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CONTENTS

August 2016







Cover Photography: Steve Henke

Features

25 Northern Exposure

New cut-and-sew businesses are sprouting up on the North Shore, inspired partly by the craft mentality. By Gene Rebeck

28 Secrecy and Subsidies

Behind the IRRRB's deal to bring new jobs to Hoyt Lakes. By Burl Gilyard

34 The Stadium's Payoff

Will U.S. Bank Stadium deliver on its promises? The results are almost in. By Adam Platt

41 Entrepreneurs of the Year

Leaders from nine Midwestern companies earn the honor for successful, growing and dynamic businesses. By Andre Eggert, Burl Gilyard, Gene Rebeck, Sam Schaust

Trending

- 50 Education | Shaping Business Minds By Liz Fedor
- 56 Luxury Living | Upscale Housing
 By Melinda Nelson
- 63 Meetings | Venue Guide of Event Facilities
 By TCB Staff

Departments

- 8 Starters
 - Links and Mayo Anytime Ink
 - Explosive Growth Looking for an \$80K Job?
- 13 A & E At U.S. Bank Stadium: Luke Bryan, Metallica By Tad Simons
- 14 Concierge | Go fish! With your clients, that is By Melinda Nelson
- 15 Plugged In Best opportunities for networking
 By Kate LeRette
- 18 Health Beat
 - Seeking funding for a milestone
 Mayo lands more research money
 Tactile Systems to offer IPO

21 Intelligence Report

Economic indicators hint it's time to batten down the hatches. By Dale Kurschner

Commentary

6 Editor's Note

Words of wisdom from top business leadersBy Dale Kurschner

17 Personal Brand

Does your brand really reflect who you are?By Roshini Rajkumar

19 Explanation of Benefits |

Collaboration versus collusion in health care benefits By David Burda

20 Performing Philanthropy

You can check out charities before contributing By Sarah Lutman

118 Marketing Mash-Up

Does ranking everything make marketing easier?By Glenn Karwoski

119 Corner Office

Lessons on protecting your business's reputationBy Mark W. Sheffert

120 Open Letter

A new name for the lake formerly called Calhoun By Vance Opperman



tcbmag Archives

■ Sorting out the chaos and disorder that is Prince's financial legacy. ■ Celebrating five lifetimes of achievement. ■ Capella leverages its strengths and updates its strategy. ■ Franchises can be a great deal but a whopping investment.

Special Advertising Section

89 2016 Super Lawyers

The annual list of Minnesota's top attorneys.

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EDITOR'S NOTE
By Dale Kurschner



Richard Davis

Words of Wisdom

A few favorite quotes from top business leaders

t's that time of the year when we work behind the scenes on *TCB* events you'll read about and, we hope, attend months from now. Video interviews done for some of these afford me the opportunity to talk with our state's—and often industries'—smartest leaders, as they share the keenest insights about sustainable and purposeful success.

Time spent with this year's Hall of Fame honorees got me to thinking about all of the meaningful quotes I've heard over the years. Here are a few that are most top-of-mind.

"The best CEOs are good conductors."

-Richard Davis, chairman, president and CEO, U.S. Bancorp

Davis likens business leaders to their counterparts in an orchestra. "They're not playing. They're listening first, they're responding back and they're delivering a product people want to buy. ... Also, they're asking the right questions, and then they're asking them exactly the right way. If [they] don't, the answers won't be as good," Davis said in his 2012 Hall of Fame interview. CEOs should ask a lot of open-ended questions to learn more, rather than presume they have the right answer or tell people what the answer is, he says, "because they're probably not the smartest person in that conversation." Davis was an early believer in this approach, now becoming part of mainstream thought in corporate America. For more, go online to http://bit.ly/29rS7hT

"There's tremendous strength that grows from the very important relationship between the community and the company. For us it's foundational, it's fundamental."

—Susan Marvin, vice-chair and former president, Marvin Windows and Doors

Marvin said this at the 2012 Minnesota Family Business ceremony, accepting the award for community service. Her four-generation, 104-year-old company employs nearly 2,000 in and around its hometown of Warroad, and kept them all employed—with health insurance—during the Great

Recession. While some might say this quote only still matters in small towns, it harkens back to what made America great in the 20th century: the understanding that a business is only as good—and sustainable—as its relations with all of its stakeholders, not just its shareholders. For more, go online to http://bit.ly/1KG0eRx

"I don't believe imagination has geographic boundaries."

—Pat Fallon, co-founder, Fallon Worldwide

Fallon was one of the advertising industry's most creative and successful players. While he could have launched his career in New York, L.A., London or other major ad-agency market-places, he chose to do so in Minnesota, when he started, 35 years ago with four partners, what is known today as Fallon. His decision and subsequent success transformed Minneapolis from "fly-over country" to a world-renowned hub of marketing creativity. For more, go online to http://bit. ly/29P0ovR

"Assume nothing."

-Burt Cohen, Twin Cities Business founding publisher

Burt Cohen has a wall hanging in his office with these words embroidered on it and I can't help but notice it every time I walk by. To me, this is the most fundamental and important two-word combination out there. It's applicable in just about every situation. And it's good to remember given all of the clandestinely biased content out there. You think you know something, but do you really?

"A good company culture is positive-aggressive. 'Aggressive' is about winning, but 'positive' is about how you win."

—Phil Soran, co-founder of Xiotech and Compellent; chairman, SPS Commerce and Vidku

"With positive-aggressive, you make people feel good even though you had to do a tough negotiation or a tough business deal with them. Afterwards, they still like working with you," says Soran, who was inducted into *TCB*'s Minnesota Business Hall of Fame last month.

"I believe in viewing things from the point of view of how you can, rather than why you can't. If you allow your mind to think you can't, you're done."

—Bahram Akradi, founder and chairman, Life Time Fitness.

Akradi has lived by those words not only in the gym, but as he has built his chain of fitness centers across the country. While he has faced plenty of setbacks, he has always found a way to pull ahead and accomplish his goals. And that's one reason why he was inducted into the Hall of Fame in 2012. For more, go online to http://bit.ly/29jkxcP

"If eventually, why not now?"

—Michael Gartner, Pulitzer Prize-winning journalist; president, NBC News; general news executive, USA Today; page-one editor, Wall Street Journal.

Gartner told those attending a June journalism conference in Des Moines that he first heard this quote when he worked at General Electric and was managing staff reductions. He wanted to roll it out over six months, but CEO Jack Welch said these words to him. The reason? Stretching it out would have depressed workplace morale and productivity.

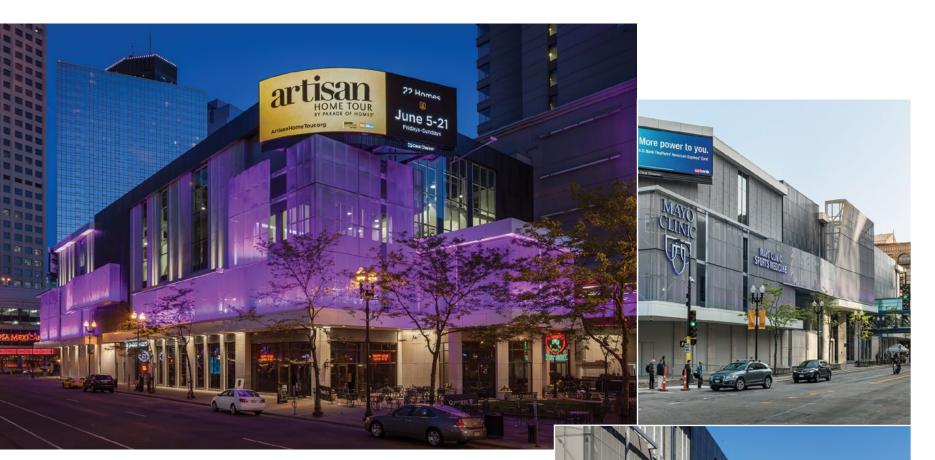
Early in his career, Gartner heard the quote, "the easiest thing for a reader to do is to stop reading," and has repeated it everywhere he's gone. This phrase is worth remembering for anyone in writing, PR, marketing and advertising, as well as CEOs and others who need to communicate with their employees, managers, directors and investors. But of course, it's especially pertinent for journalists. tcbmag



STARTERS

news • trends • personalities

Edited by Adam Platt



The Mayo and Jerky Effect

New tenants all but complete former Block E, validating developers' vision.

■ Fretting about the fate of Block E is a decades-old pastime in downtown Minneapolis. Now rechristened Mayo Clinic Square, the block is in better shape than it has been for years and is nearly 100 percent leased. One hole remains: the former Hard Rock Café space at the corner of Seventh Street and First Avenue.

"We're 97 percent leased," says Phillip Jaffe, principal and CEO for Plymouth-based Provident Real Estate Ventures, the property's asset manager. A related entity, Camelot LLC, acquired Block E for the fire-sale price of \$14 million in 2010.

The previous all-retail concept was an abysmal failure. Now the skyway level is entirely given over to office space, a new twist for the block. "We spent over \$50 million developing the property into a Class A location," says Jaffe.

The Mayo Clinic and the Minnesota Timberwolves/Lynx took a combined 85,000 square feet for a sports medicine clinic and the team practice space. Wisconsin-based beef

jerky purveyor Jack Link's is leasing 78,500 square feet and plans a ground-level retail

Other new tenants include HDR Architecture Inc., which leased about 9,000 square feet, and City Works, a street-level bar and restaurant, which has about 10,000 square feet on the southeast

corner. Surviving tenants from the building's previous life include Jimmy John's, Starbucks and Kieran's Irish Pub.

Kieran's sued Jaffe back in 2014, charging that disruptions during the renovation were hurting the pub's business. "We reached a friendly settlement a while ago," says Jaffe. "We even extended their lease. It's all good." He says that the 550-space underground parking ramp has always performed well due to its location.

The reconfigured spaces drew tenants who were seeking something different. "It's not a cookie-cutter, ribbon-glass 50-story tower. ... It's a unique offering of nontraditional

office space," says Brent Robertson, part of the leasing team and a managing director with the local office of Chicago-based JLL. "This building is a bridge between the business district and the entertainment district."

An earlier plan pitched by Jaffe's group for a downtown casino at the site rolled snake eyes. Jaffe has no regrets: "I'm very happy the way it turned out, and it turned out the way it should have turned out." -Burl Gilyard



Anytime Ink

Anytime Fitness wants its logo permanently on your body.

■ With treadmill desks, a body-waxing center and mile-long jogging path—plus a zipline and multi-floor rock-climbing wall to come—Anytime Fitness' Woodbury headquarters is a perplexing mix of office space and fitness center. According to CEO Chuck Runyon, the 81,000-square-foot campus falls within "the intersection of People, Purpose, Profits and Play"—some of the company's watchwords. Yet the amenity that more than 200 Woodbury staff appreciate the most has virtually nothing to do with fitness: It's a tattoo parlor.

Runyon says the need for a dedicated space to permanently ink Anytime Fitness' staff and extended corporate family originated from an event at the company's first annual conference for employees, franchise owners and vendors in 2005. After listening to several success stories from members, Mike Gelfgot, a franchisee from Indiana, became so fired

up about the brand that he told Runyon he was going to have the company's "running man" symbol tattooed on his shoulder. Gelscott's dedication became

a trend among
Anytime Fitness' other
franchise owners,
employees, members
and vendors.

"Eventually we lost count," Runyon says, although he estimates that more than 3,000 people globally have received the running man tattoo. Over 50 headquarters staff

have been inked, and tattoo artists have become a feature of every corporate/ franchisee function from training sessions to vendor events. "They became so busy that we had to create a reservation system," Runyon adds, "because we didn't want people to miss the seminars."

Runyon is experimenting with ways to further overlap Anytime's brand with

tattoo culture. Which means branding bodies with the company logo. "The rules are you can personalize the running man any way you want, but send us a photo

and your story behind why you did it and we'll reimburse [you]," he says.

Starting this fall, the company will host "Bleed Purpose Days" at its headquarters. Anytime Fitness will hire tattoo artists to provide members with free tattoos, even ones that don't include the

running man. "To us," Runyon says, "it's more about celebrating your passion, and we want to help bring that to the surface, literally and figuratively." —Sam Schaust

Anytime Fitness

Nebraska

franchisee

Chad Aaron 🤻





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General Mills appointed Jeffrey Harmening as president, the position from which most of the company's CEOs ascend.

Timberwolves owner Glen Taylor announced sales of a 5 percent stake in the team to Shanghai investor Lizhang Jiang (who owns Spanish soccer club Granada CF) and a 9.5 percent stake to New Jersey developer Meyer Orbach.





STARTERS

Automatic Raises

As the minimum wage gets its third annual increase, how many people still actually earn it?

■ Minnesota's minimum wage hits \$9.50 per hour on August 1, the last in an annual, graduated stepping-up process that raised it from \$6.15 to among the nation's highest. And it will keep going up with inflation-adjusted rises starting in 2018. But does the minimum wage even matter? With employers like Target and Wal-Mart already paying employees \$10 per hour or more, will most workers notice the boost?

As it turns out, no small number of Minnesotans work minimum-wage jobs. About 14 percent of hourly workers, which works out to 216,000 people, make at or below the minimum wage

(up to 19 percent are also tipped), according to an annual report by the state's Department of Labor and Industry. They're more likely than the average Minnesotan to be young, female and working in fields such as food service. And 26 percent of individuals in households at the poverty level earn minimum wage.

And despite a metro-rural split on many issues, the share of workers earning minimum wage appears to be nearly equal across the board, with 16 percent of rural workers and 13 percent of metro workers earning that amount.

The Minnesota Chamber of Commerce opposed the legislation to raise the minimum, which ultimately was signed into law. Cam Winton, director of labor management policy at the chamber, notes that its priority is now getting rid of the automatic inflator. "Putting wages on autopilot is not sound policy," he says.

Given that, it's perhaps not surprising that the chamber thinks the petition drive to put a \$15 minimum wage on the November ballot in Minneapolis is "profoundly bad."

"Minneapolis will become an island of high costs," Winton says, echoing sentiments even of DFLers like Minneapolis Mayor Betsy Hodges and North Minneapolis council member Blong Yang. "It will force employers to leave the city."

That remains supposition, as is a



countervailing theory that taxpayers could benefit by a wage-floor increase. The University of California at Berkeley's Institute for Research on Labor and Employment found that if 2013 federal legislation to raise the minimum wage to \$10.10 per hour had passed, Minnesota would require \$56 million to \$111 million less in food stamp disbursements.

—Andre Eggert





Blue Cross Blue Shield announced its intention to exit most of the individual health plans it operates in Minnesota-due to \$265 million in recent losses-putting 103,000 individuals back out into the health care market.



Explosive Growth

These Edina sisters' business is blowing up, thanks to their "F" bombs.

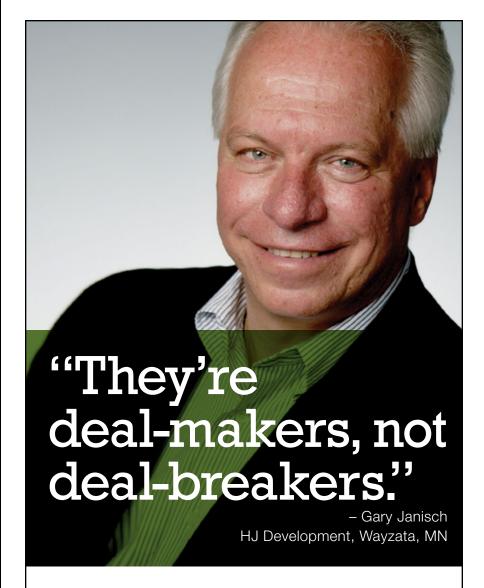
■ What started out as a "glorified science project," as Isabel Bercaw puts it, has turned into a full-fledged business for the 14- and 15-year-old "sisterpreneurs." The sisters not only have a way with words, but a way with business. Three years after selling their first homemade bath fizzer at the Uptown Youth Art Fair, Isabel and Caroline have launched an e-commerce website, opened a warehouse in Edina and are selling their bath bombs in about 340 stores in 38 states and online—with the help of their parents.

Their Edina-based bath company, da Bomb Bath Fizzers, currently carries 14 varieties of bath bombs, selling at \$7.50 each. Each goes by a unique name and contains a surprise in the middle.

"Business has literally blown up in the last year," says Ben Bercaw, the teens' father, who attributes the boom to the launch of a website in 2015. Since this past holiday season, da Bomb is selling 40,000 fizzers each month and is ramping up to 70K for the holidays. Dad expects 10 times the revenue of last year. To help keep up with the high demand for da Bomb Bath Fizzers, the company has increased its employee count to 30, though the family continues to manage the business.

Ben explains that he and his wife originally helped facilitate the venture in the hope that their daughters would learn about real-world business. "I thought it would show them what I deal with on a smaller scale, and give them some input on what they wanted to happen with the business." (Ben was a self-employed management consultant in Minneapolis; wife Kim was in marketing. Both left those jobs to manage the business.) He says he had no idea they would be as far as they are today.

Now that they have gotten a taste of success, the sisters are ready for their next task: expanding the product line. "I shoot for the stars," says Isabel. "I don't like putting limits on the business." –*Kate LeRette*



Gary works with Andrew Swammi, Senior Vice President of Commercial Banking at Western Bank. "We're a retail developer, with over 250 retail tenants at 18 shopping centers around the Metro. We had heard good things about Western Bank and decided to give them a try. We got more than a loan; we got a relationship."

At Western Bank, bankers like Andrew work with you one-to-one, to provide financial solutions that are tailored to meet your needs. Gary says, "Andrew took the ball and ran with it. He came back with a strong proposal. And they lived up to 100% of what they presented. They were easy to work with."

At Western Bank, we have a special commitment to helping our customers achieve their financial goals. That's the Western way. As Gary explains, "In developing properties, quality is a key component of our process. The same with Western. We felt very comfortable about going with them. And when we do more deals, I'd like to stick with Andrew."

If you're looking for a "can-do" banker, talk to Andrew Swammi. And don't be surprised if you get more than you expected.

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Wanted: People Who'll Work for \$80,000 a Year

ABRA is providing paid training to fill its auto technician ranks.

■ When the unemployment rate drops to 3.8 percent, Minnesota employers are forced to get creative to attract and keep the workers they need. ABRA Auto Body & Glass is combatting the labor shortage with a huge investment—opening a Career Development Academy this summer in Eagan.

The 14,000-square-foot facility is being used to train the next generation of auto body technicians. "If we could hire a hundred more, we would," David Kuhl, ABRA's chief people officer, tells TCB. "They are not out there, so we are creating our own."

ABRA, headquartered in Brooklyn Park, operates in 24 states, and about 1,200 of its workforce of 5,200 are

"The millennials aren't going into the trades very frequently, and the older workers are retiring," Kuhl says. "So we are getting hammered on both ends." To lure young people into the auto body pipeline, ABRA is offering five weeks of paid training and immediate job placement for those who successfully complete the program.

By early July about 250 people had applied for the training program that began last month. The first class will consist of 12 students, and Kuhl expects that about 200 auto body technicians will be trained in Eagan by the end of 2017.

"Does the ABRA approach sound like a good thing? Absolutely," says Monte Hanson, a spokesman for the Minnesota Department of Employment and Economic Development. While the state doesn't track how many companies provide paid training, Hanson says that ABRA's development academy is an innovative strategy for coping with a tight labor market. As the competition for talent intensifies, Hanson says, companies are continuing to devise different strategies to entice new workers, such as an employer-supported manufacturing lab at Alexandria Area High School.

At ABRA, Kuhl says apprentices in the five-week training program will earn \$11 an hour. In their first year of employment, he says they'll make about \$30,000. By year



three, they could be in the \$60,000 to \$80,000 range. In 2015, the average annual wages for an ABRA auto body technician were \$79,695.

In addition to attracting new people to the profession, ABRA also wants to hire experienced auto body technicians. People who refer veteran technicians to ABRA can earn up to \$5,000 in referral fees. -Liz Fedor



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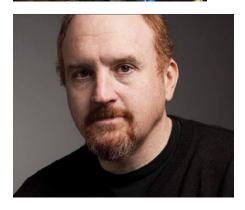
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Luke Bryan/Metallica

U.S. Bank Stadium opens for business with two back-to-back massive concerts: country star Luke Bryan's Kill the Lights tour, followed by Metallica/Avenged Sevenfold the next day. Bryan is beloved by the beer-and-bullets crowd, and Metallica is making one of its few appearances of the summer. Neither show has much symbolic significance for the occasion, but they will attract rowdy crowds and create a lot of noise, which is a good test for the football season to come. For everyone's sake, though, let's hope the acoustics inside the Vikings' new home are better than the echo chamber that was the Metrodome. (For a somewhat mellower vibe, Wilco is playing the same night as Metallica, outside on Hall's Island in north Minneapolis.) Aug. 19-20, U.S. Bank Stadium, Mpls., usbankstadium.com

Louis C.K.

The reigning king of both stand-up comedy and television sitcoms isn't playing the Orpheum or the State Theatre, he's taking over Target Center-that's how big he is. Not bad for a self-loathing depressive with anxiety issues, a pot belly and a very shiny head. The great thing about Louis is that he is not an overnight success, he's a regular guy who spent 20 years on the road, grinding away, doing stand-up in any club, bar or Holiday Inn that would have him. That's why he's the best now, because he's been through the worst. Aug 2, Target Center, targetcenter.com, 612-673-0900



Powderhorn/Uptown Art Fairs

For many years, the Powderhorn Park and Uptown Art Fairs teamed up with the Loring Park Art Festival to create an impressive trifecta of art-and-craft commerce. This year, the Loring festival broke away to do its thing a weekend earlier (July 30-31), leaving the Powderhorn and Uptowners to continue the



tradition of critical mass that Twin Citians have come to expect. One other thing to remember: In Uptown the festivities begin on Friday, rather than Saturday, and last three days, not two. Aug. 5-7, Mpls., powderhornartfair. com, uptownartfair.com

600 Years

Finding a play to see in August can be a challenge, but Sandbox Theatre can generally be counted upon to make staying inside feel like a good decision. Sandbox is an experimental, ensemble-style company that creates its own work. 600 Years peers



six centuries into the future, to a time when murder and deceit have been vanquished, and women are (still) the only hope for human salvation. Aug. 26-Sept. 18, Southern Theater, Mpls., southerntheater.org, 612-326-1811



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Star treatment for VIP clients and guests By Melinda Nelson

Go Fish

Make the most of summer with a relaxing day (or two) of fishing with your best clients on a scenic lake or river.







Lake Minnetonka

For an easy but impressive fishing expedition, take your clients out to prestigious and eclectic Lake Minnetonka. Minnesota's ninth largest lake, it takes its name from a Dakota word meaning "big water," and covers nearly 15,000 acres. To optimize your efforts, hire professional fishing guide Dan Jasper—a U.S. Coast Guard captain and Lake Minnetonka resident-for a half-day or full day on a pontoon or specialty fishing boat. Rods, reels, tackle and bait are, of course, included. After you've caught your limit, head over to Lord Fletcher's Old Lake Lodge in Spring Park. Score a table on the wharf and order a round of signature Lake Minnetonka Bootlegs made with gin, lemon and lime, followed by Fletcher's famous pan-fried walleye and Minnesota-style tater tots. Jasper Guide Services, jasperservices.com; Lord Fletcher's Old Lake Lodge, lordfletchers.com

Snelling Lake

■ Clients who are fascinated by military history will enjoy an excursion to Fort Snelling State Park, a 20-minute drive from downtown St. Paul. Situated at the



junction of the Mississippi and Minnesota Rivers, the historic fort was built in the early 1820s by soldiers in the Fifth U.S. Infantry Regiment. Park on the north side of Snelling Lake and fish from the dock (you'll need your own gear). Once you've caught and released a plethora of pike, black crappie and largemouth bass, drive over to Axel's River Grille, 10 minutes from the park in Mendota. Order a couple of Minnesota mules made with Prairie Organic Vodka and ginger beer, shore lunch breaded walleye fingers and the surf & turf platter with steak and Canadian lobster tail. Fort Snelling State Park, dnr. state.mn.us; Axel's River Grille, axelsrestaurants.com

St. Croix River

■ If your out-of-town clients have never ventured beyond downtown Minneapolis and St. Paul, take them out to the St. Croix, a National Scenic Riverway. Meet Charles "Turk" Gierke, Stillwater native,

professional fishing guide and U.S. Coast Guard Captain, and he'll take you for a half- or full day and show you the best spots for walleye, sauger, sturgeon, smallmouth bass, and muskie, while offering expert river fishing tips and techniques. On the way home, stop for happy hour at Smalley's Caribbean Barbeque in Stillwater. Relax on the patio and order mojitos, jerk wings, conch and sweet corn fritters, mahi mahi tacos and sugar cane skewered shrimp. When drinks arrive, toast to fishing. Croixsippi Fishing Guide Service, croixsippi.com; Smalley's Caribbean Barbeque, smalleyscaribbeanbbq.com

Gull Lake

■ If your clients have never fished for walleye, the best-tasting king of the northern waters, take a quick trip to Brainerd, a 30-minute flight (or a two-and-a-halfhour drive) from the Twin Cities. Rent a cabin at Cragun's, a classic "up north" resort on Gull Lake. Book a guided fishing trip through the concierge or follow the locals to the Army Corps of Engineers campground on the south end of the lake or the Gull Narrows bridge off Highway

77, where walleye can often be found in a 25-foot circle below the bridge. Afterward, head over to Ernie's on Gull, a local hot spot. Find a table on the deck and order a couple of pints of Fenceline pale ale from Jack Pine Brewery in Baxter, a basket of cheese curds and the pan-fried walleye with wild rice risotto. Cragun's, craguns. com; Ernie's on Gull, erniesongull.com

Canada

■ Reward clients for long-term loyalty with a once-in-a-lifetime, fly-in fishing trip in the breathtaking boreal forests of northern Ontario. Fly or drive to Thunder Bay, where you'll find Wilderness North, founded by a Wisconsin Air Force veteran. Board a deHavilland Beaver float plane and watch the dramatic Lake Superior shoreline disappear as the pilot heads north to Miminiska Lodge on Miminiska Lake on the legendary Albany River. After drinks, appetizers and a three-course dinner in the main lodge—followed by the ultimate quiet night's sleep in a wellappointed A-frame cabin—enjoy a hearty breakfast before spending a memorable day on a 16-foot Lund boat with an expert guide, angling for trophy northern pike, brook trout and walleye. Wilderness North, wildnernessnorth.com tcbmag

PLUGGED IN

The best opportunities for networking this month By Kate LeRette

Aug. 1

Raise the Roof Golf Tournament

Help Twin Cities Habitat for Humanity raise money at its 21st annual Raise the Roof Golf Tournament. Golfers can soak up the sun at the exclusive Minneapolis Golf Club as they play a scramble round. Fun contests and a course filled with auction items complete the afternoon activities, with a dinner to follow. If you're not a golfer, tickets are available for dinner only.

11 a.m., \$3,000 for foursome, Minneapolis Golf Club, St. Louis Park, 651-207-1700, tchabitat.org/raisetheroof

Aug. 2

Best Peer Mixer Ever

This year marks the second annual Best Peer Mixer Ever hosted by Summit Brewing Co. Meet and mingle with members of the

International Association of **Business Communicators** (IBAC), the Minnesota Health Strategy and Communications Network (MHSCN), Minnesota Women in Marketing and Communications (MWMC) and the Minnesota Public Relations Society of America (MN PRSA). Enjoy appetizers, beer and door prizes as the Summit Brewing marketing team shares its secrets to success in celebration of its 30th anniversary year.

5:30 p.m., \$25, Summit Brewing Co., St. Paul, 651-265-7800, mnwc.org/event/ second-annual-best-peer-mixer

Aug. 4

HandsOn Twin Cities Summit

HandsOn Twin Cities is hosting its annual Skills Based Summit. Join consultants, nonprofit professionals, service corps members and community volunteers for a day of workshops. Cummins, 3M, the Corporate Volunteerism Council and consultants will lead sessions on marketing, social media, customer support excellence and a variety of other topics.

8 a.m., \$50, Hamline University, St. Paul, 612-379-4900, handsontwincities. org/2016summit.









Speaking of Business

Join hundreds of business professionals and executives as Spoken Impact showcases real-world public speaking and business communication challenges and how to overcome them. Learn best practices and new skills from industry leaders as they discuss new techniques and technologies in the business community. The event's key speakers include Karen Kozak of Cargill, Cory Hanscom of 3M, Cameron Potts of Deluxe Corp. and Nick Long of Graco.

7:15 a.m., \$59, Metropolitan Ballroom, Golden Valley, 952-697-3560, spokenimpact.com

Courage Kenny Golf Challenge

The Courage Kenny Foundation hosts its annual Golf Challenge to help improve the lives of individuals with disabilities. New to this year's event are two hole-in-one opportunities to win a new vehicle. Money from the Courage Kenny Golf Challenge helps support adaptive sports and recreation programs in the Minneapolis/St. Paul and Duluth/Superior metro areas.

11 a.m., starts at \$2,000 for foursome, Hazeltine National Golf Club, Chaska, 612-775-2589, allinahealth.org/ couragekennygolfchallenge/







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tcbmag **BEYOND THESE PAGES**



CFO Forum (really)

Nearly 200 people attended TCB's annual CFO Forum on June 16 at the Nicollet Island Pavilion in Minneapolis, where they heard from, then talked with Steve Fray, CFO of Jack Link's Beef Jerky; Ann Gugino, EVP and CFO of Patterson Cos.; Alec Mahmood, CFO of Prime Therapeutics and Tim Skidmore, EVP and CFO of CHS Inc. After the panel discussion, Jack Link's Sasquatch (pictured at left above) joined guests as they enjoyed drinks and hors d'oeuvres while visiting with each other.



Today's News

Statewide news and perspective on business-related expansions, shakeups, successes, wrongdoings and more.

Go online to: tcbmag.com



Life Style

The best places to take your VIP guests, most significant networking opportunities in the month ahead, how to boost your personal brand Minnesota-style, and more.

Go online to: tcbmag.com/Life-Style



Events

Join us the evening of Aug. 17 as we honor five Marvelous Mentors: Ann Barkelew, retired founding general manager of Fleishman Hillard; Pam Borton, senior executive coach and consultant at Borton Partners; Sandra Davis, founder of MDA Leadership; Reid Porter, retired CEO of Navarre and IMC Global; and Tim Welsh, director of McKinsey & Co. Minnesota.

To register, go online to: tcbmag.com/WLA15



E-newsletters

Catch the latest business news-and explore what it means-every Tuesday and Thursday in Briefcase. And our monthly Minnesota Small Business e-newsletter, Headway, provides features, tips and insights for small businesses across the state.

To sign up, go online to: tcbmag.com/E-Newsletters



On the Air

Tune in to 830 WCCO-AM every Monday at 10:35 a.m. to hear TCB's take on the week's top business and economic news and trends; and KARE 11 every Thursday at 11 a.m., for perspective on the state's most significant business developments.

Go online to: kare11.tv/1HnarkK



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PERSONAL BRAND
By Roshini Raikumar



Based on scientific studies, only about 25 percent of people accurately perceive you. And only 20 to 25 percent of your friends perceive you in the same way you perceive yourself.

—Karl Speak, personal brand pioneer



ou hear people talk about personal brand these days as if everyone's the expert. Terrific to see the concept out there, but I do want to make sure imposters don't lead you astray. I got to dig deep into the topic early this year with a personal brand pioneer. His teachings made such an impression that I want to give you an overview. Karl Speak founded Brand Tool Box in 1984 and co-wrote Be Your Own Brand: Achieve More of What You Want by Being More of Who You Are.

Perception ≠ reality

■ Speak shared the concept of the perception gap with me, and I was intrigued. He explains, "When your perception gap is narrow, you enjoy three important benefits: You will be given opportunities where you have the highest chance of being very successful; you will be trusted more by others; you will feel happier and more self-confident." The catch? Most people think they control others' perceptions. Speak bursts that bubble.

"Based on scientific studies, only about 25 percent of people accurately perceive you. And only 20 to 25 percent of your friends perceive you in the same way you perceive yourself." When it comes to presence, these statistics are perilous for a personal brand, especially if you have no idea how you're perceived.

Opportunity management

■ The data create a harsh reality for most people—whether you need to sell, convince others to make life-altering decisions or just need to get your kids to take you seriously, leaving 75 percent of who you are out of your sphere of influence won't get much accomplished. The opportunity to grow your personal brand and narrow the perception gap is huge. Speak has an easy exercise for narrowing the gap: "Before you attend your next meeting, write down the three perceptions you want to leave with people. After the meeting, review each perception goal and write down evidence indicating the perception was created." My coaching tip from here is to take your findings and apply them to your next meetings and encounters. Based on what you discovered, correct the negative and grow the positive.

Brand theme

■ Speak says successful leaders always want to narrow this gap. If greater trust from colleagues and clients is the result, it makes sense. For a more detailed approach, check out his site brandtoolbox.com, where he shares a perception assessment. He put me through it, and I was able to get honest feedback

(anonymously) from a cross-section of people in my spheres of business associates, friends, colleagues and clients.

Though much of the feedback was not extremely shocking to me, seeing it all in print caused me to really focus on wanting to make sure I am not leaving influence on the table, but using it to grow my own personal brand and improve the world for the people who count on me. It also helped me better understand my brand theme, as Speak calls it. If you were to take the assessment and your results showed a mish-mash of adjectives or no similarity among the words people use to describe you, that is likely a problem. A central goal of personal brand strategy is to make sure there's no cloudiness about your brand, nor any distractions, especially distractions caused by you. In any formal or informal assessment, you want to see descriptor words fall into similar groupings; this says you show up authentically every time.

Confidence factor

The perceptions you leave with someone can last for a long time or evaporate within minutes," says Speak. "Making a difference with another person will ensure perceptions of you last a long time."

So let's focus on opening yourself up to the reality that you are possibly muddling a lot of your identity rather than taking charge of your own brand. Start by trusting who you are. Identify your many favorable traits. Then look at how you are living them out in the real world.

Are you the same person every day of the week for every person you meet? Or do you turn into Scary Sue at work compared with home, or Jealous Josh with your co-workers but not your boss? Have the confidence to grant yourself truly favorable traits and the honesty to own your challenging ones. Seek assistance from people you trust to turn around anything that's hurting your personal brand. Your work now will pay off to narrow the gap and could produce the ultimate boost for your brand. tcbmag

Roshini Rajkumar is a personal brand strategist and presence engineer. She is host of News and Views with Roshini Rajkumar on WCCO Radio and author of Communicate That! For additional communication tips, visit CommunicateThatBook.com. Interface with Roshini at roshini@roshinigroup.com.

HEALTH BEAT

News, trends and analysis about Minnesota's health care industry

Mayo Lands \$135 Million in Federal Research Funds

■ The Mayo Clinic made headlines in May with the announcement that it had won a five-year, \$142 million award from the federal National Institutes of Health to serve as the "biobank" of human samples for a million-patient government study to advance precision medicine, known as the Precision Medicine Initiative (PMI).

Mayo researchers attracted an additional \$135.4 million in NIH funding in the first five months of 2016 spread over 241 grants for its Minnesota campus in Rochester and campuses in Jacksonville, Fla., and Scottsdale, Ariz. This puts Mayo on a par with the University of Minnesota (\$113.4 million in 281 awards) and ahead of the Cleveland Clinic (\$48.2 million, 104 awards), but far behind powerhouse Johns Hopkins University (\$328.5 million, 657

The PMI award is the biggest of Mayo's top 10 NIH awards in 2016 thus far, netting the clinic \$14.8 million for this year. PMI will tap the capabilities of Mayo Medical Laboratories, a for-profit subsidiary of the clinic operated out of its Department of Laboratory Medicine and Pathology that has in itself become the third-

awards).

largest provider of lab services in the United States.

Several other grants among the NIH grants fund similar ongoing research programs; some of them have been tapped annually for multiple years. Go to bit.ly/29mW8VM to see how they ranked, starting with No. 2.

On a related note, Mayo recently unveiled plans to build more than 2 million square feet of research, commercial and product development space in Rochester. The project is expected to more than double the health organization's research footprint in the city.

Once completed, Mayo says it will have a "first-of-its-kind urban bioresearch campus." The new facilities will bring together physicians, researchers, scientists and entrepreneurs to develop products and care services in a variety of specialties,

including biotechnology and regenerative medicine.

Last year, Mayo had a research budget of \$662 million. That funding led to the start of more than 2,700 human studies and research findings published in about 7,300 peer-reviewed journals.

—Don Jacobson with Sam Schaust

Tactile Systems to be First Minnesota IPO in Nearly 18 Months

Initial public offerings have been rare for Minnesota companies of late, but Minneapolis-based Tactile Systems Technology Inc. is set to go public. The company, also known as Tactile Medical, makes home therapy medical devices to treat lymphedema and venous leg ulcers. Lymphedema can cause swelling of the legs, arms or torso. There is currently no cure for the chronic and progressive condition.

In a recent filing with the SEC,
Tactile outlined plans to sell 4 million
shares of common stock at \$14 to \$16
per share. If the stock is ultimately
priced in that range, proceeds from the
IPO would range from \$56 million to
\$64 million, before offering expenses
are deducted. The company initially
registered to go public in a January filing
with the SEC.

Tactile was founded in 1995 and reported 2015 revenue of \$62.9 million and net income of \$1.9 million. Under SEC "quiet period" guidelines governing pending IPOs, company

executives avoid making any public statements about the company and the offering.

Shaye Mandle, president and CEO of the Golden Valley-based Medical Alley Association, says that in the current market, the overriding emphasis is on finding ways to remove or cut costs from the health care system. He says that Tactile Systems Technology offers home-based treatments, which can save money treating chronic conditions.

"I think Tactile is in a sweet spot of having a great product that improves care while lowering costs. That's the magic combination," said Mandle.

The last Minnesota IPO was
Plymouth-based Entellus Medical Inc.,
which went public in late January
2015 at \$17 per share. Entellus shares
closed at \$18.27 at the end of the second
quarter, up 7.5 percent from the IPO
price. The company has developed
minimally invasive devices to treat sinus
conditions. For 2015 Entellus reported
revenue of \$61.6 million and a net loss of
\$18.3 million.

Statistics from Greenwich, Conn.based Renaissance Capital show that only 39 U.S. companies have gone public thus far in 2016, down 55 percent from the IPO pace of 2015. Renaissance Capital is a manager of IPO-focused exchange traded funds (ETFs).

"In an environment where you're not seeing a ton of med-tech companies go public ...Tactile really addresses the current state of the market," said Mandle. "It's exciting to see Minnesota get another public company headquarters."

—Burl Gilyard

CVRx Raises \$46.5 Million

CVRx has secured \$46.5 million in venture capital financing from 17 unnamed investors, bringing the Minneapolis med-tech company's total equity funding to more than \$237 million in five rounds, according to CrunchBase.

In a recent SEC filing, CVRx said it is pursuing \$85 million in its latest funding round, meaning the company is halfway to its goal. Another \$25 million has already been subscribed by existing backers; however, the sale of those securities won't close until "the company's achievement of a certain milestone."

CVRx did not identify the milestone in question, but it may involve its Barostim Neo device, an implantable neuromodulator

used to treat high blood pressure and heart failure. The device has already gained CE-mark approval and in November was accepted into the FDA's Expedited Access Pathway program, which accelerates the approval process for innovative devices that offer treatment for conditions with no alternative treatment options.

Neuromodulation, a type of therapy that restores function to parts of the body by treating nerves directly, has been gaining traction within the cardiology field. Currently, no other company offers a cardiac-focused neuromodulator like the Barostim Neo, which could prove to be commercially promising for CVRx.

-Sam Schaust



EXPLANATION OF BENEFITS By David Burda



Provider-Sponsored Health Plan Growth

How many provider-sponsored health plans there are varies by the source of the information, although regardless of the source, all the numbers are up.

- The American Hospital Association says the number of hospitals with an ownership stake in a preferred provider organization, or PPO, jumped more than 17 percent to 676 in 2013 from 576 in 2012 (bit.ly/1X68rsz).
- Citing figures from the National Association of Insurance Commissioners, a recent report from McKinsey & Co. says the number of provider-led health plans rose almost 13 percent to 106 in 2014 from 94 in 2010 (bit.ly/1tb4Pdb).
- And a report from Atlantic Information Services says the number of providersponsored health plans rose more than 9 percent to 270 this year from 247 in 2015 (bit.ly/24s6rdr).

Collaboration Versus Collusion

Why do employers need to be wary of provider-sponsored health plans?

et's get my biases out of the way first so you can read this with the appropriate skepticism. First, I'm a big believer in competition in the business world. Fair and vigorous competition benefits consumers, because it drives greater choice, better quality and lower prices. Second, I believe that the same economic principle applies to health care, because health care operates just like a business in any other industry. Fair and vigorous competition in health care benefits patients and enrollees, because it drives greater choice, better quality and lower prices.

That's why I get a little itchy when I read that yet another hospital or hospital system has decided to diversify into the health insurance business (see box). The term of art for the result of this business decision is called a provider-sponsored health plan. They are a form of vertical integration in which one company (the hospital) assumes control over another stage in the historic production process (providing health benefits) normally performed by a separate company (a commercial insurance company).

In the old days—which I define as when I started my health care journalism career more than 30 years ago—the Big Three in the health care economic equation were hospitals, doctors and health plans. They were separate, competing economic units that worked together in their own tortured way to deliver care and have someone pay for it. Adversarial and antagonistic were two words often used to describe the relationships among the three parties back in the day.

More recently, adversarial and antagonistic have been replaced by two other words: Collaboration and integration. And that's good. If you lead a business that pays for employee health benefits, then hospitals, doctors and health plans working together to improve the quality, safety and efficiency of care and improve the pricing, billing, payment, collection and claims-handling process is a great thing.

What's not so great is the next stop after the intersection of collaboration and integration, and that's collusion. Hospitals and hospital systems have been buying physician practices over the past two decades—the first wave in the early 1990s, the second since the passage of the Affordable Care Act in 2010. It's one way to control the valuable raw materials in the health care production cycle: Patients. Rather than independent physician practices referring patients to any hospital, hospital-owned physician practices refer patients to their hospital employer. Research also has shown that hospital-owned physician practices raised their prices for the same services after they were acquired by hospitals.

Hospitals and hospital systems also have been diversifying into the health insurance business, again in two waves. The first was in the 1980s along with the HMO boom; now we're seeing it again, as the industry transitions to valuebased payment systems that reward providers for keeping patients and enrollees healthy and for treatment outcomes rather than the type and volume of treatments. For hospitals, that means losing their historical method of generating revenue. When they lose something, they need to replace it with something to stay in business, and that something is premium income from running a health plan.

So now you have one entity—the hospital or hospital system—controlling all three formerly competing and independent elements of the health care delivery and financing chain: Hospitals, doctors and insurers.

As the buyer of services from all three formerly competing and independent links in the health care delivery and financing chain, employers still are buying the same services, but now from one company that controls the means of production for all three.

My guess is hospital executives will argue that it's more efficient to put all three under common control, with those efficiencies passed along to buyers in the form of lower prices or smaller price increases. My suspicion is employers that are attracted to one service because it's cheaper will somehow pay more for the other two. It's like pushing down on one side of the balloon. The air—and the cost—just shifts.

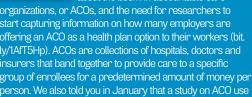
I also suspect that enrollees in provider-sponsored health plans will pay lower premiums, co-pays and deductibles if they use the plans' own hospitals and doctors for care. What the plans lose on premiums, their hospital system owners will make up in volume. Enrollees who use non-plan providers will get hit with significantly higher premiums, co-pays and deductibles.

It's just business. And employers that think otherwise will pay more for benefits than they thought. tcbmag

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Way back in February 2015 we wrote about the boom in accountable care



in Minnesota indicated that employers here were lukewarm on the idea of offering an ACO option to employees

Now here's the latest. According to new data from Leavitt Partners, the Salt Lake City-based consulting firm that tracks ACO growth, the number of ACOs nationally rose nearly 13 percent, to 838 in the first quarter of this year from 744 in the first quarter of 2015 (bit.ly/22Rk6Kx). Enrollment in ACOs jumped nearly 26 percent, to 28.3 million from 22.5 million over the same one-year

period. Leavitt said between 23 and 27 ACOs operate in Minnesota, with more than 20 percent of the state's residents getting their health benefits through an ACO. All of Leavitt's figures include private- and public-sector ACOs covering commercial, Medicare and Medicaid lives. If you're an employer, the time to learn about ACOs is now. And if you're a health services researcher or an employer benefits consulting firm, the time to collect data on employee ACO enrollment was last year. Get moving.



PERFORMING PHILANTHROPY

By Sarah Lutman



Community Health Worker (CHW) student Ameera Nelson provided free blood pressure checks to the local community during the Summit Academy Free Health Resources Fair. Summit Academy is based in Minneapolis and focuses on job training efforts to build economic selfsufficiency.

Checking Out Local Charities

There are many credible sites for vetting nonprofits before making charitable contributions.

harity Navigator, the rating organization that assigns stars to nonprofits based on their achievement measured against its benchmarks, recently announced changes to its underlying ratings formula. Some two and a half years in the making, the new formulas are intended to provide a clearer picture of a nonprofit's financial equilibrium, and likely will strike nonprofit outsiders as mind-numbingly technical. Changes that could have helped donors assess a charity's results and impact were anticipated when TCB last wrote about Charity Navigator in January 2014. However, the measurement instruments to track impact are taking longer to develop than planned, and now are expected in another 12 months.

Still, the new ratings formulas have resulted in an increase in the number of Minnesota nonprofits with the highest rating (four stars). There are now 80 such organizations in the state,

> which is a miniscule percentage of Minnesota nonprofits. They include Artspace Projects, Greater Minneapolis Crisis Nursery, Plymouth Christian Youth Center, and Summit Academy OIC, among others. Charity Navigator, which calls itself "the largest and most utilized charity ratings service that exists anywhere," also self-reported more than 9 million visits to its website in 2015 and said that it has had an impact on at least \$10 billion in charitable donations.

> Yet most donors do not rely on an online guide like Charity Navigator to determine the recipients of their philanthropy. Instead, a mix of personal experiences and relationships, allegiance to a particular cause, and media reports are more likely drivers of individuals' donations. According to the Giving USA annual report

on charitable giving, more than 71 percent of all philanthropy comes from individual donors. In 2015, individuals gave \$264.6 billion to charity. More Americans make charitable contributions than vote. Total giving from individuals, corporations, foundations and charitable bequests reached \$373.3 billion, the largest amount since Giving USA began its reporting more than 60 years ago.

So how do people decide where to give and how can they make informed choices? Here are three places you could look for information on charities you're considering.

- **1.** The organization's website. Perhaps obvious, but these days you can find a significant amount of relevant information from any charity's website. To receive a high rating on Charity Navigator, for example, organizations must make their board list, senior staff, audited financial statements and tax returns available. Annual reports, evaluation data, and attendance and participation information also are commonly released. By combing through this data it is possible to be your own reporter and determine whether a charity meets your expectations for accountability, transparency and service, and whether its financial status appears sound.
- **2. Guidestar.** Guidestar is a charities information website whose content is the tax returns delivered by charities to the IRS. Guidestar's basic features are free once you register. You

can easily search for a charity's most recent Form 990, the tax return for a nonprofit organization, and read the financial disclosures made there. Form 990 also requires a charity to describe its mission and the main activities of the past year. Because these tax returns are now publicly available, an increasing number of nonprofits make sure that their 990s are not only financially accurate but also present a complete and accurate picture of their current programs and performance. More than 1.8 million charitable organizations are searchable in the Guidestar database. Guidestar Premium, a feebased service, can be accessed via local libraries and includes even more information.

3. The Charities Review Council. A Minnesota organization, the council has developed accountability standards that donors can use to assess charities. The council operates independently of national rating organizations, applying its own locally developed standards for organizational effectiveness. Organizations participate by completing the online "Accountability Wizard" that helps them assess their effectiveness according to standards of financial health, governance, transparency, program evaluation and many others. The council's website lists charities that have met or exceeded these measures.

There also are less traditional ways to research charities, beyond these formal, sanctioned sources.

- Check out the organization's Facebook page and look at the kinds of engagement you find there. Does the charity have an up-to-date presence on Facebook and do you see significant interaction with constituents? What voice and tone does the organization use in its interactions?
- Search Twitter for references to the organization itself or hashtags that might be associated with it. What are people saying about the organization and how is the organization interacting with its supporters or critics?
- Sign up for an e-newsletter, if one is available. See what kinds of information the organization shares with its subscribers and how it offers ways to interact and learn about its programs and activities.
- Search Google on the organization, using both the image and news features, to see what you learn.

And yes, there's Yelp. A surprising number of charities, especially those that serve the public, have user-ratings on platforms like Yelp or similar consumer rating sites. Arts organizations, youth centers, hospitals and clinics, and many other nonprofits are actively reviewed by their participants, making these sites interesting places to explore.

Running a nonprofit today requires actively monitoring both official and unofficial channels of information about your organization. Each of these sites and channels offers a different view into a nonprofit's work, and any and all are valid as donor research tools. The most important thing to remember is to do your research. With so much information available, you'd be foolish not to make sure your charitable investments are going to healthy and effective nonprofits.. tcbmag

Sarah Lutman is a St. Paul-based independent consultant and writer for clients in the cultural, media and philanthropic sectors.

INTELLIGENCE REPORT

Quarterly Economic Indicators

Batten Down the Hatches

After cutting back on R&D and capital expenditures in recent quarters, Minnesota businesses are bracing for reductions in overall production, revenue and operating profits.

innesota appears to be on the verge of entering a recession, according to *TCB's* Quarterly Economic Indicator (QEI) study looking at business leaders' plans in the quarter ahead, in this case, the third quarter ending Sept. 30.

If findings from the most recent QEI survey—completed by 228 business leaders from around the state in late June—are as accurate as previous quarters' reports, businesses here will have experienced two or more consecutive quarters of reduced production levels, revenues and earnings by Oct. 1. This will follow three or more consecutive quarters of reduced capital expenditures and R&D activity.

Meanwhile, trailing-indicator reports through June from other sources find the

national economy has begun to slow as well. Corporate profits have been declining on a year-to-year basis since late last year. Overall industrial production on a year-to-year basis has declined for the past nine months. And hiring is slowing, auto sales are slipping and business investment is dropping, according to a *Wall Street Journal* survey of economists.

Pessimism about the economy, in Minnesota as well as elsewhere, has reached a five-year high.

The percentage of respondents expecting economic conditions in this state to weaken in the months ahead has increased in the past seven consecutive quarters and now stands at 31 percent, more than double from one year ago at this time. The percentage of those expecting conditions



to improve (41 percent) also has slipped for seven consecutive quarters. These are the highest and lowest levels, respectively, recorded since *TCB* began conducting this survey in June 2011.

Respondents are even more pessimistic about business conditions nationwide and globally. Some 45 percent expect conditions to weaken between now and Sept. 30—up 80 percent from one year ago at this time. Only 10.6 percent expect

conditions will improve.

As a result, Minnesota employers plan to cut back on hiring, according to QEI survey participants. Only 32 percent say they plan to hire more people during the third quarter—the second-lowest level since the fourth quarter of 2011 and 17 percent less than in the third quarter of 2015; 12.3 percent say they plan to reduce employment levels. This is the highest

text continues on page 23





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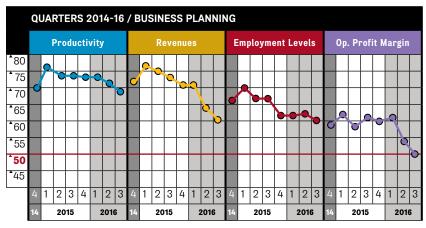
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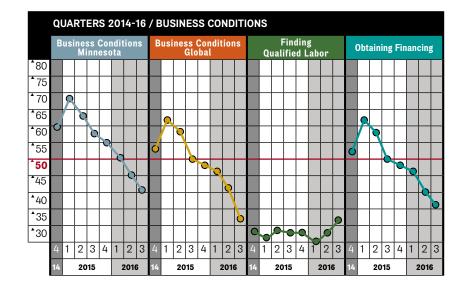
ince mid-2011, Twin Cities Business has sent 11,000+ business leaders throughout the state a survey about plans and expectations for the next three months. This issue's survey, conducted at the end of June, provides insight about the third quarter of 2016 ending Sept. 30.

| MINNESOTA ECONOMIC OUTLOOK INDEX QUARTERS 2014-16 | | | | | | | |
|---|------|----|----|----|----|------|----|
| 49 | 52 | 51 | 50 | 49 | 48 | 46 | 43 |
| 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 |
| 2014 | 2015 | | | | | 2016 | |

Survey responses are used to compile TCB's Minnesota Economic Outlook Index, which comes in at 43.1 this quarter the lowest recorded in the five years this quarterly analysis has been done. An index above 50 indicates healthy business growth; below signals slowing business growth. This indicator has slid downward for five consecutive quarters and compares with the 20-auarter average of 52.3.



Above and at right, percentage of respondents anticipating increases or improvements in these areas during the second quarter of 2016—diffusion-indexed: For each question, all responses for "increase" added to onehalf of responses for "maintain/stay the same." Above 50 is positive, below is negative.



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percentage of job-reduction planning reported since the QEI began five years ago, and a 112 percent increase from one year ago at this time.

Capital expenditures, revenues and profits also are expected to slow during the third quarter compared with recent periods.

- Capital expenditure plans are now the weakest they have been in five years. The percentage of respondents who say they plan to increase spending in this area by Sept. 30 (28 percent) is down by 20 percent from a year ago at this time. Meanwhile, the percentage of respondents who plan to cut capital expenditures this quarter (15 percent) is up 34 percent from those who planned to cut back in the third quarter of 2015.
- While 54 percent of respondents one year ago anticipated revenue growth in the months ahead, only 32 percent think so heading into the third quarter of 2016. This represents a 40 percent drop. Some 13 percent of respondents expect revenues to slide. This is about the same as last quarter but remains the highest in this area

| 0 | |
|---|--|
| | |

Percent of 228 Minnesota businesses, by industry, that anticipate increases in these areas during the third quarter of 2016..

| Full-time employee cou (top 10) | nt |
|---------------------------------|----|
| Banking/Finance | 36 |
| Other | 35 |
| Marketing/Adveritsing/ Comm | 32 |
| Manufacturing | 32 |
| Construction | 31 |
| Transportation | 30 |
| Health Care Delivery & Services | 27 |
| Real Estate | 25 |
| Retail | 22 |
| Wholesale Trade | 15 |

| Capital outlays/ infrastructure investments | |
|---|----|
| Real Estate | 42 |
| Transportation | 40 |
| Banking/Finance | 37 |
| Retail | 33 |
| Marketing/Adveritsing/Comm | 32 |
| Manufacturing | 30 |
| Health Care Delivery & Services | 27 |
| Wholesale Trade | 23 |
| Other | 17 |
| Construction | 13 |

| R&D spending | |
|----------------------------------|----|
| IT Services/Software/ Telecom | 38 |
| Marketing/Adveritsing/ Comm | 26 |
| Marketing/Adveritsing/ Comm | 26 |
| Real Estate | 25 |
| Manufacturing | 24 |
| Retail | 22 |
| Health Care Delivery & Services | 18 |
| Wholesale Trade | 15 |
| Construction | 15 |
| Other | 14 |

since the fourth quarter of 2011.

■ Operating profit margins are expected to drop, according to 19 percent of respondents; only 20 percent expect they'll improve. This represents four consecutive quarters of such lowered expectations.

For the biggest business challenge in the next three months, finding—and increasingly of concern, retaining—good employees topped the list among the 179 written responses. Other responses that represented common concerns included:

- "Overseas competition, finding qualified workers, remaining competitive with increased health care, insurance and workers compensation costs, high tax rates and workers' demand for higher wages."
- "The changing economy and political climate will cause the marketplace to be very unstable and companies will not invest until everything is stable."
- "Continuing to align the right technology talent as part of our organiza-

tion structure with our strategic plan to execute on behalf of our clients."

- "Health care costs."
- "Confidence. There is a real leadership void at the state and national level."
- "Responding to government and insurance regulations."

Another question was whether those businesses that plan to expand will do so in Minnesota. This quarter, 47 percent indicated they would, down from 57 percent text continues on page 24



INTELLIGENCE REPORT

Continued from 23



Percent of respondents, by county, that anticipate increases in these areas during the third quarter of 2016.

| Full-time employee co | ount |
|--------------------------|------|
| Washington | 40 |
| Dakota | 36 |
| Ramsey | 35 |
| Hennepin | 33 |
| Anoka | 27 |
| Other | 24 |

| Capital outlays/ infrastructure investments | | | |
|---|----|--|--|
| Anoka | 33 | | |
| Ramsey | 32 | | |
| Dakota | 32 | | |
| Hennepin | 29 | | |
| Other | 24 | | |
| Ramsey | 22 | | |
| Wright | 17 | | |
| | | | |

| Capital outlays/ nfrastructure nvestments | | R&D spending | | |
|---|----|--------------|----|--|
| noka | 33 | Ramsey | 28 | |
| amsey | 32 | Washington | 20 | |
| akota | 32 | Hennepin | 19 | |
| lennepin | 29 | Dakota | 18 | |
| ther | 24 | Anoka | 13 | |
| amsey | 22 | Other | 7 | |
| /right | 17 | | | |

one year ago at this time; 28 percent said they won't, up from 22 percent last year; and 25 percent answered "unknown," up from 21 percent a year ago.

TCB's QEI added a new question this time around: "What is your company's most significant driver of health care costs?" Overwhelmingly, the answers had to do with the age of their employees and high utilization rates.

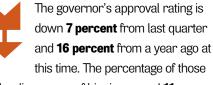
The QEI also gives respondents a chance to mention issues not on the

survey. Among them:

- "We see slight improvements, but the whole thing feels like it is on shaky
- "Anti-business government policies, overregulation and high, inefficient taxes have greatly slowed potential economic growth the last eight years."
- "The Minneapolis business climate is becoming more difficult. Rising taxes, hard-to-find employees, expensive parking, increasing rents and now

Gov. Mark Dayton's Approval Rating

26.4% (down from **28.5%** last guarter)



who disapprove of him increased 11 percent from last quarter, to 63 percent today. Compared with a year ago at this time, **22 percent** more disapprove. Meanwhile,

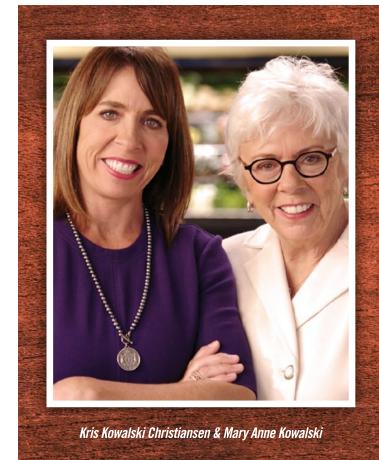
10.6 percent remain unsure.

required sick leave."

- "The 2016 legislative session. Also SWLRT project is a black hole that is unnecessary and will not be even close to an economic necessity over the next 20 years. Minnesota's current appetite for taxing and spending is, and will continue, driving higher income and wealthier folks out of the state."
- "Is our political future businessfriendly?" tcbmag

METHODOLOGY

win Cities Business conducts its survey quarterly to provide a look at business planning and sentiment among leaders across all industries in Minnesota. An email link to an online survey was sent to more than 11,604 Minnesota business leaders in late June, and reminder emails were sent the following two weeks to those who had not yet completed the survey. The Minnesota Chamber of Commerce provided some of the email addresses used in this outreach. As of July 1, 228 leaders responded, resulting in a 2.0 percent net response rate.







DIY





You can actually buy a pair of shoes made in Duluth. They're made by hand by Candace LaCosse, whose company, Hemlocks Leatherworks, produces chukka boots for men and women, slipons for women and stylish leather bags.

LaCosse made her first pair of shoes in 2011 at the North House Folk School in Grand Marais. She was inspired by the professional craftspeople she met at the school, which teaches a variety of crafts, from baking to blacksmithing. "It was really eye-opening to be in this great, incredible network and community of artists and craftspeople who were making it their full-time living," LaCosse says. After apprenticing with a master shoemaker in New Hampshire, LaCosse launched her line of shoes, building recognition through the American Craft Council and its events across the country.

But LaCosse always wanted to go back to Duluth, where she'd studied graphic design and journalism. After returning to Duluth, she began participating in and hosting pop-up shops and trunk shows. "That was very encouraging to me because it proved that Duluth really likes my products and really wants to see local handmade items here," LaCosse says. "And they want to buy them." Much of her sales are online.

LaCosse's experience is just one of several such stories that have been sprouting in Minnesota's Northland over the past few years. They're building upon a cut-and-sew industry on the North Shore that has had a presence there for decades. In the past 10 years, that industry has undergone a second flowering as companies including Aerostich, Duluth Pack and Frost River Trading Co. grow and prosper. They are selling their goods internationally.





Neverest Outfitters, based in downtown Duluth, makes backpacks such as this Forester model.

As more consumers seek Americanmade craft products—goods that are more than just a brand name—the North Shore is becoming home to an inspired new generation of small manufacturers.

Made to last

■ Ian Scherber always has been his own boss. He started screen-printing T-shirts in high school in Proctor, the next town

southwest from Duluth. While still in college at St. John's University—he graduated just last year—he launched two businesses, Neverest Outfitters and Duluth Screen Printing Co., with partners Mary Rumpca and Luke Inveiss. Both firms have their headquarters in a second-floor space in downtown Duluth previously occupied by a canoe paddle maker. Scherber shares the work space with two companies also

founded by 20-something entrepreneurs: Black Feather Creative, a photography and videography firm, and Pure Clean, a building cleaning service.

In building his companies, Scherber was inspired by the reuse and durability philosophy of Patagonia founder Yvon Chouinard. Duluth Screen Printing's T-shirts are meant to last, "not end up as rags in a year or two," Scherber says. Neverest's packs and bags are made mostly from reused fabric and leather scrap

that Scherber has been able to find from a variety of higher-end manufacturers. He can then create products that are durable and American made, but still affordable.

Another distinctive business with high-quality products is Frost River Trading Co. in Duluth. It makes packs, luggage and other goods primarily for the outdoors and travel markets. Like Scherber, Frost River owner Chris Benson emphasizes durability. "Our products are made so that they can be fixed," says Benson, whose goods all come

with a lifetime warranty.

Frost River now has about 70 wholesalers, including several outside the United States. While the made-in-Duluth label makes the biggest difference regionally, Benson says, what's been more important is that Frost River's products are made in the United States. "It's something that consumers are more comfortable seeking out nowadays," he says. "And they understand that it's going to come at a price."

Benson wants to keep his products priced moderately, and primarily use U.S. suppliers. Frost River buys its leather from S.B. Foot Tanning Co., which is owned by Red Wing Shoes. Finding American suppliers can be a challenge, but it's one Benson wants to meet. He describes the weaving together of his supply chains as "an orchestra of manufacturing."

In the craft zone

■ "Really, it's urban manufacturing," says Lars Kuehnow, neighborhood development officer with the Local Initiatives Support Corp. (LISC) in Duluth. He's



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talking about the type of businesses that the nonprofit LISC and other organizations want to attract to the Lincoln Park neighborhood a couple of miles southwest of downtown Duluth. Once a vigorous industrial district, Lincoln Park fell into decline a few decades ago.

But green shoots have been sprouting. Frost River, Duluth Pack and Aerostich are already there. The neighborhood also is home to two craft breweries, Lake Superior and Bent Paddle. LISC and other organizations are seeking to encourage more entrepreneurial activity with a storefront rehab program and other efforts to create a craft business hub that Kuehnow hopes will "change the narrative" in this part of Duluth.

One of the area's newest business residents is Hemlocks Leatherworks. LaCosse moved there in May, down the street from Frost River. Her new, larger space will, in time, allow her to add employees and new products. LaCosse is currently working

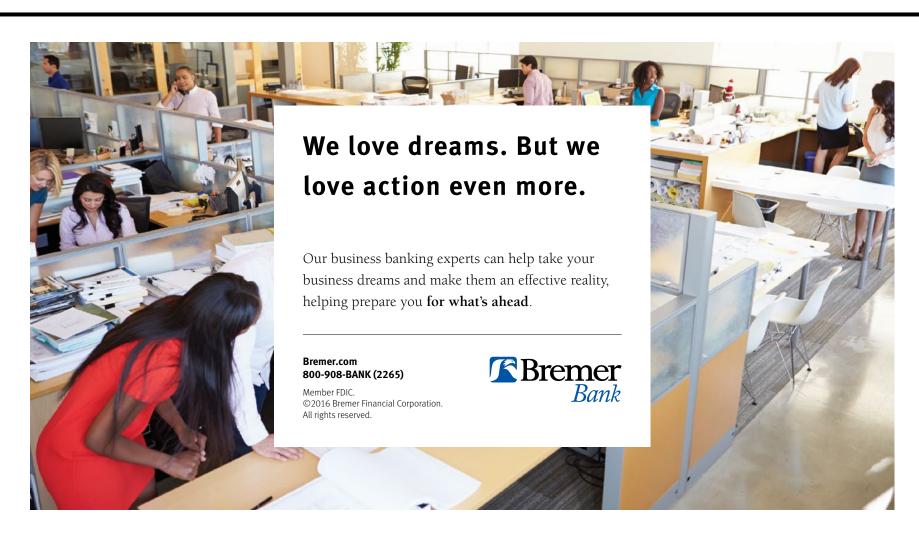


on designs for sandals.

In downtown Duluth, Neverest is working on new packs and bags, including products made completely with recycled or reclaimed material—everything from the thread to the fabric, Scherber says. Some will even be constructed from old truck tarps and vinyl billboard material. Neverest also is replacing metal clips and connections with surprisingly durable hardware constructed from recycled cardboard.

"This is my home," Scherber says. "And I really want to make a difference here." tcbmag

Gene Rebeck is a Duluth-based freelance journalist who writes monthly for Twin Cities Business.



Behind the **state's** deal to bring new jobs to Hoyt Lakes.

By Burl Gilyard

In early June, Gov. Mark Dayton signed a supplemental budget bill passed during the acrimonious 2016 session. At the time, most Minnesotans had no idea that it contained a provision for up to \$30 million in taxpayer-funded "production incentives" for an anonymous company looking to build a wood-siding plant on the Iron Range. A press release from the governor's office about the bill made no mention of it.

Additional funds set aside for the company and its project raise the total to nearly \$80 million. Of this, nearly \$75 million in public money would consist of the aforementioned \$30 million in production incentives from the state, \$30 million slated for infrastructure from two different Iron Range Resources & Rehabilitation Board (IRRRB) funds, a proposed tax exemption on building materials and supplies that could be worth up to an estimated \$9.6 million, and up to \$5 million from St. Louis County for public infrastructure support.

The subsidies were intentionally kept quiet by a small circle of powerful politicians and community leaders who worked behind the scenes to pull it together: the governor, key legislators and IRRRB staffers. Many signed nondisclosure agreements promising to keep the company's identity under wraps.

By mid-June, the beneficiary had been revealed to be Nashville-based Louisiana-Pacific (LP) Corp., which is contemplating developing the woodsiding plant in the small town of Hoyt Lakes on the eastern edge of the Iron Range. It could mean 250 jobs for a corner of the state that faces consistent

economic challenges. The estimated price of building the siding plant is \$400 million, but that number climbs to \$440 million if you add infrastructure and other expenses.

Collectively, the total incentive package works out to roughly \$318,000 for every new job created. Rep. Jason Metsa (DFL-Virginia) acknowledges the state money is "steep on the front end." He represents the district where the plant could be built.

But he argues that in the long run the deal will pay off for both the Range and the state through income taxes and other taxes, as well as the creation of related jobs. "It's no small investment," he says. "It's a very serious opportunity for us."

Metsa adds that the positions at the plant would be good-paying jobs averaging \$27 per hour, or about \$56,000 per year, but LP says it has not discussed wage details with local or state officials.

Backers argue that secrecy about the company's identity was warranted because of the size of the project, the number of jobs at stake and competition with out-of-state sites to land the deal. Besides, they say, LP asked to remain anonymous as the details were being hammered out.

But former GOP Senate Minority Leader Duane Benson does not like the precedent that the deal establishes. "I think it's terrible public policy. The Legislature does the public's business, and those things should be, to the greatest extent possible, public," says Benson, who also served as the executive director of the Minnesota Business Partnership from 1994 to 2003.

Historically, Benson says, the name of the company and the details of proposed incentives would be part of the debate: "Normally they have hearings and you go before committees and it's well vetted."

Benson's concerns are echoed by former Shoreview GOP legislator Phil Krinkie, a former president of the Taxpayers League of Minnesota.

"Why can't we know the name of a business that's going to reap tens of millions of dollars of tax benefits?" asks Krinkie, who is also a small business owner. "It's utterly ridiculous that the Legislature should be voting on tax giveaways without knowing the name of the business. . . . It just seems extraordinarily unusual that these types of things are happening."

Such deals are fundamentally unfair to other companies, which don't receive tax breaks or other subsidies, says Art Rolnick, former research director for the Federal Reserve Bank of Minneapolis and former president of the Minnesota Economic Association. Rolnick has earned a national reputation over the years as a critic of business subsidy "bidding wars" between states.

"If you're going to do this for one business, why aren't you doing it for all?" asks Rolnick. "The best business policy is lower taxes for all businesses."

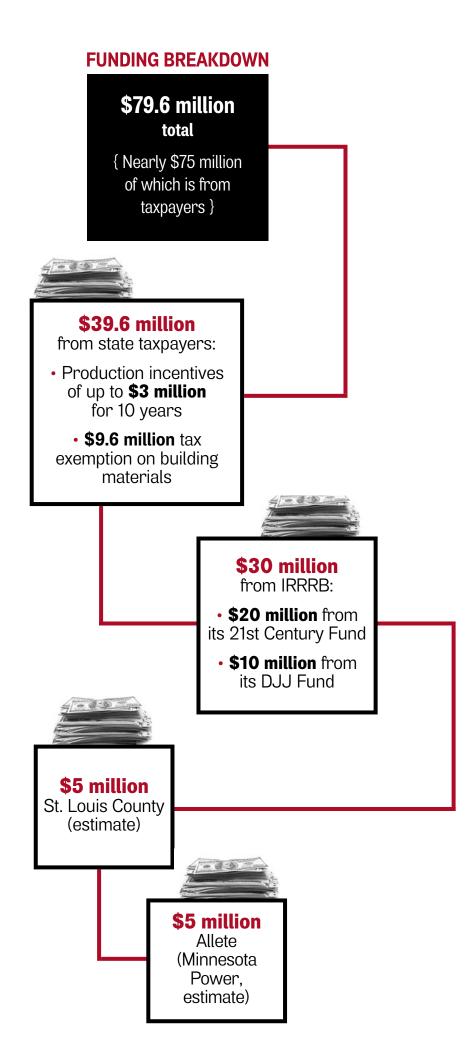
Nothing Sewed Up Yet

Despite the state money on the table, the LP project is hardly a done deal. The company's board of directors still needs to take two more votes—one in late July, another in February 2017—before greenlighting the plans. The company has also explored options in Michigan and Canada.

The touted \$400 million cost of the plant remains an estimate; Louisiana-Pacific has yet to design it.

"It's not our number," says Brian Luoma, executive vice president and general manager of LP's siding business. "It's a project of that magnitude. ... We don't know what that number is yet."

Luoma says that the state incentives weren't a requirement of the deal, but he adds that the company is typically seeking locations near timber, which usually puts it in small rural towns hungry for jobs. "For a project like this, wherever you went there would be incentives," says Luoma. "The incentives are attractive, and that does make a difference."





Mark Dayton



Senate Majority Leader Tom Bakk



Commissioner Mark Phillips

IRRRB Commissioner Mark Phillips emphasizes that the \$30 million pledged by the agency is going to pay for infrastructure at the 800-acre site. "We looked at what would be our appropriate role," says Phillips. "We aren't going to finance the plant for them."

The supplementary budget bill also expanded the range of industries that could receive money through the IRRRB's 21st Century Fund, an economic development fund aimed at diversifying the Iron Range economy. The change freed up a larger subsidy for LP's project.

Senate Majority Leader Tom Bakk (DFL-Cook), a veteran Iron Range legislator, says that the change was necessary: "I think to access any of that money, it had to be done."

The IRRRB's project overview also includes \$10 million that is listed as the "partner investor estimate." That includes up to \$5 million in public infrastructure from St. Louis County, as well as yet-to-be-determined contributions from Duluthbased Allete Inc. (parent of Minnesota Power) and "other partnering agencies." Allete owns the potential site, which is next to a Minnesota Power facility.

Phillips adds that the IRRRB is working out an agreement under which LP would reimburse the agency for some site analysis and prep work if it decides against building. He adds that the early estimates for incentives and tax breaks are all maximum amounts, and final numbers could be lower.

At its mid-June meeting, the IRRRB also pledged \$6 million to "backfill" proposed tax exemptions that are in limbo due to Dayton's pocket veto of the 2016 tax bill. If and when a new tax bill gets signed, the IRRRB would be off the hook for that money.

Necessary Secrecy?

Several key public officials agreed to LP-mandated secrecy provisions. "We signed nondisclosure agreements and so did a lot of other people," says Phillips. "We respected that. It was just during this preliminary phase they didn't want their name out there."

Phillips says that he and other IRRRB staffers working on the project signed nondisclosure agreements. Bakk says he signed an agreement in 2014, when LP was weighing another potential expansion. Dayton spokesman Matt Swenson says that the governor did not. Metsa says he did not sign any documents.

Swenson confirms that the governor was a key player in the behind-thescenes economic development deal. "He was following it closely for sure. It's something that he supported and worked with Sen. Bakk and others on."

Swenson says that Dayton kept quiet because of the jobs involved: "That was an agreement that the governor and others were willing to abide by."

It's not clear if disclosure would have killed the deal. "If a legislator had demanded that the name be out there, I don't know what the company would have done," Phillips says.

More Subsidies, More Secrecy

Bakk had already planned to travel to Nashville in December 2015 for a legislative conference. He took the chance, along with two IRRRB staffers, to meet with LP executives to make a pitch for sites in northeastern Minnesota. (Bakk had been in on earlier talks of an LP expansion, but the company ultimately chose Manitoba.) Upon his return, Bakk says that he promptly told both Dayton and Speaker of the House Kurt Daudt (R-Crown) about the prospect of a deal.

Bakk insists that proposed incentives for the company are in line with past state programs. "That production incentive really pretty much mirrors what we did for ethanol [plant] construction," he says, adding that tax exemptions for building materials have become commonplace on "most larger projects."

With a goal of bolstering the state's ethanol industry in the mid-1990s, Min-

Reinvesting in the Range



The IRRRB traces its history to 1941. The economic development agency draws

most of its funding from taxes on taconite mining.

In March, the Office of the Legislative Auditor released an extensive report that was critical of many IRRRB operations. It found that the IRRRB has done a spotty job of tracking the actual job growth created by companies that have landed agency loans or grants. The auditor found the agency's "oversight and evaluation of its loans and grants are inadequate" and its loan database "inaccurate and outdated."

Although the agency's mission includes investing in workforce development, the report noted: "For IRRRB grants, many files we reviewed that referred to job creation contained only vague estimates of job growth and had little evidence of achieving objectives."

Some projects that are announced with fanfare on the Range never see the light of day. Golden Valleybased Segetis Inc. pitched a \$105 million biochemical plant in Hoyt Lakes. The IRRRB pledged \$21.2 million in loans, plus a \$7.1 million grant from the 21st Century Fund. But the project never moved forward, and Segetis was sold to an Italian company earlier this year. Segetis never received any of the funds.

The report also noted the IRRRB's unique status among state agencies: Its board is composed of nine legislators who represent the region, including Bakk and Metsa. These legislators voted to support the company both during the Legislative session and later during the IRRRB's board meeting.

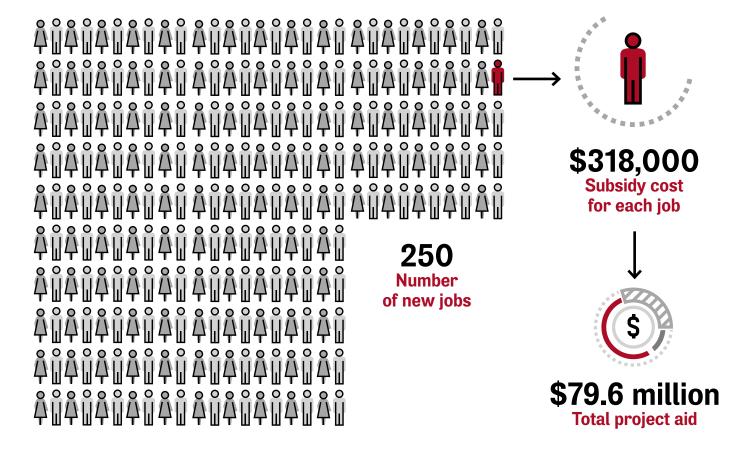
Iron Range blogger and journalist Aaron Brown has tracked his share of big plans in northeastern Minnesota. He says that observers often overlook the meat-and-potatoes work of the IRRRB: providing loans and grants to small businesses and community agencies. But Brown says the high-profile failures make Range residents wary. A startup called Excelsior Energy never got started; the company has yet to repay about \$9 million in IRRRB loans.

"Everybody is hopeful," says Brown of the Louisiana-Pacific possibility. "They're a real company ... and that is an encouraging thing."

Brown heard the LP name during the legislative session, but he says nobody would confirm it.

"We've heard it all before. . . . We'll believe it when we see it," says Brown, former editor of the Hibbing Tribune. "It's really hard to believe these proposals and these numbers until they happen."

SUBSIDY



BENEFITS (annual)



\$14 million

Louisiana-Pacific payroll (250 jobs, estimated \$27 per hour)



\$60 million

Income to loggers and truckers in Minnesota



\$74 million

Total project benefit annually

nesota had a program to pay ethanol producers 20 cents per gallon of ethanol produced. A report from the Office of the Legislative Auditor in 1997 found state payments to ethanol producers cost roughly \$22.1 million per year from 1994 to 1996 and estimated \$66.1 million from 1997 to 1999.

The state's current tax expenditure budget outlines other tax breaks that have been granted in recent years. A provision from 2011 exempts sales tax on technology equipment and software for qualifying data center projects. From fiscal 2016 to 2019, the value of the data center exemption is estimated at \$22.5 million.

Tax exemptions for construction materials and supplies for the new Vikings stadium were valued at \$11 million for fiscal 2016. An exemption passed in 2010

for the Goodrich Corp. manufacturing plant in Burnsville is worth \$3.2 million from 2016 to 2019. An exemption aimed at "Greater Minnesota business expansions" is estimated to have a value of \$6 million over the next four years.

While critics question the value of such subsidies, politicians and economic development professionals remain true believers.

"It's difficult to find an economist who thinks these tax incentive packages are a good thing," says Mark Haveman, executive director of the nonpartisan St. Paulbased Minnesota Center for Fiscal Excellence. But "this is the reality of economic development and you can't play the economic development game without them."

The Taxpayers League of Minnesota was critical of the Hoyt Lakes deal

"from the sidelines," says Margaret Martín, research director. "It just seemed like a lot of money chasing very few jobs," she adds. "We were definitely concerned about the lack of transparency."

Furthermore, the decision not to disclose the name of the company was impermissible under the Minnesota Government Data Practices Act, according to an expert on the state law.

"It's not supposed to work this way," says Don Gemberling, spokesman for the Minnesota Coalition on Government Information, who worked for the state of Minnesota for more than three decades. Under the law, government information is presumed to be public unless there is an exception in the law. The law applies to both the governor's office and the IRRRB, but not the Legislature, which is exempt, says Gemberling.

Capitol watchers can point to one previous case with surreptitious similarities. In 2013, Dayton and staffers with the state Department of Employment and Economic Development tried to keep a lid on the name of Baxter International Inc., an Illinois-based medical products

company, as the state weighed potential subsidies for its proposed expansion in Brooklyn Park.

But Baxter's name did surface before final votes were taken. In that case, the company had been slated for \$5 million from the Minnesota Investment Fund, but it never received that money because it did not undertake the expansion originally outlined.

Chronic Economic Stress

While the Louisiana-Pacific name might not mean much in the Twin Cities, it is well known in northeastern Minnesota. Phillips recalls that during the administration of Gov. Rudy Perpich, the IRRRB sold \$10 million in tax-exempt bonds to help finance a plant for the company in Two Harbors. The plant, which opened in 1985, has about 135 employees. During fiscal year 2013, the IRRRB loaned LP \$2 million to help expand its operations and rebuild machinery there.

Phillips served as IRRRB's director of economic development from 1983 to



Louisiana-Pacific has a long-standing presence in northern Minnesota. The building products company has operated a siding facility in Two Harbors since 1985.

1988. He returned to the agency when Dayton appointed him commissioner in January 2015.

Today, LP has 21 plants in North America including a location in Hayward,

Wis., and several in Canada. The company's business depends heavily on the state of the residential housing market.

Its latest annual report opened with a candid assessment of the current business

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The proximity to timber is a key factor for the selection of locations for Louisiana-Pacific facilities. The company's siding plant in Two Harbors has about 135 employees.

climate: "2015 was another tough year." The company reported a net loss of \$88.1 million on revenue of \$1.9 billion for 2015. But for the first quarter of 2016, LP's sales were up 7 percent to \$504.6 million,

and the company posted a net profit of \$10.3 million, compared with a loss of \$34.5 million a year ago.

The backdrop of the state's efforts to land the plant is the longstanding

economic challenges on the Iron Range, where the outlook follows the ups and downs of the mining industry. In recent years the region's goal has been to diversify the Range's economy beyond mining.

For May, the state's seasonally adjusted unemployment rate was an enviable 3.8 percent, notably lower than the national rate of 4.7 percent. But there can be sharp regional differences. In St. Louis County, which includes Hoyt Lakes, the rate was 5.3 percent; statistics from the Minnesota Department of Employment and Economic Development put the unemployment rate for northeastern Minnesota at 5.6 percent. In the seven-county metro area, the unemployment rate was just 3 percent.

"During that deep recession starting in 2001 we had four plants up here that made a wood-engineered product," recalls Bakk. "During that housing recession we lost all four and a lot of jobs."

The town of Hoyt Lakes has a population of about 2,200 people—about half of what it was in the 1980s, says Mayor Mark Skelton. He points to the mining economy as the cause: "They shuttered our taconite plant back in 2001. We lost 1,400 jobs."

Range residents have seen many potential projects never reach fruition. Essar Steel Minnesota is wrangling over the payback of \$66 million in state loans for its stalled taconite project, which had been slated to cost nearly \$2 billion. In early July, the company filed for bankruptcy.

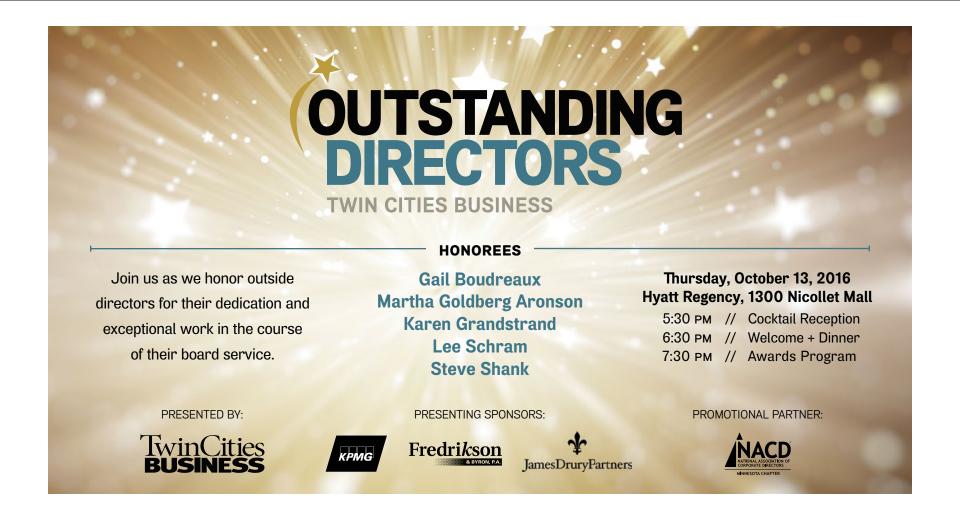
The downturn in the mining business has hurt the region. Skelton has heard complaints about the amount of money that the state is kicking in to lure LP, but he notes that total project cost is much larger than the state's contribution.

"Some folks will say, 'Well, geez, that's a lot," says Skelton of state incentives. "This company is making a huge investment. This is close to a half-a-billiondollar project."

But at the end of the day, LP is not yet fully committed to Hoyt Lakes.

"We're doing a lot of work with the state to make this happen, but we need to get through the approval process at LP before it will happen," says Luoma. "We're in a good place, but we're not done by any means." tcbmag

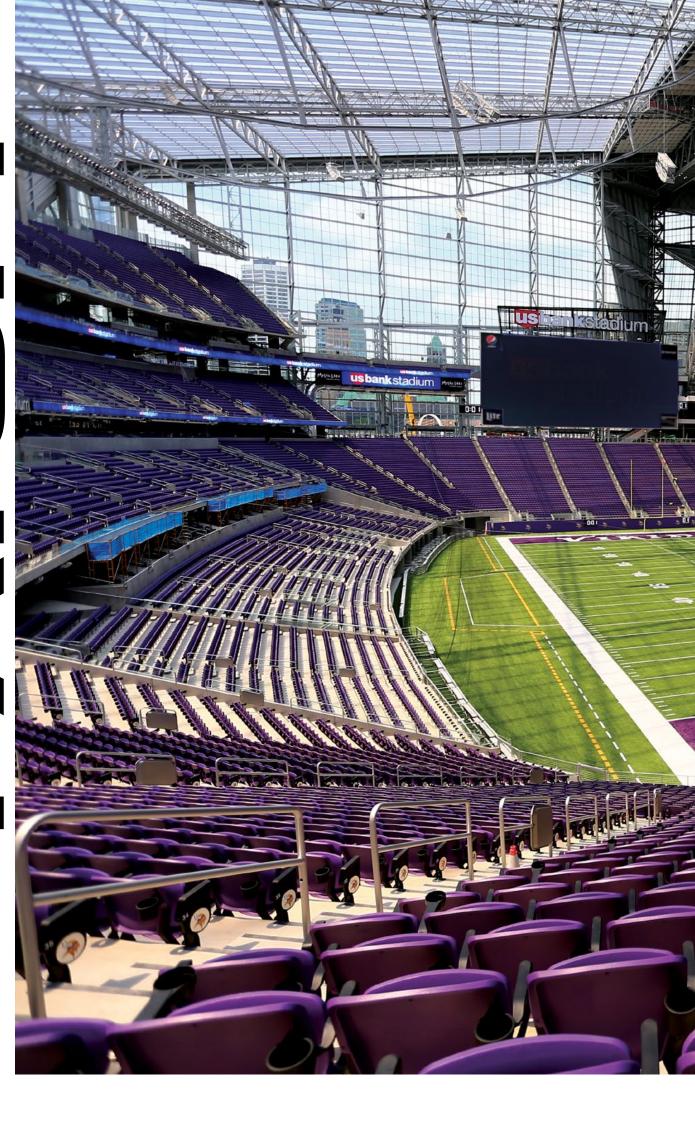
Burl Gilyard is TCB's senior writer.



THE STADIUM'S THE STADIUM'S THE STADIUM STATEMENT STAT

The results are almost in.
Will U.S. Bank Stadium
deliver on its promises?

By Adam Platt







When Gov. Mark Dayton said in 2013 that "as far as I'm concerned, \$1 for a personal seat license is \$1 too much ... but we had to make a deal and we had to get the owners of the team to agree to a deal," he was expressing America's paradoxical frustration with professional sports economics.

But he was also articulating the perceived economic importance of pro sports when he concluded, "I think this is a good deal." And so, apparently, did most ticketbuying Viking fans.

When the final chapters are written on the development of U.S. Bank Stadium (USBS)-90 percent sold out for the upcoming season as of early July—the moral of the story will be that no one liked the price increases or the seat license fees, and skepticism remains about the capabilities of Teddy Bridgewater. But Vikings fans wrote the checks because such is the appeal of the NFL and a shiny, amenity-rich stadium after 30plus years in the Metrodome.

SELLING IT OUT

When the Minnesota Vikings set out to price and market what would become U.S. Bank Stadium, they had a specific mandate. "The NFL is a made-for-TV sport," says Lester Bagley, Vikings executive vice president for stadium development. "We need to compete with the couch and

> Guaranteed payment to taxpayers of



make Vikings games an immersive experience."

It was not uncommon for skeptical legislators, Minneapolis City Councilmembers and other social justice pundits to describe the stadium finance plan and the costs to fans and taxpayers as beyond the pale, a rip-off, unsustainable. Though the team obviously didn't concur, it, too, had a certain wariness.

"This was all new for us. We had concerns about what the market would bear," says Vikings CMO Steve LaCroix, given that ticket prices were increasing substantially across the board (Lipets' roughly 40 percent, for example). The team studied the experiences in other NFL markets, and the new stadia locally. He says the concerns "were erased very quickly" by demand.

LaCroix is unable to offer an average increase at USBS, but anecdotal reports indicate 25 to 50 percent is not uncommon. (Many of those increases are for seats that are newly packaged with club access and food and beverage, unlike stand-alone Metrodome seat pricing.)

At press time, six weeks before the first Vikings home game, LaCroix says premium seats marketed to affluent individuals and to businesses sold robustly, as did the relative bargain inventory: "Club seats sold quickly, top and bottom pricing tiers." The seats that remain are midpriced, mostly in the end zones.

Diehard fans still on the sidelines, fuming over it all, can take solace in the knowledge that football fans are not alone. "Sure, it's all tilting to high-income people. Yes, the new stadia are pricing people out," says University of Michigan sports management professor Mark Rosentraub, "but remember, the producers of Hamilton are getting \$350 a ticket, too, and they are not wringing their hands."

From the inside, stadium backers are gleeful. "Looking at our calendar of events, we will meet or exceed our [revenue] projections," says Minnesota Sports Facilities Authority chair Michele Kelm-Helgen. (MSFA owns the facility and oversees all non-football operations at USBS.)

Looking beyond the stadium's massive glass doors, her view is even rosier: "We've been most focused on economic development in the area and we've already proven a stadium can spin it off." Kelm-Helgen tallies a billion in development underway in Downtown East attributed to the stadium and its amenities, double the public investment in the football field.

A FINANCIAL STATEMENT WITH HOLES

Even though the MSFA has a regularly updated public budget for U.S. Bank Stadium, the Vikings' contribution is regarded with some skepticism, as much of it relies on revenue streams only available to the Vikings because of the public investment. The Star Tribune's Lee Schafer reported last year that of the NFL loan programs providing some of a \$200 million estimated

Vikings to sell personal seat licenses (PSLs; also known locally as "stadium builder licenses," or SBLs) to the fans, while another was contingent on securing taxpayer funding for a stadium.

contribution to the team, one requires the

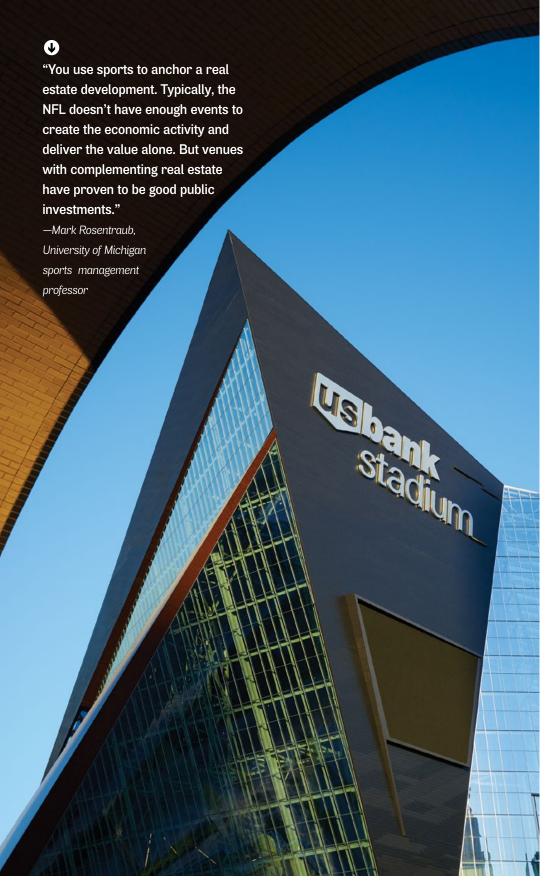
Factor in \$100 million in seat licenses, \$75 million estimated in naming rights, and \$200 million from the NFL, plus miscellaneous non-team contributions, and



the Vikings' out-of-pocket cost looks to be about \$225 million, or \$275 million including the portion of the NFL loan that is repaid by the team.

How the team is generating those funds is unclear. "We don't know much at all about NFL teams' financial situations," says Moody's vice president/senior analyst John Medina (Moody's did not work on USBS). "They keep them very private. Their leverage may be in a holding company. We don't see the owners' financial guarantees" to lenders.

One common financing method is for ownership to borrow against "contractually obligated income" like naming rights and multiyear suite rental contracts, says Craig Skiem, a Twin Cities stadium development consultant who has advised the MSFA. The Vikings would not detail specifics of the team's \$602 million contribution to date.

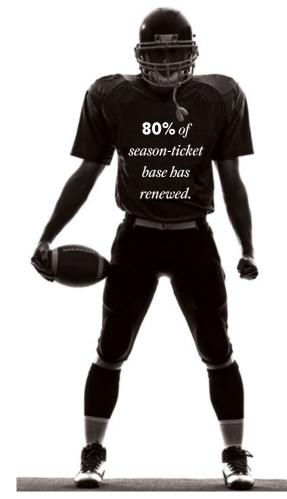




Cost per seat: \$17,155—nearly twice that of Wild and Twins, and among highest in NFL (NY MetLife Stadium, SFO Levi's are more).



\$1 billion in outside investment in Downtown East.

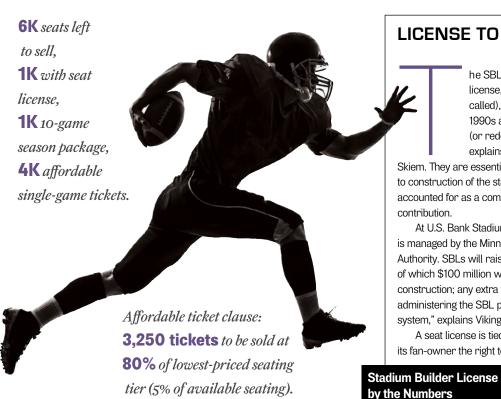


A WIN-WIN?

The other big unknown in stadium projects is their capacity to generate economic benefits for the communities where they are built. The Metrodome's upside for downtown Minneapolis was long thought to be marginal. But there have been home runs.

"The public sector made a fortune in San Diego's Ballpark District," which transformed a blighted and unloved section of downtown, says Rosentraub. "So when it works out, it's an investment, not a subsidy." "You use sports to anchor a real estate development," he continues. "Typically, the NFL doesn't have enough events to create the economic activity and deliver the value alone. But venues with complementing real estate have proven to be good public investments."

And that has been the goal in Minneapolis this time around. "Stadium investments do not create economic activity in a vacuum," says R.T. Rybak, mayor during the birth of the USBS plan. "It's a recipe for a windswept plain of parking lots."



The key player, says Rybak, is a parking ramp mandated in the state's stadium legislation. It motivated Wells Fargo to relocate 5,000 jobs to Downtown East. "I'd note that parking ramps, not Target Center, set off the boom on the west side of downtown as well," says Rybak, "Peripheral parking has been great for Minneapolis," he says, because once people get out of their cars, they walk past stores and restaurants-and sometimes go in.

Still, the argument will be made that because most of Wells Fargo's relocated jobs were already based in Minneapolis, the public investment is merely engendering a transfer of economic activity from one part of the city to another. Former City Councilmember Paul Ostrow even contended that the project created no new permanent jobs for the city.

Michigan's Rosentraub says there are flaws in the economic transfer argument if the public investment can

\$8.8 million annual naming rights (media estimates)



transform chronically troubled areas. "Cities are not financed on a regional level by and large," he says, "so what happens in [a suburb] doesn't necessarily benefit the city—Detroit is the best example of this. I tend to think of the economictransfer thesis as a false academic argument."

Another surprise to national observers is that the team remains in downtown Minneapolis.

"The trend has been if you're trying to attract financing to move to a different municipality" within your market to

LICENSE TO CHEER

he SBL (or PSL, for personal seat license, as it's most commonly called), got its start in the mid-1990s as several teams developed (or redeveloped) NFL stadia, explains MSFA consultant Craig

Skiem. They are essentially a fan contribution to construction of the stadium, but are typically accounted for as a component of the team contribution.

At U.S. Bank Stadium, the SBL program is managed by the Minnesota Sports Facilities Authority. SBLs will raise up to \$125 million, of which \$100 million will pay for stadium construction; any extra will cover the costs of administering the SBL program. "It's a closed system," explains Vikings CFO Steve Poppen.

A seat license is tied to a specific seat and gives its fan-owner the right to buy their seats for all

> 75% of USBS seats

> 6,000 season seats

available without an SBL.

> Average SBL: **\$2,500**

per seat; 80% priced

> Maximum SBL price:

> USBS SBL prices

among the lowest of

recent NFL stadia.

\$3,000 or under.

\$9,500.

require an SBL.

events delineated in the PSL agreement. Their value can rise and fall with market forces, and the PSI can be resold on an open market, not via teams or stadium agencies.

Fans were given two years prior to stadium opening to pay for their SBL in interest-free installments. After that, they had the opportunity to finance them over an additional five years at 8 percent interest, an

option mandated by the MSFA. Though not a market rate for a collateralized loan, 8 percent is "in line with other cities" offering PSLs, says MSFA chair Michele Kelm-Helgen. The Vikings expect 25 to 30 percent of SBL buyers to borrow by the time all SBLs have been purchased.

A complementary way to look at PSLs are as prepayment for "the present value of future ticket price increases," says University of Michigan professor of sports management Mark Rosentraub. "In most markets you're not going to be able to sell

PSLs and then raise ticket prices much over the next few years. Not in a market like Minneapolis" you won't.

The pitch, says Rosentraub, is that "this stadium is so spectacular I'm going sell you a piece of it."

PSLs are ubiquitous at newer NFL stadia (only two recent ones, in Phoenix and Indianapolis, did not use them). Many universities, such as the University of Minnesota, require annual donations with season tickets, "which is similar [to PSLs] in the end," says Skiem.

"What changed the dynamic was the Dallas [Arlington, Texas] and New York and San Francisco buildings," says Skiem. "They had a substantial increase in the PSL component"-\$500 million to \$700 million, he says. Given that NFL stadia all have roughly the same capacity, that meant seat license pricing five times what Vikings fans paid. "The Vikings program," says Skiem, "is fairly typical of recent medium-market teams."

What is different is that, unlike most PSL programs, which give holders right of refusal on all stadium events, plus presales and even discounts on non-NFL events, USBS' program is less generous.

"You want to design it," says Rosentraub, "so that it gets you a guaranteed ticket for every event held," which helps sustain PSL value. Kelm-Helgen says the Minneapolis SBLs were structured without those benefits because in a publicly owned facility it seemed inappropriate that Vikings season-ticket holders have special entitlements at non-Vikings events.

Despite this, "demand for the NFL product is constant," says Rosentraub, "so a decline in value is unlikely" when holders decide to resell their SBLs, which cannot happen until after the 2016 season. So currently it's impossible to establish any sense of the resale market.

That market, say experts, can ebb and flow with factors as specific as the team's fortunes and as broad as the state of the economy.

"My suspicion is our SBLs will increase in value due to the lower price point," says Vikings' stadium czar Lester Bagley. He and all those associated with the program discourage thinking about PSLs as an investment or using them as one.



Scott Lipets—a Vikings season ticket holder for five decades-was frustrated over the seat relocation process and increased costs, but in the end decided to take what he could get and will be at U.S. Bank Stadium for the season opener.





"Stadium investments do not create economic activity in a vacuum. It's a recipe for a windswept plain of parking lots."

—R.T. Rybak, Minneapolis mayor during the birth of the USBS plan.

extract investment from the county or municipality that stands to benefit, explains Moody's Medina. This was the recent tactic of both the San Francisco 49ers and the Atlanta Braves, and for quite a while the Vikings seemed headed for the old Twin Cities Arsenal site north of St. Paul.

A RARE REJECTION

The Vikings say they benefited from the community's experience with Target Field and Xcel Energy Center, as most local fans understand the amenities and opportunities of a modern stadium.

The USBS experience "won't be like Target Field, in that baseball has a completely different pace of game," says LaCroix. "Fans don't wander and gather to the same extent in NFL, so we are layering in a lot of unique elements within the seating areas," such as special club lounges, and food and beverage options.

Fans seem to have responded. To date, 80 percent of the team's seasonticket base has ported their seats over from the Metrodome, which is near the team's renewal peak (90 percent in the Brett Favre years). Not everyone is making the trip, though.

Minneapolis resident Lori Mittag has been with the Vikes for 30 years as a season-ticket holder, at times sharing a full row at the Metrodome with another family. She says she sat with the "real fans, not the folks [at midfield], who hate it when you stand and want you to be quiet."

She let her seats lapse at TCF in 2015, but was prepared to return for USBS' inaugural season. "The sales center was very impressive. I accepted the idea of the seat license as an asset," Mittag recalls. "But then I thought that you have to put a good product on the table for [the seat license] to hold its value, and that hasn't been the case much of the last 30 years."

As her thinking evolved, Mittag says the license felt like "I was paying for the stadium twice." It wasn't that she couldn't afford it, Mittag says, but that she felt it should be enough to pay for her tickets and contribute as a taxpayer. She didn't want to be like those Vikings fans "who don't have a pot to pee in, but are such diehards they will find a way to buy in, come what may. I just decided I had my limits."

Based on the numbers alone, the Vikings can take solace that Mittag's view has remained an outlier. tcbmag

Adam Platt is TCB's executive editor.

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Congratulations to Chairman, President and CEO of Alerus,
Randy Newman, on being named 2016 Ernst & Young Entrepreneur
Of The Year® Upper Midwest. Over his 35-year tenure, Randy
led the transformation at Alerus from a traditional bank to
a full-service financial organization. Alerus is a reflection of
Randy's passion and determination, and we couldn't be more
excited to see him recognized with this award.



BANKING :: MORTGAGE :: RETIREMENT :: WEALTH MANAGEMENT :: ALERUS.COM



NORTH DAKOTA AND SOUTH DAKOTA

Through its Entrepreneur of the Year program, EY recognizes businesspeople who can spot a market opportunity, devise a successful strategy to fill that market need, and possess the strong leadership skills to motivate employees to rally around the company's mission.

Each year, EY honors leading CEOs and regional business leaders for their entrepreneurial prowess and notable contributions to their staff and communities. The Upper Midwest division for EY's competition covers lowa, Minnesota, Nebraska, North Dakota and South Dakota. EY judges selected leaders from eight companies for the Entrepreneur of the Year awards. They earn the honor for building and leading successful, growing and dynamic businesses; EY spotlights them as role models who can inspire others to channel their passions into distinctive businesses.

Eleven leaders from those eight companies are profiled in the following pages of *Twin Cities Business*, and Douglas Baker Jr., CEO and chairman of Ecolab Inc., was named master entrepreneur. Baker was recognized for his extraordinary entrepreneurial achievements, leadership and vision in helping make Ecolab a global leader in water, hygiene and energy technologies and services that protect people and vital resources, as well as for his steadfast commitment to the Twin Cities community.

The 2016 Entrepreneur of the Year awards were presented June 9 at the JW Marriott hotel at Mall of America. All of the entrepreneurs will be entered in EY's Entrepreneur of the Year overall national award program, whose winners will be announced November 19. Those winners move on to compete for the World Entrepreneur of the Year Award next June in Monaco.

REGIONAL JUDGES

Angela Busch

Senior vice president, corporate development **Ecolab Inc.**

Sima Griffith

Founder and managing principal **Aethlon Capital**

Atul Gupta

President

Advanced Technologies Group

Dan Mallin

Co-founder
Equals 3 Media

Killian Rieder

Founder and CEO Killian Jewelry

Philip Smith

Managing director

Greene Holcomb Fisher



For more information on the Entrepreneur of the Year program, contact Jim Kowitz in EY's Minneapolis office: jim.kowitz@ey.com, 612-371-8301, or visit the website at ey.com/us/eoy/um

FINANCIAL AND TECHNOLOGY SERVICES | ALERUS FINANCIAL CORP.

CHAIRMAN, PRESIDENT AND CEO | RANDY NEWMAN

Year founded: 1879, as the Bank of Grand Forks Headquarters: Grand Forks, N.D. Annual revenue (2015): \$146 million Employees: 850 (500 in Minnesota)

What it does: Provides banking, wealth management and home mortgage services.

BY ANDRE EGGERT

andy Newman wanted to start his own business, but it iust never panned out. So he did what he calls the "next" best thing": taking the reins of Alerus, a Grand Forks, N.D.based bank, and growing it into a regional giant.

In fact, Newman saw that he had no choice but to make the company more entrepreneurial. When he joined Alerus in 1981, it was the First National Bank of Grand Forks, an institution more than a century old. Though the region it served was holding its own, the bank wasn't growing. When Newman became president in 1987 (he would be named CEO eight years later), he was determined to make it more than just a local bank.

He's rebranded Alerus to reflect that it comprises more than a Grand Forks bank. Newman's company has acquired other banks, as well as wealth management and home mortgage businesses. He's done 18 acquisitions since 2002. During his tenure,

Newman grew fiduciary assets from \$80 million to more than \$25 billion, expanded into Minnesota and Arizona, and steered its performance to the top quartile of financial companies.

Newman is quick to share the credit for this with his managers and employees. While working construction during college, his constant questions irritated his boss, who said Newman had been hired "from the neck down"; now, he strives to be a different kind of boss, who empowers employees to ask questions and to think entrepreneurially themselves.

"I never wanted [an employee] to be hired from the neck down," Newman says. "I value people too much to deny them the opportunity to grow and learn and to find value in their time at Alerus." During the mid-1980s, he helped the company establish an ESOP. Employees now own 10 percent of Alerus and make up its largest shareholder bloc.

"He's the type of leader who cares about every single interaction," says Katie Imholte, a business development director at Minneapolis-based staffing agency Salo LLC, who has worked with Alerus on several HR projects. "He lifts up his employees, appreciates his clients and values his partnerships. And he always greets me with a smile."



EMERGING ENTREPRENEUR | BLUE BELT TECHNOLOGIES INC.

CEO | ERIC TIMKO

Year founded: 2003 Headquarters: Plymouth Annual revenue (2015): \$10 million Employees: 130

What it does: Develops computer-assisted technology and robotic tools used in partial knee-replacement surgeries

BY SAM SCHAUST

fter his 25 years in the medical device industry—including leadership roles at corporate giant Siemens and local startup NeuroVasx-Eric Timko knows that the med-tech business often can be a tooth-and-nail battle. Nevertheless, when he took over Blue Belt Technologies as CEO in 2011, Timko fixed his sights on the direct competition, MAKO Surgical.

Based on technology developed at Carnegie Mellon University, Blue Belt's Navio surgical system incorporates a robotic-controlled device that allows surgeons to more precisely shape bone in orthopedic procedures, particularly knee replacements. Timko's job was to commercialize Navio, which long had been under development.

Key to his strategy was listening to the surgeons themselves. "We had physician after physician after physician give us all of the positives of MAKO and all of the negatives," Timko says. This helped him develop marketing strategies built around product differentiation. "Our footprint was smaller, the cost was a third of theirs, and we were open architecture, meaning we worked with all the implant companies that wanted to work with us," Timko says.

MAKO didn't take this upstart lying down. It responded with a patent infringement lawsuit. Blue Belt hit back with a patent infringement countersuit; the two companies remain deadlocked in court. Despite this, Navio had gained enough market acceptance that global med-tech conglomerate Smith & Nephew acquired Blue Belt in January for \$275 million.

The sale prompted big paydays for Blue Belt's top-level executives. Yet, according to Scott Taylor, who worked with Timko at NeuroVasx and is now senior vice president of sales at St. Paul-based Merrill Corp., Timko felt the wealth was better shared among the many than the few.

"He and a group of his top-level executives got together and they handed every single person at that company a check and said 'We could not have done this without you,'" Taylor says. "I think that speaks volumes to who Eric is, because I don't know many people that would show gratitude by literally writing a check from their own checkbook."

Timko remains with Smith & Nephew during the transition phase. In time, he says, he'll be "looking for the next Blue Belt."



DISTRIBUTION AND MANUFACTURING | CENTRAL BOILER INC. / ALTOZ

CEO | DENNIS BRAZIER

Year founded: 1984/2012 Headquarters: Greenbush, Minn. Annual revenue (2015): \$50 million-\$60 million for both companies Employees: 220

What it does: Manufactures zero-turn lawn mowers and wood-fired outdoor boilers for heating.

BY GENE REBECK

ot many people enjoy mowing the lawn. But Dennis Brazier thinks it can be a pleasure—with the right equipment. A few years ago, he founded a company that makes and markets commercial and residential zero-turn sitdown mowers that are meant to be stylish and fun. In launching the Altoz brand of mowers, Brazier is building on his success growing Central Boiler Inc., which he founded in 1984 to manufacture outdoor wood-burning boilers used for heating. The barrel style prevalent then didn't heat efficiently. Brazier tinkered with the design. "I had a revelation moment—this is how they should be built," he recalls.

Though the original market was farmers with a second residential unit on their property, these days, customers vary from residents of new homes to owners of large old homes who need more heating but can't remodel. Products also are sold in more southerly parts of the country for winter heating, where an indoor furnace would be too costly.

Central Boiler headquarters is in Greenbush, a small town in northwestern Minnesota. Though sparsely popu-

lated, the region is rich in companies with a bent toward tinkering and engineering, notably Polaris Industries and Arctic Cat. That mindset, Brazier says, "is in a lot of our employees," and has been put to work on the Altoz mowers.

The mowers help even out production throughout the year. At the same time, Brazier wanted to build something more than a tool for cutting grass. "We've put a lot of effort into style," he says. So far, the mowers are a hit. "We'll probably triple our sales from last year," Brazier says.

One dealer who's been happy with the mower's sales performance is Brent Weiss, owner of Classic Sales, a Central Boiler dealer in Isanti. "What Dennis has done with engineering and development in staying ahead of the curve definitely has put us as dealers in a much better position," Weiss says.

Brazier says much of his two companies' success is linked to an "emotional connection" that customers have with wood heating and, with the mowers, the kind of vehicular joy drivers have with cars and four-wheelers. "When they're done, I want them to say, 'Yeah, that was fun,'" Brazier says.



MASTER ENTREPRENEUR | ECOLAB INC.

CHAIRMAN AND CEO | DOUGLAS BAKER JR

Year founded: 1923 Headquarters: St. Paul Annual revenue (2015): \$13.5 billion Employees: 47,000 globally (3,000-plus in Minnesota)

What it does: Provides water, hygiene and energy technologies and services to companies around the world.

BY GENE REBECK

oug Baker Jr. is a top corporate leader who doesn't believe in resting on his laurels. Since becoming CEO of St. Paul-based Ecolab in 2004, the company, traditionally known for its cleaning products, has entered several major new markets, including food, retail, life science and energy. Its biggest move was acquiring Illinois-based water-treatment and pollution-control chemical company Nalco in 2011 for \$5.38 billion.

Baker, who's also Ecolab's chairman, says that his company has "a strong entrepreneurial spirit." Why is it important that Ecolab demonstrate an entrepreneurial mindset? "There is no standing still in business," Baker says. "If you are not growing, you are shrinking."

During Baker's tenure, net sales at Ecolab have more than tripled. "Our M&A work has been a major component of our growth, as has our expansion in geographic markets, including Asia Pacific, the Middle East and Africa," Baker says. Since he leads a Fortune 500 company, Baker doesn't spearhead all of these efforts. "For some, I drove them, others I instigated

and some I watched as the team worked to make them happen," he says. That's why instilling an entrepreneurial mindset throughout the organization has been one of his goals, from the field and sales teams to research and development to the leadership team.

One key member of that entrepreneurial-minded team is Angela Busch, Ecolab's senior vice president of corporate development, who manages the company's M&A activity. "When it's a strategic play, when we're going to go into new places and new spaces, that's where Doug is really hands-on," she says. Busch credits Baker's intuitiveness and his ability to see market opportunities that aren't readily apparent to others. In many cases, he takes the lead role. "Nalco was Doug," Busch notes. Thanks to deals like those, "we're marching on a much wider road today than we were."

Key acquisitions like Nalco "are helping to grow our business and solidify our position as the leader in every industry we serve," Baker says. All told, he adds, "our entrepreneurial mindset helps drive our growth and ensures our ability to meet the specific needs of our customers, no matter the industry or their location in the world."



LOGISTICS | KOTTKE TRUCKING INC.

PRESIDENT | KORY KOTTKE SENIOR VICE PRESIDENT | KYLE KOTTKE GENERAL MANAGER | KURT KOTTKE

Year founded: 1938 Headquarters: Buffalo Lake, Minn. Annual revenue (2015): \$27.5 million (2012 revenue: \$21 million)

Employees: 57, plus 60 independent contractors What it does: Offers truck-based transport, primarily of food and pharmaceuticals.

BY GENE REBECK

uring the recession, Kottke Trucking kept its cool. The transport firm built its reputation as a shipper of frozen and refrigerated foods, with customers including Michael Foods and Jennie-O. When business slowed about seven years ago, Kottke Trucking decided to invest in its future by upgrading equipment and beefing up its IT.

And it's paid off. The firm, which delivers in 30 states, including Ohio, Florida, Kentucky and New Mexico, has seen revenues grow by around 30 percent over the past four years.

"We consider them a strategic partner," says Pat Johnson, transportation operations manager for Minnetonka-based Michael Foods. Among his 120-some carriers, Kottke is "probably the most responsive, best communicating and overall, the most operationally efficient carrier that I deal with."

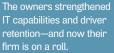
Kottke Trucking is run by three brothers who are the founder's grandsons: Kurt, who oversees operations; Kory, who handles inside sales; and Kyle, who runs the company's divisions, including maintenance, safety and finance. While

"the art of moving freight hasn't changed all that much," Kyle Kottke says, his company has invested "hundreds of thousands of dollars into analytical tools to tell us what is working financially and what isn't." Kottke considers this technological prowess one of his company's most entrepreneurial elements.

In addition, Kottke says the company is investing "a ton of money" in safety technology such as anti-collision devices and driver safety features. The company has also been skillful at keeping those drivers. In a line of work where annual turnover approaches 100 percent, Kottke Trucking's rate is around 25 percent. "We try to take an incredibly difficult job and make it humanly acceptable by shortening their durations away from their homes and families," Kottke says.

In early 2015, Kottke Trucking started to pursue a new opportunity—pharmaceutical delivery. With that expanded base of business, the Kottke brothers have drawn up a strategic plan to triple in size within the next 10 years. "There's no question that there will be forms of consolidation all the way through the industry," Kyle Kottke says. "The technology makes it easier to be bigger, and customers are asking for more density and offerings. All that adds up to being bigger is better."









RETAIL AND CONSUMER PRODUCTS | KOWALSKI'S COS.

OWNER | MARY ANNE KOWALSKI COO | KRIS KOWALSKI CHRISTIANSEN

Year founded: 1983 Headquarters: Woodbury Annual revenue (2015): \$200 million to \$250 million Employees: About 1,200

What it does: Operates family-owned supermarkets with 10 metro locations. An 11th will be opening in November

BY BURL GILYARD

ow does Kowalski's Markets do it? The supermarket business long has been intensely competitive. In recent years, a steady stream of larger grocery chains have been opening new stores in the Twin Cities: including Whole Foods, Hy-Vee, Trader Joe's, Fresh Thyme Market and Aldi. Big-box retailers Target and Wal-Mart are now big grocery players, too.

Kowalski's is much smaller than those firms, but it's continuing to strategically add new stores. Last year, it opened its 10th store, in Excelsior. This November, it will open a 25,000-square-foot store at a former Rainbow location in Shoreview. "The competition is continuing to ramp up, but we're continuing to hold steady with our brand," says Kris Kowalski Christiansen, the family company's chief operating officer.

That brand was established in 1983 by her parents, founders Jim and Mary Anne Kowalski, who saw room in the market for a more upscale grocer. They purchased a former Red Owl store on Grand Avenue in St. Paul (Jim had been a Red Owl executive). Clearly, their entrepreneurial hunch was right. Even as the boomlet for new grocery outlets continues, Kowalski Christiansen says that the chain is scouting additional sites for future growth, with possible new stores opening in 2018. (Jim Kowalski died in 2013; Kowalski Christiansen says that her mother is still "actively involved in the business.") There's also a growing grocery delivery business called Kowalski's On The Go.

But for Kowalski's Markets, there's more to business than the bottom line. For instance, the company's Groceries for Good Causes program donates money to nonprofit organizations in the communities where each store is located.

That focus is another key aspect of the brand. "One of the wonderful things about the Kowalski family and their brand is they are not just grocery retailers, but genuinely part of the communities that they serve," says Jamie Pfuhl, president of the St. Paul-based Minnesota Grocers Association. "They're really vested in giving back."

Kowalski Christiansen says that the family business sets itself apart from competitors with its culture and customer service: "We are committed to sustaining this company for generations to come."



focusing on its

FAMILY BUSINESS | PLUS RELOCATION

PRESIDENT | SUSAN SCHNEIDER

Year founded: 1968 Headquarters: St. Louis Park Annual revenue (2015): \$20 million Employees: 175 What it does: Handles the intricacies of transferring a company's employee from one location to another.

BY SAM SCHAUST

usan Schneider worked nearly every job at Plus Relocation, from receptionist to sales manager, before inheriting her parents' company in 2006. Within a few years, that also meant that Schneider was sitting in the president's seat during the worst economic crisis in recent U.S. history.

Founded in 1968, Plus Relocation assists businesses with employee relocation, helping manage every part of the process, from selling the new hire's old home to finding the best school for their children. When business slowed in 2008, many of Schneider's competitors hunkered down and cut costs to stay afloat.

Schneider took a different approach. "We decided that we were going to invest in the future now," she recalls. Instead of cutting back, Schneider hired more salespeople and invested more than \$1 million in technology to boost its capabilities

for managing the business and the relocation process. The result: Plus Relocation added several major clients, including automotive and technology firms.

Then Schneider took her next big risk: going international. "We were beginning to see more clients requiring us to have a global footprint, and it appeared to be a critical move if we were going to expand our revenue and move volume," says Joseph Benevides Jr., Plus Relocation's senior vice president of global relations.

In 2011, Schneider led the company's efforts to open a London office, and the payoff was almost immediate. These days, roughly a third of Plus Relocation's revenue comes from international moves, a number that was bolstered again with its recent opening of an office in Hong Kong. All told, Plus Relocation's staff size and annual sales have doubled in five years.

Schneider took some chances that paid off. But you also could say she was simply following the business lessons her parents imparted. "My father always said some people see problems and some people see opportunities," Schneider says, thinking of her decade at Plus Relocation's helm. "And I think that's why our company is where it is now."



CONSTRUCTION AND AGRICULTURAL SERVICES | RACHEL CONTRACTING INC.

CEO | DON RACHEL

Year founded: 2006 Headquarters: St. Michael Annual revenue (2015): \$86 million Employees: 288

What it does: Construction work, with specialties in demolition and site preparation.

BY ANDRE EGGERT

on Rachel's entrepreneurial spirit likely can be traced back to his family's example. His father ran a service station by day and did excavating and dynamite work by night. From an early age, his son was determined to build a business of his own.

It took him a little time to get there, and he first worked for several construction-related firms. Those years laid the groundwork for his current success: In 2006, he established his own company, Rachel Contracting. Now in its 10th year, the St. Michael-based demolition, earthwork, utilities and specialty contracting company is—often literally—a smashing success. Among its recent projects are the demolition of the old Ramsey County Jail and West Publishing buildings. Both were built into the side of a bluff, so this reality also required the construction of a giant concrete wall to prevent deterioration. Rachel also has performed demolition and utilities work for the University of Minnesota's Athletics Village.

Don Rachel's company has become a go-to subcontractor

for numerous firms. One is Lyon Contracting, a St. Cloudbased construction company whose specialties include multifamily projects. Rachel has worked with Lyon "on both large and very tight sites," Lyon Contracting president Jeff Drown says, with work ranging from excavating and making space for underground parking garages to finished grade.

"They're a first-class organization from top to bottom," Drown says. The company is always easy to work with, "even when problems present themselves," he adds.

And when problems surface, as they often do in a construction project, Rachel wants his employees—from top to bottom—to act, in a sense, as their own entrepreneurs. Workers are generally free to do whatever it takes to accomplish the job with minimal hierarchy getting in the way. At the same time, Rachel encourages employees to participate in several company committees that help gather ideas and dig up better ways to help the company—and its workers—succeed.

"Probably the most rewarding is finding like-minded entrepreneurs to work side-by-side with and see what they can do," Rachel says. For him, building a company also means building its people.



BUSINESS SERVICES | THREEBRIDGE SOLUTIONS

FOUNDER AND CEO | JIM KELLY

Year founded: 2009 Headquarters: Minneapolis Annual revenue (2015): \$45 million Employees: 360

What it does: Provides IT and business consulting services to large corporate clients.

BY BURL GILYARD

nyone who remembers 2009 knows that the economy was in rough shape. But for Jim Kelly, the timing was right to launch a new business.

"A recession is a great time to start a company, because your competitors are all probably contracting. Everybody's back on their heels," recalls Kelly, CEO of ThreeBridge Solutions. "When you're at zero, it doesn't take much to grow."

And Kelly's Minneapolis-based consulting firm has grown, from zero to \$45 million in annual revenue. This year alone, the company has added 50 new employees within a matter of months as it continues to expand. It opened a second office last year in St. Louis, and has plans to open a third.

The opportunity Kelly saw was for an IT and management consulting firm that operates in the space between small IT staffing firms and the more expensive Big Fives. ThreeBridge works with clients on complex enterprise software issues, including business transformation consulting for companies

that have merged operations or are undergoing other bigscale changes. In many cases, a corporate client may not have enough of its own staffers to implement new software systems.

"Our clients tend to like us because of our intense focus on employee development," Kelly says. "We're more focused on giving our clients the absolute best talent." In addition to boosting its experienced employees' skills, ThreeBridge operates a division called Boom Lab, which develops fresh-out-of-school consulting and corporate talent.

"It was fun to watch and see him succeed," says Mark Joern, principal owner with the Ameriprise affiliate Minneapolis Wealth Advisors, who has been an advisor to Kelly. "It's my belief that their business has succeeded because they've got a good culture. They have invested a lot in their employees."

ThreeBridge is something of a rarity among young companies: It has no outside capital or debt on its books. "We don't focus a lot of time and energy on revenue growth goals. Our focus is more on employee development," Kelly says. "As a private company, we can make the right decisions, not the decisions that satisfy short-term revenue growth. We're trying to build a sustainable company."



2016 Finalists

The Entrepreneur of the Year awards program is highly competitive.

Here are the individuals and their companies who were selected as finalists from the Upper Midwest region.

STEVE L. BURIAN

AE2S INC.

Founded: **1991**

Headquarters: **Grand Forks, N.D.** Annual revenue: **Not available**

Employees: 364

What it does: AE2S is a specialized civil/environmental consulting engineering firm that provides professional services and a unique brand of service to clients in the Upper Midwest.

MARTY WEINTRAUB

AIMCLEAR
Founded: 2007
Headquarters: Duluth
Annual revenue: \$9.2 million

Employees: 35

What it does: Aimclear is dominant in audience targeting and customer acquisition. The agency drives web traffic and tracks merged social psychographic/search personas. Aimclear calls itself the missing link unifying search, social media, public relations and psychographic display.

BRENDON SCHRADER

ANTENNA

Founded: 2006

Headquarters: Minneapolis Annual revenue: \$10 million

Employees: 98

What it does: Antenna is a unique community of marketers. It brings experienced marketing professionals to all types of organizations for project-based consulting, interim leadership, assignments and contract staffing engagements.

PAUL JARRET, STEPHANIE JARRET

BULU BOX Founded: **2012**

Headquarters: Lincoln, Neb. Annual revenue: \$5 million

Employees: 17

What it does: Bulu Box is a subscription sample box for health products that gathers feedback on each sample. Brands can publish their sample data to public profiles on Bulu Marketplace to connect with retail buyers.

BOB HARTZELL

CHUCK AND DON'S PET FOOD AND SUPPLIES

Founded: **1990**

Headquarters: **Mahtomedi, Minn.** Annual revenue: **Not available**

Employees: 344

What it does: Chuck & Don's is a local destination pet-supply store offering brand name, specialty and hard-to-find pet food and supplies; known for its outstanding customer service, knowledgeable staff and commitment to the communities it serves.

PAT CHRISTIE

CONSERVIS CORP. Founded: **2009**

Headquarters: Minneapolis
Annual revenue: Not available

Employees: 64 employees, 19 contractors

What it does: Conservis is a cloud-based farm-business software that provides growers with real-time

data collection and reporting services.



Here's to the ingenious leaders!

Congratulations to the EY Entrepreneur Of The Year® 2016 Upper Midwest Award winners. Rising above a field of outstanding competitors, they join 30 years of business visionaries awarded for their ingenuity, leadership and impact to our community.

Good luck at the national awards!



Douglas Baker, Jr. Ecolab, Inc. Master Entrepreneur



Randv Newman Alerus



Eric Timko Blue Belt **Technologies**



Dennis Brazier Central Boiler /



Korv Kottke Kottke Trucking



Kurt Kottke Kottke Trucking



Kyle Kottke Kottke Trucking



Kris Kowalski Christiansen Kowalski's Companies



Mary Anne Kowalski Kowalski's Companies



Susan Schneider Plus Relocation



Don Rachel Rachel Contracting, Inc.



Jim Kelly ThreeBridge Solutions, LLC

Founded and produced by



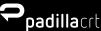
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Regionally sponsored by















Locally sponsored by

ENTREPRENEURS of the **YEAR**

BEN GRAY, JEFF GRAY, SCOTT GRAY

CREATIVE APPAREL CONCEPTS INC.

Founded: 2000

Headquarters: New Hope Annual revenue: Not available

Employees: 54

What it does: Creative Apparel Concepts designs, manufactures and markets apparel for women, men, and children. It primarily offers unique, fashionable T-shirts and sleepwear to major retailers and specialty stores around the country, including Target and Nordstrom.

MASON J. THELEN

ELICIT

Founded: **2009**

Headquarters: Minneapolis Annual revenue: Not available

Employees: 33

What it does: Elicit is a leading customer science, strategy and transformation consultancy that helps its clients uncover talent insights about their customers and apply them to business, marketing, product and customer experience strategies.

CHAD RUBNER

EXPRESS LOGISTICS

Founded: 2003

Headquarters: Waukee, Iowa Annual revenue: \$22.5 million

Employees: 50

What it does: Express Logistics is a family-owned third-party logistics provider, specializing in LTL (less than truckload), truckload and intermodal freight

solutions

MYNUL KHAN

FIELD NATION Founded: 2008

Headquarters: Minneapolis Annual revenue: \$100 million

Employees: 100 in U.S., 50 in Bangladesh What it does: Field Nation's online work market platform combines a large on-premises freelance management marketplace, allowing service companies and distributed enterprises to directly procure, manage, pay, report and optimize contingent labor.

BOB GARDNER

GARDNER BUILDERS

Founded: **2010**

Headquarters: Minneapolis Annual revenue: \$58 million

Employees: 44

What it does: Gardner Builders is a hospitality company in the commercial construction industry dedicated to providing clients with an outstanding experience during the construction process.

JOHN T. MEYER

LEMONLY

Founded: **2011**

Headquarters: Sioux Falls, S.D. Annual revenue: Not available

Employees: 18

What it does: Lemonly helps brands, corporations, nonprofits and startups tell their story. Lemonly is a visual marketing company that specializes in telling stories through infographics, videos and microcontent.



Congratulations, Dennis, on being named the Midwest Entrepreneur of the Year winner in the Distribution and Manufacturing category!

Dennis Brazier Ceo and Founder Central Boiler, Inc. | Altoz, Inc.

Your vision, ingenuity and committment to excellence are an inspiration to us all!







At Anchor Bank, nothing makes us happier than celebrating the success of our customers. Congratulations to Don Rachel from Rachel Contracting for being recognized as a 2016 Entrepreneur of the Year, Construction & Agricultural Services category!

FAMILY. **BUSINESS.**





BJORN STANSVIK

MENTORMATE Founded: **2001**

Headquarters: Minneapolis Annual revenue: \$16.4 million Employees: 320 (U.S. and Bulgaria)

What it does: MentorMate is a technology firm providing strategy, design, development and dedicated

teams to help businesses grow.

BRAD GOSKOWICZ

MICROBIOLOGICS
Founded: **1971**

Headquarters: **St. Cloud** Annual revenue: **Not available** Employees: **Not available**

What it does: Microbiologics is a leading provider of ready-to-use biological controls for microbiological quality-control testing in clinical, pharmaceutical, food, water and educational industries.

BILL EVANS

OPEN GATES BUSINESS DEVELOPMENT CORP.

Founded: 2003

Headquarters: **Kalona, Iowa**Annual revenue: **Not available**

Employees: 94

What it does: Open Gates Business Development Corp., known as Open Gates Group, provides human resources, business planning, administrative and marketing services for a family of nine entrepreneurial companies located in the Kalona, lowa, area. Its primary focus is growing organic and local food supply chains.

MAUREEN R. STEINWALL

STEINWALL

Founded: 1965

Headquarters: **Coon Rapids** Annual revenue: **\$21 million**

Employees: 145

What it does: Steinwall focuses on developing and manufacturing precision, custom thermoplastic injection-molded components and assemblies for quality-oriented global OEM customers.

DENNIS DIMKA

UPTIME LEGAL SYSTEMS

Founded: 2005

Headquarters: Eden Prairie
Annual revenue: \$4.15 million

Employees: 21

What it does: Uptime Legal is a leading provider of cloud services to the legal industry. Uptime helps law firms manage and grow their practices with cloud, legal technology and marketing services.

tchmag

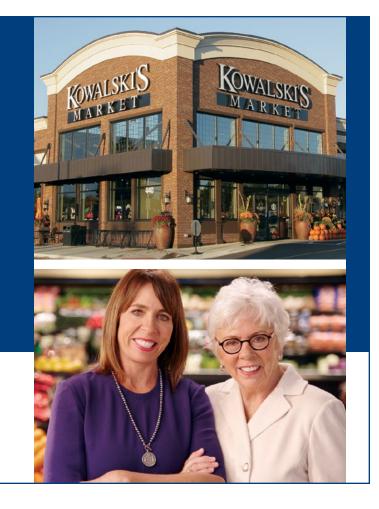
Congratulations!

Kris Kowalski Christiansen + Mary Anne Kowalski

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Shaping Business Minds



At St. Thomas and the University of Minnesota, business deans Stefanie Lenway and Sri Zaheer are acting quickly to meet the changing demands of Minnesota-based companies. Analytics, ethics and global understanding are central to teaching the next generation of business leaders.

Bv Liz Fedor

t's no secret that universities are intensely competing for high potential students, so one might conclude that the business deans at the University of Minnesota and University of St. Thomas are rivals or adversaries.

In reality, Sri Zaheer and Stefanie Lenway call themselves colleagues and friends. Zaheer, dean of the Carlson School of Management at the University of Minnesota, and Lenway, dean of the Opus College of Business at the University of St. Thomas, have been friends for more than 25 years and served together on the Carlson faculty.

Twin Cities Business invited them to do a joint interview to discuss how they are adapting their programs to meet the changing needs of business as well as learn how their business models, courses and student profiles are evolving. The interview spanned 80 minutes and was conducted at the Carlson School. What follows are edited excerpts of the conversation.

TCB: How do you each define the role of your business school?

ZAHEER: We are part of the University of Minnesota and we have a land grant mission, and for us it's really about serving as a hub of exchange for the business community here and statewide. We have the Holmes Center for Entrepreneurship, and we run the Minnesota Cup. This year we've got about 1,500 entrepreneurs participating.

In terms of students, for us it is really about a global reputation and local impact. So I think students who come here tend to want to do more nationally and worldwide. Whereas I think you are more deeply rooted in the Twin Cities community at St. Thomas.

LENWAY: Sri put it well. We focus on the Twin Cities business community. Minnesota business is our business. The other part is that the St. Thomas mission is "All for the Common Good." We spend a lot

of time talking about how would you do things differently if you think about the common good as opposed to if you just think analytically what makes sense.

The real difference in the freshmen is that we don't have an entrance requirement. They come to St. Thomas, and they can come to the Opus College.

ZAHEER: For us there is a screen for freshmen admission.

International experience

TCB: St. Thomas is a regional school and Carlson competes nationally for students, but you both are committed to global experiences. Tell me about your approaches.

ZAHEER: For the students who come here we really want them to develop a global mindset. We have a required international study experience that is very much a defining feature of our program. Recently,

I was in Cuba with 27 of our undergraduates. Others are in London, where they are studying corporate responsibility with a bunch of British companies.

TCB: Will each MBA student have an international experience?

ZAHEER: Not just each MBA, every student, undergraduate, day MBA, evening MBA, executive MBA, all of these groups have to have an international study experience. And it's not just a tourist experience. There is a strong study component to it and before they can graduate they have to do it. Some may choose to do an entire semester abroad.

We have quite a few courses which start here, will do five weeks of education here, and then with the faculty member they will go overseas for two weeks, come back and process what they've learned. **LENWAY:** At St. Thomas, the study abroad for the entire university is quite high.

In the business school, we have the London business semester. So I was in London last fall celebrating the 20th anniversary. International study is a requirement in the Executive MBA program. It will be a requirement in the new full-time MBA.

A part-time MBA has some international experience, but it may not be a travel experience. One of the new programs that I brought is a January-term experience in Mumbai, working on social enterprises with S. P. Jain, which is an excellent business school. About 20 students will be going in January 2017. It will primarily be seniors and some graduate students. And our executive MBA program is going to Mumbai in the fall to visit companies, but also with an emphasis on health care.

TCB: How and when did the two of you meet?

LENWAY: Getting tenure is tough, especially at the University of Minnesota. I think it was 1989. I was up for tenure and I hid out at MIT. I was given an office and an ID card. That was it. When I was at MIT, my host was Sri's advisor. We met with a lunch in the faculty club at MIT overlooking the Charles River.

ZAHEER: I was a Ph.D. student at MIT, my husband and I were both there. So we met and she told me about Minnesota. Quite frankly, being at MIT, I hadn't heard of Minnesota. (Both deans laugh).

I love it here. I'm as Minnesotan now as anybody, having been here for 25 years. So at that time, she said it is actually a very interesting school. You should check it out when you are on the market. This was the first time we had heard about it. It turned out the very next year the Carlson School had two jobs. One was in my husband's area and one was in mine. We applied. We thought we'd be here three years and here we are, 25 years later.

High analytics demand

TCB: As the two of you plan for the 2016-17 academic year, what are the biggest challenges your business schools face?

LENWAY: The demand for graduate business education is shifting quickly. And I think trying to understand it and keep up with it is a common challenge. **ZAHEER:** It's not just the two of us. Across the country, there's much greater interest in specialized degrees. So two years ago, we launched a master of science in business analytics, which is just going gangbusters, and next year we will have two sections here. **LENWAY:** We just launched one (master's in business analytics) this year and we are already sold out. The difference between Carlson and Opus is we are a joint program with engineering, so students can take as many engineering classes, or as many business classes to get either the business analyst training or the data architecture training.

ZAHEER: Ours is focused on going deep into business, into the analytics piece of it, but also we have a strong experiential component. We modeled our analytics enterprise very much like our other enterprises where we get data analytics projects from all of the great companies around the country. Our students have been placed extraordinarily well, at McKinsey, at Walmart, at all the top firms. I think the demand for analytics-trained people is immense.

We are just barely scratching the surface of the demand out there in this space.

Apart from the business analytics program, we are launching a master of science in finance program. That sold out in the very first batch. Also we are starting an industry-focused, one-year, largely online MBA in Washington, D.C., for Capitol Hill staffers. **LENWAY:** What we are doing that's different from that is getting into health care, because health care is very local and we have the entire value chain in the Twin Cities. So we are building relationships with United Health where we have a cohort in the Health Care MBA, with Allina and Medtronic. We want to see how we can provide them with something new. ZAHEER: Actually, I disagree a little bit, because I think we have a very strong presence in health care as well. We have the Medical Industry Leadership Institute. Coursera (which operates an



D.B.A. Versus M.B.A.

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Harvard University started the first Doctor of Business Administration (D.B.A.) program in 1922 in a quest to contribute applied research and skilled scholar practitioners to the discipline of business. Today, D.B.A. programs provide students with opportunities to answer these calls, through rigorous post-master's coursework and original applied dissertation research. D.B.A. programs offer content rich curricula, often in the decision business sciences, as well as significant coursework in research methodology.



Dr. Matt Nowakowski *Associate Professor, Saint Mary's University of Minnesota*

How does a D.B.A. differ from a M.B.A.? While available in many forms and modalities, M.B.A. programs offer students the ability to learn core business concepts from a variety of business fields. The final outcome of many current M.B.A. programs, including our program at Saint Mary's University of Minnesota—rather than a traditional thesis—is a complex capstone project that analyzes strategic and operational data, translates innovation to action, and provides opportunity for evaluation. D.B.A. programs are designed to train a practitioner scholar; those individuals interested in obtaining the research skills of sufficient depth and breadth to make significant contributions to business literature. The cumulating paper in the D.B.A. is the dissertation, a thorough document describing the justification, background, results, and interpretation of a student's own original research. D.B.A. research necessitates students lean into challenging issues of risk and discovery in the business disciplines, and this work then informs future business practice.

D.B.A. programs offered at large research universities, such as Harvard, are full-time dayside programs. Others, like ours at Saint Mary's, are evening programs geared toward the working adult business professional. Our program respects and builds resonance with your amassed experience in business and presents the opportunity to build expertise in finance/economics or strategy/management. Students in the D.B.A. program, in addition to contributing published literature, aspire

to lead organizational transformation, act as change agents and consultants, and prepare to be the next generation of business educators.



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TRENDING | EDUCATION

online platform) approached us to do their certificate program in health care management and so we now have over a thousand people enrolled in a health care management certificate program. Because we have the medical school, we have the entire health care delivery system here as well.

We are able to leverage people from our academic health center into teaching. We call them medical industry specializations. For example, we have a course called anatomy and physiology for managers, which is taught by one of our medical school faculty.

LENWAY: We don't have a medical school at St. Thomas. So we are trying to position ourselves as the Switzerland of health care. We are a neutral area where people can come and explore new ways of doing things. And so we are not doing hospital management. We are doing whatever might happen that could be new where people develop alliances across the verticals in the value chain.

Cargill's Greg Page at Carlson

TCB: What is Minnesota's business community telling you about their workforce and leadership needs? How have you adapted your educational programs to align more closely with business?

ZAHEER: We are constantly redoing curricula with them. We have leaders from the community coming and working with us. We have the executive leadership fellows program, so we are developing a whole set of food and agribusiness certificate programs as well. We have Greg Page, the former chairman and CEO of Cargill, who is going to be helping us in the fall and work on this.

Another specialty program that we are just launching is called a master's in supply chain management. And that program is being developed completely in conjunction with companies in the Twin

Cities. The Supply Chain Department has a Supply Chain Board. In fact we have 24 boards in our school, and each one of them is a corporate board. So it is just amazing, the sheer number of managers who are in this building at any time. These are advisory boards. We have a Management Information Systems Board, an Institute for Research and Marketing Board. But apart from the Board of Advisers, which advises me, there are literally 24 boards in the school.

TCB: Tell me more about Greg Page's role.

ZAHEER: Greg Page is going to be here as an executive leadership fellow. He is going to be co-teaching a course on corporate responsibility with Professor Myles Shaver.

It is a course that Marilyn Carlson Nelson co-taught with Myles for about five years. So Greg is going to be stepping in to co-teach it with Myles. But he is also going to help us develop our offerings in the food and agribusiness space. We already have a couple of courses, but we want to develop it into a full-fledged certification program in collaboration with the College of Food, Agricultural and Natural Resource Sciences. And we are hoping that Greg can bring some realworld needs into it.

LENWAY: We have our Opus Fellows. We are launching a program where we co-develop and co-teach, professor and practitioner, starting with electives. That's caught a lot of people's imagination, especially my board. So we also have many advisory boards. It speaks as much to the Twin Cities' business community as to business education right now because we need to be connected to the practice.

It was amazing for me to sit across the street from Target during the layoffs and watch what was trending and what they realized were skills that weren't going to keep careers going. So we were very tightly connected in looking at what skills students need today and tomorrow, pushing those and then looking out into the future and seeing what the next ones are.

The Bangalore connection

ZAHEER: Our faculty are deeply into research. So they are knowledge creators. They are not just knowledge deliverers. And a lot of that knowledge creation is happening with firms.

In fact, my husband and Stef are working together on a project on the growth of the medical device industry in this town. (Sri Zaheer's husband is Aks

Zaheer, who holds the Carlson Chair in Strategic Management at the U of M.) So we collaborate even on research.

TCB: Stefanie, what is the aim of your collaboration and how did it come about?

LENWAY: Well, the story is, we were stuck in a traffic jam in Bangalore, bored, on a

ZAHEER: The three of us. This was last June 2015. We were at a conference. We are both fellows of the Academy of International Business.

LENWAY: It was a terrible traffic jam and we were with some colleagues we don't get to spend time with very often. And we thought, what else can we do, so we found a research project. Here, we are interested in clusters. Bangalore has a business process outsourcing cluster for the world and we were right in the middle of it, not moving. We thought the Twin Cities has the medical device cluster. And so we were trying to look at fundamental dynamics of the cluster to abstract from that and see if you could engineer them in other places. Look at the Iron Range, the whole economics are shifting. And how are they going to build their employment base? Can you transfer some of the dynamics from the Twin Cities to other regions? **ZAHEER:** There also is an interest in looking at the networks within the industry. Who moves from where to where and what are the connections across firms in the industry? One of our faculty members, Professor Shaver, is looking at why did the Twin Cities become such a great place for headquarters to start and grow into Fortune 500 companies. So what are some of the factors that have influenced that and really look at how talent migrates across companies. How is it that Bill George went from Honeywell to Medtronic, a completely different industry, but essentially brought management skills with him?

TCB: When will the cluster research likely be completed?

LENWAY: It is just in the early stages. We've been having amazing interviews with some of the founders of the industry. And it's been a lot of fun, and also we've talked with some people who worked to create the cluster and Medical Alley. But we're also losing people. Sri and I were at Glen Nelson's memorial service. It is a reminder of how much has been done and how the generations are shifting.

ZAHEER: The late Wheelock Whitney



University of Minnesota Carlson School of Management

Dean: SRI ZAHEER earned a bachelor's in physics and an MBA in India, before moving to the United States where she obtained a Ph.D. in international management from the Massachusetts Institute of Technology.

Key Fact: Zaheer rose through the ranks to become the Carlson dean in 2012. She joined the Carlson faculty in 1991 and served in many leadership roles that included department chair and associate dean.

2015 Enrollment at Carlson: Total enrollment was 4,382, which included 2,500 undergraduates and 1,337 in MBA programs. Enrollment declined by 1.9 percent from 2014 when enrollment totaled 4,469 in business degree programs.



University of St. Thomas Opus College of Business

Dean: STEFANIE LENWAY

holds an MBA and Ph.D. from the Haas School of Business at the University of California, Berkeley. She also earned bachelor's and master's degrees in political science.

Key Fact: Before becoming the Opus dean in 2014, Lenway served as business dean at the University of Illinois in Chicago as well as dean of the Broad College of Business at Michigan State.

2015 Enrollment at Opus: Total enrollment was 3,359, which included 2,376 undergraduates and 842 in the full-time, evening and health care MBA programs. Enrollment dropped by 1.7 percent from 2014 when enrollment totaled 3,416.

was actually very involved in starting the university's connection with the business community. He taught for 11 years. He brought in this course called Top Management Perspectives. He would bring in speakers from outside and the students would get to meet them.

And that's kind of morphed into all of the enterprises. The other thing that I personally have been very concerned about, and we had a student team work on figuring this out, was how do we advance women in business. Our students actually went out and studied the whole issue of what are the pain points in a woman's career. Why is it that we lose so many women between the undergraduate program and the MBA program? Once they get into business, they leave. There is just a kind of a constant loss.

TCB: What are the two universities doing to support professional women's careers?

ZAHEER: We've done a women's leadership conference, and we've really tried to support women entrepreneurs as well. We have

been trying to bring them in and encourage them to apply for the Minnesota Cup. This year, 38 percent of the entries were from women-led businesses and I was very, very thrilled about that for the Minnesota Cup. It was a huge improvement.

LENWAY: At the Schulze School, we are building up entrepreneurship in a big way as well. We also have a Small Business Development Center and we are doing a lot of boot camps that are open to the community for people interested in entrepreneurship.

TCB: What has stymied women's progress?

ZAHEER: You really have to focus throughout the entire life cycle. We are starting right at the high school, getting more young women—juniors and seniors-interested in business. We have a summer program called Women Mean Business where we bring young women in for a week here. It is a residential program. They participate in projects. They learn about what business is. They learn that it is actually more fun than just being in a

cubicle a la Dilbert.

We are trying to make sure that there are more scholarships for women coming into MBA programs. And we are trying to also reach out to women who are already in the workforce and trying to see if we can get them into Executive Education.

Where can we best help women advance? It's trying to reach women at every stage. Our Executive Education program shortly will be launching an Emerging CFOs program, and they are hoping that more women who are interested in becoming CFOs can come into those to get attuned to what a CFO job is like.

Some of our faculty are working on research projects with companies, looking at what is the role of sponsorship versus mentorship? How do women who are actually advancing in business, what is it about the culture and the structure of the firms that help them do that? We are hoping that we can pull some of the research and create white papers that lay out best practices that companies can follow. **LENWAY:** Coming back to strengths of St. Thomas, the network effect can be very powerful. I think women need networks.

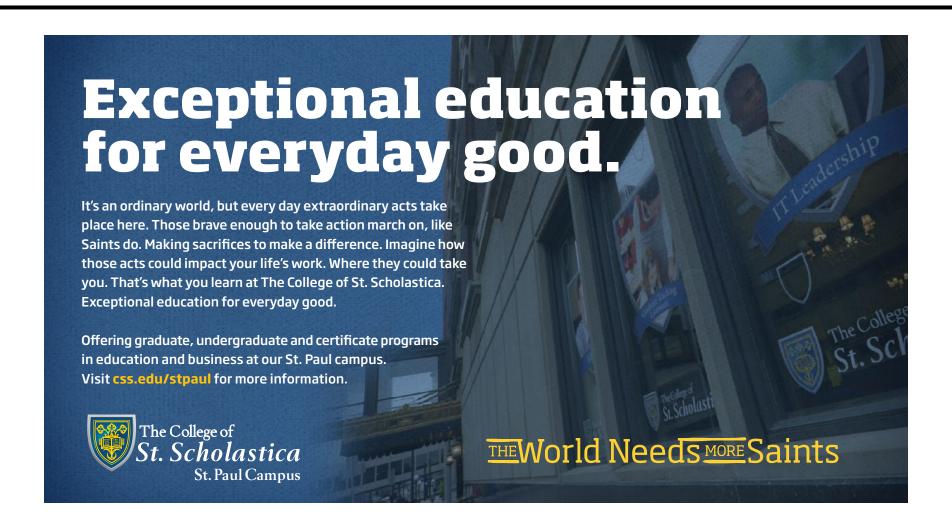
First, they need to understand opportunities, and then get some reinforcement.

TCB: As we conclude, is there an overarching observation or concern that you'd like to share?

ZAHEER: Just for the next academic year, the message is very much about the need for talent. We've heard this repeatedly from Land O'Lakes and other companies. People are really concerned that the Twin Cities is losing out. Just from a demographic perspective, we are not growing as fast as the needs of business might be. We try and recruit from around the country to get more people here to feed this talent pipeline.

LENWAY: Look, St. Jude has been bought, Radisson has been bought. I think we need to think about the next generation of great companies and to start to incubate them and nurture the leaders. We need the ecosystem for the next Carlson Companies and the next Best Buy. tcbmag

Liz Fedor is the Trending Editor of Twin Cities Business.



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Minnesota MBAs

Students have a panoply of choices for graduate business programs in the state.

By Nancy Crotti

ore than a dozen higher education institutions offer master's degrees in business administration in Minnesota. Twin Cities Business examined the multiplicity of MBA choices. Here are some of the elements that differentiate the MBA programs.

Augsburg College unveiled an enhanced MBA this summer with a management consulting project, and the opportunity to enroll in up to two 10-day study-abroad programs. The program is offered in Minneapolis and Rochester. Applicants for the fall 2016 MBA program will be eligible for an \$8,000 scholarship payable over two years. Augsburg emphasizes that its degree can be completed in two years, and the program is targeted to working professionals. It offers evening courses and small class sizes.

Bethel University in St. Paul offers MBA programs in finance, global management, and management, both on campus and online, with a Christian perspective. The finance program includes quantitative statistics and global finance trends. All MBA students engage with local business leaders and Bethel's business alumni group. They may also attend six personal coaching sessions with a professional career coach. Students in the global management program take part in a 10-day international trip to learn how business is conducted in a different country and culture

Capella University offers online MBA programs in accounting, finance, health care management, marketing, business intelligence, general business administration, human resource management, project management, entrepreneurship, global operations and supply chain management, and information technology management. Capella offers self-paced learning for eight of those programs, allowing students to move quickly through familiar material and more time for challenging subjects. Capella has

alliances with several companies, including Farmers Insurance, U.S. Bancorp, SimplexGrinnell, Carquest, and American and United airlines.

The College of St. Scholastica will offer a new MBA program starting this fall, focused on developing leadership skills and effecting change. Designed by and for business professionals, the curriculum will focus on leadership and change-management skills. Classes are offered in the evening, with full- and part-time options in Duluth, St. Paul and St. Cloud. Students may complete the program in 12 months with accelerated eight-week terms. Students may choose from three capstone options, including a two-week study-abroad trip, a group practicum and a traditional thesis.

Concordia University St. Paul offers MBA degrees in cyber security, health care management, information technology management, business/ finance and marketing. The university designed its cyber security MBA with the Mission Critical Institute, an educational, training and research organization. MBA programs are offered on campus, online or in a blended format, and students can enroll in the MBA mentorship program.

Crown College in St. Bonifacius offers an online MBA from a Christian perspective. Students come from backgrounds in nonprofit organizations, health care, finance, education, retail management, service industries, sales and marketing. Crown also offers an MBA with a concentration in nonprofit management, with courses in nonprofit law, fundraising and philanthropy, financial management, marketing, and spiritual foundations of leadership.

Nearly 100 percent of those enrolled at Crown receive student loans, scholarships or financial aid.

Hamline University offers a onenight-a-week MBA program on its St. Paul and West End (Minneapolis) campuses that allows students to complete their degrees in two years. Faculty lead students on a 10-day study-abroad program with visits to local companies, government agencies and historic sites. Students may lock in their tuition rate for the entire two years and be eligible for up to \$3,000 in scholarships. Hamline undergraduate alumni receive a 10 percent tuition discount.

Metropolitan State University

allows students to earn an MBA on campus, online, or a combination of both, from the same faculty in all three settings. The university offers a traditional MBA and an MBA with a concentration in project management, management information systems or finance. Each concentration requires 12 additional credits of elective courses. Metro State also offers a graduate project management certificate. It has campuses in St. Paul and Minneapolis.

Minnesota State University,

Mankato's MBA program, offered in Mankato and on the university's Twin Cities campus, uses actual business situations in the classroom so students can apply and integrate their knowledge. An executive seminar offers the chance to learn from business leaders and top executives. Students may take one or two 2-credit modules that meet one evening each week for eight weeks, and each receives a subscription to the Wall Street Journal's online content.

St. Catherine University offers MBAs in general management, health care, and integrated marketing and communications (IMC); an IMC certificate is also available. Each MBA program is offered in the cohort model, one concentrated course at a time, meeting one evening per week on the university's St. Paul campus, with online interaction in between. Students employed by one of the university's 16 corporate partners receive a scholarship that reduces tuition by 10 percent. Qualified seniors enrolled at St. Catherine may take one to two courses in the MBA program while completing their undergraduate degrees.

St. Cloud State University offers MBA programs on the St. Cloud

campus, at its Twin Cities Graduate
Center in Maple Grove, and completely
online. Students are encouraged to
identify both their strengths and areas
they need to improve, and learn how to
apply their education in the workplace.
The university schedules courses to
accommodate students' jobs, vacations
and holidays. Part-time students
typically earn their degree in 28
months, while full-time students often
earn their degree in just 16 months.
Students attending in St. Cloud may
qualify for graduate assistantships.

St. Mary's University of Minnesota offers a "classical MBA education" on its Minneapolis, Rochester and Winona campuses to working adult students from more than 30 countries. Students participate in a business capstone project with a local organization or with a foreign company during a travelabroad program. Students may develop an area of specialization or customize a general MBA. St. Mary's offers parttime and full-time options. Part-time or full-time options with evening blended courses are available on Minneapolis and Rochester campuses.

University of Minnesota Duluth's

Labovitz School of Business and
Economics lowered its tuition for MBA
students in Duluth and Rochester by 25
percent in 2015. Most courses offered
in Duluth meet one evening per week,
while those in Rochester meet Fridays
and Saturdays every other week.
The university believes that meeting
in-person gives students a broader
conversation with their professional
peers. The majority of faculty hold PhDs.

Walden University offers online MBAs in 11 specialties, including a self-designed option that allows students to focus on a particular area of interest that pertains to professional goals. Students may also be able to earn credit for previous educational experience and complete their MBA degree programs faster. Walden also offers a graduate-level certificate to students who successfully complete the first four courses.

—Nancy Crotti is a St. Paul-based freelance writer and editor.

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EMPTY-NESTERS AND YOUNG PROFESSIONALS ARE DRIVING DEMAND FOR A GROWING NUMBER OF UPSCALE APARTMENTS IN MINNEAPOLIS AND ST. PAUL.

By Melinda Nelson

o the delight of young professionals, empty-nesters and other passionate urbanites, Minneapolis and St. Paul are home to an array of new luxury apartment communities. While the exact definition of luxury is ultimately in the eye—and the wallet—of the beholder, these buildings all share similar attributes: a prime location in a desirable, walkable neighborhood, a sophisticated design aesthetic with top-quality finishes, high-end appliances and other luxe details, and an array of boutique-hotel-like amenities including yoga studios, indoor and outdoor swimming pools with cabanas, bike rooms, dog parks, concierge services and much more.

North Loop

Dock Street Flats

■ If you enjoy being "in the game," you'll get a kick out of living at Dock Street Flats in the North Loop, an easy walk to Target Field, the new Vikings stadium, and the office towers of downtown Minneapolis. There's also a Whole Foods Market nearby. Located within steps of the Cedar Lake Trail, this contemporary, pet-friendly building features modern, airy studio, one-bedroom and twobedroom apartments with 9-foot ceilings, energy-efficient appliances and lighting, and low-flow water fixtures. Like an urban cruise ship, resident amenities include a Dunn Brothers coffee shop on the main floor, a rooftop deck with an outdoor fire pit, a swimming pool, spa and sun terrace, a fitness center, a lounge/pub room with shuffleboard, an outdoor pet exercise and washing area, outdoor courtyards with

grills and fireplaces, bike storage and a bike repair station, underground parking and more. 337 Washington Ave. N., Mpls., 612-252-8558, dockstreetflats.com

Northeast and the River The Grain Belt

■ If you're looking for an apartment with an authentic spirit of place, pack your bags, your pets, and your bike and head over to Northeast, where the former Orth Brewery, home of Golden Grain Belt Old Lager, has been transformed into a thoroughly modern, pet-friendly apartment community. Located within biking distance of Nordeast's beloved Mayslack's, Dangerous Man Brewing Co., the 1029 Bar, the 331 Club and other local haunts, the Grain Belt features an outdoor plaza that showcases the brewery's original foundations. Choose from studio, one-bedroom, two-bedroom and threebedroom apartments with plank wood flooring, stainless steel appliances, full-size washers and dryers and other details. Resident amenities include the historic Grain Belt "Friendship Room" with billiard tables, cyber lounges with free coffee and wi-fi, fitness centers in each building, parking garage and more. 1215 Marshall St. NE, Mpls., 612-781-0700, thegrainbeltmpls.com

Mill and Main

■ If you're inspired by the dynamism of downtown Minneapolis, the creativity of Northeast, and the historic grandeur of St. Anthony Main, get the best of all worlds at Mill and Main, a contemporary, petfriendly apartment building in the epicenter of this colorful riverfront neighborhood. Situated within walking and biking distance of Surdyk's, Kramarczuk's, Punch Pizza, Masu Sushi & Robata and other locavore landmarks, Mill and Main includes two contemporary buildings with luxurious studios, one-bedroom to three-bedroom apartments, and two-bedroom and threebedroom townhomes facing Father Hennepin Bluff Park. Resident amenities include hotel-style lobbies, community spaces and multi-purpose rooms, indoor and outdoor swimming pools with terraces and skyline views, grills, fire pits and entertainment bars, a fitness center and workout studio, a business center, underground parking and more. 501 Main St. SE, Mpls., 612-260-7291, millandmain.com





Latitude 45 is situated on the eastern side of downtown Minneapolis within walking distance of the North Loop, U.S. Bank Stadium and the Mill District.

The Mill District Mill District City Apartments

■ If your idea of a perfect weekend includes an evening at the Guthrie, shopping for fresh produce at the Mill City Farmers' Market, and Sunday brunch at Spoonriver, you'll feel at home at Mill District City Apartments. Situated within strolling distance of the Stone Arch Bridge, the pet-friendly building, which is National Green Building Standard certified, features a boutique-hotelstyle lobby and a 14,000-square-foot park with a swimming pool, cabanas, a hot tub and sauna and a fire pit. The studio, one-bedroom, two-bedroom and three-bedroom apartments (some with two floors) have hardwood floors, stainless steel appliances, in-unit laundry and balconies or rooftop patios. Other amenities include a 24-hour fitness center, a movie theater, a clubroom with a gaming area, a business center, a dog station, Japanese pub and kitchen Zen Box Izakaya, underground parking and more. 225 Portland Ave., Mpls., 612-424-9201, villagegreen.com

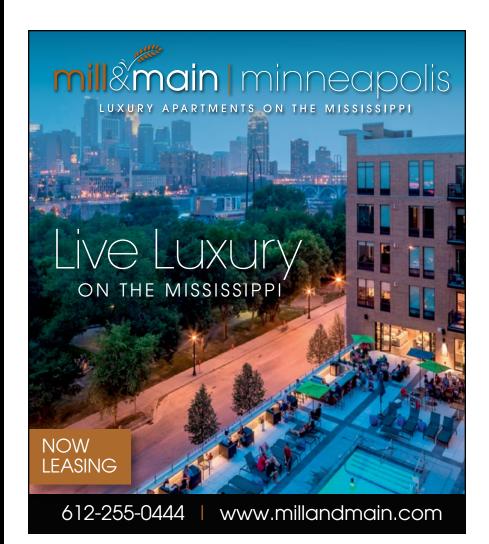
Downtown Minneapolis The Nic on Fifth

■ If you love city-style energy and excitement, heed the words of '60s pop icon Petula Clark and "go down-

town, where all the lights are bright" to The Nic on Fifth, a sleek 26-story apartment building in the heart of downtown Minneapolis. Choose from alcoves, one-bedroom and twobedroom apartments. Penthouses with two and three bedrooms and dens are available on levels six and 23 through 26. Located on Nicollet Mall, the pet-friendly building offers easy access to light rail and other transit, the downtown skyway system, bike lanes and off-street bikeways. Residents enjoy insider access to more than 30,000 feet of amenity space, including a clubroom with flat-screen TVs, several fireplaces and a gourmet entertainment kitchen. A 2,000-square-foot fitness center overlooks a rooftop deck and outdoor terrace with a swimming pool, cabanas, fire pits, and an outdoor kitchen and bar. Covered parking is available. 465 Nicollet Mall, Mpls., 612-424-5384, theniconfifth.com

4Marq

■ If you're ready for an exciting new lease on life, say au revoir to your lawn mower, snow blower and other household accoutrements and join the crowd of savvy urbanites who've made 4Marq their home. Designed for modern ease and carbon-friendly convenience, this new, pet-friendly







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The Dock Street Flats are located in the North Loop of Minneapolis, and the development offers numerous amenities.

building is steps away from light rail, the skyway system and bike trails, and a short walk to U.S. Bank Stadium, Target Center, Target Field, the Hennepin Theatre District and the North Loop. Choose from studio, one-bedroom, two-bedroom and three-bedroom apartments with 9-foot ceilings, 7-foot windows and private balconies with gas grills. Resident amenities include a 10,000-square-foot clubroom penthouse with floor-to-ceiling windows, a rooftop deck for outdoor dining 31 stories above the city, a gym and yoga studio, a business center, dog run and pet washing station, bike storage and repair station, a rentable guest suite for your

former neighbors, above-ground ramp and more. 400 Marquette Ave. S., Mpls., 612-424-8127, 4marqapartments.com

LPM Apartments

■ If you're primed for a dramatic new perspective on Minneapolis, consider a move to LPM Apartments, the skylinedefining, 36-story high-rise overlooking Loring Park. Situated on the quiet western edge of downtown Minneapolis, the petfriendly LPM is within strolling distance of Orchestra Hall, the Walker Art Center, Bar Lurcat, the 4 Bells, Butcher & The Boar, and Lunds & Byerlys. Choose from studio, one-bedroom, and two-bedroom

apartments with luxurious finishes, granite countertops, stainless steel appliances, floor-to-ceiling windows and extraordinary views. Residents enjoy more than 40,000 square feet of amenities, including an indoor and outdoor swimming pool, hot tub and sauna, an outdoor yoga area, a bicycle workshop, a business center, media and game rooms, guest suites, an indoor dog playroom with a lounge and dog wash, YogaFit, Lakes & Legends Brewing Co., and Eggy's Diner with free delivery on the first floor, parking garage and more. 1369 Spruce Pl., Mpls., 612-332-7368, rentlpm.com

Latitude 45

■ If your busy professional lifestyle (or your discerning dog) demands skyway access, Latitude 45 is the right address. Ideally situated on the eastern side of downtown Minneapolis within walking distance of the North Loop, U.S. Bank Stadium, and the Mill District, this brand new, pet-friendly apartment building features studio, one-bedroom and two-bedroom apartments with quartz countertops, high-end appliances, plush carpeting and other Shelter-magazinestyle details. Residents enjoy a long list of urban amusements, including a full-service restaurant by local restaurateur Ryan



The Encore is on track to open in the Mill District of Minneapolis in the fall.



Burnet, a heated rooftop dog oasis, a garden terrace and rooftop swimming pool with cabanas, a movie screening area, lawn bowling, a wine bar and private wine lockers, a fitness center, a TRX and yoga room, Minneapolis' most coveted bike room and maintenance shop, underground parking and more. 313 Washington Ave., Mpls., 855-467-5254, l45living.com

Uptown

Elan Uptown

■ If you crave a colorful, walkable, urban neighborhood with cafés, coffee shops, bars, bookshops, boutiques and grocery stores, consider Elan Uptown. Situated within walking distance of Lake Calhoun, Lake of the Isles, Lunds & Byerlys and Kowalski's, with easy access to the Midtown Greenway bike and walking trail, Elan Uptown offers a luxurious, only-in-Minneapolis experience. The contemporary LEED Silver-certified, pet-friendly building includes spacious studio, one-bedroom and two-bedroom apartments with island kitchens, granite countertops, washers and dryers, large walk-in closets, bamboo flooring, designer

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lighting and other details. Resident amenities include a resort-style swimming pool with cabanas, an outdoor kitchen and fire pit, a rooftop lounge, fitness center, community room, pet park and dog-washing station, underground parking and more. 2837 Emerson Ave. S., Mpls., 855-782-3719, elanuptown.com

St. Paul

The Penfield

■ If you appreciate the juxtaposition of historic architecture and modern design, the Penfield's distinctive aesthetic will resonate with you. Located in downtown St. Paul between Robert and Minnesota streets across from the pocket-sized Pedro Park, the LEED-certified, pet-friendly building features a green roof and a Lunds & Byerlys, and a Caribou Coffee on the ground floor. Choose from studios, one-bedroom, two-bedroom and three-bedroom apartments with custom paint colors, fireplaces, custom closets, full-size washers and dryers, soaking tubs and other features. Residents enjoy an 18,000-square-foot courtyard with outdoor swimming pool, sun deck, hot tub, fire pit and

grilling stations, club room with a gourmet kitchen, fitness center and sauna, business center, bike storage, a dog run and indoor dog-washing station, enclosed parking and more. 101 10th St. E., St. Paul, 651-472-8132, thepenfieldapts.com

West Side Flats

■ If you love the richness and diversity of St. Paul, you'll feel right at home at West Side Flats, near the legendary Cherokee Tavern, el Burrito Mercado, Amsterdam Bar and Hall, and other east side hot spots. Located on Wabasha Street within strolling distance of the Mississippi River and Raspberry Island Regional Park, the new, petfriendly building includes 178 studio, one-bedroom and two-bedroom flats with custom cabinet and flooring finishes, granite countertops, washers and dryers, walk-out patios and decks and other features. Resident amenities include an indoor/outdoor pool area, a Skyline Lounge with a pool table, a full kitchen, panoramic views of downtown St. Paul and the river, underground parking and more. 84 Wabasha St. S., St. Paul, 651-565-7295, westsideflats.com

Luxe Condo Living

While most luxury condominium buildings in the Twin Cities are fully occupied, many owners rent their units. Contact a real estate agent or property management firm to learn about potential availabilities.

Cobalt Condos A sleek blue glass building in the lively Northeast neighborhood, with modern condos and penthouses that have floor-to-ceiling windows and Lunds & Byerlys on the ground floor. 45 University Ave. SE, Mpls.

Great Northern Lofts The former James J. Hill Office Building in downtown St. Paul, this 1888 building has 53 condos with arched windows, barrel-vaulted ceilings and other architectural details. 300 Wall St., St. Paul.

The Carlyle A striking 41-story condominium building on the edge of downtown Minneapolis, with guest suites, a wine room, a fitness room and yoga studio, and more. 100 Third Ave. S., Mpls.

The lvy A 25-story tower in

downtown Minneapolis that includes the iconic 1930 lvy Tower and the Ivy Hotel, featuring 70 luxurious condos and penthouses with access to the Ivy Spa and other amenities. 201 S. 11th St., Mpls.

Phoenix on the River A

contemporary 18-story building within walking distance of Northeast, St. Anthony Main and the Stone Arch Bridge, with a dramatic two-story lobby, 80 condos and a terrace overlooking the Mississippi River. 222 Second St. SE, Mpls.

Union Depot Lofts A grand century-old Beaux Arts building with an elegant lobby, 44 two-story lofts and a rooftop deck in the heart of downtown St. Paul. 214 E. Fourth St., St. Paul.

New Levels of Luxury

Coming on the market this fall, these three new apartment buildings will take Twin Cities-style luxury to a new level with inventive, lifestyle-based floor plans, custom finishes, top-of-the-line appliances and deluxe, hotel-style amenities.

Boutique 28

Scheduled to debut in Uptown in early autumn, these distinctive apartments and penthouses are designed by HGTV stars Drew Levin and Danny Perkins, with unique live-work and other creative spaces, and high-end finishes and details. 2817 Girard Ave. S., Mpls., 612-924-7119, boutique28mpls.com

Encore

On track to open in the Mill District in the fall, this contemporary 12-story community includes luxurious apartments, townhouses and penthouses with designer cabinetry, a boutique-hotel-style lobby, a private dining room with panoramic views of the river and the city, and more. 212 10th Ave. S., Mpls., 612-223-7781, mplsencore.com

The Lakes

■ Opening on Lake Calhoun in late summer, this pet-friendly building features apartments and penthouses with extraordinary views, highend finishes and other luxe details, a swimming pool and terrace, a club room and more. 2622 W. Lake St., Mpls., 612-564-6819, thelakesresidences.com

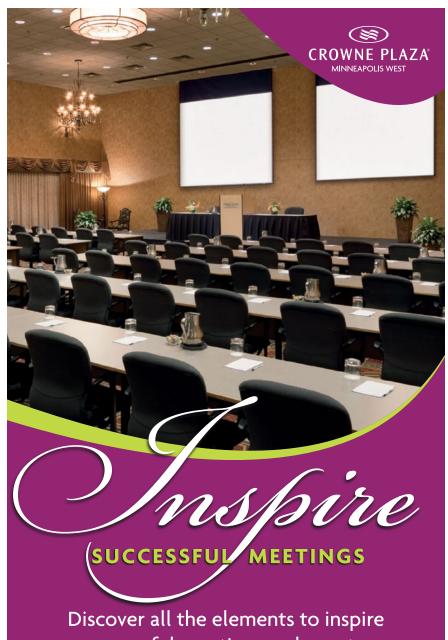
Vintage on Selby

If you love living in a walkable, tree-lined, residential neighborhood, you'll love the brand new Vintage on Selby in St. Paul. Situated at the nexus of Selby and Snelling avenues near Macalester College, the pet-friendly building features one-bedroom, two-bedroom and three-bedroom apartments, penthouses, and townhouses with floor-to-ceiling windows, private balconies, a choice of granite or quartz countertops, stainless steel appliances, walk-in closets, plank flooring and other details. Resident amenities include a Whole Foods Market on the ground floor, a rooftop terrace with a fireplace, an outdoor lap pool, a club room, a fitness club, a library, an electric vehicle charging station, a guest suite, covered parking garage and more. 1555 Selby Ave., St. Paul, 651-571-4354, vintageonselby.

Worth Watching Gurley Lofts

■ This unusual 30-unit building is currently full, but it's worth keeping an eye on if you feel at home among the warehouses, lofts and galleries of New York's Tribeca or Denver's RiNo neighborhoods. Situated in the North Loop, a cobblestone's throw from Bar La Grassa, Borough and other Warehouse District hot spots, the historic 1920 brick building was built by the Gurley Candy Co., manufacturers of Cherry Juleps, Sweet Saharas and other confections, which touted it as "the new, modern, sun-light candy factory," for its large windows and other features. The newly renovated pet-friendly building features spacious studio, one-bedroom and two-bedroom lofts with tall ceilings and abundant natural light, industrial-chic exposed brick and ductwork, and moveable kitchen islands. Resident amenities include a fitness center, a community room with billiards, a soundproof music room, bike storage, a dog run, surface lot parking and more. 254 Ninth Ave. N., Mpls., 612-371-0800, gurleylofts. com tcbmag

Melinda Nelson is a Twin Cities-based freelance writer and TCB's Concierge columnist.



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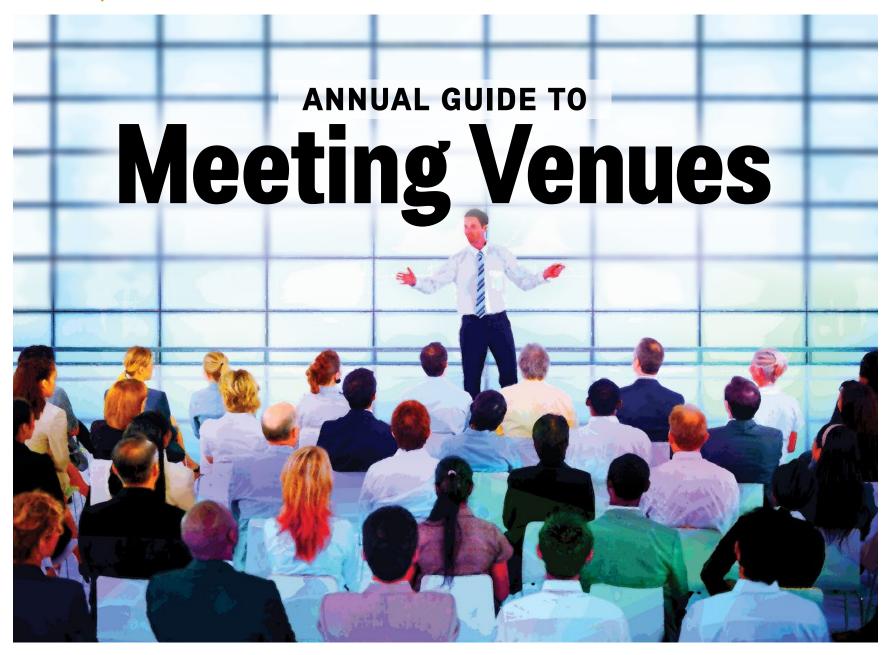
- Science Museum of Minnesota
- Keller Clubhouse
- Edinburgh USA
- Minnesota Zoo
- Green Haven Golf Course
- Midpointe Event Center
- Como Park Zoo & Conservatory
- Brooklyn Park Community Center

- Lake Waconia Event Center
- Plymouth Creek Center
- Minnesota State Fair

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Twin Cities Business' extensive guide to Minnesota meeting and event facilities.

COMPILED BY TCB STAFF

{ Index }

■ MINNEAPOLIS page 64

■ ST. PAUL page 70

■ SUBURBAN METRO AREA page 76

■ GREATER MINNESOTA page 83

MINNEAPOLIS

Aloft Minneapolis

612-455-8400 · aloftminneapolis.com

MEETING SPACE: Can accommodate up to 100 people in largest space; 2,043 square feet in three spaces

ADDRESS: 900 Washington Ave. S

The American Swedish Institute

612-871-4907 · asimn.org

MEETING SPACE: Mansion space and banquet

room serve up to 240 ADDRESS: 2600 Park Ave. S

Aria

612-342-2742 · ariampls.com

MEETING SPACE: Can accommodate up to 1,000 people;

13.500 square feet ADDRESS: 105 1st St. N

The Bakken Museum

612-926-3878 • thebakken.org

MEETING SPACE: Several spaces, including a terrace,

accommodate up to 200 ADDRESS: 3537 Zenith Ave. S

Best Western Plus Normandy Inn & Suites

612-370-1400 · bestwesternnormandy.com

MEETING SPACE: Banquet space for up to 160

ADDRESS: 405 S 8th St.

Calhoun Beach Club

612-238-4444 · damicocatering.com

MEETING SPACE: 9,600 square feet can serve receptions

up to 1,000 and 570 for dinner parties

ADDRESS: 2925 Dean Pkwy.

Campus Club-University of Minnesota

612-625-1967 · campusclubumn.org

MEETING SPACE: Can accommodate groups of up to 250;

11 flexible event spaces; outdoor terrace

ADDRESS: 300 Washington Ave. SE

Cedars Hall Banquet Center

612-379-8989 · cedarshall.com

MEETING SPACE: Accommodates up to 450 people, can be arranged in boardroom, theater, classroom or banquet style; small break-out rooms available

ADDRESS: 602 University Ave. NE

MINNEAPOLIS

Café and Bar Lurcat 612-486-5500 www.cafelurcat. com/homeMN. aspx



Café and Bar Lurcat, located next to Loring Park, is a hip, urban venue that boasts serious food and voguish design. The bar and lounge is ideal for cocktails and bites, while the romantic dining room creates the perfect ambiance for an exceptional foodie experience featuring sophisticated comfort

MEETING SPACE: RESTAURANT accommodates 400 guests CAFÉ 130 guests + BAR 225 guests + PRIVATE DINING ROOM 55 guests + MEZZANINE 30 guests

ADDRESS: 1624 Harmon Place

Coffman Memorial Union

612-624-9954 • sua.umn.edu/reservations

MEETING SPACE: Theater seating for 400, banquet rooms to seat up to 400; performance venues, 15 meeting rooms and three outdoor venues; Great Hall can hold more than 500 with a lecture or reception layout ADDRESS: 300 Washington Ave. SE

The Commons Hotel

612-379-8888 · commonshotel.com

MEETING SPACE: Can accommodate up to 600 people; 20,200 square feet: two ballrooms, 10 meeting rooms; two outdoor patios

ADDRESS: 615 Washington Ave. SE

Courtyard Minneapolis Downtown

612-333-4646 · courtyard.com/mspdc

MEETING SPACE: 8,200 square feet including exhibit space and up to 10 breakout rooms; ballroom can accommodate up to 600 guests in a theater format ADDRESS: 1500 Washington Ave. S

Cowles Conservatory at the Minneapolis Sculpture Garden

612-230-6427 • minneapolisparks.org

MEETING SPACE: Serves up to 150 for cocktail parties or up to 100 for dinner; facility under construction until June 2017 ADDRESS: 726 Vineland Pl.

Crowne Plaza Minneapolis **Northstar Downtown**

612-338-2288 · cpminneapolis.com

MEETING SPACE: More than 10,000 square feet of space including a rooftop garden and 12 function rooms. Ballroom can serve up to 300 for dinner

ADDRESS: 618 2nd Ave. S

The Depot Renaissance Minneapolis Hotel

612-375-1700 · thedepotminneapolis.com

MEETING SPACE: Two hotels, exhibition space, 11 meeting rooms and a ballroom; 60,000 square feet serves up to 2,000

ADDRESS: 225 3rd Ave. S

DoubleTree Suites by Hilton Minneapolis

612-332-6800 · dtdowntownminneapolis.com

MEETING SPACE: Can accommodate up to 70 people; 1,162 square feet; merchandising suite is available for meetings that call for product displays ADDRESS: 1101 LaSalle Ave.

Five Event Center

612-827-5555 • fiveeventcenter.com

MEETING SPACE: Seats up to 225 for dinner or 375 when the second level is combined with the first level cocktail reception area

ADDRESS: 2917 Bryant Ave. S

Fountain Room, Pourhouse and Garden Room

612-843-2575

· empireentertainment.thepourhousempls.com

MEETING SPACE: Can accommodate up to 350 people; more than 30,000 square feet of event spaces; 25-foot screen, 50 HD monitors and state-of-the-art audio visual

ADDRESS: 10 S 5th St.

Gale Mansion

612-870-1662 · galemansion.com

MEETING SPACE: Six rooms and a ballroom serve up to 250 for receptions or 190 seated ADDRESS: 2115 Stevens Ave. S

Grand Hotel Minneapolis

612-373-0413 • grandhotelminneapolis.com

MEETING SPACE: 6,500 square feet serves up to 350; 3,500-square-foot presidential suite, three boardrooms ADDRESS: 615 2nd Ave. S

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Guthrie Theater

612-225-6488 • guthrietheater.org

MEETING SPACE: The Dowling Studio seats up to 175, Target Lounge holds up to 150; classrooms and meeting rooms available

ADDRESS: 818 S 2nd St.

Hennepin Theatre Trust

612-373-5671 · hennepintheatretrust.org

MEETING SPACE: Orpheum: 2,618 (40 accessible) capacity; State: 2,163 (10 accessible) capacity; Pantages: 1,014 (16 accessible) capacity; New Century: 250 capacity ADDRESS: 615 Hennepin Ave.

Hilton Garden Inn Minneapolis Downtown

612-339-6633 •

minneapolisdowntown.hgi.com

MEETING SPACE: 4,000 square feet in five event spaces and one boardroom; banquet facilities can accommodate up to 80 ADDRESS: 1101 4th Ave. S

Hilton Minneapolis

612-376-1000 · minneapolis.hilton.com

MEETING SPACE: 77,000 square feet in 35 meeting rooms; three ballrooms seating up to 1,950, 720, and 500; art-inspired Gallery seats up to 190 ADDRESS: 1001 Marquette Ave. S

Hotel Ivy

612-746-4600 · thehotelivy.com

MEETING SPACE: Can accommodate 100 people; 5,000 square feet located on the skyway level ADDRESS: 201 S 11th St.

The Hotel Minneapolis, Autograph Collection

612-340-2000 · thehotelminneapolis.com

MEETING SPACE: Five meeting rooms totaling 3,000 square feet can serve up to 110 ADDRESS: 215 4th St. S

612-370-1234 · minneapolis.hyatt.com

Hyatt Regency Minneapolis

MEETING SPACE: 105,000 square feet of function space including exhibit hall, ballrooms and boardroomsserves up to 2,000

ADDRESS: 1300 Nicollet Mall

International Market Square

612-338-6250 · damicocatering.com

MEETING SPACE: 60,887 square feet (22,000 square feet of carpeted exhibit space) can serve up to 2,200 seated or 4,000 for receptions ADDRESS: 275 Market St.

Le Meridien Chambers Minneapolis

612-767-6900 • lemeridienchambers.com

MEETING SPACE: More than 6,000 square feet in four rooms; Burnet Gallery seats up to 75 and rooftop lounge with balcony seats up to 150; 5,600-square-foot courtyard ADDRESS: 901 Hennepin Ave.

Loews Minneapolis Hotel

612-677-1100 · loewshotels.com/

minneapolis-hotel

MEETING SPACE: Ballroom seats 400 for banquets and serves up to 600 for receptions; multiple meeting rooms and private dining spaces

ADDRESS: 601 1st Ave. N

The Marguette Hotel

612-333-4545 • marquettehotel.com

MEETING SPACE: 30,000 square feet serves up to 350, 50th floor of IDS Center serves up to 800 ADDRESS: 710 Marquette Ave.

McNamara Alumni Center

612-624-9831 · mac-events.org

MEETING SPACE: Can accommodate up to 800 people; 35,000 square feet in 10 meeting rooms, including 12,000-square-foot Memorial Hall (atrium)

ADDRESS: 200 Oak St. SE

Mill City Museum

612-341-7555 · damicocatering.com

MEETING SPACE: Commons, courtyard and exterior rail corridor serve up to 1,000 for receptions, 250 for dinner

ADDRESS: 704 S 2nd St.

Mill City Nights

612-333-3422 · millcitynights.com

MEETING SPACE: Multiple floors accommodate up to 1,200 for receptions and 220 for dinner

ADDRESS: 111 5th St. N

Millennium Hotel Minneapolis

612-332-6000 · millenniumhotels.com/minneapolis

MEETING SPACE: 20,000 square feet can serve up to 550 for dinner

ADDRESS: 1313 Nicollet Mall

Minneapolis Convention Center

612-335-6035 •

minneapolisconventioncenter.com

MEETING SPACE: 475,000 square feet in five exhibit halls, 3,400-seat auditorium, 28,000-square-foot ballroom and 87 meeting rooms

ADDRESS: 1301 2nd Ave. S

Minneapolis Institute of Arts

612-870-3136 · new.artsmia.org

MEETING SPACE: Six event spaces; reception hall can serve up to 500 for receptions or 250 for dinner; private exhibition access, scavenger hunts and guided tours can be added to meeting events

ADDRESS: 2400 3rd Ave. S

Minneapolis Marriott City Center

612-349-4000 · minneapolismarriott.com

MEETING SPACE: More than 42,700 square feet can serve up to 2.400

ADDRESS: 30 S 7th St.

The Museum of Russian Art

612-821-9045 · damicocatering.com

MEETING SPACE: Main gallery, mezzanine and lower gallery can serve up to 125 for dinner, 350 for receptions

ADDRESS: 5500 Stevens Ave. S

Nicollet Island Inn

612-331-1800, ext. 3 · nicolletislandinn.com

MEETING SPACE: Accommodates up to 200 for receptions, up to 125 for seated dinners ADDRESS: 95 Merriam St.

MINNEAPOLIS



Orchestra Hall 612.371.5693

www.rentorchestrahall.org

Located in the heart of downtown Minneapolis, Orchestra Hall is one of Minnesota's premier performing arts and special events venues. Whether you're planning a grand event or an intimate gathering, Orchestra Hall offers a variety of spaces to fit your event's size and style.

MEETING SPACE: 2,089-seat auditorium; lobby hosts receptions for up to 2,000; small and large venues, including an atrium, green room, mezzanine and outdoor spaces; adjacent to Peavey Plaza; wireless Internet

ADDRESS: 1111 Nicollet Mall

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Majestic Oaks Event Center Ham Lake 763-755-2140

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Mounds View Event Center Mounds View 763-717-4041

National Sports Center Blaine 763-785-5600

New Brighton Event Center New Brighton 651-638-2130

North Metro Event Center Shoreview 651-483-1727

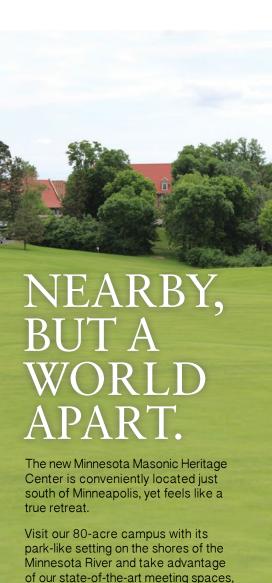
Shoreview Event Center Shoreview 651-490-4790 **Coon Rapids Civic** Center **Coon Rapids** 763-767-6522

> **Banquets of** Minnesota Blaine 612-803-6468

Banquets of Minnesota Fridley 612-803-6468 **Bunker Hills Event Center**

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Bloomington, MN **MasonicHeritageCenter.org**

TRENDING | MEETINGS

Nicollet Island Pavilion

612-253-0255 · mintahoe.com

MEETING SPACE: 10,000 square feet, including tented riverfront patio, can seat up to 600 inside, more than 5,000 on the grounds

ADDRESS: 40 Power St.

Northrop Auditorium

612-624-2345 · northrop.umn.edu

MEETING SPACE: Main auditorium seats 2,700; small theater seats 168; multiple meeting rooms can seat various size groups

ADDRESS: 84 Church St. SE

Radisson Blu Hotel Minneapolis

612-339-4900 •

radissonblu.com/hotel-minneapolis

MEETING SPACE: About 29,000 square feet of flexible meeting spaces; ballroom can serve up to 700 for receptions and seat up to 550 ADDRESS: 35 S 7th St.

Ramada Plaza Minneapolis

612-331-1900 • ramadaplazampls.com

MEETING SPACE: 10,000-square-feet in 12 meeting rooms; ballroom seats up to 400; 19,000-square-foot courtyard with patio ADDRESS: 1330 Industrial Blvd. NE

Semple Mansion

612-290-4448 · semplemansion.com

MEETING SPACE: Grand Palladian ballroom seats up to 250, grand foyer seats up to 200; event room, wine grotto for wine tastings

ADDRESS: 100 W Franklin Ave.

Target Center

612-673-1300 • targetcenter.com

MEETING SPACE: 25,000 square feet can serve up to 20,500, board meeting and banquet rooms can accommodate up to 200

ADDRESS: 600 1st Ave. N

MINNEAPOLIS



Saint Mary's University Center 612-238-4578

www.smumn.edu

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ADDRESS: 2540 Park Avenue



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www.TargetFieldEvents.com

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MEETING SPACE:

Multiple venue spaces throughout the ballpark that can accommodate up to 3,500 guests simultaneously. vReception, theater, classroom, and banquet seating options are available.

ADDRESS: 1 Twins Way

MINNEAPOLIS



U.S. Bank Stadium 612.777.8732

www.usbankstadium.com

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MEETING SPACE: 80,000 total square feet of club space and an additional 241,000 square feet of exhibition space.

ADDRESS: 401 Chicago Avenue, Minneapolis

TCF Bank Stadium

612-626-8032 · gophersportsspaces.com

MEETING SPACE: Spaces ranging from 800 to 20,000 square feet can host between 200 and 800 people ADDRESS: 420 23rd Ave. SE

Ted Mann Concert Hall

612-259-8213 • tedmann.umn.edu

MEETING SPACE: Concert hall seats up to 1,120, lobby serves up to 240 seated or up to 470 for receptions ADDRESS: 2128 4th St. S

301 on Main Event Center

612-259-8213 · 301onmain.com

MEETING SPACE: Large event hall can accommodate up to 350 seated or up to 400 for receptions ADDRESS: 301 Main St. NE

The Van Dusen Mansion & Event Center

612-871-2702 • thevandusenmansion.com

MEETING SPACE: Several event spaces including a ballroom, carriage house and courtyard; can accommodate up to 200 seated or 350 for receptions ADDRESS: 1900 LaSalle Ave.

Varsity Theater

612-604-0222 · varsitytheater.org

MEETING SPACE: 10,000-square-foot art deco theater with capacity for 350 seated or 600 for receptions ADDRESS: 1308 4th St. SE

W Minneapolis-The Foshay

612-215-3700 · wminneapolishotel.com

MEETING SPACE: Can accommodate 210 people; 6,700 square feet in eight meeting spaces ADDRESS: 821 Marquette Ave.

Walker Art Center

612-253-3540 · walkerart.org

MEETING SPACE: Main floor—1,200 for receptions; Skyline Room-380 for receptions, 240 seated; Cargill Lounge-250 for receptions; additional rooms ADDRESS: 1750 Hennepin Ave.

Weisman Art Museum

612-625-9494 • wam.umn.edu

MEETING SPACE: Gallery serves 150 for dinner or 350 for receptions, Shepherd Room seats 120 for lectures, and rooms can be combined for larger groups

ADDRESS: 333 East River Road

The Westin Minneapolis

612-333-4006 · westin.com/minneapolis

MEETING SPACE: Can accommodate 130 people; 9,308 square feet of flexible space in 15 rooms ADDRESS: 88 S 6th St.

ST. PAUL



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www.abulae.com

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MEETING SPACE: 8,000-square-foot ballroom can seat up to 450; rooftop deck overlooks downtown St. Paul

ADDRESS: 255 E 6th Street, 6th Floor

ST. PAUL

Carondelet Retreat and Conference Center

651-696-2750 · carondeletcenter.org

MEETING SPACE: 11 spaces that serve groups up to 230; 4,000-square-foot dining room seats up to 200 ADDRESS: 1890 Randolph Ave.

DoubleTree by Hilton St. Paul Downtown

651-291-8800 •

stpauldowntown.doubletreebyhilton.com

MEETING SPACE: 12,000 square feet can serve up to 500 ADDRESS: 411 Minnesota St.

Embassy Suites by Hilton St. Paul Downtown

651-224-5400 · embassystpaul.com

MEETING SPACE: 5,000 square feet, including a ballroom for up to 200 and additional space for up to 100 ADDRESS: 175 E 10th St.

Fitzgerald Theater

651-290-1275 ·

fitzgeraldtheater.publicradio.org

MEETING SPACE: 1,058-seat theater; 1,026 capacity with orchestra pit

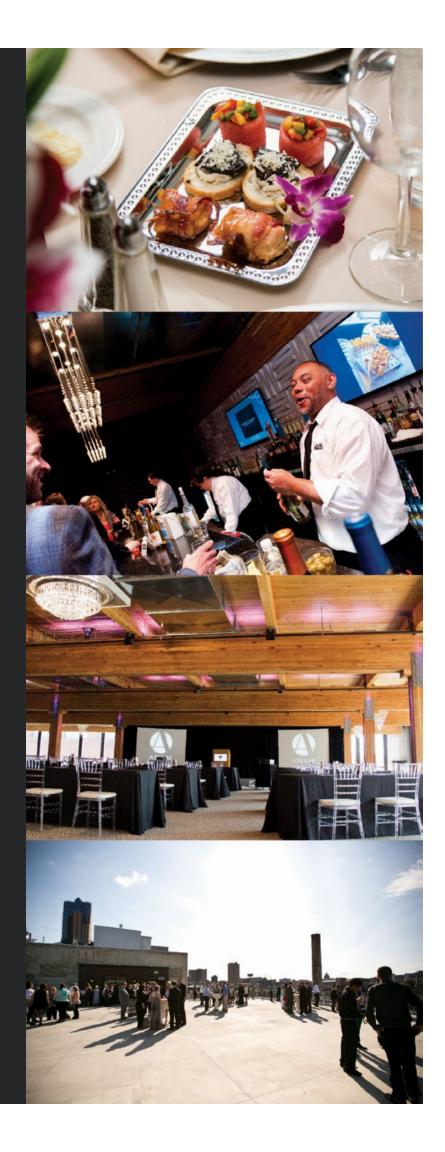
ADDRESS: 10 E Exchange St.



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MEETING SPACE: Guest capacity 300+ ADDRESS: : 1225 Estabrook Drive

The Great Hall Banquet and Conference Center

651-291-3579 • thegreathall.net

MEETING SPACE: 9,500 square feet can serve parties of up to 400 for dinner and up to 700 reception-style **ADDRESS:** 180 E 5th St., Ste. 160

Holiday Inn St. Paul East

651-731-2220 · holidaymn.com

MEETING SPACE: 13,000 square feet of meeting space accommodates up to 500 ADDRESS: 2201 Burns Ave.

InterContinental St. Paul Riverfront

651-292-1900 · intercontinental.com/stpaul

MEETING SPACE: About 43,000 square feet in 21 meeting spaces; ballroom can accommodate up to 1,800 people; exhibit space available

ADDRESS: 11 E Kellogg Blvd.

James J. Hill Center

651-265-5599 • jjhill.org/meetings-and-events

MEETING SPACE: Can accommodate up to 325 people; more than 6,000 square feet on the main floor; bridal suite and conference rooms

ADDRESS: 80 W 4th St.

James J. Hill House

651-297-2555 • mnhs.org/hillhouse

MEETING SPACE: Picture gallery, music room, drawing room, meeting rooms and verandas can serve up to 400 for receptions

ADDRESS: 240 Summit Ave.

The Klub Haus

651-489-4808 · klubhaus.net

MEETING SPACE: 2,500-square-foot ballroom with stage, 2,500-square-foot rathskeller-style dining room with seating for 200, and a patio that seats 150 ADDRESS: 1079 Rice St.

Landmark Center

651-292-3228 · landmarkcenter.org

MEETING SPACE: 10,416 square feet—7,200-square-foot atrium, courtroom and an auditorium for up to 230 ADDRESS: 75 W 5th St.

Macalester College

651-696-6888 · macalester.edu/conferences

MEETING SPACE: Meeting spaces to accommodate groups of up to 575 in a variety of seating styles ADDRESS: 1600 Grand Ave.

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Metropolitan State University

651-793-1700 • metrostate.edu

MEETING SPACE: Founders Hall auditorium seats 317, Great Hall seats 156; classrooms available ADDRESS: 700 E 7th St.

Minnesota History Center

651-259-3030 • minnesotahistorycenter.org/facility-rental MEETING SPACE: Capitol Concourse, second-floor rotunda and terraces can accommodate up to 2,000; 340-seat 3M Auditorium; seven smaller rooms seat up to 75 ADDRESS: 345 Kellogg Blvd. W

Minnesota Humanities Event Center

651-772-4242 · mnhum.org/eventcenter

MEETING SPACE: Can accommodate up to 120 people; four meeting rooms, breakout spaces, two outdoor patios ADDRESS: 987 lvy Ave. E

MSP Airport Conference Center

612-794-4500 · mspairport.com

MEETING SPACE: 4,732 square feet—10 conference rooms (the largest of which is 1,950 square feet) can serve parties of up to 100

ADDRESS: 4300 Glumack Dr., Ste. 3060

Ordway Center for the Performing Arts

651-282-3000 · ordway.org

MEETING SPACE: Music Theater seats 1,910; foyer serves up to 150 for seated events and 250 for receptions; two rehearsal rooms; concert hall and lobby

ADDRESS: 345 Washington St.

St. Catherine University

651-690-6000 · stkate.edu

MEETING SPACE: Ballroom serves up to 500,

O'Shaughnessy Auditorium seats 1,800, and auditorium seats 322; conference rooms and classroom space; recital hall

ADDRESS: 2004 Randolph Ave.

St. Paul College Club

651-227-4477 · stpaulcollegeclub.com

MEETING SPACE: 2,500 square feet—six meeting rooms, banquet seating, reception area and theater seating can serve up to 250

ADDRESS: 990 Summit Ave.

The Saint Paul Hotel

651-292-9292 · saintpaulhotel.com

MEETING SPACE: More than 14,000 square feet—nine rooms, including boardroom and private dining rooms, can accommodate up to 350

ADDRESS: 350 Market St.

Science Museum of Minnesota

651-221-9444 · smm.org

MEETING SPACE: More than 10,000 square feet can serve receptions of more than 1,000 or 300 seated ADDRESS: 120 W Kellogg Blvd.

Securian Club at CHS Field

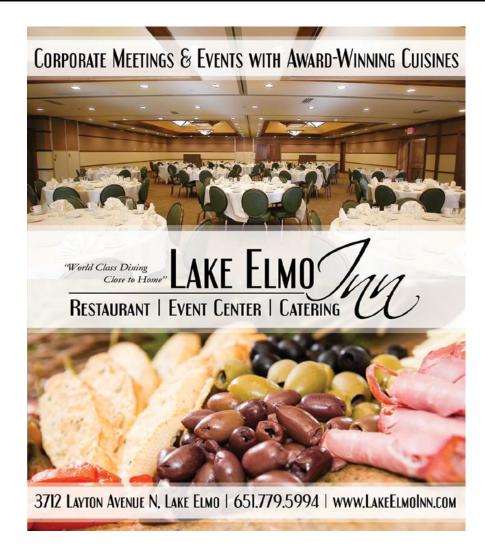
763-703-5216 · chs-field.com

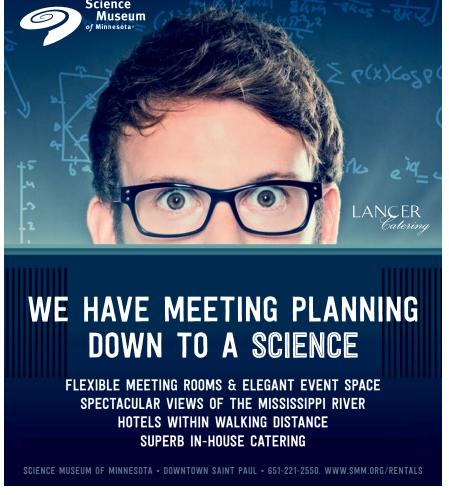
MEETING SPACE: Located in the new Saints ballpark, the 4,000-square-foot club room can serve up to 200 people ADDRESS: 360 Broadway St.

317 on Rice Park Event Center

651-726-8800 • 317onricepark.com

MEETING SPACE: 7,000 square feet can serve up to 500 ADDRESS: 317 Washington St.





ST. PAUL



St. Paul RiverCentre

651-265-4800

www.rivercentre.org

Saint Paul RiverCentre offers so much more than a typical convention center. Come experience a facility where customer service is of top priority, five star culinary service is the norm, free facility wide wireless internet is standard and award winning sustainability programs are in place. Visit rivercentre.org to learn more.

MEETING SPACE: 252,000 square feet space includes Exhibition Halls, a Grand Ballroom, 15 Meeting Rooms and an Auditorium. ADDRESS: 175 West Kellogg Blvd

University Club of St. Paul-Saint Paul Athletic Club

651-222-1751 · universityclubofstpaul.com

MEETING SPACE: 14,000 square feet including atrium, 14th-floor penthouse and bar; ballroom serves up to 400 for receptions

ADDRESS: 340 Cedar St.

University Club of St. Paul-**Summit Avenue Clubhouse**

651-222-1751 · universityclubofstpaul.com

MEETING SPACE: 2,670 square feet can serve up to 140 for dinner, 200 for receptions; includes three smaller rooms ADDRESS: 420 Summit Ave.

University of Minnesota-St. Paul Student Center

612-625-9794 · sua.umn.edu/reservations

MEETING SPACE: Theater seating for up to 327, banquet room seats up to 416; meeting rooms, outdoor venues ADDRESS: 2017 Buford Ave.

University of Minnesota Continuing Education and Conference Center

612-624-3275 · cce.umn.edu/conferencecenter

MEETING SPACE: 16,500 square feet of meeting space accommodates up to 440 ADDRESS: 1890 Buford Ave.

University of St. Thomas

651-962-5000 · stthomas.edu

MEETING SPACE: Can accommodate up to 800 people; meeting spaces available for a variety of group sizes ADDRESS: 2115 Summit Ave.

Xcel Energy Center

651-265-4800 · xcelenergycenter.com

MEETING SPACE: Can accommodate 18,568 people; 17,000 square feet

ADDRESS: 199 W Kellogg Blvd.



■ SUBURBAN METRO AREA

Afton House Inn and Afton Hudson Cruise Lines

Afton • 651-436-8883 • aftonhouseinn.com

MEETING SPACE: The Wheel Room can accommodate larger groups up to 130 and the Pennington Room can accommodate smaller groups up to 60; three cruise boats can seat up to 364 people

ADDRESS: 3291 S St. Croix Tr.

BayView Event Center and Cruises

Excelsior • 952-470-8439 • bayviewevent.com

MEETING SPACE: Two-level event center with indoor and outdoor spaces; ballroom can accommodate up to 300 for a seated dinner or 450 for receptions; six charter boats for groups up to 150

ADDRESS: 687 Excelsior Blvd.

SUBURBAN METRO AREA



Canterbury Park 952.496.6416

CanterburyParkEvents.com

Canterbury Park is a premier, year round events and entertainment destination, offering more than 85,000 square feet of flexible space for trade shows, conferences, meetings and galas. Plus, with live horse racing all summer and a 24/7 Card Casino, the fun is built in. Come Meet. Come Dine. Come Play.

MEETING SPACE: 85.000 square feet can accommodate up to 5,000 inside and 25,000 outside, new event space 24,000 square feet

ADDRESS: 1100 Canterbury Road, Shakopee

Best Western Premier Nicollet Inn

Burnsville • 952-435-2100 • nicolletinn.com

MEETING SPACE: 4,500 square feet, including up to five rooms and a ballroom for up to 350 ADDRESS: 14201 Nicollet Ave. S

Chanhassen Dinner Theatres

Chanhassen • 952-934-1547 • chanhassendt.com MEETING SPACE: 17,000 square feet can serve up to 300 in the banquet area or up to 541 in the main theater ADDRESS: 501 W 78th St.

Clarion St. Paul Hotel & Conference Center South St. Paul · 651-455-3600 · clarionssp.com

MEETING SPACE: Banquet facilities for up to 350 ADDRESS: 701 S Concord St.

Crowne Plaza Aire

Bloomington • 952-854-9000 • crowneplazaaire.com MEETING SPACE: 18,000 square feet of flexible meeting space can accommodate up to 1,000; ballroom can seat

up to 700

ADDRESS: 3 Appletree Sq.





Crowne Plaza Bloomington

Bloomington • 952-831-8000 • cpmsp.com

MEETING SPACE: More than 3,000 square feet, including a ballroom that seats up to 225 with four breakout

rooms; two small meeting rooms ADDRESS: 5401 Green Valley Dr.

Crowne Plaza Minneapolis West Hotel and Conference Center

Plymouth • 763-559-6600 • cpplymouth.com

MEETING SPACE: 38,000 square feet can serve up to 450; 40 meeting rooms

ADDRESS: 3131 Campus Dr.

Dakota Lodge in Thompson County Park

West St. Paul • 952-891-7000 • co.dakota.mn.us

MEETING SPACE: 3,200 square feet accommodates up to 160 at round tables or 200 theater-style; indoor and outdoor spaces

ADDRESS: 1200 Stassen Lane

DoubleTree by Hilton Bloomington— Minneapolis South

Bloomington • 952-835-7800 • doubletreehotelbloomington.com

MEETING SPACE: 78,000 square feet can serve up to

ADDRESS: 7800 Normandale Blvd.

DoubleTree by Hilton—Minneapolis North Brooklyn Center • 763-566-8000 •

doubletree3.hilton.com

MEETING SPACE: Grand Ballroom seats up to 300, Lake of the Isles Ballroom seats up to 200 ADDRESS: 2200 Freeway Blvd.

DoubleTree by Hilton Minneapolis-Park Place

St. Louis Park • 952-542-8600 • doubletreeminneapolis.com
MEETING SPACE: 26,000 square feet can serve up to 900

Earle Brown Heritage Center

ADDRESS: 1500 Park Place Blvd.

Brooklyn Center • 763-569-6300 • earlebrown.com

MEETING SPACE: 40,000 square feet can serve up to 1,000 ADDRESS: 6155 Earle Brown Dr.

Edinburgh USA

Brooklyn Park • 763-315-8550 • edinburghusa.com

MEETING SPACE: 10,000 square feet can serve receptions of up to 500 and up to 350 for dinner

ADDRESS: 8700 Edinbrook Crossing

Embassy Suites by Hilton Bloomington

Bloomington • 952-884-4811 • embassybloomington.com

MEETING SPACE: Can accommodate up to 420 people;

10,000 square feet

ADDRESS: 2800 American Blvd. W

Embassy Suites by Hilton Minneapolis Airport

 $Bloomington \cdot 952\text{-}854\text{-}1000 \cdot embassymspairport.com}$

MEETING SPACE: Can accommodate up to 300 people;

12,000 square feet ADDRESS: 7901 34th Ave. S

Envision Event Center

Oakdale • 651-501-8191 • envisioncatering.com

MEETING SPACE: Event center can accommodate groups of up to 750

ADDRESS: 484 Inwood Ave. N

SMALL BUSINESS SUCCESS STORIES

TWIN CITIES BUSINESS

To submit a nomination, visit: tcbmag.com/SBSSnomination

DEADLINE: AUGUST 12, 2016

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Call for Nominations

Do you know a successful Minnesota small business? Twin Cities Business is searching for companies with unique stories. Whether it be a successful turnaround, rapid early growth, a new product innovation, notable longevity or perhaps the overcoming of an unusual challenge, we want to hear about it!

Honorees will be featured in the January issue of Twin Cities Business & celebrated at an awards dinner and program.



Golden Valley Golf and Country Club

Golden Valley • 763-732-4100 • gvgcc.com

MEETING SPACE: Can accommodate up to 500 seated or 700 standing; 10,000 square feet of banquet space ADDRESS: 7001 Golden Valley Road

Grand Palms Event Center

Chaska • 952-448-7206 • grandpalmsmn.com

MEETING SPACE: Seats up to 250 ADDRESS: 207 Chestnut St. N

Hazeltine National Golf Club

Chaska • 952-556-5400 • hngc.com

MEETING SPACE: More than 9,000 square feet of meeting space, including boardrooms for up to 20, meeting rooms for up to 70 and a contemporary ballroom for up to 450 ADDRESS: 1900 Hazeltine Blvd.

Hilton Minneapolis Bloomington Hotel

Bloomington • 952-893-9500 • bloomingtonhilton.com

MEETING SPACE: 9,200 square feet of flexible meeting space serves up to 550

ADDRESS: 3900 American Blvd. W

Hilton Minneapolis-St. Paul Airport Mall of America

Bloomington • 952-854-2100 • mspairport.hilton.com

MEETING SPACE: 22,000 square feet can serve up to 600

ADDRESS: 3800 American Blvd. E

Holiday Inn & Suites St. Paul NE - Lake Elmo

Lake Elmo • 651-714-8068 • holidayinn.com

MEETING SPACE: 9,100 square feet in seven event spaces; Pavilion room seats up to 240

ADDRESS: 8511 Hudson Blvd.

Holiday Inn & Suites Maple Grove

Maple Grove • 763-425-3800 • himaplegrove.com

MEETING SPACE: Meeting room is 1,575 square feet and seats up to 120; board room is 312 square feet

ADDRESS: 11801 Fountains Way N

Holiday Inn Bloomington Airport

Bloomington • 952-884-8211 • holiday-inn.com/bloomingtonmn

MEETING SPACE: More than 4,000 square feet accommo-

dates up to 180

ADDRESS: 1201 W 94th St.

Jimmy's Conference & Catering Center

Vadnais Heights • 651-482-1233 • visitjimmys.com

MEETING SPACE: More than 12,000 square feet in three ballrooms; Grand Ballroom seats up to 600

ADDRESS: 3565 Labore Road

JW Marriott Minneapolis Mall of America

Bloomington • 612-615-0100 • marriott.com

MEETING SPACE: 19,516 square feet of event space; largest space serves up to 1,725; six event rooms

ADDRESS: 2141 Lindau Lane

Lake Elmo Inn Event Center

Lake Elmo • 651-779-5994 • lakeelmoinn.com

MEETING SPACE: 4,000 square feet accommodates up to 300, can break into four rooms

ADDRESS: 3712 Layton Ave. N

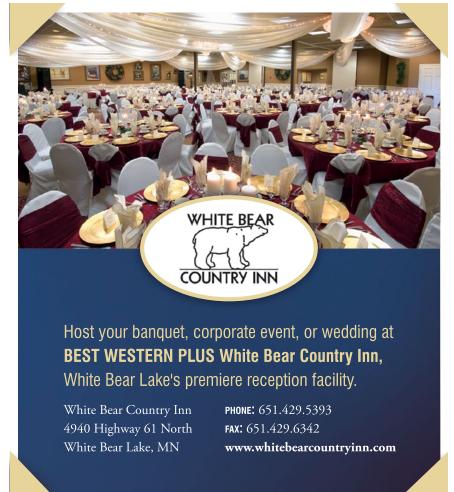
Lake Waconia Event Center

Waconia • 763-315-8516 • lakewaconiaeventcenter.com

MEETING SPACE: Main ballroom can accommodate up to 1,000 for standing receptions and 500 seated

ADDRESS: 8155 Paradise Lane





SUBURBAN METRO AREA



Lafayette Club on Lake Minnetonka

952.471.8493

www.Lafayetteclub.com

Lafayette Club on Lake Minnetonka provides a multitude of year-round family social activities, golf, tennis, swimming, fitness, dining, and hotel facilities available to all our members. Our banquet facilities, which include a grand ballroom, are open to non-members and are designed to host both social and corporate events.

MEETING SPACE: Can serve up to 600; five smaller rooms hold up to 250, 125, 60, 25 and 25, respectively; wireless Internet

ADDRESS: 2800 Northview Road, Minnetonka Beach

Lowell Inn

Stillwater • 651-439-1100 • lowellinn.com

MEETING SPACE: Banquet hall accommodates 220; three other meeting rooms serve between 20 and 60; outdoor patio seats 80

ADDRESS: 102 N 2nd St.

Mall of America and Nickelodeon Universe

Bloomington • 952-883-8809 • mallofamerica.com

MEETING SPACE: Meeting facilities to accommodate groups up to 140

ADDRESS: 410 E Broadway

Marriott Minneapolis West

St. Louis Park • 952-544-4400 •

marriottminneapoliswest.com

MEETING SPACE: 12,655 square feet can serve up to 500

seated; 10 breakout rooms

ADDRESS: 9960 Wayzata Blvd.

The Marsh

Minnetonka • 952-935-2202 • themarsh.com

MEETING SPACE: 3,100 square feet can serve up to 200 ADDRESS: 15000 Minnetonka Blvd.

Medina Entertainment Center

Medina • 763-478-6661 • medinaentertainment.com

MEETING SPACE: The Grand Ballroom can accommodate more than 650; three event spaces

ADDRESS: 500 Hwy. 55

Mendakota Country Club

Mendota Heights • 651-454-2822 • mendakotacc.com

MEETING SPACE: Three rooms offer dining and meeting options for up to 300

ADDRESS: 2075 Mendakota Dr.

The Metropolitan Ballroom and Clubroom

Golden Valley • 612-238-4444 •

metropolitan.bellagala.com

MEETING SPACE: 10,000 square feet can serve receptions

of 1,150 and dinners for up to 700 ADDRESS: 5418 Wayzata Blvd.

Minneapolis Airport Marriott

Bloomington • 952-854-7441 • marriott.com/mspmn

MEETING SPACE: 22,300 square feet can serve up to 650

ADDRESS: 2020 American Blvd. E





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MINTAHOE.COM | 612.253.0255

Minneapolis Marriott Northwest

Brooklyn Park • 763-536-8300 •

marriott.com/mspnw

MEETING SPACE: 50,000 square feet of event space; Northland Ballroom can serve up to 800 for receptions and 640 for seated banquets

ADDRESS: 7025 Northland Dr. N

Minneapolis Marriott Southwest

Minnetonka • 952-935-5500 • marriott.com/mspwe

MEETING SPACE: 14,000 square feet of function space; 7,000-square-foot ballroom can serve 1,140 for receptions and 600 for dinner

ADDRESS: 5801 Opus Pkwy.

Minnesota Landscape Arboretum

Chaska • 952-443-1411 • arboretum.umn.edu

MEETING SPACE: Two auditoriums—one serves 150 seated or 110 for receptions, the second serves 270 for receptions or 375 in theater seating; fireplace room; four classrooms

ADDRESS: 3675 Arboretum Dr.

Minnesota Masonic Heritage Center

Bloomington • 952-948-6500 •

masonicheritagecenter.org

MEETING SPACE: Auditorium seats 432; 3,400-square-foot meeting hall adjoins catering kitchen; additional spaces for meetings and receptions

ADDRESS: 11411 Masonic Home Dr.

Minnesota Valley Country Club

Bloomington • 952-884-2409 • mvccgolf.com

MEETING SPACE: 4,200-square-foot ballroom seats up to

ADDRESS: 6300 Auto Club Road

Minnesota Zoo

Apple Valley • 952-431-9200 • mnzoo.org

MEETING SPACE: Serves up to 60 for meetings, reception and dinner spaces for up to 300, or rent the entire zoo for several thousand guests

ADDRESS: 13000 Zoo Blvd.

Mississippi Dunes Golf Links

Cottage Grove • 651-768-7611 • mississippidunes.com

MEETING SPACE: 9,000 square feet can serve up to 300

ADDRESS: 10351 Grey Cloud Tr. S

Mystic Lake Casino Hotel

Prior Lake • 952-445-9000 • mysticlake.com

MEETING SPACE: 67,000 square feet, with two ballrooms, various breakouts and a 2,100-seat showroom

ADDRESS: 2400 Mystic Lake Blvd.

National Sports Center/Schwan Event Center

Blaine • 763-785-5600 • nscsports.org

MEETING SPACE: Flexible meeting space totaling 75,000 square feet accommodates more than 3,000

ADDRESS: 1700 105th Ave. NE

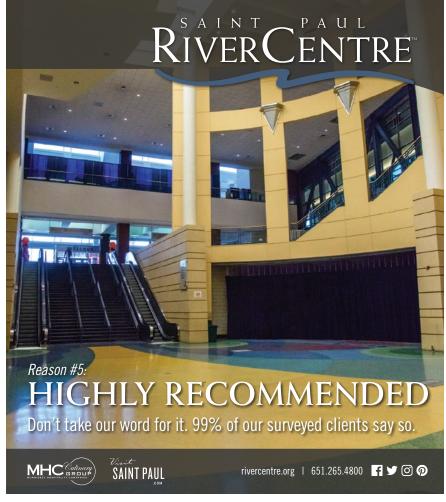
Oak Ridge Hotel & Conference Center

Chaska • 952-368-3100 • oakridgeminneapolis.com

MEETING SPACE: 22,000 square feet; two ballrooms can serve up to 350; 35 meeting rooms

ADDRESS: 1 Oak Ridge Dr.





SUBURBAN METRO AREA



Olympic Hills Golf Club 952.941.6262

www.olympichills.com

Olympic Hills Golf Club offers casual and elegant event opportunities with a contemporary twist. Open to Members and non-Members, we offer full-service planning and catering for corporate or social meetings and events. Enjoy the newly remodeled ballroom and outdoor terrace overlooking our championship golf course and waterfall garden.

MEETING SPACE: 3,000 square feet, serves up to 200 for dinner or 300 reception style, includes 1,800 square foot patio; private meeting and dining rooms available, wireless Internet and audiovisual equipment **ADDRESS:** 10625 Mount Curve Road, Eden Prairie

Outback Catering and Events Center/ Comfort Inn Airport

Bloomington • 952-854-3400 • bloomington mn.org/plan/hotels/comfort-inn-airport

MEETING SPACE: 3,400 square feet can host dinners of up to 220 or up to 300 with theater-style seating

ADDRESS: 1321 E 78th St.

Park Plaza Bloomington

Bloomington • 952-831-3131 •

parkplaza.com/bloomingtonmn

MEETING SPACE: 6,000 square feet of space, including 4,000-square-foot ballroom, can accommodate up to 450 ADDRESS: 4460 W 78th St. Cir.

Pinstripes

Edina • 952-835-6440 • pinstripes.com

MEETING SPACE: Can accommodate up to 600 people; five private event rooms and entertainment ADDRESS: 3849 Gallagher Dr.

Plymouth Creek Center

Plymouth • 763-509-5280 • plymouthmn.gov

MEETING SPACE: 3,500-square-foot ballroom that accommodates up to 350 and offers views of the park, five meeting rooms and a theater

ADDRESS: 14800 34th Ave. N

Radisson Blu Mall of America

Bloomington • 952-881-5258 • radissonblu.com

MEETING SPACE: 26,300 square feet of event space; two

ballrooms; 14 meeting rooms ADDRESS: 2100 Killebrew Dr.

Radisson Hotel Bloomington by Mall of America

Bloomington • 952-854-8700 •

radisson.com/bloomingtonbymoa

MEETING SPACE: Can accommodate up to 130 people; three banquet rooms—largest is 1,440 square feet ADDRESS: 1700 E American Blvd.

Radisson Hotel Roseville

Roseville • 651-636-4567 • radisson.com/rosevillemn

MEETING SPACE: 8,000 square feet can serve up to 420

ADDRESS: 2540 N Cleveland Ave.



In a setting of natural splendor in scenic Lake Country, you will find a newly remodeled and beautifully enhanced resort that will take your breath away! Meeting attendees will wake refreshed and energized every morning.





SUBURBAN METRO AREA



Parma 8200

952-896-8888

www.parmarestaurant.com

Parma, a hidden gem, offers the casual-elegant dining experience you've been waiting for. Parma welcomes you. The moderately priced Italian eatery evokes Parma—the city in the Italian region of Emilia-Romagna famous for its architecture, countryside, dining, agriculture—and whose artisan ingredients are culinary staples used throughout Italy.

MEETING SPACE: RESTAURANT accommodates up to 300 guests / MAIN DINING ROOM 160 guests seated, 300 guests reception style + PRIVATE DINING ROOM up to 40 guests + LOUNGE AREA up to 40 guests / + PATIO 70 guests seated, 200 guests reception style (a portion of the patio connects to our private dining)

ADDRESS: 5600 West 83rd Street, Suite 100, Bloomington

SUBURBAN METRO AREA



Parkview Meeting + Event Center at Mall of America®

952.883.8809

www.mallofamerica.com/visit/meetings-events Parkview is an event space ideal for corporate meetings, bar and bat mitzvahs, conventions, weddings, social receptions and banquets. Floor-to-ceiling windows provide a panoramic view of Nickelodeon Universe®. Guests can opt for a sound controlled environment inside the space or a thrilling view from the "outdoor" patio—perfect for any event.

MEETING SPACE: 4,000 square feet ADDRESS: 60 E. Broadway, Bloomington

Ramada Plymouth Hotel and Conference Center

Plymouth • 763-553-1600 •

ramada.com/minnesota-plymouth

MEETING SPACE: 4,900 square feet of flexible space in six rooms can accommodate up to 350 for conferences or 250 for banquet-style events

ADDRESS: 2705 N Annapolis Lane

Ridges at Sand Creek

Jordan • 952-492-2644 • ridgesatsandcreek.com

MEETING SPACE: Ballroom and clubroom can serve up to 400

ADDRESS: 21775 Ridges Dr.

Riverwood Inn and Conference Center

Otsego • 763-441-6833 • riverwoodinn.com

MEETING SPACE: 7,000 square feet can serve up to 200 **ADDRESS:** 10990 95th St. NE

Rush Creek Golf Club

Maple Grove • 763-494-8844 • rushcreek.com

MEETING SPACE: More than 7,500 square feet can serve up to 350

ADDRESS: 7801 County Road 101





Sheraton Bloomington Hotel

Bloomington • 952-835-1900 • sheratonbloomingtonhotel.com

MEETING SPACE: 17,000 square feet of space, including 15 meeting rooms; ballroom can accommodate up to 500 for receptions

ADDRESS: 5601 W 78th St.

Sheraton Minneapolis West

Minnetonka • 952-593-0000 •

sheraton.com/minneapolis

MEETING SPACE: 5,700-square-foot ballroom and 10 conference rooms can serve up to 600 seated

ADDRESS: 12201 Ridgedale Dr.

The Westin Edina Galleria

Edina • 952-567-5000 • westinedinagalleria.com

MEETING SPACE: Can accommodate 420 seated; 9,100 square feet of flexible meeting space, including

5,100-square-foot ballroom ADDRESS: 3201 Galleria

■ GREATER MINNESOTA

Arrowwood Lodge at Brainerd Lakes

Baxter • 218-822-5634 •

arrowwoodbrainerdlodge.com

MEETING SPACE: Maximum capacity of 500; Sands Ballroom can seat up to 300; seven other meeting spaces ADDRESS: 6967 Lake Forest Road

Arrowwood Resort and Conference Center

Alexandria • 320-762-1124 •

arrowwoodresort.com

MEETING SPACE: Can seat 675 people; more than 28,000 square feet of combined spaces, including 12 conference rooms

ADDRESS: 2100 Arrowwood Lane NW

Best Western Plus Kelly Inn

St. Cloud • 320-253-0606 • bestwesternstcloud.com

MEETING SPACE: Seating for up to 550 in the ballroom, seven meeting rooms from 450 to 4,500 square feet ADDRESS: 100 4th Ave. S

Best Western The Falls Inn & Suites and Bigwood Event Center

Fergus Falls • 218-739-2211, 800-293-2216 • bigwood-eventcenter.com

MEETING SPACE: Accommodates up to 600, 12,000 square feet, including 7,176-square-foot ballroom and breakout rooms

ADDRESS: 925 Western Ave.

Breezy Point Resort

Breezy Point • 218-562-7811, 800-432-3777 • breezy-pointresort.com

MEETING SPACE: Can serve up to 650, 25,000 square feet of space

ADDRESS: 9252 Breezy Point Dr.

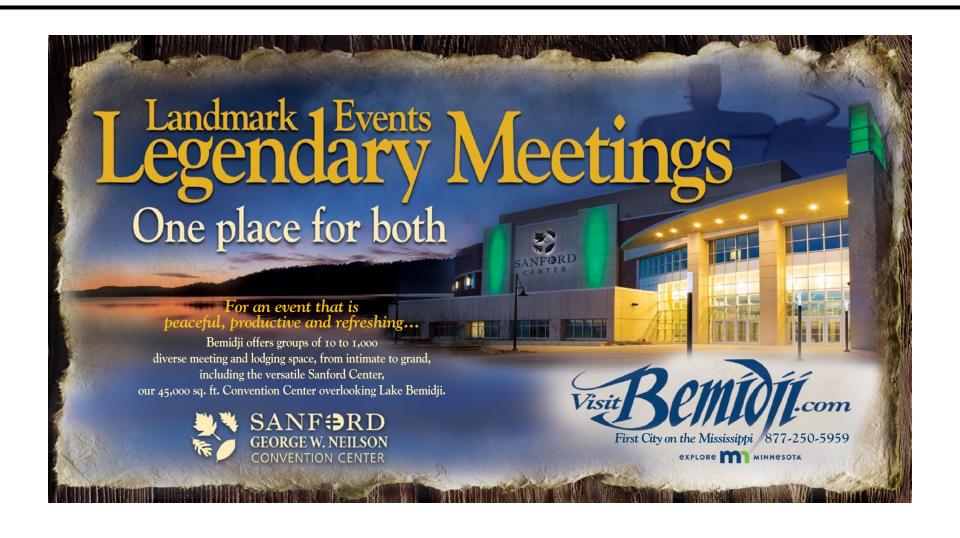
Country Inn & Suites by Carlson Hotel and Conference Center

Mankato • 507-388-3646 • countryinns.com/mankatomn

MEETING SPACE: 5,000 square feet can serve up to 500

people; 11 function rooms

ADDRESS: 1900 Premier Dr.



Cragun's Resort and Hotel on Gull Lake

Brainerd • 800-272-4867 • craguns.com

MEETING SPACE: 47,000 square feet for meetings, and 62,000 square feet of exhibit space, can serve up to

ADDRESS: 11000 Cragun's Dr.

DoubleTree Hotel by Hilton Rochester/Mayo Clinic Area

Rochester • 507-281-8000 •

rochesterdowntown.doubletree.com

MEETING SPACE: About 8,000 square feet of flexible space can serve up to 400

ADDRESS: 150 S Broadway

Duluth Entertainment Convention Center

Duluth • 218-722-5573 • decc.org

MEETING SPACE: 250,000 square feet includes 32 meeting rooms and can serve up to 3,000; 150,000 square feet of exhibit space

ADDRESS: 350 Harbor Dr.

Fortune Bay Resort Casino

Tower • 218-753-6400, 800-555-1714 •

fortunebay.com

MEETING SPACE: Ballroom seats up to 425; more than 12,000 square feet of meeting space, including an executive boardroom

ADDRESS: 1430 Bois Forte Road

Grand Casino Hinckley

Hinckley • 800-472-6321 • grandcasinomn.com

MEETING SPACE: Can accommodate up to 2,288 people in 22,480 square feet of meeting space

ADDRESS: 777 Lady Luck Dr.

Grand Casino Mille Lacs

Onamia · 800-626-5825 · grandcasinomn.com

MEETING SPACE: Can accommodate up to 1,600 people in 16,443 square feet, including two ballrooms and nine function rooms

ADDRESS: 777 Grand Ave.

Grand Ely Lodge Resort & Conference Center

Ely • 218-365-6565, 800-365-5070 •

grandelylodge.com

MEETING SPACE: Can accommodate up to 200 in more than 6,000 square feet of banquet rooms ADDRESS: 400 N Pioneer Road

Grand Portage Lodge & Casino

Grand Portage • 800-543-1384 • grandportage.com MEETING SPACE: 5,200 square feet of flexible meeting space can serve up to 500 for dinner ADDRESS: 72 Casino Dr.

Grand Superior Lodge

Two Harbors • 218-340-8330, 800-627-9565 • grandsuperior.com

MEETING SPACE: 2,225 square feet, including ballroom, boardroom and three meeting rooms, can serve up to 225 for dinner **ADDRESS:** 2826 Hwy. 61

Who will be named 2017 Five Star Wealth Managers? Find out in a special section of the January issue www.fivestarprofessional.com

Grand View Lodge

Nisswa • 218-963-2234, 800-368-1885 • grandview-lodge.com

MEETING SPACE: 30,000 square feet of flexible meeting space, indoor and outdoor venues, accommodates up to 1.000

ADDRESS: 23521 Nokomis Ave.

The Grands at Mulligans

Sartell • 320-656-9000 • mulligansevents.com

MEETING SPACE: Two large rooms can serve up to 350

ADDRESS: 601 N Pinecone Road

Holiday Inn & Austin Conference Center

Austin • 507-433-1000 • austinconferencecenter.com

MEETING SPACE: Ballroom can serve 1,000 for a reception

or 500 for banquet; five meeting rooms

ADDRESS: 1701 4th St. NW

Holiday Inn & Suites

St. Cloud • 320-253-9000 • holidayinn.com/stcloudmn

MEETING SPACE: 10,000 square feet of meeting space can

accommodate 150 people ADDRESS: 75 S 37th Ave.

Holiday Inn

Holiday Inn & Suites Duluth

Duluth • 218-722-1202 • holidayinn.com/duluthmn

MEETING SPACE: 12,000 square feet accommodates up to 600

ADDRESS: 200 W 1st St.

Kahler Apache Hotel

Rochester • 507-289-8866, 800-552-7224 •

ramadarochester.com

 $\begin{tabular}{ll} \textbf{MEETING SPACE:} 8,\!000 \ square feet accommodates \ up \ to \\ \end{tabular}$

350

ADDRESS: 1517 16th St. SW

The Kahler Grand Hotel

Rochester • 507-280-6200 • thekahlerhotel.com

MEETING SPACE: 35,000 square feet can

accommodate up to 540 people; 14 meeting rooms

ADDRESS: 20 SW 2nd Ave.

GREATER MINNESOTA



Jackpot Junction Casino Hotel 507.697.8011

www.jackpotjunction.com

Book your next event, meeting, convention, or trade show in our 38,000+ square feet of convention space. After work, your guests can relax and enjoy some of the fabulous amenities that **Jackpot Junction Casino** has to offer. Enjoy one of the many delicious dining options or hit the links at our world-class golf course, Dacotah Ridge Golf Club, located just minutes away from our casino.

MEETING SPACE: Ballrooms, Meeting rooms and an Exposition center available for small or large meetings. Maximum guest capacity: 1,530 people. **ADDRESS:** 39375 County Hwy 24, Morton









Looking for a convenient place to stay while traveling for business in Southeast Wisconsin? Waukesha Pewaukee is your place! Located midway between Madison and Milwaukee, you'll find Waukesha Pewaukee offers top-rated corporate hotels (Marriott and Holiday Inn), outstanding dining and recreation and FREE parking. All with easy I-94 access and close to major attractions.

Learn more: visitwaukesha.org/biz



The Lodge at Giants Ridge

Biwabik • 877-442-6877 • lodgeatgiantsridge.com

MEETING SPACE: 7,000 square feet can serve up to 400 ADDRESS: 6373 Wynne Creek Dr.

Madden's on Gull Lake

Brainerd • 800-642-5363, 218-829-2811 • maddens.com

MEETING SPACE: 42,000 square feet in 32 rooms can accommodate 700 people

ADDRESS: 11266 Pine Beach Peninsula

Mayo Civic & Convention Center

Rochester • 507-328-2220, 800-422-2199

· mavociviccenter.com

MEETING SPACE: Ballroom can seat more than 4,000; 100,000 square feet, including exhibit hall, auditorium, theater and 15 meeting rooms ADDRESS: 30 Civic Center Dr. SE

Northern Lights Casino, Hotel and Event Center

Walker • 800-252-7529 • northernlightscasino.com MEETING SPACE: Flexible 9,000-square-foot event center serves up to 600 for dinner or up to 850 for concerts ADDRESS: 6800 Y Frontage Road NW

Rochester Marriott

Rochester • 507-280-6000 • rochestermarriott.com

MEETING SPACE: 10,000 square feet can accommodate up to 300 people

ADDRESS: 101 SW 1st Ave.

Ruttger's Bay Lake Lodge

Deerwood • 855-557-3237 • ruttgers.com

MEETING SPACE: 10,000 square feet can serve up to 400 ADDRESS: 25039 Tame Fish Lake Road

St. Cloud River's Edge Convention Center

St. Cloud • 800-450-7272, 320-255-7272 • stcloudriversedgeconventioncenter.com

MEETING SPACE: 180,000 square feet of flexible space, including 19 breakout rooms, a ballroom that can seat 1,800 and exhibit space

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Mahnomen • 866-345-4998, 800-453-7827

· starcasino.com

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ADDRESS: 777 Casino Road

Sugar Lake Lodge

Cohasset • 800-450-4555, 218-327-1462

· sugarlakelodge.com

MEETING SPACE: 10,000 square feet, including a large room that can hold up to 300 and six breakout rooms that hold up to 95

ADDRESS: 37584 Otis Lane

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· thumperpond.com

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ADDRESS: 300 Thumper Lodge Road

Treasure Island Resort & Casino

Welch • 800-222-7077 • ticasino.com

MEETING SPACE: 2,769-seat event center, 50,000-square-

foot meeting space, 19 meeting rooms ADDRESS: 5734 Sturgeon Lake Road

Verizon Wireless Center

Mankato • 507-389-3000 •

verizonwirelesscentermn.com

MEETING SPACE: 11,200-square-foot arena, banquet/exhibit hall, conference center, and a historic-landmark reception hall accommodates up to 600

ADDRESS: 1 Civic Center Plaza

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Crosslake • 218-692-2246 • whitefish-lodge.com

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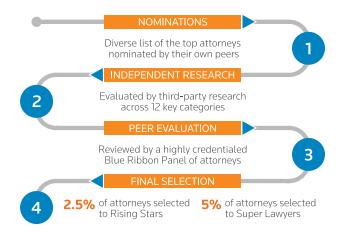
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TOP 100

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Anderson, Jeffrey R., Jeff Anderson & Associates, St. Paul

Andresen, J. Scott, Bassford Remele, Minneapolis

Anthony, Joseph W., Anthony Ostlund Baer & Louwagie, Minneapolis

Bazis, Jeanette, Greene Espel, Minneapolis

Beeson, Daniel J., LeVander Gillen & Miller, St. Paul

Bjerke, Nathan H., TSR Injury Law, Bloomington

Boyd, Thomas H., Winthrop & Weinstine, Minneapolis

Brandt, Michael, Brandt Criminal Defense, Anoka

Bremer, Cynthia A., Ogletree Deakins Nash Smoak & Stewart, Minneapolis

Briol, Mark J., Briol & Associates, Minneapolis

Cambronne, Karl L., Chestnut Cambronne, Minneapolis

Carey, James P., SiebenCarey, Minneapolis

Carey, Jennifer L., Hanft Fride, Duluth

Carlson, Alan G., Carlson Caspers Vandenburgh Lindquist & Schuman, Minneapolis

Ciresi, Michael V., Ciresi Conlin, Minneapolis

Conley, T.J., Law Office of Thomas J. Conley, Minneapolis

Conlin, Jan M., Ciresi Conlin, Minneapolis

Cotter, Patrick L., Sieben & Cotter, South St. Paul

Cutler, Clinton E., Fredrikson & Byron, Minneapolis

D'Aquila, Barbara Jean, Norton Rose Fulbright, Minneapolis

Debele, Gary A., Berg Debele DeSmidt & Rabuse, Minneapolis

Dittberner, Michael D., Linder Dittberner Bryant & Winter, Edina

Dunlevy, Kevin J., Beisel & Dunlevy, Minneapolis

Eidsness, Alan C., Henson & Efron, Minneapolis

Engelmeier, Sheila, Engelmeier & Umanah, Minneapolis

Flaherty, Yvonne M., Lockridge Grindal Nauen, Minneapolis

Fleming, James D., Maschka Riedy & Ries, Mankato

Fleming, Terrence J., Fredrikson & Byron, Minneapolis

Fluegel, Wilbur W., Fluegel Law Office, Minneapolis

Friedberg, Joseph S., Joseph S., Friedberg, Minneapolis

Greene, Clifford M., Greene Espel, Minneapolis

Gross, David J.F., Faegre Baker Daniels, Minneapolis

Gustafson, Daniel E., Gustafson Gluek, Minneapolis

Hallberg, Mark A., Hallberg Law, St. Paul

Harens, John M., Harens Mediation Center, Minneapolis

Hart, Kyle E., Fabyanske Westra Hart & Thomson, Minneapolis

Hasko, Joshua A., Messerli & Kramer, Minneapolis

Heley, Mark J., Heley Duncan & Melander, Minneapolis

Henschel, Ben M., Henschel Moberg Goff, Minneapolis

Holden, Susan M., SiebenCarey, Minneapolis

Honsa, Anne M., Honsa & Associates, Minneapolis

Hopeman, Jon M., Felhaber Larson, Minneapolis

Hunt, Kay Nord, Lommen Abdo, Minneapolis

Kaster, James H., Nichols Kaster, Minneapolis

Kelly, John D., Hanft Fride, Duluth

Kirsch, Steven J., Briggs and Morgan, Minneapolis

Koneck, John M., Fredrikson & Byron, Minneapolis

Lach, Susan M., Tuft Lach Jerabek & O'Connell, Maplewood

Link, Susan J., Maslon, Minneapolis

Louwagie, Vincent D., Anthony Ostlund Baer & Louwagie, Minneapolis

Lueck, Martin R., Robins Kaplan, Minneapolis

Magnuson, Eric J., Robins Kaplan, Minneapolis

Matonich, Edward J., Matonich & Persson, Hibbing

May, Nicholas G.B., Fabian May & Anderson, Minneapolis

McEllistrem, Paul, McEllistrem Fargione Landy Rorvig & Eken, Minneapolis

McGrane, Sara Gullickson, Felhaber Larson, Minneapolis

McKenzie, Dana, Cheney-Hatcher & McKenzie, Apple Valley

Messerly, Chris, Robins Kaplan, Minneapolis

Micko, Douglas L., Teske Micko Katz Kitzer & Rochel, Minneapolis

Moberg, Joani C., Henschel Moberg Goff, Minneapolis

Nauen, Charles N., Lockridge Grindal Nauen, Minneapolis

O'Connell, Dan, Tuft Lach Jerabek & O'Connell, Maplewood

Olson, Susan D., Susan D. Olson, Stillwater

Ostlund, Richard T., Anthony Ostlund Baer & Louwagie, Minneanolis

Pentelovitch, William Z., Maslon, Minneapolis

Peterson, Paul C., Lind Jensen Sullivan & Peterson,

Peterson, Paul D., Harper & Peterson, Woodbury

Phillips, Penelope J., Felhaber Larson, Minneapolis

Phillips, Steven M., Anthony Ostlund Baer & Louwagie, Minneapolis

Plunkett, Thomas C., Attorney at Law, St. Paul

Remele, Jr., Lewis A., Bassford Remele, Minneapolis

Rhode, Susan C., Moss & Barnett, Minneapolis

Rocheford, Paul J., Arthur Chapman Kettering Smetak & Pikala, Minneapolis

Rodd, Kristy A. K., Fredrikson & Byron, Minneapolis

Ruohonen, Richard, TSR Injury Law, Bloomington

Schutz, Ronald J., Robins Kaplan, Minneapolis

Schwebel, James R., Schwebel Goetz & Sieben, Minneapolis

Sheridan, Jeffrey S., Sheridan & Dulas, Eagan

Sieben, Jr., Harry A., SiebenCarey, Minneapolis

Sieben, Jeffrey S., SiebenCarey, Minneapolis

Sieben, William R., Schwebel Goetz & Sieben, Minneapolis

Sieff, Philip, Robins Kaplan, Minneapolis

Simpson, Gregory, Meagher & Geer, Minneapolis

Smith, Steven Andrew, Nichols Kaster, Minneapolis

Solheim, Mark A., Larson • King, St. Paul

Spencer, Lisa T., Henson & Efron, Minneapolis

Spevacek, Charles E., Meagher & Geer, Minneapolis

Tanick, Andrew, Ogletree Deakins Nash Smoak & Stewart,

Thome, Joni M., Baillon Thome Jozwiak & Wanta, Minneapolis

Thomson, Dean B., Fabyanske Westra Hart & Thomson, Minneapolis

Tuft, Thomas, Tuft Lach Jerabek & O'Connell, Maplewood

Vandenburgh, J. Derek, Carlson Caspers Vandenburgh Lindquist & Schuman. Minneapolis

Vedder, James J., Moss & Barnett, Minneapolis

Weinstine, Robert R., Winthrop & Weinstine, Minneapolis

Williams, Robin Ann, Bassford Remele, Minneapolis

Yerigan, Debra E., Messerli & Kramer, Minneapolis

Zech, Paul J., Felhaber Larson, Minneapolis

Zeuli, Anthony R., Merchant & Gould, Minneapolis

Zimmerman Scobie, Rachel, Merchant & Gould, Minneapolis

Zurek, Barbara, Meagher & Geer, Minneapolis

TOP 10

ANTHONY, JOSEPH W.

• Ranked Number Two •

Anthony Ostlund Baer & Louwagie, Minneapolis

CIRESI, MICHAEL V.

Ciresi Conlin, Minneapolis

CUTLER, CLINTON E.
Fredrikson & Byron, Minneapolis

EIDSNESS, ALAN C.

• Ranked Number Three • Henson & Efron, Minneapolis

MAGNUSON, ERIC J.

Robins Kaplan, Minneapolis

• Ranked Number One • Bassford Remele, Minneapolis

RHODE, SUSAN C.

Moss & Barnett, Minneapolis

SCHUTZ, RONALD J.
Robins Kaplan, Minneapolis

THOMSON, DEAN B.

Fabyanske Westra Hart & Thomson, Minneapolis

TUFT, THOMAS

Tuft Lach Jerabek & O'Connell, Maplewood



TOP 50 WOMEN

AN ALPHABETICAL LISTING OF THE WOMEN LAWYERS WHO RANKED TOP OF THE LIST IN THE 2016 MINNESOTA SUPER LAWYERS NOMINATION, RESEARCH AND BILLE RIBBON REVIEW PROCESS.

Baillon, Frances E., Baillon Thome Jozwiak & Wanta, Minneapolis

Ball, Stephanie A., Fryberger Buchanan Smith & Frederick, Duluth

Bazis, Jeanette, Greene Espel, Minneapolis

Berg, Nancy Zalusky, Berg Debele DeSmidt & Rabuse, Minneapolis

Bowden, Susan, Bowden Cvr. St. Paul

Boyd, Felicia J., Barnes & Thornburg, Minneapolis

Bremer, Cynthia A., Ogletree Deakins Nash Smoak & Stewart, Minneapolis

Burns, Ann B., Gray Plant Mooty, Minneapolis

Bushnell, Sarah E., Arthur Chapman Kettering Smetak & Pikala, Minneapolis

Carey, Jennifer L., Hanft Fride, Duluth

Coler, Susan M., Halunen Law, Minneapolis

Conlin, Jan M., Ciresi Conlin, Minneapolis

Daley, Annamarie A., Barnes & Thornburg, Minneapolis

D'Aquila, Barbara Jean, Norton Rose Fulbright, Minneapolis

Dayhoff, Aimee D., Winthrop & Weinstine, Minneapolis

Drake, E. Michelle, Berger & Montague, Minneapolis

Ellingstad, Susan E., Lockridge Grindal Nauen, Minneapolis

Engelmeier, Sheila, Engelmeier & Umanah, Minneapolis

Flaherty, Yvonne M., Lockridge Grindal Nauen, Minneapolis

Gemberling, Samantha J., Wolf Rohr Gemberling & Allen, St. Paul

Holden, Susan M., SiebenCarey, Minneapolis

Honsa, Anne M., Honsa & Associates, Minneapolis

Hunt, Kay Nord, Lommen Abdo, Minneapolis

Kallemeyn, Lisa, Kallemeyn & Kallemeyn, Coon Rapids

Lach, Susan M., Tuft Lach Jerabek & O'Connell, Maplewood

Lahn, Connie A., Barnes & Thornburg, Minneapolis

Link, Susan J., Maslon, Minneapolis

Manrique, Tanja K., Tanja K. Manrique, Minneapolis

Manty, Nauni Jo, Manty & Associates, Minneapolis

McGrane, Sara Gullickson, Felhaber Larson, Minneapolis

McKenzie, Dana, Cheney-Hatcher & McKenzie, Apple Valley

Michales, Marilyn J., Marilyn J. Michales Family Law, Eden Prairie

Moberg, Joani C., Henschel Moberg Goff, Minneapolis

Norgard, Tara C., Carlson Caspers Vandenburgh Lindquist & Schuman. Minneapolis

Olson, Susan D., Susan D. Olson, Stillwater

Olup, Linda A., Olup Law Offices, Edina

Ort, Shannon L., Terzich & Ort, Maple Grove

Peterson, Kathleen Flynn, Robins Kaplan, Minneapolis

Phillips, Penelope J., Felhaber Larson, Minneapolis

 $\textbf{Rhode, Susan C.}, \, \mathsf{Moss} \, \& \, \mathsf{Barnett}, \, \mathsf{Minneapolis}$

Rodd, Kristy A. K., Fredrikson & Byron, Minneapolis

Saksena, Marian E., DeWalt Chawla + Saksena, Minneapolis

Schreiber, Karen L., Lindquist & Vennum, Minneapolis

Silton, Heidi M., Lockridge Grindal Nauen, Minneapolis

Spencer, Lisa T., Henson & Efron, Minneapolis

Thome, Joni M., Baillon Thome Jozwiak & Wanta, Minneapolis

Zimmerman Scobie, Rachel, Merchant & Gould, Minneapolis

Williams, Robin Ann, Bassford Remele, Minneapolis

Yerigan, Debra E., Messerli & Kramer, Minneapolis

Zurek, Barbara, Meagher & Geer, Minneapolis

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PRACTICE AREA INDEX

| Administrative Law | 5-5 5-5 5-6 5-6 5-6 5-7 5-7 5-8 5-8 5-8 |
|---|--|
| Antitrust Litigation | 5-5 5-6 5-6 5-6 5-6 5-7 5-7 5-8 5-8 |
| Appellate | 5-5 5-6 5-6 5-6 5-7 5-7 5-8 5-8 5-8 |
| Aviation & Aerospace | 5-6 5-6 5-6 5-6 5-7 5-7 5-8 5-8 5-8 |
| Banking | 5-6 5-6 5-6 5-7 5-7 5-8 5-8 5-8 |
| Bankruptcy: Business S Bankruptcy: Consumer S Business Litigation S Business/Corporate S Civil Litigation: Defense S Civil Litigation: Plaintiff S Civil Rights S Class Action/Mass Torts S Closely Held Business S Construction Litigation S Consumer Law S Creditor Debtor Rights S | S-6 S-6 S-7 S-7 S-8 S-8 S-8 |
| Bankruptcy: Consumer | 5-6 5-7 5-7 5-8 5-8 5-8 |
| Business Litigation | 5-6 5-7 5-8 5-8 5-8 5-8 |
| Business/Corporate | S-7 S-7 S-8 S-8 S-8 |
| Civil Litigation: Defense | S-7 S-8 S-8 S-8 S-8 |
| Civil Litigation: Defense | S-7 S-8 S-8 S-8 S-8 |
| Civil Rights | S-8 S-8 S-8 |
| Class Action/Mass Torts | 5-8 5-8 |
| Class Action/Mass Torts | 5-8 5-8 |
| Closely Held Business SC Construction Litigation SC Consumer Law SC Creditor Debtor Rights SC | S-8 |
| Construction Litigation S Consumer Law S Creditor Debtor Rights S | |
| Consumer LawS Creditor Debtor RightsS | 5-8 |
| Creditor Debtor Rights | |
| | |
| | |
| Criminal Defense: DUI/DWI | |
| Criminal Defense: White Collar | |
| Elder Law | |
| Eminent Domain | |
| Employee Benefits | |
| | |
| Employment & Labor | |
| Employment Litigation: DefenseS | |
| Employment Litigation: PlaintiffS | |
| Energy & Natural ResourcesS | |
| Entertainment & SportsS | |
| EnvironmentalS | |
| Environmental LitigationS | |
| Estate & Trust Litigation | |
| Estate Planning & Probate | |
| Family LawS | 5-11 |
| Food & DrugsS | -12 |
| Franchise/DealershipS | |
| General LitigationS | -12 |
| Government ContractsS | -12 |
| Government FinanceS | |
| | |
| Government RelationsS | -12 |
| | -12 -12 |
| Health CareS | -12 -12 -12 |
| Health CareS ImmigrationS | -12 -12 -12 -13 |
| Health Care S Immigration S Insurance Coverage S | -12 -12 -12 -13 -13 |
| Health Care S Immigration S Insurance Coverage S Intellectual Property S | -12 -12 -13 -13 -13 |
| Health Care S Immigration S Insurance Coverage S Intellectual Property S Intellectual Property Litigation S | -12 -12 -13 -13 -13 -13 |
| Health Care S Immigration S Insurance Coverage S Intellectual Property S Intellectual Property Litigation S Land Use/Zoning S | -12 -12 -13 -13 -13 -13 |
| Health Care S Immigration S Insurance Coverage S Intellectual Property S Intellectual Property Litigation S Land Use/Zoning S Legal Aid/Pro Bono S | -12 -12 -13 -13 -13 -13 -13 |
| Health Care S Immigration S Insurance Coverage S Intellectual Property S Intellectual Property Litigation S Land Use/Zoning S Legal Aid/Pro Bono S Mergers & Acquisitions S | -12 -12 -13 -13 -13 -13 -13 -13 |
| Health Care S Immigration S Insurance Coverage S Intellectual Property S Intellectual Property Litigation S Land Use/Zoning S Legal Aid/Pro Bono S Mergers & Acquisitions S Native American Law S | -12 -12 -13 -13 -13 -13 -13 -13 |
| Health Care S Immigration S Insurance Coverage S Intellectual Property S Intellectual Property Litigation S Land Use/Zoning S Legal Aid/Pro Bono S Mergers & Acquisitions S Native American Law S Personal Injury General: Defense S | -12 -12 -13 -13 -13 -13 -13 -13 -14 |
| Health Care S Immigration S Insurance Coverage S Intellectual Property S Intellectual Property Litigation S Land Use/Zoning S Legal Aid/Pro Bono S Mergers & Acquisitions S Native American Law S Personal Injury General: Defense S Personal Injury General: Plaintiff S | -12 -12 -13 -13 -13 -13 -13 -13 -14 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -14 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -14 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -14 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -14 -15 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -14 -15 -15 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -15 -15 -15 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -15 -15 -15 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -15 -15 -15 -15 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -15 -15 -15 -15 -15 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -15 -15 -15 -15 -15 -15 |
| Health Care | -12 -13 -13 -13 -13 -13 -14 -14 -15 -15 -15 -15 -16 -16 |
| Health Care | -12 -12 -13 -13 -13 -13 -14 -14 -15 -15 -15 -15 -16 -16 |
| Health Care | -12 -12 -13 -13 -13 -13 -14 -14 -15 -15 -15 -15 -16 -16 -16 |
| Health Care | -12 -12 -13 -13 -13 -13 -13 -14 -14 -15 -15 -15 -16 -16 -16 -16 |
| Health Care | -12 -13 -13 -13 -13 -13 -14 -14 -15 -15 -15 -16 -16 -16 -16 |
| Health Care | -12 -13 -13 -13 -14 -14 -15 -15 -15 -16 -16 -16 -16 -16 -16 |
| Health Care | -12 -13 -13 -13 -14 -14 -15 -15 -15 -16 -16 -16 -16 -16 -16 -16 -16 |

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Aafedt, David M., Winthrop & Weinstine, Minneapolis

ALTERNATIVE DISPUTE RESOLUTION

Allgeyer, David A., Lindquist & Vennum, Minneapolis

Ballou, Scott, Ballou Mediations, Park Rapids

Black, Michael C., Michael C. Black Law Office, St. Paul Bluth, Joseph P., High Conflict Mediation and Arbitration Services, North Mankato

Bren, Gerald H., Fisher Bren & Sheridan, Minneapolis, 612-332-0100

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Burns, Patrick R., Burns Law Firm, Minneapolis, 612-877-6400

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Carey, John W., SiebenCarey, Minneapolis, 612-333-4500

Cheney-Hatcher, Eva, Cheney-Hatcher & McKenzie, Apple Valley, 952-314-1814

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Cook, Timothy C., Cook Law & ADR, Roseville

Dixon, Jr., Joseph T., Henson & Efron, Minneapolis, 612-252-2812

Dunn, James F., The Law Office of James F. Dunn, Eagan, 651-365-5118

JAMES F. DUNN

THE LAW OFFICE OF JAMES F. DUNN, P.A.
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Gilbert, James H., Gilbert Mediation Center, Eden Prairie, 952-767-0167

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Ho, Martin B., Stingley & Ho, Minneapolis

Hull, William D., Hull ADR Services, Minneapolis, 952-240-5418 **Pg. S-18**

Kramer, Roger L., Kramer Law, Mendota Heights

Manrique, Tanja K., Tanja K. Manrique, Minneapolis Pg. S-4

Mansfield, Kyle B., Foley & Mansfield, Minneapolis
McGrath, Kevin J., McGrath Dispute Resolution,
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She has successfully represented hundreds of employees with all types of employment law claims. Beth provides employees

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Rule 114 and can also help to resolve difficult employment law

disputes through her mediation services. In addition, Beth has

trained businesses on employment law issues and investigated

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Jeffrey W. Coleman is a trial attorney (licensed in MN, WI, and ND) and engineer (licensed in IA, WI, and MN) who has handled large, complex construction cases throughout the United States. Mr. Coleman provides advice and counsel to all parties involved in the design and construction process. In addition to his work in major cases, much of his practice involves advising clients on contracts, contract negotiation, claims avoidance, and early resolution of potential claims. He frequently represents companies involved in concrete construction. He is the author of the book Legal Issues in Concrete Construction, second edition published by the American Concrete Institute/CAM in 2015. He is the only attorney who is also a Fellow in the American Concrete Institute.

FAMILY LAW APPELLATE

Susan Daudelin has practiced almost exclusively in family law since beginning private practice in 1998. Susan has handled cases of all sizes on issues of divorce, custody, child support, spousal maintenance, property valuation and division, non-marital claims, and the validity of prenuptial agreements. She has extensive experience in Minnesota's state appellate courts and has gained a solid reputation for her strength in handling cases at the Minnesota Court of Appeals and at the Minnesota Supreme Court, Susan is experienced in paternity and grandparent and third-party custody and visitation cases. She has a proven track record of assisting clients in settling cases through mediation but stands ready to zealously advocate for her clients in court.





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A family law attorney with more than 25 years of experience, Laura Fretland works with clients to provide quality legal representation geared toward each client's circumstances. This includes determining which process is most appropriate, whether litigation, negotiated settlement, collaborative law, or mediation. Her goal is to deliver exceptional client service and the legal advice and expertise clients need to make good decisions about their divorce and their future. Ms. Fretland graduated from the University of Minnesota Law School and has lectured and published materials for lawyers on topics including elder law, divorce, and antenuptial agreements.

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FAMILY LAW

Family law matters are some of the most personal and difficult legal matters an individual may encounter. Denis E. Grande is an active family court litigator with extensive negotiation, trial, and settlement experience, concentrating on the division of large marital estates comprised of complex asset and business valuations, stock, and custody issues. In mediation, he is an effective advocate and pragmatic problem solver for difficult situations. Mr. Grande is a well-known trial lawyer, with over 35 years of experience trying cases in state, federal, and appellate courts. He has trial experience involving contracts, business, and commercial matters and has successfully represented his clients in numerous trials, arbitrations, and mediations. He is a graduate of Princeton University and the University of Minnesota Law School.



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Ben Henschel is a shareholder at Henschel Moberg, practicing exclusively family law. He has been named in the Top 100 Minnesota attorneys, is listed in Minnesota Super Lawyers, and is included in The Best Lawvers in America. Mr. Henschel is also a Fellow of the American Academy of Matrimonial Lawyers. He has negotiated settlements and successfully tried many dissolutions involving multimillion-dollar estates, including cases with complex business valuation, non-marital property, permanent spousal maintenance, and executive compensation issues. He also assists clients who wish to predetermine rights and obligations through premarital and post-marital agreements. He earned his law degree, cum laude, from the University of Minnesota Law School.

FAMILY LAW

Anne is known for her professionalism, meticulous case management, thorough preparation, and exceptional knowledge of the law. With over 28 years of practice exclusively in the area of family law, she is a dedicated advocate for her clients and recognized for her expertise in dealing with complex issues of family law including finances, business valuation, property and asset valuation, and spousal maintenance. Anne has been named in the Super Lawyers list since 2003, and consistently named in the Top 100 Women Attorneys. Anne has been recognized by her peers as one of The Best Lawyers in America in family law, is a fellow with the American Academy of Matrimonial Lawyers, is Board Certified by The National Board of Trial Advocacy, and was selected as one of the Minnesota Lawyer Attorneys of the Year in 2015.

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Mr. Hull has been practicing law in the Twin Cities for 37 years. His practice includes business, commercial, employment, and construction law and litigation. Mr. Hull currently spends the majority of his time mediating and arbitrating business, commercial, employment, insurance, and construction disputes. He has mediated or arbitrated over 900 cases. Mr. Hull is a member of the American Arbitration Association Panel of Neutrals, is on the State Court Administrator's Roster of Neutrals for civil cases, has served as Chairman of the Construction Law Section of the Minnesota State Bar Association, is a Member of the Fourth District Ethics Panel, and is a former member of the Board of Directors of the Associated General Contractors of Minnesota. Mr. Hull has been named in the Super Lawyers list each year since 1998.

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EMPLOYMENT LITIGATION: PLAINTIFF CLASS ACTION/MASS TORTS CONSUMER I AW

Chris D. Jozwiak is a skilled litigator who has won striking victories on behalf of his clients in a diverse range of issues. He is a founding partner of Baillon Thome Jozwiak & Wanta LPL and works tirelessly for his clients in cases involving retaliation, sexual harassment, wage and hour violations, whistleblower reprisal, discrimination, and wrongful termination. Chris is a certified employment law specialist and the previous chair of the Labor & Employment Section of the Minnesota State Bar Association. He was recognized in Minnesota Rising Stars from 2011 to 2013 and in Minnesota Super Lawyers in 2014 to 2016 for his work in employment law.



Mr. Kelley is the founder and managing partner of Kelley, Wolter & Scott, P.A., a litigation boutique firm concentrating on white collar criminal defense and complex commercial disputes. He has significant experience in securities and bank fraud, health care, ERISA, and fair election practices. A federal jury awarded one client, a French development company, \$34 million for breach of a municipal development contract. Through vigorous pre-indictment representation, he secures criminal declinations for many companies and individuals, avoiding prosecution in both local and national jurisdictions. He was Chair of the Minnesota Campaign Practices Board, a state agency which oversees all state elections. He currently serves as the court-appointed receiver for Thomas J. Petters and five of his co-defendants.

REAL ESTATE

John Koneck, a certified Real Property Specialist, assists clients with a wide variety of real estate transactions and disputes. Recognized for his problem-solving skills, he regularly counsels clients on their overall business strategies. He represents owners, developers, contractors, landlords, tenants, lenders, and borrowers in real estate transactions, disputes, workouts, Chapter 11 bankruptcy cases, and cases tried in court or arbitration. John is co-chair of the Minnesota State Bar Association Real Property Certification Council and a member of the American College of Real Estate Lawyers and American College of Mortgage Attorneys. He is named in the Top 100 list in Minnesota Super Lawyers, Chambers USA as a Band 1 lawyer, and The Best Lawyers in America.

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CRIMINAL DEFENSE: WHITE COLLAR CRIMINAL DEFENSE

John is a partner at Fredrikson & Byron, P.A. and the founder of the firm's White Collar and Regulatory Defense Group and Health Care Fraud Group. He brings over 30 years of experience to all areas of white collar investigations, trials, and appeals including the representation of business organizations, officers and directors, physicians, attorneys, politicians, and professionals in regulatory, fraud, and other criminal cases and the defense of False Claims Act, civil fraud, and enforcement matters. John secured an acquittal in 2016 in U.S. v. Root, an FDA prosecution with national significance. He is a Fellow of the American College of Trial Lawyers and is listed as White Collar Lawyer of the Year for 2016 in The Best Lawyers in America.

FAMILY LAW

As a co-founder of Mack & Santana Law Offices, P.C., Laurie Mack-Wagner focuses on developing creative and practical solutions for clients seeking assistance in family law matters and divorce cases. Laurie is experienced in a variety of family law issues. After graduating from Florida State University College of Law in 1994 with highest honors, Laurie has efficiently managed multimillion-dollar business and family law litigation, including family law litigation with modest estates. Laurie leverages her strong business background when faced with complex financial issues that often surround family law cases. Laurie is also a Qualified Family Mediator under Rule 114.

FAMILY LAW
ALTERNATIVE DISPUTE RESOLUTION

Ms. McLaughlin represents clients in all areas of family law. She has extensive experience in family law with dissolutions, adoptions, premarital agreements, valuation and division of non-marital property, complex non-marital tracing, business valuation claims, spousal maintenance, child support both in and out of the expedited process, paternity, grandparent visitation, third-party custody proceedings, and post-decree matters. Ms. McLaughlin is aware that family law issues often are the most emotionally difficult and stressful experiences that many people will ever have to endure. It is for that reason that she encourages alternatives to litigation when it is in her client's best interests, but she is always prepared to provide strong and effective legal advocacy with proven courtroom skills if litigation becomes necessary.

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FAMILY LAW

Marilyn is the family law attorney who advocates for you – whether yours is a complex, high-net-worth case or the so-called simple divorce. Effective, experienced, and creative. Included in Minnesota Super Lawyers and its Top 50 Women Lawyers list. Learn more about Marilyn's experience and approach at her firm's website.

FAMILY LAW

Joani C. Moberg handles all aspects of family law matters, including custody, child support, spousal maintenance, paternity, property division, settlement negotiations, litigation and appeals. Ms. Moberg balances her deep legal knowledge and wealth of experience with a practical approach to problem-solving, empowering and helping clients to navigate the process. With extensive courtroom experience, Ms. Moberg is a zealous advocate when necessary. Ms. Moberg conducts judicial training, is a Fellow with the American Academy of Matrimonial Lawyers, and Editor of Minnesota Divorce Practice Deskbook.

TAX ADMINISTRATIVE LAW

Tom concentrates his practice on tax disputes and litigation, including state and local tax matters (income, sales, and property tax) and federal tax matters. Prior to joining the firm, he was chief litigator for the Minnesota Department of Revenue, representing the state in complex corporate tax cases involving unitary taxation and other constitutional issues. Tom frequently advises clients who are contemplating a change of residence and represents clients in tax residency audits and appeals. Tom is also an accomplished administrative law litigator with experience in securities, banking, and insurance.





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BUSINESS LITIGATION GENERAL LITIGATION

John Neve focuses his practice on civil litigation, representing businesses and individuals in a range of commercial, employment, and real estate disputes in state and federal court and arbitrations. He has successfully litigated claims involving breach of contract, trade secrets, breach of fiduciary duty, tortious interference with contracts, securities fraud, bad faith, misrepresentation, negligence, conversion, and foreclosure. He also has extensive appellate experience, having argued numerous cases before the Minnesota Court of Appeals. He received his J.D. from the University of Minnesota, where he now teaches advocacy and legal writing as an adjunct professor. He is admitted to the state and federal courts of Minnesota, the Eight Circuit Court of Appeals, and the United States Supreme Court.



Ms. Nolan is a trusted business advisor who thoughtfully counsels clients to strategically manage risk and avoid protracted litigation. She has a strong track record for integrity, responsiveness, ingenuity, pragmatism, and client satisfaction. She has over three decades of labor and employment counseling and litigation experience representing and advising businesses in many states in all aspects of employment, labor, and business matters including wage-and-hour laws, family leave laws, all types of discrimination, compliance, OSHA, non-competition agreements, harassment, shareholder disputes, independent contractor issues, and countless human resource and personnel issues such as handling employee/management training and drafting, reviewing, and interpreting contracts. She is also licensed to practice in Wisconsin.

FAMILY LAW ALTERNATIVE DISPUTE RESOLUTION

Linda A. Olup has been a family lawyer for almost four decades. She co-authored the Thomson-West Family Law volume for 25 years. Linda has been named to every Minnesota Super Lawyers list since its inception in 1991. In addition she has been named to the list of Top 40 Family Lawyers in Minnesota and Top 50 Women Lawyers in Minnesota. Linda's name also appears in the publication The Best Lawyers in America. Linda was one of the first women admitted into the American Academy of Matrimonial Lawyers and is named as one of the preeminent family lawyers in the U.S. by Martindale-Hubbell. In 2015 Linda received the Client Distinction Award which is received by fewer than 1 percent of attorneys in the U.S. Linda is a Rule 114 Qualified Neutral providing private mediation services and ENE service by court appointment.

TAMARA O'NEILL MORELAND LARKIN HOFFMAN

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LAND USE/ZONING CONSTRUCTION LITIGATION REAL ESTATE

Tamara O'Neill Moreland is a shareholder in Larkin Hoffman's Real Estate Litigation Department, concentrating her practice on litigation involving land use, construction, real estate transactions, environmental issues, telecommunications, and appellate advocacy. She received her J.D., cum laude, from Hamline University School of Law and her B.A., *summa cum laude*, from Centenary College of Louisiana. Tamara is an MSBA Board Certified Real Property Specialist. She serves on the Board of Directors, as Ethics Counsel, and as the Chair of the Professional Development Committee for Larkin Hoffman and is a member of the Minnesota Judicial Council's Committee for Equality and Justice. Tamara was named to the Minnesota Rising Stars list for eight years and the Super Lawyers list for three years

CRIMINAL DEFENSE

Ryan Pacyga defends people accused of serious crimes in state and federal courts across the nation. Areas of defense include assault, criminal sexual conduct, murder, drug trafficking, fraud, arson, and DWI. Ryan's victories include not guilty verdicts and dismissals in murder, criminal sexual conduct, assault, burglary, controlled substance, robbery, prostitution, and DWI cases. Ryan is on the Board of Directors of the MACDL and is a life member of the National Association of Criminal Defense Lawyers. Ryan takes pride in not only getting the best possible result in court, but also in improving his clients' lives. Ryan is often asked to teach criminal law and trial skills at continuing legal education classes and to speak as an expert for local news media. Ryan mentors lawyers and law students and also volunteers as a youth athletics coach

PERSONAL INJURY GENERAL: PLAINTIFF PERSONAL INJURY PRODUCTS: PLAINTIFF PERSONAL INJURY MEDICAL MALPRACTICE: PLAINTIFF

Paul represents people injured by the wrongful acts of others. He is Board Certified as a Civil Trial Specialist by the Minnesota State Bar Association and the National Board of Trial Advocacy. He is a member and Past President of the Minnesota chapter of the American Board of Trial Advocates and the Academy of Certified Trial Lawyers. He is the Past President and a current member of the Amdahl Inn of Court. Paul has served as trial and appellate counsel in a number of cases that led to notable decisions in the areas of damages, settlements, insurance bad faith, and the interrelationship of third-party tort and workers' compensation law. Paul is licensed in Minnesota and Wisconsin and, with his partner Bill Harper, has represented clients throughout the United States.

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CRIMINAL DEFENSE

CRIMINAL DEFENSE: WHITE COLLAR PERSONAL INJURY GENERAL: PLAINTIFF

For nearly 20 years, Bruce Rivers has been a top criminal defense lawyer. He is certified by the National Board of Trial Advocacy and by the Minnesota State Bar Association as a criminal trial specialist. He is a member of top 100 trial lawyers. He is on the board of directors of the Minnesota Association of Criminal Defense Lawyers and treasurer of the Academy of Certified Trial Lawyers of Minnesota. He represents clients and corporations of all walks of life in trials ranging from murder one to complex health care fraud. He appears regularly in both state and federal courts. Judges and prosecutors respect his integrity and anticipate a well-prepared, vigorous defense. His commitment to excellence and to criminal defense has resulted in acquittals in every level of homicide down to DWI.

FAMILY LAW

Becky Toeys Rooney has devoted her practice to the area of family law for over 30 years. She has extensive experience with dissolution and post-decree matters, child support and spousal maintenance litigation, custody disputes, and appeals. She is a graduate of the University of Minnesota Law School and a 1977 graduate of Grinnell College with a B.A. in economics. She has been named in the Minnesota Super Lawyers list since 1998, has been named in Minnesota's Top 100 Women list in Super Lawyers, and has been named as one of the state's Top 40 Family Lawyers.

FAMILY LAW

Lymari has been practicing law since 1994, focusing exclusively on family law litigation since 2000. She co-founded Mack & Santana Law Offices, P.C. in 2004. Lymari has successfully represented high-net-worth clients in complex divorce cases and is also experienced in paternity and post-divorce matters. Lymari excels in providing strong, dynamic advocacy for her clients, combined with efficient, creative legal services. Lymari has been listed in Super Lawyers since 2007, she was listed in Top 50 Women Minnesota Super Lawyers in 2012 and Top 100 Minnesota Women Super Lawyers in 2007 and 2009. Lymari lectures on family law and diversity topics for CLE classes and she has written on family law issues for CLE deskbooks, Lymari received a bilingual education, and she speaks, reads, and writes Spanish as fluently as English.

MINNESOTA 2016 SUPER LAWYERS

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FAMILY LAW

Karen Schreiber is engaged primarily by professionals and high-net-worth individuals facing financially complex marriage dissolution matters. For 30 years, she has guided clients through dissolutions involving closely held businesses, valuation and division of executive compensation, complex property settlements, family support, and spousal maintenance. Karen also crafts antenuptial, postnuptial, and post-marriage dissolution agreements. Karen is a Rule 114 qualified mediator, is a panelist for Hennepin County financial early neutral evaluators, and serves as a moderated settlement conference referee in family court. Karen has been selected for inclusion in Minnesota Super Lawyers every year since 2003 and *The Best Lawyers in America* since 2012.

PERSONAL INJURY GENERAL: PLAINTIFF WORKERS' COMPENSATION ALTERNATIVE DISPUTE RESOLUTION

Since 2008, Mr. Schroeder has annually earned the Minnesota Super Lawyers recognition. Known by peers for his tireless, compassionate, and strategic representation in Minnesota and Wisconsin, he serves clients primarily on cases involving personal injury, insurance disputes and work-related injuries. Mr. Schroeder has teamed with and litigates cases with prominent Midwest trial lawyers and has arbitrated insurance disputes and complex personal injury claims for over 24 years. A former insurance claims adjuster, he is an active member of the American, Minnesota, and Wisconsin Associations for Justice and is a life member of Street Legal Motorcycle Club. He writes articles addressing unique aspects of motorcycle insurance, injuries, and safety measures and is frequently contacted to represent injured motorcyclists.

FAMILY LAW
GENERAL LITIGATION
BUSINESS/CORPORATE

Certified as a Family Law Trial Advocate by the National Board of Trial Advocacy and as a Civil Trial Specialist by the MSBA, Mr. Schulz has broad experience in trial practice in family law, civil litigation, employment law, professional negligence matters, and service to businesses and professionals. His focus with all clients is on creative problem solving, utilizing all appropriate forms of dispute resolution. A magna cum laude graduate from Concordia College, Moorhead, MN, and 1982 graduate of William Mitchell College of Law, John is a qualified mediator and is admitted to practice in both Minnesota and Wisconsin; he also serves as a mediator and arbitrator and is active in many community and non-profit organizations. He has served on the firm's Management and Compensation Committees for many years.

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CIVIL LITIGATION: DEFENSE

PERSONAL INJURY PRODUCTS: DEFENSE INSURANCE COVERAGE

A trial lawyer with 30 years of experience, Tim Schupp is a fellow of the American College of Trial Lawyers, an honor limited to the top 1 percent of lawyers in a state. Tim has tried more than 50 civil jury trials to a verdict in courts throughout the United States. Known for his tenacity and ability to assimilate large amounts of information, Tim is often called upon to manage and try complex matters. Recently, he and partner Bob Bennett devoted hundreds of hours to the consortium representing 103 victims in the I-35W bridge collapse case.

CRIMINAL DEFENSE: WHITE COLLAR CRIMINAL DEFENSE

Dan Scott's 38 years of trial practice in federal court give him an insider's knowledge of the federal justice system. His expertise in the policies and personalities of prosecutors and courts has allowed his clients to achieve resolutions far more favorable than published guidelines. Over the past four decades, it is likely no one has tried more federal jury trials in Minnesota. While director of the Minnesota Federal Public Defender Program, Dan specializes in the white collar area: mail, wire, bank, bankruptcy fraud, securities violations, and income tax offenses. He has represented bankers, lawyers, accountants and Fortune 500 companies, employees, and officers. Dan is an MSBA Board Certified Criminal Law Specialist. He prefers to work behind the scenes; the press has described Dan as "the best defense lawyer nobody has heard of."

CRIMINAL DEFENSE
CRIMINAL DEFENSE: WHITE COLLAR
CRIMINAL DEFENSE: DUI/DWI

Following his 1978 graduation from Notre Dame Law School, Mr. Short began his career with a federal clerkship and seven years in the Ramsey County Attorney's Office. Since entering private practice in 1987, he has devoted his practice entirely to criminal defense. Mr. Short has obtained outright jury acquittals for his clients in over 30 cases. He has been NBTA certified as a Criminal Trial Specialist for over 20 years and has been named in the Minnesota Super Lawyers list since its inception in 1991. Mr. Short's daughter Maura Short, joined his practice in 2013. Ms. Short, a 2012 graduate of Notre Dame Law School, assists in her father's white collar practice and is developing her own caseload of state criminal matters.

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FAMILY LAW

Brian L. Sobol specializes in matters involving high-net-worth estates, including family business valuation. He is one of only three Minnesota lawyers elected Diplomate in the American College of Family Trial Lawyers (membership limited to 100 of the top U.S. family trial lawyers). He is also a Board Certified Family Trial Advocate, National Board of Trial Advocacy, certification held by only a few Minnesota family law attorneys. He has expertise in drafting and litigating antenuptial agreements. He has experience with domestic and international custody and business matters. He has extensive appellate expertise, successfully arguing cases in both the Minnesota Court of Appeals and Supreme Court. He is a fellow of the IAFL and AAML; he serves on the national AAML Board of Governors. He is a trained mediator and financial neutral evaluator.

IMMIGRATION

Steven Thal is an immigration attorney handling employer and family petitions, naturalization, asylum, and deportation cases. He is a past Chair of the Minnesota/Dakotas Chapter of the American Immigration Lawyers Association (AlLA). He has served on the AlLA National Board of Governors and on the National Board of Trustees of the American Immigration Council. He is a 1982 graduate, cum laude, of the University of Minnesota Law School. Before law school, he served two years in the Peace Corps in Ecuador, South America. Mr. Thal is a frequent lecturer on immigration law, holds an AV rating from Martindale-Hubbell, and is listed in the Bar Register of Preeminent Lawyers. He was awarded the AlLA National Presidential Commendation for creative and tireless advocacy on behalf of immigrants.

CIVIL LITIGATION: PLAINTIFF
PERSONAL INJURY MEDICAL MALPRACTICE: PLAINTIFF
EMPLOYMENT & LABOR

In over 35 years of practice Bill Tilton has tried major cases involving auto accidents, medical negligence, products liability, wrongful death, murder, riot, wrongful discharge, defamation, and more. He has taught at many seminars, was an adjunct professor of law, is certified as a Civil Trial Specialist, and is admitted to practice in several jurisdictions. He has received the Lawyer of the Year Award and been named by his peers to the Minnesota Super Lawyers list for many years. He obtains superlative settlements and verdicts for his clients, with record-setting results in several categories. His practice focuses mainly on wrongful death and other personal injury matters, including medical negligence, and on representation of medical professionals in personal affairs.

A nationally certified Creditors' Rights Specialist for over a decade,

formerly on the Minnesota Rising Stars list and a Super Lawyers honoree for the second year in a row, George Warner is consistently

recognized as one of Minnesota's top collection attorneys for his

zealous and aggressive representation of clients - often in unique

and difficult cases. Warner has extensive experience representing

local, national, and international clients with all types of collection

matters, from spearheading original litigation in state or federal

court to securing an award to providing aggressive, creative, and exhaustive post-judgment efforts. A lifelong Minnesotan, Warner is

a frequent lecturer on collections and has acted as an expert witness



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CREDITOR DEBTOR RIGHTS

BUSINESS LITIGATION BANKRUPTCY: BUSINESS



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CRIMINAL DEFENSE

CRIMINAL DEFENSE: WHITE COLLAR

Timothy D. Webb of Neve Webb, PLLC, in Minneapolis, Minnesota, is a tough, effective criminal defense attorney who represents individuals and corporations in all state and federal criminal

investigations and prosecutions. Attorney Webb practices primarily

in the area of white collar criminal defense. He has extensive,

broad-ranging, successful experience in protecting the rights of his

clients charged with such crimes as tax evasion, criminal neglect,

violation of environmental laws, mail and wire fraud, mortgage

fraud, health care fraud, embezzlement, criminal vehicular homicide, and assault. He was selected for inclusion in Minnesota Rising Stars

in 2006 and Minnesota Super Lawyers from 2008 to 2015. He was

named in the Top 40 Criminal Defense Lawyers in Minnesota Law &



FAMILY LAW ALTERNATIVE DISPUTE RESOLUTION

As a family law attorney with over 25 years of experience, I will work with you so you receive top legal representation matching the needs of you and your family. I am experienced in working through collaboration, mediation, negotiation, and litigation. In the process right for you, my role is to guide you with legal advice and experience. My goal is to give to you the tools and support necessary in the legal process and for you to be able to move to the next stage of your life. I am a member of the Collaborative Law Institute. I have been named in the Minnesota Super Lawyers and Top 40 Family Law attorneys lists for a number of years. I have lectured and published materials for lawyers on custody, support, and elder law dissolutions. I have been appointed as a Special Master in Hennepin County Family Courts.



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BUSINESS LITIGATION

Leatha Wolter heads the Anti-Fraud Counseling and Litigation Group at Meagher & Geer, P.L.L.P. For more than 25 years, she has counseled insurers and other clients on claims handling, investigation, and litigation strategies designed to address internal and external fraud. She litigates cases in Minnesota and throughout the country in state and federal court. She is frequently called on to resolve questions involving arson, property losses, health care provider fraud, staged auto accidents, and contract rescission due to misrepresentation. She is a member of the International Association of Arson Investigators and the Minnesota Anti-Vehicle Crime Association. She is a former trial advocacy instructor and often provides in-house training to clients, trade groups, and other businesses, regarding all aspects of litigation.

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INTELLECTUAL PROPERTY LITIGATION INTELLECTUAL PROPERTY

Rachel Zimmerman Scobie is an experienced trial lawver who handles all aspects of complex intellectual property disputes, from the initial investigation through trial and appeal. Rachel has been responsible for patent, trademark, and trade secret matters in various state and federal courts and agencies throughout the United States. Rachel enjoys working with people who are as passionate and enthusiastic about their business as she is about the law. Most importantly. Rachel understands that there is no one-size-fits-all approach to litigation. She tailors her litigation strategy to fit each client and always keeps the client's business objectives firmly



Steve Wolter applies insight gained through his varied experience as a former criminal prosecutor, a government attorney responsible for nationwide failed bank litigation, and a white collar criminal defense lawver to successfully handle a diverse mix of criminal and civil lawsuits. He is committed to providing each client with top-quality, hands-on service, delivered in a timely and professional manner. He offers every client straightforward advice and creative settlement solutions backed up by a demonstrated ability to try cases that do not settle out of court. He has helped many individuals, small businesses, and corporate clients resolve claims that threatened their business and financial futures. He has handled a myriad of cases involving fraud claims in state and federal trial courts, in bankruptcy court, and on appeal

BUSINESS/CORPORATE REAL ESTATE MERGERS & ACQUISITIONS

Zamansky Professional Association has a broad-based business practice dedicated to the law, service and good judgment for its clients and the community. Zamansky Professional Association represents individuals, startups and well-established business entities. Ronald Zamansky graduated in 1972 from the University of Minnesota Law School. He became a partner at Doherty, Rumble & Butler. Zamansky is the founder of Create A Memory Foundation, was the 2010 recipient of the Sidney Barrows Lifetime Commitment Award from the Cardozo Society, was inducted into the Herzl Camp Hall of Fame in 2015 and has been a speaker on negotiation. He and his wife I vnn have two sons who are both attorneys practicing law in Minnesota: Rory is a partner at Zelle LLP, and Drew is a member of Zamansky Professional Association.

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THE LIST BY PRIMARY AREA OF PRACTICE

The list was finalized as of January 27, 2016. Any updates to the list (for example, status changes or disqualifying events) will be reflected on superlawyers.com.

Names and page numbers in **RED** indicate a profile on the specified page.

Phone numbers included only for attorneys with paid Super Lawyers print advertisements.

Only attorneys who data verified with Super Lawyers for current year included on this list. All current selections reflected on superlawyers.com profiles.

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CONTINUED ON PAGE S-28



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Jason M. Eyberg is an associate attorney at Harper and Peterson

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has been recognized as part of an elite group of emerging lawyers identified by Minnesota's top lawyers, and named in Minnesota

Rising Stars in 2014 and 2015. Jason has helped recover millions

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FAMILY LAW

Mike Boulette litigates high-stakes divorce and child custody cases, regularly handling multimillion-dollar divorces involving closely held business, commercial real estate valuation, fraud and concealed assets, executive benefits, trusts, and inherited wealth, in addition to high-conflict custody cases with allegations of abuse or alienation. His clients include business owners, public figures, entrepreneurs, C-suite executives, high-net-worth families, medical and legal professionals, and their spouses. Mike is a sought-after media commentator on divorce and child custody issues, writes extensively on family law, and serves as an adjunct law professor. Mike authors family-in-law.com, a blog covering family law trends, as well as a forthcoming volume on Minnesota Family Law for Thomson Reuters' Minnesota Practice Series

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Nick's practice is devoted exclusively to property tax appeals involving commercial property, including retail, office, and industrial buildings. Nick consistently obtains substantial reductions in real estate taxes for his clients, which include Fortune 100 companies, REITs, local businesses, and investors. Nick is a past Chairman of the Minnesota State Bar Association's Tax Council and a past chairman of the IPT's Property Tax Symposium Committee. Nick has twice co-authored the Minnesota Shopping Center Association's Retail Real Estate Report and is a regional editor of the ABA's Property Tax Deskbook. He frequently lectures on the topics of property taxes and commercial real estate valuation to appraisers, attorneys, real estate brokers, property managers, and corporate tax professionals.



Deborah practices exclusively in the area of family law. She has consistently demonstrated she is detailed, focused, and goal-oriented in her practice of law as well as a zealous advocate for clients. Her goal is to encourage communication between parties and counsel and to resolve matters to the greatest extent possible out-of-court, yet she is prepared to litigate matters if needed. Deborah has worked with children and adults in various settings and understands the emotionally and financially complex issues that arise in family law. Prior to joining Honsa & Associates, P.A., Deborah served for more than three years as a law clerk for two judges serving a family court rotation in Hennepin County District Court.

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Jared M. Goerlitz is a shareholder at PFB Law. Jared is licensed to practice law in both Minnesota and Wisconsin. He practices in the areas of financial, business, and real estate law. Jared litigates matters in both state and federal district and appellate courts and handles a full range of matters, including general business and real estate disputes, financial regulatory violations, mortgage banking issues, priority disputes, title insurance disputes, creditor remedies, and bankruptcy. Jared also maintains a transactional practice to assist clients in the areas of financial, business, and real estate law.

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Matt's practice is focused on real estate law, creditors' remedies, general business law, and civil litigation. His clients range from individuals and small business owners to construction companies, real estate developers, and non-profit organizations. A majority of his practice is dedicated to homeowner association law, where he is involved in the representation of over 300 homeowner associations throughout Minnesota. Matt takes pride in understanding the needs of his clients and providing individualized counsel to achieve his clients' goals. Matt provides effective counsel during all stages of representation. Whether helping clients start a business, negotiating a contract, or providing courtroom representation, Matt is a zealous advocate for his clients.



Elizabeth Juelich is a partner at Krueger & Juelich, PLLC in Minnetonka, Minnesota. She focuses her practice on family law and estate planning. She understands that her clients' families are their most valuable asset, and she tailors her representation to create a plan for their personal and financial future. Ms. Juelich's family law practice includes divorce, custody, parenting time, child support, spousal maintenance, executive compensation issues, and complex property division. Believing clients are happier with the outcome when they are actively engaged in planning and settlement negotiations, she encourages client participation throughout the process. She advocates strongly in court, mediations, and settlement conferences and ensures that her clients understand the cost/benefit analysis of specific actions.

FAMILY LAW

Kari is an attorney practicing exclusively in family law. Kari represents her clients in all aspects of family law, including but not limited to, prenuptial and postnuptial agreements, divorce, legal separation, custody and parenting time actions, paternity actions, post-decree issues, and orders for protection. Prior to joining Honsa & Associates, P.A., Kari worked as a law clerk for a judge in Hennepin County writing orders dealing exclusively with family law. Kari experienced first-hand courtroom procedures, litigation strategies, and legal writing skills that have proven effective in family law practice. Kari applies this knowledge on a daily basis to effectively manage her clients' cases and achieve a positive outcome for her clients.

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Katie E. Merkel is an attorney at Henschel Moberg Goff, P.A., practicing exclusively in the area of family law. She is experienced in issues related to marriage dissolution, custody, parenting time, child support, spousal maintenance and complex financial issues including business valuations, non-marital tracing and the division of large marital estates. Katie has an understanding of the unique dynamics of family law and diligently works to guide clients through the highly emotional process of a family law proceeding. She is committed to the use of alternative dispute resolution processes. Where resolution is not possible and litigation is necessary, she is a tenacious advocate, committed to thoughtful and thorough representation.

FAMILY LAW

Gloria Myre is a partner at the law firm of Lindquist & Vennum, where her practice focuses exclusively on family law. Gloria regularly represents professionals, executives, and business owners in complex divorce cases, post-decree matters, and prenuptial agreements. She also represents individuals with paternity, custody, and parenting time disputes. Although Gloria works diligently with clients to resolve their family law issues through settlement, she is prepared to advocate zealously for her clients in the courtroom when litigation is needed. Gloria graduated summa cum laude from the University of St. Thomas School of Law, where she served as the managing editor of the law review. Gloria was a law clerk at the Minnesota Supreme Court prior to entering private practice.

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Nathan Nelson is managing partner and co-founder of Virtus Law PLLC. Mr. Nelson represents businesses and high net worth individuals in the areas of business and corporate law, estate planning, litigation, real estate, and banking. He has argued before the Minnesota Supreme Court. Nathan is a guest speaker for ESPN 1500 radio, real estate associations, and multiple colleges and universities. He is a facilitator for a national group of estate planning and asset protection attorneys. Nathan serves on the paralegal advisory committee for Inver Hills Community College. His articles have been published by Minnesota Real Estate Investors Association and in *Minnesota Business Magazine*. Nathan has built a reputation of excellence with his client-centered practice and focus on providing a return on investment in legal services.

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MARKETING MASH-UP By Glenn Karwoski

Where Do You Rank?

Does our rank-everything culture make marketing easier or defeat it?

friend of mine once said that strong brands have three characteristics: They're distinctive, relevant and consistent, with "distinctive" the most elusive of the triumvirate. Marketers are always searching for the next new thing that will separate their brand from the pack, and one way to do that is to validate how special they truly are with a third-party endorsement.

Is your company a best place to work? Maybe it's a best place to work for women or for diversity. Could it be that you're the best place to work in a certain industry, such as advertising? Or perhaps your workplace was named the best in a category like small convention and visitors bureaus in Minnesota (a category that actually exists).

It seems that everywhere you turn there is a "best of" award competition going on. While in the past the contests were usually limited to city magazines like our sister publication, *Mpls.St.Paul*, the phenomenon has spread to the corporate sector, where companies vie for honors that they can then use to promote themselves to current and prospective employees.

Before you invest time and effort in soliciting and

marketing yourself to media and organizations that do this, ask yourself if

being on a list with a hundred other companies is really going to make you all that distinctive.

The proliferation of rankings that once served to distinguish us is definitely a revenue booster for the media properties and organizations that sponsor such awards; as a result, what once was a differentiator is evolving into the trophy everybody gets for just participating.

What's our obsession with the best? I think it's our shorthand, bullet-point and Twitter mentality.

Skimming a list of "bests" cuts down the time we have to spend really doing research. Going out for a quick bite? Do a check on TripAdvisor and Yelp to get the info at your fingertips.

We want to rank everything to see where we are and how our choices measure up.

You may, or may not, be happy to know that Minneapolis ranks as the best city for broke millennials, according to a real estate survey. Wow—all along I thought that Portland had that one sewed up. We're also ranked among the best cities for recent college grads, and in June, 3M was named the most-desired company in a survey of millennials who are members of the National Society of High School Scholars, coming out ahead of tech darlings like Google and Apple.

Did you know that in 2015 Minnesota was ranked the No. 1 state for business by CNBC? Try selling that to the

Minnesota Chamber of Commerce that constantly rails against the tax burden the state places on businesses and individuals. The CNBC analysis measured more than 60 variables in 10 categories: workforce, cost of doing business, infrastructure, economy, quality of life, technology and innovation, education, business friendliness, cost of living, and access to capital. Not all categories were rated equally important. So exactly who gets to decide and why?

CNBC said it solicited advice from business and policy experts, and government sources, as well as its own Global CFO Council, to come up with the criteria and weighting



We want to rank everything to see where we are and how our choices measure up. for the categories. But check with Forbes and you get a different list, where Minnesota ranks No. 13. ChiefExecutive.net puts us at No. 31. *USA Today* ranks us No. 10, and 24/7 Wall Street puts us at No. 5. You get the picture: different criteria, different weighting, different results.

The one-time magazine *U.S. News and World Report* has turned ranking into its primary niche, with books covering a variety of education-related categories, health, money, travel, cars and law. Colleges and universities

are especially addicted to the publication's annual ranking of schools, and almost every college and university in Minnesota touts its ranking on their website with appropriate spin. For example, Concordia University in St. Paul has the *U.S. News and World Report* "Best" logo on its website, noting that it placed in the category of online bachelor's degree in 2013. But dig a little deeper and you find Concordia was tied for 79th.

The trouble with rankings, whether state business climates or colleges, is that everybody can create criteria and weigh results based on whatever they want.

Then there's the question of how reliable the data actually are. Going back to the lists of college rankings, is there really that great a difference between, say, the No. 10 liberal arts college in the country and No. 15? Aren't we really just splitting hairs here?

The bottom line is that no business wants to be at the bottom of a list unless it's companies with the highest percentage of employee turnover or most health code violations. So do your due diligence to determine whether any list is one you want to show up on. tcbmag

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CORNER OFFICE
By Mark W. Sheffert

Case Study:

Lessons on Protecting Reputation

Your business's reputation is gained in inches, but lost in miles.

everal years ago, as a new executive at a very large financial institution, I learned some important lessons about the value of reputation. Since this incident, I have always believed that a company's reputation should be managed as its most valuable asset—more important than any patented technology, unique products or employee talent. Reputation should be protected like a mother grizzly bear protects her cubs, because without a good reputation your company will die. It's a life-or-death situation.

Back to my case study: A large financial institution did nothing unethical, illegal or immoral, but the investment philosophy and actions in one division were question-

able. While it was a borderline risk—just an eyebrow-raiser at the time—it eventually caused a lot of trouble.

That's my first lesson about reputation: Reputation risk is a complex issue driven by a range of other business risks. Obvious areas that top the list of reputation risks are those related to ethics, such as fraud or other moral/legal misdeeds. When reputation risk is on the agenda

at board meetings, discussion usually centers on the risks of ethical lapses or breaches such as those.

However, protecting your reputation in today's highly connected global economy also means managing safety, health and environment risks inherent in products and services, as well as electronic security risks such as cyber-attacks, and physical attacks by terrorists or others with intent to do harm. And finally, today's companies are being held accountable for the actions of their suppliers and vendors, many of whom are now on the other side of the planet, so those third-party relationships should also be included in risk assessments.

So the questionable investment philosophy and actions of one division of the very large financial institution was a small blip on the radar of its executive team, but had the company leaders been managing to protect its reputation, I believe the issue would have bubbled up long before it exploded in our faces.

tionable investment philosophy led to some risky investments that resulted in huge investment losses. Of course, this caught the attention of the media, and the company's most senior executives panicked. The executive team was instructed not to talk to the press, although our outside public relations consultant advised the opposite approach. It was a big mistake not to communicate with the media,

What eventually caused the trouble was that the ques-

It was a big mistake not to communicate with the media, because we did not get an opportunity to explain the investment philosophy to the public; the only story being told was about risky investments that led to huge losses and shareholders losing millions of dollars.

This is my second lesson about reputation: In a crisis, either cooperate with the media and tell your story or they will tell their version for you. As a result of the negative media reports, overnight the company was known for making bad investment decisions and losing shareholders' money. In a few days, our reputation as a trustworthy institution, as well as a solid equity investment, was tainted.

As a result of critical media reports about these investments, customers left, revenue declined and growth stagnated. The company's stock plummeted as shareholders sold theirs. Eventually, the board of directors fired both the president and the CEO and divested the portfolio, which was a write-off of several billion dollars.

And that's my third lesson: Customers are the most important stakeholders in reputation risk. Leaders get side-tracked easily (especially in highly regulated industries) and worry about the company's reputation risk with regulators, investors, employees and the media. It's too easy to forget that customers are at the front of the line. In my case study, losing the trust of customers was the tip of the iceberg that caused the ship to sink.

This incident happened years ago, when the mainstream media was the only outlet for public information. Today, reputation can be tarnished with a few keystrokes sent around the world within minutes. Protecting it is an even bigger ballgame that must be played every day.

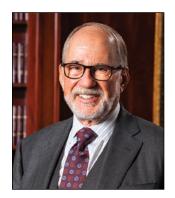
I eventually left the corporate world to become an entrepreneur and start my own firm. This choice meant that I left the assurance of a salary and other corporate perks behind, but I took with me these lessons about reputation. As I grew my firm and continue to manage it today, I am always mindful of our long-standing, hard-earned reputation for reliability, excellence, integrity and commitment to our clients. Managing reputational risk is our No. 1 strategic business issue, because we know that reputation is gained in inches over time, but it can be lost in miles in minutes. Is your organization's reputation your No. 1 asset? And shouldn't it be? tcbmag

Mark W. Sheffert (mark@manchestercompanies.com) is founder, chairman and CEO of Manchester Companies Inc., a Minneapolis-based board and management advisory firm specializing in business recovery, transformation, performance improvement, board governance, and litigation support.





It was a big mistake for the company not to communicate with the media . . . The only story being told was about risky investments that led to huge losses and shareholders losing millions of dollars.



OPEN LETTER By Vance K. Opperman



The Lake Formerly Known as Calhoun

To: Tom Landwehr **DNR Commissioner** St. Paul, Minn.

Dear Mr. Landwehr:

As a teenager growing up in the wild suburbs of St. Paul, it was a summer rite of passage when one got their driver's license (at the age of 15!) to take a car full of buddies, and hopefully girls, to Lake Calhoun. I remember being curious why the lake was so named. A concessionaire explained that the lake was named after Captain Calhoun, who had been a famous merchant sailor during the time of big sailboats; hence the main focal point of the lake was marked with a large mast, a furled sail and a large captain's wheel.

As it turns out, that story is completely false and completely undermines my trust in hot-dog vendors as a source of historical truth. But there is this one bit of coincident truth in the story—John C. Calhoun, for whom the lake was apparently named, never actually visited the lake, or for that matter, the state of Minnesota. Apparently, Secretary of War Calhoun sent a surveyor to map the area around Fort Snelling in 1817, and that surveyor named the lake after his boss.

The original residents of the area, Native Americans, having never heard of John C. Calhoun, had a different name for the lake. A Dakota language teaching specialist at the University of Minnesota, Wayne Bendickson, has stated that the lake was originally called Boza Bde (Loon Lake) or Bde Maka Ska (as the Minneapolis Park Board spells it). The latter name means "Lake of White Earth," apparently referring to the sandy white beaches for which the lake was known.

In the last year there have been numerous nationwide efforts to change names usually associated with slavery (Calhoun) or to abolish slurs directed at Native Americans. Colleges have changed mascots. And while some said that the mountains would move before the University of North Dakota would change its team name (Fighting Sioux), in fact the university did change the name, and a mountain, Mount McKinley, had its name changed to Denali, the term used by Native Americans in that region. So names can be changed.

John C. Calhoun had absolutely no connection to the state. He died eight years before Minnesota became a state and 10 years before the Civil War, for which he is sometimes blamed. It's a cipher, a silly happenstance born of an unimaginative surveyor.

> And it can be noted that Minnesota is not resistant to using Native American words in its geographic lexicon; Mississippi, Minnesota, Minneapolis, Wayzata, and countless other well-known names all have Native American origins. So why change now?

> John C. Calhoun had absolutely no connection to the state of Minnesota. He died eight years before Minnesota became a state and 11 years before the Civil War, for which he is sometimes blamed. It is not a family name of Minnesota stature. Nor is it a common immigrant name, like Anderson, Nelson or Carlson. It's a cipher, a silly happenstance born of

an unimaginative surveyor.

In an effort to resolve this controversy, the park board has started to erect signs for Bde Maka Ska under the Calhoun name. This, too, is unsatisfactory. For one thing, very few people will ever know what "Bde Maka Ska" means or stands for. That's not totally disqualifying, given that very few people likely know what "Calhoun" stands for. But at least Calhoun is pronounceable, and Bde Maka Ska is not. And therein lies the major difficulty. Brand names to convey value must be memorable and pronounceable. Bde Maka Ska is neither.

But there is a much better alternative. The lake formerly known as Calhoun should now be named Lake Prince. Prince is one of the most iconic musical talents to ever come out of Minnesota. Prince was born in Minneapolis, grew up and was educated in Minneapolis, and died in Minneapolis suburb. His residence and place of business (Paisley Park) were maintained in a Minneapolis suburb.

Prince chose to develop his music and the associated businesses in the Twin Cities community. Many in this area owe their employment, or at least acts of generosity and kindness, to Prince. It was not at all uncommon to find him at the Electric Fetus, First Avenue or the Dakota jazz club. Some residents of Chanhassen were startled to find him at their door on Sunday proselytizing for Jehovah's Witnesses. He was an integral part of this community, and as such, helped raise Minneapolis to national musical prominence. Unlike Bob Dylan, who left and found fame in Greenwich Village, Prince found it here at home.

And what music he developed at home. He has sold more than 100 million records worldwide, becoming one of the best-selling artists of all time. He won seven Grammy Awards, a Golden Globe, and an Academy Award for the film Purple Rain (also set in Minneapolis). Rolling Stone ranked Prince No. 27 on its list of 100 greatest artists. In 2015, Billboard Magazine judged Prince's performance at the 2007 Super Bowl to be the greatest Super Bowl performance of all time. It would be a tone-deaf and unusual citizen of this region who did not recognize a Prince song.

Commissioner Landwehr, think of it: Lake Prince—a fitting tribute to an individual who deserves a fitting tribute. And at the same time, removing a silly name that we should have changed years ago. Instead of trying to dye the lake green for St. Patrick's Day, we could dye it purple on Prince's birthday, June 7. Lake Prince could be the center of musical festivals. Time to make the change, Commissioner.

And one more thing. That first summer that I completed my rite of passage by driving to Lake Calhoun, the most impressive car I saw slowly driving around the beach was a red Corvette. tcbmag

Sincerely yours,

Vance K. Opperman A Supporter of Lake Prince

Vance K. Opperman (vopperman@key-investment.com) is owner and CEO of MSP Communications, which publishes Twin Cities Business.

Technology, disruption and the new economy for law firms

As technological advancements reshape the law firm of the future, Lindquist is increasing the pace of innovation.

ajor disruptions within an industry require organizations to focus on their customers and their changing needs. These transformative changes are usually the result of supply and demand, new technologies available to the market, and the entrance of new competition that, in a broad sense, requires an industry to become more innovative and responsive in order to remain competitive.

When thinking of innovation and transformative change, the legal profession doesn't usually come to mind. That's likely because most law firms are still largely organized and operated the same way they have been for many decades, and the tried and true billable hour is still largely the prevailing metric.

As we look to the economy of the future, Lindquist & Vennum is taking steps to redefine what it means to be a law firm. Over our nearly 50 years as a firm, we've progressed to become a top Minneapolis business law firm. However, the next 50 years will require changes and innovations at an unprecedented pace. The journey we are on takes dedication and a bit of humility to look honestly at ourselves, our clients and our community and regularly ask ourselves how Lindquist can make a positive and meaningful impact in the efficient, cost-effective delivery of legal services.

The nature of change

Changes can be big and small. For example, an attorney in our technology transactions group maintains a consistent and active presence at the CoCo collaborative space in downtown Minneapolis. It's a way to both formally and informally network with business owners, tech leaders and programmers and stay abreast of current ideas and innovations. Our attorney isn't there to sell our services, but rather to remain a highly visible and valuable resource where some of our top local innovators connect, and then bring the knowledge he gleans back to us.



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The desire for cost certainty has never been more important to clients and Lindquist continues to provide a variety of alternative fee arrangements that are responsive to our clients' concerns and budgeting processes.

In our pro bono efforts, we want to improve not just our own attorneys, but also attorneys across the state of Minnesota. Last year, we launched Breaking Poverty Barriers to Equal Justice, a course aimed at increasing the understanding of attorneys who work with pro bono clients from diverse socioeconomic backgrounds. Taken from a live training event, the program is available on our website at <code>lindquist.com/PovertyBarriers</code>. The streaming video and accompanying materials are available free of charge to eligible organizations across the country. Additionally, in-person trainings have been held across the metro area and the state of Minnesota.

Looking ahead

More and bigger changes are on the horizon for Lindquist and the legal industry at large, to be sure. Some we see coming and are planning for, and others that aren't even a blip on anyone's radar yet. Take artificial intelligence (AI), for example. While it doesn't look like it will match the strategic thinking of our experienced lawyers any time soon, AI does show promise to change the discovery process, due diligence and other more routine tasks. We haven't yet found any cases for us that merit testing and deploying AI tools, but are keeping an eye on this and other emerging technologies to implement when the time is right.

But not everything has to change. With so many Fortune 500 companies in the Twin Cities, many of which are clients of ours, we will continue to provide top insight, counsel and service. And to the burgeoning startup scene, we continue to offer the services you'd expect and are always working on creating more and better ways to serve you.

Share your story

I'm interested in hearing the steps you've taken at your business to thrive during disruptive times. While you're at it, let me know what changes you foresee now or in the future for your business or legal needs. I'm confident the Lindquist team has the expertise you need.







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