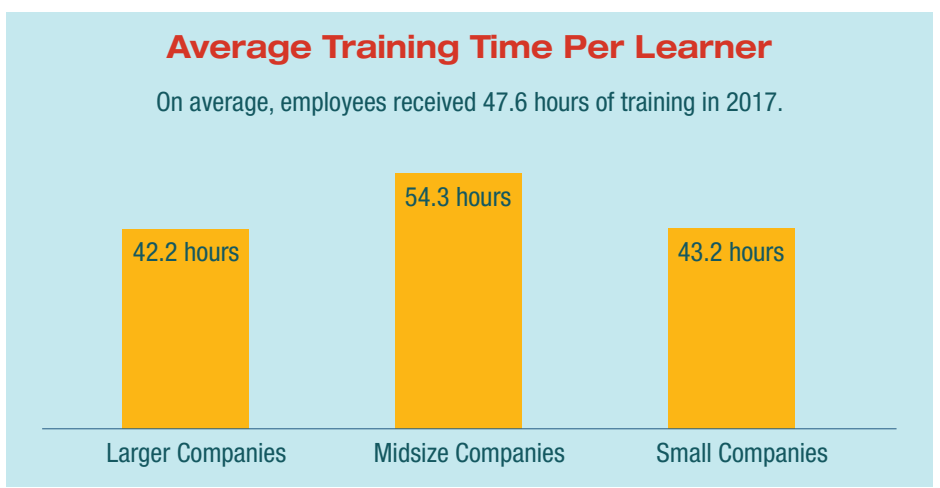
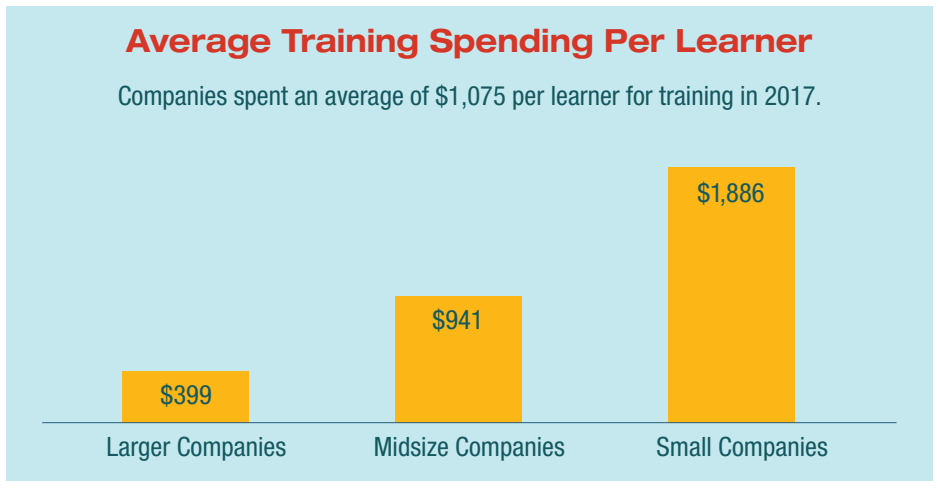
**T**raining can be expensive. Have you ever wondered whether or not your company would be in a position to save money if you simply skipped it entirely or would it cost you even more?

### The Numbers

To begin figuring this out, let's establish a baseline first. Training and educational needs are obviously going to differ depending on the type of work that's being conducted and the size of the company, but there are fortunately some handy national averages available for us to consider. *Training* magazine, which specializes in professional development topics, serves as a great source for this data with its 2017 Training Industry Report.

According to *Training's* findings, on average, companies spent \$1,075 per learner for training in 2017. The amount spent varies based on the size of the company though, with larger companies typically spending less (\$399) than midsize (\$941) and small (\$1,886) companies.

Those figures don't take into account time invested in training though, which we all know can be substantially expensive too. On average, employees received 47.6 hours of training in 2017. Midsize companies provided the most hours of training at 54.3. Large companies conducted 42.2 hours of training and small companies conducted 43.2 hours.



Source: Training Magazine

## But, Should We?

Now that we've established what your company can expect to spend on training in a given year per learner, would your company have anything to gain from cutting your training programs?

Other than saving about \$1,075 per employee and about 48 man-hours of their time in a given year, you wouldn't really be getting very much momentum by being stingy with your training. Actually, your company would be losing a great deal of opportunity. Of all the various data points our team discovered while working to learn about this problem, one item alone stood out as by far the most shocking –

## How much could you lose by not training? About 24% of your profitability.

That's right. Companies that invest \$1,500 on training per employee experience an average of **24 percent more profit** than companies who invest less, according to data from *HR Magazine* and the *Huffington Post*. That figure alone is probably more than enough motivation for employers to invest in training, but the reasons to do so go further than that.

If profitability's not your thing, then how about productivity? Investing 10 percent more into your training program can get you an average of an **8.6 percent boost** to your team's overall productivity, on average, based on data from the National Center on the Educational Quality of the Workforce. In a manufacturing-intensive state like Indiana, a humble 8.6 percent could equate to millions added to our GDP.

What your company spends on training can also go a long way to reducing another unfortunate cost of business - that being the expenses incurred by employee turnover. More than a third of younger employees consider professional development their top benefit they seek from employers, according to survey data from Price-waterhouseCoopers. To add to that, IBM found employees who feel stagnant in their careers, unable to advance, are as much as 12 times more likely to leave their companies.

Evaluating how much employee turnover is actually costing your company in an average year is a complicated thing to determine, and it's likely to vary depending on who's leaving. We know training costs an average of a little over \$1,000 a year. When you consider data the Society for Human Resource Management published that found every time a business replaces a salaried employee, it can cost as much as six to nine months-worth of their salary on

average to find a suitable replacement. One can easily see it's just much cheaper to invest in that initial training.

Also, in general, more training and professional development opportunities help to foster a greater sense of engagement and involvement for employees. It gives them a greater sense of connection to their company's culture and the overall direction that it's heading, which effectively makes them a stakeholder as well as a paid employee. That's huge. Think about it; you can pay an employee to be there, but you can't make them care. When you invest in training, showing your staff that you *care* about their skillsets and willingness to improve, that level of

care and interest is frequently returned in full – once again, thereby lowering turnover and boosting productivity for the betterment of all.

## The Answer

The bottom line here is that training and professional development options are generally a great investment for any type of company to make. While we all understandably want to lower our costs of doing business, this is just one area where making cuts does carries more damage potential than savings potential. Be smart, invest in training, and build an even smarter company. ♦

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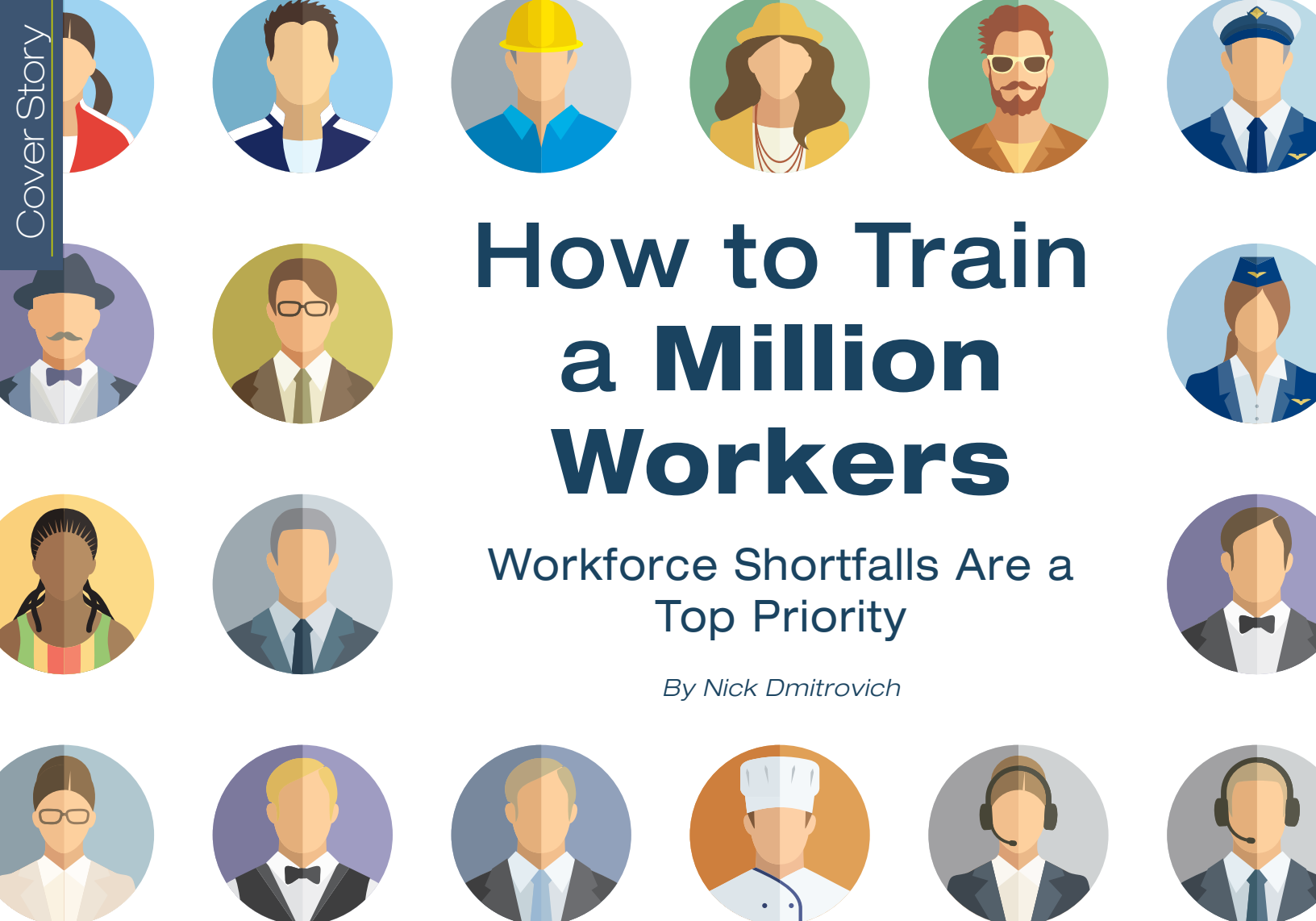
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# How to Train a Million Workers

## Workforce Shortfalls Are a Top Priority

By Nick Dmitrovich

Indiana companies across every single industry category will soon be facing a unique challenge, one that has its origins in a highly positive economic attribute but remains problematic nonetheless. The state overall is experiencing record levels of employment with more people working than ever before. That's huge, but it has a downside. Job openings still exist throughout the state, and there will soon be a shortage of capable applicants to fill them.

Over the next 10 years, conservative estimates from the state expect there will be a million job openings within Hoosier companies. Some officials have put that figure much higher, saying we'll need an influx of about 3.4 million workers to maintain our current labor needs. However you look at it, the challenge to produce individuals skilled enough to fill these open positions is upon us now, today.

It's not just about filling these jobs with warm bodies, either. The vast majority of these projected positions will require post-secondary credentials, advanced certifications, and/or degrees. Long gone are the days when a high

school kid could make a qualified applicant for a manufacturing operation. The work, in general, has become too advanced to sustain with unskilled labor.

"Indiana's unemployment rate has reached historic lows, and we currently have about 95,000 job openings around the state. Now more than ever, our state needs to ramp up efforts to prepare Hoosiers for the jobs available today—and for the one million more we expect to have open by 2025," Gov. Eric Holcomb said.

The groundwork is being laid to produce the kind of talent that tomorrow's labor force needs require. This fall on the state level new initiatives kicked off in earnest, several of which are already experiencing considerable participation from the business community. Also, Gov. Holcomb took the step of adding a dedicated individual to his cabinet to specifically address the issue.

### The New Blood

To spearhead its efforts to produce enough workers, Indiana has recently established the

new position of secretary of career connections and talent. The governor announced he has appointed former La Porte Mayor Blair Milo as the first secretary for this new position, and she will also be the CEO of the State Personnel Department and will assume oversight of that agency and its director.

Gov. Holcomb said, "This new position will provide the urgent and focused attention required to position Indiana well long-term and ensure our state's workforce is keeping pace with our economy as it grows and becomes more diverse."

Milo has a track record of economic success across her resume as La Porte's mayor. She was able to increase job opportunities, improve infrastructure, and streamline government services. Her new role will require her to build on that success. She be collaborating with business and industry groups to identify employment needs and workers, helping them take advantage of training opportunities.

"Connecting business leaders and employees has been at the forefront of both challenges and opportunities for all Hoosier communities

as we continue to grow new numbers and types of jobs across the state,” Milo said. “We want to connect Hoosiers with a job they’re passionate about, and we want our employers to know they can draw from a deep pool of talented, dedicated workers in every corner of the state.”

**Indiana’s unemployment rate has reached historic lows, and we currently have about 95,000 job openings around the state. Now more than ever, our state needs to ramp up efforts to prepare Hoosiers for the jobs available today—and for the one million more we expect to have open by 2025.**

- Governor Eric Holcomb

Her department’s efforts, as well as the efforts of the Department of Workforce Development and Commission for Higher Education, are going to be crucial moving forward in implementing the state’s new plans to elevate our workforce to the ‘next level.’

### The Next Level

The state has earmarked funds totaling \$20 million to support two new grant programs over the next two years designed to put Hoosiers to work in high-demand, high-wage jobs as quickly as possible and to help employers conduct the kind of training their unique operations require. Together, the two grants make up Indiana’s Next Level Jobs Initiative.

### An Education... for Free?

The first component of the Next Level Jobs Initiative is the Workforce Ready Grant, created by the Indiana General Assembly with bipartisan support. Its goal is to skill-up adults to fill jobs in high-demand industries by covering tuition costs for adult learners to earn career certificates in high-growth sectors of the state’s economy.

That’s right. Free tuition. But for what kinds of industries? For the inception of this grant, Indiana is specifically focusing on boosting the numbers of talented individuals across the following fields:

- Advanced manufacturing
- Building and construction
- Health and life sciences
- IT and business services
- Transportation and logistics

Hoosiers can earn these certificates in these fields through Ivy Tech Community College or Vincennes University campuses around the state. The first two years of the grants will be paid for through \$4 million provided by the general assembly plus more than \$10 million Commission for Higher Education financial aid funds.

Commissioner for Higher Education Teresa Lubbers explained the Workforce Ready Grant will remove a key barrier for adult students that want to continue their education to develop the skills they’ll need for a better paying job in the state’s growing, in-demand industries. It’ll make educational attainment much more affordable.

Blair Milo commented, “The interest level in this program is already strong and hits hard at some of the challenge areas.”

### Affordable Training!

The second part of Next Level Jobs is the Employer Training Grant, which was devel-



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oped by the Indiana Department of Workforce Development (DWD). This could be something very interesting for many Indiana employers, in that it will help offset the costs for training new employees in the aforementioned high-demand industries – plus the addition of agriculture.

The grant will provide up to \$2,500 per new employee to qualifying companies that train and retain new hires. DWD will launch a pilot of the grant for 2018 and 2019, paid for with \$10 million in Career Technical Education Innovation Funds.

Milo commented a distinct need for this program arose from some of the supplier companies that support Indiana’s major manufacturers. She

**“We want to connect Hoosiers with a job they’re passionate about, and we want our employers to know they can draw from a deep pool of talented, dedicated workers in every corner of the state.”**

- Blair Milo, Secretary of Career Connections and Talent

said, “Indiana’s major employers were incurring staffing needs from their suppliers, who needed funds to train new employees. Advanced manufacturing is the largest demographic that’s already begun utilizing the Employer Training Grant.”

## Renewed Guidance, Young and Old

Beyond the Next Level Jobs Initiative, Indiana is also directing efforts toward the state’s young students. Specifically, career counselors at the high school level are being equipped tools that will hopefully provide more productive individual time with students. The concept overall evaluates what types of career paths fit best for the student – basically, a place to start the conversation about connecting students to opportunities.

A push is also being made across the state by many different apprenticeship programs to expose young people to the value of a career in the trades. Their efforts are working too, as the perception of industrial and construction fields has shifted from dangerous and dirty to high-wage, quality livelihoods in increasingly safe environments.

Educational attainment encouragement is also being targeted toward adults as well. The Commission on Higher Education’s Program “You can. Go back.” is working to help adults finish the degrees they’ve started. \$7.5 million in state grants are available for these students, and partnerships are in place with institutions to help alleviate barriers to completing degree programs.

## Will it Be Enough?

These programs and others like them within communities, apprenticeship schools, and universities across the state will likely only be the start of what will need to be a much larger push to fill the open positions Indiana will have over the next several years. Other efforts, like cities and towns enhancing their amenities in an effort to retain talent within the state’s borders, will have an impact as well but the question remains: Is it going to be enough?

It’s far too early to measure any kind of employment growth figures yet, but the continued push for new partnerships and education to employment pathways is starting to make a difference. With such high levels of bipartisan support and engagement from the business community, the groundwork is definitely being laid to tackle this difficult problem. ♦



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# UNIVERSITIES ADDRESSING THE WORKFORCE GAP

## Plans From the Experts Themselves

By Nick Dmitrovich

### PROVOICES

CONNECTING FRONTLINE EXPERTS TO THE BUILDING INDIANA AUDIENCE

**O**ur state is in the midst of a major workforce development push intended to skill-up our employees to meet the rapidly-approaching job demands of an array of different industries. The big issue – we’re going to have almost a million job openings over the next decade and not enough skilled people to fill them. How are we going to get these people ready?

To find an answer, we decided to go straight to the top of Indiana’s leading colleges and universities, to the men and women at the forefront of this statewide push. We wanted to find out what their institutions are doing to target the issue and what they need from the business community to help them succeed.

Check out what they’ve described, and all the ways your company can become involved.

**Question 1:** More Hoosiers are employed today than at any point in the state’s history, but we still have a reported 95,000 job openings in so-called “high-demand” fields. A million more open jobs are projected to develop over the next decade. What is your institution’s strategy for addressing this demand?

**Question 2:** What type of input does your college/university need from the business community? More specifically, how can businesses help your university address the workforce demand?



**DR. DANIEL J. BRADLEY, PRESIDENT (RETIRED JAN. 2018), INDIANA STATE UNIVERSITY**

**A1:** Indiana State is constantly reviewing its mix of degree programs to align with the state’s workforce needs. Most recently, the university added a general engineering program in response to needs expressed by industry. Indiana State has also added several health care programs and expanded others in recent years to address Indiana’s critical shortage of health care professionals.

**A2:** Indiana State needs increased participation in advisory boards for our colleges and academic programs to provide information on the specific skills employers are looking for in certain fields. ISU also needs more internship opportunities for its students to gain hands-on experience.



**JANICE CERVELLI,  
PRESIDENT,  
SAINT MARY'S  
COLLEGE**

**A1:** Saint Mary's new Master's program in data science, as well as our growing undergraduate STEM programs, equip young women to be leaders in information technology, a huge economic growth area in our region. Partnerships with firms augment the academic experience and support the regional initiative to attract more college graduates to work here.

An aging population will increase demand for graduates of Saint Mary's nursing program, which includes a new adult-gerontology emphasis in addition to a family-practitioner path. And our new Master of Autism Studies program also recently received approval from the Higher Learning Commission. That's another area where Saint Mary's can help students develop their talents in the service of a pressing social need.

**A2:** We call the main road leading to the Saint Mary's campus "The Avenue," and it's increasingly important for it to be a two-way street. Our students and faculty must take the initiative to engage with the local business community, while at the same time, an ongoing dialogue among leaders from "town" and "gown" will help solidify what's already a productive, complementary relationship. Local businesses have been enthusiastic partners in drawing on the intellectual capital of our faculty and students and sharing their expertise with our campus community.

Traditional connections like internships and mentorship programs continue to be important.

Expanding the path from academic training at Saint Mary's to real-world experience with local companies, particularly in STEM fields, is an area with great growth potential.



**MITCH DANIELS,  
PRESIDENT,  
PURDUE  
UNIVERSITY**

**A1:** With the acquisition of Kaplan University, Purdue is

branching into online higher education programs that will build the skills of Indiana's workforce. The primary audience of what we are calling NewU for the moment is adults who need the flexibility that online education provides.

**A2:** We're trying to retain the tremendous talent of students who come to Purdue from other states and countries. We already know 15 percent of those students remain in Indiana for their first job. Employers can help by coming to campus, ready to recruit those students and show them Indiana is a great place to live and work.



**MICHAEL A. MCROBBIE,  
PRESIDENT,  
INDIANA  
UNIVERSITY**

**A1:** IU continues to expand on its nearly 200-year foundation of

excellence by adapting to local, national, and international economic demands through academic restructuring and offering students an education that meets the needs of 21st century learners. We have focused on developing programs and schools in the areas of design, architecture, intelligent systems engineering, public health, international studies, media, and philanthropy. Our new intelligent systems engineering degrees first

offered in the 2016-17 academic year align with Indiana's long-range Indiana Vision 2025 plan to increase Hoosier residents with postgraduate degrees in STEM-related fields. In addition, IU supports a culture of "building and making" and will begin offering a Master of Architecture degree in the new School of Art, Architecture and Design in 2018. According to the Indiana DWD, employment of architects is projected to grow more than 20 percent through 2022.

**A2:** We have sought to help shape economic growth in Indiana through initiatives within our Office of the Vice President for Engagement and have also launched the Grand Challenges Program. We coordinate engagement across all of IU's campuses throughout the state with the IU Council for Regional Engagement and Economic Development (CREED), which addresses regional economic concerns and identifies ways IU can use its resources to advance economic development efforts in those areas.

As IU moves forward with the Grand Challenges Program and CREED, we will continue to reach out to the business community in an effort to build connections and seek input on the needs of Hoosiers and the best ways to address them. We would also ask that businesses and organizations across the state interested in partnering with IU contact our Office of the Vice President for Engagement.



**MARK HECKLER,  
PRESIDENT,  
VALPARAISO  
UNIVERSITY**

**A1:** We continually review our academic offerings at Valparaiso

University and monitor trends to identify in-demand areas that are a good fit for Valpo. Recently, we launched programs in bioengineering and physician assistant studies to respond to emerging trends.

Our Career Center offers numerous opportunities for students to prepare for the work-

## WHAT IS PROVOICES?

We're kicking off our 2018 lineup of Building Indiana with a brand-new article category called Pro Voices, a place where business experts will be given a platform to share their perspectives on some of the state's leading industry topics and trends! Each Pro Voices article will correspond to its overall issue's theme. Throughout the year we'll be featuring many different industry types, and we encourage our readers to contact us if they'd like to be included as an expert in an upcoming feature. Enjoy!

*Photo of President Cervelli was taken by John Tirotta and provided by Saint Mary's College. Other photos were provided by Purdue University, Indiana University, Vincennes University, Ivy Tech Community College, Ball State University, Indiana State University, Indiana Wesleyan University, University of Evansville, and Valparaiso University.*

place. Through a Lilly Foundation grant, we've launched the IN\_Advance program, which equips Valpo students with the kinds of skills and knowledge that will give them a competitive advantage. Students have access to unique opportunities in the state of Indiana, such as a recent trip to Indianapolis. Students met with employers, learned about the workforce, and attended a networking luncheon with Valpo alumni in the Indianapolis area. The program also aims to call attention to opportunities in these high-demand fields: advanced manufacturing, logistics, and health care.

**A2:** We have a strong relationship with the Indiana business community and ask that they continue to engage with Valpo and participate in campus events.

We encourage business, nonprofit, and community leaders to connect with our academic deans with ideas for how we might better respond to regional workforce needs that relate to undergraduate and graduate degrees.

We frequently hear from business leaders that it is the skills students develop that set them apart, much more so than their chosen major. Do they learn quickly and adapt to changes? Are they dependable, and do they work well with others? This enables us to offer a comprehensive education in which strong academics are complemented by internship and professional work experiences.



**DR. CHARLES JOHNSON,  
PRESIDENT,  
VINCENNES  
UNIVERSITY**

**A1:** VU is helping to address this challenge through two main efforts: industry partnerships and Career and Technical Early College. Through industry partnerships, VU students receive industry-based training and education, work-based apprenticeships and internships, and a highly valuable credential - often at a significantly reduced cost. Through Career and Technical Early College, VU is working with 15 different Indiana career centers and cooperatives to bring to thousands of Hoosier high school students VU's high quality college-level

**Does your company have an expert that could be part of our 2018 Pro Voices lineup? We'll be featuring topics from many Indiana industries throughout the year, and we need expert input! Contact us today to find out how you can participate.**

education in fields where there is a strong demand in each region. CTE Early College accelerates access to college and career opportunities while saving Hoosier families thousands of dollars.

**A2:** The most important thing we need from industry is a partnership approach based on trust and open communication. The more we understand each other's short- and long-term needs, challenges, and goals, the better we can develop collaborative approaches that work for all sides. Getting the right people at the table is an important start. Often the challenge of workforce development will fall on the shoulders of HR and, while they are very important to addressing the problem, having people at the table who have direct responsibility for supervising and developing talent in the skill areas is essential to success.



**DR. TOM KAZEE,  
PRESIDENT,  
UNIVERSITY  
OF  
EVANSVILLE**

**A1:** The University of Evansville is sensitive to the needs of the labor market and the community in general, even as we keep our focus on an education built on the foundations of the liberal arts and sciences. For example, we have recently implemented a successful physician assistant science program, and two new programs addressing particular labor force needs: data analytics and supply chain/logistics. We are, in addition, developing an academic strategic plan that has as its primary focus the development of new programs that supplement existing programs and extend a curriculum of distinctive strength. This effort will be informed by discussions with business leaders in the community about their needs.

**A2:** We are advantaged by having a Board of Trustees that includes key business leaders who have shared with us their workforce needs. More generally, we need to know from the business community as a whole what types of programs offered by UE would help local firms to address areas of particular need. An advantage we have as a small, private university is our agility; we can create programs specifically customized for the needs of area businesses. Moreover, I also serve on the board of the local chamber of commerce as well as a committee focused on how local universities can partner with the business community to address workforce concerns.



**CHRIS LOWERY,  
SENIOR VICE  
PRESIDENT  
FOR  
WORKFORCE  
ALIGNMENT,  
IVY TECH  
COMMUNITY COLLEGE**

**A1:** Ivy Tech Community College developed a workforce alignment strategy and established a Workforce Alignment team, which includes a senior vice president and vice presidents with responsibilities for key economic sectors.

The team has worked with the Department of Workforce Development (DWD) and identified high demand, high wage occupations using Indiana's Occupational Demand Report. Ivy Tech's Workforce Alignment and Academic Affairs teams, in conjunction with employer advisory panels across the state, have reviewed current credit-bearing and non-credit coursework and programs to ensure Ivy Tech programs and courses target the preparation of students for occupations in the sub-baccalaureate area (classes, industry certifications, certificates, and associate degrees) identified as high-demand and high-wage, with a focus on the priority now economic sectors identified by the state of Indiana.

**A2:** Input from the business community and other employers is necessary in assessing local market demand needs at the current time and into the future. Local employers within a community have the best knowledge regarding employment trends, retirements on the horizon, growth plans, and other business dynamics that will affect employment demand.

In addition, employer input is necessary for understanding relative to the specific programs being offered and that may need to be offered if not currently available. This guidance is critical for assessing and modifying programs that may be in existence, that need to be developed, or that may need to be discontinued.



**GEOFFREY MEARNS,  
PRESIDENT,  
BALL STATE  
UNIVERSITY**

**A1:** We are aligning our academic programs and facilities investments to meet the demand. Our construction

management program is Ball State's fastest growing major, with 100 percent job placement rates. Our new Health Professions Building will help us fill the need for more professionals in high-demand health care fields. Students in our College of Health will benefit from new labs and state-of-the-art facilities, which will allow for better interdisciplinary collaboration in settings that represent today's interprofessional healthcare industry. One last example is our Center for Information and Sciences (CICS), which prepares our students for careers in information technology. CICS has long been a top-five program in the nation in preparing future IT leaders, and with central Indiana's growing prominence in the tech job market, our graduates have never been more in demand.

**A2:** Each college has an advisory board, and so we need executives and professionals—all the better if they are alumni—to step up and serve on these boards. To use the example of our construction management program, our advisory board for the major helps us keep our curriculum current and relevant. Input from the board spurred us to develop a building information modeling course that is now our most popular technical elective. Similarly, our Miller College of Business has an active outreach program that includes

more than 20 advisory boards. The members of these boards are content experts and executives who engage with our students on best practices and serve as champions for the program, college, and university.



**DR. DAVID WRIGHT,  
PRESIDENT,  
INDIANA WESLEYAN  
UNIVERSITY**

**A1:** First, we prepare our undergraduate students to be entrepreneurs and innovators and to apply that type of thinking in their chosen disciplines. Second, we provide affordable and convenient access to high-quality preparation for many of the jobs currently on the list of Hoosier Hot 50 Jobs. Third, we are actively exploring options for non-degree preparation for career paths that don't necessarily require a four-year degree. Truck drivers, also on that hot jobs list, don't need a college degree, but they do need to learn to think strategically and entrepreneurially to be successful. Finally, we explore ways to pro-

vide micro-qualifications to enable students to demonstrate they have mastered certain skills in their chosen field. Overall, we help our students prepare to chart their own course in this economy.

**A2:** We are passionate to help students graduate without crippling debt. We have accomplished this through tuition reimbursement programs, university-based scholarships, and financial aid from the government. Today we are working to find creative solutions so students can enter the workforce ready to excel. Secondly, we believe universities and businesses must collaborate on future-oriented degree programs. The advisory board at our DeVoe School of Business helps ground our degrees in the reality of the workplace. Rather than teaching specific job skills, these business representatives advise us to teach our students how to be thinkers and to be trustworthy, ethical employees. To do this we need high-quality internships and clinical placements. These opportunities require sacrifice and commitment, but they prepare students to thrive in our changing economy. ♦

 To view several extended responses university officials provided, view this article online at [BuildingIndiana.com](http://BuildingIndiana.com).




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KEY STATS	LOAN PORTFOLIO	STRENGTH									
<p><b>Founded:</b> 1940 as Union National Bank &amp; Trust Co. of Joliet</p> <p><b>Stat:</b> Fifth Largest Illinois-Based Bank</p> <p><b>Ticker Symbol:</b> NASDAQ:FMBI</p> <p><b>Headquarters:</b> Itasca, IL</p> <p><b>Assets:</b> \$14.3 Billion</p> <p><b>Loans:</b> \$10.4 Billion</p> <p><b>Deposits:</b> \$11.2 Billion</p> <p><b>Wealth Assets Under Management (AUM):</b> \$10.2 Billion</p> <p><b>Offices:</b> 124</p>		<table border="1"> <thead> <tr> <th>Key Bank Capital Ratios</th> <th>9/30/2017</th> <th>Minimum for "Well-Capitalized"</th> </tr> </thead> <tbody> <tr> <td>Tier 1 Capital</td> <td>9.83%</td> <td>8.00%</td> </tr> <tr> <td>Total Capital</td> <td>11.79%</td> <td>10.00%</td> </tr> </tbody> </table> <p><b>2017 Dodd-Frank Act Stress Test</b> FMB holds sufficient capital as specified by the Federal Reserve and exceeds regulatory minimums, passing the Stress Test.</p>	Key Bank Capital Ratios	9/30/2017	Minimum for "Well-Capitalized"	Tier 1 Capital	9.83%	8.00%	Total Capital	11.79%	10.00%
Key Bank Capital Ratios	9/30/2017	Minimum for "Well-Capitalized"									
Tier 1 Capital	9.83%	8.00%									
Total Capital	11.79%	10.00%									

### RECENT DEALS\*

<p><b>\$4,080,000</b></p> <p><b>Warehouse</b> Chicago Area Acquisition Interest Rate SWAP</p>	<p><b>\$4,600,000</b></p> <p><b>Funeral Home</b> Chicago Area Two Mortgages</p>	<p><b>\$5,200,000</b></p> <p><b>Medical Facility</b> DuPage County, IL \$7,800,000 Construction Loan Participation</p>	<p><b>\$6,500,000</b></p> <p><b>Self Storage</b> Wisconsin Property Acquisition</p>	<p><b>\$18,000,000</b></p> <p><b>Manufacturer</b> Chicago Area Real Estate, Equipment, Revolving Line of Credit</p>	<p><b>\$125,000,000</b></p> <p><b>Healthcare Facility</b> Throughout Illinois Lead Agent of 7 Banks Term Loan, Master Line of Credit</p>
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\*The amounts listed represent deals recently closed and are not offers to lend.

### OUR SERVICES

<p><b>Commercial Banking<sup>1</sup></b></p> <ul style="list-style-type: none"> <li>Commercial Lending</li> <li>Commercial Real Estate</li> <li>Treasury Management</li> <li>SBA Loan Programs</li> <li>Interest Rate Derivatives</li> <li>Specialty Banking:                             <ul style="list-style-type: none"> <li>Ag and Agribusiness</li> <li>Asset Based Lending</li> <li>Equipment Finance</li> <li>Healthcare</li> <li>Government</li> <li>Capital Markets/Syndications</li> <li>Structured Finance</li> </ul> </li> <li>Commercial Cards</li> <li>Merchant Processing</li> <li>On-the-Job Banking</li> </ul>	<div style="background-color: #ccc; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <p style="margin: 0;">NEARLY <b>25,000</b> COMMERCIAL CLIENTS</p> </div>	<p><b>Wealth Management<sup>2</sup></b></p> <ul style="list-style-type: none"> <li>Asset Management</li> <li>Fiduciary Services</li> <li>Financial Planning</li> <li>Investments and Insurance</li> <li>Private Banking</li> <li>Retirement Plan Services</li> </ul>	<div style="background-color: #ccc; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <p style="margin: 0;">OVER <b>\$10B</b> AUM</p> </div>
<p><b>Consumer Banking<sup>1</sup></b></p> <ul style="list-style-type: none"> <li>Checking and Savings</li> <li>Certificates of Deposit</li> <li>Money Market Accounts</li> <li>Online Banking</li> <li>Mobile Banking</li> <li>Mortgage Lending<sup>1</sup></li> <li>Home Equity Lending<sup>1</sup></li> <li>Personal Loans<sup>1</sup></li> </ul>	<div style="background-color: #ccc; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <p style="margin: 0;">NEARLY <b>350,000</b> CLIENTS</p> </div>		

All information current as of 9/30/17 unless indicated otherwise.

<sup>1</sup> Subject to credit approval. If the security interest is property, property insurance will be required. <sup>2</sup> Wealth Management products may not be FDIC insured.

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Jeff Marsee  
Business Banking Officer - 219.853.3539

Paul Beneturski  
Business Banking Officer - 219.853.3537

Monica Rubio  
Consumer Market Sales Manager - 219.853.3123

Within 5 years, most workers will require some form of post-secondary credential.



Source: Ascend Indiana

## Most Common Employer-Supported Education Programs



Basic Training  
(Core skills, sometimes called “soft skills”)



In-Service Training or Specialized Training for Specific Jobs



Job-Related Certifications

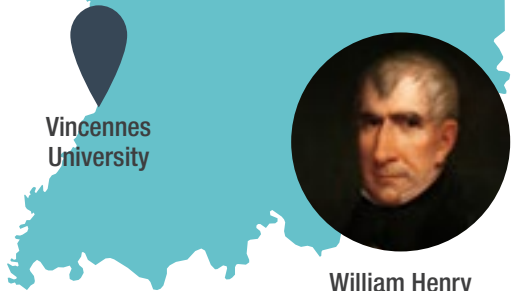


Tuition Assistance Programs

Source: Leavitt Group

Vincennes University is Indiana’s first college, and it’s one of only two colleges in the nation founded by a president of the United States.

William Henry Harrison founded VU in 1801 while serving as governor of the Indiana Territory.



Vincennes University

William Henry Harrison

Source: VU

Indiana ranks **7<sup>th</sup>** nationally for its high school graduation rate.

Source: U.S. News and World Report

**61%** of Indiana college students graduate with debt.

Source: Stats Indiana

**1,140** science and engineering doctorates were awarded in 2015 in Indiana.

Source: Stats Indiana

Indiana ranks **28<sup>th</sup>** nationally for college tuition and fees.

Source: U.S. News and World Report

## Hoosier Colleges Ranked for...

### World’s Most Innovative Universities

**27<sup>th</sup>** Indiana University

**32<sup>nd</sup>** Purdue University

Source: Reuters

### 2018’s Best College & University Rankings

**16<sup>th</sup>** University of Notre Dame

**84<sup>th</sup>** Purdue University

**105<sup>th</sup>** DePauw University

**109<sup>th</sup>** Wabash College

**156<sup>th</sup>** Hanover College

**164<sup>th</sup>** University of Evansville

**174<sup>th</sup>** Goshen College

**180<sup>th</sup>** Indiana University – Bloomington

Source: WalletHub

### Best for Military Students

**6<sup>th</sup>** Vincennes University  
(for two-year schools)

**139<sup>th</sup>** University of Evansville  
(for four-year schools)

Source: Military Times Best: Colleges 2018

### 2018 Top 50 Best Online Colleges

**19<sup>th</sup>** Indiana Wesleyan University

**40<sup>th</sup>** Indiana University - Bloomington

Source: BestColleges.com, National Center for Education Statistics

Nearly 9 out of 10 apprentices



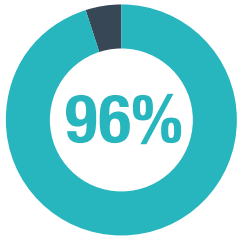
are employed after completing their apprenticeship with an average salary of \$60,000 per year.

Source: U.S. DOL

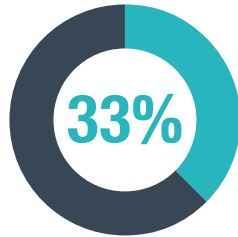
## Evaluating the ROI for Different Educational Paths

Degree	Average Return on Investment	Average Lifetime Earning
Two-Year Degree	\$9 for every \$1 spent	\$393,000
Four-Year Degree	\$12 for every \$1 spent	\$1.1 million

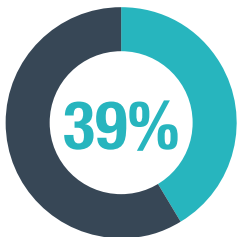
Source: Idaho Department of Labor, 2013



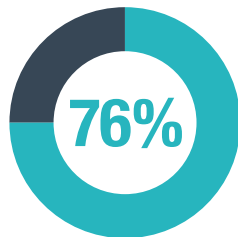
of companies agreed continuing education improves employees' job performance.



of companies cover all educational costs for their professionals.



of companies cover some of the costs for continuing education for their employees.



of companies help maintain employee credentials once earned.

Source: EvoLLution and Robert Half

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# Ready for an Upgrade

## Manufacturers Are Poised to Invest

By Nick Dmitrovich with data from IU's Kelley School of Business

There's an interesting trend burgeoning among Hoosier manufacturers from a wide variety of subsectors – namely, a major investment projection for the coming months. Given that much of the industry is soon to be facing major workforce challenges – with some experts reporting a loss of nearly 25 percent of the workforce to retirement over the next few years – a greater level of attention is being drawn toward automation than ever before. What makes this interesting rather than panic-inducing is the accompanying fact that these investments in more advanced automation technologies will require workers with even more technical skill than ever before.

Just a few weeks ago, the 2017 *Indiana Manufacturing Survey* was published by the Indiana University Kelley School of Business via commission from Katz, Sapper & Miller, an Indianapolis-based certified public accounting firm. Its findings were promoted by the Indiana Manufacturers Association and Conexus Indiana, both advocates for the industry.

Researchers documented several key reasons for optimism that were supported by the survey's findings. Specifically, "The trends in financial metrics remain favorable, and investment in capital and labor, including automation, appear to be on the upswing. And while some of this investment in automation may reflect the

substitution of capital for labor given the continued shortage of skilled workers, a majority of respondents believe that more automation will make their firms more competitive, with a net effect of eventually increasing the number of jobs in manufacturing."

Additionally, 41 percent of manufacturers described their most recent performance levels as "healthy," and an additional 41 percent said it was "stable." Seventy-two percent report they expect profits to increase.

As for the biggest challenges concerning most manufacturers, respondents said that healthcare costs and government regulations are factors impeding growth, but labor force shortages stand out as probably the most prominent issue facing the industry today. The effort to address this need immediately is a primary reason so many companies are considering automation.

**The trends in financial metrics remain favorable, and investment in capital and labor, including automation, appear to be on the upswing.**

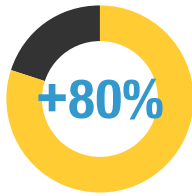
- IU Kelley School of Business

"Their (manufacturers') financial metrics look good, but they're still challenged to operate at full potential because of the shortage of available workers. With automation more affordable and reliable than ever, it offers an increasingly attractive solution," said Jason Patch, partner-in-charge of Katz, Sapper & Miller's Manufacturing and Distribution Services Group.

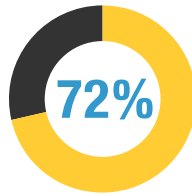
"Manufacturers are seeing opportunities for growth, and they can't wait for workers to show up to make things happen," said Steve Jones, professor of finance at the IU Kelley School of Business and co-author of the survey. "By investing in automation, they can reduce their reliance on the available labor pool and maintain Indiana's place in the competitive global marketplace."

Increased automation within the industry is not expected to solve all of the workforce problems that manufacturing is experiencing, but it will help some companies fulfill their immediate concerns. A unique set of side effects is likely to arise from more automation, given that a greater degree of technical proficiency will be required to operate the new technology effectively. Exactly how this will impact the needs placed upon the labor pool remains uncertain. Survey respondents were asked to provide their opinions about the effect automation will have on the number of skilled workers in manufacturing, to which the data reflected:

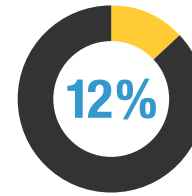
## Reasons for Optimism



of Hoosier manufacturers rate their performance as “healthy” or “stable.”



report they expect profits to increase.



of plan to open a new facility in Indiana in the next two years.

Source: IU Kelley School of Business

- The majority (35 percent) thought that automation will increase the number of skilled positions in manufacturing but reduce the number of unskilled positions.
- Alternatively, almost one-quarter (24 percent) believe automation will increase the number of skilled positions in manufacturing, and it will help preserve unskilled positions by keeping American firms competitive.

Most of Indiana’s manufacturers are reporting the number of jobs in the industry is expected to increase in general over the coming year. For example, 54 percent of the survey’s respondents indicated the number of manufacturing jobs at

their organization is increasing, 35 percent said the numbers are staying constant, and only 11 percent replied their number is decreasing.

As such, companies are making more investments into training programs than ever before, in part because the number of careers in manufacturing is expanding and generally becoming more technical. Currently, 91 percent of Hoosier manufacturers are presently using apprenticeship training programs in their businesses.

The industry is still going to need a steadily-flowing talent pipeline though to meet its forecasted demands for workers. Eighty-seven percent of the respondents report they have problems recruiting young people into the field. The general consensus among the respondents was

it’s going to take many hands to build a path to a solution: greater awareness of manufacturing opportunities among high school-level officials, media campaigns to promote and shift perspectives of the industry, and greater collaboration between companies and educational programs. The state’s going to need a pro-production push.

In the end, though, it’s refreshing that there are plenty of reasons to be optimistic in 2018. News that many of the state’s manufacturing leaders are planning to make investments over the coming months is indicative that customer demand strong enough to warrant new equipment to keep pace. The new competitive edge is sure to help maintain Indiana’s position as one of the strongest manufacturing states in the nation. ♦



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# Expanding Facilities for Expanding Minds

## Growth and New Programs Spur Investments

By Nick Dmitrovich



Rendering of the Ball State Health Professions Building. Photo from RATIO.

If you've been wondering what's been going on with campus construction projects across Indiana lately, then hold onto your seats, because we've got a lot to fill you in about. Nearly every single one of the state's major colleges and universities have projects rolling in one form or another – whether it be smaller renovations and expansions or multi-million-dollar new facilities.

We've compiled details for you on some of the developments that belong on your radar. So, put on your thinking caps, because there's a lot to learn! Take a look:

### **\$62.5 Million - Ball State Health Professions Under One Roof**

**General Contractor: F.A. Wilhelm Construction**  
**Architect: RATIO**

Construction recently kicked off on Ball State University's new Health Professions Building, the first phase of what will become a health and life sciences academic quad for the new College of Health Professionals. Located in the East Quad at the southeast corner of Riverside Ave. and Martin St., the \$62.5 million, 165,000-square-foot building will consolidate health-related programs in a new state-of-the-art facility that will have classrooms, laboratories, offices, a resource hub, simulation labs/suites, and clinical spaces.

The College of Health is a fairly new academic college at Ball State, in that it was launched a few years ago. The program was created to enable students to learn from one another, integrating expertise and discovery across health-related disciplines. In today's modern healthcare facilities, collaborative

teams are shaping the future of patient treatment, resulting in greater unity and comprehensive patient outcomes.

According to RATIO Architects, the designer of the building, when work is completed in 2019, the facility will house the campus health library, a variety of simulation rooms, and patient care suites. It will also feature active learning classrooms and an IPE outpatient clinic that will bring multiple groups together under one practice, such as nursing, athletic training, speech therapy, psychology, health sciences, social work, and more. Both hands-on learning and comprehensive patient care will be supported by the facility.

The building grounds will be designed to encourage overall health and wellness with amenities such as a wellness garden, open collaborative space, and a dietary demonstration kitchen.



Rendering of USF's chapel. Photo from USF.



Rendering of the new Luddy Hall. Photo from IU.

## \$22.7 Million - Two Projects at USF, Chapel and Science Additions

**General Contractor: Tonn and Blank Construction**

**Chapel Architect: Design Collaborative**

**Science Building Architect: BHDP Architecture**

The University of Saint Francis is currently establishing two signature projects on its Spring Street campus that will more vividly demonstrate the Catholic integration of faith and reason.

The first of the projects is a new 7,000-square-foot freestanding St. Francis Chapel in the center of campus. It will provide easy access for all members of the campus community to the celebration of the Eucharist and offer a place for prayer and reflection for all visitors. The chapel's steeple will be the tallest point on campus.

The chapel site was chosen to be visible and accessible to students as they walk to and from class. The new St. Francis Chapel will seat 250 people and will have 360-degree views of the campus. Green space will surround the building, and close access to parking will be helpful to visitors for Mass. The university will continue to host televised Sunday morning Mass in the new space, and the project includes updated technology for that purpose.

The cupola at the highest point of the chapel is a distinctive feature of the new building as are the plans for the interior. The chapel, designed by a liturgical architect at Design Collaborative, will have a choir loft, adoration space, and other features. The St. Francis Chapel is targeted for completion in the fall of 2018.

The second project, an expansion and modernization of Achatz Hall of Science, will further strengthen the university's already high-quality and in-demand science and healthcare programs. The science expansion is 26,000 square feet and sits adjacent to the new St. Francis Chapel.

The Achatz Hall of Science was built in 1969 and has been modified multiple times to keep

up with the changing demands of science education. The planned expansion and renovation will significantly modernize the building plus add a number of new science laboratories and student spaces to accommodate the university's growing science and healthcare programs.

Phase one of the science construction is the addition toward the chapel that is lined with windows. Illuminating the campus at night, this addition is expected to be complete at the end of 2018. With students learning in the new addition, a back renovation of the current Achatz Hall of Science building will occur to allow classes to continue throughout the school year, and that phase is targeted for completion at the end of 2019. The finished Achatz Hall of Science and Research Center will have 12 laboratories customized to the specialized needs of today's science-related technology and pedagogy. These laboratories include biotech, microbiology, anatomy and physiology, computer, organic, and chemistry.

The building has other student-friendly features like a second-floor outdoor balcony and student study spaces in the first and second floor atrium with full view of the Chapel, Mirror Lake, and other buildings on campus. As students enter the glass atrium, they are greeted by a grand staircase and can utilize conference rooms, study areas, and lounges, all with the same wide views of the campus and architectural details that honor the university's namesake, St. Francis of Assisi.

The general contractor for both projects is Tonn and Blank Construction. The Achatz Hall of Science and Research Center has unique needs that required a specialized architectural firm with experience in science buildings. BHDP of Cincinnati was chosen for the project.

"The construction activity of the next two years will be a visible sign to our students and to the community that the University of Saint Francis is ready to serve our students and prepare them for their future vocations," said USF President Sister M. Elise Kriss, OSF.

## \$39.8 Million - Major Project at IU Bloomington Wraps Up

**General Contractor: Weddle Bros. Construction**

**Architectural Team: RATIO, Indianapolis; Pelli Clarke Pelli, Connecticut**

Work has recently wrapped up on a four-and-a-half story, environmentally sustainable structure at Indiana University's Bloomington campus. The new Luddy Hall will house the IU School of Informatics, Computing, and Engineering – one of the fastest-growing schools at the university.

The \$39.8 million, 124,000-square-foot building has been established to accommodate the rapid growth of students, faculty, and programs at the school.

Located along Woodlawn Ave. between Cottage Grove Ave. and 11th St., the new L-shaped building is the first constructed in IU's Woodlawn Corridor, which will link the athletic facilities on the north edge of campus with the core campus.

Highlights of the new building include a 3,500-square-foot innovation center, a flexible incubator environment with space for existing and aspiring entrepreneurial projects at the school, and a 1,500-square-foot fabrication lab, or "fab lab," which will house maker technologies, such as 3-D printers, in a vibrant, hands-on space.

Other key building features are:

- A 160-seat collaborative auditorium on the ground floor with views of the eastern courtyard
- A 1,360-square-foot student community center
- A third-floor multipurpose conference and board room
- Seven classrooms ranging from 25 to 160 seats
- Three labs ranging from 25 to 35 seats
- Five labs dedicated to intelligent systems engineering
- And much more



Trine's Reiners Residence Hall. Photo from Trine University.

Over the past decade, give or take, undergraduate enrollment and research funding has flourished at the SICE, with informatics now one of the largest undergraduate majors on campus. Graduate enrollment has doubled in the last decade, with computer science being one of the largest Master of Science degree programs and Ph.D. programs on campus. The school is also home to the ninth-ranked information and library science program in the country.

IU President Michael A. McRobbie said, "Designed to encourage collaboration and community, this facility will provide much-needed teaching and research space in light of the enormous growth our School of Informatics and Computing, the broadest and one of the largest schools of its kind in the United States, has undergone in recent years."

## \$6.5 Million - Higher Enrollment Leads to Trine's Residence Hall Expansion

General Contractor: JICI Construction

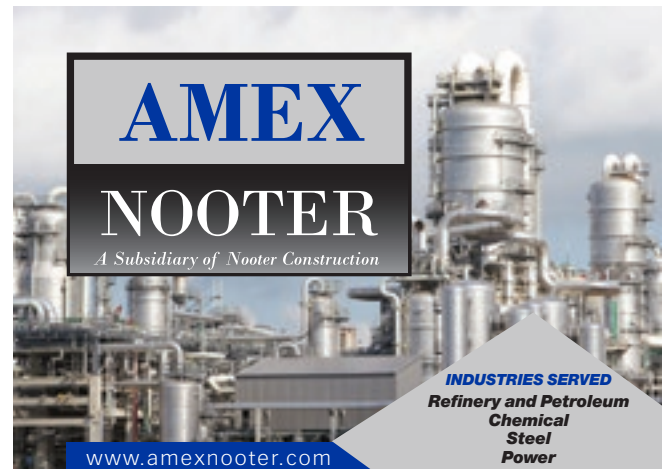
Trine University in Angola, IN is bursting at the seams. Recently, the Trine University Board of Trustees has put in place an overall strategy to support the growing student population on Trine University's main campus, which is experiencing its fourth straight year of record enrollment. University officials attribute the growth to new athletic and academic programs as well as Trine's more than 99 percent job placement rate for its graduates, small class sizes, and expert faculty.

To accommodate the influx of students, the trustees have approved a more-than-170-bed residence hall to be located next to the Larry and Judy Reiners Residence Hall. Along with the new building, the trustees approved an expansion of the food service kitchen area as well as the construction of a new bookstore. The residence hall will cost \$6.5 million and is expected to open in August 2018.

"Our number one priority is to continuously improve the student experience at Trine University, and this addition will help us more comfortably house our growing residential student body," said Earl D. Brooks II, Ph.D., Trine president. "We also have brought more faculty on board, restructured and expanded parking on campus, expanded our health center, and are looking to expand our dining options, among other initiatives."

Reiners Residence Hall opened in 2015. The \$7.1 million, 170-bed facility overlooking the Fred Zollner Athletic Stadium features rooms for two to three with a private bath and air conditioning. Students are also able to share an open space and kitchen located on the main level of the building. ♦

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# Sustainable Steel

It's Greener Than You Think

By Nick Dmitrovich

Steel is probably not the first word that comes to mind when most people think about phrases like environmental sustainability or energy-saving technologies, but there's a large amount of data that stands in opposition to the stereotypes that steel is dirty and inefficient. In reality, steel is the number-one recycled material in the world, and the industry overall is making great strides to lessen its

impact on the planet; the results of which are subsequently boosting the economy.

Recently, the World Steel Association, an international industry association whose membership represents about 85 percent of the world's steel production, published its *Sustainable Steel - Indicators 2017 and the Future* report. A total of 125 companies and six associations worldwide participated in the 2017 data

collection. Its findings detailed numerous ways in which the steel industry works to increase its sustainability efforts by boosting steel's overall role in supporting the needs of what researchers defined as a circular economy.

"A sustainable circular economy is one in which society reduces the burden on nature by ensuring resources remain in use for as long as possible. The industry is continuing to expand

Indicator		Unit	2014	2015	2016
<b>Environmental Performance</b>					
1.	Greenhouse gas emissions	Tonnes* of CO2 per tonne of crude steel cast	1.9	1.9	1.9
2.	Energy intensity	Gigajoules used per tonne of crude steel cast	20.2	19.1	19.1
3.	Material efficiency	% of materials converted into products and by-products	97.5	97.3	97.6
4.	Environmental management systems	% of employees and contractors working in registered facilities	94.0	93.6	97.1
<b>Social Performance</b>					
5.	Lost time injury frequency rate	Injuries per million hours worked	1.4	1.2	1.0
6.	Employee training	Training days per employee	6.4	6.8	7.0
<b>Economic Performance</b>					
7.	Investment in new processes and products	% of revenue	7.4	12.6	13.0
8.	Economic value distributed	% of revenue	96.6	96.7	98.8

\*"Tonnes" means a metric ton, which is equal to 1.10 U.S. tons.

Source: World Steel Association

its offer of advanced steel products for many different sectors, such as high-strength steels which reduce the weight of applications and encourage circular economy practices. For society, the benefits include more efficient and durable products, reduced emissions, and the conservation of raw materials for future generations – a more sustainable future,” researchers wrote.

Eight specific indicators were used to track the industry’s performance during the 2016 fiscal year, with the first half focused on environmental performance. Data reflected greenhouse gas emissions remained consistent over the past three years with 1.9 metric tons of CO2 generated per metric ton of crude steel cast.

Electricity usage by steel-producing facilities around the globe declined from 20.2 gigajoules per metric ton of steel cast in 2014 to 19.1 gigajoules last year. That’s equivalent to about a 5.4 percent reduction.

Also, the number of employees who work within facilities registered in environmental management systems (EMS) has increased from 94 percent in 2014 to 97.1 percent last year, meaning more workers than ever before are helping to foster sustainability efforts.

Key findings from the other eight indicators are described in the chart on the previous page.

The overall decline in injuries throughout the industry is a notable addition to the sustainability factors. The figures represent a trend to increase efficiency across all aspects of steel operations, environmental or otherwise. This trend has been reflected strongly in Indiana, where the push has been made to alter perceptions of steel as part of an effort to attract and retain new talent in the workforce.

**Electricity usage by steel-producing facilities around the globe has declined about 5.4% since 2014.**

At a recent economic seminar, Wendell Carter, general manager and vice president of ArcelorMittal’s operations at the Indiana Harbor, said, “We’re working to change the perception that steel is a dangerous, dirty industry. Our accident rates are actually lower than many other forms of manufacturing. Yes, we deal with hazards, but we do everything we can to mitigate risk and work safely and effectively.”

Additionally, the World Steel Association has announced the organization will be broadening

its indicators in its annual reports moving forward. They’ll be expanded to include other types of environmental and sustainability aspects.

“In addition to our eight sustainability indicators, our most recent assessment identified seven further areas which we plan to address extensively in our communications over the coming years. These areas are air quality, water, by-products, recycling, supply chain, environmental investment, and product applications,” said Edwin Basson, director general of World Steel Association.

The goal, according to both the World Steel Association and many of its members, is to eventually get the industry to optimal resource efficiency, which means that almost all of the industry’s by-products will be put to use. That’s a lofty goal indeed, particularly with differing international regulations and requirements, but it’s one that’s certainly possible. Fortunately, many of the endeavors required to get there also carry great economic potential and profitable opportunities, providing all the more reason for their implementation. As the industry progresses, we’re sure to see things becoming cleaner, more efficient, more affordable, and safer overall. ♦



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# Examining the Ingredients

## A Recipe for Economic Development

By Nick Dmitrovich

**W**hat are the elements that come together to create successful business communities? We're talking about the infrastructure ingredients, the brick-and-mortar fixings, and the spicy state programs that come together to form the perfect economic development soup. What types of resources does a municipality need in order to bring new business to their area?

We've compiled a recipe for you using input from some of the state's experts. Let's dig in!

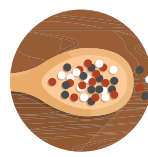
### Site Selection



The first ingredient that's essential to get economic development started is having adequate space available for companies to call home. Some need shell buildings, some need office space, and others need massive plots of land upon which to build facilities to their specifications. It all depends on their business model.

"Having available and certified land is vital for economic development. OCRAs IN Site Certified program helps communities mitigate risks, market their available opportunities, and most importantly, illustrates their commitment to economic development," said Jodi Golden, executive director of the Office of Community and Rural Affairs.

### Energy



Commerce can't really flourish in the dark. It takes a lot of power to keep Indiana's largest companies moving.

An industrial manufacturing operation is going to draw a lot of juice, not to mention typically needing other enhanced utility upgrades as well. Our state's technology companies pull quite a bit of power too, with each one needing unique utility hookups. No matter the business plan, a company's going to need utilities.

Utility providers such as Duke Energy and NIPSCO have established a framework to assist companies that are seeking to grow their operations in Indiana. Both offer connections to state and local officials in an effort to help companies learn about things such as incentives they may qualify for, sites that might fit their needs, workforce data, and more. Additionally, they both offer their own in-house incentives with regard to things like energy pricing and discounts.

### Communications



Almost every one of today's companies needs strong connectivity to stay competitive, even in the industrial sector where one would be surprised to learn

how essential online-enabled equipment can be for modern manufacturers. As such, the ability to remain reliably connected to the rest of the world is mandatory when attracting investment to Indiana.

"Business owners rely upon strong telecommunications infrastructure; everything from cell phones, fiber, cloud based voice, high speed broadband, and wireless capabilities. Every business is a little different in their needs," said Tom Carroll, senior vice president of sales and marketing with NITCO, an Indiana-based telecommunications firm.

"Currently, we're seeing a strong push for municipal fiber networks," Carroll added. "These are built and owned by the town or city and are operated by private companies to service existing business and drive job creation and economic development. Valparaiso and Chesterton are currently building separate fiber networks to be operated privately. Other communities are considering it. This type of infrastructure is very interesting to businesses."

### Logistics Options



Accessibility is critically important for nearly all of Indiana's industries, and this is definitely a state that takes

transportation and logistics very seriously. We're one of the best at moving things, and our distribution capabilities are typically listed among the biggest selling points when local leaders attempt to market available space to companies.

"Logistics is a driver for economic development," said David W. Holt, vice president of operations and business development with Conexus Indiana, the state's logistics initiative. "Indiana as the 'Crossroads of America' is at the apex of the movement of all manufactured goods to and from their facilities. Therefore, logistics companies, manufacturers, and more are expanding in Indiana and contributing to GDP growth for the state."



## Incentives

Last but not least, companies are very keen about learning about the extra benefits offered by communities and states. Today, it's evolved to the point where regions are in active competition with one another to see who can offer the best incentives. Indiana is a powerhouse in this regard, boasting local, county, and statewide incentives that make our state one of the easiest to prosper within.

There are well over a dozen different statewide incentive programs listed plainly on the IEDC's website, and, depending on a company's plans, many likely qualify for several at once. Every local county and town has their own unique provisions too; the culmination of which could add up to millions for major employers, even tens of thousands for

small businesses. The point is, our state makes it very affordable to set up shop here, and clearly companies are taking notice. Businesses move to Indiana from all over the world at such a consistent pace; it feels, at times, that new announcements are made every week. That's great for our citizens and fantastic for our economy.

## Stir It All Together for Growth

When all of these flavors come together, their aroma brings the companies calling. It's all about having that Goldilocks-level setting of perfection that enables a firm to move in, set up shop quickly, hire local workers, and set about turning a profit. Our state is a master chef when it comes to making this happen, and all of us have a place at the table to celebrate. ♦

**A Recipe for Economic Development**

**Ingredients:**

- Site Selection
- Energy
- Communications
- Logistics Options
- Incentives

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# Safety is Saving Us Big Money

## Workers Comp Premiums Dropping 12.8%!

By Nick Dmitrovich



### What's Leading the Cost-Savings? Safety.

In 2016, Indiana's rate of nonfatal workplace injuries and illnesses dropped to **3.5 per 100** full-time workers – the lowest in state history.

From an all-time high of 11.0 nonfatal injuries and illnesses per 100 full-time workers in 1994, Indiana's nonfatal injury and illness rate has **decreased by 69%** in the last 22 years.

### Indiana Enjoys the Second Lowest Worker's Compensation Rates in the Country.

From highest to lowest, Indiana ranked 50 out of 51 jurisdictions with an index rate of \$1.05.

Source: 2016 Oregon Workers Compensation Premium Ranking Summary and Indiana DOL

**T**here's big workers compensation news headed for Indiana employers this year. In a state already regarded as one of the best-rated for workers comp, it seems like things are only going to be getting better and better. In 2016, Indiana was ranked as having the second-lowest rates in the nation. This year is going to see those figures drop by almost 13 percent, equating to what will become millions of dollars in savings for Indiana firms.

Near the end of last year, Indiana Department of Insurance Commissioner Stephen W. Robertson approved an average 12.8 percent reduction for workers compensation rates to be effective right at the start of 2018. The department reported the approved rate decrease will result in savings of approximately \$102 million dollars for Indiana businesses.

"The significant savings will help support Indiana businesses and encourage continued job growth for Hoosiers," said Robertson.

As noted by the DOI, workers compensation rates in Indiana have been on a downward trend for the last five years. This decrease in rates can be attributed to a drop in the frequency of worker injuries due to an increased emphasis on safety in the workplace and better case management when injuries do occur. The robust job market also plays a key role as payrolls increase and the economy grows, creating a larger base for collecting premiums.

"We are proud that Indiana continues to produce some of the lowest workers compensation rates in the nation. With overall rates decreasing in

2018, Indiana intensifies its tradition of offering employers a welcoming and responsive business environment,” said Robertson.

During the same week as the reduction in rates announcement from the state, new data was released from the Workers Compensation Research Institute (WCRI), a national organization, that provided a few correlating factors that could have had an impact on the state’s decision to lower the rates. Specifically, medical payments per workers compensation claim in Indiana decreased from 2014 to 2015 for the first time in more than a decade.

**We are proud that Indiana continues to produce some of the lowest workers compensation rates in the nation.**

- Stephen W. Robertson, Indiana Department of Insurance Commissioner

“Medical payments per claim in the Indiana workers compensation system have changed following significant legislation in 2013 and 2014,” said Ramona Tanabe, WCRI’s executive vice president and counsel. “In particular, House Enrolled Act 1320 addressed hospital costs, which were a key driver of higher-than-typical medical payments in Indiana. The legislation enacted a hospital fee schedule with reimbursement set at 200 percent of Medicare.”

The organization also noted a few additional key findings in its report:

- Medical payments per claim decreased 10 percent from 2014 to 2015, a larger decrease than in any other state studied.
- The decrease was driven by reduced payments per claim for hospital care, reflecting the adoption of a hospital fee schedule in 2014.
- The decrease was partly offset by growth in prices and utilization of nonhospital care.

That last finding is interesting, because it provides supporting data that corroborates the success of occupational wellness programs that have been implemented in almost every corner of the state. By design, they’re intended to help companies control medical costs and keep employees healthy. They also provide an array of injury treatment and recovery pathways that are frequently financially advantageous for companies.

Aside from that, the biggest factor driving the decline in workers compensation premium rates is the major strides Hoosier companies have made in safety. More so than ever before, companies large and small are increasingly aware of the financial benefits a strong safety program can produce. The results of which have led to major reductions in the overall rate of injuries, leading to statistical advantages for insurers in terms of risk and their pricing.

A little over a year ago, Indiana reached a new record for the lowest injury rates in its recorded history. 2016 saw Indiana’s rate of non-fatal workplace injuries and illnesses drop to 3.5 per 100 full-time workers from an all-time

high of 11.0 per 100 full-time workers in 1994. While lower insurance premiums are part of the financial incentives for good safety programs, the benefits, as we know, run much deeper than that. Safety is simply very good business.

As rates continue to decline and safety culture continually increases, we’re likely to see Indiana’s standing on national workers compensation rankings increase. Great news for a state that prides itself on being a place where businesses can find success. ♦

For more workers comp and safety topics, check out [BuildingIndiana.com](http://BuildingIndiana.com).

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# Soaring Investments

## Major Improvements Coming to Airports

*By Nick Dmitrovich*

Indiana's airports are investing – some of them in really big ways. Over the past several weeks, announcements and reports from basically every region of the state have contained details about infrastructure upgrades, new terminals, new flight options, and more from Indiana's air transit and air freight facilities. One could easily make a pun about investment soaring during a time like this.

Indiana consistently ranks among the strongest places in the world for logistics and distribution infrastructure strength, of which airport investment would be a significant factor supporting our state's network. We've gathered some of the biggest announcements, check them out.

### From Indy to Europe, Direct

Delta Air Lines announced a major link for Indiana business professionals just a few weeks ago with their new nonstop flight from Indianapolis to Charles de Gaulle Airport in Paris. The flights, which will begin May 24, 2018, will connect Indiana and Europe year-round with service scheduled at least three times per week.

The route's frequency will increase during the spring, summer, and fall months, reaching daily service throughout the peak summer season. With the new service from Delta, in cooperation with its joint venture partner Air France/KLM, Indiana passengers and global businesses will have access to more than 100 destinations in Europe, Africa, the Middle East, and India, including 23 of the top 25 transatlantic markets via one-stop connections at Paris-Charles de Gaulle.

According to air service traffic, 310 people travel from Indianapolis to transatlantic destinations daily. By attracting Indiana's first year-round transatlantic flight, the Indianapolis Airport Authority estimates this new air service could have a \$50 million annual impact on Indiana's economy. The availability of nonstop air service is generally considered imperative for businesses when selecting headquarters and growth locations, supporting both international businesses with operations in Indiana and Indiana-based businesses which do business around the world.

Indianapolis Mayor Joe Hogsett said, "This connection elevates our already strong workforce, increasing avenues for job creation and

talent retention – another sign that the sky truly is the only limit for Indianapolis."

### A Reloaded Aviation Wallet

Late last year, the Federal Aviation Administration awarded major funding boosts to many airports throughout Indiana as part of its annual Airport Improvement Program grants. The program provides grants to public aviation agencies and in some cases private owners and entities too for planning and infrastructure development projects for public-use airports that are included on the list of National Plan of Integrated Airport Systems (NPIAS). Under the new round of funding, many local facilities will be undertaking major upgrades over the next few months, some of which will accommodate regional economic development plans too. Nationally, more than \$541 million was distributed.

### A New Kind of Business Class

The Gary Jet Center (GJC) has finished construction of its new \$3 million Corporate Flight

## Major Funding Boosts Arrive for Numerous Indiana Airports

Budget	Airport	Update
\$5.2 million	Gary/Chicago International Airport	Runway rehabilitation
\$3.7 million	Purdue University Airport in Lafayette	Runway strengthening
\$3.3 million	Fort Wayne International Airport	Runway rehabilitation
\$2.9 million	Clark Regional Airport in Jeffersonville	Runway extension
\$1.9 million	Richmond Municipal Airport	Runway rehabilitation, runway lighting
\$1.8 million	Evansville Regional Airport	Terminal improvements, apron rehabilitation
\$1.3 million	Freeman Municipal Airport in Seymour	Taxiway reconstruction
\$1 million	Indianapolis Metropolitan Airport in Fishers	Taxiway rehabilitation
\$953,000	Delaware County Airport in Muncie	Runway rehabilitation
\$915,000	Columbus Municipal Airport	Taxiway rehabilitation
\$887,000	Elkhart Memorial Airport	New airfield guidance signs, taxiway lighting
\$855,000	Eagle Creek Airport in Indianapolis	Taxiway construction
\$779,000	Delphi Municipal Airport	Runway extension
\$710,000	Kokomo Municipal Airport	Taxiway rehabilitation

Source: Federal Aviation Administration

Center at the Gary/Chicago International Airport (KGYG). Designed by renowned international architecture firm and aviation specialists Ghafari Associates, the new center is a state-of-

the-art facility on GJC's West Campus. It features multiple pilots' lounges, a business center, a conference room, kitchen facilities, and is also LEED Certified. The interiors were designed by

the award-winning Chicago firm Partners By Design and feature large glass walls that showcase the newly-updated \$174 million runway.

### Much More to Come

There's much more happening at Hoosier airports this year: electric shuttle fleets were just deployed at Indianapolis's airport, new direct flights are being added all the time, the world's second-largest FedEx distribution hub is undergoing major upgrades, new investments are headed our way, and new terminals are being established. It's a great time for Indiana aviation. Stay tuned for more. ♦

 To view the complete list of airport upgrades happening around the state, visit our website at [BuildingIndiana.com](http://BuildingIndiana.com).

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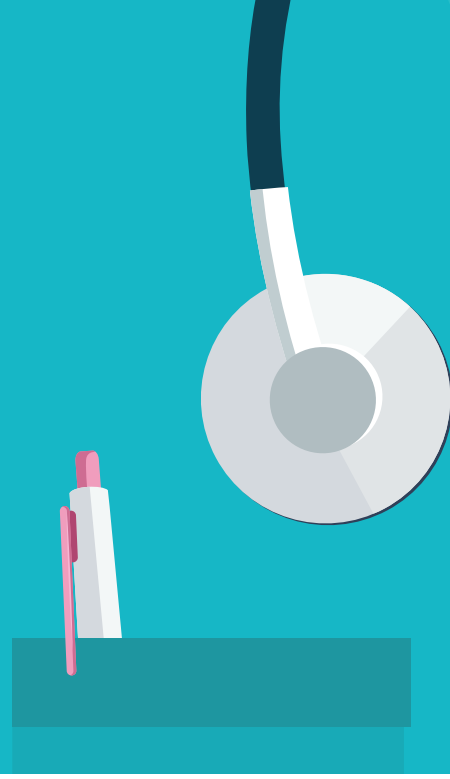
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# A Custom Fit

## New Path to Create Skilled Nurses

By Nick Dmitrovich with information from the IHCA/INCAL



When studying business trends in Indiana, you'll read a lot about the skilled labor demands of many of the state's prominent industries. Through they're all important concerns, perhaps none are as essential as the booming demand for nursing skills throughout both the state and, frankly, the entire rest of the country.

Many skilled nursing and assisted living facilities throughout the state are, for all intents and purposes, hospitals in today's current healthcare market. Most of them practice an acute care centered delivery model, and nurses are the ones administering this care. As the demographic of older individuals continues to grow and people continue to live longer lives, combined with a larger portion of primary care being placed on nurses in general, one can plainly see the push behind the growing demand.

Right now, there's a 13.2 percent projected growth in the number of healthcare jobs over the next five years in Central Indiana alone, according to data from the Indiana Health Care Association / Indiana Center for Assisted Liv-

ing (IHCA/INCAL). That figure is mirrored in virtually every other corner of the state as well, some more than others.

On the national level, the Bureau of Labor Statistics puts the job outlook for registered nurses from 2016 through 2026 as showing a 15 percent growth rate, which the bureau described as being "much faster than average" when compared against other careers.

Among the types of careers in the most demand, registered nurses, licensed practical nurses, and certified nursing assistants have the greatest number of job postings currently and are among the hardest positions to fill at most hospitals.

The big push by many organizations lately has been developing new programs to get more individuals educated and trained in nursing fields.

For example, in the last few weeks of 2017, EmployIndy announced a new partnership with IHCA/INCAL to establish a registered apprenticeship program that will be implemented in skilled nursing and assisted living centers across Marion County. Apprenticeships are common

in other industries but are fewer and farther between in healthcare. The new program, funded by a grant through the U.S. Department of Labor, creates a pathway for employers to design an apprenticeship specific to their staffing needs that combines on-the-job learning with technical education – helping employers create exactly the type of nurses they need.

Apprentices will be guided through the program by an experienced mentor and receive progressive wage increases.

"Apprenticeships offer an opportunity for young people to work, learn, and connect with others who have seen success in a field of work," says Angela Carr Klitzsch, EmployIndy president and CEO. "This shows the apprentice a path for career progress and professional development."

EmployIndy is working with healthcare providers to assist them in leveraging financial reimbursements for wages and training costs associated with hiring individuals into a registered apprenticeship program.

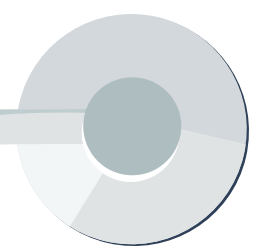
### Indiana's Annual Nursing Facility Impact

**\$1 billion**  
tax revenue

**\$3.4 billion**  
labor income

**\$8.9 billion**  
economic impact

**100,000+**  
patients served





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Zach Cattell, IHCA/INCAL president said, “As we strive to identify new ways to help our members navigate the looming workforce crisis, we need to look at methods that have proven successful for other industries.”

Operators of three facilities have already committed to establishing apprenticeship programs in those centers, and several others have expressed interest in the apprenticeship model. The goal is to get new CNAs certified who can eventually skill up to become Qualified Medication Aides (QMAs) and even work further to become an RN.

**The program creates a pathway for employers to design an apprenticeship specific to their staffing needs.**

Additionally, IHCA/INCAL is also launching a new online CNA Training Program with education development partner, Academic Platforms. By offering an online option as an alternative to the traditional classroom component of the CNA certification, care centers that already provide the hands-on education onsite will be able to train their own nursing assistants from start to finish.

Other websites have been launched to help build career connections, such as CarefortheAging.org from the IHCA/INCAL which works to provide information on a range of positions available at skilled nursing and assisted living facilities. The state of Indiana itself even has its own multifaceted nursing employment website to guide applicants to open jobs in various departments, schools, and veterans’ organizations.

Each of these apprenticeship, online training, and career connection platforms give Indiana healthcare employers the opportunity to tailor training to fit the specific needs of their organizations and connect with a greater number of potential applicants – something that almost every organization could put to good use. At the very least, it’ll put nursing skill development solutions into the hands of stakeholders, distributing the weight of addressing the skills gap across a multitude of organizations. With any luck, many hands will make for lighter work, and the gap will begin to shrink. ♦

## The Association for Contractors, Subcontractors and Suppliers!

The NWI Contractors Association is a trade association of union contractors working in the commercial, industrial, heavy and highway, public works and institutional construction markets in Northwest Indiana.

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# Hands on the Future

## New Event Engages Youth in the Trades

By Nick Dmitrovich



Students check out rebar work at the Iron Workers Local 395 display (top). Students learn about mortar and bricklaying with members of Bricklayers and Allied Craftworkers Indiana/Kentucky Local 4 (bottom).

**W**hen you hear people talking about raising a child, that phrase “it takes a village” gets tossed around a lot, but you never hear that phrase being used when a young person is attempting to choose a career path. Recently, an interesting collaboration in Northwest Indiana set out to change that notion completely, bringing multiple organizations together to show young people the value of a career they can earn in the regional building trades.

It’s no secret the construction industry is hurting for workers, both in Indiana and on the national level. What’s less widely known, though, is the industry has a truly wide range of career options, and almost all of them can offer high-quality livelihoods. The challenge has been, in recent years anyway, getting high-quality applicants through the door.

To address the issue, the NWI Workforce Board and the Construction Advancement Foundation of NWI (CAF) have started a new annual tradition. Going several steps further than your average career fair, the newly-developed Construction & Skilled Trades Day enabled 14 different local labor unions to showcase what they do, who they are, what they value, and what kind of futures they create to more than 950 local students and members of the public.

The NWI Workforce Board invited over 23 high schools and other programs to attend, and the CAF coordinated the trade organizations.

“Our goal is to change the mindset about construction and skilled trades, so these young people will know all of their options. We want their teachers, career counselors, and parents to know that these are high-demand, high-wage jobs, and right now they need workers and motivated young people to apply,” said Barb Grims-gard, communication and events manager of the NWI Workforce Board.

“Our contractors are having trouble finding quality applicants to fill their open positions, and a big part of this event is intended to bring everyone together to build those connections and, in turn, build brighter futures,” said Kevin Comerford, director of professional development with CAF.

Dale Newlin, area apprenticeship coordinator with the Indiana Kentucky Ohio Regional Council of Carpenters (IKORCC), explained the event gave his organization the opportunity to detail all of the aspects of the work journeymen carpenters conduct. Carpenters can work on any aspect of a building from the foundation to the roof, involving many types of wood, plastic, fiberglass, or drywall materials. Also, students in the IKORCC apprenticeship program all graduate with an associate degree in applied sciences – a far cry from the perception of simply swinging a hammer for a living.

“Our industry is vast,” Newlin said, “And we’re here to share our passion with the next

generation. Many of the kids don't actually understand what carpenters do in our region, so we're here to share it with them."

Many of the local union apprenticeship programs brought with them engaging and interactive displays and demonstrations for the young attendees to experiment with. Sheet Metal Workers Local 20, for example, had various kinds of metal components for students to try working with. Bricklayers and Allied Craftworkers Local 4 had a demonstration that allowed students to mix mortar and work with bricks. Others had digital simulators, pipe bending, introductory welding, iron working, and much more.

"Our goal is for the kids to understand there are other pathways for their future besides college," said Matt Valant of the Electricians Local 697. "We want them to know how to apply, what they'll need to apply, and what they can be doing now to prepare them for a career in the trades later."

### Unions and Organizations that Participated in the Construction & Skilled Trades Day

- Painters and Allied Trades District Council 91
- Technical Engineering Division – UA Local 130
- Heat and Frost Insulators Local 17
- Plumbers Local 210
- Iron Workers Local 395
- Operating Engineers Local 150
- Teamsters Local 142
- Roofers and Waterproofers Local 26
- Sheet Metal Workers Local 20
- Bricklayers and Allied Craftworkers Indiana/Kentucky Local 4
- Pipefitters Local 597
- Indiana-Kentucky-Ohio Regional Council of Carpenters (IKORCC)
- Laborers Local 41 and Local 81
- International Brotherhood of Electrical Workers (IBEW) Local 697 and Local 531
- The Indiana Plan

Rich Gamblin, apprenticeship coordinator with Iron Workers Local 395, said, "We hope the kids leave today knowing they can make a great living with a tool belt on. There's a lot you can learn in the trades, and it can take you very far."

"Our journeymen make 65 percent more when they start than most college graduates make," said Robert Baugh, director of training

with the Finishing Trades Institute of District Council 91. "It's time to stop looking down on the trades. If you have a trade, no matter what kind, you'll never go hungry."

Area educators that attended the event seemed to truly take the message to heart on behalf of their students, which will be essential for helping the construction industry encourage young people to join.

"It was really important for our kids to get a hands-on experience with these trades, and it's fantastic to have all of them in the same place," said Michelle Udchitz, counselor with Griffith Public Schools. "Sometimes, the kids need to see it to get it, and this is a great opportunity."

Selene Giron, counselor with Whiting High School, said, "Other programs like this we've seen haven't been so effective. To have all of these industrial options in one place where the kids can get hands-on, as opposed to just having someone come to our school and speak to them, is a great way to engage them and get them interested."

The ingenuity behind this event is a great way to begin directly addressing the workforce needs of the NWI building trades. Plans are in place to make the Construction & Skilled Trades Day an annual event moving forward, involving even more schools and greater numbers of attendees in the coming years. ♦

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# Five Tips for Bigger Trade Show Buzz

## Becoming 'Best in Show'

By Nick Dmitrovich

**T**rade shows can be an excellent source of new leads for your company... provided you show up to the party positioned for success. To help you generate more buzz about your company, we've compiled five tips that'll get you noticed and bring leads to your door.

By now, you've likely seen the results of ineffective show displays and poor attendant behavior at other shows. Think about it. Station after station with the same boring old signage and some poor soul trapped behind a table with their face illuminated by the glow of a cell phone. Come on! You're there to tout your capabilities, people! If you're sitting there acting bored, then your booth is boring. It's not going to work.

Instead, your company needs to place emphasis on engagement. It's not simply just about putting up the prettiest display (although that certainly helps, we'll get there). It's about connecting with your audience well enough to leave a lasting impression and following up thoroughly enough to bring the opportunities home. Here's a look at five tips that'll gain your company big results:

### Tip 1: Hook the Viewer Immediately.

Trade show displays can get downright ferociously competitive among companies who are battling each other for their piece of the pie. This is where a little creativity is going to go a long way. Your booth has to be attractive, enticing, and unique.

Think of it this way – you know when you attend trade shows which booths you're going to stop and visit after about one whole second's worth of decision-making time. Probably less. If your booth doesn't stand out from the crowd and capture the attention of the viewer in that one second's worth of time, then you're likely going to have less traffic visiting your booth.

Obviously budgetary constraints are a concern in this regard. Many larger companies will go above and beyond what would be considered typical of a trade show and will significantly raise the bar for all of the other vendors. But beyond investment, consider the core elements that'll enable their success: their display is different, it's got factors that get people talking, and there are things about it that are going to leave a lasting impression.

Some of the unique things we've observed over various events include the incorporation of video elements into the display (either with screens or projectors), the clever use of drones to suspend banners or other materials, and the distribution of customized promotional giveaways.

### Tip 2: Give Them Something to Hold on to.

Everybody knows trade shows are all about that swag! But did you know the right kind of promotional giveaway can be the key to repeat business among prospective clients? If you're giving away an item at your booth that people will actually take home and use, then you're

generating consistent impressions off of that single item. Studies have even shown roughly two-thirds of people keep promotional items for over two years. That's a lot of bang for such a small investment, especially if it can make your company a household name.

Select items people will be excited about receiving and/or items that tie into your company's overall message or booth theme. When distributing these items, be sure to connect with each recipient. Start a conversation, share your card, and make them feel like they're getting a valued gift from your company rather than a disposable item.

### Tip 3: Extend Your Reach Beyond Your Booth.

Never believe you're confined solely to the parameters of your company's designated area. There's a whole show out there beyond your borders, and you can indeed access it.

There's two ways to go about this. The first is with the aforementioned promotional giveaways you'll be distributing. As those attendees walk around the rest of the trade show, they'll still be carrying your message. Your goal is to make sure that message is clearly visible as they move about. Consider things like giveaway bags bearing your branding. The intent is for other attendees to say, "Ooo, what's that?" and pique curiosity.

The second way to achieve this is by branding your own employees and have them move about the tradeshow encouraging others to head your way. They could be wearing highly visible brand-



ed apparel, distributing giveaways as they roam, or simply providing demonstrations as they meet and greet other attendees. There's lots of ways to go about it as long as you escape the mindset that you're strictly limited to one spot.

#### Tip 4: If You're Working Your Booth, Keep Your Eyes Off Your Phone.

It's almost become second nature to pull out our phones and act like there's something important to check on if we're feeling nervous or out of place. When you're networking at a trade show, you've got to be sociable, likeable, and proactive – anything short of which is a waste of time. Everyone you meet should receive one of your business cards, and though they may not remember your name after this first encounter, they should at least remember your initial meeting was charming and affable.

The point is you have to keep pushing yourself to engage new people in conversation and broaden your horizons. Opportunities hide in the most random of places.

#### Tip 5: Don't Ignore the Follow-Up.

Another part of being proactive at trade shows involves making sure you acquire the contact information of the people you meet on your networking endeavors for later follow-up.

Excelling at reaching out to people in the days after a trade event might just be as important as your initial meeting during the event itself. When you take the time to follow up with a person, it shows you care. It shows you want to develop and retain the relationship you're trying to build not only with yourself and the other individual, but between your two companies as well. Following up is an art that adds tremendous value to your encounters and should not be ignored.

Incorporate all of these tips into your next trade show plan, and your company is sure to be a hit! A little creativity and ingenuity will go a long way, and before you know it, the new contacts you've made will be reaching out for your services. ♦

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# Aligning Education with Workforce Needs

By Dr. Jennifer McCormick, Superintendent of Public Instruction, Indiana Department of Education

In classrooms across the state, students are being given new and expanding opportunities to develop the skills, supported by innovative programs and progressive partnerships to ensure all Hoosier students are prepared for Indiana jobs. The Indiana Department of Education (IDOE), along with Indiana schools, is at the forefront of providing our students with the opportunities for practical skills and hands-on experiences to be successful in the local job market.

Our commitment to educating students involves investing in Indiana's emerging workforce through a coordinated approach involving educators, business and industry leaders, and other key stakeholders. "Working Together for Student Success" is more than a tag line for our department. The goal is simple. Give our children the skills they need to prosper educationally and as productive, successful adults with the skills needed to thrive in the Indiana workforce and in life. To reach this goal, partnerships are essential, communication is key, and your feedback is critical to fully support our children.

Supporting our students involves a coordinated, progressive, forward-thinking approach, and Indiana is demonstrating its commitment through a number of initiatives. First, educators are working to align what they are teaching to the current and future needs of Indiana's job needs. A key ingredient to this approach is further engaging educators and their students in career exploration across all grade levels. Secondly, students are exposed to solving real-world problems through inquiry-based learning. Next, essential to successfully preparing our students is ensuring mathematical and literary rigor with career and technical education (CTE) courses, so students are prepared for

the demands of Indiana's economy. The department is also expanding course offerings such as computer science, and sequencing course work so students have a clear, structured process for connecting their course work to their post-secondary goals.

**The goal is simple. Give our children the skills they need to prosper educationally and as productive, successful adults with the skills needed to thrive in the Indiana workforce and in life.**

Integrating Indiana job data into curriculums and other educational opportunities provides direction on the Hoosier economy's current and future needs. Aligning this data with CTE course offerings provides a bridge for Indiana students to cross after graduation from high school, technical school, higher education, or military service. Recently, Governor Holcomb and I announced a new initiative that will ensure all Hoosier students have access to the resources needed for digital learning. This is just one example of the successful partnerships we have developed in the last year to support our students.

Students have the opportunity to earn college credits through increased high school course options. Not only do students see the connection between their high school work and continuing

their education, but it also encourages them to take courses they might not have considered. Another investment in student engagement is to ensure relevancy by aligning with current and future industry certification standards. The department continues to partner with local business leaders to provide students with job shadowing, mentoring, internships, apprenticeships, and jobs to expand the experiences they have as part of their education. The IDOE also continues to encourage and support early college programming across high schools and career centers. Engaging local businesses, individual career mentors, and using all available local resources to creatively provide students with a full range of academic and career preparation is another aspect to Indiana's commitment to its students and the Hoosier economy.

By providing early exposure to career exploration, encouraging inquiry-based learning, offering challenging and relevant coursework, and engaging business and industry leaders, Indiana has a successful framework ensuring our students have the tools needed to thrive in a demanding and rapidly changing job market. At the same time, our students understand, appreciate, and want to be lifelong learners and see graduation from high school not as a destination, but necessary to continue their education pathway.

Thank you for your commitment to our 1.2 million students, our dedicated teachers, and our great schools. I am committed to fostering meaningful, collaborative partnerships and invite your feedback on how we can improve. "Working Together for Student Success" is an investment we all need to make for our students and our state. ♦



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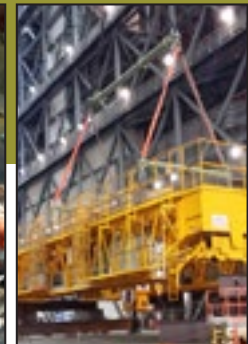
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