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# No Easy Answers on Opioids

I'm taking over – for this issue, with permission – this space usually reserved for Indiana Chamber President and CEO Kevin Brinegar. It's because I “went back to school” in the month of January in the form of learning more about the opioid epidemic plaguing our state and nation.



When seeking manufacturers willing to discuss drugs and the workplace, leaders at Mursix Corporation in Yorktown were quick to volunteer to share their experiences. And when Indiana Workforce Recovery (the partnership between the Wellness Council of Indiana and the Indiana Chamber to help educate employers and reduce the stigma around drug use) conducted the first of a series of strategy sessions in Terre Haute, I had the opportunity to be there to hear from professionals fighting this battle every day.

At Mursix, Susan Murray Carlock is adamant when she says she believes that at one time as many as 80% of the company's associates were impacted (either personally or through family members and friends) by drug misuse. And despite the proactive measures from Mursix in dramatically reducing (or eliminating) drug use on company grounds and assisting employees with resources for treatment, I was shocked to learn how few individuals (answer on Page 20) have been able to resume their careers with no further issues.

Another employer, not included in the story, also focuses on helping its associates in need. As the name implies, the “last chance agreement” does not account for the all-too-frequent cycle of recoveries and relapses. These employers and others, however, are rightfully looking out for the safety of all their associates. What a difficult predicament!

At the employer strategy sessions, in-your-face statistics and tug-at-your-heart stories set the stage for the tactics business leaders should embrace. One of the most important facts to remember is that employers have even more influence than family members when it comes to convincing those suffering from drug misuse to obtain the help they need.

Our yearlong series continues on Page 18.

Thank you, as always, for reading *BizVoice*®.

Tom Schuman  
Editor



**Indiana Chamber Mission:**

Cultivate a world-class environment which provides economic opportunity and prosperity for the people of Indiana and their enterprises.

# BIZVOICE

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## COVER STORIES

18

### Tackling the Drug Challenge

An Indiana manufacturer acted five years ago when the problem became known. Leaders talk about the strategies, the successes – and an ongoing frustration.

24

### Constructing a Solution

The nature of the work in the construction industry leads to higher injury rates. But aggressive substance abuse testing efforts have benefited Indiana employers.

Second of a yearlong series



## FEATURE STORY

28

### Embracing the Build

The second installment of the Indiana Icons series tells the story of Jim Morris. He not only has been instrumental in crafting today's Indianapolis, but his impact has been felt worldwide.

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40

### Back on the Job

Various prisoner re-entry programs are helping formerly incarcerated individuals take advantage of a second chance. The stories of renewal are growing.

## FURTHERMORE

26

### Spreading the Message

Indiana Workforce Recovery is conducting employer opioid strategy sessions. The goal: to assist business leaders in being part of the solution in their workplace.

### INDIANA VISION 2025: OUTSTANDING TALENT

#### People and Their Skills

The lead driver of the Indiana Chamber's economic development action plan continues to be a primary topic of discussion. We look at some key education and workforce initiatives.

- **Roundtable Discussion:** What does it take to keep and/or attract back talented Hoosiers? . . . . . 36
- **New Approach:** Health care provider makes major progress by embracing apprenticeship model . . . . . 46
- **Achieve Your Degree:** Companies and employees benefit from partnership with Ivy Tech Community College . . . . . 50
- **More Than an Intern:** Rushville student plays valuable role in mayor's office, city duties . . . . . 54
- **Making an IMPACT:** Annual celebration honors interns and those who help them gain success . . . . . 58
- **Quick Hits:** Student tech team; diploma and degree combinations; special center of learning . . . . . 62

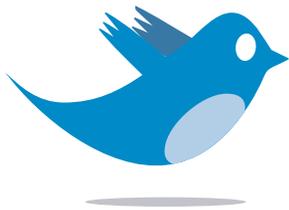
## DEPARTMENTS

- 2 President's Message
- 5 Tweet Street
- 6 Chamber Report – Your advocacy team
- 8 Go To It
- 10 Business Resources
- 12 Guest Column – Skills-based approach
- 14 Guest Column – Talent strategy
- 16 Federal Focus – Congressional delegation
- 21 Found Elsewhere – Opioids by the numbers
- 49 Guest Column – Matching military skills



# What's Chirping on Tweet Street?

The Indiana Chamber has over 18,800 followers on Twitter. Are you on the list?



## @IndianaChamber

Brinegar: The Chamber cares about this issue because the fiscal impact to business is \$6.2 billion a year! Smokers cost 40% more in health insurance coverage and are less productive (smoke breaks = extra 3 weeks away from work. #ICCPriority #INLegis

Great piece on the many resources available for Hoosiers interested in running their own small businesses (featuring our own Tom Schuman)! #smallbusiness #businesseducation #HiringHoosiers RT @rtv6 <https://twitter.com/rtv6/status/1092734752237457409>

A new partnership between @WellnessIndiana and On Target Health aims to help curb Indiana obesity rates, aligning with one of the goals in our #IndianaVision2025. Read more about the news: <https://bit.ly/2MUZp0I>

The #free Employer Opioid Strategy Series will stop in Fort Wayne, Greenwood, Plainfield, Bloomington and several locations around Indianapolis. Find out more: <https://bit.ly/2PaODab> #INRecovery #workforce

A new statewide #poll of Hoosier voters shows strong support for 2 of our top policy priorities for the 2019 #INlegis: improving health outcomes via strategies to reduce smoking (tax hike, raising legal age) & enacting a meaningful bias crimes statute <https://bit.ly/2DI2SBq>

## What others are saying to – or about – the Indiana Chamber:

@IHACConnect: Thanks @IndianaChamber for your testimony urging #INLegis to increase the cigarette tax and reduce IN's alarming smoking rate #RIFH #HealthierIndiana

@ArthurBrooks: Really enjoyed my conversation on the @IndianaChamber podcast EchoChamber. We talked about the role of think tanks in modern politics, ways to subvert the culture of contempt, and why paying attention to local politics is more important than ever. [buff.ly/2WLDOW4](http://buff.ly/2WLDOW4)

@WFIUNews: A new initiative aims to teach Indiana employers how to help workers who may struggle with addiction. The effort is a partnership between the state, the @IndianaChamber and @WellnessIndiana. Story from @JillASheridan [ipm.io/2SnP8PX](http://ipm.io/2SnP8PX)

@IN3Indiana: Thank you Indiana Chamber and BizVoice for featuring our progress, partners and innovation.

@HicksCBER: This is a peer reviewed update of our earlier work with the @IndianaChamber on school district size and academic performance. Indiana's smallest school corporations can achieve large quality improvements by achieving relatively low economies of scale. <https://jrap.scholasticahq.com/article/5122-school-district-size-and-student-performance>

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This marks the program's 14th year in Indiana. Companies reap the benefits associated with being one of the state's finest employers: Enhanced employee morale. Talent recruitment and retention tools. Prestige with peers.

Winners are chosen based on employer reports as well as comprehensive and anonymous employee surveys. There are four company categories: small (between 15 and 74 U.S. employees); medium (between 75 and 249 U.S. employees); large (between 250 and 999 U.S. employees); and major (1,000 or more U.S. employees).

The Best Places to Work in Indiana Awards Dinner will take place at the Indiana Convention Center in downtown Indianapolis. Purchase a table: gold (\$1,950), silver (\$1,750), standard (\$1,250) or individual ticket (\$125).

Register online at [www.indianachamber.com/event/bestplaces](http://www.indianachamber.com/event/bestplaces) or by contacting Nick at (800) 824-6885.

Ivy Tech Community College is the event sponsor, with other sponsors including Moser Consulting (platinum); Elements Financial (gold); Comcast, Formstack, Human Capital Concepts, Purdue University Global and Smithville (all silver); and Reid Health (visibility). Additional sponsorship opportunities are available. Contact Tim Brewer at (317) 496-0704 or [tbrewer@indianachamber.com](mailto:tbrewer@indianachamber.com).



### 25th Annual Employment Law Seminar March 14

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### Employers vs Marijuana in the Workplace in 2019

#### April 22

#### Indiana Chamber Conference Center

- Learn about the legal impact of the changing landscape of marijuana and the workplace
- Add-on session to 55th Annual Human Resources Conference & Expo (April 23-25)
- HR Conference attendees: \$99
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### 55th Annual Human Resources Conference & Expo

#### April 23-25

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- Various pricing options available ([www.indianahrconf.com](http://www.indianahrconf.com))

### ADVANCE Leadership Series: Emotional Intelligence & Productive Conflict

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#### Indiana Chamber Conference Center

- Gain a better understanding of what is expected of a supervisor
- Examine ways to deliver effective performance feedback and apply them in mock scenarios
- Chamber member discounted price: \$599
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### Forklift Safety: Train the Trainer

#### May 15

#### Indiana Chamber Conference Center

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#### May 16

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- List price: \$499

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- List price: \$799

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#### June 4

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- Government employee: \$199

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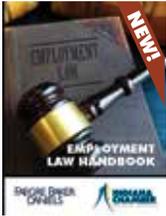
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# Indiana's Economic Future

## Adopting Skills-Based Employment Practices



**Beth Cobert**



**Bill Turner**

Indiana enjoys a thriving economy and is renowned for the products and services that its workforce delivers. As we look to the future, more than one million skilled workers will be needed in the next decade to fill open jobs and ensure continued economic growth. And that's just in Indiana.

Driven by data, automation and machine learning, the nature of work, and therefore the nature of the American workforce, is undergoing an upheaval that in many ways is similar to the Industrial Revolution that began more than 200 years ago. New skills were required as the country's economy began to shift from farms to factories and mass production.

Today, we are in the midst of another revolution – this one digital – and as with the Industrial Revolution, new skills and abilities are required. Many skills that were valuable 20, 10 or even just five years ago are no longer in demand. As a result, increasing numbers of people feel left behind or anxious in the new digital economy.

This is especially true of the nearly 70% of American adults without a four-year college degree; in just 10 years, automation has taken away six million jobs in the U.S. and many millions more have been changed dramatically. For example, today's mechanics (who are finding that it's no longer enough to know how to fix an engine that won't start) need to understand the software and apps built into today's cars.

Employers are also struggling with the rapid pace of change, and the need to not only implement new technology but find the talent needed to put it to work. The U.S. currently has seven million open jobs. The unprecedented rate of innovation is generating extraordinary business opportunities, and yet employers in every sector – from manufacturing to retail – cannot find the talent and skills they need to best take advantage. With record low unemployment, the talent pool can appear shallow and the competition to retain employees fierce.

### New opportunities

The hiring and retention challenges businesses face are exacerbated at least in part because traditional strategies for finding and developing talent rely too heavily on individuals' degrees, past job titles and subjective evaluation. In this digital era, these approaches are no longer enough, leaving positions vacant when there are capable candidates available. In short, the unintended consequence of solely focusing on degrees rather than needed skills is that organizations close off opportunities that should be accessible to middle-skill job seekers.

In today's economy, skills-based employment practices expand opportunity for all workers and help employers build a stronger workforce, thereby increasing their competitive advantage. Skills-based practices have been shown to deepen the talent pool,

reduce time to hire, increase diversity and improve employee engagement.

At Skillful, we're working to address the skills gap by engaging employers, educators, policymakers and workforce development organizations to create a labor market in which skills are valued and people can more easily access the information and education they need to secure good jobs. We launched Skillful Indiana in October 2018, and together with our partners – including Microsoft Philanthropies, LinkedIn, Walmart, Lumina Foundation, Purdue University and Purdue Extension with the Governor's Workforce Cabinet and local workforce development boards – we are helping create better pathways to good jobs for Hoosiers.

### Specific initiatives

We are working with Indiana businesses and the state's innovative educational community to advance the adoption of skills-based practices and equip Hoosiers with marketable skills that are the new currency of the digital economy.

We are launching two of Skillful's signature initiatives. First, the Skillful Governor's Coaching Corps, in partnership with Gov. Holcomb. This free eight-month training program is designed to strengthen exceptional career coaching professionals so that they are best equipped to connect people to effective training opportunities and quality jobs.

As a complement to the Corps, later in 2019 we will also be rolling out an online Skillful Coaching Community of Practice, which creates opportunities for coaches to network, share and learn from each other while they explore new resources and methods for helping job seekers and incumbent workers. In both, coaches will learn how to adopt a skills-based mindset and methods, including new approaches to skills assessment, resumé building, and evaluating and matching employers to talent.

We are also introducing Society for Human Resource Management-certified Skillful Skill Works training for employers, working in close collaboration with the executive directors of regional workforce boards. The training and resources are designed to help employers adopt more effective hiring and training practices.

Business leaders across Indiana stand to benefit from a skilled workforce that is highly productive today and also has the ability to adapt as work changes. It's simply a good business strategy. Employers have both an opportunity and a pressing need to help create a labor market that works for all Hoosiers by embracing and adopting skills-based employment practices.

**AUTHOR:** Beth Cobert is CEO of Skillful and Bill Turner executive director of Skillful Indiana. Learn more at [www.skillful.com/indiana](http://www.skillful.com/indiana)

# The Skillful Approach

BRINGING A FUTURE OF SKILLS  
TO THE FUTURE OF WORK

Across nearly every industry, **the way we work is changing**. Technological advancements have placed Americans in the midst of an economic shift that will rival the scale of the Industrial Revolution.

**Yet, the way we educate, hire, and train the workforce has remained nearly the same for decades.** To fill talent gaps, open new opportunities, and ensure our economy's prosperity, we must take steps to modernize how the labor market works.



In partnership with Microsoft, Walmart, Lumina Foundation and others,  
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## CAREER COACHES

learn new practices, tech tools, and a skills-based approach to coaching people as they navigate the new employment landscape

## EDUCATORS

ensure students gain applicable skills for in-demand jobs

## EMPLOYERS

recruit, hire, onboard, and train employees based on skills

## POLICYMAKERS

integrate skills-focused policies into workforce development efforts



As America forges ahead and the labor market continues to evolve, a **focus on skills** will create a more flexible and equitable labor market and a more resilient workforce.

To learn more about our initiatives or to use the resources we've created for coaches, employers, and policymakers **visit [Skillful.com](https://www.skillful.com)**



# Strategic Approach

## Time to Grow Our Talent



Marc Levy

Talent, talent, talent. A challenge that industries and companies across Indiana are facing is to find people with the necessary skills to fill open positions. Many organizations are recognizing that if we continue down this path without making changes, our economy will certainly suffer.

This talent gap is widespread. It affects construction, manufacturing, retail, sales, health care, education and insurance. It makes no difference if an organization is large or small, for-profit or non-profit. There are plenty of people available, just not enough with the education and training for the open jobs. The talent gap is stifling our overall economic growth.

Now is the time to make a commitment to solving this problem, rather than focusing on the symptoms. The talent gap is an indicator that can be corrected by a change in the approach to this challenge. Solving it is not merely about recruitment and competing for the limited talent available.

Employers need to shift from recruiting employees from other companies or just recruiting from outside their geographic area. It is about growing the talent pool within the region and doing so in a strategic and intentional way.

By focusing on an “up-skill” strategy, businesses



Students benefit from educational plan investments.

can both develop talent in the workplace and in the community. In many organizations there are people who come to work every day, do a good job and, with some additional education, could become the talent the employer is seeking.



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In the community, the 60% of the population that has no postsecondary education could become the talent needed. Graduates from high school or postsecondary education institutions could become the talent needed. Some may have had a bad education experience or life challenges that have delayed them from seeking further education. A collaborative and comprehensive approach to all the above is essential to addressing the talent gap.

How can we solve the gap? By joining together. Businesses in need of talent can join with organizations like the Questa Foundation, which can help individuals get the education and training they need. For example, Questa is partnering with businesses and organizations to invest in an individual's educational plan to graduate with less debt and become a contributing member of the economy. To date, over 400 individuals from this effort are living and working in northeast Indiana as a part of our thriving economy.

Collaborative partnerships are a shift from putting an inordinate amount of effort into competing for talent. This creates a "triple win" outcome. With an increased talent pool to draw from, an organization benefits by growing its business, the individuals gain livable-wage jobs and the community wins with a growing economy.

The time is now upon us to step up and recognize that the most important asset to invest in is our human capital. We did not get into this situation overnight, so it will take time to solve the problem.

The talent gap is a significant opportunity to position our local communities, and the state of Indiana, as a place with a growing economy. We are a place that cares about our employees and can become a place that does not just offer jobs but careers and a high quality of life.

**AUTHOR:** Marc Levy is executive director at the Questa Foundation for Education. Learn more at [www.questafoundation.org](http://www.questafoundation.org)



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Marketing Project Manager  
Home-Based Supervisor  
Risk Management Consultant

### Accountant

Project Engineer  
Claims Investigator  
1st Grade Teacher  
Environmental Services Tech  
Business Development  
Medical Coding Specialist

### Small Business Owner

Operations Specialist  
School Improvement Liaison  
Business Intelligence Analyst  
HR Generalist  
Graphic Designer  
Web Content Producer  
IT Operations Manager



Payable Coordinator  
Real Estate Broker  
RN/EMS  
Tasting Room Cook  
Office Coordinator  
Sports Performance Specialist  
Legal Assistant  
Branch Manager  
Infection Prevention  
Product Development Engineer  
District Data Trainer  
Spanish Teacher  
Hospice Registered Nurse  
Freelance Editor  
Sports Performance Coach  
Move Coordinator  
Store Manager  
Line Haul Specialist  
**Mobile ICU & Flight Nurse**  
Patient Accountant  
Direct Support Professional  
Transitional Care Navigator  
Database Specialist  
Police Officer



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# Indiana's Congressional Delegation



**Senator Mike Braun**  
 B85 Russell Senate Office Bldg  
 Phone: (202) 224-4814  
 First elected: 2018  
 Committees: Agriculture, Nutrition and Forestry; Budget; Environment and Public Works; Health, Education, Labor and Pensions; Special Committee on Aging

Chief of Staff: Josh Kelley  
 Indiana Offices: Fort Wayne, Hammond, Indianapolis, South Bend  
 Web Site: braun.senate.gov



**Senator Todd Young**  
 400 Russell Senate Office Bldg  
 Phone: (202) 224-5623  
 First elected: 2016  
 Committees: Commerce, Science and Transportation; Finance; Foreign Relations; Health, Education, Labor and Pensions; Small Business and Entrepreneurship

Chief of Staff: John Connell  
 Indiana Offices: Evansville, Fort Wayne, Indianapolis, New Albany  
 Web Site: young.senate.gov



**Representative Pete Visclosky (District 1)**  
 2328 Rayburn House Office Bldg  
 Phone: (202) 225-2461  
 First elected: 1984  
 Committee: Appropriations (chair of Defense Appropriations Subcommittee; member of Energy and Water Subcommittee)

Chief of Staff: Mark Lopez  
 Indiana Office: Merrillville  
 Web Site: visclosky.house.gov



**Representative Jackie Walorski (District 2)**  
 419 Cannon House Office Bldg  
 Phone: (202) 225-3915  
 First elected: 2012  
 Committee: Ways and Means

Chief of Staff: Mike Dankler  
 Indiana Offices: Mishawaka, Rochester  
 Web Site: walorski.house.gov



**Representative Jim Banks (District 3)**  
 1713 Longworth House Office Bldg  
 Phone: (202) 225-4436  
 First elected: 2016  
 Committees: Armed Services; Education and Labor; Veterans Affairs

Chief of Staff: David Keller  
 Indiana Office: Fort Wayne  
 Web Site: banks.house.gov



**Representative Jim Baird (District 4)**  
 532 Cannon House Office Bldg  
 Phone: (202) 225-5037  
 First elected: 2018  
 Committees: Agriculture; Science, Space and Technology

Chief of Staff: Ashlee Vinyard  
 Indiana Office: Danville  
 Web Site: baird.house.gov



**Representative Susan Brooks (District 5)**  
 2211 Rayburn House Office Bldg  
 Phone: (202) 225-2276  
 First elected: 2012  
 Committees: Energy and Commerce (subcommittees on Oversight and Investigations; Communications and Technology; Health); Select Committee on the Modernization of Congress

Chief of Staff: Megan Savage  
 Indiana Offices: Anderson, Carmel  
 Web Site: susanbrooks.house.gov



**Representative Greg Pence (District 6)**  
 222 Cannon House Office Bldg  
 Phone: (202) 225-3021  
 First elected: 2018  
 Committees: Foreign Affairs; Transportation and Infrastructure

Chief of Staff: Kyle Robertson  
 Indiana Office: Columbus  
 Web Site: pence.house.gov



**Representative Andre Carson (District 7)**  
 2135 Rayburn House Office Bldg  
 Phone: (202) 225-4011  
 First elected: 2008  
 Committees: House Permanent Select Committee on Intelligence (chair of subcommittee on Counterterrorism, Counterintelligence and Counterproliferation; member of subcommittee on Strategic Technologies and Advanced Research); Transportation and Infrastructure (subcommittees on Aviation; Railroads, Pipelines and Hazardous Materials)

Chief of Staff: Kim Rudolph  
 Indiana Office: Indianapolis  
 Web Site: carson.house.gov



**Representative Larry Bucshon (District 8)**  
 2313 Rayburn House Office Bldg  
 Phone: (202) 225-4636  
 First elected: 2010  
 Committees: Energy and Commerce (subcommittees on Energy; Health; and Digital Commerce and Consumer Protection)

Chief of Staff: Kyle Jackson  
 Indiana Offices: Evansville, Jasper, Terre Haute, Vincennes  
 Web Site: bucshon.house.gov



**Representative Trey Hollingworth (District 9)**  
 1641 Longworth House Office Bldg  
 Phone: (202) 225-5315  
 First elected: 2016  
 Committees: Financial

Services (subcommittees on Capital Markets, Securities and Investment; Monetary Policy and Trade; Oversight and Investigations)

Chief of Staff: Rebecca Shaw  
 Indiana Offices: Franklin, Jeffersonville  
 Web Site: hollingsworth.house.gov



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# DRUG DILEMMA

## All Eyes on Workplace Challenge

By Tom Schuman

Susan Murray Carlock, vice president of business development and corporate relations, is passionate about Mursix Corporation. The custom-engineered product solutions business, founded in 1945 and now located in Yorktown, has been part of her family since it was purchased by her parents in 1990.

That helps one understand her willingness to openly discuss a difficult issue – drug use in the workplace. Any employer with similar concerns, she says, should be worried about employee attendance, work quality and, first and foremost, safety.



Mursix employs approximately 300 associates over two shifts at its Yorktown facility.



Susan Murray Carlock (bottom, left) says safety and quality are too important for the company to risk having employees suffering from substance use disorder on the manufacturing floor.



“We make safety components in the automotive industry,” Carlock explains while sitting in a company conference room on a wet but mild mid-January day. “If your seat belt buckle doesn’t click correctly because there is a dimension off, someone here didn’t do their job correctly, that could cost someone their life.”

Carlock and Katy Drumm, human resources manager, are taken aback when the discussion turns to some businesses, desperate for workers, advertising the fact that they don’t drug test.

Drumm relates that such billboards “blow my mind,” while Carlock has no empathy. “Shame on them! Who would want to hire a business to produce or make anything for them with that kind of philosophy? I say they’re going to lose business and go out of business with that mentality.”

### Initial signs

The Mursix effort to clean up its workplace

began about five years ago.

“We noticed behavioral changes, especially on second shift. People told us pills were being sold on the floor and there was drug paraphernalia found outside the building, so we initiated some reactive measures at the time,” Carlock recalls.

Those steps included exterior cameras (see sidebar on security strategies), training for supervisors and managers on what to look for on the shop floor and an enhanced presence in the form of off-duty police or security officers.

“To be straightforward, our strategy was

to scare the hell out of them,” contends Carlock, an emergency room nurse for 12 years before joining the family business. “We wanted a police presence walking through the building at any given time in the day or night. All that did though was take it (drug usage) down the street.”

But those initial steps did make a positive impression on other team members.

Citing the equipment in the plant and the safety considerations, Drumm says, “People are offended by that (drug use). They don’t want to sit back and say, ‘That’s just so-and-so, that’s what he does.’”

The initial zero-tolerance policy was adjusted to one that offers assistance and support.

“We realized how consuming it was. I truly feel 80% of our population was affected,” Carlock states, “whether it was (employees) or their families. We needed to become more approachable as an employer instead of being so staunch.

“It was kind of strange how fast it happened,” she goes on in describing the workplace reaction. “It was OK to talk about it. It was OK to confidentially go to HR, they’re not going to fire me, right? It took the fear away. The (gut reaction) as an employer is get it (the drugs) the heck out of here now. Then you stop and think about the people component of it. This is a community epidemic that is now inside our four walls.”

### Changing course

Employees may have become more willing to speak up, but there is no easy answer or quick solution.

“It was almost the better part of a year and a half to two years (to see a difference),” Carlock estimates. “Getting the proper people in the right places, especially on second shift, was our biggest hurdle.”

The drugs that Mursix was battling against varied.

“We had always been told there were pills being sold,” Carlock says. “We did not know the extent (of the problem) until we found meth paraphernalia, until we saw meth



Indiana Workforce Recovery is the Indiana Chamber and Wellness Council of Indiana initiative to help combat the opioid epidemic in the workplace.

Learn more at [www.wellnessindiana.org/recovery](http://www.wellnessindiana.org/recovery).

This is the second in a yearlong series on the drug and addiction issues facing Indiana, as well as efforts to combat the crisis.

Open spaces can help minimize on-site locations for drug misuse.



## Investigating on the Manufacturing Floor

A police officer and detective for eight years, Mike Budenz has operated his investigative company (Michael Budenz & Associates) in Fort Wayne since 1984. Opioid and other instances of drug use have become more common in the workplace.

“The drugs and the alcohol, there’s definitely been an increase,” Budenz reports. “Generally speaking, if somebody has a really severe opioid problem, they show up on the radar screen pretty quickly. They don’t show up for work, which can be a dischargeable offense. They engage in other misbehaviors at work, fighting with co-workers, engage in theft to support their habit.”

And, due to their nature, manufacturing facilities can be a fertile ground for that drug use.

“Usually it’s spread out over a pretty wide area, sometimes even multiple buildings or facilities,” he shares. “It’s tough because supervisors can’t be everywhere and the employee might have friends who cover for them. There are places in large facilities where employees can hide among the pallets, among the shelving. We call them “nests,” where they hide from their supervisors.”

The presence of equipment and machinery poses an additional challenge. Budenz says an impacted employee can injure themselves or others, either unintentionally or in the desperate attempt to secure more painkillers.

Asked if faking injuries was part of the equation, his immediate answer was, “Yes. Yes. Yes!”

The strategies are fairly straightforward when an employer contacts Budenz with evidence or suspicions of a drug problem.

“The first part is observation, by doing physical surveillance if we suspect drug use taking place during breaks, during lunch hours, out in the parking lot or even off the facilities,” Budenz outlines. “We document it with as much video as we can get from a distance. If they remain inside the facility, finding the “nests” with hidden surveillance cameras.

“Part of it is conducting an evaluation of the employee – a background search to find out if the person has a history of drug usage, what’s the drug of choice, do they have a propensity for violence.”

Employers can help themselves by identifying potential problem areas within the facility and looking at their policies regarding employees, including being in vehicles during lunch time or breaks. Once a problem has been identified and addressed, Budenz offers additional services such as protection for individuals involved and security for the facility.

Although technology has helped him and others do their jobs at a greater level than 35 years ago when he started in this business, he reminds that “people are still people” and problems will never go away.

**RESOURCE:** Mike Budenz, Michael Budenz & Associates, at [www.budenzinvestigations.com](http://www.budenzinvestigations.com)

being used (through security cameras) in a car by two of our associates. The pills, I think, were a constant. Pills seemed to linger.”

Drumm adds, “It’s important to separate out that these are not bad people. They just found themselves in a bad position. If we can offer time off or make referrals (for treatment), we absolutely prefer that to be the first step.”

The drug use inside the company may have been decreasing. The same can’t be said for the heartbreak.

“There have been crushing, crippling stories. Near death and death experiences,” Carlock relays. “We’ve had it all here. By family members – way too many. Mental health illnesses due to it.”

### Success – but only partial

Here is perhaps the greatest testament to the cruelty of this epidemic.

**BizVoice (BV):** Talk about the three years since you’ve been able to see a difference.

**Carlock:** “I want to definitely make it clear that we feel we are a success story. We are very fortunate to have amazing people, from HR to leadership, who understand the importance of this and prioritized to keep it (drug use) out of the building and make it stay out. That in itself is a great accolade to our people.”

**Drumm:** “On my end, I can say we haven’t seen as many people affected by it personally. It’s more, ‘I have family members who are having difficulty.’ Now it’s focusing on the people who are dealing with it in their personal lives and how can we provide resources for them and their family members.”

Carlock describes the full fitness center, health and wellness consultant brought on board and other initiatives to drive better physical and mental health.

**Carlock:** “We’ve also been burned. Not so much by the drugs coming back, but by the people we give another opportunity to. I don’t want to call it second chance, because it’s not that. We want to believe. We want to trust the three months they’ve been away at rehab really stuck and unfortunately that’s not the case.”

**BV:** Have the greater percentage of employees returning from receiving assistance or treatment been successful?

For the only time in our 40-minute conversation, the two company leaders pause to look at each other and confirm their response.

**Carlock:** “There are no success stories right now. Not yet.”

**Drumm:** “It might have been like a short-term success. We’ve seen that.”

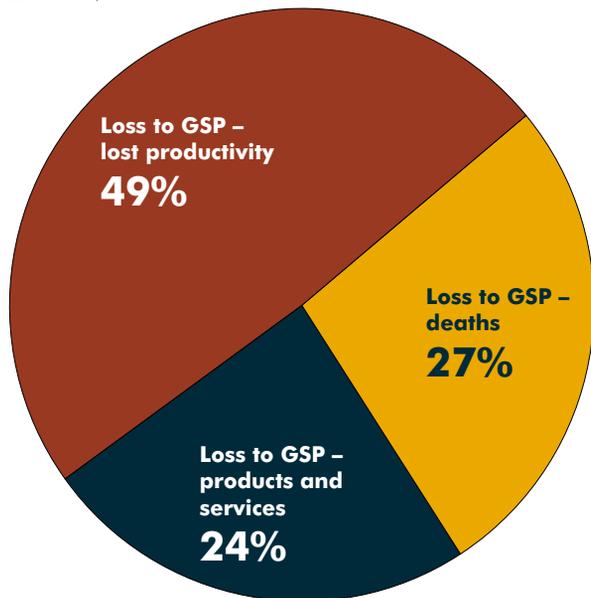
Continued on page 27

# Adding Up the Opioid Impacts

The United States comprises 5% of the world’s population but uses more than 80% of all opioid medications. The growing impact in Indiana in recent years has been felt by individuals, families, communities and more.

The economic effects have also expanded. We share a few of the numbers here – and will continue to do so throughout the year as part of the Indiana Workforce Recovery (IWR) series. Learn more about the IWR partnership between the Wellness Council of Indiana and the Indiana Chamber at [www.wellnessindiana.org/recovery](http://www.wellnessindiana.org/recovery).

## Opioid-Related Economic Damages 2017: \$4.3 billion

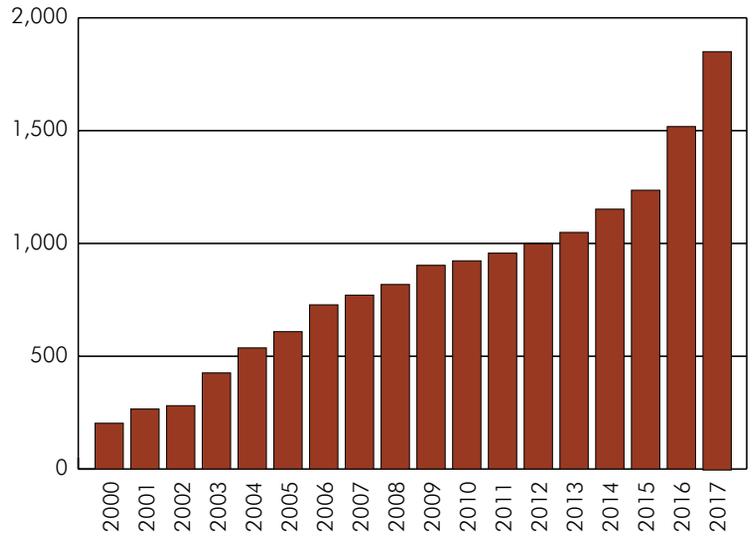


Acute hospitalization . . . . .	\$625,906,625
Incarceration . . . . .	\$93,850,932
Foster care . . . . .	\$73,497,347
Property losses . . . . .	\$63,771,612
Long-term treatment . . . . .	\$43,417,692
Neonatal abstinence syndrome . . . . .	\$43,385,585
HIV . . . . .	\$17,448,276
Arrest and court costs . . . . .	\$17,232,788
Funerals . . . . .	\$8,557,004
First response . . . . .	\$5,114,570

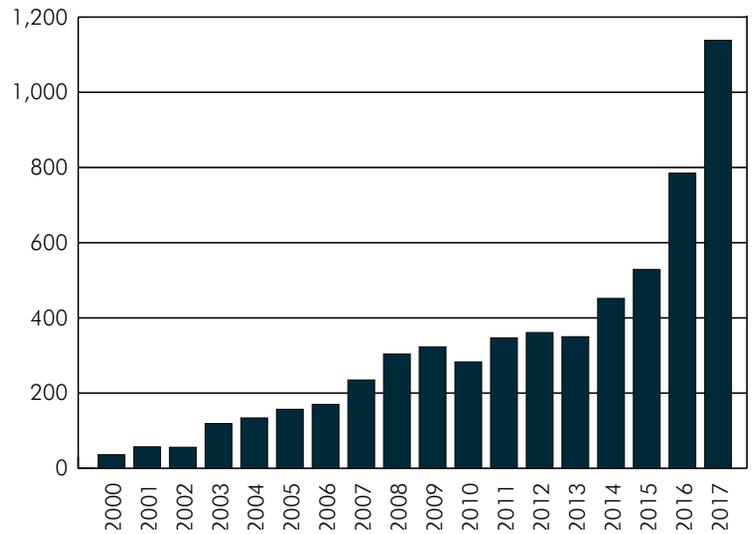
GSP: gross state product

Source: Indiana Business Research Center

## Indiana Drug Overdose Deaths

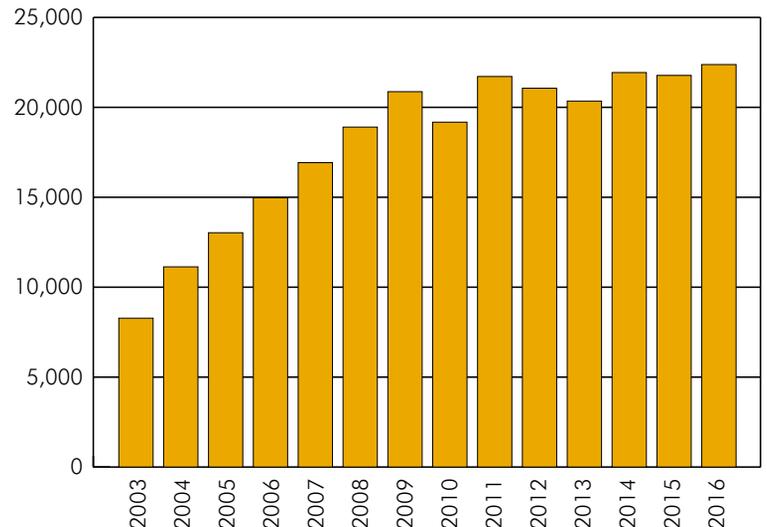


## Indiana Opioid-Related Overdose Deaths



Source: Indiana State Department of Health

## Indiana Opioid-Related Arrests



Source: Indiana Business Research Center

# HELPING HAND

## What Employers Need to Know About Opioids

By Tom Schuman

Drug addiction is a “cunning, baffling and powerful disease.” But it is also “manageable,” as evidenced by 23 million Americans in long-term recovery.

Those are the words of Dana Simons, executive director of the Next Step Community faith-based residential and resource program in Terre Haute. Simons kicked off the inaugural Employer Opioid Strategy session being facilitated by the Indiana Workforce Recovery initiative.

The mission: Assist employers with helping their employees impacted by drug misuse and reduce the stigma associated with the opioid crisis. Upcoming convening sessions are taking place in Indianapolis, Plainfield, Lafayette, Greenwood and Bloomington.

Governor Eric Holcomb began aggressively attacking the opioid

epidemic his first day in office. Many important educational meetings have taken place. The Indiana Workforce Recovery employer strategy gatherings, however, are the first ones focused on the workplace. Local leaders and state experts offer information and guidance, including input on some of the many legal implications.

Richard Payonk, executive director at the United Way of the Wabash Valley, terms this a crucial topic for the business and social services communities. “We’re not the experts, but we can’t overlook this anymore. If we can make this community better for employees coming to work every day, that makes business better.”

### Continuing challenge

A snapshot of just some of the information shared in Terre Haute – and throughout each of the sessions.

- Katanna Royer, CVS pharmacist: Nationally, 62 people die each day of overdoses related to prescription opioids. One in four teens has misused or abused prescription opioids, and 70% of those 12 and older who abused prescription medications say they obtained the drugs from relatives or friends. Pharmacists can work with employers and medical professionals on controlling prescription abuse.

### Upcoming Employer Opioid Strategy Sessions

- Northeast Indianapolis, March 5
- Downtown Indianapolis, March 12
- Plainfield, March 19
- Lafayette, March 21
- Greenwood, April 3
- Bloomington, April 4

Additional details at [www.wellnessindiana.org/recovery](http://www.wellnessindiana.org/recovery)



Sharing knowledge and insights at the Terre Haute employer strategy session are (clockwise from left) Amy Adolay, Krieg DeVault; Richard Payonk, United Way of the Wabash Valley; and Kournaye Sturgeon, Overdose Lifeline. Resource materials are also available from state and local agencies.

- Amy Adolay, attorney with Krieg DeVault LLP, notes the complicated interplay of the Americans With Disabilities Act, Family and Medical Leave Act and more: “Confidentiality is probably the area where I see employers make the most mistakes.”

She emphasizes drug testing of applicants can only take place if it is required of all applicants in the same job category, as well as the importance of medical information being kept separate from employee personnel files.

- Tony Toomer, opioid treatment program (OTP) manager for the Family and Social Services Administration’s Division of Mental Health and Addiction: He outlines various treatment options and describes the expansion of the certified OTP centers in the state from 13 to 18 – with that number to grow to 25 by the end of 2019. The clinics are the only source for methadone treatment to help with stopping the symptoms of drug use withdrawal. Counseling and other supportive services are offered.

Toomer outlines four recovery goals: withdraw from the problem opioid, begin recovery, stay in recovery and live addiction-free.

### Employer perspective

Two of the various employer representatives in attendance in Terre Haute were simply looking to educate themselves on the issue.

Elizabeth Coleman, an HR generalist with Terre Haute Savings Bank, says she was surprised about the depth of drug use at such a young age. She hopes to be able to share portions of the presentations with her colleagues.

“It’s realizing this exceeds employees and includes family and friends,” she reveals. “I was just reading an article about a family and the uncle was impacted and he could hardly concentrate at work. The *Know the O Facts* (campaign) is important, knowing what to say and what not to say to people.”

Denise Smith has enjoyed a 30-year career at the Terre Haute operation of Ampacet, an international company focused on the future of plastics. In addition to gaining knowledge to use on the job, she wants to help ensure her two young grandchildren are as protected as possible.

“I’ve been saying for a long time that this is bigger than what people have been saying. This (event) is reinforcing that,” offers Smith, noting failed drug tests and distracted employees as among the impacts in the workplace. “It touches everybody; nobody is immune from it.”

### Ball in your court

Each Employer Opioid Strategy convening closes with practical guidance on the administration on Naloxone (commonly known as Narcan) in an overdose emergency. Kourtayne Sturgeon, education program director for Overdose Lifeline, also provides additional sobering statistics.

While 23 million people are in long-term recovery from drug misuse, she adds that 20 million more show symptoms of problems and that only one in 10 in need receive treatment. And, as a reminder about future dangers, four in five new heroin users started down that road by using prescription pain pills.

Treatment barriers, according to Sturgeon, are availability, high costs, lack of insurance and required travel time.

While state programs and other initiatives strive to address these obstacles, Simons, the Next Step Community leader, identifies three keys for long-term recovery:

- Stable housing (to help avoid stress)
- A job (providing purpose and meaning)
- People (good relationships)

Noting a waiting list for her organization’s residential program, she attests, “It’s always tragic when you can’t serve people serious about treating their addiction.”

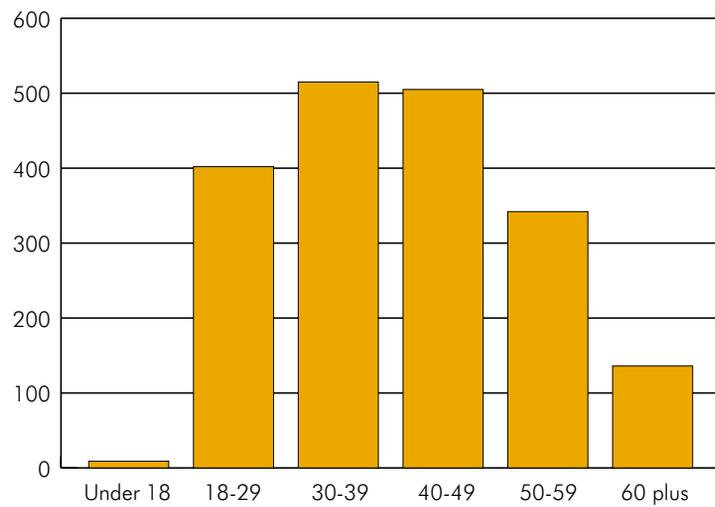
Employers, however, have the opportunity to be part of that solution.

Sturgeon cites recent research in which it was found employers have even more influence than family members when it comes to people seeking treatment.

Thus, the importance of Indiana Workforce Recovery and its mission to assist employers.

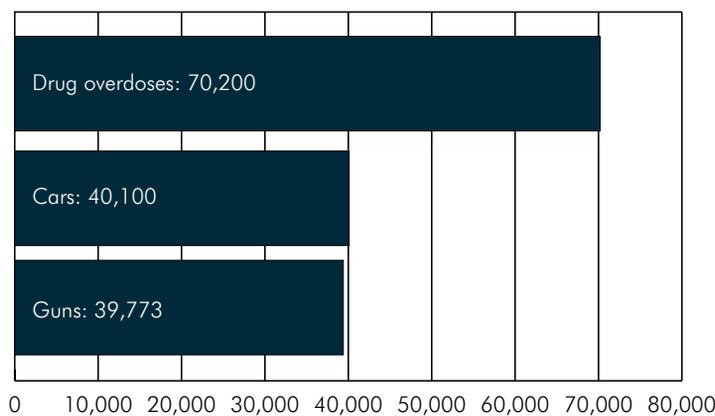
### Indiana Drug Overdoses in 2017

(by age group)



Source: Centers for Disease Control

### U.S. Accidental Deaths in 2017



Source: Indiana State Department of Health

### Top 5 Opioid Medications Dispensed in Indiana

(2018; quarter 3)

1. 45%: Acetaminophen and hydrocodone
2. 15%: Tramadol
3. 11%: Acetaminophen and oxycodone
4. 8%: Buprenorphine and naloxone
5. 5%: Oxycodone

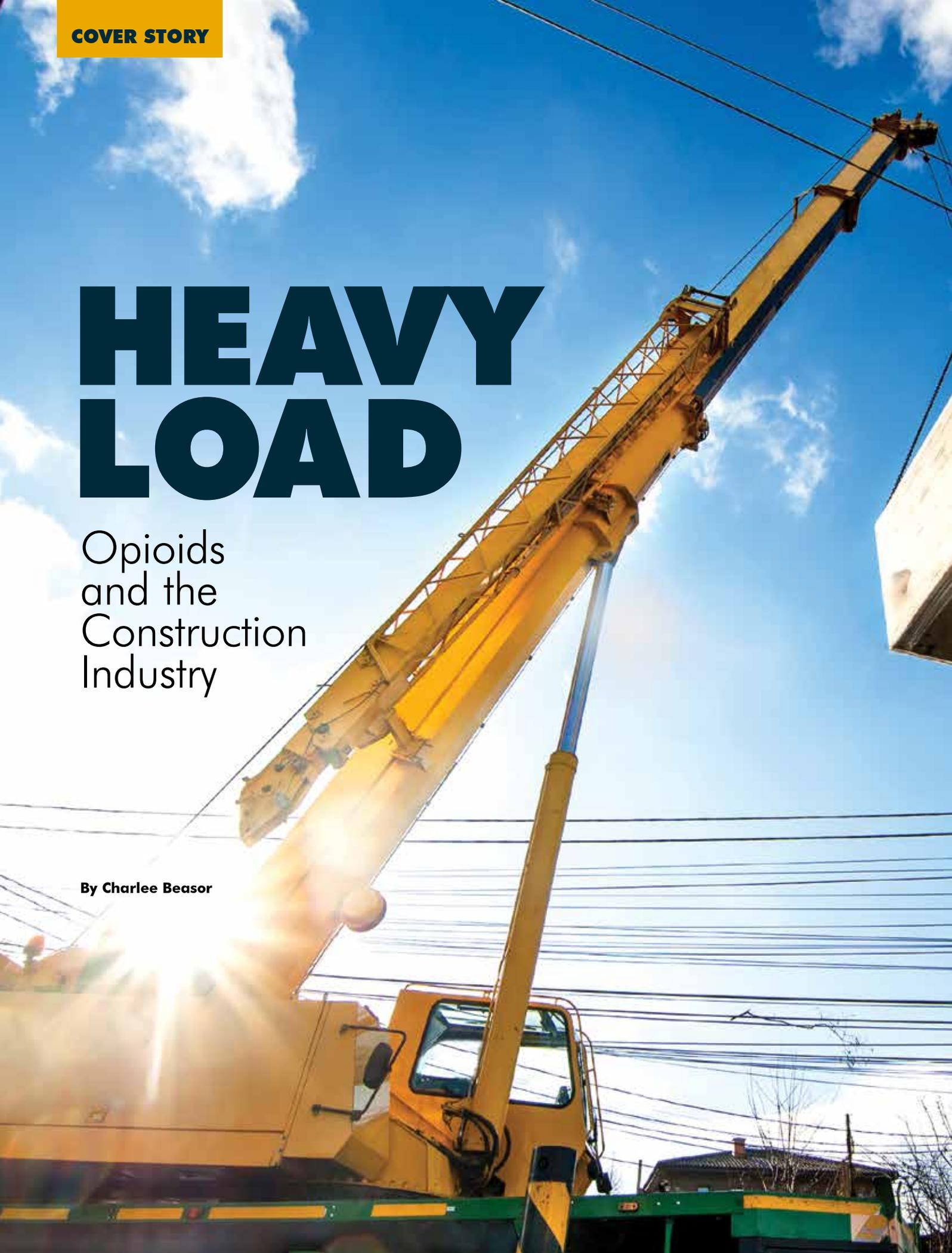
Source: Indiana State Department of Health, Division of Trauma and Injury Prevention

**RESOURCE:** Indiana Workforce Recovery at [www.wellnessindiana.org/recovery](http://www.wellnessindiana.org/recovery)

# HEAVY LOAD

Opioids  
and the  
Construction  
Industry

By Charlee Beasor



You're a bricklayer in Plainfield or any other Indiana community. One day, you turn and feel a pop in your back and then pain.

Work-related injuries in your field aren't unusual. A worker's compensation claim is set into motion and you head to the doctor. The advice is rest, ice, stretch and take a prescription pain medication, if you need it.

You do those other things, but the medicine makes you feel better – and faster. It gets you back on your feet. Your employer is asking when you can come back and in no time, you're thinking, "I'm fine. I can go back to work. I really can't afford to miss another day.

"I'll just take a few extra pain pills to get me through."

A February 2018 report from the Midwest Economic Policy Institute highlights several factors why the above scenario is all too common in the construction industry.

- The injury rate for construction workers is 77% higher than the national average of other occupations
- Fifteen percent of construction workers have a substance abuse disorder (compared to a national average of 8.6%)
- Most worker's compensation claims in the industry have involved opioids

"The construction industry is a more physical industry and you're going to have people who will experience that (physical body) degradation in the construction industry," offers Chris Price, president of the Indiana Construction Roundtable (ICR). "(Opioids are) just a highly addictive drug and something not everyone can use in a responsible way."

The ICR is an industry association that serves the interest of the construction consumer, or private and public owners of projects, including universities, hospitals, states and municipalities.

Price himself suffers from degenerative disk disease and understands the need for appropriate pain relief.

"When you go through even one script of OxyContin, you're well aware of the amount of pills you have in that bottle. That was the first time I realized I don't ever want

to use this ... and you shouldn't be thinking about how many are left (in the bottle), but that's what people are thinking of."

### 'We have an aging workforce'

The construction industry is already hurting for workers. A population that's aging and low unemployment are among the factors contributing to an ongoing labor shortage.

"We have an aging workforce. The average age of our tradespeople is 46. We have a lot of baby boomers who are still hanging around in the trades, nearing retirement," Price admits. "We have a mass exodus and we don't have the interest of young people."

That doesn't mean safety – and the drug testing that accompanies construction workplaces – should be discontinued or compromised to avoid losing out on employees or potential employees, Price maintains.

"Especially in a tight labor market, we can't lose track (of the importance of safety). I know we need people, but we can't just abandon and sacrifice a safe work environment for it."

While the situation is serious, representatives from two central Indiana construction management firms report they haven't seen a direct impact on their companies, due to Coalition for Construction Safety (CCS) efforts around substance abuse in the workplace.

Brad Skillman, president of The Skillman Corporation, and Sam Mishelow, chief strategy officer for Meyer Najem Construction, highlight the safety standards put into place by CCS as having made a preventative impact.

"We do so much public work that we're required to do drug screenings for contractors and employees that come on site," Skillman explains. "When the tradespeople are working around an occupied hospital environment, occupied K-12 school, there is a level of protection and scrutiny."

Mishelow also acknowledges the workforce shortage is the most pressing need for the industry.

"If labor shortage or the lack of skilled labor is a 10, I would say substance abuse is probably a one or two. That's from our perspective. (Others might) give a different perspective if they have their own workforce. We manage a construction process," he conveys.

"Is the (substance abuse) issue more dramatic for subcontractors? I don't have the data to answer that."

### Indiana efforts

Marcy Watson, CCS association manager, relays the non-profit organization's mission: to "send workers home safely every day, free from harm to themselves, their families and friends."

Leaders from Eli Lilly and (what is now) IU Health and others shaped the CCS substance abuse program in 1993.

Price says Indiana's safety culture and programs such as CCS have put the state on good footing in terms of substance abuse prevention.

"CCS really brought Indiana into a much higher standard for substance abuse (programs) than other states have. The companies and the industries utilizing that program are way ahead of employers in other states," she asserts.

But opioids present a particular challenge, Watson affirms.

"If somebody has a valid prescription for an opioid, even if they fail a test, they're going to show as passing that test in our system, because they have a valid prescription.

"But fitness for duty – that can get complicated. And you have to have really well-trained individuals on job sites to be able to recognize (when someone is not fit). I had a safety director say to me, 'One of the things that keeps coming up is what does an overdose look like? How do we know when someone is really under the influence?'"

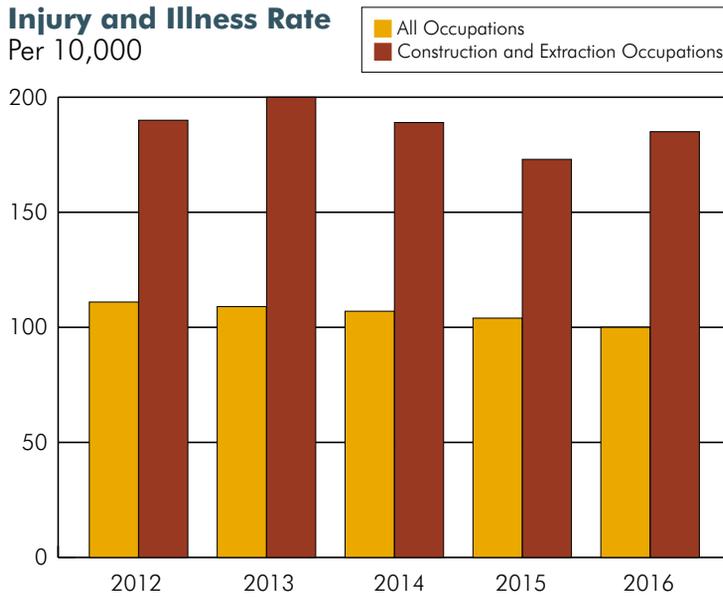


The Coalition for Construction Safety conducts monthly forum discussions on safety-related topics, including how to properly use pain medication.



The physical attributes of the construction industry lead to higher injury and illness rates than other occupations (Midwest Economic Policy Institute chart), potentially resulting in additional use of opioid medications.

### Injury and Illness Rate Per 10,000



Not every company utilizes the CCS program and the potential to work around its safeguards do exist.

“If ABC company or XZY company, they know they’re going to go to work for Duke or Lilly and they do random tests, they’re going to make sure the ones they’re sending there (can pass a screen), but they know (another) company over here doesn’t require drug testing,” Watson points out.

### Employer concerns

Sean Devenney is an attorney with Drewry Simmons Vornehm, LLP in Carmel and is part of the firm’s construction practice. Employment law is a factor for employer consideration in conjunction with safety and health practices. Since opioids are a legal drug for a health problem, the Americans with Disabilities Act comes into play, Devenney offers.

“The employer is now in a situation where somebody is getting a prescription that may or may not impact their ability to do their job and, for that time frame, they may need to be accommodated while they’re on that drug.”

His suggestion is that employers create clear and articulate job functions that can be applied in that situation.

“It’s a real problem for all industries, not just the construction industry. But it’s kind of unique in the fact that they are physical laborers that often have issues with chronic pain. The interplay is deeper than other industries.”

Skillman refers to the CCS program as a reason why he hasn’t personally seen the impact of opioids in his company. Another reason: an emphasis on workplace wellness.

“Knock on wood, but we’ve not had a need to focus on strictly opioid addictions. If we have enough issues with people using opioids, we’ve got a much bigger problem in how we’re keeping our employees healthy,” he says.

### More than opioids

According to a December 2018 Quest Diagnostics Drug Testing Index update, the construction industry experienced a year-over-year increase in marijuana positivity (on drug screens) between 2015-2017 at 26.7%, coming in third behind transportation and warehousing, and other services (except public administration) industries, both at 33.3%.

But methamphetamine positivity is where the industry really stands out – and not in a good way, having grown every year between 2015-2017.

Tiffany Ellefson, DISA Global Solutions general manager, notes that yes, the construction industry “statistically and historically” has higher drug use. DISA (formerly Midwest Toxicology) administers workplace drug and alcohol testing.

“The kind of workplaces you have (in construction), they’re open, not well controlled. You have an industry (where) you can make a lot of money quickly with a lot of work and overtime. Generally speaking, it tends to be an occupation where it’s easier to hide your drug use.”

She asserts that it’s more common now than it was 20 years ago that companies in the industry are proactively testing for substance use. Unions are also involved in getting members the help they need.

“A lot of the unions have seen the benefit of having (a testing program) in place. ... They don’t have to lose that good worker that they’ve spent five years training in an apprenticeship program. They’ve built this process where (workers) can go through the (employee assistance program) and turn their life around. I have heard the stories. ‘This guy, whether alcohol or using drugs, it worked and he’s working and sober.’ Even just helping one member makes a difference.”

Federal Department of Transportation (DOT) guidelines are the “gold standard,” Ellefson suggests. “Those that follow what DOT does have a pretty solid program.”

But marijuana still tops all other substances, she concedes, making up half of all positive results. It is followed by cocaine or methamphetamine, she says.

Evolving state laws on the issues of medical and recreational marijuana also make things challenging for companies.

“Policy is more important than ever. Company policies need to be reviewed by legal representation based on the states you operate in and you need to make sure the legal team can defend the testing program.”

Ellefson offers that education is one of the best methods of substance use prevention in the workplace, particularly regarding opioids.

“(Education) can be very helpful in trying to combat the problem, as well as encouraging companies to have employee assistance programs in place and have the supervisors trained to know what to do if someone comes forward asking for help.”

**RESOURCES:** Sean Devenney, Drewry Simmons Vornehm, LLP, at [www.dsvlaw.com](http://www.dsvlaw.com) | Tiffany Ellefson, DISA Global Solutions, at [www.disa.com](http://www.disa.com) | Sam Mishelow, Meyer Najem Construction, at [www.meyer-najem.com](http://www.meyer-najem.com) | Chris Price, Indiana Construction Roundtable, at [indianaconstruction.org](http://indianaconstruction.org) | Brad Skillman, The Skillman Corporation, at [www.skillman.com](http://www.skillman.com) | Marcy Watson, Coalition for Construction Safety, at [www.ccs-safety.org](http://www.ccs-safety.org)

## Drug Dilemma

Continued from page 20

**BV:** If that “another opportunity” fails, do you then move on from that person?

**Carlock:** “Absolutely. There’s a credibility as an employer with your entire village. The people down on the floor, they know what is going on. If you continue to allow things to happen. ... You can’t let your people down.”

**BV:** How painful is the finality of having to let a person go under these circumstances?

**Drumm:** “When it doesn’t work out, it’s almost like working through the five stages of grief: Angry because we really tried to help. We wonder what we could have done differently. Then you’re really sad because you think of this person’s family and if you have been with them long enough, you’ve seen what their life or potential can be like when they’re not under the influence.

“You mourn the person they could be, the opportunities they are losing. But then eventually you pull yourself up and say we’re going to help the next one. One bad experience is not going to stop us from helping anyone who comes and seeks help from us.”

### Enduring challenge

Mursix willingly shares its story to try and help others. But there

lies another contrast – pride in what has taken place at the company and frustration that an ultimate solution proves so elusive.

“There’s a lot of dialogue, especially in the manufacturing community.” Carlock offers. “To be honest, we’re all talked out. What more can we say? I think everybody is feeling helpless and out of control. As a business, we don’t feel in control of this, but we know what we can control within these four walls.”

As for Mursix itself, “The attention we’ve given to our people the last five years is what has changed us as a company. The focus has been on what we can do to be the best employer we can be for our people. That means a more satisfied workforce and a more satisfied customer base.”

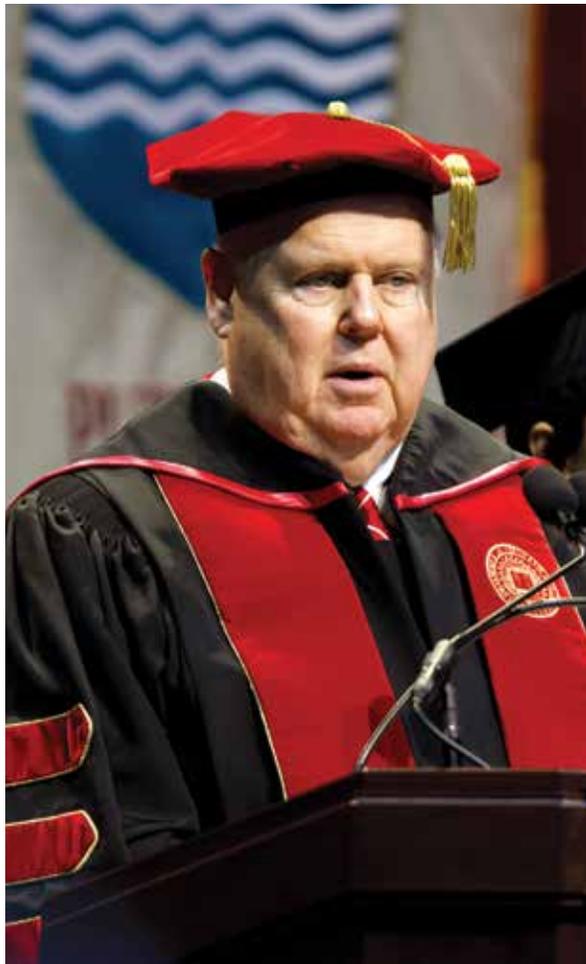
Drumm was not with the organization five years ago but says today: “I’m happy to be at a place that has standards, the attention that has been put on it, the reputation within the community. I’m happy for the impact it has had for the people on the floor. To know now that one of the stressors, whether direct or indirect, has been removed so we can all come in and focus on our business and have a good day – I’m proud of that.”

The two are asked what suggestions they have for others.

“Make it their highest priority. They have to get the right people together, get them trained, put a little money toward it and start beefing up their standards, their security, their policies,” Carlock contends.

Drumm stresses, “You’ve got to change your viewpoint on this. It needs to be: ‘How can we solve this, not how can we make this workable for us.’ There’s definitely a difference between the two.”

**RESOURCES:** Susan Carlock and Katy Drumm, Mursix Corporation, at [www.mursix.com](http://www.mursix.com)



## INDIANA UNIVERSITY salutes Jim Morris

As a member of the IU Board of Trustees, Jim Morris has helped guide our university toward our third century of academic excellence. As an IU alumnus, Jim has made our community proud with his efforts to make our state—and the world—a better place. Congratulations to a true Indiana icon.



**INDIANA UNIVERSITY**  
FULFILLING *the* PROMISE



(From left) Keith Bulen, head of Richard Lugar's mayoral campaign, Lugar and Jim Morris. Morris reflects, "It was a time when (Lugar) articulated a vision for Indianapolis that said we can be special, we can be a great community for our children. ... It makes no difference if you are Republican or Democrat; everybody is invited to be a part of rebuilding a remarkable city."

# FOUNDING FATHER



## Jim Morris Built a Legacy, Shaped a City

By Rebecca Patrick

Morris and Lugar have stayed close over the decades, including reuniting for Morris' swearing in last year as the U.S. representative on the UNICEF executive board. Joining them for the occasion: their wives, Jackie Morris (left) and Charlene Lugar.

*EDITOR'S NOTE: Second of a 2019 series on people and organizations that have made a dramatic impact on Indiana.*

Jim Morris is prone to bouts of great humility – and it suits him.

But others know the score and what he’s meant to his adopted hometown of Indianapolis for over half a century.

“He’s been involved in almost every important, good thing that’s happened to this city. And he continues to be so to this day. It’s a remarkable story,” offers Herb Simon, owner, chairman and CEO of Pacers Sports & Entertainment – and Morris’ current employer.

It all began when Morris, a Terre Haute native, was chief of staff for six years under then-mayor Richard Lugar. He had a hand in the formation of Unigov, the consolidated city-county government that is often credited with saving the Indianapolis economy and enabling the prosperity that has followed for decades.

Morris, 75, also helped usher in an identity for the city as a sports capital, as well as pushed for a university in the heart of the city – which came to fruition 50 years ago with Indiana University-Purdue University at Indianapolis (IUPUI).

All are monumental feats, but above all else, Morris is known for his compassion and giving spirit, which have benefitted so many locally and around the globe.

### Coming together

On the mantle at the Morris home, it reads, “Thank God for faith, family, friends, community and vocation.”

Other than his relationships with his wife Jackie, whom he met at Indiana University, and family, Morris says his friendship and time with Lugar has had the most profound impact on his life.

“Dick Lugar had high expectations, high aspirations for our community. He wanted everybody to be a part of the success and wanted to use his opportunity to give a boost to those who were most at risk and vulnerable, and (he) had an incredible commitment to the well-being of young people. It was a great gift to work with him.”

Ironically, Lugar wasn’t Morris’ first choice in the 1967 mayoral campaign. Instead, he was involved with former mayor Alex Clark’s bid to return to office.



The Simon-Morris connection has come full circle – from Morris being part of a small group that convinced the brothers (Mel, left, and Herb) to buy the Pacers to now serving as a top executive for the team. “Scouting has always been an important part of my life,” Morris proudly states. Camping with scouts has remained a favorite activity.



## What Morris Loves

- His “wonderful family,” including eight grandchildren (five of whom live close by)
- His church
- Seeing young people take on leadership and responsibility
- His King Charles Cavaliers: Boomer, Brownie and Buster
- His charitable endeavors, with the Boy Scouts and Girl Scouts holding a special fondness
- “On a nice sunny day, to drive out through the IUPUI campus and see thousands of students out milling about and going to class.”
- The continued success of all the professional sports teams, the Speedway and attracting sporting events
- His city: ... “I love standing either on the 47th floor of the Salesforce Tower or the Skyline Club (in the OneAmerica building) and looking out and seeing what this city has become. It’s exciting!”

That fact still amuses Lugar.

"When I won the nomination, Jim came to me very directly – prepared to drive my car and anything else possible to help. He really wanted to be a part of the leadership of Indianapolis, to be a player in terms of what he saw right ahead, and he had his own ideas about this," the longtime U.S. senator recalls.

"But he also knew he needed to have strength with the elected leadership. It was a surprising entry of Jim into my life, coming from the (primary) campaign that we had just been through and yet one that has been absolutely delightful."

### All what you make of it

For someone who "didn't have a plan" and says "one thing led to another" in his career, Morris is the epitome of seizing – and creating – your chances and working hard.

"My own view is that whoever you are, wherever you are, that if you continue to peel the layers of the onion back, you will see more opportunity and enormous opportunities to do things. You can define your life narrowly or you can define it broadly," he explains. "There is more transformative opportunity in most jobs, in most places than most people realize."

He harkens back to his tenure with Lugar.

"Just think about the gift of being able to build a great public university, and then think about the number of lives that are affected in a positive way over time. It's terrific.

"I remember the rainy day the ground was broken for IUPUI. They had to acquire 14,000 parcels of real estate to build the campus," he notes.

"It's still the most exciting educational experiment going on in our country today with two great universities – Indiana and Purdue –

coming together with their unique strengths in the state capital in the heart of downtown."

WNBA legend Tamika Catchings, who is now the director of player programs and franchise development for Pacers Sports & Entertainment, views Morris as a mentor for her Catch the Stars Foundation. She knows firsthand that "his mind is always forward thinking and big picture.

"It's, 'Don't think about what you need right now. Think about if you team up with this organization and how many more kids you could impact and more lives you can change.' I really respect that about him, his vision."

### Synonymous with sports

The Colts coming. The Pacers staying. NCAA headquarters. Olympic trials and national championships. The Pan American Games. Super Bowl XLVI.

Morris had a hand in all – either directly or from the fruits of his labor.

Building Market Square Arena, a three-year project completed in 1974, was the initial attraction.

"We had this dynamic ABA franchise in the Pacers that had won lots of championships and it killed Dick Lugar not to have the state high school basketball championship in the state capital (due to lack of a large enough facility)," Morris offers.

"Most of the community assets we have, we have had the discipline to place them downtown, in the heart of the city and where they belong to everyone north, south, east or west. Market Square was the beginning of this.

"It led to our ability to host the (men's basketball) Final Four in 1980, and it's just snowballed since then."

The Indiana Sports Corp. was founded the year prior as the nation's

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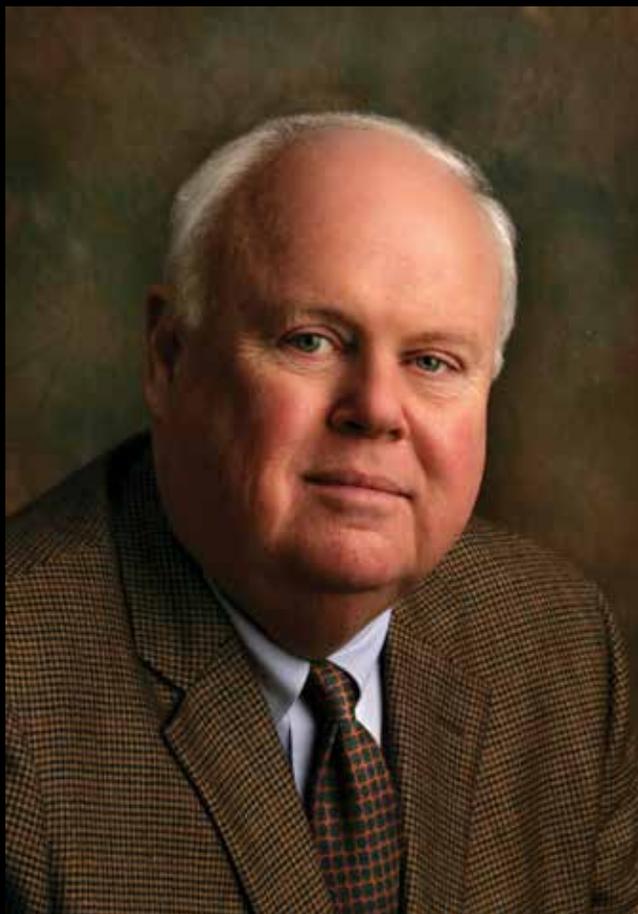


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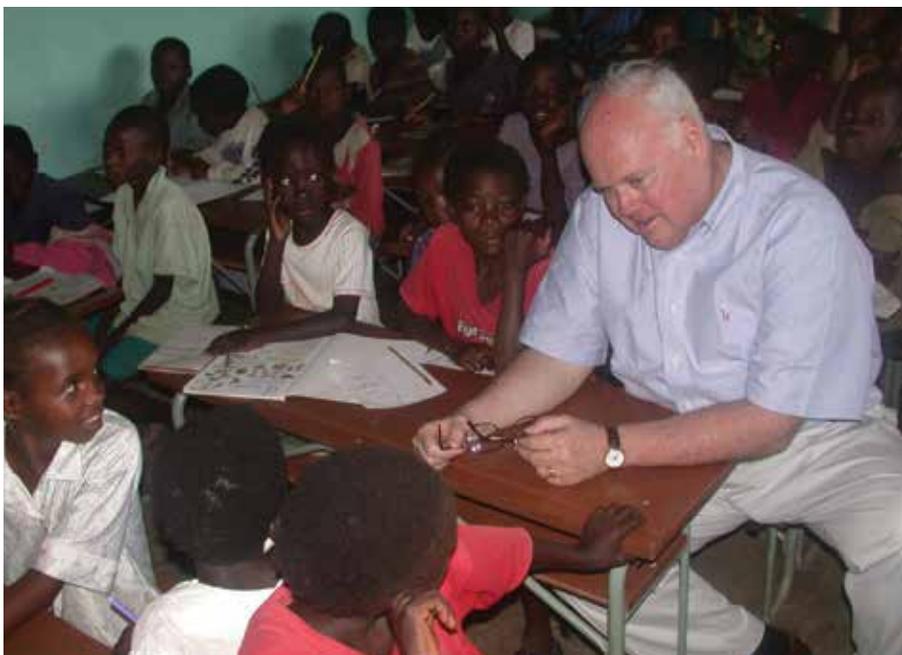
# Pacers Sports & Entertainment salutes our own **JIM MORRIS**



**AN INDIANA ICON**

**PACERS** SPORTS &  
ENTERTAINMENT





Pacers owner Herb Simon calls Morris “the most decent, giving person that I know.” Morris applied those traits globally when he spent five years working for the United Nations World Food Programme.



first sports commission. Morris was there to help it get off the ground.

“The notion was that we ought to build on our strengths. We had been headquarters of the AAU (Amateur Athletic Union) until Congress came along and said you can no longer have one body managing all the sports.

“Forming the Sports Corp. was to bring sporting events to our city and bring trade shows and conventions and headquarters. Then, to be sure that young people, children who lived here – no matter where they lived in the city – had the same equal opportunity to participate in sports,” he shares.

“That we would build facilities that would be world class, but also if you wanted to go swim at the IU Natatorium at 7 o’clock,

it was open to you. ... The facilities were built for everyone.”

Indianapolis netted “hundreds and hundreds of championships and billions of dollars of economic impact.”

It’s also about things you can’t put a price tag on.

“When we did the Pan American Games (in 1987), we had 40,000 volunteers. It was a sporting event, but it was also a community development event. It brought people from every part of the city and background together,” Morris says. “There are thousands of people who have the most wonderful memories of being a part of that.”

He was working at the Lilly Endowment when the possibility of luring the Colts

became excitingly real. The matter literally had Morris pacing.

He had just returned from a trip to the 1981 National Sports Festival in Syracuse (Indianapolis would host the following year) and saw the new Carrier Dome at Syracuse University.

“I went down to the (Indiana) Convention Center and with my own two legs, paced off the distance between the south side of the Convention Center and the railroad tracks to see if there was enough space to put the Hoosier Dome in there,” Morris tells.

The Lilly Endowment ultimately invested \$25 million in the Colts first home.

### Spreading his wings

For five years, beginning in April 2002, Morris embarked on perhaps his greatest adventure.

He relocated to Rome, Italy, and served as the executive director of the United Nations (UN) World Food Programme, which is the largest humanitarian agency in the world. Its mandate is to eliminate hunger and to be responsive to crises and emergencies in difficult circumstances where there may not be food available.

Morris calls the job – for which Lugar had recommended him – both rewarding and eye opening.

“We fed 115 million people in 2005. For a couple years, we fed the entire population of Iraq ... a third of the population of North Korea. Just mind boggling,” he utters.

“It made me very proud to be an American – the United States is the largest contributor and supporter of the World Food Programme. A good nutritious diet is at the heart of anybody being healthy and successful. If you hadn’t



# *From Eagle Scout to Exceptional Servant*



**Jim, on behalf of Boy Scouts of America, our members, volunteers, staff and Board, we thank you for your legacy of service to Scouting and our community!**



FAR LEFT: YOUNG JIM MORRIS AT A SCOUT JAMBOREE

## BSA RECOGNITIONS

- 2018 Honorary Chairman of the Governor's Luncheon for Scouting

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- 2011 Silver Beaver Award Recipient

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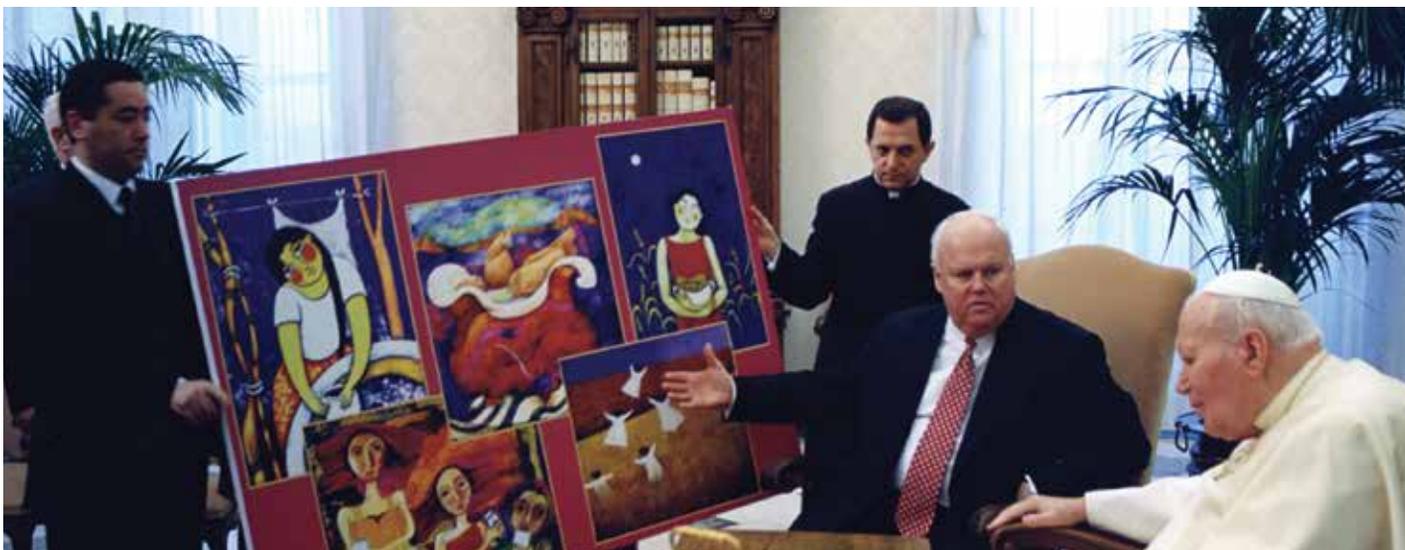
- 2007 Whitney M. Young, Jr. Award Recipient

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- 1985 Distinguished Eagle Scout Award Recipient

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- 1957 Eagle Scout Award Recipient



Morris, shown visiting Pope John Paul II, says, "I like what I'm doing, so there's no reason to stop. My job is to encourage young people and to help young people who work here, but also broader, to enjoy these same things, to be effective and to work hard and to be a part of things. To be a part of a community is a great gift."

had anything to eat for six weeks, you couldn't do much of anything.

"On the one hand, we did make progress in reducing the number of hungry people in the world," he contemplates. "But then on the other hand, there are still hundreds of millions of people who are poorly nourished in the world."

During the same time frame, UN Secretary General Kofi Annan appointed Morris as his special envoy for the humanitarian crisis in southern Africa.

"It was a time of great drought and exploding HIV. It was just devastating on civil society, on communities. I spent an awful lot of time those five years trying to figure out how the UN community and others could work together to address all the issues that were relevant to reducing HIV, reducing hunger and/or improving education for young girls. It was an incredible experience."

Morris depicts how hunger compounded the HIV devastation in Africa.

"When you would go to a village there that had a very high prevalence of HIV, the first thing they would ask for is food and water. Because all the medicine in the world put to use in a body as poorly nourished as (that) won't work. Hunger and good nutrition are at the core of making progress on the toughest of issues."

Lugar applauds Morris for his "ability to look ahead and to see great possibilities and to do so on behalf of others."

"In his service in the World Food Programme and now with UNICEF (where President Trump appointed Morris the U.S. representative to the executive board), it is based upon humanitarian feelings about people all over the world. He has seen enormous suffering and he has tried his very best to alleviate that through constructive programs and leadership."

## Returning home

Morris had been involved with the Pacers on and off over the years – including being one of the people responsible for the Simon brothers buying the franchise. So, when he was returning from his stint with the World Food Programme, it wasn't a surprise Herb Simon wanted him in the fold, officially. But Morris wasn't sold on the idea at first. He even asked the Pacers owner, "Why would I do that?"

Undeterred, Simon inquired what was it that Morris cared about.

"I told him, 'I care about reducing adversarial relationships, antagonism. How you help people to get along, to like each other. I care about the well-being of kids who are struggling, who need a

boost. I care about my city and its reputation and its economic competitiveness,' Morris recounts.

After listening, "Herb said, 'There's an opportunity here to work on each of the things you care most about.'"

And there has been.

"We bring people together. It's the busiest building in the state of Indiana. Everyone wants the Pacers and the Fever to do well. If our athletes do their job properly, they inspire young people. This is a place of community," Morris maintains.

"When you look at athletes like Reggie (Miller), Tamika and Victor (Oladipo), the impact they have on kids is out of sight. They're for real. We work hard to see that kids from every corner of the city and area get to come here. Market Square Arena was the beginning. This building is extraordinary. It's as fine a facility as there is in the NBA."

For his part, Simon knew all along Morris – who serves as vice chairman – would be "the perfect fit for our organization ... I give him all the credit for how community spirited the Pacers are."

## Relationship goals

Morris, an only child raised by his mother, has turned his vast network into his extended family.

"From the early days of working with Dick Lugar and then beyond, I've had the chance of working with thousands of people and getting to know them as friends. You have to work at relationships and if you do, without an ulterior motive, you end up with the most wonderful cadre of folks," Morris remarks.

"I've been at it for over 50 years. There are hundreds of people I could call today and say, 'Hey, would you help me do this or that,' and they could call me and say 'Jim, would you help out?' When you have a relationship that has nurtured itself over a long period of time, you can find colleagues and partners to do almost anything."

Count Lugar among them. Together with their spouses, they enjoyed getting together in Italy. Lugar also sits with Morris at Pacer games when he visits.

"Jim is able to make people feel very comfortable and to bring them together. As a consensus builder, he really is a model," Lugar reflects.

Catchings, who calls Morris "the connector" of people and groups, says she's leaned on him heavily. "He's been someone that I've

Continued on page 64

# STAPLES

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# BACK HOME AGAIN?

## Brain Gain Initiative Spurs Debate

By Charlee Beasor

What happens when there aren't enough people?

Specifically, what happens when there aren't enough people in Indiana to fill the open jobs that currently exist and forecasted jobs due to future growth?

A more important question: What are we going to do about it?

The assembled panel for this *BizVoice*® roundtable discussion doesn't have all the answers – or even necessarily agree on the path forward – but brings various ideas and pertinent issues to the table.

The panel's spirited debate brings up another question: Who is responsible for ensuring Indiana has a talented workforce that chooses to stay – or return?

Participants:

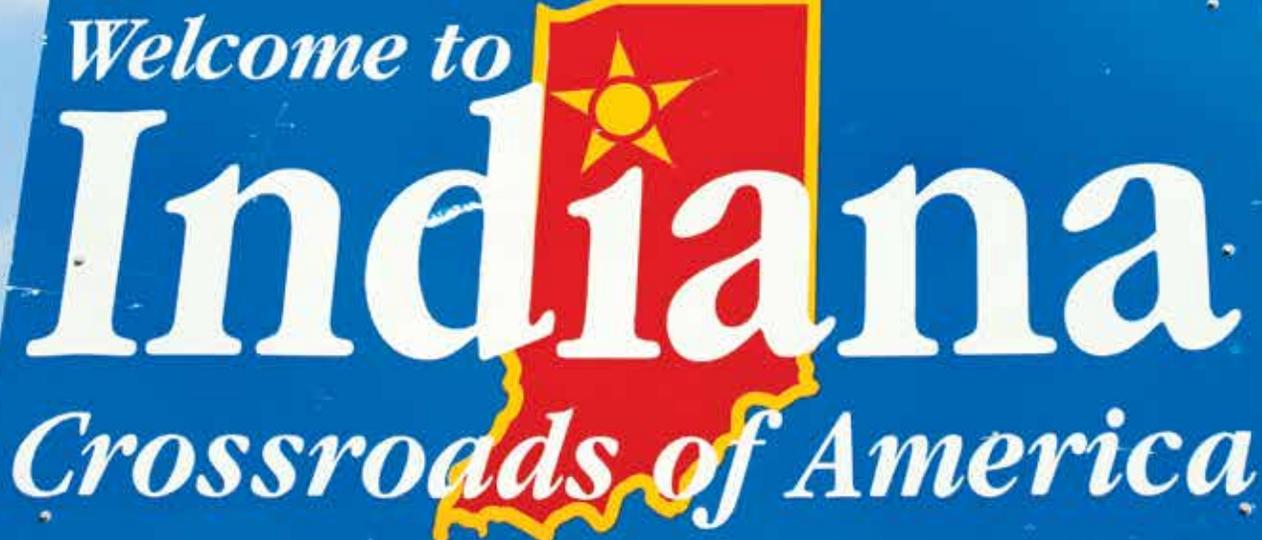
- Jason Bearce, vice president of education and workforce development, Indiana Chamber of Commerce ([www.indianachamber.com](http://www.indianachamber.com))
- Dottie King, president, Saint Mary-of-the-Woods College ([www.smwc.edu](http://www.smwc.edu))
- Bill Oesterle, CEO, Tmap, LLC ([www.tmap.com](http://www.tmap.com))
- Matt Will, associate professor of finance, University of Indianapolis ([www.uindy.edu](http://www.uindy.edu))

### Setting the stage

Will offers a dose of reality, “We are beyond full employment. Our unemployment rate was 3.6% in November. Full employment is considered around 4.5%. We have a shortage of workers.

“And if you look at the want ads and you look at the number of people looking for jobs, for the first time in probably 30 years, we have fewer people looking for jobs than we have job openings. The challenge is matching skill sets with what employers are looking for.”

Oesterle presents some historical context.



## SPECIAL SECTION



“We think it’s very important for us to engage our students early and often in internship opportunities and put them in contact with businesses in Indiana so that they are more likely to see the opportunities and the values to staying here.”

– Dottie King

“It’s unquestionably true that demographics actually look a little scary. We’re about to enter 20 years of contracting workforce in this state, and that will be the first time, at least in a hundred years, maybe further, that we’ve ever encountered that. And it’s going to be a long-term trend,” he says.

### **Pulling back the curtain**

The panel is passionate about determining the “who” and the “how” behind recruiting more people to move to Indiana, as well as inspiring students to stay here after they graduate.

For the “how,” one possibility is a new program from Purdue University – the Brain Gain Initiative, first announced by Purdue President Mitch Daniels during the Indiana Chamber’s 2018 Annual Awards Dinner.

Oesterle’s company, Tmap, has partnered with Purdue to bring the initiative to life.

“The simple notion is that Indiana is 18th in the country, or at least recently has been, in (college) degree production per capita,” he starts. “And we’re something like 40th, 41st in degrees held per capita.

“It doesn’t take too much to figure out that the good news is we’re training lots and lots of college students. The bad news is we’re not keeping them.”

Marketing a return to Indiana for the hundreds of thousands of working-age Purdue alumni around the world is the basic premise behind the Brain Gain Initiative. Oesterle’s company uses alumni data and a scoring algorithm to determine alumni “aptitude to return to the state.

“We’re working with Purdue to

communicate to its alumni and then begin to engage them and score them so that by the time Indiana businesses need to identify a job, they have a qualified (job candidate) pool (for recruiting),” he explains.

Oesterle indicates other colleges and universities around the state are showing interest in the initiative as well.

For a small, private liberal arts college such as Saint Mary-of-the-Woods, with a more localized recruiting pool for students, the approach might be different, with a heavier emphasis on graduates not leaving in the first place, King asserts.

“We recruit primarily in Indiana. Seventy percent of our students come from Indiana. We do represent 35 states, but clearly mostly Indiana,” she offers. “So, we’re very regional in our approach, but we do spend our time thinking about how we also can be part of Indiana’s solution.

“We think it’s very important for us to engage our students early and often in internship opportunities and put them in contact with businesses in Indiana so that they are more likely to see the opportunities and the values to staying here.”

Another important point to keeping students in Indiana after graduation, according to Will, is stymied immigration.

“I have students from Nigeria. I have students from Canada. Top finance students. Anyone would be lucky to have them, and (companies) want them, but the lack of sponsorship of green cards, and now the process has been significantly slowed. So, we’re losing a lot of the international talent that we should be keeping because of immigration policy.”

### **Read between the lines**

Bearce, with a background in education policy from the Indiana Department of Education and the Commission for Higher Education, notices a heartening trend: There is more “intentionality” behind this discussion.

“I think our institutions recognize that graduation is no longer the goal. ... There’s an increasing expectation that they do everything they can to connect their graduates to businesses in Indiana.”

Oesterle says past efforts, however, have been “passive”.

“We encourage our kids to apply to college, pick a good one. We encourage our college graduates to go talk to all the employers that they can. There is never

buried in that – it’s a little cultural with us in this state – ‘Hey, make sure you either start with opportunities here, or if you do go off and learn great things in the world, that you think about coming back.’

“That’s not an overt message that we have ever been very good at delivering, which is the intentionality (Bearce) is talking about,” he remarks.

Will points to classroom integration, to complement the emphasis on internships, as a consideration.

“One of the things that we’ve seen, starting about six years ago, is this applied business approach,” he explains. “When you’re in an upper-level course, the course gets a business partner.

“When you go in and get a syllabus and a book, half your time is spent in theory and learning, and half your time is spent with your client.”

That’s still not enough, Oesterle interjects.

“That’s great. That’s wonderful. You’re going to expose them to businesses more directly and integrating internships. Who is responsible for delivering the message to the kids that they should think about this state? Because that’s still a passive process unless that messaging is integrated.”

### **Who is the star?**

Who is responsible for that “active” messaging?



“Businesses and communities need to take it upon themselves to say (to students), ‘Why are you going to California and what can we do to keep you here?’ ”

– Matt Will

Will: "This is something that has been going on for longer than we've been alive, which is the brain drain messaging. ... I think that message is something that has been tried and not worked. I'm not saying we shouldn't try and continue it."

Oesterle: "Here are just a couple examples to think about. We don't know where our merit scholars go. We don't know where our Lilly scholars go. We have no idea. We provide them full college educations and we don't know on an aggregate basis: Did they stick around or did they not?"

"We can start at very early stages to identify our talent and begin to give them reinforced messaging all the way through the process. But not passive messaging. Active messaging: 'You should think about sticking around.' And that should be delivered by the community and society all together. There is no way to look at where we are today and think that that's happening. It's just not."

King refutes that notion.

"I'm going to sound like the academic because something about that just troubled me a little because I think one of the best things about higher ed in America has been ... it's not a one-size-fits-all approach. Our overall message in America has always been that you can go anywhere and do anything, so dream big and don't limit yourself."

She says she believes schools should partner with the state and the business community – but that it's ultimately "not the role of a school to promote Indiana directly."

"I think it's the role of Indiana to



"It doesn't take too much to figure out that the good news is we're training lots and lots of college students. The bad news is we're not keeping them."

– Bill Oesterle

promote Indiana," she maintains.

Bearce notes King's point about the "internal debate within higher education and even K-12 education about, 'What is the role?'"

"I'm going to keep repeating the same word, 'intentionality.' And I think there's more institutions can do to make sure that they're ... mobilizing that alumni network to connect our graduates to employment opportunities right here in Indiana."

Oesterle follows that up, pointing to businesses and schools working collaboratively.

"No one is going to direct St. Mary's to say, 'All right. You kids, you only go to Indiana.' That's not what we're looking for. It's going to have to be the business community in the state that actually carries that messaging."

We've got to have the private institutions in this state providing venues for that to just help. Which, I think, still fits in their mission."

"Absolutely," King agrees.

Will, addressing King, adds, "It is not in your mission and it should not be in your mission to be the Indiana poster child for staying here."

He hints at the issue of quality of place.

"Businesses and communities need to take it upon themselves to say (to students), 'Why are you going to California and what can we do to keep you here?'"

## Act two

Targeted marketing would be one piece of the Brain Gain Initiative, Oesterle explains.

He points to graduates of Purdue University as part of an "affinity pool" that would be ripe for sending "highly individualized messaging to go back (to Indiana)."

"That's just a matter of measuring their affinity and their likelihood (of returning to Indiana) and then looking at the skill sets that they have, so that you're scoring them and then delivering highly targeted, highly individualized messaging," Oesterle claims.

"We've been notoriously bad as a state at trying to come up with a tagline for talent. ... If we could determine the characteristics of individuals that we really want in a ranked order, we could go get them. That's a big project that involves all sorts of different institutions, but it's fundamentally achievable."

Businesses are increasingly desperate for talented workers and companies are coming up with innovative ways to get in front of students. Will points to one specific example he's seen lately.

"This is not a joke. I had two lunches last week and I've turned down more than I can



"I think our institutions recognize that graduation is no longer the goal. ... There's an increasing expectation that they do everything they can to connect their graduates to businesses in Indiana."

– Jason Bearce

count from employers saying, 'Wait. You're in front of the students. Can I meet with you? I have these four openings. I need them filled now.' I'm in the technical field, finance. It's not a joke to say I have two or three more job opportunities than I have students to fill them."

He mentions a recent donation to the school that was soon followed by, "Now, we'd like access to some of your students for the following fields."

## When can we take a bow?

One last question: In three years, will these challenges be solved (or on the way toward a solution) or is the issue going to be just as daunting as it is today?

Bearce says he's "optimistic" things are heading in the right direction and there is more urgency around the matter.

"I was just in a meeting yesterday and a gentleman from Indiana's community college was talking about how they have companies from Silicon Valley recruiting community college students in southern Indiana. That did not happen in the past," he contends. "So, if we're not more aggressive than we've been in the past, people from outside our state are going to be."

King sees change on the horizon.

"Because of conversations like this. Because this is happening. Because Mitch Daniels initiating a new conversation that, whether or not he's successful, will change our dialogue. Because of a Governor that's just really reaching out and involving lots of people in the dialogue. Because of, in my rural area, people really are seeing the need to come together."

"There's a different wind blowing in Indiana."

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Oakland City University | Rose-Hulman Institute of Technology | Saint Mary-of-the-Woods College | Saint Mary's College  
Taylor University | Trine University | University of Evansville | University of Indianapolis | University of Notre Dame  
University of Saint Francis | Valparaiso University | Wabash College



Greg Perry's experience at Goodwill motivated him to get a second job at a pizza parlor. He loves it.

# PRISONER TO PARTNER

## Workforce Re-Entry Rebuilds Lives

By **Symone C. Skrzycki**

Greg Perry loves driving his forklift.

*His vehicle is his pride and joy.*

"It's what I do all day every day, so you're definitely in for a treat!" he declares, leaping up from his seat at Goodwill Commercial Services (GCS) in Indianapolis and heading to the production floor.



GCS provides advanced, outsourced supply chain and logistics, packaging and assembly, and manufacturing solutions. Among its clients are Covance, Allison Transmission, Global Plastics and Endangered Species Chocolate.

“The first time ever driving a forklift was June of 2018 (at GCS) and I fell in love with it!” Perry confides. “I did so good on the forklift that they didn’t want to take me off it. Before I knew it, they came to me with a proposition and they hired me. That’s what I am – a full-time forklift operator.”

*His job is also his pride and joy.*

Perry is a graduate of Goodwill of Central & Southern Indiana’s (GCSI) New Beginnings program, which helps ex-offenders successfully re-enter society.

“Goodwill itself employs a lot of people with criminal backgrounds, but this is a specific program that works with individuals that have recently been incarcerated,” explains president and CEO Kent Kramer. “For all of us in this business, the best way to reduce recidivism rates is to get folks full-time employment.”

New Beginnings is a six-month program that combines on-the-job manufacturing experience and classroom learning (e.g., securing stable housing, financial literacy, professional development).

“We also make sure that they have a personal support system in place,” Kramer explains.

The goal is to ultimately place participants in permanent full-time employment at Goodwill or with area employers.

**Northern success**

New Beginnings is one of many prisoner re-entry programs throughout the state. The South Bend Community Re-Entry Center (SBCRC), a residential facility for men who are within 24 months of completing their prison sentence, also partners with employers.

As employers struggle to find talent in the new era of near full employment, the stigma associated with hiring people with a criminal background is diminishing.

Elkhart Plastics, a roto-molding manufacturer, has partnered with SBCRC since 2016.

“I want to be clear,” asserts human resources manager Susan Droptiny. “In the beginning, it was just about ‘we needed people,’ right? I don’t want it to sound more noble than it actually was.

“But what’s happened over time is that it’s turned out to be one of our strongest recruiting avenues. They do a great job for us. We’re getting great workers out of the program. It’s not like we’re having to sacrifice the quality or productivity of our



Trusted Mentors: James (left), a RecycleForce employee, talks with his mentor. Outside the workplace, they discuss goals and life skills.



Susan Droptiny of Elkhart Plastics praises employees recruited from the South Bend Community Re-Entry Center (SBCRC): “It’s been very positive. Most of the guys really enjoy working here. We don’t treat them any differently than anybody else and they like that.”



Through a partnership with the Indiana Department of Corrections, approximately 40 SBCRC residents have participated in Ivy Tech Community College’s welding and computerized numerical control programs.

processes. They’re some of the strongest employees we have.”

**Building connections, confidence**

Perry had limited computer experience prior to joining the New Beginnings program, but he says it doesn’t compare to his knowledge

today. Completing online job applications. Resumé wording. It was all a new world.

A program manager helps keep individuals on track. One component involves interacting with others.

“Being in prison, being around men 24/7/365 days a year – it can take a toll on



Next act: Men from the South Bend Community Re-Entry Center lend their talents at South Bend Civic Theatre. In January, some of them performed in a production of *A Few Good Men*.



you,” he shares. “It mentally puts up a block in your mind. Like, you don’t really want to deal with people. You stay clammed up and shut off because you’re dealing with so much in there and you always have to be on your toes.

“Coming out here is different because you’re dealing with so many different types of people in this work environment. So it (New Beginnings) also taught me how to be able to work with people.”

### Additional assistance

Trusted Mentors, located in Indianapolis, connects trained volunteer mentors with at-risk adults to assist people in maintaining housing and staying out of prison.

“They focus on relationships and getting back into the community – especially if they’ve been incarcerated for long periods of time,” describes founder and executive director Jeri Warner.

Conversations revolve around basic skills: punctuality, working hard and conflict resolution. Often, friendships are forged as mentees build a support system.

“People re-entering can be terrific, loyal employees,” Warner stresses. “When someone’s served their sentence, they’ve technically paid back (society) for the crime that was committed. Employment and housing allow folks to move forward who are ready to move forward.”

Trusted Mentors partners with agencies such as RecycleForce (provides workforce training to formerly incarcerated individuals) and Craine House (a non-traditional work-release program for non-violent female ex-offenders).

“We don’t have direct job placement. It’s more around encouraging them to have the skills to find employment and remain employed so they can become self-sufficient in their own right,” Warner notes.

### One of us

Assistance at SBCRC includes providing transportation to and from the workplace.

“All different shifts. All different hours,” remarks Charles Bowen, warden at the center.

“I have the pleasure of operating a facility where the men have all requested to be here. That means they’ve worked their way to this program. Many of these men have been locked up for quite some time. Let’s say they started at a higher-level security (setting) and sort of leveled their way down with good conduct, completion of programs and simply time getting closer to release.”

Elkhart Plastics partners with SBCRC at its Middlebury and South Bend locations.

Droptiny works at the Middlebury site. She estimates that at any

# 91%

of VU alumni surveyed would still attend Vincennes University according to the *Gallup-Indiana Graduate Satisfaction Survey*. View complete survey at [rebrand.ly/vinu-alumni-gallup-survey](https://rebrand.ly/vinu-alumni-gallup-survey)

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given time, 25 to 35 men from SBCRC are employed there.

“They’re regular, permanent employees,” she emphasizes. “They’re just like any other employee. One of the things that makes us a little different than some of the other employers that re-entry deals with is that our intention is always to have the guys stay with us after they transition out of the re-entry program. Sometimes that’s not possible. They have to go back to their county of origin (for example), but our retention rate with them is pretty good.”

South Bend Civic Theatre hosts SBCRC residents as volunteers.

Each week, they take part in construction projects, general maintenance and other tasks.

“Honestly – anything we ask, they’re so willing to help,” remarks executive director Aaron Nichols. “It’s been a joy to work with them. I will say, they are some of our best volunteers.

“They represent a full spectrum of the people at the re-entry center. The nice thing is, a lot of these guys have come from construction backgrounds – from the trades. They’re coming in with a better skill set than some of our standard volunteers that come in wanting to help, but not necessarily having those essential skills.”

### Fighting chance

Perry served six years in prison. He was released in September 2017 and hired by GCS less than 10 days later. He graduated from the New Beginnings program in 2018.

“That was the highlight of my life,” he



South Bend Community Re-Entry Center emphasizes fatherhood, community, responsibility and spirituality. One example: Residents sing Christmas carols.

reflects. “I had people watching me, and I got up and said my speech. Just to let people hear my story and see where I come from. If I can do it, anybody can do it! At one time, I didn’t even think I was going to be living to see this day or to see that day. It’s definitely changed my life for the best and I wouldn’t take it back for nothing. I love it.”

It was time for a change.

“I’m 42 years old. It took a long time for me to realize that I want to do something different,” he comments. “Selling drugs and carrying guns all of my life – I got tired of that. I’ve been shot twice. I almost died twice. You know what I mean? I had to do something to change for me and my children.”

He grins broadly when expressing that he feels like a valuable asset.

Warehouse supervisor Steve Newburg is clearly proud of him. In an email, he praises Perry’s respectful and professional demeanor with internal and external customers.

He adds, “Greg understands that we are at our best when we work together as a team. He’s committed to meeting deadlines, providing a consistent, quality effort, and developing positive work relationships with co-workers. ... He continues to grow in his current position by being adaptable and willing to take on more responsibilities over time.”

Kramer is appreciative of organizations, businesses and leaders that will give somebody a second chance.

“I know it sometimes can be risky,” he acknowledges, “but we need people to be open to doing that because there’s some really good, talented folks out there that can be a solution to the skills gap that many of us talk about.”

Perry is appreciative too.

“When I didn’t care about me and I didn’t think anybody else cared, this was a program that showed me, ‘We care. We’re rooting for you! We know you can do this.’

“It changed me to know that people actually cared about me that wasn’t my family. And these people didn’t even really know me.

“Working here now – I love it because I’m depended on,” he adds. “Now, I couldn’t see nothing else but getting up and coming to work every day. It’s what I do and I love it. It’s changed my life.”



Goodwill Commercial Services has 200 employees. Many are ex-offenders.

**RESOURCES:** Kent Kramer, Goodwill of Central & Southern Indiana, at [www.goodwillindy.org](http://www.goodwillindy.org) | Charles Bowen, South Bend Community Re-Entry Center, at [www.in.gov/idoc/2394.htm](http://www.in.gov/idoc/2394.htm) | Susan Droptiny, Elkhart Plastics, at [www.epi-roto.com](http://www.epi-roto.com) | Aaron Nichols, South Bend Civic Theatre, at [www.sbct.org](http://www.sbct.org) | Jeri Warner, Trusted Mentors, at [www.trustedmentors.org](http://www.trustedmentors.org)



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# APPRENTICES WANTED

## Tutelage Paying Off for Trilogy

By Rebecca Patrick

Apprenticeships aren't only in the "trades" and manufacturing anymore.

They are expanding to other industries as low unemployment combined with unfilled jobs – largely due to underqualified applicants – are driving the workforce in new directions.

Understanding and embracing that shift will be increasingly necessary for Hoosier employers and job seekers.

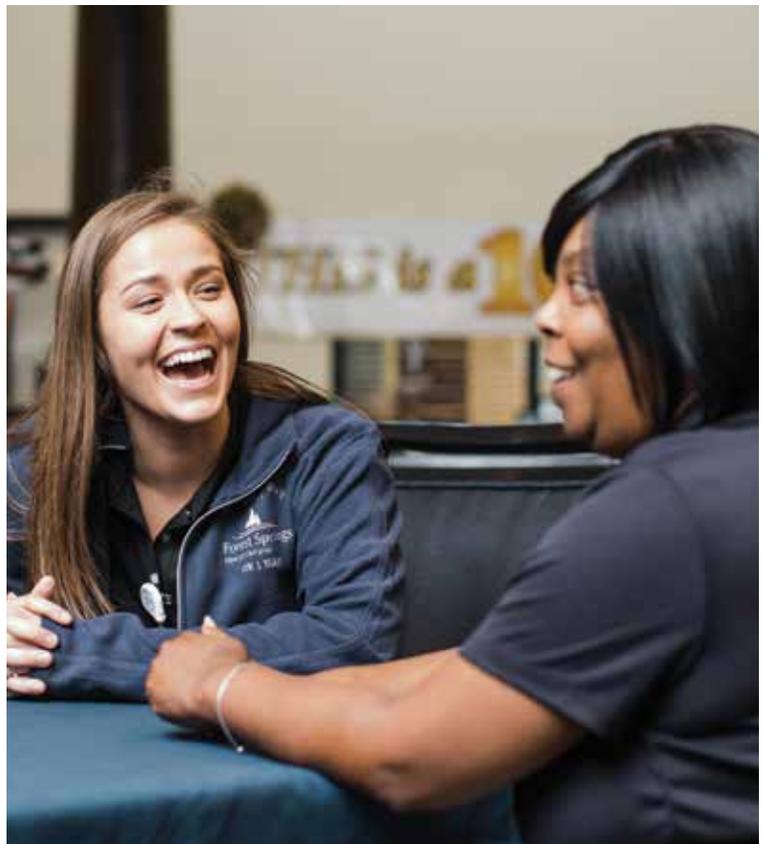
### Laying the groundwork

Trilogy Health Services, which provides care through senior living communities in Indiana and three other Midwestern states, is among the first to make the apprenticeship leap on a large scale outside the traditional industries.

Todd Schmiedeler, senior vice president, foundation and workforce development, breaks down how Trilogy's apprenticeship model works.

"As an employer, I'm going to give you an opportunity to advance your education from a classroom perspective and when you increase your knowledge and show you're competent with that knowledge, I'm then going to allow you to do on-the-job training with that.

"You take that knowledge and apply it in real terms to help somebody, in particular our residents. And as a result of that, I'm going to promote you and give you a pay raise. You're going to earn a



"We sat down and created the apprenticeship program because it just made common sense to us about how to take care of our frontline people," says Todd Schmiedeler of Trilogy Health Services. From caregivers to culinary, employees have embraced it and retention at the company has vastly improved.

national certification because you're confident in both the knowledge and the skills," he describes.

In Trilogy's case, high turnover in two entry-level areas – clinical care and dietary – prompted the move to apprenticeships.

"In the first five months, we had about 800 of our employees being interested and opting into the program and start their certificate journey. Once we saw that, we really understood the value of it and decided we're going to make this open to every single employee," Schmiedeler shares.

"We now basically make (the apprenticeship) part of the role if you're a CNA (certified nursing assistant/aide) with us and if you're in any of our culinary programs from a dietary aide all the way up to our lead cooks and chefs."

He reports feedback from employees has been "outstanding" and given Trilogy insight it never had.

"We've always been very good at employee satisfaction, candidly, but we couldn't understand why that didn't result in even lower turnover. What we learned early on was that employees in those (entry-level) positions felt there wasn't a transparent career path.

"If you've read anything about

millennials, their time period for growth is really in the 90 days to six months' time frame," Schmiedeler asserts. "So, we saw an opportunity to leverage the skills that we needed, the areas of improvement that those employees desired and basically partner on some national industry certifications that we then cross-walked with Ivy Tech, for instance, so that they (employees) would get college credit for that as they go into their degree (if they so choose)."

Schmiedeler says Ivy Tech is the "No. 1 partner" for the CNA and QMA (qualified medication aide) positions and where "our employees do their clinicals at their existing home campus, while their certifications can be done online, on demand and mobile friendly."

### Tangible impact

Indiana's Next Level Jobs program, which provides reimbursements for Hoosier employers for training employees in high-demand fields, has been a real catalyst for Trilogy.

"If you look at our four states, by far Indiana is leading the way on this. We did roughly 2,000 certifications in 2018 across our apprentice program and over 1,200 of them were in Indiana. Next Level Jobs was a really good accelerator for us," Schmiedeler remarks.

"We got a lot of new hires because we positioned it as going to give you a pathway to grow. It was a huge opportunity to get really energized people who wanted to grow."

In 2018, the 1,200 Indiana workers who took part in the apprenticeship program and earned certification "were granted annual raises of \$1.5 million outside of their normal pay raise. You're talking about real money coming to Hoosiers who are CNAs (and other positions), and they are (now) doing a better job taking care of the residents," he offers.

Turnover in Indiana – the largest Trilogy state with half of its overall employees – has been reduced 44% and the retention rate is at 83% for those completing a registered apprentice plan (done through the U.S. Department of Labor).

Schmiedeler pinpoints what has changed in the minds of employees.

"By getting these certificates, they not only got a pay raise, they also felt great about being able to do their job better for the people they were caring for and about. I think it's a combination of those two things that has really made a difference in our retention."

While everything is rosy now, Schmiedeler admits one early challenge.

"We didn't understand the effort it would take to educate our employees on



## New State Focus on Apprenticeships and More

An executive order last spring from Gov. Eric Holcomb created the Office of Work-Based Learning & Apprenticeship within the Indiana Department of Workforce Development. The agency was operational in June.

One of the first undertakings of executive director Darrel Zeck was to tour the state. A total of 32 interactive meetings were held to learn existing best practices and promote the office and on-the-job experiences – such as apprenticeships, internships and job shadowing – that employers can put in place.

The office's three main objectives are:

- Partner with the U.S. Department of Labor to expand registered apprenticeship programs in Indiana
- Develop a framework of other work-based pathways and implement those
- Build up public-private partnerships to increase business and industry engagement with education systems

The unique piece that the office offers is creating state earn-and-learn programs for both business and K-12 schools (see main story).

Zeck is quick to stress that none of what the office does is "one-size-fits-all. Everything we work on is structured and scalable, and it ranges anywhere from six weeks to probably four years in length.

"At the end of the day, we are trying to design programs to meet the skills that employers demand. This is not some just pre-programmed piece for them; it really gets after exactly what they need," he relays.

"We are also working both sides, adult and youth. You will find in other states that programs are very focused on one or the other, it's very important for the state of Indiana, I believe, to be working on both."

**RESOURCE:** Darrel Zeck, Office of Work-Based Learning & Apprenticeship, at [www.in.gov/dwd/apprenticeship.htm](http://www.in.gov/dwd/apprenticeship.htm)

understanding what an apprentice program is. There's no cultural backing of that in health care, so when we talk about apprenticeships there's really not an understanding of it within the sector or within the industry."

### Reaching out to high schools

What has Schmiedeler really excited "for the next 12 to 24 months" is implementing and promoting Trilogy's recently granted state earn-and-learn program (SEAL).

Darrel Zeck, who is the executive director of Indiana's new Office of Work-Based Learning & Apprenticeship (see sidebar), says "people generally view these SEALs as being state-level certified apprenticeships.

"What we do is build state earn-and-learns with both business and with K-12. We offer to work with businesses or K-12 to identify what their needs are, what skills they need." Partnerships and programs are built out of those conversations to identify which career pathways make the most sense.

For Trilogy, it was determining how to take its successful existing program and apply it to youth.

Schmiedeler notes Trilogy has had partnerships with high schools for a long time. "But we've not had the structure, just like we didn't have for our employees – a career path that was clear and transparent and allowed for engagement at a higher level of both our employees

and students, so they could take a little bit more control and ownership of where they're going with their career.

"We're going into the high schools where we've had a relationship and saying, 'We'd like to complement what we've been doing and add more value and here's how.'"

Schmiedeler also reports that the state is giving Trilogy referrals and others are taking note of the SEAL. He mentions two high schools in Bloomington and Plainfield, which didn't have a program previously, "are really interested in developing a nurse prep program and we can help partner with them because we have those abilities, while giving students real-world life experiences and the students are making money."

Zeck praises Trilogy's approach.

"Having multiple pathways and maintaining or building a good culture along with that will help with retention. Trilogy has done exactly that."

Based on how everything has turned out, Schmiedeler "absolutely would have loved to had this idea three years ago and be three years further down the road. We see how happy our employees are. We now have a culture of inclusivity.

"Everybody has the power to grow at their own pace and in their own time. ... There are a lot of just life barriers for them that don't enable them to go to what has traditionally been brick-and-mortar training. We created a model that allows them to grow and grow in a way that really suits their life and their lifestyle. ... We're very pleased with the results."

**RESOURCES:** Todd Schmiedeler, Trilogy Health Services, at [www.trilogyhs.com](http://www.trilogyhs.com)

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# Let's Hire A Vet!

## Build Your Word-of-Mouth Network



**Brig. Gen. (Ret.)  
Marianne Watson**

Are you placing job ads, but not attracting veterans? You're not alone if you are having this problem. In a national survey of employers by nonprofit Center For America (CFA), a majority of employer respondents cited the challenge that their job advertisements are not attracting those with military experience.

A good first step is finding a veteran – maybe someone already in your organization, or among your retirees and suppliers. They can put you in touch with good candidates in their veteran network. Veterans want to help other veterans find good full-time jobs.

There are many effective nonprofits, state agencies and military employment transition organizations in your area that can help, so make sure to reach out to them. However, your own networking with the veteran community may be a faster way to find good candidates that match very well to your requirements and culture.

Most veterans maintain close contact with other veterans through a wide range of organizations and events. They know friends and acquaintances who are looking for good jobs. They also have good instincts about who in their network would have an interest in a given job and the skills and experience to fit in well.

### Start internally

Tapping into this network isn't hard: Start by identifying veterans among your employees, your retirees, your suppliers. Give them an up-to-date written description of the job and the qualifications so they can pass this along to their contacts and get the word out.

Developing a "word-of-mouth" network works better when you explain to your veteran contacts why your jobs and your company offer a good fit for people with a military background. This can empower your contacts to make a good case for you. Veterans making a transition to a civilian job often know very little about most industries and less about specific companies.

While many veterans go online to research jobs, you should take the time to explain the aspects of your jobs and your company that should be especially attractive to veterans. Your military-friendly attributes would include: future career growth supported by training or in-house mentoring, an emphasis on teamwork and your commitment to diversity. Since veterans are accustomed to these topics while in the military, the more specific you can be, the better.

### Expand the effort

There are many national veterans' organizations that have local affiliates you can contact for referrals. Although these organizations are not specifically in the business of providing referrals, veterans who belong are always interested in helping their members find good career jobs.

You can contact the local affiliates of these national organizations by visiting the national web sites listed with each:

- Team Red, White & Blue: [www.TeamRWB.org](http://www.TeamRWB.org)
- Team Rubicon: [TeamRubiconUSA.org](http://TeamRubiconUSA.org)
- The Mission Continues: [MissionContinues.org](http://MissionContinues.org)
- Iraq & Afghanistan Veterans of America (IAVA): [iava.org](http://iava.org)
- Marine for Life: [www.MarineForLife.org](http://www.MarineForLife.org)
- Soldier for Life: [SoldierForLife.army.mil/employment](http://SoldierForLife.army.mil/employment)
- Joining Community Forces: [www.jointservicesupport.org/communityforces](http://www.jointservicesupport.org/communityforces)

The time you spend developing a word-of-mouth network among veterans will have growing benefits. The more your veteran contacts learn about you and your company, the more they will want to recommend candidates to you. The more you learn about the veterans you are in touch with and the issues and



Skills required to examine the intake of an F-16 Fighting Falcon can be transferred to many civilian occupations.

concerns they have, the more effectively you can gain their help. You'll also get feedback about your jobs that will help you position them more effectively or address aspects of your offers that are turning veterans off.

If you would like to learn more about hiring veterans, National Guard members and Reservists, visit our web site at [www.CenterForAmerica.org](http://www.CenterForAmerica.org). You'll find many free guides, articles and video presentations on recruiting military candidates. Also, on the CFA home page, post your jobs through the American Jobs for America's Heroes campaign to have them distributed directly to military employment counselors where your jobs are located.

**AUTHOR:** Brig. Gen. (Ret.) Marianne Watson serves as Center for America's Director of Outreach and served as the Director of Manpower and Personnel at the National Guard Bureau. She was chief human resources officer of the Air and Army National Guard, responsible for leading the employment transition operations, among other functions

# DEGREE to SUCCESS

By Tom Schuman

## Making Dreams Come True

Does Ivy Tech Community College's Achieve Your Degree (AYD) program truly benefit employers and their associates?

Nancy Sobeck, senior manager of training and development with Madison Precision Products (MPP), recalls shopping in the produce aisle at the local Walmart. Wearing her work uniform, she was approached with the following plea:

"How do I get on over there?" was the question. "My husband works there. The deal was I was going to get to go to school first. But you guys have such a cool program, now he's in. So I think I'll just come to work over there so I can go to school too."

How about the employees going back to continue their education? Yalande Chester-Pullom has worked in a variety of roles since

joining Old National Bank (ONB) in Evansville in 2002. She is currently seeking her degree in business administration.

"Taking these courses made me realize I have so much more inside me that I can get out and share with others – and build my network," shares Chester-Pullom, citing the encouragement from all who have assisted her. "If you had told me back in 2016 when I started that I would be here, I never would have believed it."

And she notes the extra motivation from family to continue to do well in her classes.

"As my second grandbaby turned 1 (year old), I was told I could no longer babysit because my grades were dropping. So I don't get to see my grandbabies unless my homework is done. You better believe my homework is done."

### Early adopters

ONB was the first company to partner with Ivy Tech on the initiative. Chris Lowery, senior vice president of workforce strategy for the community college, credits Bob Jones, retiring later this year as bank CEO, for being the catalyst.

Kenda Vanzo, executive vice president of associate engagement and integration for ONB, recalls the excitement as the initiative began. She admits, however, "I was a little skeptical about whether it would



Yalande Chester-Pullom, at home with her grandchildren and at work at Old National Bank, has an extra incentive to continue doing well in school.

really change the numbers. What would be different (from the traditional tuition reimbursement program already in place)?

“It really got a huge response in terms of interest.”

As in 139 students enrolled in one form or another over the last three-plus years. Vanzo says about half are in Evansville with others from different parts of the state, including some participating online from outside Indiana.

Lowery offers some of the reasons why AYD has made a difference for Old National and other organizations.

“We provide a concierge service, go to the place of business, work with individual employees. We look at what areas of study

they perform or whether it is just something that gives them pride and helps them on their path forward,” she attests, “I think that benefits Old National greatly because we’re investing in people and people feel like they’re getting benefit from that.”

### Fulfilling dreams

At MPP, Achieve Your Degree has been rebranded as Achieve Your Dream. It is paired with additional internal technical training, along with leadership and management programs.

Kevin Turner, vice president of facilities and director, credits establishing the training and development division as critical for the manufacturer of aluminum die cast

Because we had that conversation (about achieving your dream), that’s what she was passionate about.”

Chaney is that associate. She had been at the company for five years, first in the quality department and then in maintenance.

“I was very surprised, not that I thought he would be overly upset. But to invest the time and money in somebody like that and have them say I changed my mind, I thought I was going to get a different reaction than what I did,” she recalls. “I told him there were so many people in the automation robotics program that I felt like I didn’t want to be just one of the group. I wanted to stand out and do my own thing. I was pleasantly surprised when he was happy about that.”

Chaney reiterates the support from both her employer and Ivy Tech. “They made it very easy and they take on the financial burden. You just have to concentrate on your grades. It just makes it so much easier. Plus, you feel like the company has your back a little more.”

### Impacting lives

Chaney says she has much to be thankful for, having earlier spent three and a half years in prison.

“I did everything in my power to change my way of thinking, to change my habits,” she reflects. “This program is an opportunity for a lot of people who wouldn’t otherwise be able to attend college to achieve something a little more. I appreciate that. I really do.”

Canoy has worked in maintenance for nearly three years after coming to the United States from the Philippines. He was planning to save money to go to school, but AYD accelerated his timetable. Like Chaney, he looks to continue on to earn a four-year degree.

“It’s helped me a lot because I didn’t really have much experience,” Canoy shares. “What I learned in class, I have used at work; some of the (content in) class I already know because of what I have done on the job.”

### Business boost

Ivy Tech President Sue Ellspermann says, “Employers want to retain good employees. They want to move them up. This provides them a much better tool to do that with their employees. You don’t have to be a big company to do it.”

MPP has 6% of its associates (one of the highest totals of any company) engaged in AYD, with more than half on the Dean’s List. Sobeck, who spent 15 years at MPP and eight as a senior corporate trainer at Ivy Tech before returning to the company, emphasizes that “people tell me they feel hopeful. Many



Tracey Chaney of Madison Precision Products was able to switch her course of study to help “achieve her dream.”

that might be important to them (both employer and employee),” he explains. “We look at curriculum and financial aid. We then got rid of one of the biggest hitches to tuition reimbursement as people often don’t have the cash flow to pay upfront. We just aggregate the bill for you and send it (to the employer) at the end of the semester.”

Chester-Pullom, along with associates/students Tracey Chaney and Gil Canoy at MPP, confirms that the financial arrangement made her return to school possible. She says she always wanted to continue her education. The support at ONB was also essential, with flexible work arrangements allowing her to initially make up her time while taking some classes during the day.

Vanzo reports 35 team members have received one form of a certificate or another and five have earned associate degrees.

“Whether the knowledge they gain in this program is directly applicable to the jobs

automotive products.

Because all involvement is voluntary, “One thing I use this for is to gauge initiative. We didn’t force anybody into any of these programs. This gives me a tool to use for placement.”

As for the “dream” part of the equation, Sobeck contends, “I can dream all day long for you – and I’ve been known to do that – and push you really hard, but if we ask what is it you really want to do, which this program does, there’s a lot of buy-in from the associates. Our company is really big on find your passion and let’s help you achieve that dream.”

Turner has seen that dream play out several times. One involves an associate in die maintenance who was studying at Ivy Tech in automation robotics.

“She came into my office with tears in her eyes saying, ‘You’re not going to like this, but I want to change my degree to information technology.’ I was so happy.

of the people I talk with have the desire to do more, be more. That's what I feel this program has done."

The company representatives, when asked what guidance they would provide to others, don't hesitate in their responses.

"They have to reflect on how they have approached human development in the past and whether it has worked or not," Turner asserts. "I felt our training, up to that point (of developing the new division) was largely something we did as a theme every year on our business plan. In the past, when a crisis occurred, we would have reduced the training."

Vanzo of ONB delivers this perspective.

"I think I would start with having an open mind. As business people, we tend to be expense conscious. Sometimes your first consideration is how much is this going to cost and can we afford it.

"Ivy Tech really works with the organization and the students to identify opportunities for financial aid and assistance



Gil Canoy attends school following his third-shift work at Madison Precision Products.

to minimize the expense back to the employer," she adds. "At the end of the day, you end up with a really great benefit to offer associates who want to invest in themselves

and learn and grow, with a lot less cost than you might think. Understand that the benefits of the program are going to far outweigh the costs to the company."

**RESOURCES:** Kendra Vanzo and Yalande Chester-Pullom, Old National Bank, at [www.oldnational.com](http://www.oldnational.com) | Kevin Turner, Nancy Sobeck, Tracey Chaney and Gil Canoy, Madison Precision Products, at [www.madisonprecision.com](http://www.madisonprecision.com) | Ivy Tech Community College at [www.ivytech.edu/achieveyourdegree](http://www.ivytech.edu/achieveyourdegree)

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Mayor Michael Pavey (second from right) with director of special projects Brian Sheehan (left) and interns Nate Robert Eze and Mason Gordon. Pavey: "If you're wanting them (young people) to come back in your community, it has to be set up for them and their needs and what their generation finds important."

## Rushville Benefits From Young Leader

By Symone C. Skrzycki

The stakes were high.

It was 2016 and the city of Rushville was a finalist in the Stellar Communities program, which provides resources for transformative quality of place and community improvements.

Rushville Mayor Michael Pavey and members of his team were moments away from the final step: delivering a community presentation.

"Whether you like it or not, the mayor is the lead in the presentation," he remembers. "Everybody's kind of on edge and getting ready for this big presentation. I'm not the guy who likes being the public speaker. I'll do it as part of my job, but I am not the guy who goes out and seeks that attention."

Mason Gordon, a 19-year-old intern with the city of Rushville who had created the technical aspects of the presentation, initiated a memorable conversation:

Gordon: "Hey, can you come here and can I talk to you?"

Pavey: "Sure" (walking over to him).

Gordon: "Can I give you some suggestions?"

Pavey: "Sure."

Gordon (drawing on his background as a former FFA officer): "This is what I've learned (about successful presentations)."

Pavey took the pointers to heart. He also entrusted Gordon to give a solo presentation about the city's youth engagement team and the organizations involved in its technology applications.

"It was a big-time presentation," Gordon emphasizes. "And he was willing to give up some of his air time for me to speak. I'm still incredibly grateful for that opportunity."

Why was the mayor so confident in the intern's judgement? Pavey puts it simply: "I trusted Mason."

### Summers of discovery

Rushville is a rural community in east central Indiana with about 6,300 residents. While population losses and workforce shortages have proved challenging, educational offerings remain a strength.

"The success of our intern program really highlights the success of our school system because we're able to pick kids that come to our school system that 'get it,'" Pavey declares.

Gordon is one of them. He returned to Pavey's office for a summer internship in 2017 and one at Rush County Economic Development the following year.

Gordon made the most of those summers. With the city, he tackled projects such as writing a city ordinance and serving as "an ag voice" for a mural at the new location of the Farmer's & Artisans Market. In addition, he assisted with securing funding for the latter.

"My role – having been involved in the agricultural community – was to recruit sponsors for some of the necessary items we needed for events: tables, chairs and lights and all of that kind of stuff," Gordon shares. "I was able to, between sponsors and grants, raise \$45,000 for our farmer's market and we were able to purchase all of the items on

our wish list. I'm very proud of that."

Brian Sheehan, the city's director of special projects, oversees Rushville's internship program and youth engagement initiative.

"It's that connection to, 'Where do you want to go and how do we get you there?'" he affirms.

"If for example, I've got an art major (intern) in here and all they're doing is filing paperwork, that's not doing anybody any good. If I can figure out a way they can help ignite our Arts Council – that's a goal of ours this year – that's who I want to do it."

He refers to Gordon as an intern "that we could plug into anything."

"Literally, if the mayor couldn't be somewhere and I couldn't be somewhere, we'd have confidence to say, 'Here's what we need to go to.' And he could fill in."

### Speaking from experience

Gordon recounts a high school memory.

He was a senior, sitting in government class. His teacher was curious. How many students anticipated returning to Rushville after pursuing additional education (college or workforce training)? Who planned on coming back and spending their life there?

"There were only five hands that went up in a group of 25 probably," Gordon notes.

As much as he loved Rushville and his volunteer activities (including serving as a youth member on the Hometown Collaboration Initiative Committee), he was conflicted.

He embarked on a journey of exploration. He graduated in 2015 and took a year off school to serve as an Indiana FFA officer.

"I traveled the state and got involved in circles I'd never been involved in before," Gordon reveals. "I got excited about politics. I could easily see myself going to Washington D.C. I could easily see myself living in Indy and working on state government stuff. ... I



One of Gordon's memorable quotes during the city of Rushville's Stellar Communities proposal: "While other interns are making coffee, I'm making a difference!"

was still passionate about my hometown, but didn't necessarily see myself coming back to my hometown."

He earned an associate degree from Lincoln Land Community College in Illinois. In 2018, he transferred to Purdue University and completed his first semester. He'll resume classes after an internship with the Purdue Bureau (through a partnership with the Purdue College of Agriculture) concludes and plans to graduate with a bachelor's degree in 2020.

"I would say that my internship has made me more conflicted than ever, if that makes sense," Gordon imparts, chuckling. "I've got some passions that I didn't realize I was going to have. Lots to think about. And I'm still trying to figure out what that dream job is."

"Now when I think about careers and I think about my future, I don't know if I'll be able to come back. I'm not going to say, 'This is where I'm going to be the rest of my life.' But I want to be there (Rushville). I legitimately want to be back in my home

community," he continues.

"That's solely related to my involvement in the community. Solely related to the mayor saying, 'You can be a part of every meeting. You can be a part of every decision. You can have a voice. And you can make an impact on your home community.'"

### Making connections

All organizations and communities can benefit from internships.

It's a core philosophy of Indiana INTERNnet, the statewide resource for internship opportunities managed by the Indiana Chamber of Commerce. Its online database links employers, students, high schools, colleges and universities.

"I saw Mason speak at an event and he was amazing," asserts executive director Mike Slocum. "He's made such an impact on his community."

"From an employer's perspective, the key to successful internships is to have talent stay within Indiana and make your community one that interns return to. No matter an employer's size or industry, there are opportunities to host internships throughout the state."

Gordon emphasizes the significance of Pavey believing in him.

"I always had a seat at the table. It didn't matter what meeting the mayor had. It didn't matter who else he was inviting to the table. He never asked me to leave because he didn't want me to be a part of a conversation. That's what any internship manager should strive to do: Allow that intern to feel like a member of the team. I certainly did. That's definitely why I kept coming back – because I felt like I was able to make a difference."



Gordon's background helped grow momentum for a new agricultural mural on the wall of the downtown farmer's market.

**RESOURCES:** City of Rushville at [www.cityofrushville.in.gov](http://www.cityofrushville.in.gov) | Mike Slocum, Indiana INTERNnet, at [www.indianaintern.net](http://www.indianaintern.net)

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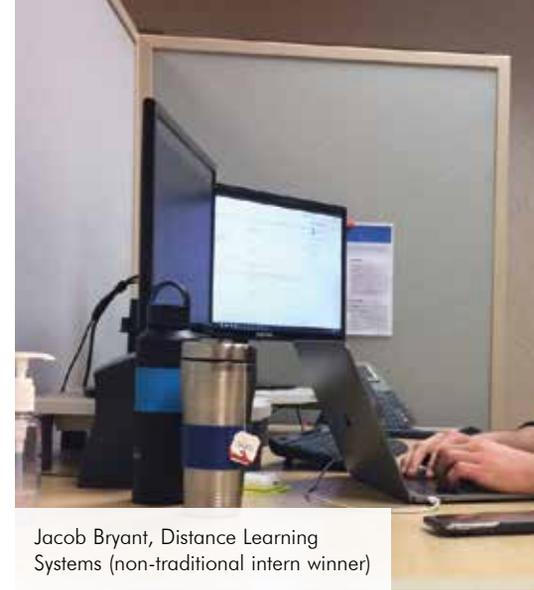
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Avery Turner, IMMI



Jacob Bryant, Distance Learning Systems (non-traditional intern winner)

# CELEBRATING INTERNSHIP EXCELLENCE

## IMPACT Awards Honor Internship Success

By Caitlyn Beck

With a new program format shining the light on the career development professionals, supervisors, employers and interns honored at the 13th annual IMPACT Awards, Indiana INTERNnet celebrated statewide internship excellence in February.

In order to hear directly from those achieving success, the event featured moderated conversations with the top honorees. Focusing on best practices for both interns and employers, attendees learned more about the winners' strategies and actions.

"The IMPACT Awards luncheon is a fantastic opportunity to see the benefits of experiential learning," says Indiana INTERNnet Executive Director Mike Slocum. "It brings together the talented future workforce of Indiana as well as companies and professionals who are dedicated to furthering the workforce readiness of our state. It goes to show how much talent Indiana has to offer."

Seven winners were recognized in the categories of Career Development Professional of the Year, Employer of the Year (non-profit and for-profit), Intern of the Year (college, high school and non-traditional) and a new category, Intern Supervisor of the Year.

**Gabriella Moline** (Butler University)  
College Intern of the Year

When Gabriella Moline started interning with the two-person public relations team at The Children's Museum of Indianapolis, it was during one of the busiest media blitzes in the history of the museum.

The Riley Children's Health Sports Legend Experience (SLE), a 7.5-acre outdoor addition, was set to open during her internship.

Though her internship was just 60 days, her hard work was evident. She wrote magazine and web articles on the SLE, all of them at publish-ready quality. Moline would arrive early to coordinate media events and stay late to edit copy. She worked on the weekends as well.

Instead of resting on her laurels, she started a second museum internship as a summer SLE intern, working outside and teaching families how to shoot free throws or sink putts. At the same time, she continued to utilize her communications skills by writing, directing and producing a recruitment video for SLE employees. Moline took initiative and worked with other departments, coordinating with a videography intern to finish the SLE recruiting video.

Moline's efforts were noticed by the museum and her fellow interns. She was named the inaugural Museum Campus Ambassador, representing the museum's intern program. She was also presented with the Intern of the Month Award by the museum, nominated by her fellow interns.

"Gabby produced some of the most impressive work ever done by an intern," notes Leslie Olsen, manager of public relations at The Children's Museum.

**Omar Matthews** (Blue River Career Programs)  
High School Intern of the Year

Omar Matthews was told welding was a very small part of Custom Machining's business when he began his internship. But the additional manpower he provided to the department allowed it to expand considerably. This was partly due to his dependability and work ethic. When there was little welding work to do, he took on the challenge of learning how to operate other machinery, despite it not being in his job description.

He demonstrated leadership in both the classroom and the workplace. While the foreman noted how the processes of completing projects are



Jose Chiquito Galvan, Bowman Creek Educational Ecosystem (Darrin Eichorn photo)

Internships, and those that help make them successful, are more important than ever. Nearly 120 IMPACT Award nominees in seven categories were recognized at the annual celebration in late February.



Gabriella Moline, The Children's Museum of Indianapolis (college intern winner)



Omar Matthews, Custom Machining (high school intern winner)

usually daunting to new hires, that didn't deter Matthews. Instead, new employees started asking him if their work looked right, as they noticed he was successfully completing parts. When he didn't finish a welding task within the time normally allotted for standard professionals, he dedicated himself to revising his technique and work manner. He completed the next tasks with significant time to spare.

Matthews earned respect by honing his communications and problem-solving skills, which led him to using them at work, at school and in his personal life. He developed a good relationship with everyone around him, regardless of any age gap, as a high school student working with seasoned professionals.

"He has demonstrated such growth and fortitude that I know I am a better person by knowing him, and that he will be successful in all of his future endeavors," says Ray Schebler, Matthews' instructor at Blue River Career Programs.

**Jacob Bryant** (IUPUI)  
Non-Traditional Intern of the Year

Distance Learning Systems hired Jacob Bryant to focus on assisting with front-end web development. Within his first project, Bryant demonstrated a skill set that exceeded expectations. This, combined with his diligence and eagerness to learn, quickly made him a valuable contributor to the web development team.

Instead of assisting with just the front end of web development, Bryant was capable of single-handedly creating both the front end and back end of web sites. This increased his department's productivity and allowed it to rapidly scale up its projects.

"The entire web development team and manager can rely on Jacob," offers Justin Hart, director of marketing at Distance Learning Systems. "He continues to prove that he can be depended on for both high quality and productive work."

Bryant effectively communicated with his peers to both give and receive constructive criticism. His actions made him well liked and widely respected by other team members.

He took on a leadership role in multiple web site projects and became the point person on Distance Learning Systems' complex e-commerce web site. He also improved the experience for the company's customers, developing ways to more effectively handle web site inquiries, helping build relationships with web site visitors.

Bryant consistently aligned his actions with the company's values. By showing integrity, innovation and passion in his work, he exemplified what any manager hopes for in any team member.

**Diane Walton** (netlogx)  
Intern Supervisor of the Year

Diane Walton wears many hats at netlogx. Not only is she the compliance and bid manager and the fast track supervisor, she takes on additional work in the role of intern supervisor. Regardless of her long list of responsibilities, she excels in each one.

"Diane always makes time for the interns regardless of how heavy her workload is," remarks Vicki Chabot, HR director at netlogx. "She goes out of her way to ensure each intern has a positive and successful internship."

Walton was consistently lauded for her caring attitude in each of the four nominations she received for this award. When an intern's



Emma Walters, Crane (non-profit employer winner)



Drew Ellery, Ontario Systems (for-profit employer winner)

grandfather passed away, Walton supported her by attending the showing that was over an hour away. She would meet individually with interns, coaching them on their professional development.

One of the keys to Walton's success with the program is the structure she instills, ensuring each intern is set up for success. Maintaining strong evaluation and review components, she keeps the interns on track and makes sure they have all the support they might need. Walton also actively participates in the netlogx intern book study, another method she uses to provide interns with tools for professional success.

By making interns feel valued, Walton creates a drive in them to work harder. "Her leadership and mentality are what motivate all the interns to do well," shares netlogx intern Axel Santana Velazquez.

**Pat Rhodes (IUPUI)**  
Career Development Professional of the Year

Pat Rhodes' impressive impact on IUPUI is evident by her record-breaking six nominations for the Career Development Professional of the Year award, coming from both students and colleagues. Rhodes started as the career services specialist for the IU School of Informatics and Computing at IUPUI (SoIC) in 2016 and has served as its sole career development professional (CDP) since January 2018.

Rhodes independently orchestrates a January career fair for SoIC that typically has over 50 employers in attendance. The first few events did so well that a fall career fair was added. She also networks with Indiana employers, developing relationships to help find students new employment opportunities at the local, regional and global level.

Rhodes also meets with students to advise them on resumé writing, job interviews and career planning, even though she is the only CDP for a school of about 1,400 students. She even tracks past students by maintaining a database of alumni employment information, as alumni have the potential to help provide internship opportunities for current students.

Rhodes also engages in regular community outreach by sharing her career knowledge with local high schools. Additionally, she is the advisor for the African Student Association at IUPUI.

"Pat's strong communication and collaboration skills coupled with eight years of experience in career services have greatly benefited our school and students," says Molly Morin, Ph.D., a program manager for SoIC.

**Ontario Systems**  
Employer of the Year (for-profit)

The 12-week program at Ontario Systems is designed to give its interns a robust internship. Interns receive hands-on experience doing "real work," but also have eight hours of paid volunteer time to give back to the community and over six hours of professional development and training.

Each intern has a dedicated manager and a dedicated onboarding partner. The partner is there for ongoing support, whether it's to help interns build their professional network or to show them the best lunch spots. All hiring managers are required to make a detailed plan for the entirety of the internship, building in success measures and metrics so the intern can easily see what a successful internship looks like.

Ontario Systems was an inaugural partner in creating, launching and supporting "Summer in the City," a Muncie intern collaborative. This opportunity allows the company's interns to meet other interns from around the city, along with many business leaders. The experience, combined with the two dedicated mentors at Ontario Systems, leaves each intern with a significant network of valuable connections.

Ontario Systems brings on about 20 interns at a time, outnumbering the internship programs of some significantly larger companies.

"Our hire rate of interns (to full-time status) is about 50%," states Shannon Stroud, director of enterprise organizational development and learning. "But we are not a large company. We are a company of less than 500 associates with just half of those in our Muncie office, which is where our internship program takes place."

**Naval Surface Warfare Center, Crane Division**  
Employer of the Year (non-profit)

Naval Surface Warfare Center, Crane Division (NSWC Crane) is a U.S. Department of Defense science, research and technology laboratory located in southern Indiana. It has two federal student intern programs: Pathways and STEM Student Employment Program (SSEP). NSWC Crane uses SSEP to recruit for hard-to-fill STEM positions; Pathways is used to hire students in career fields such as business, finance and logistics.

In any given year, NSWC Crane hires between 75 to 100 students through its Corporate Hiring and Recruiting Team, also known as CHART. CHART is a team of managers across the base that makes all student selections and placements. Interns are placed depending on their skill sets and interests that are found on their resumé and during the interview process. This ensures each intern receives an experience tailored to their strengths.

The New Employee Development Organization provides interns with tours, picnics, humanitarian projects and other social activities. In 2018, NSWC Crane introduced Crane Foundations, a one-day class providing information about the organization's mission and culture. This gives students an opportunity to network and dialogue with Crane managers and leaders.

NSWC Crane partners with high schools and colleges to get students involved early on in relevant technology areas. Once a student becomes an intern, they are assigned a mentor. This mentor and the branch manager partner to develop a comprehensive training plan that provides optimal exposure to many project areas and subject matter experts.

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**Mitch Daniels** with **Raven Osborne** who earned her Purdue Bachelor's degree while attending our high school.

# EMPOWERING EDUCATION

## Students Lead the Way

When Lafayette Catholic School System (LCSS) implemented a new classroom strategy pairing all seventh through 12th graders with a MacBook, a talented group of students volunteered to assist with deployment.

That was just the beginning.

Today, approximately 12 students comprise LCSS's technology team, which provides tier 1 support for peers, teachers and administrators. A sampling of services:

- Installs computer cables
- Handles device management and technology training
- Creates tech boot camps
- Develops online curriculum for students
- Teaches younger students (kindergarten through sixth grade) how to use iPads
- Assists parents in installing home content filters
- Coordinates before and after school support
- Edits videos (LCSS promotional videos and United Way campaigns)



Members of the Lafayette Catholic School System's technology team (David Rebmann, right) spoke to an international audience in the fall of 2018 about their experiences with FileWave's mobile device management system.

"Along the way students can earn high school credit for working the technology support desk and participate in paid internships over the summer," shares Jeffrey Botteron, director of learning design and technology.

Purdue University freshman Nate Kerr founded the tech team as a seventh grader in 2014. "It gave me a chance to fulfill a passion and learn more about technology while being able to help people," he comments.

High school freshman David Rebmann aspires to be a filmmaker or work in a profession that involves video creation. He joined the team two years ago.

"I know that (for) the next step, I'd like to start a small business during the summer to help other kids learn how to use certain programs. Help them make videos so they can become more familiarized with that sort of thing. The school really gives me a lot of opportunities to not only practice, but also put myself out there."

Botteron contends that the program generates substantial savings.

"The school system itself benefits from this summer help to configure the devices, but also during the school year when the kids are working the tech desk. Typically that would be staffed by probably a \$40,000 employee plus benefits and so on. Here, we've got students stepping up into that role and allowing us to reallocate money that would otherwise be going into the tech program."

But best of all, he asserts, is that the students "figure out how to do the majority of this on their own because they're simply empowered to do so."

**RESOURCE:** Jeffrey Botteron, Lafayette Catholic School System, at [www.lcss.org](http://www.lcss.org)

## Defying the Odds

Growing up, Raven Osborne loved to "play school" with her stuffed animals and beloved family dog. Today, the 20-year-old is a reading interventionist at 21st Century Charter School in Gary.

"I work with kindergarten through fifth grade," she remarks. "I like how I have contact with almost every child in the school and how I can develop relationships with all of the kids."

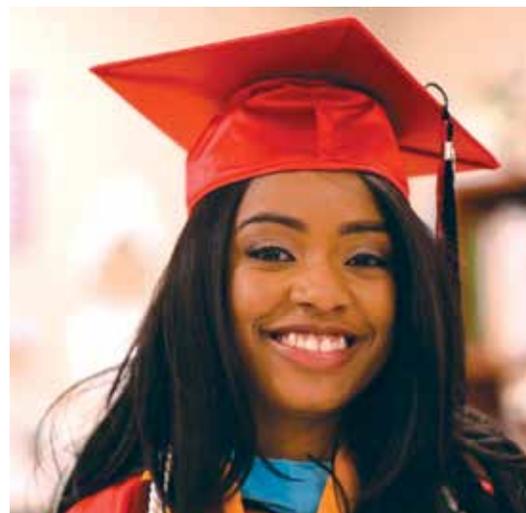
In 2017, she graduated from 21st Century Charter School with a high school diploma – two weeks after earning a bachelor's degree from Purdue University Northwest in sociology (with a minor in early childhood education). An associate degree from Ivy Tech Community College came first.

Her mother and late grandmother are lifetime role models. "There were several times I wanted to give up, but my mom was a big motivation for me," she recalls.

21st Century Charter School assists students by paying 100% of college tuition, covering textbook expenses and providing transportation. Students take a college preparation class over the summer between their eighth and ninth grades. Topics range from study habits to time management and self-discipline.

"Because they're getting that kind of experience, they're building their own confidence level and their own knowledge of what it means to be a college kid," stresses Kevin Teasley. He's president of Indianapolis-based GEO Foundation, which manages and supports 21st Century Charter School.

"At her (Raven's) graduation at Purdue, I had several kids come up and say, 'I want to do what she did. Can I transfer into your school?' She inspired lots of other students to do the same thing," he reveals.



Raven Osborne pushed through obstacles to earn a bachelor's degree and high school diploma within days of one another.

Among them are four 21st Century students who plan to earn a bachelor's degree while in high school. In addition, nine are slated to obtain an associate's degree prior to high school graduation in May.

Osborne is thoughtfully choosing her next career move.

"Working in the school has given me the opportunity to try to figure things out, so that's what I've been taking this time to do. I didn't go straight into a master's program. I'm still not in one. I didn't want to do it just to say I did it. I want to make sure I think everything out. This fall, I'll be able to start pursuing a teaching license. And from there, I'll keep trying to figure things out."



In Gary, more than 50% of 21st Century Charter School students take college and career courses. All freshmen attend an orientation day at Ivy Tech.

**RESOURCES:** 21st Century Charter School at [21cchartergary.org](http://21cchartergary.org) | Kevin Teasley, GEO Foundation, at [www.geofoundation.org](http://www.geofoundation.org)

## Innovating and Engaging

Gaze at different galaxies. Enter a hologram cave. Create mountains and build streams with your bare hands.

It's all in a day's work – make that all in a name – at ETHOS Innovation Center.

ETHOS stands for Encouraging Technology and Hands-On Science. Located in Elkhart, the facility promotes STEAM (science, technology, engineering, arts and mathematics) for children in kindergarten through 12th grade.

The organization was founded in 2000 and moved to its current location last April. It has approximately 18,000 to 20,000 annual visitors.

"Our core business is to partner with area schools. We manage their hands-on science materials component," explains founding executive director Patsy Boehler. "Instead of teaching from a textbook, the schools we work with would adopt a science kit curriculum.

"This allows students to really explore. To do hands on (activities). At fourth grade, they're doing electric circuits. They're building series and parallel circuits. And by the end of that grading period, they're going to completely wire a house."

An inflatable planetarium, for example, offers an IMAX-type experience, where a Tyrannosaurus Rex (not so quietly) lurks.

"We also do things like body code in there, where it shrinks you down to molecular size and then whips you through



Searching for clues ... and a way out of ETHOS Innovation Center's escape room.

the brain and through the lungs and through the heart," Boehler vividly describes.

Students can venture into a living material center and encounter a tarantula ... or a python!

Music lovers: Take note.

"We have a variety of musical exhibits where kids can learn the different pitches that are required for music, but we also talk to them about the math component that's

associated with that music," Boehler relates.

Upcoming summer camps include Health Heroes (career paths, how diseases are spread), Wizard Science (imagine filming YouTube videos in a room with a green screen), Our Wild World (various living environments and their inhabitants) and more.

Can't make it to ETHOS Innovation Center? A Science 2 Go Bus brings education to the schools.

**RESOURCE:** Patsy Boehler, ETHOS Innovation Center, at [ethosinc.org](http://ethosinc.org)

## Jim Morris

Continued from page 34

had constant communication with as far as just trying to figure out life. I really consider him part of my family. It's awesome to have a leader like that within your family and reach."

A story from Simon illustrates the essence of Morris.

"The first time I met Jim was at the Foundation (Lilly Endowment). I was asked by the Jewish Community Center to try to get a \$50,000 grant," he offers.

"He was so kind and so quickly agreeing to the grant of \$50,000 that as I walked out, I scratched my head and said, 'Why didn't I ask for \$100,000!' ... because he was so easy to work with. That impression has always stayed with me.

"I realized what a kind, considerate and decent person he was, even with that one meeting."

Morris outlines his own standards for engagement. "I put a very high premium on working with friends and colleagues who are unselfish and aren't in it to make money, but are in it to build a great community, to build a great state – to make life better for those who are sad, lonely, vulnerable, at risk. To make a difference."

### 'Piece of the burlap'

When asked if there is anything he might want to relive again in his celebrated career, Morris, without hesitation, declares, "I've enjoyed being a part of successful campaigns."

For a split second, I thought his appreciation for politics was stronger than I realized. But then he elaborates – and it makes all the sense in the world.

"I've enjoyed being a part of ... the Gleaners campaign, the Wheeler Mission campaign, the United Way. Campaigns for the Boy Scouts, for IUPUI or Indiana University (where he's a current trustee). I was chairman of the campaign for healthy babies a few years ago.

"I've really enjoyed fundraising over the years, and I understand for a city of ours to do extraordinary things, that means everyone has got to have a piece of the burlap. Everyone's got to help," he stresses.

For certain, Morris has done his share and then some.

"We are thrilled that we finally get to talk about what Jim Morris has done for our community and for scouting in central Indiana. Jim is the type of volunteer any organization would be blessed to call a friend," praises Joseph E. Wiltrout, Scouts executive and CEO of the Boy Scouts of America, Crossroads of America Council.

"He has an amazing heart, especially for making sure scouting is available to all youth, including raising funds to send many at-risk local youth to attend summer camp. ... He is often touting others' achievements, while making it clear he needs no recognition."

Morris is simply doing what he sees as his purpose.

"Maybe it sounds corny, but I think we were put here to find ways to work together, to lift up everyone and to do extraordinary things that are inclusive and everyone benefits from," he notes. "It's fun to work together to see a downtown transformed or to see a great children's choir emerge in Indianapolis or to see the rest of the world say nice things about our city.

"To see lots of important institutions prosper and grow, it's been a real gift to me to be able to be a part of this for a long, long time."

"I work to have a personal relationship with my students. I tell them that I'll work as hard as they will. So, if they want help every day, I will be there for them."

# Shaping Role Models

**Dr. Kent Scheller**  
Professor of Physics  
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