

TWIN CITIES BUSINESS



Outstanding
Directors
2021

—
Did Covid
Heal Golf?

NIGHT MOVES

It took more than a pivot to keep Seven Steak and Sushi alive when the cops vacated downtown.

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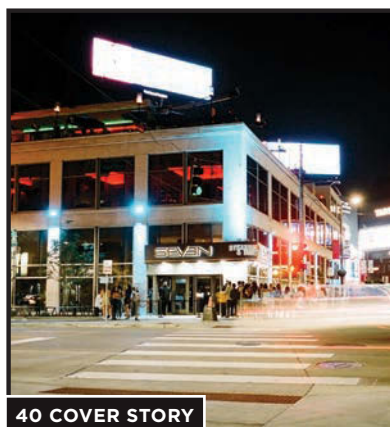
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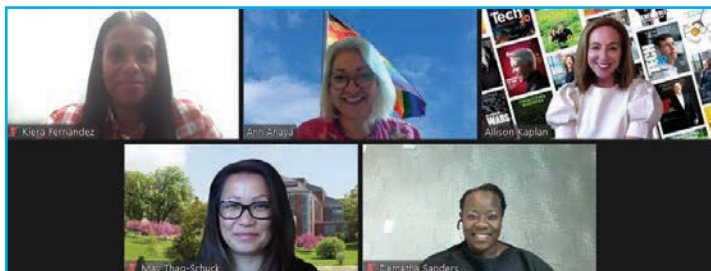
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As Police and Protesters Stand Off, Uptown Businesses Struggle

EVENTS

BIPOC Women Rise to Leadership

"People in leadership roles have a responsibility to bring others along with them," said **Kiera Fernandez**, Target chief diversity and inclusion officer, at a TCB Talks virtual event in June. She was joined by 3M chief diversity officer **Ann Anaya**, Cargill global head of diversity, equity, and inclusion **Demetha Sanders**, and **May Thao-Schuck**, St. Catherine University vice president of career and professional development. Watch a recording at tcbmag.com/tcbtalks.



Clockwise from top left: Kiera Fernandez, Ann Anaya, Allison Kaplan, Demetha Sanders, and May Thao-Schuck

PODCAST

By All Means

"Ultimately, our goal is to be the fastest-growing restaurant chain in American history," Crisp & Green founder **Steele Smiley** says of his new plant-based burger restaurant, Stalk & Spade, in Wayzata. He talks about his national franchising strategy, the importance of digital ordering, and how eating changed during the pandemic.

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Packaging guidelines that improve the unboxing experience, such as Amazon's Frustration-Free Packaging (FFP) initiative, have been around for years. Until recently, most e-retailers treated these programs as recommendations. But Amazon turned its guidelines into requirements.

Amazon requires all packages larger than 18"x14"x8" or heavier than 20 pounds to be certified through the FFP program, which benefits stakeholders by:

- Optimizing the unboxing experience by reducing excessive packaging and hard-to-remove security elements
- Reducing material, labor, warehousing and shipping costs
- Minimizing shipping defects and damages that lead to higher returns
- Improving sustainability with designs that efficiently ship in their own containers

Many companies look to International Safe Transit Association 6 (ISTA6) testing as a quick fix to meet FFP requirements, but Veritiv's packaging experts say there's more to compliance—and that packaging may need reengineering.

If your business sells through Amazon or you're considering e-commerce, keep these tips in mind.

1. Check which ASIN-numbered packages need testing.

Your company may have multiple SKUs with different Amazon Standard Identification Numbers (ASINs) that share the same packaging structures. Most often, only one ASIN needs testing.

2. Choose an APASS partner.

Work with an Amazon Packaging Support and Supplier Network member, a group of companies (including Veritiv) that understands Amazon's standards.

3. Plan for scaling.

Consider how your packaging will scale as demand changes and your business grows.

Ultimately, the goal is to minimize the time you spend testing or developing FFP packages. These steps can help you adapt and stay ahead of the curve.



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The Pipeline Initiative

'No BIPOC candidates' is no excuse. Just ask Minnesota's Women Corporate Directors, who are pooling their expertise to get more women of color ready for board service.

By Allison Kaplan



Kelly Baker is one of the more impressive executives I've had the pleasure of meeting in the past year. She's served in executive roles at General Mills and Pentair and recently joined Thrivent as chief human resources officer.

But unlike many of her Fortune 500 peers, she'd never been asked to serve on a corporate board—until this year. Baker recently joined the board of Ferguson, a \$20 billion British plumbing/heating products distributor (traded on the London and New York stock exchanges). She's the only person of color on the board.

She landed the seat shortly after participating in the Pipeline Initiative, a program launched last fall by Women Corporate Directors' Minnesota chapter with the goal of making boards more diverse and helping women of color make a greater impact in business.

The Pipeline Initiative is the perfect example of what happens when a group of highly accomplished, type A professional women get to talking about what's painfully clear in boardrooms and at their own WCD meetings: The vast majority of women there are white.

For too long, "women"—all women—have been lumped together to check the "diverse" box in corporate boardrooms. But while white women have made significant strides, BIPOC women continue to lag behind. Women hold 24.8 percent of the seats on public company boards in Minnesota, but according to the 2020 Census of Women in Corporate Leadership from St. Catherine University (published in *TCB's* April/May issue), less than 4 percent are BIPOC women. That's even lower than the national average of 6 percent, according to a recent study by the Alliance for Board Diversity and Deloitte. Of those "diverse" board directors, 36 percent sat on multiple Fortune 500 boards—sug-

gesting that once you're in, you're in, and not enough companies go looking beyond.

I spoke about the stats with Kim Nelson, the mother of all mentors. She retired in 2017 as president of the General Mills Foundation and senior vice president of external relations. Throughout much of her career at General Mills, Nelson was the highest-ranking Black woman executive and a tireless champion of "making organizations better for people who look like me." She now serves as a board director for Colgate-Palmolive, Cummins Inc., and Tate & Lyle. Getting there took,

Kim Nelson



well, her entire career. While balancing work and family, she served on the boards of numerous nonprofits and professional organizations including Black Champions Network, Northside Achievement Zone, and the African American Leadership Council. "I always felt I had an obligation—joyously embraced—to give back to the community," Nelson says. "This is a burden I think many successful people of color share. There are so few of us; we often feel a responsibility to leverage our skills and training on behalf of the community." So Nelson put off corporate board service—a pattern that she says causes many women to miss out on influential, sometimes lucrative director roles in the prime of their career.

Nelson and fellow WCD members, including Anne Sempowski Ward, one of our 2021 Outstand-

ing Directors (see page 37), and past ODA honorees Barbara Butts Williams and Kathy Roedel, decided to take action. They assembled a cohort of 28 BIPOC women in senior management roles and offered tactical seminars to get "board ready." Next, they put the word out to businesses and board placement firms about these capable candidates. In seven months, the Pipeline Initiative accomplished what many businesses still claim is impossible to achieve. Five of the women have already accepted director roles. Ward will travel to Colorado this month to share the Pipeline Initiative model

Kelly Baker



with Denver's WCD chapter. Others will follow.

"Being a sitting executive that interacts with the board, I've seen how impactful board members can be in shaping thinking and influencing positive outcomes," Baker says. But this space [of corporate boards] is so connected to who you know."

This is a moment of reflection and reckoning for a lot of companies. But these opportunities come with some understandable hesitation for BIPOC professionals. Says Baker, "You don't want to be 'the Black person.'"

Baker asked Ferguson's management why they selected her. They talked about their need for an HR perspective. "So I'm OK being the only person of color on their board right now. I'm not OK with it being this way forever," Baker says. "We have to be at the table in order to bring more of us in."



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Next Stop TikTok?

TCB's outgoing leader passes the baton to readers: a clarion call for integrity in information.

By Gary Johnson



“L ife goes on, and so must we.” More to the point: I’m moving on, as in retiring, after nearly 44 years at this glorious company, MSP Communications.

I like the above quote by Spencer Johnson, a physician and author of self-help books, because it describes my current situation to a T. But it also makes me wonder if lots of people out there in virtual-land are making a living churning out Buddha bromides—a modern-day version of Hallmark card drivel—with the sole intention of getting them posted on Pinterest and Instagram. At a time when sound bites and memes dominate our national discourse, these little snippets are perfect for those poor souls seeking something mushy and treacly enough to elicit oohs, aahs, and awwws from their social media admirers.

Frankly, it’s astonishing how people actually make money in these digital times. Lots of influencers make seven-figure incomes doing some of the most inane stuff imaginable on YouTube and TikTok or by shilling for products they get paid to recommend.

Is this our new culture—a daily litany of circus acts, public shaming, hawking goods and services under the guise of sincerity, and attempts at intellectualizing with mostly false “facts”? The old maxim “False knowledge is even more dangerous than ignorance” was a prescient insight into our current zeitgeist—and a quote I’m ashamed to say I found on Facebook.

This world is far too complicated to be explained away and ra-

tionalized by sound bites, memes, and stupid pet tricks. It’s why I love what I do for a living. I’ve spent almost 49 years in the journalism business, first as an admiring casual observer, then as an active advocate for a free press, as well as a professional practitioner of the written word; the truth, as best as can be ascertained, emerges because of trustworthy, ethical writers and editors with no ax to grind.

This magazine and its digital extensions, like much of what we produce at MSP, represent a good-faith, thoughtful attempt to tell the truth and provide valuable, in-depth perspectives and high utility.

That said, my boss once affectionately said, “You’re in the buggy whip business,” magazines being part of an industry that started to go extinct at the turn of the 21st century. And, I suppose, with the tsunami that was and is the digital revolution, the brick-and-mortar side of this business has certainly been riding huge waves in a perfect storm.

Yet we persist. Actually, we’re doing rather well, thank you very much.

Why? I think it’s because there are still people in this world who want to be enlightened by well-reported, thoughtfully presented information. These days there are few places for those folks to go for honest deep dives and investments in the truth, or at least the best stab at it we can muster. Unfortunately, there exists a commonly held belief that anyone whose name shows up on a TV screen or at the top of a newspaper column is providing you with good and accurate information. They often are not.

Worse, we have grown to mistake opinionating and commentary for journalism. It’s a growing prob-

“ Forget about your party politics; you need good information—not just the kind that bolsters your personal biases.

lem that affects not only your well-being as an information consumer, but the health of our democracy even more. Forget about your party politics; you need good information, not deceptive opinions served up by masterful sound-bite sellers—and you need more than just perspective that bolsters your personal biases.

You are exactly the people who will allow integrity in news and plain old hard facts to survive and thrive. I am leaving this business after four decades of working hard at it, loving it, and finding great purpose in it. Can I pass that baton on to you? Do me a favor: Keep seeking good information. Indeed, support its best practitioners with your subscriptions and advertising and keep up this good fight. It’s job one for a better world.

Thank you for “being there.” It’s been a real pleasure. See you down the road.

Gary Johnson retired as MSP Communications’ president in July.

Industry 4.0

Connected operations that harness technology will help manufacturers conquer the next industrial revolution.

Many manufacturers believe that the items they design, develop, and produce are key to their business success. And while production innovation will always be essential, manufacturers must begin



Adam Lurie,
Director, RSM
Technology
Advisory
Services Team

to incorporate a new focus to prevent their businesses from going the way of the telex machine.

Adam Lurie is a director within the RSM Technology Advisory Services team with an emphasis on cloud, infrastructure, and strategic IT planning and assessment. He has nearly 25 years of experience providing clients with IT solutions, directional strategy, and strategic management. He is a proponent of a business objective first-IT strategy that supports business outcomes as a key element of an organization's overall strategy.

Lurie says middle-market manufacturers can thrive long into the future by keeping their information technology infrastructure, data, connectivity, and cybersecurity at the top of their priorities list. It may seem counter-intuitive—manufacturers focus on making things, not being beacons of technology—but

an ecosystem of technology designed to act in an integrated fashion will not only help manufacturers withstand the many pressures they face. It will also ensure that they capitalize on opportunities to run efficiently, reduce costs, improve quality, and more deeply understand their customers and supply chains.

In the new industrial revolution, dubbed Industry 4.0, manufacturers will succeed by taking a holistic approach to their technology. Embedded throughout manufacturers' operations and working in unison, connected technology will future-proof their businesses. It gives manufacturers a roadmap for smart, streamlined operations.

Risks of inaction

Though financial investments are necessary to evaluate, design, and implement connected technology, the costs of not acting are steeper, Lurie says. A porous security system can lead to a very expensive—and potentially business-crippling—cyberattack. And it's always more expensive to make technology changes in the middle of a crisis.

Without Industry 4.0, manufacturers risk getting mired in the difficulties of operating a business with an obsolete foundation. That leads to spending resources to keep outdated systems running, eating up profit. Instead, manufacturers could use those funds for investments in cloud

computing and the Internet of Things to foster greater efficiency and productivity. Not holistically updating technology comes with many consequences, including being vulnerable to security breaches and operating in the dark about procurement, inventory, or logistics.



Middle-market manufacturers can thrive long into the future by keeping their information technology infrastructure, data, connectivity, and cybersecurity at the top of their priorities list.

It can feel overwhelming for many mid-size companies to know where to start. They might not have internal employees with big-picture perspectives on the companies' existing technologies or expertise to utilize tools like data analytics or machine learning. Many manufacturers have doubts about implementing the right system or disrupting business.

Partner in technology

That's where a technology partner can help. An objective third party can help

manufacturers analyze what systems and structures they have, determine what they need to evolve and grow, and develop a path for meeting those goals.

There are numerous options for embedding technologies throughout manufacturers' operations, including opportunities in product development, production, sales planning, inventory management, logistics, and customer service. "It's not a one-size-fits all approach," Lurie says. "A good partner will work to understand a manufacturer's industry, challenges, customers, and regulatory concerns. Then they will develop a unique approach for coalescing the integrated infrastructure, systems, tools, and technology the manufacturer needs to thrive, cost-effectively."

Taking advantage of Industry 4.0 and the opportunities holistic technology provides is not a quick fix. It's a meaningful and impactful journey that helps companies take advantage of ways to do business more effectively and efficiently, while continuing to do what they do best.





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Bankers' Hours at the Mall

Will we ever be able to browse in a shopping center
after dinner again?



If you've recently tried to run errands in the evening like it was 2019, you've probably encountered the new reality: A lot of stores are closed.

Malls that used to stay open until 9 p.m. or later are closing at 7. Many grocery stores and big-box retailers that used to be open until midnight now close at 10 p.m. Target's Nicollet Mall store closes at 6 p.m., and the Uptown location follows at 8 p.m. Those Target adjustments seem fairly obvious, based on lagging downtown traffic and safety concerns. But what's the story in Woodbury or St. Louis Park?

"Stores in malls are not what they once were," said Sarah Fossen, in a July interview shortly before she left her post as

Rosedale Center's director of marketing and experience. "We are seeing traffic trends that suggest people are spreading their shopping out during the day and not just the evening, so flexible work schedules are most likely [in] play. We also see a consumer who wants things to be convenient with buy online/pick up in store options, which allow for quicker transactions that are more easily done during a flexible workday."

Like most regional malls, Rosedale Center has yet to return to its pre-pandemic hours. At first, that was so retailers would only have to staff one shift per day, Fossen says. Another factor: Shoppers

CONTINUED ON PAGE 12

starters

CONTINUED FROM PAGE 11

haven't been quick to return, especially to indoor shopping centers.

Slowly but surely, as demand rebounds, hours are expanding. In July, Ridgedale Center added an hour on Fridays and Saturdays, moving opening time from 11 a.m. to 10 a.m. But Ridgedale is still limited to 11 a.m. to 7 p.m. the rest of the week, closing at 6 p.m. on Sundays. "We will continue to monitor both mall traffic levels and customer demand," says Ridgedale senior general manager Joan Suko.

Galleria in Edina anticipates adding to its current 11 a.m. to 7 p.m. schedule this fall. Mall of America started bumping up hours this summer, after months of studying traffic patterns. Spokeswoman Sarah Grap says rebounding tourist traffic—particularly those who live within driving distance—is boosting visits this summer, to the point that MOA has even beat its 2019 summer visits on a couple of occasions. "It became increasingly clear," Grap says, "that consumers wanted longer retail hours to enjoy the mall when it was convenient for their schedule."

But whether shoppers show up after 8 p.m. or before 11 a.m. isn't the only question for retailers to ponder right now, says Anne Mezzenga, a Minneapolis-based retail analyst and host of *Omni Talk* retail podcast. "The question they should be asking themselves is how they can [deliver] convenience for customers. For some, that may

mean going back to extended hours, but that alone isn't going to cut it. Retailers need to think about how their customer is shopping and then model their store experience to mirror that."

Buy online/pick up in store is an example of a new convenience, and it's working well for mass merchants like Target and Best Buy; smaller retailers may need to invest in the technology. There's also the continued popularity of curbside pickup and the option to take a cue from Amazon and offer lockers so customers can pick up merchandise after store hours. Enabling shopping through social channels is another strategy Mezzenga says retailers of all sizes should be considering.

Make no mistake, she says: Retailers are working, even when the lights aren't on at the physical store. All these new selling and pickup options require sales associates to use their time differently. "Are they filling orders in the stock room, livestreaming for the brand on social, or doing one-to-one consults?"

She points to Marks & Spencer, the London-based department store that recently introduced a real-time video chat line where customers can call up an associate to ask questions and make purchases, even after store hours.

"This is a new era of retail," Mezzenga says. "It needs to be evaluated as such." —Allison Kaplan



SOCIAL NETWORK

Andrew Eklund

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Founder/CEO

St. Paul-based creative media agency Ciceron

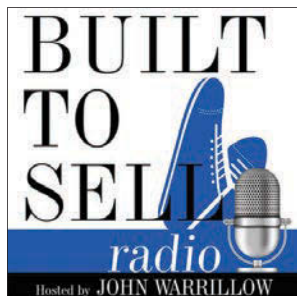
Favorite social media app: "I hate to admit it, but TikTok. But you have to curate it. Once the [algorithm] catches up with you, it can be hugely entertaining, informative, and fun. But I have never posted to it. Because no one needs that. Tied with TikTok is Instagram."

Suggested follows on Instagram:

- "My good buddy **Chuck Olsen** just relocated to Tofta, Minnesota, and I have a place up there too. He's a great photographer, so I love his North Shore/Lake Superior shots." @Chuckumentary
- "I have a former client from Los Angeles, **Rachel Samples**, who turns out to have a monumentally hilarious Instagram account." @heyfreesamples
- "I'm a bass player and massive Phish fan, and **Mike Gordon**, their bassist, has a super-quirky account (shocking!) ranging from bass techniques to general oddities and great photography." @MikeGordon

His most popular Insta post »

"I recently went to Iceland to see the exploding volcano. That shot is my most recent hit."



PODCAST PICK

BUILT TO SELL

Hosted by John Warrillow

BY STACIA NELSON,
FOUNDER/CEO, PIVOT STRATEGIES

These **inspiring founder stories** are focused on smaller to midsized companies. Their stories include how they started and grew

their companies but also share a much more personal level of information, including why they decided to sell [and] how they went about it. It is so informative as a founder and CEO to see around corners and know what other similar-sized companies have done.

AFTER WORK

Club Scene

The Minneapolis Club's latest overhaul has the same goal as all the previous ones—stave off obsolescence.

The Minneapolis Club is older than old school. Its ivy-covered building in downtown Minneapolis dates to 1908. Longtime member Joe Puishys loves it just the way it is.

But the CEO side of his brain knows that the numbers haven't been adding up. (He recently retired as CEO of Bloomington-based glass manufacturer Apogee Enterprises Inc., which posted revenue of

\$1.2 billion in its latest fiscal year.)

"We are at a pivot point," says Puishys, 63, who chairs the club's board. "I didn't want a single chair moved. But we have to."

Puishys delivered a sobering address to members at the 2019 annual meeting. "What I wanted to let people know is, you should be worried about our financials; we are losing money." He described the club as "asset rich, profit poor."

To turn the ship around, Puishys, a downtown resident, is overseeing an update to make membership more affordable and draw a younger, more diverse group of members.

Club member Jeff Arundel, a business owner and musician, has been tapped to lead the refresh. Arundel points to urban club Soho House, known for its modern design and cachet with millennials, as an inspiration. (Soho House began in London in 1995 and now has 31 locations across the globe, the nearest in Chicago.)



"The Soho House was really setting the standard for what a new city club looked like and felt like," says Arundel. "They have a spectacular house in Chicago."

Arundel points to an event in November featuring revered Twin Cities chef Jamie Malone and mixologist Marco Zappia as an example of new programming the Minneapolis Club will be offering. The facility will also add co-working space. Rooms that screamed Old World are being refreshed and redecorated. But Arundel describes

the project's budget as "humble."

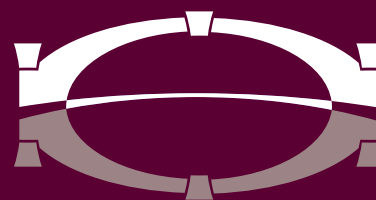
Puishys says he wants to strike a balance to retain the comfort the club offers to current members, with the knowledge that "we can't live off of guys like me and older."

The official unveiling is set for September. "We have already an uptick in membership because our new [cheaper] dues structure kicked in," says Arundel. What will be the biggest surprise about the changes? "Very clearly the energy. It just feels totally different."

—Burl Gilyard

Not All Is Lost In Local Banking

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IPO Mania Hits Minnesota

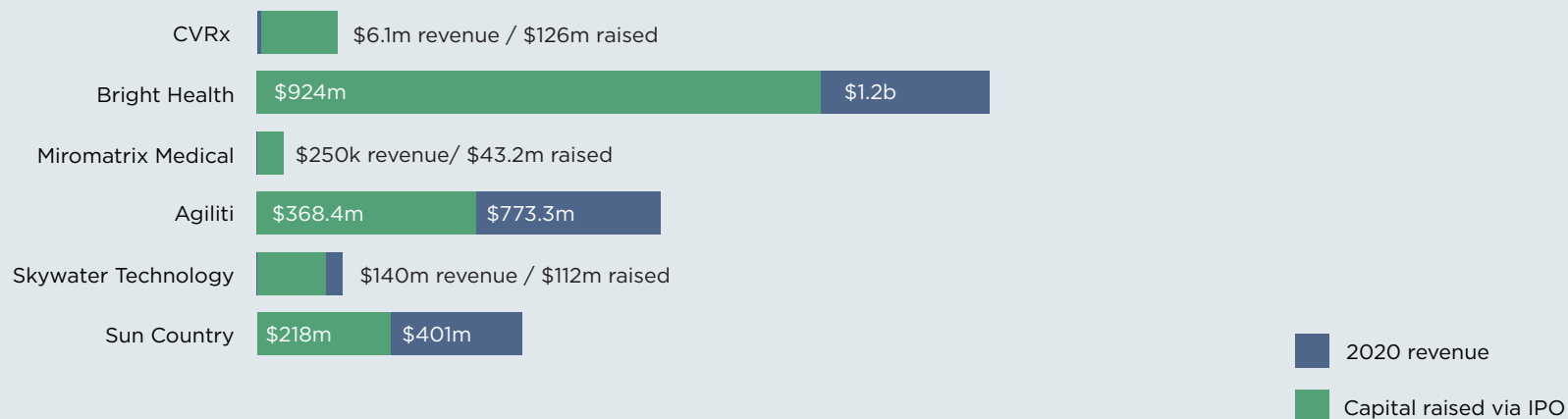
A flurry of initial public offerings has overtaken Wall Street in recent months. So far in 2021, Minnesota has added six more publicly traded companies, with more likely on the horizon. Perhaps surprisingly, the latest rush of IPOs isn't limited to startups; this year, an 82-year-old Minnesota business was among the companies to go public.

—Dan Niepow

The 2021 IPO Scorecard

Company	IPO date	Market niche	Founded
CVRx	6/30/21	Heart-failure tech	2009
Bright Health	6/24/21	Health insurance startup	2016
Miromatrix Medical	6/24/21	Maker of transplantable organs	2000
Agiliti	4/23/21	Medical equipment manager	1939
Skywater Technology	4/21/21	Chipmaker	2017
Sun Country Air	3/16/21	Value-driven airline	1982

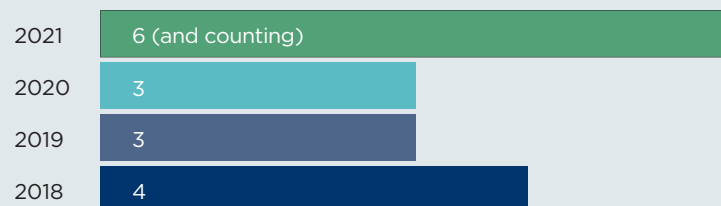
IPO vs. Revenue



Some Jackpots Are Bigger

Company	IPO capital raised as % of 2020 revenue
Agiliti	48%
Bright Health	77%
CVRx	2,065%
Miromatrix Medical	17,280%
Skywater Technology	80%
Sun Country Air	54%

A Banner Year for IPOs



CHANGE OF SCENE

UTAH NATIONAL PARKS

**JUDE BRICKER, CEO,
SUN COUNTRY AIRLINES**

“A trip out West to a national park is always on my list if I want to get away and relax. My family and I pack up and fly into Las Vegas, then hit the road into the desert. Zion National Park is one of my favorites, home to Zion Canyon. We’ll hike through The Narrows and upstream along the [Virgin] River. You can’t help but unwind when you’re surrounded by the desert landscape. A few other parks I enjoy are Bryce Canyon NP, Canyonlands NP, Red Rock Canyon National Conservation Area, and Grand Canyon NP.”



The Three
Patriarchs, Zion
National Park

PHOTO BY SHUTTERSTOCK

KPMG LLP is pleased to join *Twin Cities Business* in congratulating the honorees.

Congratulations to

Nancy Dahl
Michael Howe
Marty Leestma
Thomas Schreier
Anne Ward

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INFRASTRUCTURE

Shallow Tunnel, Deep Water

Southwest LRT delays and cost overruns will be measured in years and hundreds of millions of dollars.

If you want to understand why Southwest Light Rail is likely delayed several years past its previous anticipated opening date, visit Park Siding Park, an obscure green space on the extreme western edge of south Minneapolis. There, the sounds of water are

everywhere.

What's happening at Park Siding is construction of a half-mile tunnel that will carry the Metropolitan Council's Southwest LRT project through a pinch point in its 15-mile path from downtown Minneapolis to Eden Prairie. Compli-



Southwest LRT tunnel excavation near Cedar Lake

cations with water, underground debris, and construction methods seem poised to push the line's projected 2022 completion date deep into mid-decade. The council insists that it cannot estimate the delay or

additional cost.

Yet in midwinter, in a private call with government stakeholders, the Met Council estimated at least a two-year delay in opening, say individuals on that call, including

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Congratulations to this year's honorees:

- **Nancy Dahl** for Knutson Construction Services Board Service
- **Michael Howe** for Delta Dental of Minnesota Board Service
- **Marty Leestma** for SPS Commerce Board Service
- **Thomas Schreier** for Allina Health Board Service
- **Anne Ward** for SPS Commerce Board Service

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state Rep. Frank Hornstein (DFL-Minneapolis), who chairs the state House Transportation Committee. “We raised questions about all these problem areas. They were waved away. Every dire prediction came true,” he said in a spring interview.

More recently, government stakeholders were alerted that the Met Council will ask Hennepin County taxpayers for an additional \$200 million because the project’s \$203 million contingency fund will be exhausted before construction is complete. Although contaminated soil and a separation wall demanded by adjacent BNSF Railway add nearly \$100 million, tunnel construction is the biggest driver of delay and expense.

The tunnel, long the open wound among neighborhood and environmental activists, has been plagued by what they deem easily foreseen challenges that have forced construction crews to adopt complex and time-consuming meth-

ods to maintain structural integrity. Southwest LRT began brush removal and clearing in late 2018. As of this writing, the line is 50 percent built, but the Kenilworth tunnel excavation is only 10 to 20 percent complete. It’s difficult not to infer that the half-mile tunnel may be a five- or six-year effort.

Hennepin County commissioner Debbie Goettel, a civil engineer, says there are many unresolved factors driving delay and inflating the project’s price tag. “Materials are difficult to find right now, and their cost is rising,” she says. Specialists in designing and constructing the tunnel are expensive and hard to schedule.

Ironically, even other trains are delaying the line. All work on the \$93 million, mile-long wall BNSF demanded between its trains and Southwest LRT’s needs to stop every time a BNSF freight moves through downtown, which is several times a day. —Adam Platt

BESTSELLERS

TOP CHILL-OUTS
NELLIE'S ICE CREAM

St. Paul's Nellie's Ice Cream helped the east metro beat the extreme heat this summer with its custom ice cream cookie sandwiches, at \$4.75 each. Co-owner and operator Dave Najarian advises customers to ask the scooper to hot-press



the treat “to caramelize the cookies while keeping the ice cream perfectly chilled.” —Jenna Grundtner

Nellie's bestselling combos

- 1 Chocolate-chip cookies/chocolate Oreo ice cream
- 2 Chocolate chocolate-chip cookies/mint chocolate-chip ice cream rolled in mini chocolate chips
- 3 Sugar cookies/Funfetti cake batter ice cream rolled in rainbow sprinkles

Congratulations
Michael W. Howe

Delta Dental of Minnesota Board of Directors

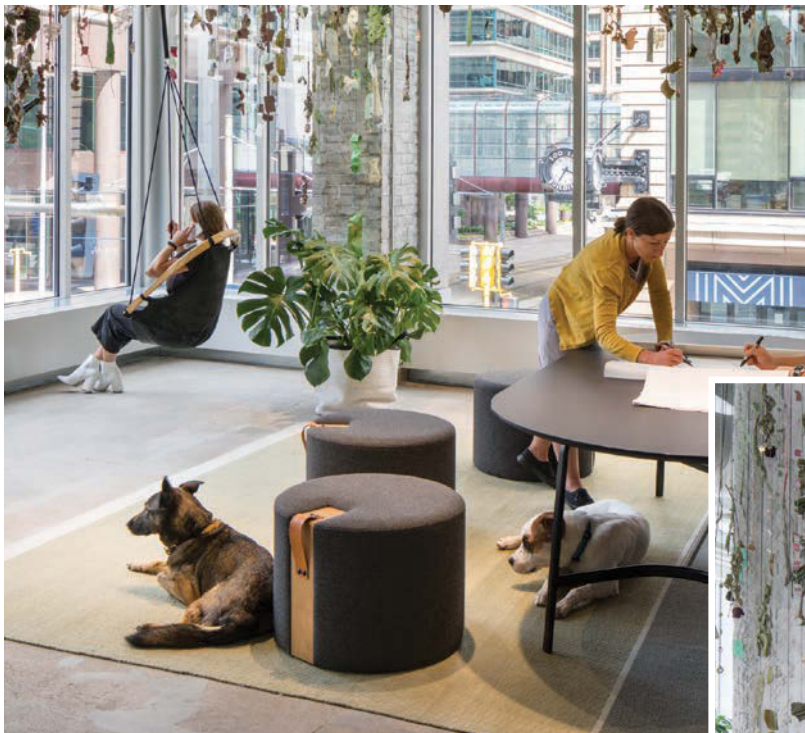
Delta Dental of Minnesota congratulates Michael Howe as a 2021 Outstanding Director award recipient.

We thank you for your years of service and outstanding leadership.



Company MSR Design | **HQ** 510 Marquette Ave. S., Suite 200, Mpls | **Size** 14,400 sq. ft. | **Designer** MSR Design | **Contractor** Stahl Construction

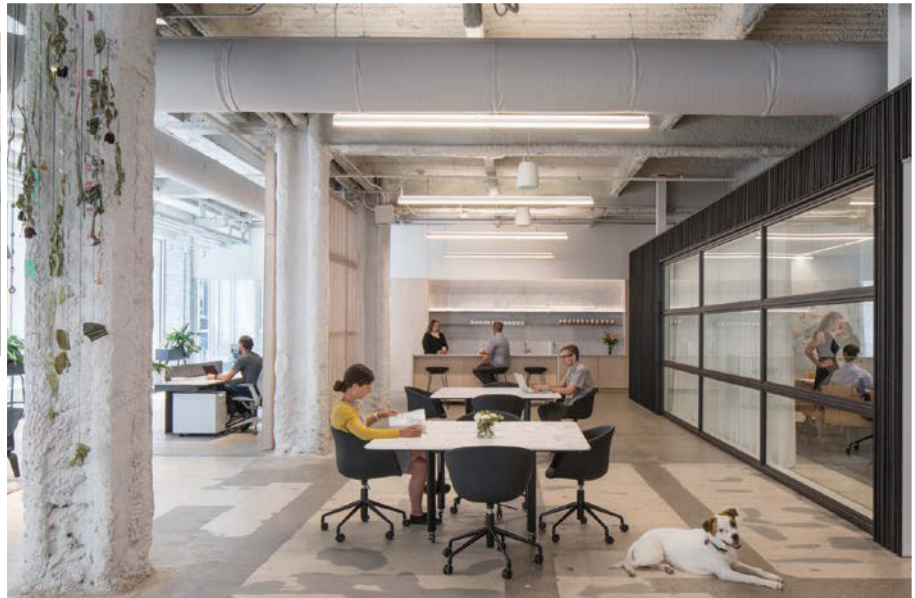
From its use of locally sourced and salvaged materials to the emphasis on light and greenery to a gender-neutral restroom, MSR Design architecture firm's new downtown Minneapolis studio headquarters proves that the modern workplace can be stylish, sustainable, and inclusive. In fact, the studio, which aims to showcase MSR's design expertise as well as its company culture, is Minnesota's first project to earn a Living Building Challenge "Petal" certification, which recognizes efforts to give back to both the environment and society. The centerpiece of the one-floor, minimalist office is a wooden "black box," built and stained by staff, that serves as a conference room, collaborative focus area, and VR lounge. Desks dot the perimeter of the space to maximize exposure to daylight. MSR intentionally blended independent and team workstations, says MSR Design CEO Traci Lesneski. "We gave people the flexibility to work how they want to work, where they want to work, and let that vary throughout the day—and now, after this last year, that extends outside the boundaries of our office, too." —Jenna Grundtner



« Every design element, from the state-of-the-art HVAC system and the gender-inclusive bathroom to the daylight access and lush greenery, supports the design's major goal: to support the health and well-being of the staff.

≈ Seamlessly blending old and new, the dog-friendly office pays homage to the past by retaining exposed and unfinished elements, including flooring from when the building was a Federal Reserve Bank.

≈ A garage door on the "black box" in the center of the floor gives the space flexibility.



» A glass wall within the skyway creates a "viewing portal" that gives a glimpse into the firm's design process and a clear view of the entire studio, through the VR lab to the individual workstations, windows, and downtown beyond.



amped up

By Tess Allen



Brand Builders owner Kate LaBrosse

More Than a Market

A new venture in Keg and Case Market food hall supports emerging natural consumer brands with a product showcase and business know-how.

At first glance, the new Brand Builders Market looks like any other booth in St. Paul's Keg and Case Market food hall, brimming with colorfully packaged food and beverages, organic soaps, and dog treats. But the market's business model reveals that the retail component is

just a small facet of a larger, more ambitious enterprise incorporating aspects of a grocery co-op, a startup incubator, and a consulting agency.

"Brand Builders is not a grocery store," owner Kate LaBrosse is quick to point out. "Brand Builders is all about building, launching, and supporting emerging brands. I believe really strongly that Minnesota, and the Twin Cities in particular, can be the next natural foods hub in the country, so I developed Brand Builders as a way to support more brands in getting visibility."

LaBrosse designed Brand Builders as a retail accelerator program for "mission-driven natural product brands." The program launched in 2020 as a division of her Minneapolis agency, Kate LaBrosse Consulting. In May, she added Brand Builders Market, the booth in Keg and Case where she sells products of the brands she works with.

As many as 20 up-and-coming consumer packaged goods brands can participate in Brand Builders per business quarter, for a fee of \$5,000. For that price, they each receive three months of group consulting from LaBrosse, plus placement in Brand Builders Market on a consignment basis, a brand-launch party, partnerships with local influencers, participation in a live interview series at

Keg and Case, social media content, and media support. Brands are also featured in quarterly product subscription boxes and at a *Shark Tank*-style pitch event featuring local investors and industry experts.

LaBrosse has spent much of her career working with natural product brands, including a stint at Presence Marketing, a national marketing agency with a reputation for placing its clients in Whole Foods. When she started her consulting firm in 2019, she became much more connected with the natural products ecosystem in the Twin Cities, she says. "I really came to see how we have this mass of brands that are [valued at] under \$500,000, and then we have big brands like General Mills and Cargill, but there are very few brands that make it to the \$2 [million] to \$20 million mark." So LaBrosse made it her goal to help more local lines go further.

The first group of 16 brands will be on the shelves at Brand Builders Market through Sept. 26; some may stay longer. The assortment includes food and beverage products, body care, dietary supplements, protein powders, natural clothing, and more.

Applications for Brand Builders' second cohort are open through Aug. 31. To apply, email Kate LaBrosse at kate@katelabrosse.com.

Meet three of the brands in Brand Builders' first cohort

Harmony Cricket Farm

Gluten-free food products made with cricket protein

Tammy Mann was training for a triathlon several years ago when a friend suggested cricket protein as a great way to fuel up pre-workout. "Once I got over the 'eww factor,' I figured it couldn't hurt to try," Mann says. "A week in, my gut was feeling less bloated, my energy levels were higher, and my appetite was sustained." But she couldn't find any on-the-market cricket protein products that she thought actually tasted good,

so in 2020, she founded Minneapolis-based Harmony Cricket Farm. Currently the brand sells cricket flour, protein powder, butterscotch cookie mix, and chocolate "chirp" cookie mix. harmonycricket.farm



Project Hive Pet Co.

Non-GMO dog treats and toys with a mission to save the bees

"We started Project Hive Pet Co. in 2019 because we saw the opportunity for a mission-driven, authentic pet company that sells innovative dog toys and treats," says Melissa Rappaport Schifman, co-founder of the Minneapolis-based public benefit company. One percent of each purchase of Project Hive's products helps establish bee and butterfly habitats in the Midwest and Great Plains through Project Hive's partnership with North Dakota-based The Bee & Butterfly Habitat Fund. projecthivepetcompany.com

TC Chocolate and Rich CBD Chocolate

Small-batch chocolate bars

"The best things in life happen slowly," says Josh Mohagen, company co-founder. His wife and fellow co-founder Kristin Mohagen came to this

appreciation after spending a year in the French Alps, he says. "Meals were carefully made, paired with just the right wine, and enjoyed slowly with friends and family." Each of the company's 15 regular and four CBD-infused flavors are made in small batches at their Fergus Falls factory. "We're showing 108 percent growth this year; Brand Builders has been a crucial part of that growth." tcchocolate.com; richcbd.com



PHOTOS COURTESY OF BRAND BUILDERS MARKET (OWNER KATE LABROSSE); PROJECT HIVE PET CO. (DOG WITH TOY); TC CHOCOLATE (CHOCOLATE BARS)



Find Me a VC!

If venture capital is right for your startup, it's about finding a match, not just money.

By Rajiv Tandon

As an advisor, the most frequent question I get from entrepreneurs is “Where do I find a VC to fund my idea?” My response falls into three categories:

1. **An idea is typically not investment grade.** Unless you are a proven success story, you are
2. not ripe for investment. Support at the seed level is dismal. Investors prefer high-quality deals (a Series A or later offering). Bootstrap your concept up to a viable product to gain a minimum level of credibility.
3. **But you may be investment grade.** Qualifying yourself as investment grade requires a proven team and a 10 to 30

times return expectation. That puts you in the 1 percent club. Go pitch to some credible VCs (although they're mostly on the coasts).

4. **Or you may be angel grade.** If you're in the other 99 percent, you won't even get a meeting with credible, ethical VCs, let alone get money from them. Your best bet is angel investors. Take your idea as far as possible and prepare an honest case.

Caution: If you are desperate, you may end up with investor misalignment or pick an unscrupulous investor. Watch out for these common mismatches:

• **Mission and values:** You believe that the investor is only interested in money, so you dress up your whole pitch accordingly. This is not the best approach—this game is about doing good work for people who value it.

Start a conversation rather than jumping into a fundraising pitch. If

investors ask confrontational questions, they either don't believe in you or in your ability to succeed. However, if they ask curiosity questions, they may have potential.

Stay true to why you are doing it. “To make a lot of money” attracts the greed crowd. In execution, your plan will likely fray. You want an investor who will stick with you in good times and bad.

• **Proper pedigree:** The investor talks about the relevant skills, connections, and reputation they can provide your company. This value-add is essential, but it's not the central goal. In most cases, the VC firm's staffer assigned to look after your venture may be a fresh graduate from a top college or someone with limited experience running a business.

Some investors made a fortune as an employee of Google (or Facebook or Twitter) in the early days. They portray themselves as experts by throwing around their big payday. But their knowledge base is still not that



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of a traditional moneyed investor. Do your due diligence on the investor, especially with investees who experienced problems.

• **Misaligned structure:** VC terms have become aligned with terms demanded by other kinds of accredited investors. Many clauses ostensibly protect the investor but have hidden risks for you.

Most funding is done through preferred shares or convertible debt structures, while you, employees, and early supporters usually hold common stock. Some investors use high valuation to entice you, then add terms,

particularly anti-dilution clauses, that may not seem like much now but can shaft you down the road.

An investment banker once boasted that “if the venture is not in default on the day we sign the contract, we didn’t negotiate well.” Don’t be tricked by overvaluation with exotic instruments and stealth terms you don’t understand and whose impact you cannot predict.

• **Speed and scalability:** Many investor models based on VC criteria require rapid growth, with a lot of marketing and sales investment. Your venture may require a slower pace with

“ **Some investors made a fortune as an employee of Google (or Facebook or Twitter) in the early days. They portray themselves as experts by throwing around their big payday. But the knowledge base is still not that of a traditional moneyed investor.**

research or for proving assumptions. A bicycle going at the speed of a Ferrari will surely crash. Commit to a pace consistent with the natural rhythm of the business.

• **Timeline:** If your investor is a fund, it usually has an investing period and a harvesting period. Investing toward the end of the fund’s life may force you

to exit prematurely. Verify the time horizon.

• **Conflict of interest:** The chances are high that your advisor has an alignment (hidden or overt) with other investing institutions. Get the best unbiased advice without a conflict of interest.

Entrepreneurs are like a teenage boy who thinks anyone who smiles at him is in love with him. Investment is an adversarial engagement—the onus is on you to build strength before engaging with investors. That preparation boosts the chances of finding the right investor—one with a total alignment with you.

Rajiv Tandon is executive director of the Institute for Innovators and Entrepreneurs and an advocate for the future of entrepreneurship in Minnesota. He facilitates peer groups of Minnesota CEOs. Reach him at rajiv@mn-iiie.org.

alzheimer's association®

Purple Gala

On July 22, 2021, the Alzheimer’s Association hosted the 2021 Purple Gala at Allianz Field. Hundreds of people gathered to support the programs and services and research efforts of the Alzheimer’s Association, the largest non-profit funder of Alzheimer’s research in the world. We are grateful to the business and community leaders for their dedication to the mission of the Alzheimer’s Association and for your sponsorship of the 2021 Purple Gala.

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Advisors Excel
Carmen & Jim Campbell
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The Art of Reinvention

Beyond the how and where you're working, now is the time to reconsider what you love to do.

By Stephanie Pierce

I'm guessing many of you have participated in discussions with friends or colleagues on the future of work: What will returning to work or the "new normal" look like? I spend most of my time coaching and supporting leaders, and many are wrestling with what returning to the office means for their organization.

Many of their employees (strong, loyal employees by the way) are not interested in returning to the way things were. Here are a few common refrains:

- I am more productive at home.
- I have adapted my life to exist in a work from home/remote lifestyle.
- Going "in" to work means I have to move to a new city/state/country.

- My life at work was not so great pre-Covid. Why would I want to go back to that?

But I want to draw attention to another factor that I hear often: I am not sure I want to go back to what I was doing before!

These last 18 months have given many people the opportunity to reflect on how they want to spend their time. And, for many of us, regardless of age, race, or gender, we are ready for a change.

I know this feeling well because I felt it. And when I started to be brave enough to talk about it, I realized so many other people were in the same place. They hit a crossroad and felt like something needed to change career-wise, but they weren't sure what to do. The topic was so pervasive that I launched a podcast in January 2021 titled *Her Next Chapter*, which I co-host with my dear friend Julie Burton, founder of ModernWell co-working space. Our podcast is dedicated to stories of women who have reinvented/

Not everyone is ready for you to be different, and that is likely more about them than you.

pivoted/evolved into doing work they love now. Note the emphasis on *now*. It's not that many of us did not like what we were doing previously; we just outgrew it. The work no longer suited our life or our goals anymore. I don't know about you, but for me a lot has changed since I selected industrial engineering as my major. I got older, married a great guy, had an amazing kid, and achieved many of my professional goals. I was ready to set my sights on new accomplishments and objectives. It just makes sense that my career aspirations would evolve as I evolved. The work is figuring out

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“what” we want to do next and “how” to get there.

Between the podcast and my coaching practice, I have learned so many things. Here are three tangible pieces of advice I would offer to those looking to reinvent.

1. Keep a record of the times when you are happiest.

This one is for those of you who are not sure what you want to do next. I know this may sound a little hokey, but stay with me. We all do so many things each day. It can be tough to recall the precise moments when we felt true joy and confidence in our activities. I suggest you track when you were happy and why. What were you doing? With whom? Keep a journal, take

notes on your computer, say it into your phone. After a couple weeks go back and review. You may be surprised by what you find.

2. Say “yes” to the meeting and “no” to bad company.

When you are trying to figure out your next step, finding time to connect with people who may offer small nuggets that move you forward can be priceless. Meet with contacts, referrals, and friends who inspire, motivate, and educate. The company you keep can be so critical to success—at work and at home. So be thoughtful about who you take advice from and with whom you share your dreams. Not everyone is ready for you to be different, and that is likely more about them than you.

3. Run your race!

Simply stated, do you. One of our podcast guests summed it up so perfectly: “The only thing between you and your future is your thoughts.” In other words, consider how you might

be getting in the way of your success. What is the work you are drawn to do, and how can you do that work and still be fulfilled in other aspects of your life? Consider the “test and learn” strategy of trying something out before you quit your job. There is no shame in making your shift less risky.

We are all in different places. We have different backgrounds, needs, and financial situations, which is why I’m careful to avoid saying there’s one right answer for most of us. Everyone’s path to their next chapter will be unique. Seize this moment. Honor that feeling in your gut. Dedicate some time and space to truly explore what is next for you.

Stephanie Pierce is a connector, coach, and founder of two Minneapolis-based businesses, KJP Consulting, a leadership development firm, and steph-pierce.com, a community of diverse women inspiring each other to do the work they love.

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CONGRATULATIONS NANCY DAHL

on being
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Let's Ideate Our Way to a Vibrant Downtown

Techniques to spark creativity on any topic, even
one as nuanced as revitalizing Minneapolis' core.

By Aaron Keller

What is the hardest marketing job on the planet right now?

Perhaps we could consider a head of marketing role at a restaurant group, one of the large hotel chains, or in the performing arts. All good answers, as this pandemic has disproportionately depressed those industries, putting marketing leadership in a tough spot.

But consider for a moment downtown Minneapolis, where hotels are at 20 to 30 percent occupancy. Many restaurants have closed. Even some long-time urbanites don't want to go downtown.

Hence, the hardest job in marketing award goes to ... Leah Wong, vice president of external relations for the Minneapolis Downtown Council.

There's no section in your marketing textbook on how to market a city after a pandemic, business closures, protests, and shootings. There's no manual that Wong's predecessor left her that says "If this happens, break the seal and do these 10 things." There's no ideal example of a city that has turned things around and offers "best practices" to follow.

We do know this: We're going to need creativity. Any marketer worth their Himalayan

salt knows generating a volume of ideas is a great start. From sifting through those ideas, we get the gems we can place back in the crown atop this beautiful city.

Ideation—the process of generating ideas—is the fuel we need to return the city to vibrancy. Ideation methods apply to your organization as well, because marketing a city is not much different from marketing bubble gum, tractors, or legal services. (There, I said it. I'll deal with the "marketing consultant" hate mail later.)

If you look at everything through a wide enough lens, it can all be distilled to three major sources of creativity:

1. **Human beings.** We are more similar than different, a finding we see in all of our research on human behavior.
2. **Artifacts.** Buildings, cars, and all of the objects we've invented around us to live here. Artifacts communicate emotional and intellectual messages through what you see, hear, feel, taste, and smell (long live Marshall McLuhan). The artifacts of downtown Minneapolis are tainted by fear, a motivating emotion to be countered.
3. **Culture.** The collective knowledge that is passed around among people, artifacts, and organizations. Culture is broken into small packets of meaning (memes



evolving downtown's culture to make it the vibrant, diverse, safe space we all want it to be.

You might notice I'm critiquing my own ideas. Yes, throw out the first objection yourself, then move on. The best session has a ton of bad ideas—ideas so bad they're hard to read without weeping from laughter. Sure, your "professional" facilitator will say keep it positive, but at some point reality must be considered. If your idea can't survive a critique from the intern, maybe it wasn't supposed to make it. It's part of

in the first, pre-internet meaning of the term) and spreads like a virus (funny/not funny) through people and artifacts. Your iPhone means something beyond its function, thanks to culture.

Innovation can be approached from any one of these areas, but you need to consider them all.

Next, we need a sweeping motivational statement. Goal: Bring people back to downtown Minneapolis.

Now we ideate.

Let's start with door No. 2 (artifacts): How might we create something to attract people to downtown?

Build a new building? Too expensive. A Super Bowl party? Did that, nearly froze to death. A rock concert? Sure—is Bob Dylan still alive? Take down all the skyways? Oh yeah, cute idea; nope. How about a pet parade from downtown Minneapolis to St. Paul? Now we're talking. I like parades.

Let's go to door No. 3 (culture): How do we bring a more vibrant culture downtown?

Shut down the streets to cars and start a rickshaw transport system? This sounds like the skyway removal idea; have you lived here in the winter? How about a State Fair "takeover" of downtown and we put everything on a stick for seven days? The fair itself probably has this covered; plus, we should be thinking about

“ **There's no section in your marketing textbook on how to market a city after a pandemic, business closures, protests, and shootings.**

the essential process of filtering.

From ideation to filtering to ideation again, keep going back and forth. Questions are great filters, but think carefully when you frame them: "How can we afford it?" versus "Can we afford it?" One of those questions is a yes/no; the other one invites more ideation.

Now go forth and ideate with your team—any team, as everyone is creative. Let's call this our citywide ideation session, and when you're done, send the ideas to Leah Wong at the Minneapolis Downtown Council (info@mplsdowntown.com).

She'll appreciate it. We all need a vibrant downtown Minneapolis and more creativity.

Aaron Keller (aaronkeller@capsule.us) is co-founder and managing principal of Capsule (capsule.us), a Minneapolis branding agency. He co-authored The Physics of Brand, physicsofbrand.com.



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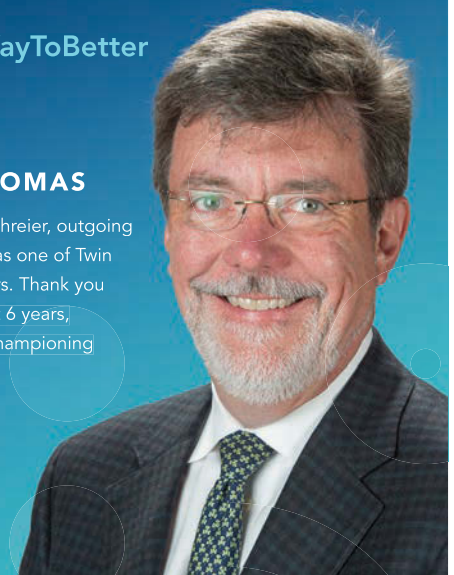
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Blowing the Whistle on Workplace Violence

Why 2 million Americans need protection from their co-workers.

By Linda L. Holstein

David Maltese, a 30-year employee of the New York Giants football team, had an enormous job before he was fired on March 15. He was the video director for the team, responsible for “shooting and editing all Giants games and practices, managing all digital media for internal football operations,” and even, according to his

LinkedIn page, “helping to develop, along with the NFL league office, the Still Shot viewing system using Micro-soft tablets currently used by coaches and players on game day.”

Thanks to YouTube, one can watch Maltese delivering a speech at his undergrad alma mater, William Paterson University, in New Jersey in 2018. Maltese is a big, burly guy who appears quite humble and jokes about

his student disc jockey “voice” while attending college back in the 1980s.

His size and friendly manner did not, it would seem, give him much protection within the Giants’ operation. Nor did his long list of accomplishments and demonstrated expertise. Maltese filed a lawsuit in Bergen County (New Jersey) Superior Court in May, claiming he had been fired in retaliation for reporting workplace violence by his office supervisor, Tyseer Siam, who allegedly attacked one of Maltese’s video department subordinates, Steven Venditti.

The physical altercation that Mal-

tese witnessed and complained about happened back in September, but the Giants waited until the end of the season—after its own internal investigation—to fire Maltese without giving a reason, according to the complaint.

Maltese sued the Giants, as well as William Heller, the team’s general counsel. Maltese had complained directly to Heller about the violence and had sent Heller an email to express his fear about he and Venditti having to sit “in close proximity” to Siam on an upcoming team flight to Chicago for a Giants-Bears game in September 2020.

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Attorney Heller, very much wishing that Maltese had not sent the email, accused the plaintiff of “writing for the record” and “trying to set us [the Giants] up.” Maltese also reported his concerns to the Giants’ director of football operations, the assistant general manager, and the vice president of human resources.

Shortly after hearing Maltese’s initial complaint, the Giants removed Siam from supervising Maltese and his two subordinates. But management did not appear to mete out any other punishment. Meanwhile, Heller met with Maltese at least three more times. Siam was present at one of the meetings, with Heller emphasizing, according to the complaint, that the issue of Siam’s alleged violence “must not leave the room.”

Even though Maltese had reminded Heller of an incident in 2004 in which then-assistant coach Dave DeGuglielmo had shoved Maltese, driving him into a table while screaming “I am going to kill you,” Heller kept warning Maltese that he “still

needed to do his job” as video director. (The incident was witnessed by three Giants players and the defensive line coach.)

The desperation Heller clearly felt about the whole situation culminated in his statement to Maltese that this was all confidential. If Maltese talked to anyone outside the Giants’ orbit, the complaint alleges, Heller said, in the presence of the vice president of human resources, “I will personally go into your office and strangle you until you can no longer breathe, OK? OK?”

Maltese’s complaint, for which he seeks a jury trial in Bergen County—home to MetLife Stadium, where the Giants play—is based on New Jersey’s Conscientious Employee Protection Act (CEPA). The statute protects whistleblowers, as Maltese claims to be, for reporting workplace conduct the employee reasonably believes to be in violation of a law.

Of course, assault and battery is illegal. Maltese’s firing, if retaliatory, would constitute an actionable statutory violation if the facts are as

he says.

Workplace violence is vastly underreported, according to OSHA and the *American Journal of Industrial Medicine*. One reason cited for the problem is that many employees and employers do not understand how violence at work is defined. It’s not only the errant or disgruntled employee who takes a firearm to work, although there clearly are too many of those. (The National Safety Council reported 454 workplace fatalities in 2019.) OSHA’s definition on the agency’s website is more accurate: “Workplace violence is any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide.”

What is noteworthy about the claims David Maltese makes in his whistleblower lawsuit, where he describes a professional football team front office as “promoting a culture of violence,” is the very nature of the profession he was in: filming violent

physical contact, aka pro football.

Yet the breathtaking nature of what he claims to have experienced, and what was allegedly said to him by a panicked, legally trained executive, aptly illustrates the retrograde attitudes of some employers.

Some 2 million Americans are victims of workplace violence, according to OSHA. An outsize percentage of health care employees suffer violence, as do phone and cable TV installers, mail carriers, and gas and water utility employees, all of whom are at risk because they have “extensive contact with the public.” The Giants’ saga and their general counsel’s dilemma nonetheless demonstrate that plenty of “private” risk exists for employees as well.

Linda L. Holstein is a Minneapolis writer, trial lawyer, and veteran employment law attorney. Holstein also mediates employment and business law disputes (holsteinmediation.com).

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COVID'S

Golf was struggling with millennial disinterest and course overdevelopment, then the pandemic made it king again.

BY PAT BORZI

Will that be enough to secure golf's future?

HOLE-IN-ONE

Morning broke clear and crisp at Oak Marsh Golf Course in Oakdale, just east of St. Paul, on a Saturday in June. A steady stream of golfers checked in with starter Noah Reardon, an 18-year-old Hill-Murray School graduate bound for the University of North Dakota's aviation school in the fall.

Except for an occasional chirping bird or the whir of an electric golf cart, the course was quiet, with a slight breeze keeping everyone comfortable. Reardon, tall and lanky in a green Hill-Murray golf shirt, sat in a cart near the first tee with a clipboard of several pages of groupings and tee times. Golfers gave their names to Reardon before heading to the tee. Anyone who showed up without a reservation was out of luck.

"It's a full sheet, all the way until 6 or 7 tonight," Reardon said.

The coronavirus pandemic ruined lots of businesses worldwide, and even more lives. But across the U.S. and especially Minnesota, the golf industry not only benefitted from Covid-19 but boomed. Throughout 2020, with theaters and clubs dark, restaurants restricted to takeout, and health clubs shuttered or severely limited, people turned or returned to golf. Courses were packed, reversing 15 years of declining usage and course closings.

Total rounds played on Minnesota courses jumped 29.7 percent over 2019, according to a Minnesota Golf Association (MGA) survey, more than double the 13.9 percent increase nationwide reported by Golf DataTech. The MGA survey included public, municipal, private, and resort courses.

The previous year, local rounds barely increased at all—1.8 percent.

"Playing golf checked all the boxes and met each and every social distancing protocol," MGA executive director Tom Ryan said in a statement. "It was outdoors, it was both a physically and mentally healthful activity, and it gave thousands of kids and their families something to do together."

Many golfers simply played more often. Others dug dusty clubs out of the garage or the basement. Still others, especially millennials (ages 24-40) and juniors (6-17), took up the game for the first time.

At Oak Marsh, director of golf Steve Whillock says the course booked 42,000 rounds in 2020, about 10,000 more than in 2019 and the most since it opened in 1996. That helped it survive a catastrophic falloff in its banquet business, with all 28 scheduled weddings cancelled due to Covid restrictions.

The golf boom statewide continued through the spring of 2021, as Covid vaccinations ramped up and the weather warmed. But in this post-pandemic world, with entertainment and recreational options returning to normal, can golf maintain its upward trajectory?

Boom and bust cycles

From 1996, when Tiger Woods turned pro, until roughly 2005, the golf industry rode the coattails of the greatest golfer of his generation. More people played more golf on more courses than any time in the history of the sport, which traces its origins to 15th-century Scotland. In Minnesota,

even with new courses opening regularly, nailing down a weekend tee time meant calling the Wednesday before, at the latest.

"The late 1990s and the early 2000s were probably the real heyday," says Larry Umphrey, director of golf for the City of Minneapolis.

But once the Tiger boom subsided, casual golfers began drifting away. At peak Tiger, about 30 million people in the U.S. golfed regularly. By 2015, numbers had settled back to about 24 million, roughly what it was before he came along, according to National Golf Foundation (NGF) figures.

More than 4,000 courses opened in the U.S. between 1985 and 2005, but by 2006, course closings were outpacing openings. Industry insiders blamed it on developers' eagerness to use golf's popularity to sell homes, only to discover there weren't enough golfers to play these courses or buyers to support all the construction. The 2007-08 financial crisis and housing crash didn't help, and rising real estate prices after the crash led to more land selloffs.

"If they hadn't had this huge build nationally, the courses would be humming along," says John Valliere, the former general manager of Braemar Golf Course in Edina and a national golf industry consultant.

On top of that, the world was changing.

Golf always has been time-consuming and expensive. It can take four to five hours to play 18 holes, even riding in electric carts. And in the midst of the Tiger Woods frenzy, the price of greens fees and equipment began to skyrocket. Today a

round of golf on a weekend can cost \$40 or higher, with a good set of clubs running more than \$1,000. Add balls, clothing, and caps, and you're talking serious money. Time-crunched millennials struggling to pay back college loans and support families found recreation elsewhere.

"People in their late 20s through 40s are so busy raising a family that time is an issue and cost is an issue," Valliere says. "That's hurting golf."

The Covid disruption

Then the pandemic hit. Faced with few options, golfers packed Minnesota courses once Gov. Tim Walz gave the go-ahead to open them April 18, 2020. Covid required special rules—more time and distance between groups, single-rider carts, no ball-washing devices, no rakes in sand traps, etc.—but golfers adjusted.

Don Berry, director of golf and head PGA pro at Edinburgh USA, the Scottish-themed public course in Brooklyn Park, says it saw a more than 20 percent bump in usage. The 41,552 rounds played were the second most since the course opened in 1987. Getting a tee time, Berry says, was nearly impossible.

"We were selling times at 7:40 at night," he recalls. "It was insane. People were getting in five or six holes. They just wanted to get out, I think."

Municipal courses in Minneapolis and St. Paul were equally jammed. Rounds at the seven Minneapolis courses rose 30 percent, Umphrey says. Highland National in St. Paul, which has 18- and nine-hole courses, saw



Sand trap at Edinburgh USA



St. Paul's Highland National Golf Course

more than 3,700 more rounds played on its 18-hole course than in 2019, a 10.6 percent increase. The nine-hole course didn't open until June 15, but once it did, it was packed as well. "We had days where we had no tee times—100 percent utilization," says John Shimpach, the Highland National PGA pro.

Oak Marsh usually opens earlier in the season and closes later than most courses, a testament to the work of superintendent Brandon Gauster and his groundskeeping staff. It was already open when the pandemic took hold and had to close. Once Walz eased restrictions on outdoor activities, it remained open until Dec. 23, except for about a week following an October snowstorm. Oak Marsh went to single-rider carts to ensure social distancing, and it often ran out by noon.

"We had to rent more carts," Whillock says.

Golf course or event center?

Private and public courses make money differently. Private courses primarily sell memberships. Courses open to the public rely on food and beverage sales to augment revenue from greens fees, equipment, and corporate golf events. On-site restaurants and banquet facilities hosting weddings, meetings, and parties keep the revenue flowing on days the weather doesn't cooperate. Golfers expect such amenities. And at some courses, they're the difference between turning a profit or not.

During the pandemic, golf rev-

enue alone couldn't carry Oak Marsh, Edinburgh, and other public courses running sizable facilities businesses. Covid shutdowns strained Oak Marsh in particular, which draws half its revenue from food and beverage.

Last year, according to Whillock, Oak Marsh food and beverage revenue fell 60 percent, while golf rose 20 percent. "Golf courses that did not have a food and beverage banquet facility connected had banner years," Whillock says. "We found out how profitable food and beverage was compared to golf.

"Once you have the course ready for 10 players, it's ready for anybody for the day," he continues. "You could have 210 players and make a ton of money. It doesn't cost you any more money for the extra 200 to play, other than wear and tear on carts maybe.

"On the food side, for every single soul who drinks and eats, 30 to 40 percent of that [earned] dollar is cost. Factor in labor, it's almost half. The profitability for food and beverage is just not there. [But] it's not a bad business if you get the [volume] high enough."

The breakthrough year?

So who was playing all these addition-

al rounds? Established golfers for the most part, NGF surveys show.

"A lot of people are thinking a lot of new people got into golf, and I think that's somewhat true," Berry says. "[But] if you look at national golf studies, that core golfer is what we really saw here. Your good customer played more. Think of a guy who normally played 20 rounds a year. He played 30 or 40."

One recent afternoon at Edinburgh, friends Bob Cobb and Dennis Spindler enjoyed post-round beverages on the shaded patio outside the Scottish manor-style clubhouse. Both say they played 25 to 30 percent more golf last year. "This was the only place you could come out and do something," said Cobb, 66, of Woodbury.

Over at Oak Marsh, friends Chris Holthe, Paul Lambert, and Brian Vaske also reported a spike in their greens time. "I don't know if I played 10 rounds in 2019," recalled Holthe, 51, of Woodbury, as he finished a sandwich outside the Oak Marsh Grille. "I played 70 last year."

Woodbury resident Lambert, also 51, says in one stretch he played 25 out of 30 days by getting in nine holes in the morning. "Normally I don't play that much, but there was not

More than **4,000** courses opened in the U.S. between **1985** and **2005**, but by **2006**, course closings were outpacing openings.



Oakdale's Oak Marsh Golf Course

Total rounds played on Minnesota courses jumped **29.7%** in 2020, according to a Minnesota Golf Association survey, more than double the **13.9%** increase nationwide.

Data courtesy of Golf Datatech

much else to do," he says. "[Golf] and pickleball."

While Whillock, Berry, and Shimpach attribute the pandemic bump to golfers of all ages, they did observe more millennials and juniors gravitating to the game. Nationally, the NGF reported 3 million people teed off for the first time in 2020—20 percent more than in 2019 and the largest increase on record. The number of juniors playing rose 24 percent, the highest since 1997. More women took up golf as well, surpassing 6 million nationwide for the first time since 2007. Overall, the sport saw its largest net increase of participants (about 500,000) since 2003.

Some courses are mindful of time constraints. Oak Marsh allows time-pinchers to play four holes for \$5. In Minneapolis, Umphrey recently spent an early morning at Columbia Golf Course, where ongoing construction reduced play to nine holes. Because of that, he says Columbia is drawing a younger demographic—millennials who can get on and off the course in two hours. "I'm 46, and everyone I saw playing there was younger than me."

Citywide, Umphrey said, golf lessons are in high demand among that younger crowd. "There's a good amount of late 20s and late 30s taking lessons," he said. "I also think we've seen an uptick in women in lessons and in rounds of golf."

Added Shimpach: "I think it's been a trend in the last two or three years. I'm an instructor, and I can't

tell you how many novices I'm getting going. That's one of my jobs as a PGA professional, making sure that we introduce people to the game. And when we do introduce them, we want them to keep going."

Down the fairway

As Minnesota emerges from post-pandemic restrictions, golf cautiously moves ahead. Courses are still crowded. Oak Marsh is booking weddings in its banquet rooms, albeit on a smaller scale. Bartender Debbie Rice is back at the Oak Marsh Grille, calling her regulars "hon" as she fills drink and food orders.

"Wednesday, we had leagues," she says. "Business was nonstop from 11 o'clock in the morning to 10 o'clock at night. Now everything's on the up and up, hopefully for good."

On the food and beverage side, yes. But with youth sports returning and on-site work returning, some hard-core golfers—the ones responsible for the 2020 resurgence—are pressed for time and cutting back. "I probably played 30 percent less this year because of work," says Spindler, 55, an insurance executive.

The key will be how many millennial and junior beginners stick with it. On a late afternoon at Edinburgh, a slew of under-40s, mostly men but some couples, were practicing at the driving range in front of the clubhouse.

"Golf is just hot right now,"

Berry says. "I was hoping that last year, all these people who played more said, 'Hey, I had fun playing more golf, I'm going to play more next year.' That's kind of held true so far. I just feel it will kind of moderate at some point, but it hasn't yet."

At Oak Marsh, Dan Sutherland of Oakdale brought his daughter, Eloise, 9, to try out the new clubs he bought her. She had been using her brother's. "Now I can bring both of them and they don't fight over the clubs," says Sutherland, 37. All three represent golf's future.

Eloise hit balls for a while, then turned cartwheels while her dad spoke to a reporter about what's ahead for the game they love.

He's optimistic. "It's a different time," Sutherland says. "Everybody's excited about being vaccinated and getting out. And yet, everybody is still cautious, which is good for the game."

Pat Borzi is a Minneapolis writer whose work appears locally in MinnPost and nationally in The New York Times. His golf swing is a work in progress.



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Role Models for Board Service

HONORING MINNESOTA'S OUTSTANDING BOARD DIRECTORS



Tom Schreier

Nancy Dahl

Marty Leestma

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Michael Howe

OUR 2021 OUTSTANDING DIRECTORS range from a sitting CEO still relatively new to corporate boards to retired business leaders who've fully embraced board service as a way to share their experience. Businesses benefit from both vantage points, and that range is one more way, along with greater attention to race, gender, and industry expertise, that companies like the ones represented here are striving to diversify.

"A diverse board will outperform every time," says Archie Black, CEO of SPS Commerce, where two of this year's honorees serve or have served as directors.

"From what I've observed in business, you want a lot of different perspectives and frames of mind at the table."

At a moment when so many companies are reflecting on their own culture, as well as the changing needs of consumers and community, boards can ask the difficult questions, shape the executive team, and provide critical guidance. This year's five honorees went above and beyond, providing invaluable counsel to prominent organizations including Allina Health, Delta Dental of Minnesota, and Knutson Construction. Their service helps set the stage for a new day in business leadership.



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Nancy Dahl

BY LIZ FEDOR

BEFORE SHE LEFT HER TINY HOMETOWN of Gibbon, Minn., to attend Gustavus Adolphus College, Nancy Dahl already had learned valuable lessons about personal responsibility and running a business.

“The town didn’t work unless you showed up,” says Dahl, who graduated from high school in a class of 42 students. “You needed to be accountable for your contribution, and people counted on you to do that.”

In her rural southern Minnesota community, her grandfather supplied egg coolers to farmers and her father established a manufacturing insulation business. As a teen, Nancy Johnson was loading bags of insulation into semitrailer trucks.

“I grew up in a family business, and our board meetings were in the fishing boat,” Dahl says.

This summer, Dahl has been based out of a home on Leech Lake, where she sometimes boards a pontoon boat.

She rises early to contemplate market challenges and opportunities for five Minnesota-based businesses. Dahl sits on the boards of directors for the companies, including four in the construction and building materials sector. “When you get up early, you get that quiet time to settle your mind and get super focused before the noise of the day comes in,” she says.

After a long and successful career as a business executive, most recently at Lifetouch and Tastefully Simple, Dahl is now laser-focused on board service. She’s attracted to companies that are willing to do the hard work of reinventing themselves to ensure they can grow and succeed in the coming years.

“I don’t ever pretend to be the teacher with all the answers,” Dahl says. “That’s not possible in today’s world, but if you’re curious and you’re in that zone, I think you have the appetite and the potential to be an awesome board member.”

She’s careful about staying in her board member lane. “You are not solving management issues in the boardroom, but you are having a discussion with the board members so that management pulls away value and vice versa,” Dahl says.

“I don’t want to be part of a ‘gotcha’ board, where the board wants to point out everything that management did wrong,” she says. “I would rather create an environment and culture on the board that’s a ‘good catch’ board, so that it creates transparency and vulnerability.”

On her boards, Dahl says she’s concerned about the mix of businesses within a company and how they are performing. She’s passionate about her belief that board members must emphasize the company’s strategic planning for how it will operate several years into the future.

She says she wants to know “where the market is going and how prepared the organization is to be there,” and she wants to ensure that businesses have the right employees and technology to evolve and compete successfully.

Dahl is the lead director of the advisory board for Knutson Construction, a family-owned company based in St.



Louis Park. Founded in 1911, the company is now owned by the Curry family.

Owner and chairman Steve Curry hired James Benning, a non-family member, in 2019 to succeed him as the company’s top executive. As Curry planned to shift from day-to-day responsibilities, he wanted to create a board that could work effectively with the owners and management.

He acknowledges he felt like he was “stumbling around,” trying to figure out what he wanted from an advisory board.

“We kept getting some feedback that Nancy Dahl might be the person to help us get this thing off the ground,” Curry recalls. Dahl worked with him to establish the advisory board’s purpose and functions, and Curry asked Dahl to serve on the board.

There is an owners’ plan for the Knutson business, and its management has an operational and financial plan. “The board’s job is to make sure that both of those are aligned, and if they are not aligned, that they get aligned,” Curry says.

Dahl’s biggest contribution is her focus on strategic planning, he says. “The whole industry is changing rapidly with technology and innovation. It is so easy to lose sight of where you want to go in two or three years,” he says. But Dahl wouldn’t allow that to happen, despite the disruptions caused by the pandemic.

EDCO Products board member Joe Coughlin, CFO of Ergotron, has witnessed Dahl’s drive and high standards in her role as chair. Hopkins-based EDCO makes steel siding and roofing.

Dahl interviewed Coughlin before he joined the EDCO board. He notes that she wants to make sure all board members are a good culture fit, which includes a commitment to hard work, honesty, and accountability.

She doesn’t try to be an “omniscient CEO-type leader,” Coughlin says. “Nancy knows the role of a chairperson is actually to facilitate discussion amongst those who are at the table.”

She relishes working with other engaged board members. “They know how to ask questions that provoke management to think differently,” Dahl says. “That’s when you know you are on a board that’s really going to be powerful and add that strategic value to a company.”

OTHER BOARD SERVICE

Dalsin Industries
2020-present

Collective Measures
2019-present

Park Industries
2018-present

Dunwoody College of Technology
2013-present

EDCO Products
2013-present

Greater Twin Cities United Way
2013-2020

YWCA of Minneapolis
2008-2011

Gustavus Adolphus College
2002-2005

Tom Schreier

BY DAN NIEPOW

AS A DIRECTOR ON SEVERAL BOARDS over the years, Tom Schreier doesn't shy away from tough issues. Case in point: the murder of George Floyd in Minneapolis last year.

At an Allina Health board meeting after Floyd's death, Schreier, who was board chairman at the time, opened with an extended moment of silence. The pause gave board members a much-needed chance to reflect before determining how to respond. It was, he says, one of the most memorable moments in his entire board career.

"I think it was almost transformational," Schreier says. "We saw how all of a sudden a complicated topic became something that was OK to engage in very authentically. That's how you most effectively address issues like that."

That moment is emblematic of Schreier's approach to board service—tackle issues head-on, but in a calm, thoughtful way. It also highlights a key value for Schreier: authenticity. Whether it's confronting systemic racism or combatting a global pandemic, Schreier leads with both heart and mind. He sincerely believes that boards—and the organizations they oversee—can be a force for good.

People who have worked alongside him say he's a shrewd businessman with a genuine desire to better his community. "Tom has remarkable business acumen," says Tim Welsh, vice chair of consumer and business banking at U.S. Bank. "He really understands how business works. But he's also incredibly purpose driven. He



wants to make the world a better place."

Welsh first met Schreier in the early 2000s, when Schreier worked for Minneapolis-based investment giant Piper Sandler, then known as Piper Jaffray. The two now serve on Allina's board together.

Schreier joined in 2015 and became board chair in 2018. In June, he transitioned to chair emeritus.

Allina CEO Penny Wheeler notes that Schreier played an important role in "deepening our diversity, equity, and inclusion efforts."

"Tom demonstrated his commitment to helping leaders develop personally and professionally by inviting Allina Health's chief diversity, equity, and inclusion officer into the board meetings," Wheeler wrote in her nomination for Schreier as an outstanding director. "He created a place that allowed for honest reflection, sharing, and learning about how to discuss and address inequities and systemic racism."

Schreier didn't set out to serve in the health care space. A freshly minted graduate of the University of Notre Dame, he landed his first gig in finance. Then, after earning his MBA from Harvard Business School in 1988, he applied his financial know-how to the airline industry, as vice president of finance and treasury at Northwest Airlines.

The airline industry had him hooked from the start. "As people say, once you get kerosene in your blood, you really can't get out," jokes Schreier, who worked in the industry for a decade. "It's a very addictive industry, and it was a magical time to be at Northwest. I met a lot of great people."

It wasn't until 2002 that he got his first taste of board service, becoming a director for his alma mater, Saint Thomas Academy. At the time, Schreier was CEO of FAF Advisors, a \$100 billion asset manager that grew out of U.S. Bancorp. He would go on to serve as chairman of the school's board of trustees.

"That time kind of whetted my appetite for board service, particularly for institutions that are important to the community," Schreier says.

In 2003, Mickey Foret, then CFO of Northwest Airlines, recruited Schreier for his first corporate board service at Pinnacle Airlines, a now-defunct small feeder airline for Northwest. He served on that board until 2013, eventually becoming vice chair. Schreier went on to serve on the board of the Minneapolis Institute of Art, starting in 2015. That same year, he joined the Allina Health board. Three years after that, he joined the board of Piper Sandler, where he had worked back in 1999.

Whether he's serving on a for-profit or nonprofit board, Schreier makes a point of maintaining firm boundaries between board members and company staff. It's important for board members not to overstep, he says. "Finding the right leadership and setting the right strategy is the role of the board," Schreier says. "Executing that strategy is the role of the management team. If you can create that kind of governance environment, it attracts really good management, because they know we're not going to be meddling in their world."

Outside of board service, Schreier is founding director of the Inspired Leadership Initiative at alma mater Notre Dame. Modeled after similar initiatives at Harvard and Stanford, the program is designed to give longtime professionals a chance to go back to school and explore new paths. For Schreier, it all points back to finding purpose and passion—something he's honed through years of board service.

"People call it 'board service,' but I don't think they always focus on the 'service' part of it," Schreier says. "I think that those who join boards with a service mentality always end up being much more valuable board members, because they have an eye on the institution's objectives."

OTHER BOARD SERVICE

Piper Sandler Cos.
2018-present

Minneapolis Institute of Art
2015-present

Investment Company
Institute
2007-2016

Pinnacle Airlines
2003-2013

Saint Thomas Academy
2002-2014

Marty Leestma

BY GENE REBECK

FOR MARTY LEESTMA, board service is a team sport. He's quick to credit fellow directors and company leadership for the exponential growth that occurred at Minneapolis-based retail tech developer SPS Commerce during his 15-year tenure.

"We laid out a working approach that was very much team-oriented," he says.

Leestma stepped down from the SPS board earlier this year knowing how much had been accomplished. When he joined the board in 2006, SPS employed 150. Now it boasts 1,700 employees, who work with nearly 95,000 customers. In 2006, SPS was a \$20 million company. At the end of 2020, it posted revenue of \$313 million—and 80 consecutive quarters of growth—with net income of \$45.6 million. And in the past five years, its stock price (Nasdaq: SPSC) has shot up nearly 400 percent.

Leestma sees the director's role as helping company leaders craft a strategic vision for growth—what he calls "next-wave thinking." He joined the SPS board as its first independent director—that is, someone who wasn't an investor. He understood that running a company requires more than following a financial model.

He also knew what it was like to run a software business focused on the retail industry. From 2003 to 2005, he'd served as CEO of Retek, a Minneapolis-based maker of software for the retail industry. In 2005, he oversaw a bidding war between Oracle and SAP to acquire Retek. Oracle won, paying \$669 million, and Leestma shifted to board service and investment opportunities.

From his CEO experience at Retek and his 23 years at Accenture, where he'd

been global managing partner for the retail and consumer products industries, "I saw the difference that a good board could make," he says. When he joined the SPS board, "I was excited to see if I could help a local company do well."

Under Archie Black, who became president and CEO of SPS Commerce in 2001, the company shifted from software development to an integrated suite of retail supply-chain management services offered via the cloud. "Today, everyone knows what the cloud is, and it's a very common approach to doing business,"

Leestma says. But, he points out, in 2006, it was a fairly new concept. "[SPS] went through a lot of ups and downs until people became comfortable with buying this way."

Black describes Leestma as "someone I could lean on and ask about leadership and strategic decisions." What's more, "Marty's very easy to communicate with because he's very direct. And when you didn't agree, you had your discussion, and then you moved on. He expects a lot from others around him—he pushes people, which is great."

When Leestma joined the board, SPS sold primarily to tier-three companies—companies with revenue of about \$10 to \$100 million, he recalls. Having spent most of his career working with Fortune 500s, Leestma thought he could help push SPS to sell to larger enterprises.

Scaling up the C-suite became a related challenge—making sure the CEO could lead, with the right team of executives in supporting roles. As outsiders looking in, directors can be more objective, Leestma says. "It's not that Arch didn't have the skill set himself," he adds. "But when you're fighting fires every day and trying to meet budgets, some of those things aren't as apparent."

In 2007, Black hired former Amazon finance director Kim Nelson as SPS' first CFO. And to provide a strategic vision of the types of technology the company would need as it grew, SPS hired Jamie Thingelstad, who had experience with both startups and established enterprises, as CTO.

These days, SPS serves thousands of top mass retailers, including Costco, Walgreens, and Williams-Sonoma. Leestma believes that wouldn't have happened if the company hadn't gone public in 2010, which provided a financial "war chest" for expanding sales efforts and making acquisitions. At the time, Leestma worried that SPS was too small to take on the burdens of a public company. He admits now that it has worked out very well. As SPS' first independent director, he helped Black build a non-investor board that has provided insights into future growth.

Though no longer on SPS' board, Leestma remains active in the business world. He's an investor, and his board work includes serving as chair for St. Louis Park-based Forthright Solutions, which provides alternative dispute resolution services for businesses.

He continues to matter-of-factly meet conflict head-on, with the philosophy that doing so can bring new and better results than avoiding it. "A good working relationship doesn't mean we always have to agree," Leestma notes. "In fact, I think it means something different, which is that you have to have enough mutual respect so that you can disagree and everyone understands that it's not personal. It's business, and everyone is trying to execute their roles and do the right thing."

OTHER BOARD SERVICE

Forthright Solutions

2008-present

Bushel

2020-present

Kipsu

2016-present

Social Venture Partners of Minnesota

2008-2020

XSELL Technologies

2013-2017

Genesys Works Twin Cities

2008-2017

Verisae

2009-2012

Shavlik Technologies

2006-2011

Minneapolis Crisis Nursery

1997-2007



Anne Sempowski Ward

BY TESS ALLEN

ANNE SEMPOWSKI WARD LIVES BY THIS PERSONAL MOTTO: Take a leap. She did it early in her career, when she persuaded Procter & Gamble to create a multi-cultural marketing position specifically for her. She did it again when she became assistant vice president of Coca-Cola Co. at 34 years old. So taking on three board director positions while also running a company is on par for her forward momentum.

“From her thought leadership and governance experience to her knowledge about developing strategies and scaling companies, Anne is the best-prepared person I have ever worked with,” says Dick Dugan, board director of Washington, D.C.-based Vanda Pharmaceuticals, where Ward serves on the audit and compensation, governance, and nominating committees.

Organization is key, considering the many responsibilities on Ward’s plate. Today, she is the CEO and executive board leader of Minneapolis-based CURiO Brands, parent company to Thymes and Capri Blue bath and home brands.

Bringing a sitting CEO’s perspective to boards offers timely perspective, Ward believes. Particularly in a year like 2020, Ward knew firsthand the urgent challenges each company’s leadership team faced. Managing through supply chain disruptions, remote work, and renewed focus on diversity and inclusion were big topics on the boards she serves, as well as for her own company.

“I bring that sensibility of being able to think about what the management team is going through on a day-to-day basis,” Ward says. “It helps me be a better board member.”

That CEO perspective was important to SPS Commerce CEO and board director Archie Black when he went looking to fill a board seat last year at SPS Commerce. “The leadership piece is really important to us,” he says.

The advantages work both ways. Corporate board service “gives me a broader way to look at the business landscape,” Ward says, revealing “things I may not be thinking about.”

Ward carefully chose to serve on boards in technology and pharmaceuticals—fields that could benefit from her consumer experience and broaden her own thinking. In the case of SPS Commerce, Black says Ward’s extensive retail brand experience gives her an edge.

Since joining CURiO Brands as CEO in 2012, Ward has transformed the nearly 40-year-old bath, body, and home fragrance company into a high-growth, vertically integrated portfolio of brands with high shareholder returns. She’s also doubled the company’s total value through acquisitions.

Ward has a reputation for growing consumer brands. During her time at P&G, she led the integration of Clairol, the company’s largest acquisition up to that point. She then increased the beauty brand’s sales by 17 percent in the first six months as part of the P&G portfolio. At Coca-Cola, she developed a plan to increase the company’s African American share of the non-alcoholic beverage market from 27 to 50 percent. After Coca-Cola, she moved from Atlanta to Chicago to lead Johnson Publishing, parent company



to *Ebony* magazine.

But board service had been a goal since her days at P&G, when a mentor encouraged her to serve on the P&G Fund board, the nonprofit that allocates P&G’s philanthropic giving. The experience opened her eyes to the important role boards play in guiding companies, setting goals, and making change. And as a Black woman, Ward recognized that her point of view was missing from many boardrooms.

“Most of the rooms I walk into, I’m maybe the only, the first, or one of a very small population. I think that provides a degree of opportunity and a door to help educate others about how I see the world,” Ward says. “My lived experience plus my work experience brings a cultural competency that many [boards] are looking for as they try to navigate the diversity and inclusion path or, more generally, think about how to embrace different stakeholders and people.”

Ward is also working to get more women of color into board positions around the state and country. After the murder of George Floyd, Ward led an initiative through the Women Corporate Directors organization to help women of color in Minnesota prepare for and secure board seats and positions of impact. “I like to tell people I’m a woman on a mission looking to change the complexion and voices of boardrooms,” Ward says.

She also serves on the Women Corporate Directors Diversity Steering Committee, a nationwide initiative. “I love having the opportunity to share things I’ve been through and help companies and individuals continue to be successful,” Ward says. “It’s why I run a company every day, and it’s why I sit on boards.”

OTHER BOARD SERVICE

CURiO Brands
2012-present

Duke Fuqua School of Business
2020-present

Spectrum Brands
2020-2021

Duke Fuqua Minority Alumni Advisory Board
2011-2019

Procter & Gamble Fund trustee
2000-2006

Michael Howe

BY LIZ FEDOR

UNION LEADERS, WHO WANT GOOD BENEFITS for their members, frequently serve on the board of Delta Dental of Minnesota.

One of those leaders, the SEIU's Betty Bednarczyk, contacted Michael Howe in 1989 to urge him to serve on Delta Dental's board. Howe was the chief human resources officer for a predecessor of Allina Health.

"I suggested somebody else on my team," Howe recalls, "and Betty Bednarczyk said, 'No, we want you.'" Bednarczyk, who was well-respected for getting results, persuaded Howe to join the Delta Dental board. Thirty-two years later, he's still serving. But what began as a dental benefits nonprofit "has transformed in ways that are beyond anything I think anybody would have expected back in 1989," says Stephanie Albert, Stratacor's chief legal officer and general counsel.

Stratacor is the parent of Delta Dental of Minnesota; 16 nonprofit or business entities exist under the umbrella of Stratacor, Albert says. She credits Howe with an instrumental role in developing the vision and organizational structure for these units, which extend the reach of Delta Dental into a health services organization.

"[The units] are all in some way, shape, or form focused on improving oral health, improving the practice of dentistry through innovation, and pressing the technology envelope to see how we can come along as an enterprise with a lot more than just dental benefits and claims administration," Albert says.



Delta Dental of Minnesota generated \$1.4 billion in revenue in 2020, and Howe chaired its board from 2012 to 2018. He is the current chair of the Stratacor board, a post he's held since 2012. The two organizations have different roles, but their board memberships are identical.

During his early tenure on the Delta Dental board, Howe describes the nonprofit's extensive provider network as one of its key strengths. However, he acknowledges that he and other board members recognized some vulnerabilities.

"If you are in a mature industry and you are going to be challenged, you want to broaden your revenue base," Howe says. "You want to grow and make sure that you aren't a one-trick pony."

One of the major developments during Howe's tenure involved a 2009 transaction. DeCare Dental, which was Delta's claims processing operation, was sold for \$100 million to health insurer WellPoint Inc. Money from the sale was used to create the Delta Dental of Minnesota Foundation, which funds oral health initiatives.

"We support over 100 different charitable organizations, community-focused organizations, around the state today," says Rodney Young, Delta Dental of Minnesota's president and CEO. "That all began under Mike's leadership as chair of the foundation." In the foundation's early years, Young says Delta Dental made a significant gift to the University of Minnesota to address oral health needs of underserved communities. A grant of \$3.5 million was awarded to the School of Dentistry to support construction of a hospital-based pediatric dental clinic.

By 2016, Howe and others at Stratacor ventured in a new direction and created a for-profit entity called Abova. Its stock is owned by Stratacor. Albert describes it as "an incubator for innovation to support the mission of the overall enterprise."

Howe, who has served on the Abova board since the organization's inception, says Abova "gives us more arrows in the quiver" to achieve the overarching goals of Stratacor and Delta Dental. "The idea is to broaden the base of income, because we recognize the challenges a stand-alone dental benefits company will have in the marketplace," Howe says. "It's a defensive strategy and an opportunity to grow and provide more service."

Abova can make investments, acquire companies, deliver services, and create products. In some parts of Minnesota, it's difficult for dentists to establish practices. "Through Abova, we've created a loan program for dentists who open offices, and it's a way of getting a return [for Abova] from a loan," Howe says.

If Abova turns a profit on a given business venture, Howe says that money could flow back to the parent, Stratacor, or Abova could make a direct donation to Delta Dental's foundation.

"At Abova, we've acquired an internet development company," Howe says. "It does work for organizations if they want to have some type of webpage interface." It provides services to Delta Dental and also sells them to a variety of employers.

Young chairs Abova and is its CEO. He and Howe work closely together on the constellation of Delta Dental-related boards. Howe comes across as "very unassuming in terms of his approach," but Young notes that he's smart, conscientious, and highly engaged.

Howe is energized by working with several new board members, including Kim Price, retired 3M executive and Delta Dental's foundation chair. Over the summer, Howe is connecting one-on-one with each Stratacor board member. It's vital to the chair role he defines as providing coordination, coaching, and continuity.

OTHER BOARD SERVICE

Stratacor
1989-present

Delta Dental of Minnesota Foundation
2010-present

Abova
2016-present

Metropolitan Hospitals Labor Management Council
1990-1997

Anoka-Ramsey Community College Foundation
1987-1990

Ramsey Health HMO Plan
1976-1979

50 YEARS *of* Determination & Direction

MEDA FOUNDER AND BOARD SECRETARY JOHN STOUT RELETS ON LESSONS FROM THE CIVIL RIGHTS ERA THAT APPLY TODAY.

BY ALLISON KAPLAN

John Stout is the first to acknowledge the importance of board governance and the benefits of frequently revolving directors to infuse fresh perspectives. He helped launch the Outstanding Directors Awards in 1996 and received a Lifetime Achievement Award from *TCB* in 2017 for his enduring commitment to corporate governance.

But there's something to be said for continuity when you're passionate about an organization's mission, and that's the way Stout feels about Meda—the Metropolitan Economic Development Association. The Minneapolis-based nonprofit dedicated to supporting BIPOC entrepreneurs celebrates its 50th anniversary this year. Stout, co-founder of the group, is the only director to have served on the Meda board for the duration.

"The lesson is, if you're young at the time [you join a board] and the people you're on with are all a number of years your senior, it can happen," jokes Stout, who, at 81, also continues to serve as vice president and shareholder at Fredrikson & Byron in Minneapolis.

"John is invaluable to Meda and its board," says board chairman Craig Veurink, U.S. Bank senior vice president. "For us to have someone who has been part of Meda every step of the way gives us great perspec-

tive. Even more importantly, John brings the same passion to Meda around its mission today that was there when he helped start it 50 years ago."

Stout moved to Minneapolis to join Fredrikson as an associate in 1967, the same year Thurgood Marshall became the first Black Supreme Court justice. It was an era of civil rights and other protests throughout the country, including the Twin Cities. "There were issues not dissimilar to the ones we're facing now," Stout says, recalling cases of police brutality and buildings torched on Plymouth Avenue.

Stout volunteered for a minority business development task force that formed in the late 1960s as part of the Urban Coalition of Minneapolis. "We knew we needed to carry the work forward," Stout and another volunteer, Hugh Harrison, went searching for a model that would leverage business leaders, which led to the creation of Meda in 1971. The Meda board consists of executives from more

than 25 Minnesota businesses, including 3M, Medtronic, Optum, Target, Wells Fargo, and Cargill. Many of those companies have been involved since the start.

Launched primarily as a consultancy for minority business founders, Meda has evolved into a \$40 million community financial institution and business development center that helps BIPOC entrepreneurs secure funding and identify corporate partnerships. In 2020, as small businesses faced acute hardships due to the Covid-19 pandemic and social unrest, Meda deployed \$23 million



FROM LEFT: Darren Moquist, Steve Singer, Craig Veurink, John Stout, Barbara Butts Williams, Laura Helmueller, Jashan Eison, Alfredo Martel, and Matthew Lyons

to nearly 1,300 Minnesota businesses.

"2020 was a grim reminder that there is still so much work to do, and access to capital remains an issue," Meda president and CEO Alfredo Martel says. "The silver lining is a really bright national spotlight on the problem. We feel very proud of how our team rallied around access to capital, markets, and management education. That recipe comes from 50 years of coaching BIPOC entrepreneurs."

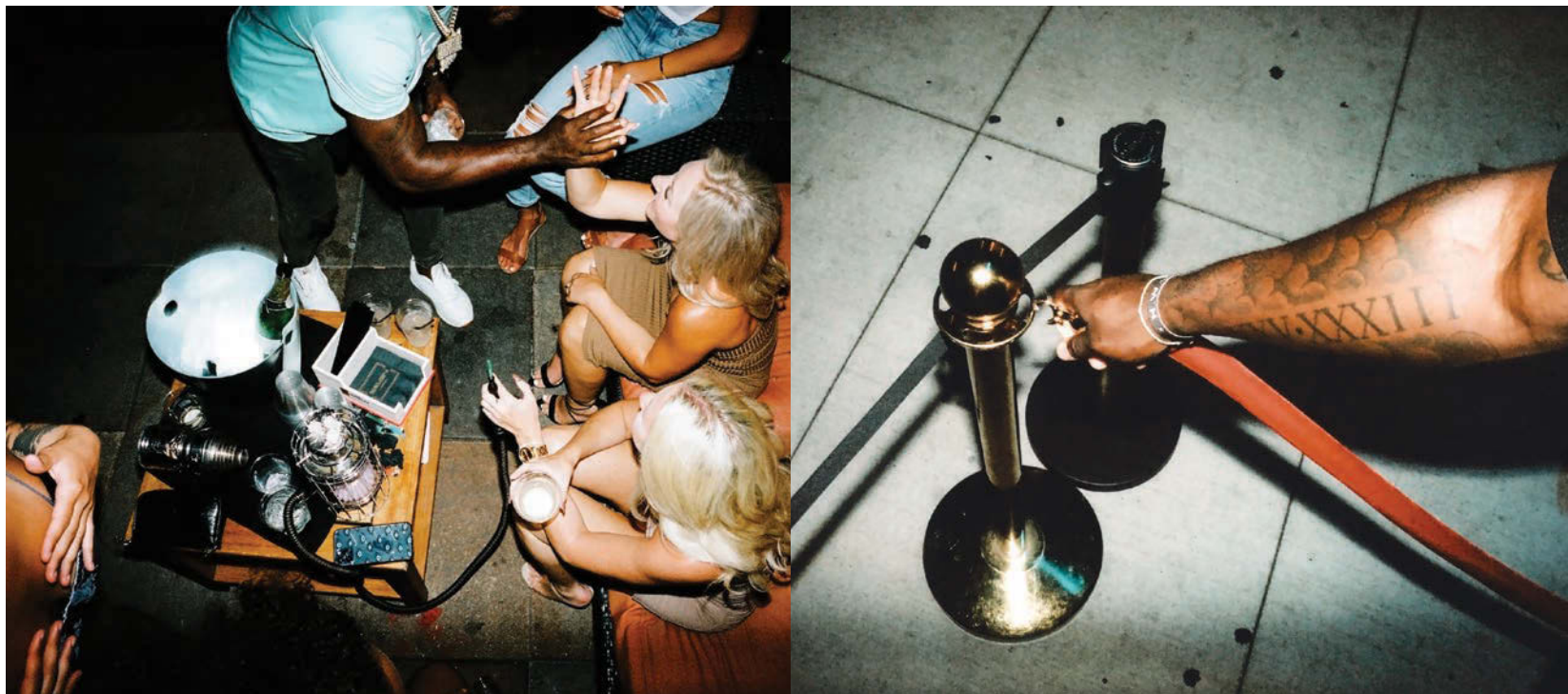
Today, Meda is focused on growing its lending power and providing business mentorship on a broader scale through its new Virtual Accelerator Network (see Giving Guide, page 59).

"We know one of the best ways to reduce racial economic inequality is to increase wealth in BIPOC families," Veurink says. "This is how Meda can continue to make progress and improve the communities we live in."

Stout is realistic about the work at hand, but he tries not to dwell on the fact that 50 years later, disparities still exist. "You have to see it as a journey," he says. "You have to accept the fact that racism is systemic. It's not a problem that goes away [all at once]. We'll always be working on inclusion, but I'm hoping that maybe this time around there's enough momentum to make progress and create more economic vitality. Nobody said it was going to be easy."



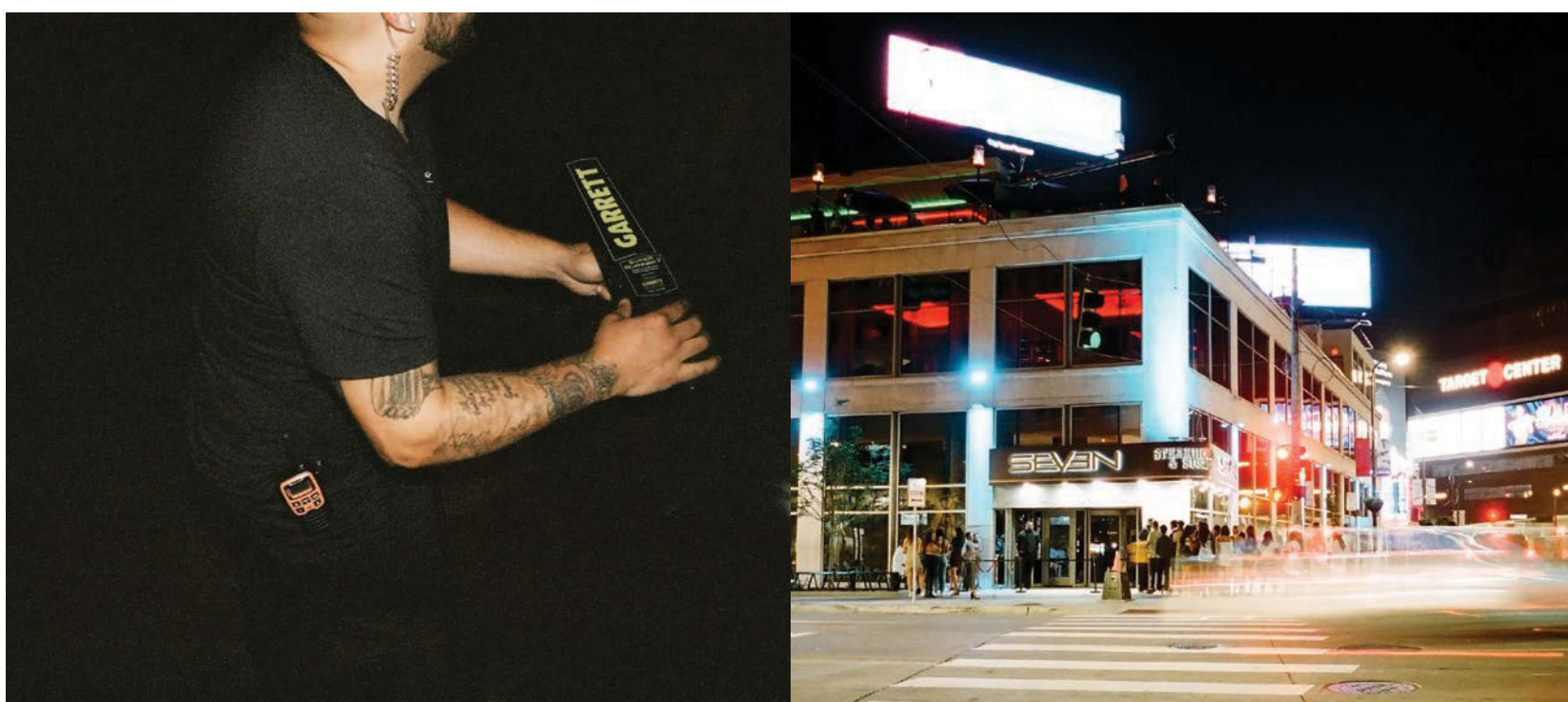
John Stout



THE **ROPE** HAS EYES

Seven Steak and Sushi takes extraordinary measures to remain an island of peace in a sea of violence—it has no other choice.

BY ADAM PLATT // PHOTOGRAPHY BY MICHAEL J SPEAR





Seven managing partner Ken Sherman, security staffer Yves Spies, and director of security Bull Reynolds (L to R) late on a weekend in July.

“Call me,” the text read. “People need to understand what’s happening down here.”

It was summer 2020, and all of Minneapolis was on the razor’s edge. I didn’t call. Then another text came at the holidays, followed by a meeting at a baroque downtown condo after Christmas.

“You think last summer was violent. Mark my words, next summer will be even worse,” my host predicted. I told him if his prophecy came true, I’d tell his story. So here we are.

“This is a city run by gangs. The only thing a bad guy is afraid of is a badder guy.”

That’s Ken Sherman talking. He sent the texts, too. Sherman, 70, is not your archetypal Minneapolis businessman. Tan, compact, jacked, frequently sporting a scowl, he’s been a part of downtown for decades. He’s been in the security business (and maintains the physique), the restaurant business (remember the Pickled Parrot?), the real estate business (he was one of the largest property owners in the Warehouse District), and the nightclub business (Cowboy Jack’s in Apple Valley, currently). And he is majority owner and managing partner of Seven Steak and Sushi, a multilevel restaurant and nightspot on Seventh and Hennepin.

The ex-New Yorker washed ashore in Minneapolis in the mid-1970s but has resisted our folkways. Sherman doesn’t mince words. He has no stomach for the indirect, euphemistic verbiage integral to talking about downtown Minneapolis, either.

“Ken is how we sort of all wish we could be,” says Dermot Cowley, owner of O’Donovan’s downtown and, as of late, also Sherman’s general manager at Seven. “He is straightforward. He has a big heart. And he doesn’t suffer foolishness.”

But we’re getting ahead of ourselves.

A BEACON OF CLASS

Seven opened in 2007, a venture of hospitality entrepreneur David Koch and partners who were riding a wave of acclaim from Bellanotte, the Warehouse District hotspot that became the nighttime hub of professional athletes, musicians, and their entourages. It introduced the nightclub staple known as bottle service to the Twin Cities, among other things. Seven followed, a steakhouse and sushi emporium for the same moneyed audience seeking something more

glam and energetic than Murray’s or Ruth’s Chris.

Sherman describes Koch as a larger-than-life entrepreneur: “David was good at mixing with pro athletes and music stars. He had a folder of celebrity clients at Bellanotte, and [Seven] became the place to be.”

It worked for a while, but Koch’s empire eventually ran aground. Acrimony, lawsuits, innuendo followed. Seven owed a lot of money in taxes. A receiver was appointed. And Ken Sherman, who had a history in both restaurants and nightclubs, bought it at auction in 2017. “It was generating good volume but losing a lot of money,” he recalls. “Management had lost control, and I figured with some discipline it could be a nice little business.”

But by then, Hennepin Avenue and the Warehouse District were changing. The celeb clientele had moved on. The neighborhood was ominous after dark, as police stopped tamping down bad but not criminal behavior. Dinner business was done by 8 p.m. After events and concerts, rather than hanging out, “people just rushed to parking lots,” observes Sherman, who realized basic management controls were not enough to make Seven a winner again.

So he hired local celeb chef Sameh Wadi to make Seven’s menu sparkle. “I thought I could upgrade food and clean it up, and we’d be in business,” he says. “It didn’t really work. I didn’t fully understand what the business was about. Competing with the steakhouses is difficult. So I decided to focus on nightlife.” He closed the sushi bar and invested in the rooftop, sound system, and music.

If you’re wondering why a 70-year-old white man wants to deal with the tsuris of a downtown nightclub in an era of racial tension and civil unrest, you’re not alone. Before Cowley went to work for him, “I asked Ken, ‘What’s your angle?’ [I think it’s that] it feels like Vegas here every night. He loves the action.”

Sherman might have gotten more action than he bargained for.

SHIFTING SANDS

About six years ago, Sherman began liquidating real estate in the Warehouse District: “I sold my holdings because I could see what was happening.” Commercial tenants were leaving, fed up with employees being assaulted coming to or from parking lots, and the menacing aura of adjacent nightclubs.

“Downtown has everybody who does business there crazy-nervous,” says Cowley, who opened O’Donovan’s 22 years ago. “The question with downtown: Is it even worth doing anymore?”

Yet in this environment, Sherman quixotically bought Seven because he needed something to do. “I wasn’t going to move in with Jerry Seinfeld’s parents at Del Boca Vista,” he jokes, “and I’m not hanging out at Oak Ridge with the other old Jews.”

By 2017, Seven’s clientele, once one of the more diverse in the city, had become substantially Black, a customer demographic that was not resistant to downtown and seemed to have a sentimental affinity for his spot.

“[Seven] gave us what we needed. They showed our community love and respect,” says Pamela Weems, owner of Minneapolis-based marketing company Love Promotions. “It’s not common here for a white-owned business to cater to a diverse customer. But this has always been a place we could go. You feel safe at Seven.” Weems says she’d love to see it restored to its exalted perch of the early years, when she held all her personal celebrations there.

“To the average white person, these are businesses,” explains Taylor Smith, one of Seven’s managers who supervises its security team and asked that *TCB* not use his actual last name as a condition of the interview. “But Seven is a symbol in the Black community.” (All of Seven’s security team are Black.)

THE DESCENT

Sherman has no objection to Seven again becoming the hub of athletes and local celebrities it once was, but the trend lines are moving in the opposite direction. The first flower of the current chaos occurred in 2019, when two people were wounded in a late-night shooting at the Crave rooftop two blocks down Hennepin. “We said enough is enough,” recalls Smith. “It’s not just shots fired. [There were] rapes, guys thrown over balcony rails. We said, ‘That shit ain’t coming here.’”

“We will not allow anyone to get hurt in Seven,” adds Sherman. “Taylor watches the door and Bull runs the inside [security]. He is very good. But everything starts at the door. You can’t let a problem in the building. We had to fortify our door. We started wandering, pat-downs. But we did not see a lot of weapons.” (Bull Reynolds is Seven’s director of security; he also asked we not use his real last name.)

By early 2020, Sherman felt he had effectively recalibrated to reflect the changes in the Warehouse District. Then came the pandemic, and downtown emptied; then came the murder of George Floyd and the ensuing civil unrest and unease. In the handful of summer and fall months Seven was able to operate in the early pandemic, more ominous signs appeared.

“This is a city run by gangs. The only thing a bad guy is afraid of is a badder guy.”

—Ken Sherman, managing partner, Seven Steak and Sushi

“Pre-George Floyd, people were better behaved,” Smith says.

“They were not agitated, looking for a fight,” says Reynolds.

“And pre-George Floyd, the police department was still present,” says Sherman. “You’d see them on Hennepin. We’d employ off-duty cops. Now an off-duty cop is worthless; the bad guys know they won’t do anything.” (Off-duty cops do not intervene but act as a deterrent because of their presence.)

The 2020 civil unrest downtown put Sherman and his security team on edge. They assumed Seven—with its floor-to-ceiling windows, large alcohol inventory, and luxe fittings—was a target.

“I called my attorney,” Sherman says. “I said, ‘My guys don’t want to board up. So I gotta have Taylor and a couple guys outside with guns.’ And he says, ‘He can fire [a weapon] to defend himself, but here’s what it’s going to cost you: a quarter million [dollars] for the criminal trial and \$150,000 for the civil trial. Are you prepared to spend 400 grand to get Taylor out of jail?’”

“Was I prepared to do it? Yeah,” continues Sherman. “Did I want to do it? No. So I called Taylor and said, ‘Do what you f-ing gotta do.’ Because I really don’t like being pushed around.”

“We had to spend several nights [outside] to protect the building,” says Smith. “Seven is a symbol. Once you see the flag on the ground, something changes. So people had to guard the businesses where Blacks hung out, because they were symbols. We could not board the windows. It would have said *we’re weak, we’re not tough as we seem*. When you drive by and the whole city is under siege and Seven is sitting here pristine, glowing, clean, you know, ‘OK, somebody’s protecting that place.’”

UPPING THE ANTE

After Seven survived the civil unrest and the pandemic shutdown, it had to move forward, but the dynamics were precarious. The big challenge was weapons, which Seven security increasingly found on patrons as they tried to enter the building.



Seven manager Taylor Smith (left) with security staffer Seke.

"Folks would come in during dinner hours [when Seven does not search diners or do pat-downs], they'd plant bullets, knives in the seats," says Reynolds. "We'd find guns in the bathroom garbage. A game of hide and seek."

Sherman thought his business was perhaps being staged as a venue for conflict but learned otherwise. "We had customers at the door and they were clearly gang-affiliated," he says. "They had an attitude, and we didn't want to let them in. I said, 'Here's the deal, guy: If you're carrying a gun, it's because you're planning on shooting someone or you're worried someone is going to shoot you.' And the guy says to me, 'Where we live in north Minneapolis, everybody carries a gun.' And he was not stroking me. Carrying a gun for him is no different than carrying a cell phone for you."

Smith nods. "Before Covid," he says, "we had a more civil, mixed crowd. Our crowd now is 80-85 percent African American, a large percent is involved in various street organizations, and that changes the entire dynamic for security. We get out of here at 2 [a.m.] on Sunday and have meetings until 6 [a.m.] with different crews to find out who's into it with who, who can come in, and who cannot come in. It was really sensitive, because people were emotionally charged—[they'd say] 'we gonna get this motherf---.' Well, we need to agree that it won't happen a block either way of Seven."

Sherman says it did not cross his mind to close. "My first security job was in the late 1960s," he recalls. "My philosophy is if there's a problem, you go to the problem and take care of the problem."

"It's an ever-changing environment," explains Reynolds. "We ask people. Then we tell them. Then we make them. We rarely [have] to 'make them.'"

TAKING CARE ... OF THE PROBLEM

At 11 p.m. on a random Saturday this summer, a line of a dozen or so people are waiting along a velvet rope to be vetted by security and enter Seven. Guests pass six separate security personnel to get into the nightclub. The dining room is mostly empty, but it had been jumping since 5 p.m., servers say.

The rooftop is divided into two areas, a louder side with a DJ, dance area, and banquettes reserved for bottle service groups, and a more sedate side where small groups of mostly women sit at tables. A decibel meter monitors the sound levels. Around midnight, the spaces tend to activate and are crowded with groups dancing and twerking. Security shadows a sloppily drunk man wandering around. His friends assure them they will keep him close, but Sherman instructs security to stay closer; the only leash at Seven is a short one.

Pre-pandemic, Seven was already spending heavily on security. As of last summer, that budget doubled and now runs well over \$1,000 a night. "We have 13 to 15 people on any given weekend," says Sherman. "Our job is to keep everybody safe. If you and your wife come in here, I expect you to be safer than anywhere else in Minneapolis."

Sherman says his security team recruits from gyms, martial arts studios, boxing rings. "We're very nice, but we're thorough. If there's a fight in here, we're gonna win. My insurance premiums have not risen in four years."

"We're extracting six to eight guns every night before people come in," says Smith. "You are totally protected. We have zero tolerance, from the curb to everywhere inside. I cannot afford to have a firearm go off in here."

"We do everything discreetly," says Reynolds. "But if my guys are suspicious, have a bad feeling, we go deeper. I'll remove people from the rooftop. If we find anything, they've got to go."

The complexity of the threats is constantly evolving. Reynolds says that "a foldable Glock" is now on the market. "It can go in your shoe. It can fit in a makeup case."

IN HARM'S WAY

Seven does not just have a primarily Black customer base; its employees are primarily Black as well. Though Sherman is not exactly woke on issues of law enforcement, his staff is intensely loyal to him and to the establishment itself.

"I have 80 employees; most are persons of color," says Sherman. "I put them in decision-making positions."

"We're not tokens," says Smith. "We're not sweeping floors, mopping. He's gruff like sandpaper, but his businesses are run by people of color. He's extremely

fair. He wants an honest day's work for an honest day's pay. There are no other downtown business owners doing that. So people of color respect that. ... [Activist] Nekima [Levy Armstrong] will be here on her birthday. She's like, 'I never met a cat like him.' He's well known in the Black community."

Sherman is not an absentee owner, living in a suburb. He lives downtown. He is present in Seven. And he understands the experience of his staff. "Once you get in trouble as a person of color, no one will ever hire you," he says. "I will. And I know to sometimes expect a struggle. But their environment is so different. Many of my kids, no one in their family works. They come in smelling of weed. But weed in the Black community is like drinking coffee for whites."

"He puts up with a lot. More than I would," says Cowley. "I've seen him buy clothes for an employee. Fire, then go back and rehire. He's very patient. He has years invested in these kids. He is not willing to let them go down without a fight."

THE CONTINENTAL

When conditions in Minneapolis deteriorated, Sherman and his security crew determined it was insufficient to stop all weapons at the door. They needed to be proactive, keep fights and warring crews from destroying the business's comity. That work is done long before guests reach a metal detector.

"It's pretty simple," Sherman explains. "You have people running around with beefs with each other. And there are no police. It could end up in a very difficult situation. We preempt that by making sure that if group A has a big issue with group B, group A doesn't show up when group B is here."

"We know who the bad players are, and we know what goes on in street organization politics," says Smith. "Say two crews are beefing, and they going to shoot it out downtown. If they eat at Monarch, they could just shoot it out at Monarch. But at Seven, you're going to behave. So we convene a sit-down, and once you make an agreement with us, you gotta live up to that agreement. We have to sit-down all the time."

"The way it goes, I see people by themselves or in their group," says Reynolds. "I text you, 'We need to talk.' It can be after we lock up here, but it doesn't take place here. We have those

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"It's not common here for a white-owned business to cater to a diverse customer. But this has always been a place we could go. You feel safe at Seven."

**—Pamela Weems,
owner, Love Promotions**

conversations elsewhere. Seven is The Continental in *John Wick*. There's no violence here.

"I utilize the chain of command and have the proper respect," he continues. "You can never take sides. You're working for an agreement that you don't handle your business within a block of here."

Sherman says Smith's and Reynolds' histories in the so-called street organizations are crucial to their role.

"Once you've been involved in the streets, the whispers don't stop just because you have a different kind of job," Reynolds says. "The streets talk. The volume of beefs are extremely high. It's summer."

When Sherman hired Smith in 2017, such a role was irrelevant. "Didn't have to do it three years ago," Smith says, "because the beefs wasn't coming downtown." Now it's intelligence gathering and diplomacy rolled into one, and they cannot afford a week off.

What concerns Smith and Reynolds most are the "cliques," ad hoc groups of young men not accountable to the longer-standing organizations. They regard the cliques as the source of most of the mindless violence throughout the city, and they are particularly difficult to regulate.

"These shooters, they wake up at 3 [p.m.], pop a molly, two blue dolphins [ecstasy], drink a Red Bull with Patrón, that's breakfast," says Smith. "They cannot function without it. They might eat some fast food once a day. These kids are rail thin, their stomach is touching their back, their faces are sunken in, their eyes are bugged out, and they're smoking high-powered weed all day."

Their threat is solely in the weapon they carry. "They're not strong. They aren't built to fight. They need the gun because physically they can't fight," says Reynolds. "They're not gladiators, trust me."

THE FORCE IS NOT WITH YOU

If you're a resident of Woodbury, Eagan, or Mound, perhaps you're asking, "Why don't they call the cops?" The refrain downtown is universal: "What cops?"

"For the past 18 months, we haven't seen a police presence, beat cops around," says Joe Berg, owner/operator of Empire Entertainment, which operates the Exchange, Alibi, and Pourhouses in downtown and Uptown. Most are basically adjacent to the downtown precinct house.

Berg says he still sees a benefit in hiring off-duty cops at \$75 an hour, and despite the city's depleted force, they're available. An off-duty cop sits in front of Union at 8th/Hennepin late on weekends, but that did not deter shots from being fired in the intersection over several recent weekends, nor an imbroglio involving a customer tossed from Union with a weapon (that Smith says he was asked to help defuse) that drew a half-dozen on-duty police cars.

Union owner Kam Talebi says the officer's presence conveys a message of "care" to customers, because "late night, there is a lack of presence of police. The streets are not being monitored as we've historically seen."

"We've been out here six weekends on the rooftop so far [this summer]," adds Sherman, "and I haven't seen a cop on Hennepin on patrol one time." When he calls, the results are unpredictable. "A convicted felon with a gun broke our windows last summer, the cops pulled up, and they cited our security person for not wearing a mask outdoors."

"The guy was smashing our windows as [police] rolled up," Smith recalls. "They didn't arrest him."

Sherman has recently diversified out of downtown Minneapolis, opening a Cowboy Jack's nightclub in Apple Valley. "You know what the cops do in Apple Valley?" he asks. "Something!"

THE LONG, HOT SUMMERS TO COME

For businesses like Sherman's and Cowley's, the downtown calculus is becoming increasingly fraught. PPP money and other forms of aid helped keep them alive, but the future is exceptionally murky, with a daytime workforce and nighttime entertainment clientele yet to return, and a depleted and reluctant Minneapolis police force. In a year, things will be clearer on the worker front. As for policing, no one knows.

"Here's the new reality: The police aren't coming," says Cowley. "Can you exist in that environment?"

As for Sherman, he says he'd be out of business if he hadn't reoriented away from food toward nightclub. He says the shooting in June, when a University of St. Thomas student was killed by a stray bullet on First Avenue, did not dent his weekend business, but Seven is only open four days a week, and a silent downtown (as of mid-July) means there's not yet any event business or after work happy hour/dinner clientele.

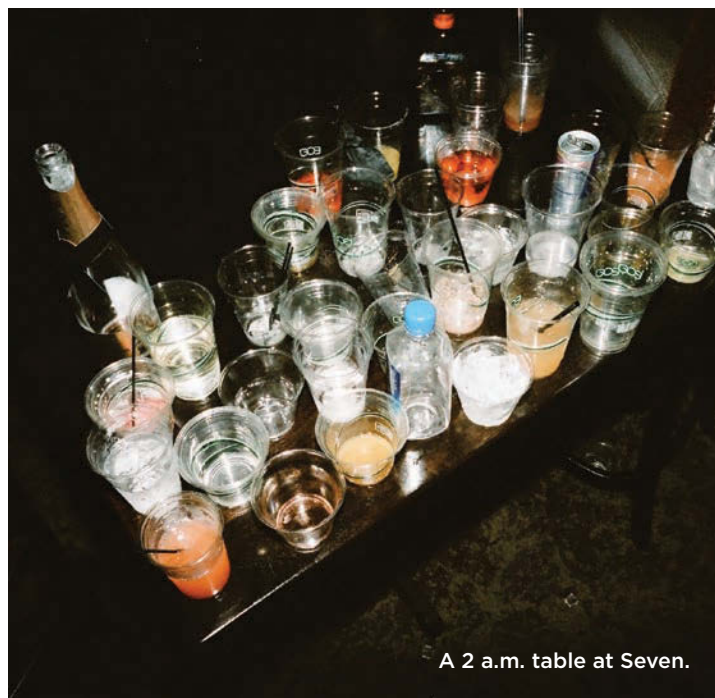
Sherman is asking deep existential questions about his capacity to attract business in a racially polarized and often violent downtown. "I love my staff; I enjoy being here," he says. "A significant number of white Minnesotans will put a self-righteous sign in their front yard, but will they socialize with Black people?"

Sherman conveys antipathy for sociopathic cops like Derek Chauvin, but he is equally contemptuous of Minneapolis Mayor Jacob Frey and the City Council for their anti-police rhetoric and defunding efforts, which he believes have demoralized decent cops and left neighborhoods at the mercy of nihilistic young men. "All it has done is hurt the Black community, made our jobs difficult, and sent our customers to the suburbs."

His left- and right-hand men lack the luxury to look beyond the city's borders, so they play the hand they've been dealt. "We have to have hope," says Smith. "What is the alternative? This is where we live."

Hope tempered by pragmatism, that is. "You gotta handle your own business in this city right now," says Reynolds. "And if you can't, you're lunch meat."

Adam Platt is TCB's executive editor.



A 2 a.m. table at Seven.

TCB

September & October 2021 Nonprofit Event Calendar

Mn Adult & Teen Challenge

Hope Awakens Women's Luncheon

Tuesday, September 14

Join us for MNTC's annual luncheon at the Minneapolis Event Center. It's a great opportunity to celebrate each other and Minnesotan women who have found freedom from addiction.

Learn More: mntc.org/hopeawakens

CAPI USA

Give and Grow 2021

Thursday, September 23 | 6 - 8 pm

A hybrid fundraising event providing an opportunity to invest in CAPI's community - immigrants, refugees, and historically underserved communities of color.

Learn More: capiusa.org/giveandgrow/

Bridging

The 2021 Gala for Bridging

Friday, October 1

The Gala raises critical support to furnish homes with hope. You won't want to miss this in-person AND livestreamed event!

Learn More: bridging.org/gala

Nexus Family Healing

Night for Nexus - Igniting Hope

Friday, October 1 | 6 - 10pm

Join us and some of Minnesota's most influential leaders at an intimate benefit supporting Nexus Family Healing.

Learn More: one.bidpal.net/nightfornexus2021

AchieveMpls

Evening of Excellence House Party

October 14 | 7 - 8pm

Join us for this virtual event celebrating our students and raising funds for our career and college readiness programs!

Learn More: achievempls.org/evening-of-excellence-2021

Reach for Resources

Ghostly Gala

Friday, October 29 | 5:30 - 8 pm

Join us for this virtual event celebrating our students and raising funds for our career and college readiness programs!

Learn More: achievempls.org/evening-of-excellence-2021

YWCA St. Paul

Equity & Justice Community Conversations

Monthly/Third Wednesday

YWCA St Paul hosts a series of Equity & Justice Community Conversations, each focused on a specific topic reflecting the serious consequences of racism. **Learn More:** ywcastpaul.org





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ENTREPRENEUR — of — THE YEAR AWARDS

Leaders from seven Minnesota companies earn EY honors.

EY is celebrating the 35th anniversary of its Entrepreneur Of The Year program, which recognizes CEOs and regional business leaders for their outstanding entrepreneurial accomplishments and major contributions to their communities.

Eight business innovators from seven Minnesota companies received the Entrepreneur Of The Year Heartland Award during a second-ever virtual awards program on July 27. Seven states in the nation's midsection make up EY's Heartland region.

Executives from 19 other Minnesota companies were finalists for the award.

Twin Cities Business profiles these accomplished business leaders in this issue, including an up-close look at the Minnesota winners, who were interviewed by TCB's Gene Rebeck and Burl Gilyard.

Nominees were evaluated on the following six criteria: entrepreneurial leadership; talent management; degree of difficulty; financial performance; societal impact and building a values-based company; and originality, innovation, and future plans.

Minnesota's Heartland winners are eligible to compete for national Entrepreneur Of The Year awards, which will be announced in November.



For more information on the Entrepreneur Of The Year program, contact Jim Kowitz, EY program manager: Jim.Kowitz@ey.com, 612-371-8301, or visit the program's website at ey.com/us/eoy/hl.

Brian NeSmith Co-Founder and CEO Arctic Wolf • Eden Prairie

EY ELEVATOR PITCH: Arctic Wolf offers comprehensive cybersecurity operations tailored to each enterprise. It focuses on identifying and filling the



gaps in companies' IT infrastructure that can allow cyberthieves access. It then continuously monitors the company's IT security system—firewalls, identity authentication software, and so on—to make sure all the virtual doors are locked and all the windows stay shut.

REVENUE: Not available

EMPLOYEES: 900

BUSINESS: Cybersecurity operations and management for small and midsize enterprises

INTERVIEW WITH NESMITH:

What opportunity did you see when you co-founded Arctic Wolf in 2012?

It wasn't that there weren't companies doing cyber; it's that people were failing at it all the time. You can buy a set of products, hire a big group of people, and then set up cybersecurity capabilities. But as you can tell from the press, it's clear that people are constantly failing at it. Our goal was to build a

company to perform continuous monitoring. It's easy to say [but] incredibly difficult to do day in and day out, because the threats never go away.

Your fast-growing company recently landed \$150 million in new funding. What sets it apart from other companies in the cybersecurity space?

What makes us unique is a focus on the outcome. Almost every other company focuses on a product, feature, people, or process. Our focus on day one has been on the outcome. We decided that, to deliver that outcome, we would have to build our own technology stack and use our own people. And we would need to integrate them into a wide variety of organizations in the form that they would want us to.

How do you work with customers?

When we engage with an organization, first and foremost, we're going to understand what they're good at doing

and what they're not good at doing. Then we augment and wrap around them [services] to allow them to have complete capability. We're not going to become your full security operations capability. We'll build around what you have.

This summer, you announced that Arctic Wolf is entering several overseas markets.

We've been growing by expanding upmarket and adding new product capabilities. The next growth dimension we've just started to add is opening up new geographies. What's challenging about that is the way we go to market and the way we serve customers is through a very intimate experience. We have what we call "concierge security teams," two- or three-person security teams that leverage the technology platform for that set of customers. We are building a security operations center in Germany. It's a global platform, but it's presented to the customer as a very local capability.

Janet Johanson Founder and CEO BevSource/The Lab Little Canada

EY ELEVATOR PITCH: BevSource is a matchmaker that connects people with new ideas for beverages to companies that can produce them. The company also handles contracts, production run management, quality control, order filling, and other services for the beverage entrepreneurs, except sales and marketing. On average, BevSource manages production of 10 million cases of product per year.

REVENUE: \$80 to \$100 million

EMPLOYEES: 85

BUSINESS: Connects beverage companies with beverage producers and helps beverage companies prototype new products

INTERVIEW WITH JOHANSON:
What did you envision 19 years

ago when you got started?

I worked at Minnesota Brewing in St. Paul, which also co-packed for other beverages. When it went bankrupt, clients called me and asked, "Would you help me find a new place?" I said, "Would you pay me?" And they said yes.

How do you connect them to a production facility?

It depends on what you're making, how much you want to make, and what location you want to make it in. Do you want to make a coffee? Do you want to make a beer? Do you want it to be organic or kosher? We take all those pieces and find you the best home.

There are so many beverage entrepreneurs.

Fifty years ago, you wouldn't have seen as many. There wasn't a new-age beverage section at Target, for instance. Now people are looking for what's new and next, what's healthy, what's different. We make really challenging products—

people who want to put probiotics into a beverage, products like that.

What other services do you provide?

These entrepreneurs have great ideas, but paperwork is often their worst nightmare. We love doing the paperwork and setting up supply chains. We also make sure their products are made right. Saying yes is how we got to where we're at. We started out just being the matchmaker—then customers said, "Can you help us get labels registered?" And we said, "Yeah, I guess we can do that." Or "Can you handle the orders from the distributor?" "Sure, OK."

Why did you launch The Lab in 2019?

We wanted a place to try out ingredients, recipes, and processes for our customers. We do all that for both big and small companies. Many local craft brewers drop off samples to make sure that their quality is good. New breweries can make sure their recipes work before they open. We thought that since we make cool new stuff, we should let people taste it and give feedback.



Jamie Candee

CEO

Edmentum • Bloomington

ELEVATOR PITCH: We're all familiar with the traditional public school teaching approach: You come to class, the teacher talks at you, you leave with homework, and you come back the next day. But millions of children can't or don't want to learn that way, at least not solely. Edmentum's products give schools the flexibility to offer both in-person and virtual learning so that all students can thrive.

REVENUE: Not available

EMPLOYEES: More than 1,200

BUSINESS: Digital-based educational materials and tools primarily for K-12 public schools

INTERVIEW WITH CANDEE:

What makes Edmentum entrepreneurial?

When I think of the word entrepreneurial, I think about recognizing a problem, then figuring out a different way to solve it. One of the biggest problems school districts have is offering only one model for learning. Our virtual instructional services have more than 250 virtual teachers who are state-certified. We offer all the curriculum, the teaching and administrative services, and we teach you how to run your own virtual school.

What's an example of an Edmentum innovation?

We took a product to market three years ago called Exact Path. It gives K-12 learners quick assessments and pinpoints where their learning gaps are. A challenge if you're a teacher with 30 second-graders in your classroom is trying to figure out where all your kids are at; they're learning at all different levels. We use machine-learning adaptive technology to pinpoint where kids are at in math, reading, and English

language arts. Then we give teachers reporting data and we personalize instruction. This allows teachers to help each learner stay on track within his or her grade level.

You left Edmentum in 2013 as chief revenue officer, then returned in 2017 as CEO. Why come back?

I was running another company as CEO in Minnesota called Questar Assessment. After we sold Questar, the board of directors at Edmentum called and asked me whether I'd be willing to come back as CEO. I've always had an affinity for what we do here at Edmentum. I started my career as a teacher, and I've seen how great tools like Edmentum's create equitable learning opportunities for kids.

Many teachers worry that tech will replace them.

We don't believe that. We believe that education technology should be an amplifier of great teaching and give teachers the ability to reach all their students.

What's next for Edmentum?

We've entered into a definitive agreement to acquire Apex Learning, based in Seattle, that is a secondary-level online courses provider. Apex has made substantial investments into honors and advanced placement coursework as well as career and technical education pathways.



Tony Miller

Founder and CEO

Bind Benefits Inc. • Minneapolis

ELEVATOR PITCH:

Bind Benefits administers health plans for companies that self-fund insurance coverage. More recently, it has expanded into offering its own health plan for employers with 50 or more employees.

REVENUE: Not available

EMPLOYEES: More than 300

BUSINESS: Health plan administration



Tony Miller is no stranger to health care startups. Bind is the third new company Miller has piloted in recent years.

Miller was the co-founder and CEO of Definity Health, which focused on consumer-driven health benefit programs. The company sold to UnitedHealth Group Inc. in 2004 for \$300 million.

In 2006, Miller founded Carol Corp. The company started by offering a web portal for consumers to compare health care prices, then pivoted to become a health care consulting firm. UnitedHealth subsidiary Optum acquired Carol Corp. in 2011.

Miller also founded Lemhi Ventures in 2006, which has the stated goal of using the "leverage of venture capital as the engine of change in health care services." Miller is the managing partner of the investment firm, which is an original investor in Bind.

Bind started with the concept of "on demand" health coverage. It administered health coverage for companies with self-funded insurance. Bind touted plans that allowed covered employees to opt in for some specific coverage only when it was needed. Bind itself was not a health insurer.

That changed in the fall of 2020, when it expanded into the fully insured health plan market, offering its own plan to companies with 50 or more employees. After starting in Florida, Bind is now offering its plan in five states.

But the model remains fundamentally the same. Miller's pitch calls for eliminating deductibles, cost uncertainty, and coverage barriers in health insurance for patients.

Miller offered his take on the state of the health care business in a recent commentary: "Traditional health plans herd employees down a set path that is designed around a group. The data and technology needed to deliver a personalized and flexible health plan experience that truly works better for everyone already exists."

Investors have been bullish on Bind. By mid-2021, the company had raised nearly \$300 million in financing, including a \$105 million round that closed in October 2020. UnitedHealth Group is one of its investors. Given his track record, it's tough to bet against Miller.

Todd Wilkinson

President and CEO
Entrust Corp. • Shakopee

EY ELEVATOR PITCH: Entrust offers a comprehensive portfolio of solutions focusing on protecting identities, payments, and data. Its products are designed to allow people to cross international borders securely, make payments and other transactions, and move data online. Some companies are strong in digital technology; others focus on physical products, such as identification cards. Entrust offers both capabilities.

REVENUE: \$800 million

EMPLOYEES: 2,600

BUSINESS: Products and services for secure credential issuance, digital identity, and cybersecurity

INTERVIEW WITH WILKINSON:

You joined Datacard, Entrust's predecessor, in 2005 as CFO after executive positions at USG and GE. What was the appeal of a smaller company?

It had strong technologies, great market position, and a global footprint, which was really important to me. And the things that I believed the company needed to be even more successful at were areas [where] I had skills to contribute, particularly the knowledge of how to assemble a strong team.

Entrust has been around for 52 years. How is it entrepreneurial?

The term applies to us in the mode of thinking that's required to reinvent yourself and move toward customer needs. In 2008, when I became CEO, we started to pivot to more of a recurring revenue model. We invested heavily in innovation; more recently, we've invested in acquisitions to also accelerate growth. We pivoted toward areas

like digital identity just as our customers were beginning their own digital transformation.

Transitioning to a software-as-a-service model was another pivot for the company, both technologically and from a core-capability perspective. Today, we have a series of cloud-enabled products, which are delivering a significant amount of our revenue. We look at all our solutions comprehensively. That allows us to build solutions that a point product can't handle, or a smaller company can't bring to market. Looking at the ways that we're innovating, I would argue that that is entrepreneurial.

What company plans can you share?

We're targeting \$1 billion in revenue in the near term. There is a significant amount of room for us to grow, both organically and by acquisitions. We're continuing to extend our solution reach. We acquired a company called



HyTrust in January that is more focused on cloud and software container security management—security technologies for where the world is going. And in April, we acquired WorldReach Software, a digital ID verification company that simplifies the experience for end users applying for and using secure digital identities. There is a significant amount of near-adjacency opportunities for us to extend into.

Nicole Lorenzen Atchison

CEO
Puris Holdings
Minneapolis

EY ELEVATOR PITCH: Puris was plant-based when plant-based wasn't yet cool. Jerry Lorenzen founded the company in 1985 to help create more sustainable food from plants. His children, Nicole Atchison and Tyler Lorenzen, are now running the show. The company's calling card is its Puris pea protein products. Ag giant Cargill invested at least \$100 million in Puris in 2018 and 2019. And *Fast Company* listed Puris as its No. 1 Most Innovative Food Company. Atchison says the company has grown rapidly year-over-year.

REVENUE: Not available

EMPLOYEES: 315

BUSINESS: Manufactures non-GMO plant-based ingredients

INTERVIEW WITH ATCHISON AND LORENZEN:

Tyler Lorenzen

CEO
Puris Proteins
Minneapolis

What drove the pivot of the business?

LORENZEN: The belief was always about plant-based nutrition and this idea where plant-based proteins would be at the center of the plate and people would think plants first in terms of where they get their protein sources, as the world grows into the population it will be in 2050. That was always the purpose. The concept was we have to do that in a sustainable fashion, from seed all the way to food, and we just happened to pivot to peas because they are the most sustainable, regenerative solution.

How crucial is Cargill's backing?

LORENZEN: Huge. Cargill's belief in what we're doing and where we're taking this business certainly [existed]



before it was in the news on a daily basis. ESG [environmental, social, and governance criteria], sustainability, plant-based food was not a topic of discussion as often as it is today. Cargill supported us before that happened, which really put us in the driver's seat.

Where does Puris fit in the plant-based industry?

ATCHISON: Partnership is such a key piece of our business model and our growth plan. Between Cargill and our customer partners, how we partner throughout the industry is, I think, how

we're looking at the growth of it, too. The more people involved, the more ability we have to really have an impact in the industry. We are open to help people join the plant-based industry. That's what we actively do every day, is work and partner with people on innovation or supply chain considerations—the whole gamut.

What's next for the company?

ATCHISON: The future is really exciting for Puris. We've spent the last 30 years putting the pieces in place to create the foundation of what we're starting to see play out in the plant-based food movement today. Puris Proteins, Tyler's company, has our Dawson [Minnesota] facility opening up, which is a big step for both Puris but also the industry here in North America—specifically by de-bottlenecking one of the biggest constraints in the plant-based industry, which is ingredient supply.



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Congratulations to **Jamie Candee, CEO of Edmentum**, as well as all winners and finalists of the 2021 Entrepreneur of the Year Award. BMO is proud to share your ambitions to boldly grow the good in business and in life. Thank you for your significant contributions to the communities and businesses you serve.

We have worked alongside Jamie for many years and support her strategies for improving educational outcomes and making them more equitable.

Charlie Youakim

Co-Founder and CEO
Sezzle Inc. • Minneapolis

EY ELEVATOR PITCH: Charlie Youakim's Sezzle startup is sizzling. The company is among many offering a "buy now, pay later" platform



for customers. Users can buy products from retailers that use Sezzle, and consumers can make four interest-free payments. Sezzle's revenue comes from fees charged to retailers. One of the biggest clients, Minneapolis-based Target Corp., inked a three-year deal with Sezzle this summer. The company is already public in Australia and has floated plans for a U.S. IPO.

REVENUE: \$59 million

EMPLOYEES: More than 300

BUSINESS: An alternative payment platform for online shoppers

INTERVIEW WITH YOUAKIM:

What did you learn from running your first startup, Passport?

I learned a lot the hard way. We didn't have mentors. We had to learn it all the first time, which makes it harder. I think when you learn it yourself, you don't screw up twice. I learned that

your destiny is really in your control. Despite the fact that you may have really powerful competitors and you seem like you might be outgunned, if you just focus on "keep marching ahead," adding value for your key stakeholders, and you just keep on doing it, you can find success. Don't worry too much about your competitors; worry more about yourself.

What mistakes did you make?

We used to talk to the wrong funding companies. We would talk to people who would want to write checks for pre-IPO. We'd waste a ton of time talking to venture capital groups and private equity groups that really wanted nothing to do with us at earlier stages.

How important was the deal with Target?

I think time will tell, but I think it's a key deal for us in terms of clout and

impact—basically making a statement that we are here to play as a company. We are a \$1 billion market cap [company], and all of our key competitors are \$20 billion, \$30 billion, and \$40 billion in market cap. They're much, much larger than us. I think a lot of people could discount us because of that. But now people know we're on the map.

What sets Sezzle apart from big companies in this sector?

We follow a stakeholder approach to business. Our mission is to financially empower the next generation, and we follow through with it. We're the only company that has a credit-building aspect. When you utilize our payment product, we can help you build your credit score up, which is really important for young consumers, and it fits our mission. We're also a Certified B Corp., which really speaks to our differentiation and our approach.

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ENTREPRENEUR OF THE YEAR, MINNESOTA FINALISTS



Angie Conley
CEO
Abilitech Medical

FOUNDED: 2016

HEADQUARTERS: Eden Prairie

MISSION: Provide assistive technology to restore independence to people compromised by neuromuscular weakness

or injury in their arms.

MAJOR IMPACT: The company's first device, the Abilitech Assist, is a semi-robotic upper arm orthotic that leverages the user's residual strength to perform activities such as eating, drinking, self-care, and using a computer. This product was FDA listed in December

2020 and is commercially available to patients. The company's target is selling 65 of the Assist units this year. The business is building a suite of orthotic devices to support and assist the arms in performing functional tasks. Two products on the horizon are a hand device and a stroke rehabilitation device.

Carlene Wilson
President and CEO
Atmosphere
Commercial Interiors

FOUNDED: 1953

HEADQUARTERS: Minneapolis

MISSION: This office furniture business delivers functional furnishing solutions and tailored design services for corporate, health care, education, and hospitality facilities.

MAJOR IMPACT: Through multiple acquisitions, Wilson is credited with transforming Atmosphere from a Target-influenced dealership with a retail strategy into a customer-centric

business-to-business organization. In 2021, she was named board chair of holding company Omni Workspace. She introduced performance plans for employees and emphasizes coaching and mentorship. The company pays profit sharing to all employees.



Cheri Beranek
President and CEO
Clearfield Inc.

FOUNDED: 2008

HEADQUARTERS: Minneapolis

MISSION: Deliver cost-effective fiber-fed deployments to hundreds of broadband service providers across North America.

MAJOR IMPACT: Beranek turned Clearfield into a profitable business that now is a leading provider of optical fiber management and connectivity platforms. Today, Clearfield has more than 500 employees and more than 800 customers. Beranek stresses the impor-

tance of truly listening to a customer's needs so that Clearfield can configure its products to meet those needs. Clearfield is known for innovation in technology. The Clearfield Cassette enables a single architecture to be used across an entire broadband network.



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Kent Roers
Owner, Roers Companies



Brian Roers
Owner, Roers Companies

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ENTREPRENEUR OF THE YEAR, MINNESOTA FINALISTS

Igor Epshteyn President and CEO Coherent Solutions

FOUNDED: 1995

HEADQUARTERS: Minneapolis

MISSION: Develop software and offer technology consulting, web and mobile app development, and data services.

MAJOR IMPACT: Epshteyn created Coherent Solutions to build quality custom software that solved real business problems in better ways than previously had been available in the marketplace. Since 2015, the company's workforce has grown from 560 to more than 1,500

employees. Coherent Solutions operates development centers in Belarus, Bulgaria, Lithuania, Romania, and Ukraine. By the end of 2021, Epshteyn wants to open facilities in two more countries. He's built a culture in which employees serve as helpful advisors to their clients, not order takers. The company's management structure is relatively flat.



Andrew Leone CEO and Co-Founder Dispatchit Inc.

FOUNDED: 2016

HEADQUARTERS: Bloomington

MISSION: Operate a business-to-business marketplace for last-mile industrial delivery, connecting a network of independent contractor drivers to thousands of businesses.

MAJOR IMPACT: The company was founded to solve critical problems with delivery management in wholesale industrial supplies. Dispatch Connect, a business-to-business software-as-a-

service solution, offers holistic fleet and delivery management for all customers' industrial delivery needs. Businesses can go directly to individual drivers for deliveries, which can increase satisfaction for all stakeholders. During the pandemic, Leone paid extra attention to the mental health of his employees and to racial equity and justice concerns.



Mynul Khan Founder and CEO Field Nation

FOUNDED: 2008

HEADQUARTERS: Minneapolis

MISSION: Provide an online platform for companies and independent contractors to connect and perform on-site

service work.

MAJOR IMPACT: On Field Nation's platform, businesses post open jobs, scout for workers, and organize service crews. Skilled technology professionals can look for work that enhances their reputations and fits their schedules. In the U. S. and Canada, more than

100,000 technicians have used the site, and more than 1 million work orders are completed annually. Field Nation has many years' worth of client and technician data. A matching algorithm uses the data to find the best technician based on past performance, a client's job requirements, and other factors.

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Andrew Leone,
co-founder and
CEO, Dispatch

Congratulations Andrew, on this recognition and all of your success. The team at Lurie is thrilled to be with you for the ride.

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force for good.*

Lee Wallace,
owner and CEO,
Peace Coffee

All of us at Lurie congratulate you, Lee, on your company's growth and this well-deserved honor. We're proud to work alongside you and your inspiring team.

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Marek Ciolko
CEO and Co-Founder
Abir Sen
Executive Chairman
and Co-Founder
Gravie



FOUNDED: 2013
HEADQUARTERS: Minneapolis
MISSION: Improve the way people

purchase and access health care by offering benefits that people can use through enhanced employer-sponsored solutions.

MAJOR IMPACT: The duo started out with a health benefits marketplace in which there was a budgeted amount per employee. Then they developed proprietary insurance that allowed

employers of all sizes to benefit from plan savings that resulted from healthy patient outcomes. More recently, they introduced Comfort, which offers 100 percent coverage—without patient copays or deductibles—on common health care services. Gravie serves about 1,500 employers and more than 100,000 consumers.

Ken Dalley
Chairman, Chief Warrior, Founder
Guardian RFID

FOUNDED: 2001
HEADQUARTERS: Maple Grove
MISSION: To build and deploy world-class technology that supports the care, custody, and control missions of U.S. corrections officers.
MAJOR IMPACT: The company aims to protect every corrections officer by tracking every inmate. The company's platform supports more than 75,000 correctional officers in most U.S. states.

Guardian RFID wants to digitally transform jails, prisons, and juvenile detention centers. Its technology tracks more than 10 percent of U.S. inmates. The company is building artificial intelligence systems with predictive and prescriptive insights. AI is expected to provide officers with constant surveillance capabilities.



Joel Theisen
CEO and Founder
Lifesprk

FOUNDED: 2004
HEADQUARTERS: St. Louis Park
MISSION: To provide whole person senior care that improves quality of life and reduces cost of care.
MAJOR IMPACT: Instead of simply treating diseases, Theisen is focused on creating a holistic health care system that serves seniors for the long term. After



early work with home health care, Lifesprk has added hospice, primary care, and senior living services. It also has leveraged technology to deliver better care to seniors. In recent years, Lifesprk has been building a state-of-the-art Electronic Life Record (ELR) system. Lifesprk wants the system to host all medical and social information but also allow for predictive analytics and artificial intelligence to provide for the highest degree of care.



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Eddie Sullivan

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ENTREPRENEUR OF THE YEAR, MINNESOTA FINALISTS



Aaron Shilts
President and CEO
NetSPI

FOUNDED: 2001
HEADQUARTERS: Minneapolis
MISSION: To provide enterprise security testing and vulnerability management

through manual and automated penetration testing services for application, network, and cloud attack surfaces.
MAJOR IMPACT: After Covid-19 forced office workers to suddenly work from home, business concerns over cybersecurity threats intensi-

fied. NetSPI says the pandemic has increased demand for its services. During fiscal year 2020, NetSPI experienced 35 percent organic growth and started working with more than 150 new clients. It now employs more than 200 people. NetSPI delivers

penetration testing as a service through its Resolve platform. Its customers include nine of the 10 top banks in the United States. In June 2020, Shilts co-founded a grassroots organization, Change Starts With Me, which focuses on rebuilding communities.

Cliff Kaehler
CEO
Novel Energy Solutions

FOUNDED: 2012
HEADQUARTERS: St. Paul
MISSION: To expand the use of renewable energy by designing, building, and operating community solar gardens on leased farmland and other locations.
MAJOR IMPACT: Kaehler removed a big barrier to entering the

clean energy marketplace. He offered a financing solution for 100 percent of the upfront project cost. Novel's approach is designed to create immediate savings for the customer, and the customer will retain ownership of the system. On-site projects consist of installing solar panels at commercial locations and providing maintenance for their continued operation. For rural projects, Novel

leases about 10 acres of land and builds solar operations on the leased land. Kaehler leads the company to benefit multiple stakeholders.



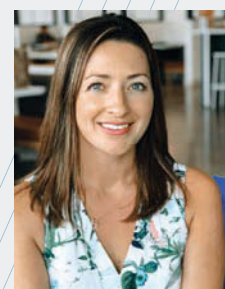
Lee Wallace
CEO
Peace Coffee

FOUNDED: 1996
HEADQUARTERS: Minneapolis
MISSION: To provide super premium coffee while operating as a socially conscious Certified B Corporation.
MAJOR IMPACT: During its 25 years in business, Peace Coffee has purchased more than 10 million pounds of green coffee from small-scale farmer cooperatives in more than 12 countries. Last year, 98 percent of its coffee came from cooperatives that Peace Coffee has had ongoing relationships with for more than five years. For every pound it buys, three cents go toward coffee climate and carbon initiatives. Consumers who buy the expertly roasted, small-batch organic coffee know their dollars support good causes. Guatemala, Nicaragua, and Peru are among the countries where Peace Coffee's beans are grown.



Stacia Nelson
CEO and Founder
Pivot Strategies

FOUNDED: 2015
HEADQUARTERS: Minneapolis
MISSION: To help corporations and other organizations undergo transformations through effective internal communications with employees.
MAJOR IMPACT: The agency has differentiated itself in the Twin Cities marketplace by emphasizing internal communications as a core competency. In particular, Pivot assists with developing communication strategies and messages that can be used internally when a large corporation's IT department rolls out new technology. By keeping overhead and turnover low, Pivot's senior staff who clients meet at the outset of a project aren't swapped out for junior team members when the project work ensues. In 2019, Pivot donated 23 percent of its profits to community efforts and gave 25 percent to employees.



Jay Ward
CEO
Quadion LLC/Minnesota Rubber and Plastics

FOUNDED: 1945
HEADQUARTERS: Plymouth
MISSION: To produce made-to-order rubber and plastic component parts that are formulated by company engineers and technical experts.
MAJOR IMPACT: Ward became CEO in 2017 when the company was owned by Norwest Equity Partners. A former U.S. Navy officer and Donaldson executive, Ward initially focused on changing the company's culture. His goals: engender trust, listen, learn, and communicate. He increased the use of data and metrics to better identify revenue generating opportunities. With operations in the U.S., Mexico, France, and China, the business serves diverse end markets that include the medical, food and beverage, water, and transportation sectors.



Brian Roers / Owner
Kent Roers / Owner
Roers Companies

FOUNDED: 2012
HEADQUARTERS: Minnetonka
MISSION: To operate a successful commercial real estate business.
MAJOR IMPACT: The brothers raised

private equity to build 414 apartments in western North Dakota and eastern Montana during the oil boom. It didn't take long for the oil bust to arrive, and the Roers brothers coped with low occupancy and poor financial performance in their apartments. In response, they launched a property

management company, Core Living, to oversee operations for owned and third-party apartments. Today Roers is one of the largest developers of commercial real estate in the Twin Cities, and the company is expanding outside the Midwest to states including Texas and Arizona.

Sirish Samba
President and CEO
Sambatek Inc.

FOUNDED:

2009

**HEAD-
QUARTERS:**

Minnetonka

MISSION:

To provide civil engineering expertise in surveying, planning, and environmental regulation to public and private sector clients.

MAJOR IMPACT: Sambatek is the outgrowth of a predecessor firm that was on the verge of bankruptcy and hurt badly by the Great Recession. Samba is credited with providing transformational leadership to restructure the company and put it on solid financial footing. Samba wants to boost his staff from 84 to 500 employees by 2030, and he aims for 20 percent annual revenue growth. In recent years, the firm has worked on metro light rail and Vikings stadium projects. Sambatek is self-funding expansions, and Samba wants to enter the market in Austin, Texas.



Thomas Kennedy
President
TSI Inc.

FOUNDED: 1961

HEADQUARTERS: Shoreview

MISSION: To be an industry leader in the design and production of precision measurement instruments.

MAJOR IMPACT: Twin Cities businessman John Fauth acquired TSI in 2001 and asked Thomas Kennedy to transition the company from a research and academic-focused organization to an academic and commercial-driven company. With its headquarters in Minnesota and field offices throughout Europe and Asia, TSI is now a global company. Its measurement work deals with aerosol science, air flow, indoor air quality, fluid dynamics, and biohazard detection. During the pandemic, TSI has been a player in battling Covid-19 while enabling the safety of health care workers, manufacturers, and food service employees on the front lines.



Chad Hetherington
CEO and Co-Founder
The Stable

FOUNDED: 2015

HEADQUARTERS: Minneapolis

MISSION: Serves as a multidiscipline agency to connect consumer product brands to their audiences across all consumer touchpoints.

MAJOR IMPACT: Hetherington and his colleagues at The Stable created an integrated commerce agency that brought together brick-and-mortar, e-commerce, and direct-to-consumer services under one roof. As the company grew, it opened a Seattle office to support brands on Amazon. Early in the pandemic in 2020, The Stable announced



that Growth Catalyst Partners was making an investment in the company to increase its capacity and support growth. The Stable has completed three acquisitions and diversified its revenue mix. It now employs more than 200 people, and it has a proprietary commerce platform called Hyphen.

**EY's Non-
Minnesota Winners**

Eddie Sullivan
CEO, President and Co-Founder
SAB Biotherapeutics

FOUNDED: 2014

HEADQUARTERS:

Sioux Falls, S.D.

MISSION: To serve as a clinical-stage biopharmaceutical company.

MAJOR IMPACT: The company is advancing a new class of immunotherapies leveraging fully human polyclonal antibodies. Using some of the most complex genetic engineering and antibody science in the world, SAB has developed a platform that can rapidly produce natural, specifically targeted, high-potency human polyclonal immunotherapies at commercial scale. In addition to its Covid-19 work, the company's pipeline includes programs in type 1 diabetes, organ transplant, influenza, and a human immune globulin to treat autoimmune diseases.



to-consumer, e-commerce strategy. UNRL's e-commerce sales soared, and the company also secured licensing deals with Barstool Sports and the Minnesota Vikings. UNRL clothing is known for a tailored fit and comfortable and functional fabrics.



Michael Jordan
CEO
UNRL

FOUNDED: 2013

HEADQUARTERS: St. Paul

MISSION: To provide high-quality sportswear and accessories that are made from premium materials.

MAJOR IMPACT: The company sells products through three major channels: e-commerce, wholesale, and custom. After Covid-19 surfaced in March 2020, nearly all of UNRL's retail clients canceled their orders. Before the pandemic, about 80 percent of the company's revenue came from retail sales. Jordan chose to retain his staff and tripled his advertising budget. The company quickly shifted to a direct-

**EY's 2021
Heartland Judges**

Individuals who compete for EY's Entrepreneur Of The Year awards are evaluated by an independent panel of judges.

In 2021, the eight-member panel of judges for the Heartland Region consisted of past Entrepreneur Of The Year award recipients and civic and community leaders.

REGIONAL JUDGES

Brian Allingham

Norwest Equity Partners

Robert Dunn

Thompson Street Capital Partners

John Howe

Manna Pro Products LLC

Joe Keeley

College Nannies, Sitters & Tutors

Cindy Koebele

TitleSmart Inc.

Kari Rihm

Rihm Family Companies

Thomas Roos

UnitedHealth Group

Atif Siddiqi

Branch

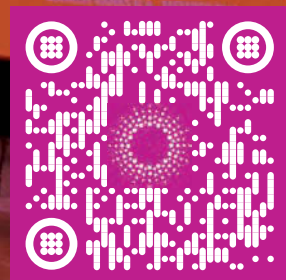
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2021

GIVING GUIDE

AN ANNUAL FOCUS ON CORPORATE AND INDIVIDUAL PHILANTHROPY



Giving Beyond Dollars

Business executives lend expertise to strengthen Twin Cities nonprofits.

By Allison Kaplan

Andrew Dayton leveraged his expansive network of business connections when he was preparing to launch the Constellation Fund, a data-driven philanthropic organization on a mission to tackle poverty in the Twin Cities. He

invited wealthy friends and relatives to donate. He spoke to leaders of Fortune 500 corporations about the need. He accepted pro bono assistance on the Constellation Fund's strategy and operations through connections at McKinsey & Co., the global consultan-

cy. But when that work was complete and the organization launched its grantmaking work in 2019, Dayton made a surprising discovery: His allies at McKinsey's Twin Cities office didn't walk away.

"They wanted to stay involved,"

Dayton says. "They started volunteering to help our grantees."

Dayton, the son of former Minnesota Gov. Mark Dayton and Alida Rockefeller Messinger, started Constellation Fund with a keen awareness that having money didn't necessarily make him a good judge of which philanthropic contributions would do the most good. His organization aims to remove the guesswork by analyzing results—applying an investor's eye to the business of giving. He says now that he underestimated community interest in leveraging privilege through hands-on volunteer work.

That realization led to the formation of Beyond Dollars, a program that assesses the needs of the nonprofits vetted by Constellation Fund and pairs them with professionals who are eager to do the work. More than 100 volunteer consultants are currently working with the 30 vetted nonprofits in Constellation's portfolio. Dayton hired Kate Genereux, who previously worked as executive director of a New York-based venture philanthropy foundation. They're already adding staff to keep up with demand.

"We can put their MBAs and \$500-an-hour skill sets to use," Genereux says, "and find opportunities that feel deeply fulfilling and relevant."

Other organizations are doing the same: Meda recently launched a Virtual Accelerator Network that gives the group's BIPOC entrepreneurs direct access to experienced executives who can offer strategic insight. Minneapolis-based Social Venture Partners Minnesota works to improve the lives of children by connecting people and organizations to, as they

Section supported by



describe it, “amplify impact.” Greater Twin Cities United Way promotes volunteering while building a business network through its Emerging Leaders program. Participation works on two levels: connecting professionals to one another and pairing them with local volunteer projects that make a difference in the community.

That desire to get involved beyond financial contributions “feels

even more urgent” since the murder of George Floyd, Genereux observes. “You can’t be paralyzed by privilege.”

Flipping the script

The Annex Teen Clinic in Robbinsdale needed to get the word out to young people about its health services and find new sources of income, particularly during the pandemic. But the small nonprofit lacked the resources

to make major changes. Constellation Fund’s Beyond Dollars recruited volunteers from two large companies: Piper Sandler helped the Annex develop education programs that are revenue generating and not dependent on grant funding. Target worked on education programming, marketing strategy, and social media.

“The experience was collaborative, productive, and fantastic,” says

Ellen Saliars, director of sexuality education at the Annex. “Their commitment and expertise allowed us to actualize some goals and ideas we’ve wanted to work on but we didn’t have the time, expertise, or resources.”

Venture capital firms often provide their portfolio companies with more than money, offering guidance and connections to help them scale. That’s how Joel Grebenick, manag-

Hybrid Volunteering Provides New Opportunity

By Sarah Lutman

One might think that a global pandemic and the ensuing lockdown that prohibited many kinds of in-person gatherings would put a damper on Minnesotans’ enthusiasm for volunteering for local nonprofits. But that’s not the case.

Patterns of volunteering have changed, but people continue to turn out in droves to help one another and make sure that essential services are delivered. What’s changed? Like so many other daily activities, volunteering has gone hybrid. If you want to volunteer, there are both in-person and remote opportunities. Minnesota nonprofits are taking advantage of these Covid-inspired hybrid approaches to deliver more services to more people.

Take CLUES (Comunidades Latinas Unidas en Servicio) as a case study. The statewide nonprofit serves primarily Latino individuals and families with a wide range of services that support the advancement of economic and social equity and well-being.

In place of its pre-pandemic food delivery program, CLUES developed a drive-through food distribution site that allowed volunteers to safely assemble baskets of fresh food placed directly into people’s vehicles, following strict protocols to avoid the spread of Covid-19. CLUES used donated personal protective equipment so volunteers had adequate masks, gloves, and other necessary gear.

For other CLUES programs, such as English as a second language (ESL) and parent education classes, virtual delivery allowed CLUES not only to continue its programs but to increase enrollment substantially. Teachers and tutors received training in virtual service delivery, and if clients did not have access to computers, CLUES worked to provide laptops and tablets so that services could continue, sometimes supported by special grants. Online ESL classes became so popular that CLUES had to limit enrollment to Minnesota residents, after hundreds of out-of-state participants joined a waiting list for openings.

“I was running around like crazy trying to figure out what was happening and how we could continue to serve our community,” says Jennifer Galván-Bautista, CLUES volunteer services coordinator. Demand for services grew substantially as the lockdowns affected employment, parents needed support for homeschooling, and many elders were even more isolated than usual.

But volunteerism also expanded in new ways. Galván-Bautista explains: “Though the overall number of volunteers went down, in part because of fewer in-person activities, the number of hours per volunteer went up substantially.” The average hours per volunteer increased by more than 50

percent between 2019 and 2020, demonstrating to CLUES that people are willing to volunteer remotely and can be trained to do so effectively.

She suggests that remote volunteering will become a permanent way to engage volunteers in CLUES’ work going forward. Some clients, too, prefer virtual programming, which allows them to participate without incurring child care or transportation costs. “It’s just a whole new way to think,” she says.

A look around the region’s nonprofits shows many virtual volunteering opportunities. Project for Pride in Living (PPL) is training volunteers to provide leadership classes, practice mock job interviews, and support its formerly in-person Young Scholars’ Program, in which volunteers work with staff to offer social-emotional learning, art therapy projects, and relationship-building activities.

The venerable Greater Twin Cities United Way has created a set of volunteer-at-home opportunities for its hundreds of volunteers. Online instructions give individuals or teams the information to pack back-to-school kits for students, create laundry kits and snack packs, and write cards for students and teachers on the first day of school. “Many participants have told us their experiences were more meaningful than making just an online donation. They felt fulfilled and connected to our community,” reports Kelly Puspoki, vice president of communications. United Way plans to continue to offer volunteer-at-home projects.

Remote volunteers will be active in the upcoming holiday season. CLUES’ annual toy drive, *Al Niño Con Cariño* (“to a child with love”) is a holiday tradition that gathers dozens of volunteers who wrap and deliver donated gifts for children from low-income families. Last year’s event took a hybrid approach; both volunteers and gift recipients pre-registered on the CLUES website, gifts were solicited virtually, and toys were delivered in a “mystery bag” at a Covid-protocol drive-through site.

By creatively working through Covid restrictions and using digital tools to engage volunteers, CLUES provided toys for 400 children and their families. This year’s event? CLUES expects to be back in person. But don’t be surprised if it creates ways to bring a bit of holiday cheer to families virtually.

And if you’re looking for a convenient way to volunteer, it doesn’t get much easier than doing so from home.

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



ing director of Minneapolis-based Stone Arch Capital, approached his volunteer work with Beyond Dollars, which matched him and an investment partner with Ujamaa Place, a St. Paul-based nonprofit that supports young African American men “experiencing inequity at the intersection of race and poverty.”

“They’re looking to expand, and that involves fundraising, corporate partnerships, management tools that are things we can help with,” Grebenick says. “We’re here to serve.”

That attitude is fundamental to Beyond Dollars, says Genereux, who is working to diversify Constellation Fund’s pool of experts—in some cases paying BIPOC consultants to work with grantees.

“We’re providing a tool and a resource to help our grantees along in their journey. This is not charity or white saviorism,” Genereux says. “This is grantee centric, grantee led. They are the true hero and star.”

Beyond Dollars encourages nonprofits to set a timeline for each project. Sometimes, however, lasting relationships form. Grebenick recently joined the board of Ujamaa Place.

Aiding entrepreneurs

In late 2019, when Alfredo Martel took the reins as president and CEO of the Metropolitan Economic Development Association (Meda), he asked his staff: What keeps you up at night? Their answer: All the small business owners they couldn’t help because they were maxed out on staff hours.

Martel, who has spent much of his career in corporate marketing and business development, started thinking about ways to take advantage of Meda’s business supporters and their expertise. “In my corporate career, I had so many wonderful volunteer experiences,” Martel says, often centering on small tasks to solve broad issues, like packing lunches for the homeless or picking up trash as an environmental effort.



Volunteer Reyna Lopez takes part in a community garden project operated by the Latino-led nonprofit CLUES.

“When it comes to BIPOC entrepreneurship, our clients don’t need clean parks. They need lawyers, accountants, tax preparation, and marketing help.”

Downtown Minneapolis is visible from Martel’s office on the north side of Minneapolis. “There are people in those towers dying to help,” he says. “How do we connect them to our entrepreneurs?”

In early 2020, Martel and his team started designing an online program that would allow corporate experts to connect virtually with Meda clients. “It seemed like *Star Trek* stuff—logging on for a virtual consultation. We figured it would take five years and maybe \$5 million. Then the pandemic happened, and boom, we were all virtual.”

Meda is currently beta testing its Virtual Accelerator Network with board members. “A lot of the work we do tends to be one-on-one,” Martel says. “With the virtual accelerator, we can have one expert from Best Buy talk to 10 clients about the 101s of search optimization. If we can get 50 volunteers from Ecolab, Cargill, and the like, the math gets interesting. In the next five years, we could go from assisting 400 clients per year to 4,500.”

The virtual opportunity

In Fidelity Charitable’s 2020 member survey and report, *The Role of*

Volunteering in Philanthropy, 17 percent of responding volunteers had participated in virtual volunteering in July 2020, and nearly double that number, 29 percent, had in October 2020.

When asked in 2020, volunteers generally planned to return to pre-pandemic levels of volunteering. Seventy-three percent of volunteers in the Fidelity Charitable study planned to revert to their previous levels. A Points of Light survey also showed that 73 percent of respondents believed that volunteering would be more important than ever after the pandemic.

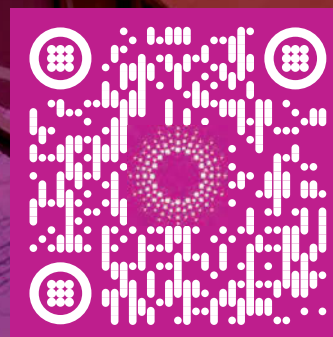
Technology makes connecting more convenient and tangible—a pandemic realization that Meda and others plan to leverage in the years to come. At the same time, says Constellation Fund’s Genereux, “there’s a desire to be connected, feel close, and engage in the real world again. In isolation, we really had to think about what we care about, and for many of us, that’s belonging and connection. Our eyes have been opened to Minnesota’s racial disparity. Young white professionals have a very different understanding now of the role they can and should play.”

Allison Kaplan is editor in chief of TCB.

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BANKS

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**SOCIAL
ENGINE**
for good.

Learn more
about our work
and commitment
to financial
inclusion at
sunrisebanks.com



Member FDIC



Catholic Community Foundation



Catholic Community FOUNDATION

2610 University Ave W, Suite 500
Saint Paul, MN 55114

651.389.0300 / ccf-mn.org

Total Assets Under Management:

\$500 million

Grant Distribution FY2021:

\$17+ million

Number of Employees: 19

Established: 1992

Executive Leadership

Anne Cullen Miller, MBA

President

*Catholic Community Foundation
of Minnesota*

Board Leadership

Kathy Cooney

Treasurer
Finance Cmte Chair
*Retired Executive Vice
President and Chief
Administrative Officer,
HealthPartners*

Mike Felmlee

Strategic Planning
Committee Chair
*Chief Executive Officer,
Prouty Project*

Thomas H. McCarr, J.D.

Vice Chairperson
Executive Cmte Chair
Tax Partner, PwC

**Marjorie
Mathison Hance**

Development and
Marketing Cmte Chair
*Retired VP for
External Relations,
St. Catherine University*

Greg Melsen

Secretary
Board Governance
Committee Chair
Retired CFO

Julie Hurley

Most Recent Past
Vice Chairperson
*President, Preferred
Management
Services, Inc.*

Julie Gerend

Investment Cmte Chair
*Adjunct Professor of
Finance, Opus College
of Business at the
University of St. Thomas*

MISSION: The Catholic Community Foundation of Minnesota (CCF) was founded to support financially the spiritual, educational, and social needs of our Catholic community.

ABOUT US: As the nation's largest Catholic community foundation, we work to build a vibrant Catholic community. Thanks to the inspired generosity of our donors, we have grown to nearly \$500 million in assets, granting more than \$17 million per year to hundreds of nonprofit causes. Along with our partners, we perpetuate the faith, continually making Minnesota's Catholic community stronger and more robust.

OUR IMPACT: In our history, CCF has granted \$207 million to our community. Approximately 90% of our grantmaking is donor-directed. Grantees include: Catholic Charities of St. Paul and Minneapolis, Sharing and Caring Hands, Guthrie Theater Foundation, Jeremiah Program, Second Harvest Heartland, Feed My Starving Children, Catholic Relief Services, NET Ministries, and CommonBond Communities.

PHILANTHROPIC SOLUTIONS: CCF is here to help you build a giving plan that aligns with your Catholic values. When you give through CCF, your gifts are invested and granted in alignment with Catholic teaching to financially support our community. And, when you entrust your legacy to CCF's stewardship, you can rest assured your intentions will be honored for generations to come.

JOIN US: With practical tools and planned giving expertise, CCF can ensure your vision for giving is as smart as it is charitable. Call us today to begin a conversation about your philanthropy.

Faithful in life. Faithful in legacy.

You live a life of faith. You rely on your values when making business decisions. You pray with your family, volunteer your time, and give to charity.

Does your estate plan reflect the faithfulness of the life you lead?

It's common to revisit your estate plan when life shifts. Retirement, the sale of property, the loss of a loved one, or the birth of a grandchild are all milestones that could affect your current estate plan. And, with changes to tax law, your existing plan may lack tax efficiency.

When planning or adjusting your estate, consider the values you'll pass on as well as your assets. By including a charitable legacy in your estate plan, your values will live on through the ministries of your parish or the missions of your favorite nonprofit organizations.

Learn how the Catholic Community Foundation of Minnesota can help you plan smarter and give better — **now and forever.**



Catholic Community
FOUNDATION
OF MINNESOTA

651.389.0300 | www.ccf-mn.org/estate-plan



Greater Twin Cities United Way



Greater Twin Cities United Way

404 South 8th Street
Minneapolis

612.340.7400 | gtcuw.org

Number of Employees: 150

Established: 1915

Executive Leadership Team

John Wilgers
President & CEO

Judy Jordan
VP, IT & Analytics

Juli Durda
Director,
Human Resources

Athena Mihas
CFO

Acooa Ellis
SVP, Community
Impact

Kelly Puspoki
VP, Communications

Kittie Fahey
SVP, Individual Giving

Kristina Salkowski
VP, Corporate &
Foundation
Partnerships

Executive Committee Board Members

Dorothy Bridges,
Chair
Community Leader

Karen Richard,
Secretary
*Andersen
Corporation*

**Kathlene Holmes
Campbell,**
Community Impact
Committee Chair
*St. Thomas School
of Education*

Jim Zappa,
Vice Chair,
Governance
Committee Chair
CHS, Inc.

Chris Coleman,
Treasurer, Finance
& Human Capital
Committee Chair
Community Leader

At Large Members

Julie Baker,
Community Leader

Erin Dady,
Communications
& Individual
Engagement
Committee Chair
Bremer Bank

Mark Brooks,
*Hennepin County
Health & Human
Services*

Reba Dominski,
Advancement
Committee Chair
U.S. Bank

Joe Gothard,
*St. Paul Public
Schools*

Mike O'Leary,
Audit Committee
Chair
EY

Matt Homan,
LDI

Kathy Noecker,
Community Leader

MISSION: We unite changemakers, advocate for social good and develop solutions to address the challenges no one can solve alone.

VISION: A community where all people thrive, regardless of income, race or place.

APPROACH: The COVID-19 pandemic and global civil unrest following the murder of George Floyd have forced a reckoning with long-standing, systemic racism and oppression. In our community, this has manifested in deep and predictable disparities. The need for change is now.

When you give to United Way, you maximize your philanthropy and amplify community impact through:

211 Resource Helpline: Caring specialists from our free 211 resource helpline provide information and referrals to resources and services, supporting people 24/7.

Nonprofit Amplification: We strengthen, support and maximize the collective impact of the nonprofit sector by connecting leaders, training teams and providing grants.

Advocacy: Through our unique position in the community, we lead and influence the implementation of policies and funding that support immediate needs and systemic change.

Innovation: Through collaboration with nonprofit partners, businesses and donors, we create solutions that drive positive, lasting change.

Business Partnerships: We align the corporate social responsibility goals and passions of our partners with community needs.

PHILANTHROPIC SERVICES:

Easy Giving: Go to www.gtcuw.org.

Donor Infusion Fund: Infuse your gift immediately into the community with greater flexibility than a Donor Advised Fund.

Stock & Retirement Assets: Donating appreciated securities is easy, generates tax savings and maximizes your impact. Consider using your IRA's mandatory distribution.

Legacy Gift: A planned gift through your estate strengthens our region for years to come.

Giving Communities: Choose a United Way giving circle that's right for you.

Family Advising: Seasoned advisors can help you meet your family's or foundation's philanthropic goals.

Corporate & Foundation Gifts: We offer many ways to support our community.

Together, we touched over 500,000 lives last year

When we *unite as changemakers*, we can disrupt inequitable systems and address longstanding racism and oppression to create a community where all people thrive.

Please join us!



Change-
Makers
Unite



Greater Twin Cities
United Way

GREATER TWIN CITIES UNITED WAY

GTCUW.ORG



Lifeworks Services



Mission: to serve our community and people with disabilities as we live and work together.

ABOUT US: Since 1965, Lifeworks has been a champion for inclusion. Lifeworks was founded by families who recognized the importance of advocacy and breaking down barriers for people with disabilities. We are committed to self-determined support and developing innovative opportunities that enhance lives.

IMPACT: Through services that honor choice and a network of over 600 community partners, we support more than 3,000 Minnesotans with disabilities and their families each year.

EMPLOYMENT: Lifeworks focuses on connecting people to careers with competitive wages, good benefits, and opportunities for advancement. Last year, we served 733 people through employment services and coordinated 114 job placements.

DAY SUPPORT SERVICES: A personalized experience and high-quality support are cornerstones of Lifeworks service delivery – and with the people we serve leading the way, we provide online and in-person offerings to explore interests, develop skills, and build connections in the community.

FISCAL SUPPORT: As an approved provider for Minnesota, Lifeworks ensures the people we serve can select how services are delivered while complying with state regulations. With responsive customer service and user-friendly systems, Lifeworks is skilled at navigating complex situations and processing self-directed services.

OUR VALUES: At Lifeworks, our values are the foundation of who we are and guide our decision making.

YOU LEAD THE WAY – WE LISTEN: We honor choice and pursue opportunities with community at the heart of our work.

TOGETHER, WE BREAK DOWN BARRIERS: We seek diverse perspectives, advance accessibility, and encourage a sense of belonging for all.

WE FOCUS ON IMPACT: We hold ourselves to the highest standards. We share expertise and collaborate to find solutions that address the whole picture.

WE REINVENT WHAT'S POSSIBLE: We take chances and welcome the unknown. We learn from the past and lean into the future.

Lifeworks

A nonprofit serving
people with disabilities

651-587-4267 | lifeworks.org

[Twitter](#) @LifeworksMN [Facebook](#) @lifeworksmn [LinkedIn](#) lifeworks-services-inc

Lifeworks

A nonprofit serving
people with disabilities

FUEL THE AMBITIONS OF THE PEOPLE WE SERVE

GET INVOLVED - WAYS TO GIVE:



Make a contribution:
lifeworks.org/donate



Become a corporate sponsor



Choose Lifeworks as your
employer matching gift



Donate through your
Donor Advised Fund



Give gifts of stock or mutual funds



Make us part of your legacy
through planned giving

GIVE, TODAY!



CONTACT:

Lifeworks Major Gifts Officer
Lori-Anne Williams

651-587-4267 | lwilliams@lifeworks.org





Mn Adult & Teen Challenge



Adult & Teen Challenge
Minnesota

Freedom from addiction starts [here](#).

740 E. 24th St.
Mpls., MN 55404

612-FREEDOM / mntc.org

Annual Revenue:

Cash Donations \$11,751,270

Program Revenue \$36,401,987

Other Revenue \$638,887

Total Revenue \$48,792,144

Number of employees: Approx. 685

Year established: 1983

Operating Expenses:

Management & General 13%

Fundraising 5%

Program Services 82%

Leadership Executive Team

Richard Scherber
CEO

Eric Vagle
President

Mary L. Brown
VP Marketing

Sarah Gustafson
VP Finance and
Administration

JJ Slag
VP Strategic
Partnerships
Saul Selby
VP Clinical and
Transitional Services
Tim Walsh
VP Long-Term
Recovery and Mental
Health Services

Executive Committee

Chairman
Jay Coughlan
CEO
Rich Scherber
Secretary
Eric Vagle
Treasurer
Chuck Beske

Board Members
Bill Bojan
Laurel Bunker
Mark Dean

Christopher Dietzen
Paul Flower
Mark Hanson
Tom Major
Connie Menne
James Stuart
Paul Post
Chuck Shreffler
Sergei Shvetzoff
Mike Smith
Brad Stevens
Chris Thibodeaux

MISSION: For almost 35 years, Mn Adult & Teen Challenge has been helping people break free from alcohol, drug, and other life-controlling addictions by addressing their physical, emotional, and spiritual needs.

GOALS: We offer a full range of services to help men, women, and teens with a broad spectrum of addiction issues, from those seeking treatment for the first time, to those who have been struggling with addiction for many years. Clients range in age from 14-75 years. More than 3,200 clients received services in 2019.

- Licensed Treatment – Outpatient and Residential Options – 7-90 days
- Telehealth Services – Online Assessments and Outpatient Programming
- Long-Term Program – faith-based residential with a 4 level curriculum that typically takes 12 months to complete
- Mental Health services – address co-occurring disorders such as anxiety, depression, PTSD
- Alumni Services | Transitional housing | Leadership training
- Know the Truth Prevention Program targeting MN youth in grades 6-12
- Lakeside Academy Christian Behavior and Recovery Program for teen boys

VOLUNTEER OPPORTUNITIES: Make a difference by volunteering at MnTC by mentoring, serving at an event, working with clients, or using skills from your trade. Contact us at 612.238.6560 or mntc.org/volunteer

GIVING OPPORTUNITIES:

Gifts—There are many ways to give through in-kind donations, memorials, donating your car, real estate, and by donating stocks and bonds, which can help you, avoid capital gains.

Foundations—Give personally through your family or private foundation. Or, if you are connected to a corporate or community foundation, invite MnTC to submit a grant proposal.

Beneficiaries—Designate MnTC as a beneficiary in your retirement plans, investments, bank accounts, life insurance policies, and real estate.

Sponsorships—Become an event sponsor and be recognized as an MnTC partner among our attendees and greater online community. Cash and gift-in-kind sponsorship packages available.



THIS YEAR, DRUG OVERDOSES ROSE BY 31%

Together we can help those struggling and save lives.

For many, this year brought devastating changes to employment, housing, family, and isolation – all leading to increased rates of substance use and overdose deaths. At Mn Adult & Teen Challenge, our mission is to fight for Minnesotans struggling with addiction.

With your help, we can reach those in need and provide a safe place for help, healing, and restoring lives.



Give today to change lives:
mntc.org



Community Spotlight

CAPI



CAPI USA provides the resources you need today, to help you create a better tomorrow.

CAPI guides immigrants, refugees, and historically underserved communities of color in their journey toward self-determination and social equality. We do this by providing employment opportunities and certified credentialed training programs, financial and homebuyer education, food assistance, benefits enrollment, and so much more.

VOLUNTEER OPPORTUNITIES: Group and individual opportunities are available at CAPI's food shelf. Learn more at capiusa.org/get-involved/volunteer/.

FUNDRAISING EVENT: The Give and Grow Fundraiser is an investment in CAPI and your community. By giving you help expand CAPI's programs and grow new opportunities for your Twin Cities neighbors. Learn more about this exciting hybrid event at capiusa.org/giveandgrow/.

GIVING OPPORTUNITIES: There are a number of ways to help further our mission. Give a one-time gift or become a sustaining member of CAPI to provide someone in your community with the opportunity to build a better future--consider having your company match your gift to double your impact! Visit capiusa.org/donate/.



5930 Brooklyn Blvd., Brooklyn Center
612.721.0122 / capiusa.org
[f](#) @capiusa1982 [i](#) @capi.usa

Nexus Family Healing



Your gift supports mental health, healthier children, hope for families, more stable communities and a better world.

MISSION: Changing the course of a child's life by stabilizing families and strengthening mental health.

VOLUNTEER OPPORTUNITIES: Becoming a foster parent is the ultimate gift you can give. Opening your heart and home to a child with emotional, behavioral or mental health problems is a generous act that can be deeply rewarding. We also welcome volunteers to assist with event planning and gift drives.

FUNDRAISING EVENTS: We offer a variety of fundraising events every year. Please visit NexusFamilyHealing.org/ways-to-give for event attendance and sponsorship information.

GIVING OPPORTUNITIES: We provide many opportunities to support our mission. Individual gifts, legacy giving, and company matches are great ways to make an impact.



505 Highway 169 N Suite 500, Plymouth
763-551-8640 / NexusFamilyHealing.org

[f](#) @NexusFamilyHealing [i](#) @NexusFH [in](#) Nexus Family Healing



Community Spotlight

Shriners Children's Twin Cities



The most amazing care anywhere.

For nearly 100 years, Shriners Children's Twin Cities has served its mission specializing in one thing: pediatric orthopedics. Our board-certified surgeons and staff provide high-quality medical care to all children, regardless of a family's ability to pay. Our clinic specializes in treating children with all varieties of orthopedic conditions in an environment designed to put children at ease. We provide a supportive, family-centered care approach that included physician visits, radiology, rehabilitation, orthotics and prosthetics, child life and care management all under one roof. Through camps and adaptive activities, Shriners Children's Twin Cities goes beyond meeting a child's medical needs. We truly help kids be kids.

We proudly serve children in Minnesota, Iowa, Nebraska, North Dakota, South Dakota, western Wisconsin, the upper peninsula of Michigan and portions of the Canadian provinces of Manitoba, Ontario and Saskatchewan.



Shriners
Children's™
Twin Cities

215 Radio Dr., Ste. 100, Woodbury
612-596-6100 / shrinerswincities.org

[Twitter](#) [Facebook](#) [Instagram](#) [LinkedIn](#) @ShrinersTWI

St. David's Center for Child and Family Development



MEETING THE MOMENT. SHAPING THE FUTURE.

St. David's Center serves thousands of families in Minnesota annually across a continuum of services, including early childhood education for children of all abilities, mental health and pediatric therapies, autism treatment and support, early childhood parent-child home visiting, foster care, and community-based disability services. All these services point to one result: a healthy, vibrant society in which every member can fully contribute to its success.

We know that the earlier we can meet families on their journey, the better the outcome. Studies show that every dollar invested in quality early childhood services yields up \$17 in a return to society.

Nearly 1 in 7 children aged 2 to 8 years in the United States has a mental, behavioral, or developmental disorder. The pandemic has only increased the need for comprehensive early intervention. With your support, we can respond and reach even more children and families. Learn more and make a gift at stdavidscenter.org/donate.



St. David's Center
Child & Family Development

Minnetonka: 3395 Plymouth Road / Minneapolis: 1200 Marquette Avenue
952-939-0396 / stdavidscenter.org

[Facebook](#) [Instagram](#) [Twitter](#) @stdavidscenter



Community Spotlight

Summit Academy OIC



Angel, a 2020 Service Desk program graduate, is now employed by IT firm, Atomic Data.

THE BEST SOCIAL SERVICE PROGRAM IN THE WORLD IS A JOB.

- Summit Academy occupies a unique space in the region and has a demonstrated history of performance-driven results.
- Summit's enrollment-to-placement ratio consistently exceeds nationwide benchmarks for similar training organizations (Corporation for a Skilled Workforce; Apples to Apples, 2016).
- Summit is an unrivaled institution that has the infrastructure and capacity to move people from poverty to prosperity at a time when it is most urgent.
- Minnesota cannot afford inaction; with communities of color in low-wage jobs hardest hit in the pandemic-induced recession, the "true" rates of unemployment (U-6) are upward of 10% in the State of Minnesota and a 36% unemployment rate for African Americans in the Twin Cities (Metropolitan Council, 2020).
- Investing in Summit means investing in the economic vitality of our workforce and our region. To make a gift or volunteer, contact Sarah Armstrong sarmstrong@saoic.org or 612-278-7363.

Volunteer Opportunities • Tutor • Mentor • Guest Lecturer



935 Olson Memorial Highway, Minneapolis
612.377.0150 / saoic.org

[f@SummitAcademyOIC](https://www.facebook.com/SummitAcademyOIC) [@summit_academy_oic/](https://www.instagram.com/summit_academy_oic/) [@saoic](https://www.linkedin.com/company/saoic)

The Bridge For Youth



24/7/365 The Bridge is a safe place for ALL youth

Every night in Minnesota, more than 6,000 youth experience homelessness.

MISSION: The Bridge for Youth provides runaway and homeless youth safe shelter, assists in the prevention and resolution of family conflicts and reunifies families whenever possible.

FUNDRAISING EVENTS: Bridge Bash is the annual fundraising event for The Bridge hosted mid-summer. For a glimpse into the event visit bridgeforyouth.org/bridgebash.

GIVING OPPORTUNITIES: The Bridge has a variety of options for individuals, foundations and corporations to support and further our mission. One-time or recurring donations, gifts of all sizes make a difference. Learn more at bridgeforyouth.org/donate.

EMPLOYMENT: The Bridge is a community based nonprofit that provides an opportunity to contribute in a meaningful way to youth and families in our community. Learn more at bridgeforyouth.org/employment



1111 W. 22nd Street, Minneapolis / 612-377.8800

Immediate help: **Text 612- 400-SAFE / Call 612-377-8800**
development@bridgeforyouth.org / bridgeforyouth.org

[@BridgeforYouth](https://www.facebook.com/BridgeforYouth) [@bridgeforyouth](https://www.instagram.com/bridgeforyouth) [in the-bridge-for-youth](https://www.linkedin.com/company/the-bridge-for-youth)



Community Spotlight

YWCA St. Paul



For more than 100 years, YWCA St. Paul has been dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all.

YWCA St. Paul helps individuals and families reach their goals and improve their quality of life by addressing community needs in five core areas: Housing & Supportive Services, Youth Development, Health & Wellness, Employment & Economic Development and Advancing Racial Justice. Our work is infused with a commitment to address the deep racial and gender disparities that exist in these areas in Minnesota.

We build bridges to new opportunities for women, men and families whose potential is compromised by deep inequities. By supporting people in building their own stability and success, they are empowered to disrupt the impact of poverty - creating a ripple effect for generations to come.

Join YWCA St. Paul as we support individuals and families in making their dreams come true.

Learn more at www.ywcastpaul.org.

**eliminating racism
empowering women**
ywca
St. Paul

375 Selby Avenue, St. Paul
651-222-3741 / email@ywcastpaul.org

[Twitter](#) [Facebook](#) [Instagram](#) @YWCAStPaul [LinkedIn](#) YWCA St. Paul

AchieveMpls



AchieveMpls rallies community support to inspire and equip students for careers, college and life. Each year we link thousands of young people with personalized guidance and professional connections through our Career & College Centers, career exploration events and summer internships. Join us as a volunteer, employer, donor or partner!

achievempls

2829 University Avenue SE,
Suite 850, Minneapolis

612-455-1530

info@achievempls.org

achievempls.org

[Facebook](#) [Twitter](#) [Instagram](#) [LinkedIn](#) @AchieveMpls

Park Nicollet Foundation



Gifts provide no-fee mental health and grief support programs to children and teens in 17 school districts and more than 95 public schools.

Improve health and well-being with Park Nicollet Foundation.

 **Park Nicollet
Foundation**

6500 Excelsior Blvd., St. Louis Park

952-993-5023

parknicollet.com/foundation

foundation@parknicollet.com



Community Spotlight

Alzheimer's Association Minnesota/North Dakota Chapter



The Association serves individuals and families with dementia and Alzheimer's through community education programs, free care and support programs and a 24/7 Helpline staffed in 200 languages. As the nation's largest non-profit funder of Alzheimer's research, the Association also advocates with federal and state legislators on behalf of legislation affecting those with Alzheimers.



Offices in Minnesota
and North Dakota

800.272.3900 Helpline
952.830.0512 Minneapolis Office
alz.org

Park Nicollet Foundation



Our mission centered on helping others is the foundation of everything we do. When you give or volunteer, you inspire hope and improve health and well-being for thousands of people in need every year.

Join us today.



6500 Excelsior Blvd., St. Louis Park

952-993-5023

parknicollet.com/foundation
foundation@parknicollet.com

Bridging



Bridging empowers people to thrive in their homes by providing quality furniture and household goods for those pursuing housing stability. Through our strong community network of donors and volunteers, and partnerships with 200 social service agencies, we have served more than 100,000 households since 1987. **WE FURNISH HOMES WITH HOPE!**



201 W 87th St, Bloomington
1730 Terrace Dr, Roseville

bridging.org
f t i n @BridgingMN

Charities Review Council



Charities Review Council is an independent resource for both donors and nonprofits who desire to improve the community through strong, accountable charities supported by informed donors. Our mission is building donor and nonprofit relationships for strong, vibrant and just communities.



1915 Highway 36 W,
Ste 133, Roseville
651-224-7030
info@smartgivers.org
smartgivers.org

f [CharitiesReviewCouncil/](https://www.facebook.com/CharitiesReviewCouncil/)
@smartgivers
in @charities-review-council



Community Spotlight

FreedomWorks



FreedomWorks has been reconciling people to God, Family and Community since 2004. Our residents are provided a comprehensive faith-based reentry and recovery program that stops the revolving door and leads to life transformation. The Revolving Door Stops Here—help someone find true freedom today by giving at: myfreedomworks.com/donate



2929 Emerson Ave N. Minneapolis
612-522-9007 / myfreedomworks.com
f @MyFreedomWorks

Park Nicollet Foundation



Give or volunteer with us for the Jane Brattain Breast Center and Mammo a-go-go Community Outreach Program – bringing mobile 3D mammograms, diagnostic services and more to women in need across our local community.



 **Park Nicollet Foundation**
952-993-5023
parknicollet.com/foundation
foundation@parknicollet.com

Hennepin Healthcare



The Hennepin Healthcare Foundation champions those in the community who wish to support the mission of Hennepin Healthcare to respond to community trauma, provide exceptional care without exception, educate our future health care providers, advance clinical research and community health, and ensure equitable access to healthcare for all.



701 Park Avenue, Minneapolis
612-873-6090 / foundation@hcmcd.org
hennepinhealthcare.org/foundation
f @hennepinhc in @hennepin-healthcare

Hunger Solutions



Hunger Solutions Minnesota works to end hunger in our state. We take action to assure food security for all Minnesotans by supporting programs and agencies that provide food to those in need, advancing sound public policy, building grassroots advocacy, and informing and educating critical stakeholders about the status of hunger in Minnesota.

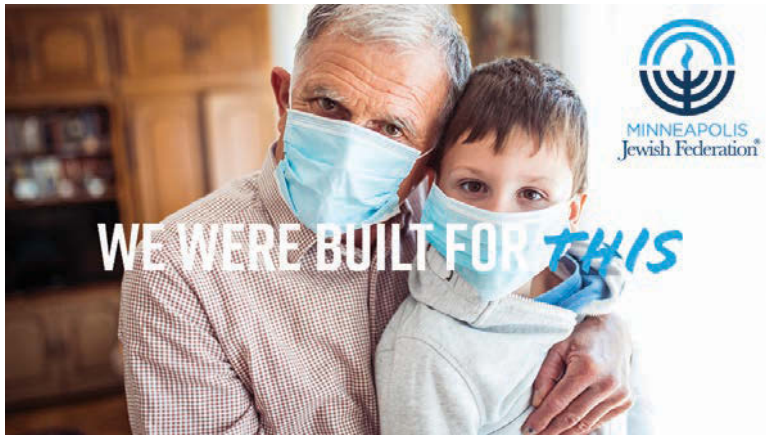


555 Park St, Ste 400, Saint Paul
651-486-9860 / hungersolutions.org
f @HungerSolutionsMN t @hungersolutions
i @hungersolutionsmn



Community Spotlight

Minneapolis Jewish Federation



Minneapolis Jewish Federation envisions a community that is empowered, engaged, and inspired to realize its full potential. That's why for over 90 years, in partnership with over 40 community organizations, Federation has empowered Jewish community in Minneapolis and overseas. In crisis and in calm, Federation was built for this.



Alyssa Golob, Campaign Director
agolob@jewishminneapolis.org
952.417.2339
giving@jewishminneapolis.org
jewishminneapolis.org
f @jewishminneapolis

Park Nicollet Foundation



LIVE WELL WITH
PARKINSON'S DISEASE

Give or volunteer with us for the Struthers Parkinson's Center – providing programs, classes and research to help people live well with Parkinson's Disease.



952-993-5023

parknicollet.com/foundation
foundation@parknicollet.com

Open Arms of Minnesota



Open Arms of Minnesota is a nonprofit organization that prepares and delivers medically tailored meals free of charge to critically ill Minnesotans and their families. We are supported by a vibrant, loving community of supporters and volunteers. Join us in making a profound difference in the lives of our neighbors!



openarms

2500 Bloomington Av S, Minneapolis
openarmsmn.org
info@openarmsmn.org
f @openarmsmn

Opportunity Partners



Since 1953, Opportunity Partners has worked to advance the quality of life for people with disabilities. Our award-winning and person-centered services develop skills and independence, promote inclusion and build stronger communities. Your support ensures we can continue to be here for people who count on us. We are stronger together! Join us as a volunteer, donor or community partner today.



5500 Opportunity Court, Minnetonka
952-930-4253
giving@opportunities.org
opportunities.org
f @OpportunityPartners



Community Spotlight

Rainbow Health



Formed through the Minnesota AIDS Project and Rainbow Health Initiative merger, Rainbow Health provides comprehensive health services for people who experience injustice at the intersection of health status and identity. We center and advocate for LGBTQ+ people, those living with HIV, and folks from underserved communities facing barriers to healthcare.

**RAINBOW
HEALTH**

RainbowHealth.org
info@rainbowhealth.org
612-341-2060 General
aidline@justushealth.org
612-373-2437 AIDS line
f in @rainbowhealthmn

The Food Group



The hunger needs of our community are historically high. The Food Group works at the intersection of food access, equity, and nutrition. Your support builds a stronger and healthier community for everyone by breaking down barriers – from growing food locally to getting good food to those who need it most.



8501 54th Ave N, New Hope
thefoodgroupmn.org
info@thefoodgroupmn.org / 763-450-3860
f t i in @thefoodgroupmn

Reach for Resources



Reach for Resources supports individuals with developmental disabilities and mental illness reach their full potential by providing individualized services that maximize independence, promote community involvement, and improve physical and mental well-being. Join us as a donor, partner, employer, or volunteer!



5900 Green Oak Dr., Ste 303, Minnetonka
952-200-3030
info@reachforresources.org
reachforresources.org
f t i in @Reach4Resources

Vail Place



"Vail Place is a miracle to me!"

"Support a community organization at the forefront of Mental Health Recovery! Every dollar makes a difference!"



slovers@vailplace.org
651.230.9537
f t i in @vailplace

Your success is our success.



Thank you for your loyalty.

At U.S. Bank, we're passionate about helping you achieve your ambitions.

That's why we are so honored you've nominated us as a finalist for the top Consumer Bank and top Business Bank in Twin Cities Business' 2021 Minnesota Best of Business Readers' Choice Awards.

It's a privilege to be part of your community.



Best of Business



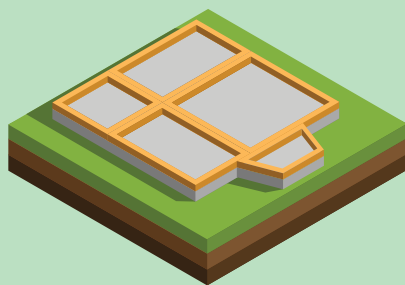
Our guide to Minnesota business service vendors that consistently deliver.

Compiled by Suzy Frisch

Hundreds of Minnesota businesses have done the due diligence already, so when it's time to look for specialized expertise or hire a new professional services provider, why go it alone? Best of Business, *TCB's* annual reader survey, is based on the opinions of people like you. Earlier this year, *TCB* asked executives and business decision-makers for vendor recommendations in common business service categories. Tap into their collective knowledge to find a top-notch commercial architect, data security expert, digital marketing firm, and many more, and receive excellent results from the best of the best.

Thanks to those who shared their expertise. —Adam Platt, executive editor

CONSTRUCTION AND DEVELOPMENT

**COMMERCIAL ARCHITECTURE FIRM**
HGA ARCHITECTS AND ENGINEERS

HGA Architects and Engineers has grown into a nationally prominent firm with 11 locations, building from its humble beginnings 68 years ago in a founder's basement. Minneapolis-based HGA thrives thanks to a strong foundation in architecture and engineering, accompanied by an interdisciplinary focus that includes interior, landscape, sustainable, and lighting design. Its buildings regularly garner recognition, including five national American Institute of Architects (AIA) awards and the AIA Committee on the Environment Top 10 award for its MIT.nano building in Cambridge, Mass. From corporate projects for Dropbox and Paypal to health care buildings for Mayo Clinic, HGA brings curiosity, collaboration, function, and beauty to its work.

FINALISTS

RSP Architects | BWBR

COMMERCIAL INTERIOR DESIGN FIRM
BDH

A full-service design firm since 1971, BDH aims to solve problems while making a difference for people. The Minneapolis company works with clients from the early stages of space planning through to design, construction, and furniture procurement. Founded by designer Kathy Young, BDH is now one of the 25 largest design firms in the Twin Cities. Its 34 employees focus on health care and workplace, as well as multifamily housing, carrying forward BDH's mission to create unique environments that positively impact all end users. Its many medical projects, like M Health Fairview Clinic at Mall of America and Maplewood Surgery Center, create tranquil healing spaces with thoughtful design.

FINALISTS

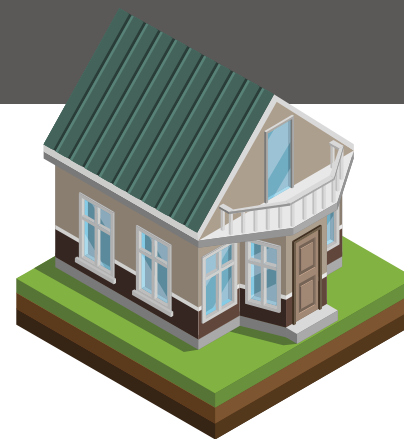
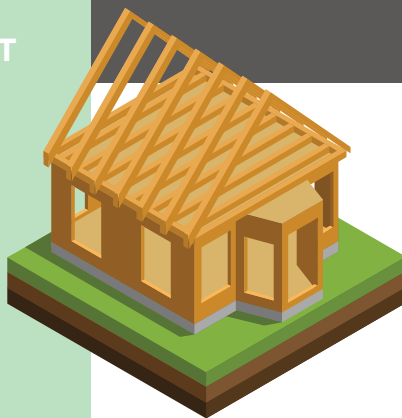
HGA Architects and Engineers | Shea Design

COMMERCIAL REAL ESTATE DEVELOPER
DORAN PROPERTIES GROUP

Doran Properties Group is the new real estate outpost for Kelly Doran, a developer in Minnesota for the past 30 years. In 2021, he sold his remaining interest in Doran Cos. and launched Doran Properties Group in Bloomington with his son, Evan. The firm allows Doran to refocus on his first love—developing, designing, building, and managing a real estate portfolio. The 160-employee firm specializes in developing high-end multifamily housing and commercial property management, including retail centers like Greenway Lakes Commons (formerly Calhoun Village) in Minneapolis. New projects on the horizon include a 200-unit senior housing project in Maple Grove.

FINALISTS

Davis | United Properties

**COMMERCIAL REAL ESTATE GENERAL CONTRACTOR**
DORAN COS.

Since opening for business 14 years ago, Doran Cos. has cemented its reputation as a trusted general contractor and real estate developer. The Bloomington company is now fully owned by CEO Anne Behrendt and CFO Ryan Johnson, who purchased it from founder Kelly Doran. Focusing on development, architecture, construction, and special projects like historical renovations, Doran is one of the fastest-growing development companies in the Upper Midwest. In the last decade, Doran completed more than 35 premium multifamily and mixed-use projects in Minnesota, North Dakota, and Colorado. Its construction team has built more than 15 million square feet of space with more than \$500 million in value.

FINALISTS

Kraus-Anderson Construction | Ryan Cos. U.S.

ENGINEERING FIRM
MICHAUD COOLEY ERICKSON

The messier and more complicated the infrastructure project, the better, as far as Michaud Cooley Erickson is concerned. Challenges allow the firm to serve clients in depth and create lasting relationships. In business for 75 years, the Minneapolis company provides a range of services such as mechanical and electrical engineering, fire protection, and energy management. Its work spans construction to renovation for clients big and small, in just about every sector. The 102-strong staff work as multidisciplinary teams that get the job done. Employees pride themselves on identifying individual solutions that fit each client.

FINALISTS

BKBM Engineers | WSB & Associates

MULTIFAMILY DEVELOPER
DORAN PROPERTIES GROUP

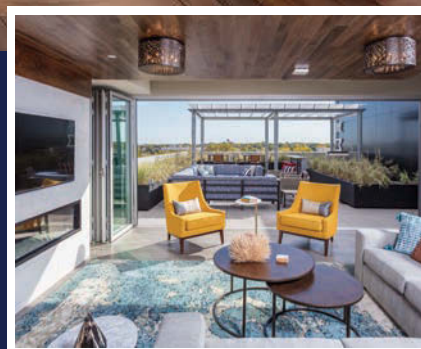
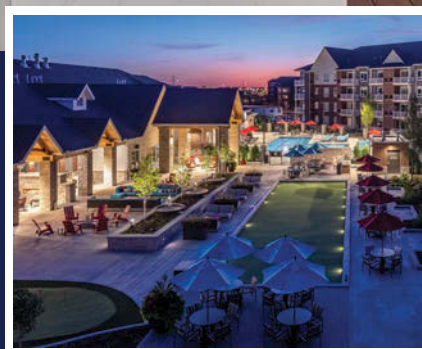
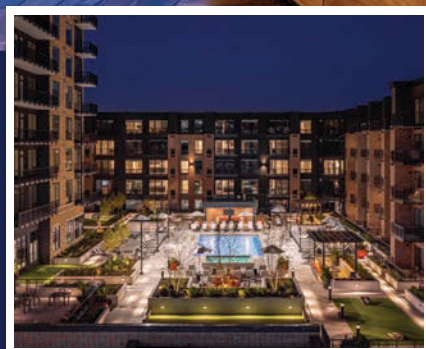
Doran Properties Group, based in Bloomington, marries design and amenities at its luxury apartment buildings and townhouse developments. It's headed by Kelly Doran, a prolific developer with deep experience in commercial real estate and development. The company has a roster of housing offerings across the Twin Cities. Tenants can choose from urban settings in Minneapolis with the Mississippi River area as their playground or suburban buildings like The Moline in downtown Hopkins and Aria adjacent to Southdale. The residences feature stand-out services like business centers, pet runs, entertainment suites, pools, and concierge services. DPG and its 160 employees recently expanded to Denver.

FINALISTS

Timberland Partners | Alatus



Uniquely
livable spaces



High design combined with dedicated 5-star service ensures a level of luxury apartment living unparalleled in the Twin Cities.

In Minneapolis:

ExpoMpls.com
MillAndMain.com

In the West Metro:

AriaEdina.com
TheMoline.com

In the North Metro:

610West.com
TheReserveAtArborLakes.com

In the South Metro:

TheTripleCrownApts.com



A locally owned real estate development company

Visit us online to explore and tour any one of our locally owned and managed apartment communities.

DoranPropertiesGroup.com

CREATIVE SERVICES

ADVERTISING AND MARKETING FIRM
FAST HORSE

Celebrating 20 years as an independent creative agency, Fast Horse wins fans for its fresh, integrated campaigns that meet the moment. The 30-employee Minneapolis firm unites strategy, creative, design, production, public relations, social media, analytics, and more under one roof, helping it create award-winning, effective work. Clients like Audi, Coca-Cola, and Best Buy benefit from a culture that rewards risk-taking and building partnerships with customers to meet their marketing and advertising needs. Founded by public relations veteran Jörg Pierach, the firm thrives at the intersection of marketing and publicity by fostering employees' imaginations and inspiration with creativity stipends and learning programs.

FINALISTS

Authentic Brand | Ciceron

DIGITAL MARKETING FIRM
BR8KTHRU CONSULTING

Br8kthru Consulting brings together digital marketing and technology specialists who seek to use their tools and talents to make an impact for companies. Started in 2013, the Minneapolis firm of 16 people solves complex challenges that help clients' businesses soar. Br8kthru's varied offerings focus on health care, industrial automation, and e-commerce as it works with clients to drive demand, nurture leads, and transform legacy digital systems, paired with a commitment to hold itself to Michelin-star standards and build long-term client relationships. Br8kthru has a goal to become the leading marketing and technology firm in the Midwest by 2030.

FINALISTS

Rocket55 | Ciceron

PUBLIC RELATIONS FIRM
FAST HORSE

Fast Horse is no one-trick pony. With a foundation in public relations, it shines by eliminating traditional silos between strategy, creative, and analytics departments. This results in integrated thinking and campaigns for clients, who are national, regional, and local brands, often with annual budgets of up to \$3 million. Fast Horse's work has clinched numerous awards, including prestigious Cannes Lions honors. In 2021, PR Week US Awards named Fast Horse a finalist for its work with Heineken on the January Dry Pack, 31 alcohol-free beers to support people participating in Dry January. The campaign boosted sales 18 percent, generated 775 million impressions, and attracted bountiful publicity.

FINALISTS

Lola Red PR | Padilla |
Weber Shandwick

DINING AND
ENTERTAINMENTCATERING COMPANY
D'AMICO CATERING

There's a reason nine prominent Twin Cities venues feature D'Amico Catering as their in-house purveyor. The Minneapolis company stands for quality, inventive cuisine, and all of the extras that make an event exceptional. D'Amico Catering has long been the caterer of choice in the Twin Cities, serving standout food at more than 70,000 events. When there is a landmark cultural, corporate, or philanthropic event, D'Amico is likely to be there. The company brings the same A-game to the important events in people's lives, serving up delicious food and drink at locations traditional and not—think castles, barns, or your backyard.

FINALISTS

Chowgirls Catering | Crave Catering & Events



EDUCATION

COLLEGE/UNIVERSITY
UNIVERSITY OF ST. THOMAS

University of St. Thomas is all about transformation, while striving for excellence. It has grown from a small liberal arts college in St. Paul to one of the top 20 Catholic universities in the country, featuring especially strong programs in engineering, entrepreneurship, and business. It concentrates on being a teaching-focused school that fosters academic distinction and exploration in more than 150 undergraduate majors, plus 55 graduate programs. The 10,000-strong student body learns on three campuses: Minneapolis, St. Paul, and Rome. Students have numerous opportunities to engage in internships (66 percent do), collaborate with professors on research, and network with more than 110,000 alumni.

FINALISTS

University of Minnesota | Minnesota State University, Mankato

MBA PROGRAM
CARLSON SCHOOL OF MANAGEMENT AT THE UNIVERSITY OF MINNESOTA

Carlson MBA students benefit from a stellar faculty and the school's deep relationships with the many Fortune 500 companies headquartered in Minnesota. Plus,

Carlson's 55,000 alumni provide a robust network as graduates seek career opportunities. Students pick from full-time, part-time, executive, and

online programs, with the online MBA graduating its first class in 2021. Career services staff have helped 90 percent of full-time MBA students land jobs within three months of graduation, even during a pandemic. Carlson was named the No. 1 military-friendly graduate business school in the United States, and U.S. News & World Report ranked its part-time program 10th in the country.

FINALISTS

University of St. Thomas |
Hamline University School of Business

FINANCIAL SERVICES

ACCOUNTING WIPFLI

Wipfli got its start in Wisconsin nearly 100 years ago, grounded in its purpose to help individuals and businesses of all sizes achieve success. Its 200 Minneapolis employees bring excellence, integrity, and teamwork to varied offerings in accounting, audit, tax, consulting, outsourcing, and personal services. Now a top 20 accounting and consulting firm in the country, Wipfli stands out by helping clients tackle business challenges and growth, improve operations, and enhance performance. It is versed in helping companies at every stage, from seed and startup to growth and maturity, as well as during major events like an IPO or merger.

FINALISTS

CliftonLarsonAllen | Lurie

BANK FOR BUSINESS WELLS FARGO

It's been a hallmark of Wells Fargo to help customers build businesses and manage their money in the face of change. Since 1852, the name Wells Fargo has meant dependable, trusted financial services

that fuel growth for business customers. Whether companies are small or large, Wells Fargo provides the infrastructure they need to operate. Its one-stop shop for small businesses offers banking and credit, financing, plus merchant and payroll services, while its commercial division adds a broad portfolio including real estate and risk management. Underpinning it all is Wells Fargo's wide-ranging industry expertise that allows the bank to provide tailored products for customers' specific needs.

FINALISTS

U.S. Bank | Bremer Bank

CONSUMER BANK WELLS FARGO

Wells Fargo makes it easy for customers. One in three households in the United States—70 million people—do business with the bank. They benefit from a multitude of consumer products and services for people of all income levels to seamlessly manage their money and life. Wells Fargo boasts one of the largest ATM networks, with 13,000 locations in 36 states, and strong web and mobile banking platforms. Robust investing and wealth management services meet consumers where they are, providing

options for a range of people, from those who are just starting to save to individuals primed to make plans for distributing their wealth.

FINALISTS

U.S. Bank | Bremer Bank

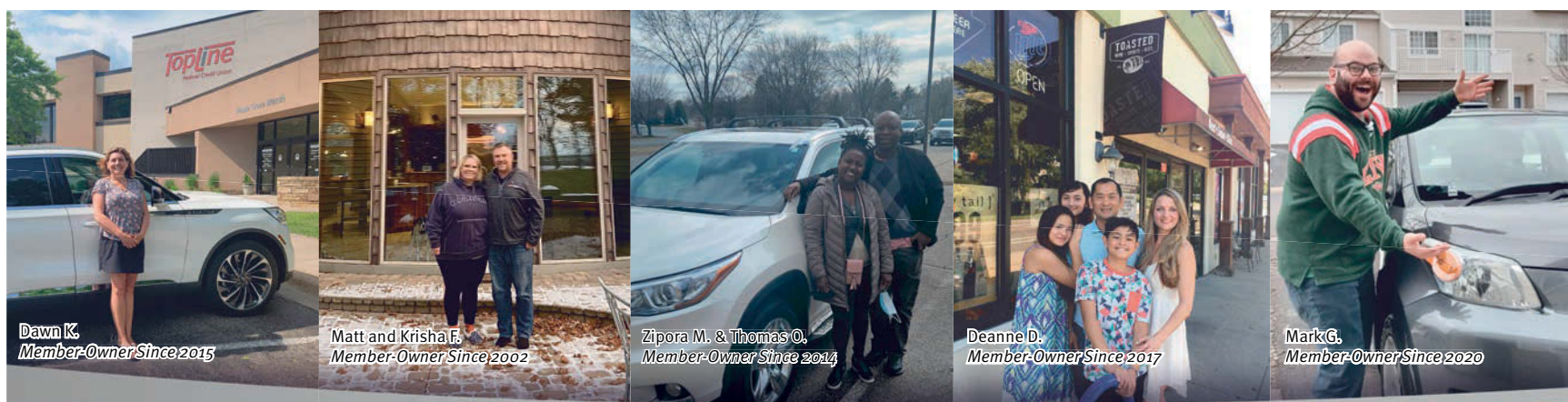
CREDIT UNION

WINGS FINANCIAL CREDIT UNION

The largest credit union in Minnesota, Wings Financial shines nationally. It was named one of the top 10 credit unions in the country by Gobankingrates.com in 2020. The website gave Wings kudos for its no-fee checking, savings, and money market accounts, as well as interest-bearing checking accounts and high-yielding CDs. Founded in 1938 by seven airline employees, Apple Valley-based Wings has \$6.7 billion in assets. It serves its 300,000 members from additional offices in Atlanta, Detroit, Orlando, and Seattle, and it continues to grow. Wings announced a new location in Northfield this year, bringing its Minnesota branches to 26.

FINALISTS

TopLine Federal Credit Union | Hiway Credit Union



Dawn K.
Member-Owner Since 2015

Matt and Krisha F.
Member-Owner Since 2002

Zipora M. & Thomas O.
Member-Owner Since 2014

Deanne D.
Member-Owner Since 2017

Mark G.
Member-Owner Since 2020

TopLine is honored to be named the 2021 Best of Business Reader's Choice Poll finalist in the Credit Union, Mortgage Lender and SBA Lender categories!

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SINCE 1935



FINANCIAL SERVICES

MORTGAGE LENDER

WINGS FINANCIAL CREDIT UNION

Wings Financial Credit Union provides the financing people need to purchase a house, but it doesn't stop there. It offers financial education such as seminars on home buying and selling, homeowners' insurance, connections to trusted agents, and other services that make the home purchase or refinancing process go smoothly. Wings, based in Apple Valley, strives to be flexible by providing a lengthy list of products and loan terms. Since its start, nonprofit Wings has focused on helping members achieve their financial goals. It succeeds by sharing its success with members in the form of better rates and fewer fees.

FINALISTS

Hiway Credit Union | TopLine Federal Credit Union

SBA LENDER

HIWAY CREDIT UNION

Since 1931, Hiway Credit Union has served nearly 80,000 members with a host of financial services for individuals and businesses. It supports companies with commercial lines of credit, business credit cards, commercial vehicle and equipment financing, and commercial real estate loans, along with traditional credit union offerings. Based in St. Paul, Hiway has \$1.5 billion in assets and serves customers in the seven-county metro area. For business members, Hiway goes above and beyond with cash management services like sweep accounts, personal finance education for member companies' employees, employee benefits, and financial planning. That makes Hiway a hub for services that help businesses grow.

FINALISTS

TopLine Federal Credit Union | Spire Credit Union

WEALTH MANAGEMENT FIRM

WIPFLI FINANCIAL ADVISORS

Wipfli Financial Advisors specializes in serving high-net-worth clients who often have complicated finances intertwined with business interests. In cooperation with Wipfli's accounting and consulting practice, the wealth management team works as fiduciaries with individuals, families, professionals, executives, and business owners on developing financial plans. It also provides services to company retirement plans and institutional clients. The team takes a holistic approach to providing tax-efficient, research-based guidance for financial planning, wealth management, and scenarios like business succession and estate planning. The Minneapolis firm recently launched Wipfli Private Client Group for individuals to fully integrate financial planning with its tax, consulting, and wealth management services.

FINALISTS

RBC Wealth Management | Ameriprise Financial

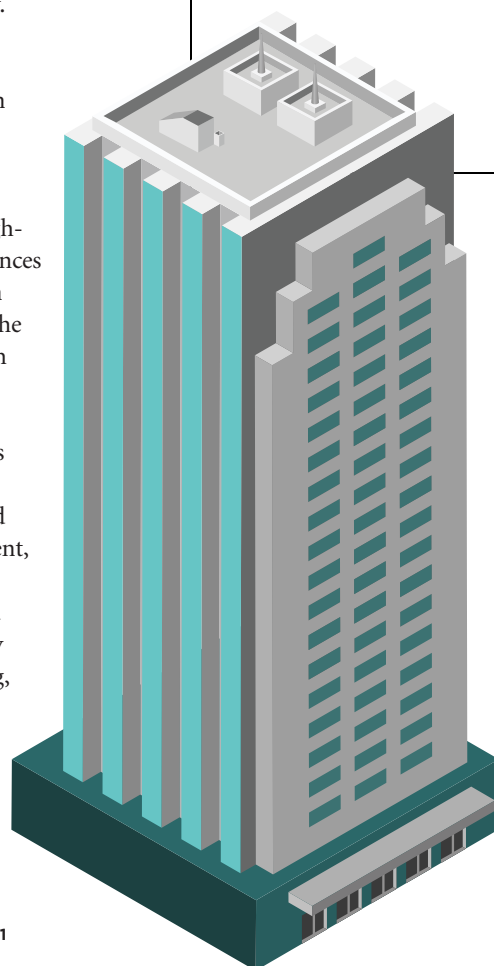
HUMAN RESOURCES

STAFFING, RECRUITING, AND EXECUTIVE SEARCH
SALO

Nearly 20 years after launching in Minneapolis, Salo is now a national company that builds connections between organizations and experts in accounting, finance, and human resources. Salo cultivates close relationships with candidates and companies to find mutually beneficial matches for both parties, with the mission to forge meaningful career experiences and business success. Salo has grown to nearly 600 employees and \$73 million in revenue, working with clients from coast to coast. It keeps its services fresh with new offerings including Salo Advisory, which supports CEOs, C-suite executives, and board members with insight and advice in areas like strategy, profitability, culture, talent, and board effectiveness.

FINALISTS

Robert Half International |
True Talent Group



LEGAL SERVICES

LAW FIRM

FREDRIKSON & BYRON

Fredrikson & Byron calls itself "the firm where law and business meet," pairing entrepreneurial thinking and business expertise with client service. Clients turn to the Minneapolis firm for business and legal advice, often relying on its 300-plus lawyers as strategic partners. One of the largest firms in the region, Fredrikson has eight offices nationally and internationally where it practices its proactive, problem-solving style of law. It helps clients with transactions, disputes, intellectual property, and more in numerous industries. With its strong pro bono practice, Fredrikson & Byron is providing free legal services to small businesses affected by the unrest of 2020.

FINALISTS

Winthrop & Weinstine | Foley & Mansfield

MEETINGS AND EVENTS

AUDIOVISUAL PROVIDER

AVEX

Avex brings clients' ideas to life for any setting, event size, or target audience. It starts with Avex's emphasis on its foundation of transparency and trust. Based in Minneapolis since 2002, Avex works nationally, with offices in North Carolina and Nevada. It offers a menu of live, virtual, and hybrid event design and production services, as well as in-house audiovisual partnerships with hotels and event venues. Avex helps clients serve their customers—and increase venue sales—with options such as full staffing with on-site equipment and equipment leasing.

FINALISTS

AV For You | Heroic Productions

MEETING AND EVENT PLANNING

AMY ZAROFF EVENTS & DESIGNS

Amy Zaroff Events & Designs didn't let a pandemic keep it down. Founder Zaroff created ways to help clients celebrate virtually or at a safe distance, deploying her firm's skills in event planning and design in new ways. It helps that the Minnetonka company has experience planning

1,500-plus events across North America. It has staged gatherings for clients such as Target, the Minnesota Twins, the Minnesota Vikings, Mall of America, and many nonprofits. During Covid, Zaroff has teamed with audiovisual company Avex to create a platform for clients to engage virtually. Zaroff recently won recognition as one of *Brides* magazine's "best wedding planners" in the United States.

FINALISTS

Do Good Events | Event Lab

MEETING AND EVENT RESORT— GREATER MINNESOTA GRAND VIEW LODGE

For more than 100 years, Grand View Lodge has welcomed guests for respite, relaxation, and celebration. It offers just about any type of setting business customers could want, from traditional meeting rooms to rustic lodges and summer camp spaces. Guests delight in the Nisswa property's expansive grounds, amenities, and dining. Whether they enjoy boating, golf, spa visits, fishing, or snowshoeing, visitors have plenty of opportunities to indulge. Companies looking



for a unique event can engage in team-building activities like a scavenger hunt or Amazing Race-style challenge. *Travel + Leisure* gave Grand View a World's Best Award as the sixth best resort in the Midwest.

FINALISTS

Maddens on Gull Lake | Sugar Lake Lodge



MEETINGS AND EVENTS

MEETING AND EVENT HOTEL

HEWING HOTEL

The Hewing abounds with unique spaces that embody the building's history, North Loop neighborhood, and Minnesota. A former farm implement warehouse built in 1897, the Minneapolis hotel retains its exposed timber and brick, high ceilings, and other industrial elements to create memorable meeting and event sites. From the library to the ballroom, its spaces provide intimate venues for local or out-of-town guests. It wins high marks for its Nordic-inspired menu with locally sourced ingredients, as well as its luxurious décor and standout places to have cocktails, like the rooftop bar. For four years running, the Hewing Hotel has won *Condé Nast Traveler's* readers' choice award.

FINALISTS

Mystic Lake Casino Hotel | Renaissance Minneapolis Hotel, The Depot | Radisson Blu Mall of America

MEETING AND EVENT VENUE—NON-HOTEL

ARIA EVENT CENTER

Theater is all about transformation, making Aria Event Center's theatrical past an asset as it hosts events for individuals, companies, and nonprofits. Aria features 30-foot ceilings, exposed brick, crystal chandeliers, pop art, and modern décor that creates versatile spaces and stellar acoustics. Built in 1889 and redesigned by Minnesota State Capitol architect Cass Gilbert in 1902,



Aria Event Center

the building has deep roots in the Minneapolis Warehouse District. Open since 2012, Aria rises to the occasion whether an event is for 50 or 400 people, thanks to attentive staff who focus on every detail for fundraisers, corporate events, weddings, and more.

FINALISTS

Machine Shop | Hutton House | McNamara Alumni Center, University of Minnesota



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PROPERTY SERVICES

CO-WORKING SPACE

WEWORK

As flexibility at work has become the name of the game, WeWork is primed to continue offering the space that businesses and individuals need to get the job done. It has three locations in Minneapolis where customers can pick from numerous options, ranging from dedicated space with fixed leases to monthly subscriptions and on-demand workspace. Fortune 500 companies and start-ups alike can take advantage of a WeWork configuration that fits them in the moment without committing to a lease. In addition to standard workspaces, the Minneapolis WeWork sites offer conference rooms, networking events, and outdoor zones to prime the pump of collaboration in varied settings.

FINALISTS

The Coven | ModernWell

COMMERCIAL PROPERTY MANAGEMENT FIRM

CUSHMAN & WAKEFIELD

Cushman & Wakefield got its start in New York in 1917, where it grew into one of the largest real estate services firms in the world. Its 50,000 employees—500-plus in Minnesota—provide a core menu of services including property, facilities, project management, leasing, capital markets, and valuation. Cushman & Wakefield manages more than 30 million square feet of space in the Twin Cities from its offices in Minneapolis and Bloomington. Clients benefit from its extensive research, insights, and technology to understand the market and create striking, safe, and comfortable commercial spaces that attract and retain tenants.



FINALISTS

Davis | Jones Lang LaSalle (JLL)

COMMERCIAL REAL ESTATE BROKERAGE FIRM

DAVIS

Health care organizations rely on Davis, a firm that understands their industry. The Minneapolis company offers a full range of services, including strategic planning, brokerage, real estate development and management, plus landlord and tenant representation. A diverse client base including solo providers, specialty clinics, large hospitals, and health care systems count on Davis, which matches clients with the specific space they need. Operating since 1986, Davis serves clients across the country from five offices and has negotiated 100-plus leases encompassing nearly a million square feet in the past three years.

FINALISTS

Cushman & Wakefield | KimbleCo



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- Best Credit Union
- Best Home Mortgage

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TECHNOLOGY SERVICES

DATA AND SECURITY

MARCO TECHNOLOGIES

A quadruple winner in this year's Best of Business, St. Cloud-based Marco has been helping customers since 1973. It provides numerous services including data and security, document management, telecom and internet, and information technology. Marco is one of the largest technology providers in the country, with more than 28,000 clients, roughly \$400 million in revenue, and about 1,200 employees, including nearly 500 in Minnesota. Marco gives business clients peace of mind with data and network security by concentrating on internal and external threats. Its holistic approach targets all vulnerabilities, from the cloud and IT systems to phones and printers.

FINALISTS

Ascent Solutions | Atomic Data

DOCUMENT MANAGEMENT, PRINTERS, AND COPIERS

MARCO TECHNOLOGIES

It seems like a pretty straightforward part of running a business: the vital printers, copiers, and document-management systems that run behind the scenes.

But Marco knows that there are more efficient and effective ways to operate this aspect of a company. Marco, based in St. Cloud, advises organizations on how to make their printing environment better, such as implementing managed print services or digital printing presses. These changes often save customers up to 30 percent or more on printing expenses. Marco continues seeking opportunities to better serve customers, acquiring a Willmar firm in 2021 to expand its shredding services.

FINALISTS

Loffler Cos. | Konica Minolta Business Solutions

IT CONSULTING FIRM

MARCO TECHNOLOGIES

Marco Technologies steps up to help businesses with one of the most complicated and fastest-changing aspects of running a company. It starts with an assessment to determine what customers need to optimize technology and secure their networks. Many use Marco's managed IT services, outsourcing day-to-day technical management responsibilities; it's an effective way for customers to keep technology updated while outsourcing critical problem-solving to a key partner.

Whether data center, backup, disaster recovery, or infrastructure, St. Cloud-based Marco provides a one-stop suite of IT services that allow businesses to focus on core competencies.

FINALISTS

Ascent Solutions | Atomic Data

WEB DEVELOPMENT FIRM

ROCKET55

Rocket55's sweet spot is working with clients that are focused on aggressive growth. As digital marketing evolves quickly, Rocket55 helps clients navigate the best ways to attract and serve customers. The full-service Minneapolis agency has numerous tools at its disposal, including paid and organic social media, content and email marketing, and marketing automation. Its 60-plus employees are proactive about serving clients, regularly analyzing Rocket55's work to find new marketing opportunities that fit customers' business objectives. National account growth has been strong, prompting the firm to open a second Midwestern office in 2021.

FINALISTS

Irish Titan | Skol Marketing

TRUSTED ADVICE STRATEGIC PARTNER

Great clients build a great firm. Thank you for naming Fredrikson & Byron as a 2021 Best of Business law firm in *Twin Cities Business*.

Fredrikson
& BYRON, P.A.

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TCB061621

Every day in business is a big day.

We can help keep you ready for anything tomorrow brings, with nationwide connectivity, advanced cybersecurity solutions and a team of problem solvers ready to help 24/7.

Comcast Business is honored to be a 2021 Minnesota Best of Business finalist. Thank you to our customers for recognizing us and congratulations to all of the 2021 Best in Business Honorees and Finalists.

For more information, please contact:

Kalyn Hove | 651-900-1661

**COMCAST
BUSINESS**

Powering Possibilities™

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TELECOM

MOBILE PHONE SERVICE PROVIDER

VERIZON WIRELESS

Mobile phone service is one of those things people don't like to think about much. They want it to work and work well, in their own backyards or remote locations. Verizon checks that box, having been named No. 1 in overall network performance by RootMetrics for 16 consecutive surveys. It also wins RootMetrics' plaudits for reliability, speed, data connections, and calling—table stakes for most of us. Whether working with individuals, small or medium-size businesses, enterprise systems, or the public sector, Verizon serves with diverse plans and products. It helps customers and their employees stay connected wherever they happen to be working.

FINALISTS

T-Mobile | AT&T

TELECOM & INTERNET SERVICE PROVIDER

MARCO TECHNOLOGIES

Marco acts as a broker between customers and providers of telecommunications and internet services. Its carrier services team leaves no detail unchecked, including researching provider offerings, installation, billing, and troubleshooting—all with no fee. The St. Cloud-based company takes a holistic approach to meeting customers' technology needs; it improves performance and simplifies operations by fully integrating hardware, software, and connectivity. All Marco customers benefit from access to a dedicated account team, a staff of 650-plus systems engineers and technologists, and a full-time support desk that resolves 97 percent of network issues remotely, preventing time wasted when systems are down.

FINALISTS

Lumen Technologies | Comcast Business



AV For You Studios

A state of the art production studio right next to downtown Minneapolis.

Featuring:

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RECOGNITION | Manufacturing

Brady Johnson

Enterprise Account Executive | Veritiv Corporation



Packaging, facility, print and publishing solutions company

Veritiv Corp. is pleased to announce Brady Johnson as a HealthCare Champion, signifying his work with many medical and healthcare customers. Brady, who joined Veritiv in 2012, serves as a resource to Minneapolis/St. Paul-based companies and those with multiple locations, helping them with sourcing and supply chain opportunities and the process of bringing various materials together for the best and most cost-efficient packaging solutions.



PROMOTION | Health Care

Josh Howell

CEO | Life Link III



Life Link III has announced that its Board of Directors has named Josh Howell as the organization's next Chief Executive Officer. Howell, who currently serves as the Vice President of Strategy & Business Optimization for the company, will succeed Dr. Steve Sterner on August 2, 2021. Dr. Sterner has been the Interim CEO for the organization since 2019.



NEW HIRE | Manufacturing

Scott Miller

Equipment Specialist | Veritiv Corporation



Packaging, printing and facility solutions company Veritiv

Corp. is pleased to announce Scott Miller joined the company. He will cover Minnesota and the Dakotas in his Equipment Specialist role. With his product management, manufacturing engineering and product engineering background, Scott will bring his expertise and relationship skills to our customers who rely on Veritiv for creative packaging solutions.



WELLNESS

CARDIAC CARE FACILITY

MINNEAPOLIS HEART INSTITUTE AT ABBOTT NORTHWESTERN HOSPITAL

Seeking to provide expert care and advance the field of cardiology through research, a group of Twin Cities physicians formed the Minneapolis Heart Institute in 1981. Ever since, it has built a reputation for excellence in clinical care, innovation, research, and education. The Minneapolis Heart Institute consistently ranks in the top 30 nationwide for cardiology and heart surgery by U.S. News & World Report. Pioneering from its start, MHI was the first in the Midwest to implant an artificial heart. It performs more than 1,000 open-heart surgeries and vascular surgeries each year, and its clinicians help patients manage numerous cardiovascular conditions.

FINALISTS

North Memorial Heart & Vascular Center | Mayo Clinic Rochester

EXECUTIVE HEALTH PROGRAM

MAYO CLINIC ROCHESTER

Patients at Mayo Clinic's executive health program walk away happy, with more than 98 percent noting they would recommend the program to others. Its comprehensive approach addresses client needs while making the most of their time. One- to three-day itineraries include preventive screenings and access to Mayo subspecialists if needed. Every executive physical starts and ends with a dedicated physician who oversees the entire process, including hearing individuals' concerns and goals and developing a plan to improve their health. More than 600 companies nationwide partner with Mayo, helping to keep their leaders in top shape while meeting their objectives and budgets.

FINALISTS

North Memorial Medical Center |
Health Partners & Park Nicollet Executive Health

HEALTH INSURANCE PROVIDER

BLUE CROSS AND BLUE SHIELD OF MINNESOTA

The largest health plan in the state, Blue Cross and Blue Shield of Minnesota has been providing insurance to Minnesotans since 1933.





Much has changed at Blue Cross since then, but one mainstay has been the company's ability to stay agile and evolve. Eagan-based Blue Cross works across many platforms to meet its goals to make health care affordable and accessible while keeping people healthy. Along with individual, family, and employer plans for companies of all sizes, Blue Cross offers individual wellness programs through its digital health service Sharecare. It also works to tackle the root causes of preventable disease through its Center for Prevention.

FINALISTS

HealthPartners | UCare

HOSPITAL

M HEALTH FAIRVIEW SOUTHDALDE HOSPITAL

A comprehensive hospital with more than 40 specialty services, M Health Fairview Southdale stands out for its cardiac and stroke care. Its nationally recognized emergency heart attack program, women's heart program, and comprehensive stroke center combine specialists, advanced technology, and treatments to provide holistic care. The Edina hospital now belongs to the merged M Health Fairview system, which unites the research and expertise of the University of Minnesota with excellence in patient care. U.S. News & World Report recently recognized it in seven procedures/conditions as high performing, including colon cancer surgery and heart failure treatment, putting the hospital in the top 10 percent nationwide.

FINALISTS

North Memorial Medical Center | Methodist Hospital

ORTHOPEDIC CARE PROVIDER

TWIN CITIES ORTHOPEDICS

Several independent orthopedic practices united to form Twin Cities Orthopedics (TCO) in 1996 to bring independence and entrepreneurial spirit to patient care. That means providing numerous options, locations, and care formats so that patients can choose the services that fit best. TCO is one of the largest independent orthopedic practices in the country, including 39 locations and 116 physicians. Innovations include orthopedic urgent care and its Excel program, which provides surgery and recovery in an ambulatory center complete with a care coordinator and transparent billing. That model is about 30 percent less expensive than hospital care and garners 99 percent patient satisfaction ratings.

FINALISTS

Tria Orthopaedic Center | Summit Orthopedics

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Building and Growing Ecommerce Channels

Factory Recovery

Bankers are bullish on the manufacturing sector, but supply chain disruptions and labor shortages are restraining growth. **By Burl Gilyard**



U.S. manufacturing is rebounding in the economy that took a nosedive early last year when the pandemic surfaced. Statistics from the U.S. Department of Commerce show that orders for U.S.-made goods were up 17.2 percent year-over-year in May 2021. For May alone, factory orders were up 1.7 percent after a slight dip of 0.1 percent in April.

According to the ISM Manufacturing Index, 17 of the 18 manufacturing industries reported growth in June. “All of the six biggest manufacturing industries—computer and electronic products; chemical products; fabricated metal products; transportation equipment; food, beverage, and tobacco products; and petroleum and coal products, in that order—registered moderate to

strong growth in June,” says Timothy R. Fiore, chair of the Institute for Supply Management’s Manufacturing Business Survey Committee.

Bankers and lenders are on the front lines of commerce and often the first to see signs of economic shifts with their small business clients.

Troy Rosenbrook, president of Highland Bank, says that manufacturing companies represent a “meaningful portion” of its portfolio; he says most manufacturers have regained their footing as the pandemic has waned.

“I think generally the majority really seem to have had substantial recovery. For some organizations in the right niche, 2020 was a strong year for them,” Rosenbrook says. “If you make parts that go into the housing sector, or if you make parts

that go into the recreational sector—whether that’s boats or four-wheelers or snowmobiles—those companies really did reasonably well during the pandemic.”

Strong business expectations

What’s ahead? The short version: Things are looking up.

“I think for most manufacturers, 2021 would appear to be a good, solid year for them,” Rosenbrook says.

But manufacturers of all stripes are dealing with two clear challenges.

“Their two biggest issues are supply chain and people: employees,” Rosenbrook says. “It’s the people side that is currently the limiting factor on growth.”

Companies won’t buy new equipment if they don’t have some-

one to run the machines. Other businesses can’t expand if they can’t find the necessary staffers.

At the same time, Rosenbrook says that he’s seeing an uptick in mergers and acquisitions (M&A) activity in many industries, including manufacturing.

“M&A activity ... has rebounded fairly robustly,” he says. “Maybe not as many [deals] have closed, but there are lots of conversations occurring. That feels like that’s returned for the most part.”

Many companies, partly bolstered by federal Paycheck Protection Program (PPP) funds, are sitting on a lot of cash, Rosenbrook says. The PPP loans effectively became grants if the borrower complied with conditions outlined by the U.S. Small Business Administration.

“Every other bank I’ve talked to has the same issue—we all have a substantial amount of liquidity; part of that is from PPP proceeds,” Rosenbrook says. “[Credit] line usage is down substantially in the industry.”

In the first quarter of the year, exports of Minnesota-made goods outside the U.S. were down 4 percent, compared to an overall increase of 2 percent for the U.S. But several states saw double-digit declines in the first quarter. Arkansas, for example, saw a drop of 23 percent.

According to the Minnesota Department of Employment and Economic Development (DEED), the state has added nearly 7,500 manufacturing jobs from June 2020 to June 2021, a gain of 2.4 percent.

Manufacturing ranked as the state’s second-largest sector in 2019, contributing 14 percent to Minne-

sota’s overall gross domestic product. DEED numbers show that more than 8,300 Minnesota manufacturing companies employ more than 332,000 workers.

Supply chain hurdles

The core of business for St. Louis Park-based Bridgewater Bank is commercial real estate lending, but it also lends to small business clients in other industries, including manufacturing.

Nick Place, chief lending officer with Bridgewater, says the biggest challenge for most manufacturers right now is supply chain issues—they can’t get the materials they need to make their products in a timely fashion.

“We’ve got a manufacturing client that has a backlog of orders but is really supply-constrained right now and is really trying to work as

best they can to fill those orders,” Place says.

But manufacturers are still ready to make investments.

“I think we’ve seen our clients looking to invest in expanding some of their equipment to make them more efficient, to help them potentially work through the backlog that they have. We do have clients that are expanding—they lease space, they’re looking to expand their space,” Place says.

But finding warehouse space, in particular, is another challenge, because everyone’s looking for it.

“Some of those clients have distribution as a big component to their business. Warehouse spaces are at a premium today,” Place says. “Everyone we know that’s in that industry is looking to expand their space to be able to accommodate more of their orders and fulfillment.”

Place is seeing some interest in new loans but says that companies are balancing that with their own cash reserves.

Flush with cash

“Banks in general have a lot of cash on their balance sheet because their clients are holding a lot of cash. Where folks have hunkered down and preserved cash, cut some expenses, used PPP funds or other stimulus to help support their overall balance sheet, they’ve got cash to be able to spend on some of this stuff,” Place says. “I think in some cases, if they haven’t already, they’ll start using that cash to invest into their business in conjunction with some lending. The fortunate thing is a lot of our clients have come through this with a pretty decent cash position. Now they’re just trying to figure out how to best utilize that.”



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TRENDING BANKING

Like other banks, Bridgewater has not seen customers tapping their credit lines much.

"We expected, as a lot of banks did, our credit line usage to really ramp up when the pandemic first hit," Place says. "We didn't see those balances materially change."

The rising economic tide seems to be lifting most boats.

"Businesses that are our customers seem to be doing, by and large, really well," says Jon Dolphin, president of Minneapolis-based 21st Century Bank.

That includes manufacturing. "We've seen some acquisition opportunities in terms of financing those out there. We've seen your standard equipment loans; we've seen acquisition of building expansions occurring," Dolphin says.

But he has noticed that clients looking for smaller warehouses—30,000 square feet or less—are having a tough time finding properties. Competition has heated up and prices have soared.

"That particular type of building has gone up pretty dramatically in terms of price per square foot in the metro area," Dolphin says. "That isn't just attributed to manufacturing expansion, but also to expansion that's occurring within construction companies, distribution centers, storage."

Dolphin also notes that M&A activity has rebounded.

"We've financed a fair amount of business acquisition across the board utilizing the SBA 7(a) program; manufacturing companies obviously fall into that realm," Dolphin says. "There are opportunities out there," he says, adding that "activity level is solid and fairly similar to what it was" before the pandemic.

Companies with cash on hand are still seeking loans, but in many cases they aren't look-

ing to borrow as much.

"Some of your equipment loans can be a lot shorter term and a lot more down [payment] than what you would have seen two years ago," Dolphin says.

He has heard the refrain that companies are having trouble finding enough workers, but he says that smart business owners are working their way through those challenges.

"If they have the demand from their client base to grow, then they're going to figure that out," he says. "It just may slow that process a little bit. Good business owners figure that problem out. It may not be easy."

Tom Beck, president and CEO of Minneapolis-based Northeast Bank, says that he's hearing consistent themes from manufacturing clients.

"Their orders are increasing, things are getting back to normal, but finding people is difficult and the cost of their goods is a challenge," Beck says.

He echoes other bankers, noting that most companies have plenty of liquidity.

"The balance sheets look pretty good for a lot of these companies," he notes.

Loan activity has been up a little, which Beck says has been driven in part by rock-bottom interest rates.

"It's a great time to borrow," Beck says. "We're bullish. I'm optimistic about where things are heading."

In the big picture, the uptick in manufacturing is reflective of a generally improving economy.

"I think it's really positive how quickly a very important segment of the economy has snapped back," Rosenbrook says of the manufacturing sector. "That's really a positive thing for all of us in the economy."

Burl Gilyard is TCB's senior writer.

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NOTABLE
2021
LEADERS IN HUMAN RESOURCES

Best-in-class executives

As the pandemic and social unrest swept through Minnesota in 2020, it was human resources executives who were tasked with quickly determining how to keep employees operating. They enacted remote work policies, increased safety measures, and extended benefits; they monitored employees' physical and mental well-being, responded to endless questions and concerns, buckled down on diversity and inclusion practices, and more. Without them, the companies they support wouldn't have been able to move

forward. Our 2021 Notable Leaders in Human Resources rose to unprecedented challenges and deserve big thanks—especially this year.

METHODOLOGY: The individuals featured did not pay to be included. Their profiles were drawn from nomination materials. This list is not comprehensive. It includes only people who were nominated and accepted after editorial review. To qualify for this list, individuals must be serving in a senior-level human resources role in Minnesota, have at least five years of experience in their current industry, and have shown the ability to create significant, positive, and measurable results in their field.



KRISTIN DEAN

Senior vice president of people, Arctic Wolf Networks

Kristin Dean's career has focused on building HR functions for newer organizations undergoing significant growth, including metro-area tech firms Code42 and Delaget. Since joining Eden Prairie-based Arctic Wolf in 2019, she has led a transformation of this billion-dollar cybersecurity firm and more than doubled its employee headcount year over year; it now tops 800. Dean created a comprehensive onboarding program for new hires, which typically total 30 to 40 employees joining every two weeks. She leads Arctic Wolf's DEI initiatives and helped oversee relocation of the company's headquarters from Silicon Valley to Minnesota in 2020.



JESSICA DOCKEN

Partner, Growth Operators

In August 2017, Minneapolis-based business advisory firm Growth Operators hired veteran HR executive Jessica Docken to spearhead its foray into HR advisory and outsourcing services. By mid-2019, her division had become Growth Operators' second-largest business unit, and it has been the firm's fastest-growing division in 2021. In 2020, her work at Growth Partners earned her a promotion to partner.

Docken's clients include growing midsize businesses and venture capital-backed startups. She and her team transform these organizations' HR functions into scalable, growth-enabling departments.



JANE ELLIOTT

Chief communications and human resources officer, Deluxe Corp.

During the intensely complicated pandemic period, Jane Elliott helped reshape Minneapolis-based business services company Deluxe by launching the company's first DEI program. This has included establishing employee resource groups, updating Deluxe's affirmative action program, and granting paid time off for volunteer activities. Deluxe's rate of minority hires has risen from 44 to 64 percent since her arrival in 2019. The company has also increased the number of employees who are military veterans and employees with disabilities. Elliott has helped Deluxe create a higher-performing operating structure and develop an employee stock-ownership program.



DEB GRAN

Corporate vice president, human resources North America, DiaSorin

Since joining the Stillwater U.S. headquarters for Italian medical diagnostics company DiaSorin in 2019, Deb Gran has been instrumental in revamping customer experience, internally and externally. The positive results of her initiatives are demonstrated by higher employee engagement scores and positive feedback from candidate surveys.

In 2020, Gran implemented innovative hiring practices during a 148 percent spike in recruiting to support DiaSorin's Covid-19 test manufacturing. The initiatives she put in place resulted in reduced order-filling times by 58 percent.

NOTABLE LEADERS IN HUMAN RESOURCES



RUTH HAFOKA
Senior vice president, chief human resources officer, Blue Cross and Blue Shield of Minnesota

At Eagan-based Blue Cross and Blue Shield of Minnesota, Ruth Hafoka fosters a workplace culture of empowerment, diversity, and innovation. A recent employee engagement survey had Blue Cross scoring above the national average, a significant increase from the previous year.

Last year was a time of community trauma. In response, Hafoka doubled volunteer paid time off for all employees after Blue Cross declared racism a public health crisis. She also worked to ensure all employees could give back to causes and organizations that were personally meaningful.



KEVIN HAYFORD
Vice president of human resources, R3 Continuum

Bloomington-based consultancy R3 Continuum (R3c) provides behavioral health and security strategies to help companies manage workplace disruption and mitigate risk. Last year, Kevin Hayford helped his own company manage through unprecedented crises. Even before Covid, he established "communication loops" within R3c that included weekly meetings and check-ins with all employees to support their mental well-being.

This year, Hayford spearheaded creation of a Black History Month fundraiser at R3c to raise money for Twin Cities nonprofits that serve the Black community, including Connections to Independence and Cookie Cart.



STEVE JANDRICH
Vice president of human resources, Inspire Medical Systems

When Steve Jandrich joined Inspire as its first HR professional in September 2017, the Golden Valley-based provider of sleep apnea treatments was preparing to go public. To prime the company for growth, he implemented recruiting and hiring processes that could scale along with the company. With the influx of new hires, the importance of establishing a work culture that reflects Inspire's values was and continues to be key for the company's long-term success.

Inspire employed fewer than 100 people when Jandrich joined the company. As of June 2021, it has more than 400 employees.



CHRIS KELLY
Founder and president, AssetHR

Chris Kelly believes that in business, you don't chase money, you nurture relationships. Following that approach, he has built Apple Valley-based AssetHR into a successful HR outsourcing business through references and referrals, with a 98 percent client retention rate. AssetHR offers HR, payroll, and employee benefits solutions to clients across several industries including banking, financial and business professional services, IT, health and medical services, and manufacturing.

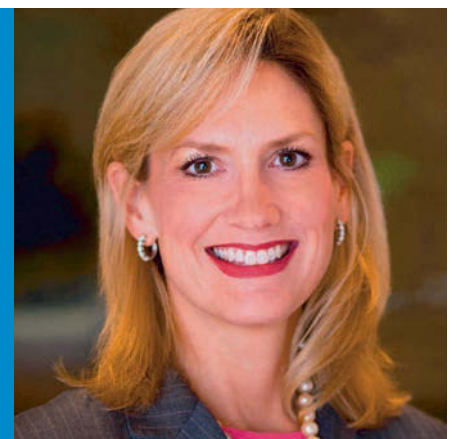
Outside of work, Kelly donates to a number of organizations including Northpoint Health and Wellness and Ronald McDonald House.

CONGRATULATIONS CAROL SURFACE, Ph.D.

Twin Cities Business 2021 Notable Leader in HR

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BETH KLEHR
Chief HR officer,
Entrust Corp.

Like all HR departments, Beth Klehr's team has had to navigate through the pandemic for the 2,500 worldwide employees of Shakopee-based Entrust, which provides cybersecurity and personal identification services to numerous industries. Klehr implemented a monthly virtual event called "The Great Global Get-Together" to maintain company culture during the pandemic, with an average of 234 attendees per session. Employees responded positively to her efforts to keep the company stable and productive. In 2020, Entrust's employee net promoter score, which measures employee loyalty, was 28, compared to the Gartner global benchmark of 5.



GINA LEMON
Vice president of
human resources,
Timberland
Partners

At Bloomington-based real estate investment, management, and development firm Timberland Partners, Gina Lemon has fashioned a high-performing team adept at attracting and retaining talented employees.

She has also put her HR skills to work as a board member of Wil- low River-based One Heartland, a camp for children from Min- nesota and surrounding states who are facing significant health challenges or social isolation. Because One Heartland had to close in 2020, Lemon used her HR expertise to help make sure the organization stayed afloat despite Covid. Over the past three years, she has raised more than \$40,000 for the nonprofit.



KATHY MORIARTY
Chief adminis-
trative officer,
Neighborhood
Development
Center (NDC)

In her role at NDC, Kathy Mori- arty ensures the St. Paul-based community and economic development nonprofit's hiring practices align with its values and mission. She stays abreast of staff development needs and up-to-date hiring practices, manages staff and performance feedback, and has experience working with diverse popula- tions, including new immigrants and low-income individuals. Under her leadership, NDC has a full-time staff that is 67 percent BIPOC.

In addition to her work at NDC, Moriarty serves on the board of St. Paul Women's Advocates and chairs its HR committee.



SANDRA MITCHELL
Director of equity
and inclusion,
St. Catherine
University

As St. Kate's first director of eq- uity and inclusion, Sandra Mitch- ell has made significant contri- butions to its DEI initiatives. This work has been informed by the creation of the St. Paul school's first inclusive excellence plan. The plan's development, which she co-led, involved gather- ing input from more than 200 stakeholders, a climate assess- ment, and analysis of industry best practices. Mitchell has led several initiatives inspired by the plan, including the univer- sity's inclusive excellence statement, gender-identity inclusion efforts, and creation of an acknowledgement statement that recognizes St. Kate's presence on Dakota land.

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Marcy Syman

Human Resources Director

Notable Leader in Human Resources



NOTABLE LEADERS IN HUMAN RESOURCES



MARY NEASE
Executive vice president, chief people officer, Fairview Health Services

After serving as chief HR officer at Minneapolis-based Thrivent Financial, Mary Nease dove headfirst into the health care industry two years ago. At Minneapolis-based Fairview Health Services, which employs more than 30,000, she leads a team of nearly 200, handling both a complex industry and, in the past year-plus, the added stressors of Covid. Case in point: In less than a month, Nease led the organization as it transitioned Bethesda Hospital in St. Paul into one of the nation's first hospitals dedicated entirely to Covid care. In that role, she directed hiring and training staff to care for patients with a then-unfamiliar disease.



PATRICIA PRATT-COOK
Senior vice president, human resources, equity, and inclusion, St. Catherine University

Under Patricia Pratt-Cook's guidance, St. Paul-based St. Kate's has revised its hiring practices to attract and retain a more diverse faculty and staff. This has resulted in a workforce of 18 percent BIPOC employees, more than twice the industry average.

Pratt-Cook also spearheaded creation of a new director of equity and inclusion position, which has led to the development of a university inclusive excellence plan. In addition, she has undertaken a comprehensive compensation and classification study with the goal of creating a competitive formal salary structure to ensure pay equity.



STEPHANIE PROPP
Head of people and culture, The Stable

In 2020, Stephanie Propp became the first HR leader at The Stable, a Minneapolis-based integrated commerce agency. In this role, she oversees talent acquisition, recruiting, retention, and company culture. During her relatively short time at the agency, she has directed creation of several initiatives, including a diversity and inclusion committee, which has developed a 12-week training session available to all agency employees, and a comprehensive leadership development program to help maximize employees' potential. Propp also launched The Stable Foundation, a committee that supports local nonprofits through donations, volunteering, and long-term partnerships.



TAMARA REDING
Vice president of human resources - Americas, Stratasys

Prior to June, Tamara Reding was vice president of human resources at Marshall-based food provider Schwan's. She helped the business navigate through the pandemic and was a tireless supporter of the hundreds of frontline essential workers who delivered food to stores every day, ensuring that all had the protective equipment they needed. She was also an advocate for appreciation bonuses for Schwan's frontline team members. Thanks largely to her actions, the company was able to avoid furloughs or layoffs during the pandemic.

In June, Reding became vice president of human resources - Americas at Stratasys.



Congratulations, Charles!

Old National is proud to recognize Charles Thompson for being named one of Twin Cities Business's 2021 Notable Leaders in Human Resources. We're so glad to have you on our team.

Charles Thompson
Talent Development Director, VP





AMY SPARTZ
Vice president
of operations,
Gravie

Amy Spartz joined Gravie's leadership team in 2015, less than two years after the launch of the Minneapolis-based health care benefits service provider. The company has just under 100 employees serving more than 1,500 employers nationwide.

In developing and leading Gravie's HR department, Spartz has helped shape a transparent culture that gives everyone a sense of ownership. This has led to initiatives such as "Gravie Boat," a peer-nominated program that celebrates exceptional work each quarter with a trophy and bonus. She also helped develop competitive benefits that promote employee autonomy, including unlimited paid time off.



CAROL SURFACE
Chief human
resources officer,
Medtronic

In response to new Medtronic CEO Geoff Martha's strategic direction in 2020, Carol Surface led a comprehensive operations-model change to increase decision-making speed, better understand customers, and improve agility.

In response to Covid, Surface and her team focused on global employee support, including increasing contributions to the employee emergency assistance fund, which delivered \$1 million in need-based grants. She also hired a chief inclusion and diversity officer, helping Medtronic achieve its 2020 DEI goals: 40 percent women in management roles and 24 percent ethnic diversity in U.S. management.



MARCY SYMAN
Human resources
director, Metro-
politan Council of
the Twin Cities

Marcy Syman oversees strategic direction for the St. Paul-based Met Council's HR policies, programs, and practices. She supports council staff through values of inclusion, collaboration, trust, customer focus, and efficiency. A key focus under Syman's leadership is DEI. She has been instrumental in creating training programs to build cultural competence and inclusive management practices and to recognize unconscious bias. She has also led improvement of recruitment and selection processes to diversify the Met Council workforce. Efforts like these have contributed to a 13 percent increase in Met Council employee diversity over five years.



CHARLES THOMPSON
Talent develop-
ment director,
vice president,
Old National Bank

Charles Thompson joined Old National upon its 2019 acquisition of Chaska-based KleinBank, where he had worked for more than 13 years in training, talent strategy, and administration. He has played a crucial role in the integration of the two banks' cultures and the arrival of Indiana-based Old National Bank in the Minnesota market. He provided clear communication, created and implemented new organizational structures, and provided counsel to leadership.

Thompson currently leads talent development for Old National's entire five-state footprint and is spearheading its talent-growth plan in the state.



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Kathy Moriarty



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Our business community depends on higher education to train and prepare a talented workforce. Minnesota boasts an incredible network of colleges and universities staffed by leaders who pour themselves into lifting up the next generation. In 2020, educators persevered and found ways to support students even when campuses shut down due to Covid, forcing everyone remote. For quickly adapting, learning new technologies, and

always prioritizing the students, our 2021 Notable Leaders in Higher Education deserve a round of applause.

METHODOLOGY: The individuals featured did not pay to be included. Their profiles were drawn from nomination materials. This list is not comprehensive. It includes only people who were nominated and accepted after editorial review. To qualify for this list, individuals must be serving in a higher education role in Minnesota, have at least five years of experience in higher education, and have shown the ability to create significant, positive, and measurable results in their field.



LORI CARRELL
Chancellor,
University of
Minnesota
Rochester (UMR)

Since joining UMR as vice chancellor in 2014 (she was named chancellor in February 2018), Lori Carrell has spearheaded various evidence-based education innovations, including Health Scholars Day, a scholarship competition that showcases student resilience, and Health CORE, a learning community that enhances success and sense of belonging for students from traditionally underrepresented groups.

These and other practices that UMR has adopted under Carrell's leadership have resulted in more equitable attainment of education for students at the university.



JOHN COLEMAN
Dean, College of
Liberal Arts, Uni-
versity of Minne-
sota - Twin Cities

John Coleman has positioned the University of Minnesota's College of Liberal Arts (CLA) as a destination college since becoming dean in 2014. While other liberal arts schools have seen enrollment declines, CLA has exceeded its enrollment targets in six of the past seven years. Coleman has doubled the number of scholarships awarded each year and brought an innovative new Liberal Arts Engagement Hub to life in the refurbished Pillsbury Hall, reopening soon. Today, 16 CLA programs rank in the top 25 worldwide.

In July, Coleman concluded the college's largest-ever capital campaign, raising \$177 million for the arts, humanities, and social sciences.



LAURA FERO
Dean of nursing,
Henrietta Schmoll
School of Health,
St. Catherine
University

Laura Fero's values-driven curriculum creates a cohesive nursing program focusing on cultural fluency and inclusivity. At the Henrietta Schmoll School of Health, she has been integral in prioritizing relationship-centered care, socially responsible leadership, interprofessional education, and collaborative-practice initiatives that prepare students to deliver high-quality, evidence-based professional care.

Fero has also initiated school-based health clinic partnerships with school districts around the Twin Cities region to provide free care to students from qualified nursing and health care professionals.



THEODOR GORDON
Visiting assistant
professor of
sociology, College
of Saint Benedict/
Saint John's University

Theodor Gordon works to serve everyone in the two central Minnesota colleges' culturally diverse communities. He is a member of the Community Education and Research Committee for the Central Minnesota Community Empowerment Organization, a nonprofit that aids refugees in need. In addition, he directs the colleges' Native and Indigenous Inclusion Project.

Gordon recently received a \$50,000 grant from the McKnight Foundation's Vibrant and Equitable Communities program for an oral-history project on the White Earth Mission School. He will be working on this project with the White Earth Nation and sisters from Saint Benedict's monastery.



KATHLENE HOLMES CAMPBELL
Dean, School of
Education, Univer-
sity of St. Thomas

Since Kathlene Holmes Campbell became dean in 2018, the St. Thomas School of Education has been working to increase the number of teachers from underrepresented backgrounds. This year, she submitted a proposal to join the American Association of Colleges for Teacher Education's consortium to work on this issue; Minnesota was one of 15 states selected to join. Over the next year, St. Thomas will lead the statewide effort to increase equitable access to teaching.

In addition, Campbell is ensuring state teaching standards incorporate an anti-racism lens by leading the work to update the Minnesota Standards of Effective Practice for Teachers.



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At Minnesota State, we serve more Black and Indigenous students, and students of color than all other higher education providers in Minnesota, *combined*.

Our presidents' top priority is leading the colleges and universities of Minnesota State towards achieving equitable outcomes and ensuring prosperity for all our 340,000 students, their families, and the communities in which they live.



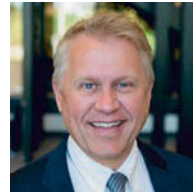
Devinder Malhotra
Chancellor
Minnesota State



Ginny Arthur
President
Metropolitan State University



Adenuga Atewologun
President
Riverland Community College



Michael Berndt
President
Dakota County Technical College / Inver Hills Community College



Anne Blackhurst
President
Minnesota State University Moorhead



Jeffery Boyd
President
Rochester Community and Technical College



Carrie Brimhall
President
Minnesota State Community and Technical College



Hara Charlier
President
Central Lakes College



Annesa Cheek
President
St. Cloud Technical & Community College



Marcia Danielson
President
Minnesota State College Southeast



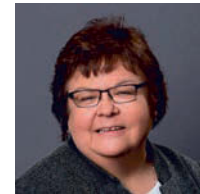
Joyce Ester
President
Normandale Community College



Terry Gaalswyk
President
Minnesota West Community & Technical College



Rolando Garcia
President
North Hennepin Community College



Stephanie Hammitt
President
Fond du Lac Tribal & Community College



Kent Hanson
President
Anoka-Ramsey Community College / Anoka Technical College



Faith Hensrud
President
Bemidji State University / Northwest Technical College



Edward Inch
President
Minnesota State University, Mankato



Merrill Irving, Jr.
President
Hennepin Technical College



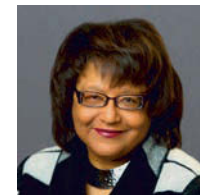
Kumara Jayasuriya
President
Southwest Minnesota State University



Craig Johnson
President
Ridgewater College



Sandra Kiddoo
President
Northland Community & Technical College



Angelia Millender
President
Century College



Joe Mulford
President
Pine Technical & Community College



Scott Olson
President
Winona State University



Annette Parker
President
South Central College



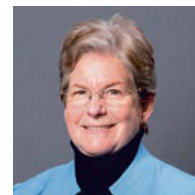
Deidra Peaslee
President
Saint Paul College



Sharon Pierce
President
Minneapolis College



Michael Raich
President
Northeast Higher Education District



Patricia Rogers
President
Lake Superior College



Michael Seymour
President
Alexandria Technical & Community College



Robbyn Wacker
President
St. Cloud State University

We invite organizations committed to equitable prosperity for all Minnesotans to partner with us as we work to eliminate educational equity gaps and support student success.

MinnState.edu/Equity2030

Minnesota State is an affirmative action, equal opportunity employer and educator.

NOTABLE LEADERS IN HIGHER EDUCATION



DEVINDER MALHOTRA
Chancellor,
Minnesota State

In 2018, Devinder Malhotra was named chancellor of Minnesota State, the nation's third-largest higher education system. He was instrumental in the Minnesota State board's adoption of Equity 2030, which seeks to close educational-equity gaps across the system's seven universities and 30 colleges by 2030.

In the wake of George Floyd's murder, Malhotra convened a statewide task force on law enforcement education reform, bringing together diverse stakeholders to provide recommendations pertaining to anti-racist law enforcement education. Also last year, he joined forces with the 3M Community Coalition to help steer a \$50 million investment in higher education and workforce development.



MARÍA PABÓN GAUTIER
Interim vice president for equity and inclusion,
St. Olaf College

María Pabón Gautier was named the inaugural director of St. Olaf's Taylor Center for Equity and Inclusion. Founded in 2019, the Taylor Center aims to create an inclusive environment for all students. Pabón Gautier's strength as a leader is understanding that to succeed academically and socially, marginalized students need a sense of belonging and connectedness on campus. Under her leadership, the Taylor Center has developed programming that supports LGBTQ+, first-generation, and international students. Pabón Gautier became the Northfield college's interim vice president of equity and inclusion in March.



MARY SCHMID DAUGHERTY
Senior fellow in applied science,
University of St. Thomas

Mary Schmid Daugherty takes textbook knowledge and brings it to life, bridging academia and business. She has guided hundreds of students through the complex realm of investing, teaching them how to manage an investment portfolio using a nearly \$10 million portfolio of stocks and bonds called the Aristotle Fund. Daugherty regularly interacts with the business community to stay current with business trends and bring the best real-world knowledge to her students.

When a colleague died last year, Daugherty also stepped up to assume his leadership role for his entire department in addition to her own.



SANJIT SETHI
President,
Minneapolis College of Art and Design (MCAD)

The pandemic hit just as Sanjit Sethi took over as president at MCAD. Structural shifts in higher education such as distance learning and cost control were already in play because of climate change, technological innovation, and demographic shifts. Sethi responded to these shifts by instituting changes to meet the needs not only of the present moment but also of the future. These changes include an updated vision and mission, as well as new master's degree programs developed to fill gaps in the higher-education marketplace. He has been willing to make investments in the future that will not necessarily have an immediate ROI, all while still maintaining fiscal responsibility during these trying times.



TARSHIA STANLEY
Dean, School of Humanities, Arts, and Sciences,
St. Catherine University

A prime example of Tarshia Stanley's innovative liberal arts program development work at St. Paul-based St. Kate's is creation of the Integrated Learning Series, which connects curriculum and programming across the university to enhance experiential learning and embrace social justice. Throughout the annual series, students, staff, faculty, alumnae, and community members engage with a selected theme through courses, events, discussions, presentations, and performances.

This year's Integrated Learning Series will focus on Indigenous thought leadership and wisdom and will be guided by a steering committee led by alumnae and trustees.



ANITA THOMAS
Executive vice president and provost, St. Catherine University

In her role providing strategic leadership for academics at St. Kate's, Anita Thomas has led the development of the university's academic master plan, which redefines the student experience by establishing distinctive signature programs, maximizing student engagement, and integrating career readiness.

Thomas' innovative approach has also driven the creation of the Office of Scholarly Engagement, the Office of Intercultural Engagement and Social Justice, and the Center for Innovation. These new initiatives provide centralized support and connections designed to boost student engagement and success through targeted activities inside and outside the classroom.



MAGGIE TOMAS
Director, Graduate Business Career Center, Carlson School of Management,
University of Minnesota - Twin Cities

Maggie Tomas supervises a team of 12 career coaches and business development professionals while connecting more than 1,500 graduate students in eight programs with employment opportunities. During her nine years at the Carlson School, she has helped double the number of opportunities for graduate business students and has taken particular care to ensure Carlson graduates engage not only with Fortune 500s but also startup, midsize, and socially focused companies.

In addition, Tomas manages the Sands Family Social Venturing Fellowship, which helps MBAs establish social enterprises.



RAJIV VAIDYANATHAN
Department head and professor of marketing,
University of Minnesota Duluth (UMD)

Notable among Rajiv Vaidyanathan's many accomplishments at UMD is pioneering the university's marketing analytics program, one of the first of its kind in the nation. This program led to the emergence of the Student to Business Initiative, which connects UMD students to businesses in Duluth in meaningful ways. In addition, he helped create a sales program major designed to provide students with a real-world sales curriculum.

For the past 16 years, Vaidyanathan has also served as executive director of the Association for Consumer Research, the world's largest scholarly organization in its field.

Leading with Excellence

Educators who build on our legacy of Academic Excellence

At St. Catherine University, our educators and professionals stand out for their tireless dedication to teaching and learning. We congratulate our *Twin Cities Business* nominees for Notables in Higher Education and Human Resources:



Anita Thomas, PhD
Executive Vice President
and Provost



Pat Pratt-Cook
Senior Vice President for Human
Resources, Equity and Inclusion



Laura Fero, PhD
Dean of Nursing in the Henrietta
Schmoll School of Health



Tarshia Stanley, PhD
Dean of the School of Humanities,
Arts, and Sciences



Sandra Mitchell, Ed.S
Director of Equity and Inclusion



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UNIVERSITY

stkate.edu



CARLSON SCHOOL
OF MANAGEMENT
UNIVERSITY OF MINNESOTA

WELLS FARGO PRESENTS

1ST TUESDAY

SPEAKER SERIES

SEPTEMBER 7

LINDSAY WHALEN

Head Coach

U of M Women's Basketball

Moderator

LEA B. OLSEN

*Former Minnesota Player
and Sports Broadcaster*

BEN JOHNSON

Head Coach

U of M Men's Basketball

OCTOBER 5

JAY DEBERTIN

President & CEO

CHS

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DOORS OPEN 11:30 A.M.



Attend virtually
12:00 P.M.

For more information and to register visit:

z.umn.edu/1stTuesday

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NOTABLE LEADERS IN HIGHER EDUCATION



**ROBBYN
WACKER**

President,
St. Cloud State
University

After assuming the presidency of St. Cloud State in 2018, Robbyn Wacker met with students, faculty, business and community leaders, and others to learn what the university was doing well and where it needed to do better to meet the region's evolving needs. A year later, she launched It's Time, a strategic framework designed to reimagine and re-make the university by building on its institutional innovation, forward-thinking research, and overall academic excellence while identifying new ways to serve students and make education more equitable. In April, St. Cloud State launched a two-year, \$32 million fundraising campaign to support It's Time initiatives.

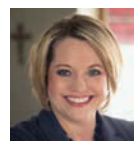


RICH WAGNER

President, Dun-
woody College
of Technology

When the pandemic hit in 2020, longtime president Rich Wagner directed the Dunwoody Safe plan, allowing the Minneapolis-based college to offer hybrid learning in summer and partially reopen the campus in the fall.

Wagner is now focused on Vision 2025 and its goal to continue growing the college through partnerships and new programs. Recent innovations include Pathways to Careers, designed to help underserved and underrepresented students graduate from high school, attend Dunwoody, and be placed in high-demand careers. Wagner is proud of the high placement rate, average starting salaries, and income mobility that Dunwoody graduates continue to experience.



**MICHELLE
WIESER**

Dean, School
of Business and
Technology,
Saint Mary's

University of Minnesota

After building a new strategic plan for the School of Business and Technology that unites programming across Saint Mary's campuses, Michelle Wieser was selected to lead a strategic initiative to develop pathways into business and technology programs through stackable credentials. Within the first year, she launched Saint Mary's Accelerators, 12 new graduate certificates that have already enrolled more than 75 students.

Wieser was next asked to lead another initiative to build a new campus in Rochester. She has helped her team launch new academic programs and non-degree credentials while engaging with the city's business, health care, and entrepreneurial communities.



**YOHURU
WILLIAMS**

Distinguished
university chair,
professor of
history, and

founder of the Racial Justice Initiative,
University of St. Thomas

In June 2020, St. Thomas announced the formation of its Racial Justice Initiative, a program that works with individuals and organizations to reimagine a future for the Twin Cities free from racial disparities. As founding director, Yohuru Williams works with businesses and other organizations in the metro area that want to deepen their understanding of the experience of Americans of color. As a historian, he believes they can best do this by learning the historical roots of racial injustice. He believes that this approach can help executives and managers make meaningful changes in both their organizations and the wider community.



Union Depot

2021 GUIDE to MEETING and EVENT VENUES

MEETING AND EVENT FACILITIES ARE READY
FOR YOUR NEXT EVENT.
THAT'S CAUSE FOR CELEBRATION.



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With Covid-19 vaccination rates continuing to rise in Minnesota, event venues can finally reopen—some for the first time in more than a year and a half. The industry is on the road to recovery.

“We’ve seen a gradual return to normal for event bookings,” says Dawn Westermann, venue sales manager for St. Paul-based Union Depot. “Our lead numbers are way up for all kinds of events, and our daily calls and web inquiries for private events have been coming in steadily as well.”

She adds that as of mid-July, Union Depot was already receiving holiday party requests for 500 to 1,000 guests—a great sign for the venue and the industry.

Anne Spaeth, owner of The Lynhall restaurant, bakery, and event studio, with locations in Minneapolis and Edina, says her business is

experiencing a similar resurgence. From June to September 2019, The Lynhall hosted 264 events, bringing in \$360,000 in revenue, compared with 30 events and \$22,000 for the same period in 2020. As of mid-July 2021, however, it already had 77 events worth \$150,000 in revenue on the books for June through September.

Morrissey Hospitality is also seeing an uptick in event inquiries, particularly for leisure (social events such as weddings, birthday parties, celebrations of life, bar mitzvahs, etc.) and corporate events. Morrissey operates several Twin Cities venues, including The St. Paul Hotel and Saint Paul RiverCentre. Company owner and operations manager Elizabeth Morrissey Brown says that event totals are still down 45 to 70 percent at urban venues and 35 to 50 percent in suburban venues compared to

pre-Covid 2019, but the industry is definitely on the mend, with a distinct air of hope.

“There is no on-off switch for post-pandemic,” Brown says. “It will be a gradual increase in business for us, and our patience and commitment are there. Success in our industry cannot be measured by defining a return to 2019 [metrics] as ‘normal,’ as we—as communities and as individuals—are in the process of building the new normal in this next chapter.”

But all progress is worth celebrating. “The pent-up demand of being together again, combined with the security of vaccinations, has made each event more memorable,” Brown says. “For our operating teams and the guests, it almost feels like you are experiencing things for the first time, and that brings a lot of joy.” —Tess Allen

MINNEAPOLIS

301 on Main Event Center

612-259-8213

301onmain.com

CAPACITY: Up to 400

TYPES OF SPACES: Event hall

American Swedish Institute

612-870-3368

asimn.org

CAPACITY: 250-plus

TYPES OF SPACES: Mansion space, banquet room

Aria

612-342-2742

ariampls.com

CAPACITY: Up to 1,000

TYPES OF SPACES: Renovated warehouse with balconies

The Armory

612-315-3965

armorymn.com

CAPACITY: Up to 8,000

TYPES OF SPACES: Events space in old Minnesota National Guard building

The Blaisdell

651-428-5668

theblaisdell.com

CAPACITY: Up to 250

TYPES OF SPACES: Historic mansion featuring parlor, lounge, ballroom, suite, courtyard

Calhoun Beach Club

612-238-4444

damicocatering.com

CAPACITY: Up to 1,000

TYPES OF SPACES: Ballrooms, meeting rooms, reception spaces, outdoor terrace

Coffman Memorial Union

612-624-9954

sua.umn.edu/reserve-space

CAPACITY: Up to 1,000

TYPES OF SPACES: Theater, banquet rooms, meeting rooms, outdoor spaces

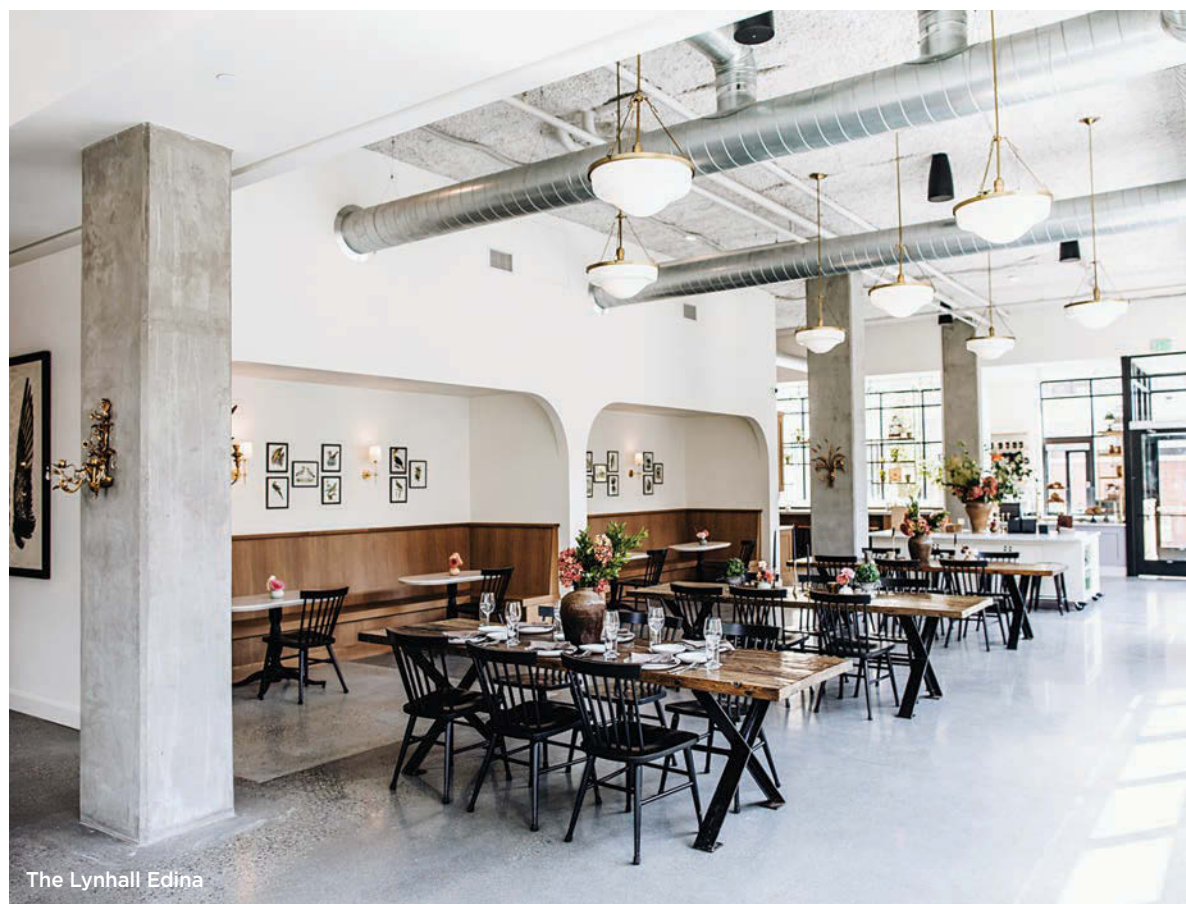
Day Block Event Center

612-333-2606

dayblock.com

CAPACITY: 25 to 250

TYPES OF SPACES: Warehouse reception space



The Lynhall Edina

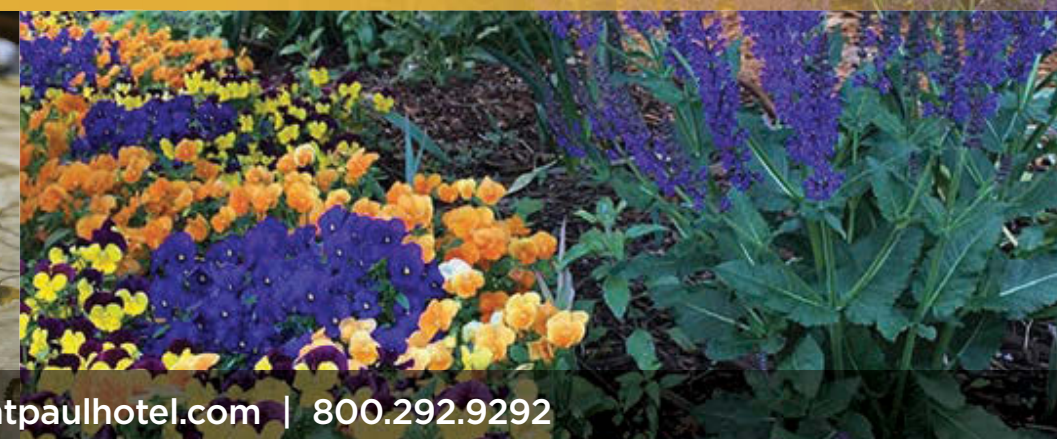



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TRENDING MEETINGS AND EVENTS

The Depot

612-758-7804

thedepotminneapolis.com

CAPACITY: 10 to 250

TYPES OF SPACES: Great hall, pavilion, private meeting rooms

The Dining Studio

612-331-3310

createcaters.com

CAPACITY: Up to 60

TYPES OF SPACES: Private room with kitchen and garage door

DoubleTree by Hilton Hotel Minneapolis – Park Place

952-542-8600

minneapolisparkplace.doubletree.com

CAPACITY: Up to 800

TYPES OF SPACES: Meeting rooms, ballrooms, atrium, foyer

Emery

612-3 0-2000

hotelemery.com

CAPACITY: Up to 150

TYPES OF SPACES: Boardrooms, dining rooms, meeting rooms, lobby social space

Five Event Center

612-827-5555

fiveeventcenter.com

CAPACITY: Up to 375

TYPES OF SPACES: Two-story ballroom space, patio in renovated police precinct

Food Building

612-545-5555

foodbuilding.com/events-at-food-building

CAPACITY: 45 to 200

TYPES OF SPACES: Reception hall, private rooms, tasting room

Fueled Collective Minneapolis

612-545-5745

fueledcollectivemn.com

CAPACITY: Up to 500

TYPES OF SPACES: Reception hall on renovated trading floor

Graduate Hotel

612-379-8888

graduatehotels.com/minneapolis

CAPACITY: Up to 600

TYPES OF SPACES: Ballrooms, breakout rooms, boardroom, outdoor patios, Topgolf suite

The Grand 1858

612-564-3777

entourageeventsgroup.com/grand1858

CAPACITY: Up to 350

TYPES OF SPACES: Dining rooms, ballroom, atrium, outdoor garden

Hewing Hotel

651-468-0400

hewinghotel.com

CAPACITY: Up to 175

TYPES OF SPACES: Library, lobby, dining room, boardrooms, ballroom

Hilton Minneapolis

612-376-1000

minneapolis.hilton.com

CAPACITY: Up to 1,950

TYPES OF SPACES: Galleries, ballrooms, foyers, meeting rooms, outdoor patio

The Holden Room

612-586-6411

parallelmn.com/venues

CAPACITY: Up to 400

TYPES OF SPACES: Renovated warehouse space

Honest Studios

612-460-0055

honeststudios.com/event-space

CAPACITY: Up to 95

TYPES OF SPACES: Large event space, conference room

Hotel Ivy

612-746-4600

thehotelivy.com

CAPACITY: Up to 200

TYPES OF SPACES: Exhibition rooms, salon, studio, boardroom

Hyatt Regency Minneapolis

612-370-1234

minneapolis.hyatt.com

CAPACITY: Up to 2,000

TYPES OF SPACES: Exhibit hall, theater, ballrooms, boardrooms

InterContinental MSP Airport

612-725-0500

intercontinental.com/minneapolis

CAPACITY: Up to 1,200

TYPES OF SPACES: Ballroom, observation space, meeting rooms

International Market Square

612-28 -4444

damicocatering.com

CAPACITY: Up to 4,000

TYPES OF SPACES: Five-story atrium

Loews Minneapolis Hotel

612-67 -1100

loewshotels.com/minneapolis-hotel/meetings

CAPACITY: Up to 600

TYPES OF SPACES: Ballroom, boardrooms, lobby space, social library

Loring Social

612-28 -4444

damicocatering.com

CAPACITY: Up to 500

TYPES OF SPACES: Reception spaces

Lumber Exchange Event Center

612-843-2575

lxmpls.com

CAPACITY: Up to 350

TYPES OF SPACES: Nine-story atrium, boardrooms, ballrooms, lounge

The Lynhall

612-870-2640

thelynhall.com

CAPACITY: Up to 250

TYPES OF SPACES: Two private room options or full restaurant rental

Machine Shop

612-940-9647

machineshopmpls.com

CAPACITY: Up to 300

TYPES OF SPACES: Renovated mill machine shop two-level event space

The Marquette Hotel

612-3 4545

themarquettehotel.com

CAPACITY: Up to 450

TYPES OF SPACES: 50th-floor meeting space, conference rooms, boardrooms, ballrooms

McNamara Alumni Center

612-624-988

mac-events.org

CAPACITY: Up to 800

TYPES OF SPACES: Halls, galleries, great room, meeting and conference rooms

Mill City Museum

612-28 -4444

damicocatering.com

CAPACITY: Up to 1,000

TYPES OF SPACES: Commons, outdoor courtyard, exterior rail corridor

Millennium Hotel Minneapolis

612-332-6000

millenniumhotels.com/minneapolis

CAPACITY: Up to 370

TYPES OF SPACES: Ballrooms, rooftop dome, meeting rooms, conference rooms, breakout rooms

Minneapolis Convention Center

612-335-6000

minneapolis.org

CAPACITY: Up to 35,000

TYPES OF SPACES: Ballrooms, halls, exhibition spaces, auditoriums, meeting rooms, lounges, outdoor plaza

Minneapolis Marriott City Center

612-3 9-4000

minneapolismarriott.com

CAPACITY: Up to 2,400

TYPES OF SPACES: Ballrooms, terrace, atrium, meeting rooms, boardrooms

Minneapolis Marriott West

952-544-4400

marriottminneapoliswest.com

CAPACITY: Up to 400

TYPES OF SPACES: Ballrooms, boardrooms, conference rooms, outdoor patios

Muse Event Center

612-3 5-83 4

musemn.com

CAPACITY: Up to 1,000

TYPES OF SPACES: Foyer, ballroom, mezzanine spaces, loft space, clubrooms

The Museum of Russian Art

612-821-9045

tmora.org

CAPACITY: Up to 350

TYPES OF SPACES: Galleries, mezzanine

The Neu Neu

612-85- 8665

neuneumpls.com

CAPACITY: Up to 200

TYPES OF SPACES: Renovated warehouse space, reception room, studio suite

ROCHESTER, MINNESOTA

A Top Meetings Destination

Distinguished by a culture of care and innovation, Rochester is home of the world-renowned Mayo Clinic, which was built upon a foundation of compassion. Currently, Mayo Clinic is part of a 20-year, nearly \$6 billion economic development initiative underway that is transforming the city of Rochester into a Destination Medical Center, strengthening the city's reputation as a global destination for health and wellness and a thriving urban center.

Complementing the city's culture of caring is a large downtown convention campus—the Mayo Civic Center—designed with attendees' comfort and convenience in mind. The 200,000 square foot facility features 23 meeting rooms, the largest ballroom in Minnesota, an auditorium, arena, exhibit hall, an art center and a 3-acre event park. The Mayo Civic Center can accommodate events of all sizes.

Premier Accommodations

Rochester is a clean, safe, family-friendly and walkable city. For convention and meeting attendees, it's a stress-free stroll via climate-controlled, above street skyways to more than 2,100 downtown hotel rooms. Rochester boasts a total of 5,715 hotel rooms and is home to the #1 ranked Hilton hotel worldwide in guest satisfaction.

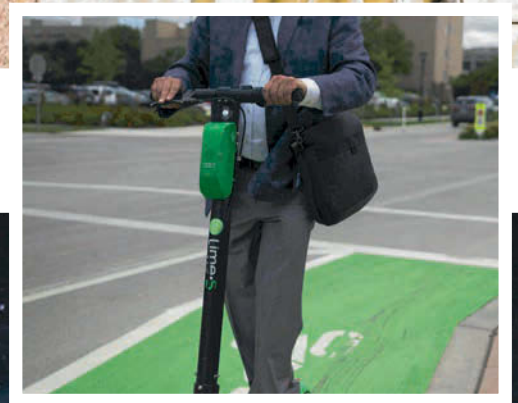
Your Event, Your Way

Experience Rochester + Mayo Civic Center provides a full suite of services and support to ensure a successful conference. Share a stage that has brought the groundbreaking innovations of Mayo Clinic to the world. From exhibitor success teams to marketing support, let our professional staff take care of the details so you can take care of business.

For more information, contact:

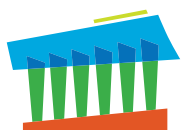
Nick Landry, Vice President of Sales

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A DIVINE COMEDY

SURVIVING 2020

The 17th Annual Minnesota Star Awards was a significant milestone for our local events community. Not only did it showcase the best of the best in the events industry, it also signified the journey our industry has taken over the past 15 months. The Inferno (reception) represented all that we have lost: loved ones, careers, businesses, and celebrations. Purgatorio (awards ceremony) symbolized our navigation through closures, postponements, countless mandates, and then reopening; only to shut down again a few short months later. However, it similarly showcased our resilience, perseverance, willingness to educate and innovate, and most importantly, our support for one another. And finally, Paradiso showcased what we do best: throw an incredible, unforgettable party!

A huge shout out to our remarkable committee members, ILEA Board of Directors, entrants, sponsors, and volunteers. Your efforts, creative ideas, and commitment, are what make our event community one of the greatest in the nation.

THE WINNERS

Best On-Premise Catered Event

A Grand Opening // CRAVE Catering & Events

Best Event Design & Decor, Budget under \$25,000

The Death of Krystal's Youth // Festivities

Best Event Design & Decor, Budget \$25,000+

and **Best Use of Specialty Decor**

Surescripts Gala 2020 // Hana Chughtai, Hana April Inc.

Best Marketing/Design Collateral

Fall Leader Summit //

Lisa Marie Borchert, CSEP, Thrivent

Best Event Photography

Spring Leader Summit //

Joe Szurszewski, Joe Szurszewski Photography LLC

Best Event Filmmaking (Videography)

The ONE Forum by Be The Match //

Walk the Moon Media

Best Logistics

Pandemic Event Planning-Prioritizing Safety & Love //

Kastina Morrison, Kastina & Co

Best Technical Production

2020 Christmas in Christ Chapel at Gustavus Adolphus //

Heroic Productions

Best Entertainment Production

Fraser Benefit // Enticing Entertainment

Best Corporate Event

Surescripts Gala 2020 // Hana Chughtai, Hana April Inc.

Best Social Event (Non-Wedding)

The Death of Krystal's Youth // Festivities

Best Wedding

Winter Wonderland //

Gretchen Culver, Rocket Science Events

Best Virtual/Hybrid Event

The ONE Forum 2020 //

Jodi Collen, CSEP, NMDP/Be The Match,
Heroic Productions, BeEvents

Brave New Workshop

Best Industry Innovation/Pivot

Micro Weddings—The New Way to Wed //

Gretchen Culver, Minne Weddings

Best ILEA Team Effort

The ONE Forum 2020 //

Jodi Collen, CSEP, NMDP/Be The Match,
Heroic Productions, BeEvents

Brave New Workshop

ILEA Partners of the Year

AV for You

Coppersmith Photography

Best Industry Contribution

Minnesota Event Coalition

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Past Director
Rachel Geertsema

AV & Production
Stephanie Stokes

Food & Beverage
Christie Altendorf

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Gretchen Culver
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TRENDING MEETINGS AND EVENTS

New Rules

612-548-4110
newrulesmn.com/eventspace

CAPACITY: 250-plus

TYPES OF SPACES: Meeting space, lounge area

Nicollet Island Pavilion

612-253-0255
mintahoe.com/venues/nicollet-island-pavilion

CAPACITY: Up to 5,000

TYPES OF SPACES: Riverfront patio, ballroom space in renovated warehouse

Nord Social Hall at French Meadow

612-767-3443 ext. 22
nordsocialhall.com

CAPACITY: Up to 150

TYPES OF SPACES: Reception hall

Orchestra Hall

612-371-5693
rentorchestrahall.org

CAPACITY: Up to 2,077

TYPES OF SPACES: Auditorium, foyer space, atrium, mezzanine, green room, outdoor commons

Quincy Hall

612-400-1754
quincyhallmn.com

CAPACITY: 100 to 1,000

TYPES OF SPACES: Warehouse space, outdoor patio

Royal Foundry Events

612-208-1042
royalfoundrycraftspirits.com

CAPACITY: 20 to 350

TYPES OF SPACES: Private industrial space, game room, barroom with garage doors

Semple Mansion

612-290-4448
semplemansion.com

CAPACITY: Up to 250

TYPES OF SPACES: Ballroom, foyer, billiards room, wine grotto, lounge

Solar Arts Building

612-203-0786
solarartsbuilding.com/event-space

CAPACITY: Up to 400

TYPES OF SPACES: Third-floor ballroom in renovated factory space, meeting room

Studio 125

hello@studio125.co
studio125.co

CAPACITY: Up to 50 people

TYPES OF SPACES: Studio space with kitchen, lounges, meeting room, conference room

Target Center

612-673-1351
targetcenter.com/arena-info/booking

CAPACITY: 20 to 20,000

TYPES OF SPACES: Arena, theater, meeting rooms, banquet rooms

University of Minnesota Event Spaces

612-626-8032
uces.umn.edu/venues

CAPACITY: 5 to 2,500

TYPES OF SPACES: Stadium, museums, clubs, classrooms, conference center, arboretum, auditoriums, outdoor spaces, student center, concert hall, sports spaces

The Van Dusen Mansion & Event Center

612-871-2702
thevandusenmansion.com

CAPACITY: Up to 350

TYPES OF SPACES: Ballroom, carriage house, courtyard

The View

612-564-3777
entourageeventsgroup.com/theview

CAPACITY: Up to 250

TYPES OF SPACES: Ballroom space

W Minneapolis - The Foshay

612-215-3700
wminneapolishotel.com

CAPACITY: Up to 342

TYPES OF SPACES: Studios, focus rooms, great rooms

Walker Art Center and Cowles Conservatory

612-253-3408
walkerart.org/events-catering

CAPACITY: 250-plus

TYPES OF SPACES: Terrace room, auditoriums, galleries, lounges, conference room, ballrooms, outdoor conservatory space

Watson Block

612-300-9525
watsonblock.com

CAPACITY: Up to 150

TYPES OF SPACES: Industrial ballroom space

The Westin Minneapolis

612-656-4010
westinminneapolis.com

CAPACITY: 10 to 300

TYPES OF SPACES: Dining room, boardrooms, meeting rooms, private restaurant space

Windows on Minnesota

612-333-4545
windowsonminnesota.com

CAPACITY: Up to 450

TYPES OF SPACES: Flexible ballroom space

Wirth Chalet Fireplace Room

612-230-6400
minneapolisparks.org

CAPACITY: Up to 130

TYPES OF SPACES: Rustic chalet, terrace

ST. PAUL

317 on Rice Park

651-726-8800
visitsaintpaul.com/directory/317-on-rice-park

CAPACITY: Up to 200

TYPES OF SPACES: Reception halls, banquet rooms

413 on Wacouta Event Center

651-293-0413
413onwacouta.com

CAPACITY: Up to 200

TYPES OF SPACES: Reception hall, ceremony space

A'BULAE

651-788-9818
abulae.com

CAPACITY: Up to 465

TYPES OF SPACES: Ballroom, rooftop deck, lounges, breakout rooms, game room

Allianz Field

763-476-2237
mnufc.com

CAPACITY: 4 to 768

TYPES OF SPACES: Loge boxes, clubhouses, private and party suites, rooftop deck, brew hall

City House

651-266-6400
cityhousemn.com

CAPACITY: Up to 300

TYPES OF SPACES: Industrial event space with garage doors

Como Park Zoo and Conservatory

651-487-8282
comozooconservatory.org

CAPACITY: 20 to 500

TYPES OF SPACES: Visitor center, conservatory, auditorium, lodge, conference rooms

DoubleTree by Hilton St. Paul Downtown

651-291-8800
stpauldowntown.doubletree.com

CAPACITY: Up to 500

TYPES OF SPACES: 11-story glass atrium, ballroom, meeting rooms, banquet rooms

InterContinental Saint Paul Riverfront

651-292-1900
ihg.com/intercontinental/stpaul

CAPACITY: Up to 1,800 people

TYPES OF SPACES: Meeting rooms, ballrooms, exhibition space, suites

Landmark Center

651-292-3228
landmarkcenter.org

CAPACITY: Up to 750

TYPES OF SPACES: Atrium, courtrooms, auditorium

Minnesota Boat Club

612-253-0255
mintahoe.com/venues/minnesota-boat-club

CAPACITY: Up to 170

TYPES OF SPACES: Banquet space, outdoor space

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TRENDING MEETINGS AND EVENTS

Minnesota History Center

651-259-8000
minnesotahistorycenter.org/facility-rental

CAPACITY: Up to 300

TYPES OF SPACES: Auditorium, education center, great hall

MSP Airport Conference Center

612-794-4500
mspairport.com/conference-center

CAPACITY: Up to 100

TYPES OF SPACES: Conference rooms, private workstations

North Garden Theater

651-211-4769
northgardentheater.com/corporate

CAPACITY: Up to 150

TYPES OF SPACES: Ballroom space

Ordway Center for the Performing Arts

651-282-8000
ordway.org/facility-rentals

CAPACITY: Up to 1,910

TYPES OF SPACES: Theater, foyer, rehearsal halls, concert hall, atrium, meeting and rehearsal rooms

PAIKKA

info@paikkamn.com
paikkamn.com

CAPACITY: Up to 275

TYPES OF SPACES: Renovated warehouse space, lounge, patio, prep kitchen, green room, courtyard

The Saint Paul Hotel

651-228-8600
saintpaulhotel.com/meetings-celebrations

CAPACITY: Up to 500

TYPES OF SPACES: Ballroom, dining rooms, boardrooms, foyer, business center

Saint Paul RiverCentre

651-265-4800
rivercentre.org

CAPACITY: Up to 18,065

TYPES OF SPACES: Exhibition halls, ballroom, meeting rooms, boardrooms, auditorium

Securian Financial Club at CHS Field

651-644-3517
chsfld.com

CAPACITY: Up to 250

TYPES OF SPACES: Large clubroom in St. Paul Saints ballpark

St. Paul College Club

651-227-4477
stpaulcollegeclub.com

CAPACITY: Up to 250

TYPES OF SPACES: Great hall, meeting rooms, living room, outdoor garden

St. Paul Event Center

651-352-6000
stpauleventcenter.com

CAPACITY: Up to 600

TYPES OF SPACES: Ballroom, green room, lounge

The Wellstone Center

651-789-2500
neighb.org/wellstone-center

CAPACITY: 10 to 350

TYPES OF SPACES: Auditoriums, classrooms, meeting rooms, community rooms, gymnasiums, dining room, lobby, rotunda

Afton House Inn

Afton
 651-488-8883
aftonhouseinn.com

CAPACITY: Up to 100

TYPES OF SPACES: Banquet room, meeting room

Ames Center

Burnsville
 952-895-4685
ames-center.com

CAPACITY: Up to 1,014

TYPES OF SPACES: Theaters, meeting rooms, banquet halls, reception spaces, lobby space

Bavaria Downs

Chaska
 952-443-2968
bavariadowns.com

CAPACITY: Up to 400

TYPES OF SPACES: Ballroom, reception hall, private suites, clubroom, outdoor space

Canterbury Park Catering & Events

Shakopee
 952-496-6453
canterburyparkevents.com

CAPACITY: 20,000-plus

TYPES OF SPACES: Trade show spaces, meeting spaces, exposition center, ballrooms, outdoor spaces

Chanhasen Dinner Theatres

Chanhasen
 952-931-1524
chanhasendt.com

CAPACITY: Up to 250

TYPES OF SPACES: Theater/reception space, banquet room

D'Amico Catering at Edinburgh USA

Brooklyn Park
 612-288-4444
damicocatering.com/venues/Edinburgh

CAPACITY: Up to 500

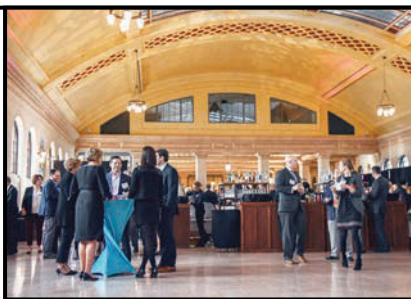
TYPES OF SPACES: Ballrooms, reception rooms, meeting rooms, golf course

Union Depot

St. Paul
 651-202-2700
uniondepot.org

Capacity: Up to 3,000

Types of Spaces: Banquet halls, meeting rooms, outdoor courtyard



With seven unique event spaces available for everyday bookings, Union Depot accommodates any size meeting, gala, and more. This stunning and historic setting in St. Paul makes for a distinctive guest experience.

Bunker Hills Event Center

Coon Rapids
 763-951-7276
bunkerhillseventcenter.com

Capacity: Up to 384

Types of Spaces: Ballrooms, amphitheater, conference rooms, outdoor patio



Bunker Hills Event Center is the perfect location for weddings, corporate events, golf events, meetings, and private affairs that accommodate up to 384 guests. Our spacious and beautiful banquet room, elegant décor, and superb cuisine will make your special event one to cherish forever.

SUBURBS

AC Hotel Bloomington Mall of America

Bloomington
 952-854-0123
marriott.com/msp/c

CAPACITY: Up to 30

TYPES OF SPACES: Conference rooms, boardroom



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TRENDING MEETINGS AND EVENTS

Earle Brown Heritage Center

Brooklyn Center
763-496-4365
earlebrown.com

Capacity: 15 to 1,000-plus
Types of Spaces: Ballrooms, halls, loft, conference rooms, courtyard



Earle Brown Heritage Center is a beautiful conference and event center minutes north of downtown Minneapolis. We have accommodations to fit a variety of group sizes and events, from a business meeting of 15 to a trade show of 1,000. Contact us to learn more!

enVision Hotel St. Paul South

South St. Paul
651-455-3600
envisionhotels.com
CAPACITY: Up to 200
TYPES OF SPACES: Ballrooms, meeting rooms, conference room

Golden Valley Country Club

Golden Valley
763-732-4100
goldenvalleycountryclub.com
CAPACITY: Up to 500
TYPES OF SPACES: Clubhouse, ballrooms, boardrooms, reception space, outdoor veranda, golf course

Green Acres Event Center

Eden Prairie
952-942-5220
greenacreseventcenter.com
CAPACITY: Up to 299
TYPES OF SPACES: Renovated barn, outdoor space

The Hotel Landing

Wayzata
952-777-7900
thehotellanding.com
CAPACITY: Up to 200
TYPES OF SPACES: Boardroom, meeting rooms, ballroom, pre-function spaces, balconies

The Hutton House

Medicine Lake
952-470-0788
thehuttonhousemn.com
CAPACITY: Up to 300
TYPES OF SPACES: Banquet room, reception space, outdoor courtyard, lounge, suites

Inwood Oaks

Oakdale
612-253-0255
mintahoe.com/venues/inwood-oaks
CAPACITY: Up to 1,040

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TYPES OF SPACES: Ballrooms, meeting rooms

**JW Marriott Minneapolis
Mall of America**

Bloomington

612-615-0100

marriott.com/hotels/travel/mspjw

CAPACITY: Up to 1,725

TYPES OF SPACES: Meeting rooms, boardrooms, ballrooms, pre-function spaces

Kellerman's Event Center

White Bear Lake

612-308-8801

kellermanseventcenter.com

CAPACITY: Up to 300

TYPES OF SPACES: Banquet center, private rooms, courtyard

Lake Elmo Inn Event Center

Lake Elmo

651-779-5994

lakeelmoinn.com

CAPACITY: Up to 300

TYPES OF SPACES: Ballrooms, banquet rooms

Medina Entertainment Center

Medina

763-478-6661

medinaentertainment.com

CAPACITY: Up to 1,500

TYPES OF SPACES: Ballroom, meeting rooms, banquet halls, concert area, bowling center

**Metropolitan Ballroom
& Clubroom**

Golden Valley

612-238-4444

damicocatering.com/venues/

metropolitan

CAPACITY: Up to 1,150

TYPES OF SPACES: Ballrooms, meeting rooms, reception space

**Minnesota Landscape
Arboretum**

Chaska

612-624-2200

arboretum.umn.edu

CAPACITY: Up to 375

TYPES OF SPACES: Ballroom, auditoriums, meeting rooms, classrooms, conservatory, picnic shelters, gardens

**Minnesota Masonic Heritage
Center**

Bloomington

952-948-6502

masonicheritagecenter.org

CAPACITY: Up to 443

TYPES OF SPACES: Meeting rooms, auditorium, foyer, executive boardroom

Mystic Lake Center

Prior Lake

866-832-6402

mysticlakecenter.com

CAPACITY: Up to 2,272

TYPES OF SPACES: Ballrooms, meeting rooms, boardroom, pre-function space, showroom, golf course

**National Sports Center -
Welcome Center**

Blaine

763-717-3233

nscsports.org/welcome-center

CAPACITY: Up to 2,720

TYPES OF SPACES: Grand hall, exhibition hall, outdoor spaces, sports facilities



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TRENDING MEETINGS AND EVENTS

Northern Stacks Events

Fridley
763-331-4177
northernstacksevents.com
CAPACITY: Up to 150

TYPES OF SPACES: Renovated industrial warehouse space

Olympic Hills Golf Club

Eden Prairie
952-941-6262
olympichills.com
CAPACITY: Up to 200
TYPES OF SPACES: Outdoor patio, ballroom, indoor-outdoor golf range, golf course

Pinstripes

Edina
952-835-6437
pinstripes.com
CAPACITY: Up to 280
TYPES OF SPACES: Ballroom, dining rooms, balcony, bowling lanes, bocce courts

Radisson Blu Mall of America

Bloomington
952-314-5116
radissonblumoa.com
CAPACITY: Up to 1,416
TYPES OF SPACES: Ballrooms, meeting rooms, reception spaces

Radisson Hotel Brooklyn

Brooklyn Center
763-566-8000
radissonhotelsamericas.com/en-us/hotels/radisson-brooklyn-center-mn

CAPACITY: Up to 500
TYPES OF SPACES: Executive boardroom, ballrooms, banquet rooms, meeting rooms

Rush Creek Golf Club

Maple Grove
763-494-0400
rushcreek.com
CAPACITY: Up to 400
TYPES OF SPACES: Ballroom, meeting rooms, golf course

Warehouse Winery

St. Louis Park
612-940-9463
warehousewinery.com
CAPACITY: Up to 200
TYPES OF SPACES: Private winery, reception room, outdoor patio

West End Conference Center

St. Louis Park
651-747-6027
westendconferencecenter.com
CAPACITY: Up to 24
TYPES OF SPACES: Classrooms, boardrooms, breakout rooms, private workspaces

The Westin Edina Galleria

Edina
952-567-5000
westinedinagalleria.com
CAPACITY: Up to 420
TYPES OF SPACES: Ballrooms, meeting rooms, outdoor courtyard

Valleyfair Amusement Park

Apple Valley
952-496-5331
valleyfair.com

Capacity: Up to 10,000
Type of Spaces: Outdoor pavilions, indoor venue, exclusive park access



Valleyfair is the Twin Cities' family amusement park where families come to play the Minnesota way! The park offers towering coasters, Planet Snoopy, and the area's premier water park. From team-building to family-friendly employee appreciation days, show your employees how much you value them by scheduling an event today!

GREATER MINNESOTA

Arrowwood Lodge at Brainerd Lakes

Baxter

218-822-5634

arrowwoodbrainerdlodge.com

CAPACITY: Up to 500

TYPES OF SPACES: Ballroom, theater, boardrooms, breakout rooms, outdoor patio

The Bluebelle Event Venue

Bemidji

218-8 8-0096

bluebelleevents.com

CAPACITY: Up to 300

TYPES OF SPACES: Ballroom, suite, outdoor covered porch

Bluefin Bay Family of Resorts

Lutsen, Tofte, & Schroeder

218-663 7296

bluefinbay.com

CAPACITY: Up to 50

TYPES OF SPACES: Dining rooms, reception rooms, outdoor spaces across three resort locations

Chankaska Creek Ranch & Winery

Kasota

507-931-0089

chankaskawines.com

CAPACITY: 10 to 450

TYPES OF SPACES: Event center, lounge, tented outdoor space, barrel room, spirits room, production area, picnic area, tasting patio, private wine tastings

The Charleston Event Center

White Bear Lake

866-285-9825

charlestoneventcenter.com

CAPACITY: Up to 250-plus

TYPES OF SPACES: Walk-out ballroom, parlor, media and conference rooms

Cragun's Resort on Gull Lake

Brainerd

866-988-0562

craguns.com

CAPACITY: Up to 1,100

TYPES OF SPACES: Ballrooms, banquet rooms, exhibition spaces, theaters, breakout rooms, pavilion, pool area, golf course

DoubleTree by Hilton Hotel Rochester - Mayo Clinic Area

Rochester

507-281-8000

rochesterdowntown.doubletree.com

CAPACITY: Up to 500

TYPES OF SPACES: Banquet halls, boardrooms

Duluth Entertainment Convention Center (DECC)

Duluth

218-722-5573

decc.org

CAPACITY: Up to 4,000

TYPES OF SPACES: Flexible ballrooms, meeting rooms, exhibit hall, arenas, reception halls

Fortune Bay Resort Casino

Tower

800-992-7529

fortunebay.com

CAPACITY: Up to 400

TYPES OF SPACES: Ballroom, boardrooms, tented outdoor space

Franconia Sculpture Park and Commons

Shafer

651-257-6668

franconia.org/facility-rentals

CAPACITY: Up to 250

TYPES OF SPACES: Education center, patio, balcony, outdoor community gathering space, outdoor amphitheater

Grand Casino Hinckley

Hinckley

800-472-6311

grandcasinomn.com/group

CAPACITY: Up to 2,288

TYPES OF SPACES: Flexible ballrooms, breakout rooms



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TRENDING MEETINGS AND EVENTS

Grand Casino Mille Lacs

Onamia

800-626-5825

grandcasinomn.com/group

CAPACITY: Up to 1,600

TYPES OF SPACES: Ballrooms, banquet rooms

Grand Superior Lodge

Two Harbors

800-627-9565

grandsuperior.com

CAPACITY: 5 to 175

TYPES OF SPACES: Ballroom, boardroom, breakout rooms, outdoor space

Grand View Lodge

Nisswa

866-801-2951

grandviewlodge.com

CAPACITY: Up to 500

TYPES OF SPACES: Ballrooms, lobbies, boardrooms, outdoor spaces, courtyard, terraces, lodges, dining halls, chapels, beach lawn

Hilton Rochester Mayo

Clinic Area

Rochester

507-258-5757

rochestermayoclinicarea.hilton.com

CAPACITY: Up to 800

TYPES OF SPACES: Ballrooms, halls, breakout rooms, terrace

Jackpot Junction

Casino Hotel

Morton

507-697-8000

jackpotjunction.com/special-events

CAPACITY: Up to 1,530

TYPES OF SPACES: Ballrooms, conference rooms, exposition center

The Kahler Grand Hotel

Rochester

507-280-6200

thekahlerhotel.com/meetings-events

CAPACITY: Up to 540

TYPES OF SPACES: Ballrooms, halls, boardrooms, conference rooms, exhibition hall

Madden's on Gull Lake

Brainerd

800-247-1040

maddens.com/meetings-events

CAPACITY: 4 to 800

TYPES OF SPACES: Ballrooms, boardrooms, dining rooms, pavilion, terrace, villas, outdoor spaces, golf course

Mayo Civic Center

Rochester

507-811-5040

mayociviccenter.com

CAPACITY: 4,000-plus

TYPES OF SPACES: Ballroom, exhibition hall, arena, auditorium, meeting rooms, boardrooms, lobby spaces, reception space, outdoor space

Mayo Clinic Event Center

Mankato

507-811-7467

mayoclinichealthsystemeventcenter.com

CAPACITY: Up to 6,500

TYPES OF SPACES: Arena, banquet hall, grand hall, reception hall, breakout rooms

Northern Lights Casino,

Hotel and Event Center

Walker

844-554-2646

northernlightscasino.com

CAPACITY: Up to 450

TYPES OF SPACES: Ballrooms, exhibition halls, meeting rooms

Northern Pacific Center

Brainerd

218-833-2357

northernpacificcenter.com

CAPACITY: Up to 2,100

TYPES OF SPACES: Renovated industrial warehouse spaces

Quarterdeck Resort

Nisswa

218-297-9440

quarterdeckresort.com

CAPACITY: Up to 180

TYPES OF SPACES: Boathouse, outdoor patio (tents available)

Rochester Marriott

Mayo Clinic Area

Rochester

507-285-2722

marriott.com/rstmc

CAPACITY: Up to 300

TYPES OF SPACES: Ballrooms, boardrooms, courtyard

Ruttger's Bay Lake Resort
Deerwood

218-678-4633

ruttgers.com/groups

CAPACITY: Up to 400

TYPES OF SPACES: Ballrooms, boardrooms, meeting rooms, outdoor spaces, golf course

Shooting Star Casino, Hotel, & Entertainment
Mahnomon

866-345-4998

starcasino.com

CAPACITY: Up to 1,700

TYPES OF SPACES: Flexible ballrooms

Silverwood Great Hall

St. Anthony

763-694-2085

threeriversparks.org/location/silverwood-great-hall

CAPACITY: 180-plus

TYPES OF SPACES: Great hall, outdoor space

Sovereign Estate

Waconia

952-446-9957

sovereignstatewine.com

CAPACITY: Up to 400

TYPES OF SPACES: Framed pavilion, cabanas, gazebos, pergolas, open outdoor space

St. Cloud River's Edge Convention Center
St. Cloud

320-255-7272

stcloudriversedgeconventioncenter.com

CAPACITY: Up to 3,000

TYPES OF SPACES: Ballroom, exhibition spaces, boardrooms

Sugar Lake Lodge

Cohasset

218-327-1462

sugarlakelodge.com/meetings

CAPACITY: Up to 195

TYPES OF SPACES: Training center, conference rooms, boardroom, outdoor spaces, golf course

Treasure Island Resort & Casino
Welch

1-800-222-7077, ext. 2786

ticasino.com/meeting-spaces

CAPACITY: Up to 1,000

TYPES OF SPACES: Exhibition hall, banquet rooms, conference rooms, boardrooms, private yacht charter

Vadnais Heights Commons

Vadnais Heights

651-204-6000

vadnaisheightscommons.com

CAPACITY: 15 to 400-plus

TYPES OF SPACES: Great hall, conference rooms, outdoor space

St. James Hotel

Red Wing

651-388-2846

st-james-hotel.com

Capacity: Up to 330

Types of Spaces: English pub, meeting rooms, guestrooms



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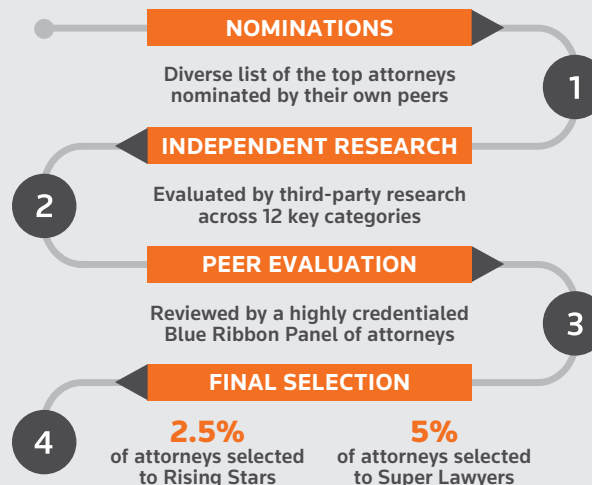
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Jan M. Conlin

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TOP 10

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• *Ranked Number Two* •

Anthony Ostlund Baer & Louwagie, Minneapolis

CIRESI, MICHAEL V.

Ciresi Conlin, Minneapolis

CONLIN, JAN M.

Ciresi Conlin, Minneapolis

EIDSNESS, ALAN C.

Henson Efron, Minneapolis

KASTER, JAMES H.

Nichols Kaster, Minneapolis

KONECK, JOHN M.

Fredrikson & Byron, Minneapolis

PENTELOVITCH, WILLIAM Z.

Maslon, Minneapolis

PETERSON, KATHLEEN FLYNN

• *Ranked Number Three* •

Ciresi Conlin, Minneapolis

REMELE, JR., LEWIS A.

• *Ranked Number One* •

Bassford Remele, Minneapolis

SCHUTZ, RONALD J.

Robins Kaplan, Minneapolis

Anthony, Joseph W., Anthony Ostlund Baer & Louwagie, Minneapolis

Baillon, Frances E., Baillon Thome Jozwiak & Wanta, Minneapolis

Barnes, Robert C., McCarthy & Barnes, Duluth

Bazis, Jeanette, Greene Espel, Minneapolis

Beeson, Daniel J., LeVander Gillen & Miller, St. Paul

Boyd, Thomas H., Winthrop & Weinstine, Minneapolis

Bradford, Mark R., Bassford Remele, Minneapolis

Brandt, Michael, Brandt Criminal Defense, Anoka

Brenner, Victoria Jacobson, Collins Buckley Sauntry & Haugh, St. Paul

Briol, Mark J., Briol & Benson, Minneapolis

Burns, Ann B., Lathrop GPM, Minneapolis

Carey, James P., SiebenCarey, Minneapolis

Chawla, Melissa J., DeWalt Chawla + Saksena, Minneapolis

Christy, Angela M., Faegre Drinker Biddle & Reath, Minneapolis

Cialkowski, David M., Zimmerman Reed, Minneapolis

Ciresi, Michael V., Ciresi Conlin, Minneapolis

Cody, David K., The Cody Law Group, Vadnais Heights

Conlin, Jan M., Ciresi Conlin, Minneapolis

Cotter, Patrick L., Sieben & Cotter, South St. Paul

Cutler, Clinton E., Fredrikson & Byron, Minneapolis

Deach, Jana Aune, Moss & Barnett, Minneapolis

Debele, Gary A., Messerli | Kramer, Minneapolis

DeWalt, Jack, DeWalt Chawla + Saksena, Minneapolis

Dunlevy, Kevin J., Beisel & Dunlevy, Minneapolis

Eidsness, Alan C., Henson Efron, Minneapolis

Ellingstad, Susan E., Lockridge Grindal Nauen, Minneapolis

Engelmeier, Sheila, Engelmeier & Umanah, Minneapolis

Fisher, Michele R., Nichols Kaster, Minneapolis

Flaherty, Yvonne M., Lockridge Grindal Nauen, Minneapolis

Fleming, Terrence J., Fredrikson & Byron, Minneapolis

Fluegel, Wilbur W., Fluegel Law Office, Minneapolis

Forsgren, Matthew, Forsgren Fisher McCalmont DeMarea Tsyver, Minneapolis

Friedberg, Joseph S., Joseph S. Friedberg, Minneapolis

Garry, Ryan, Ryan Garry, Minneapolis

Gemberling, Samantha J., Wolf Rohr Gemberling & Allen, St. Paul

Gustafson, Daniel E., Gustafson Gluek, Minneapolis

Hasko, Joshua A., Messerli | Kramer, Minneapolis

Hedlund, Daniel C., Gustafson Gluek, Minneapolis

Heley, Mark J., Heley Duncan & Melander, Minneapolis

Henschel, Ben M., Henschel Moberg, Minneapolis

Honsa, Anne M., Honsa & Mara, Minneapolis

Hunt, Kay Nord, Lommen Abdo, Minneapolis

Janeiro, Gina K., Jackson Lewis, Minneapolis

Jerabek, John M., Tuft Lach Jerabek & O'Connell, Maplewood

Jozwiak, Chris D., Baillon Thome Jozwiak & Wanta, Minneapolis

Kallemeyn, Lisa, Kallemeyn & Kallemeyn, Coon Rapids

Kaster, James H., Nichols Kaster, Minneapolis

King, Robert, Ciresi Conlin, Minneapolis

Kirsch, Steven J., Larson • King, St. Paul

Knutson, Randall G., Knutson + Casey, Mankato

Koneck, John M., Fredrikson & Byron, Minneapolis

Kosieradzki, Mark, Kosieradzki Smith Law Firm, Plymouth

Kramer, Roger L., Kramer Law, Mendota Heights

Lach, Susan M., Tuft Lach Jerabek & O'Connell, Maplewood

Lilleberg, B. Jon, Lilleberg & Hopewell, Edina

Link, Susan J., Maslon, Minneapolis

Louwagie, Vincent D., Anthony Ostlund Baer & Louwagie, Minneapolis

Madel, Christopher W., Madel, Minneapolis

Magnuson, Eric J., Robins Kaplan, Minneapolis

Mara, Kristy A., Honsa & Mara, Minneapolis

May, Nicholas G.B., Fabian May & Anderson, Minneapolis

McEllistrem, Paul, McEllistrem Fargione Rorvig & Moe, Minneapolis

McGrane, Sara Gullickson, Felhaber Larson, Minneapolis

Messerly, Chris, Robins Kaplan, Minneapolis

Moberg, Joani C., Henschel Moberg, Minneapolis

Nilsson, Melissa J., Henson Efron, Minneapolis

Norgard, Tara C., Carlson Caspers, Minneapolis

O'Connell, Dan, Tuft Lach Jerabek & O'Connell, Maplewood

Olander, Brett W., Olander Law Group, Minneapolis

Olson, Susan D., Galowitz Olson, Lake Elmo

Ostlund, Richard T., Anthony Ostlund Baer & Louwagie, Minneapolis

Pentelovitch, William Z., Maslon, Minneapolis

Peterson, Kathleen Flynn, Ciresi Conlin, Minneapolis

Peterson, Paul C., Lind Jensen Sullivan & Peterson, Minneapolis

Peterson, Paul D., Harper & Peterson, Woodbury

Phillips, Penelope J., Felhaber Larson, Minneapolis

Remele, Jr., Lewis A., Bassford Remele, Minneapolis

Rhode, Susan C., Moss & Barnett, Minneapolis

Riebel, Karen Hanson, Lockridge Grindal Nauen, Minneapolis

Rocheford, Paul J., Arthur Chapman Kettering Smetak & Pikala, Minneapolis

Ruohonen, Richard, TSR Injury Law, Bloomington

Saksena, Marian E., DeWalt Chawla + Saksena, Minneapolis

Schutz, Ronald J., Robins Kaplan, Minneapolis

Schwebel, James R., Schwebel Goetz & Sieben, Minneapolis

Sieben, Jeffrey S., SiebenCarey, Minneapolis

Sieben, William R., Schwebel Goetz & Sieben, Minneapolis

Smith, Steven Andrew, Nichols Kaster, Minneapolis

Solheim, Mark A., Larson • King, St. Paul

Spencer, Lisa T., Henson Efron, Minneapolis

Teske, Vildan A., Teske Katz, Minneapolis

Tewksbury, Michael D., Tewksbury & Kerfeld, Minneapolis

Thome, Joni M., Baillon Thome Jozwiak & Wanta, Minneapolis

Thomson, Dean B., Fabyanske Westra Hart & Thomson, Minneapolis

Tuft, Thomas, Tuft Lach Jerabek & O'Connell, Maplewood

Van Oort, Aaron D., Faegre Drinker Biddle & Reath, Minneapolis

Vedder, James J., Moss & Barnett, Minneapolis

Warner, Jr., George E., Warner Law, Minneapolis

Yerigan, Debra E., Messerli | Kramer, Minneapolis

Zech, Paul J., Felhaber Larson, Minneapolis

Zentner, Jonathon M., Arthur Chapman Kettering Smetak & Pikala, Minneapolis

TOP 50 WOMEN

AN ALPHABETICAL LISTING OF THE WOMEN LAWYERS WHO RANKED TOP OF THE LIST IN THE 2021 MINNESOTA SUPER LAWYERS NOMINATION, RESEARCH AND BLUE RIBBON REVIEW PROCESS.

Anderson, Carolyn G., Zimmerman Reed, Minneapolis

Baillon, Frances E., Baillon Thome Jozwiak & Wanta, Minneapolis

Bazis, Jeanette, Greene Espel, Minneapolis

Berg, Nancy Zalusky, Nancy Zalusky Berg, Minneapolis

Bertelson, Beth E., Bertelson Law Offices, Minneapolis

Binder, Jane, Binder Law Offices, Minneapolis

Bremer, Cynthia A., Ogletree Deakins Nash Smoak & Stewart, Minneapolis

Brenner, Victoria Jacobson, Collins Buckley Sauntry & Haugh, St. Paul

Broman, Stacy A., Meagher + Geer, Minneapolis

Burns, Ann B., Lathrop GPM, Minneapolis

Carey, Jennifer L., Hanft Fride, Duluth

Chawla, Melissa J., DeWalt Chawla + Saksena, Minneapolis

Christy, Angela M., Faegre Drinker Biddle & Reath, Minneapolis

Conlin, Jan M., Ciresi Conlin, Minneapolis

Deach, Jana Aune, Moss & Barnett, Minneapolis

Dressen, Janel M., Anthony Ostlund Baer & Louwagie, Minneapolis

Ebert, Dyan J., Quinlivan & Hughes, St. Cloud

Ellingstad, Susan E., Lockridge Grindal Nauen, Minneapolis

Engelmeier, Sheila, Engelmeier & Umanah, Minneapolis

Fisher, Michele R., Nichols Kaster, Minneapolis

Flaherty, Yvonne M., Lockridge Grindal Nauen, Minneapolis

Gemberling, Samantha J., Wolf Rohr Gemberling & Allen, St. Paul

Honsa, Anne M., Honsa & Mara, Minneapolis

Hunt, Kay Nord, Lommen Abdo, Minneapolis

Janeiro, Gina K., Jackson Lewis, Minneapolis

Kallemeyn, Lisa, Kallemeyn & Kallemeyn, Coon Rapids

Knoll, Jocelyn, Dorsey & Whitney, Minneapolis

Lach, Susan M., Tuft Lach Jerabek & O'Connell, Maplewood

Lammers, Kathryn M., Heimerl & Lammers, Minnetonka

Link, Susan J., Maslon, Minneapolis

Manty, Nauni Jo, Manty & Associates, Minneapolis

Mara, Kristy A., Honsa & Mara, Minneapolis

McGrane, Sara Gullickson, Felhaber Larson, Minneapolis

Moberg, Joani C., Henschel Moberg, Minneapolis

Nilsson, Melissa J., Henson Efron, Minneapolis

Norgard, Tara C., Carlson Caspers, Minneapolis

Olson, Susan D., Galowitz Olson, Lake Elmo

Peterson, Kathleen Flynn, Ciresi Conlin, Minneapolis

Phillips, Penelope J., Felhaber Larson, Minneapolis

Rhode, Susan C., Moss & Barnett, Minneapolis

Riebel, Karen Hanson, Lockridge Grindal Nauen, Minneapolis

Robben, Marya P., Lathrop GPM, Minneapolis

Saksena, Marian E., DeWalt Chawla + Saksena, Minneapolis

Santana, Lymari J., Mack & Santana Law Offices, Minneapolis

Silton, Heidi M., Lockridge Grindal Nauen, Minneapolis

Spencer, Lisa T., Henson Efron, Minneapolis

Teske, Vildan A., Teske Katz, Minneapolis

Thome, Joni M., Baillon Thome Jozwiak & Wanta, Minneapolis

Yerigan, Debra E., Messerli | Kramer, Minneapolis

Zimmerman, Genevieve M., Meshbesher & Spence, Minneapolis

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In another roaring success, more than **70% of our lawyers** were selected to the 2021 Minnesota Super Lawyers or Rising Stars lists for professional achievement. Our four strongest business litigators were featured in the top categories for their fierce instincts in the courtroom. All of our attorneys excel at solving complex business-defining issues and are 100% committed to our clients.

Top 10
Joseph W. Anthony

Top 50 Women
Janel M. Dressen

Top 100
Vincent D. Louwagie
Richard T. Ostlund

Super Lawyers
Brooke D. Anthony
Shannon M. Awsumb
Arthur G. Boylan
Randy G. Gullickson
Cory D. Olson
Steven M. Pincus

Rising Stars
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Peter J. McElligott
Norman H. Pentelovitch
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MINNESOTA
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BY PRIMARY AREA OF PRACTICE

The list was finalized as of December 24, 2020. Only attorneys who data verified with Super Lawyers for the current year are included on the list that follows. All current selections and any updates to the list (e.g., 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 are included only for attorneys with paid Super Lawyers or Rising Stars print advertisements.

ADMINISTRATIVE LAW

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Aafedt, David M., Winthrop & Weinstine, Minneapolis

RISING STARS

Zustiak, Cody M., Winthrop & Weinstine, Minneapolis

ALTERNATIVE DISPUTE RESOLUTION

SUPER LAWYERS

Allgeyer, David A., Allgeyer Law and ADR, Minneapolis

Alsop, David D., Alsop Mediation, Eden Prairie

Bistram, Gregory, Bistram ADR, Vadnais Heights

Black, Michael C., Mike Black ADR, St. Paul

Boylan, Arthur J., Arthur J. Boylan, Minneapolis

Brennan, John H., Sanford Pierson Thone & Streat, Wayzata

Bruner, Philip L., JAMS, Minneapolis

Burns, Patrick R., Burns Law Firm, Minneapolis

Cheney-Hatcher, Eva, Cheney-Hatcher & McKenzie Dispute Resolution Center, Burnsville

Cook, Timothy C., Cook Law & ADR, Roseville

DeCourcy, Michael T., DeCourcy Law, St. Paul

Dixon, Jr., Joseph T., Henson Efron, Minneapolis, 612-252-2812 **Pg. S-3**

Dunn, James F., The Law Office of James F. Dunn, Hopkins

Forde, Michael, Aafedt Forde Gray Monson & Hager, Minneapolis

Gilbert, James H., Gilbert Mediation Center, Eden Prairie, 952-767-0167

Hager, Mary, Aafedt Forde Gray Monson & Hager, Minneapolis

Harens, John M., Harens Mediation Center, Minneapolis

Heley, Mark J., Heley Duncan & Melander, Minneapolis, 952-841-0219 **Pg. S-4, S-28**

Ho, Martin B., Stingley & Ho, Minneapolis

Kaplan, Howard L., Kaplan Law Office, St. Louis Park

Kramer, Roger L., Kramer Law, Mendota Heights **Pg. S-4**

Lach, Susan M., Tuft Lach Jerabek & O'Connell, Maplewood **Pg. S-4, S-5**

Manrique, Tanja K., Tanja K. Manrique, Minnetrista

McGrath, Kevin J., McGrath Dispute Resolution, Minneapolis

McKenzie, Dana, Cheney-Hatcher & McKenzie Dispute Resolution Center, Burnsville

Mealey-Lohmann, Linda M., Mealey-Lohmann Mediation & Dispute Resolution, St. Paul

Miller-Dolan, Cary E., Dolan Mediation, Bloomington, 952-921-5850

Niemi, Andrea K., Andrea Niemi Dispute Resolution, Minneapolis

Olander, Brett W., Olander Law Group, Minneapolis, 612-331-0111 **Pg. S-4**

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Olson, Susan D., Galowitz Olson, Lake Elmo **Pg. S-4, S-5**

Pennington, Kim A., PCG Law, St. Cloud, 320-253-7879

Pfaffly, Philip A., Pfaffly Law, Minneapolis

Rocheford, Paul J., Arthur Chapman Kettering Smetak & Pikala, Minneapolis **Pg. S-4**

Stroemer, Christine L., Collins Buckley Sauntry & Haugh, St. Paul

Turk, James, Blethen Berens, Mankato

Weyandt, Greg, Weyandt Mediation, St. Paul

RISING STARS

Tyroler, Molly Bloom, Tyroler Law & Mediation, Woodbury

ANTITRUST LITIGATION

SUPER LAWYERS

Blanchfield, Jr, Garrett D., Reinhardt Wendorf & Blanchfield, St. Paul

Bruckner, W. Joseph, Lockridge Grindal Nauen, Minneapolis

Clark, Brian D., Lockridge Grindal Nauen, Minneapolis

Duncan, Richard, Faegre Drinker Biddle & Reath, Minneapolis

Gluek, Karla M., Gustafson Gluek, Minneapolis

Gustafson, Daniel E., Gustafson Gluek, Minneapolis **Pg. S-4**

Hagstrom, Richard M., Hellmuth & Johnson, Minneapolis

Hedlund, Daniel C., Gustafson Gluek, Minneapolis **Pg. S-4**

Lindsay, Michael A., Dorsey & Whitney, Minneapolis

Lockridge, Richard A., Lockridge Grindal Nauen, Minneapolis

Looby, Michelle J., Gustafson Gluek, Minneapolis

Rissman, Joshua J., Gustafson Gluek, Minneapolis

Silton, Heidi M., Lockridge Grindal Nauen, Minneapolis **Pg. S-5**

Wildfang, K. Craig, Robins Kaplan, Minneapolis

RISING STARS

Nordin, Daniel, Gustafson Gluek, Minneapolis

Resch, Brittany, Gustafson Gluek, Minneapolis

Wang, Ling S., Gustafson Gluek, Minneapolis

Williams, Davida Sheri (McGhee), Greene Espel, Minneapolis

APPELLATE

SUPER LAWYERS

Barrett Wiik, Katherine S., Best & Flanagan, Minneapolis, 612-341-9710

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Bradford, Mark R., Bassford Remele, Minneapolis, 612-376-1667 **Pg. S-4, S-11**

Davidson, William L., Lind Jensen Sullivan & Peterson, Minneapolis

Hansen, Adam, Apollo Law, Minneapolis

CONTINUED ON PAGE S-8

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We don't like to brag, but lately we've noticed that our teamwork and experience have been paying off.

Our firm recently secured a \$15 million personal injury settlement, and we've brokered a number of six- and seven-figure settlements as well. These results earned us a top spot in *Minnesota Lawyer's* inaugural Power 30 list. And last year we had more personal injury referrals from other lawyers than ever before.

We credit these outcomes to our investment in the right experts, thorough preparation, medical knowledge and willingness to pursue difficult cases.

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LEFT TO RIGHT:
Clifford J. Knippel
Gregory J. Walsh*
Mark R. Gaertner*
John T. Siegler

*Selected to Super Lawyers

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MINNESOTA 2021

APPELLATE SUPER LAWYERS
CONT'D FROM PAGE S-6

Hart, William M., Meagher + Geer, Minneapolis
Hunt, Kay Nord, Lommen Abdo, Minneapolis Pg. S-4, S-5
Magnuson, Eric J., Robins Kaplan, Minneapolis Pg. S-4
Miller, Marcia K., SiebenCarey, Minneapolis
Van Dyck, Sharon, Van Dyck Law Firm, Minneapolis
Van Oort, Aaron D., Faegre Drinker Biddle & Reath, Minneapolis Pg. S-4
White, Kenneth R., Law Office of Kenneth R. White, Mankato, 507-345-8811

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www.kennethwhitelaw.com

Wilson, Scott, Scott Wilson Law Firm, Minneapolis, 612-206-3705
Wolpert, Robin M., Sapientia Law Group, Minneapolis
RISING STARS
Bowman, Christopher William, Madigan Dahl & Harlan, Minneapolis, 612-604-2585
Kuhl, Michelle K., Lommen Abdo, Minneapolis
Liebow, David L., Godwin Dold, Rochester
Markowitz, Jeffrey M., Arthur Chapman Kettering Smetak & Pikala, Minneapolis
Nierengarten, Julia J., Meagher + Geer, Minneapolis
Subbaraman, Mahesha, Subbaraman, Minneapolis

AVIATION & AEROSPACE

SUPER LAWYERS

Johnson, Kevin J., Fafinski Mark & Johnson, Eden Prairie
Watters, Stephen P., Watters Law Office, Minnetonka

BANKING

SUPER LAWYERS

Busch, Kevin M., Moss & Barnett, Minneapolis, 612-877-5292
Graffunder, Steven M., Henningson & Snoxell, Maple Grove, 763-560-5700
Hoganson, Jon J., Winthrop & Weinstine, Minneapolis
Hurley, Michael F., Barna Guzy & Steffen, Coon Rapids
Jester, Michelle R., Messerli | Kramer, Minneapolis
Kanuit, Robert R., Fryberger Buchanan Smith & Frederick, Duluth
Ryan, Steven J., Taft Stettinius & Hollister, Minneapolis

RISING STARS

Bealka, John, Johnson Bealka, Oakdale, 651-756-7588

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Cremona, Lindsay W., Anastasi Jellum, Stillwater
Keig, James T., Anastasi Jellum, Stillwater
Lee, Kristopher (Tip), Winthrop & Weinstine, Minneapolis
Marty, Meghan, Messerli | Kramer, Minneapolis

BANKRUPTCY: BUSINESS

SUPER LAWYERS

Baillie, James L., Fredrikson & Byron, Minneapolis

Cutler, Clinton E., Fredrikson & Byron, Minneapolis, 612-492-7070 Pg. S-4, **S-27**
Edstrom, Kenneth, Sapientia Law Group, Minneapolis
Lahn, Connie A., Barnes & Thornburg, Minneapolis
Lodoen, James A., Spencer Fane, Minneapolis
Manty, Nauni Jo, Manty & Associates, Minneapolis, 612-465-0990 Pg. S-5, **S-28**
Meyer, Steven W., Fox Rothschild, Minneapolis
Mitchell, Ralph V., Lapp Libra Stoeber & Pusch, Minneapolis
Murphy, Ryan T., Fredrikson & Byron, Minneapolis
Runck, David E., Fafinski Mark & Johnson, Eden Prairie
Singer, George H., Ballard Spahr, Minneapolis
Swedberg, Amy J., Maslon, Minneapolis
Tanabe, Kesha L., Tanabe Law, Minneapolis
Wassweiler, William P., Ballard Spahr, Minneapolis

RISING STARS

Kinsella, Steven R., Fredrikson & Byron, Minneapolis
Lallier, Cameron A., Foley & Mansfield, Minneapolis
Nelson, Charles E., Ballard Spahr, Minneapolis
Reed, Jason, Maslon, Minneapolis

BANKRUPTCY: CONSUMER

SUPER LAWYERS

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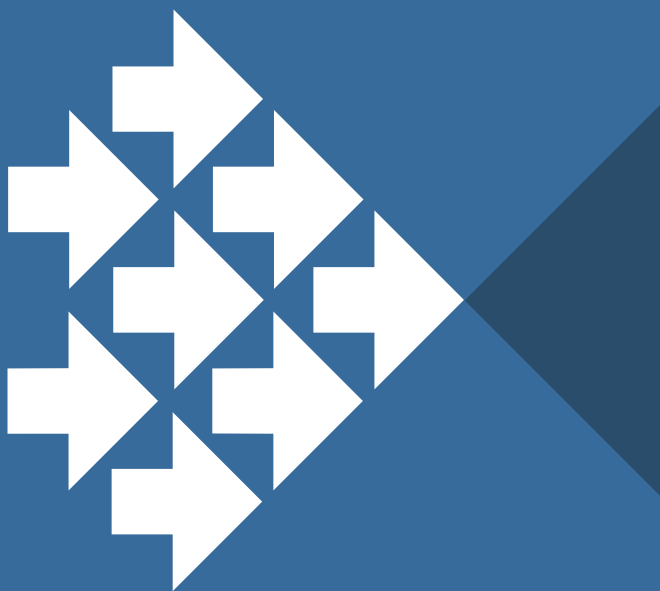
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EMPLOYMENT LITIGATION: PLAINTIFF EMPLOYMENT & LABOR

Beth E. Bertelson has practiced in employment law for 30 years and is a MSBA Certified Labor & Employment Law Specialist. She has successfully represented hundreds of employees with all types of employment law claims. Beth provides employees with strong advocacy, extensive experience and a commitment to personal service. Beth is also a qualified neutral under Minnesota Rule 114 and can help to resolve difficult employment law disputes through her mediation services. Beth is a frequent speaker on employment law issues and also conducts internal investigations. She served as a section council member of the Labor & Employment Law Section of the Minnesota State Bar Association, as a board member for the Minnesota Chapter of the NELA and on several other nonprofit organizations.

Selected to Super Lawyers

VICTORIA JACOBSON BRENNER

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FAMILY LAW PROFESSIONAL LIABILITY: DEFENSE

For over 15 years, Victoria Brenner has supplied support to clients going through separations and divorces. She has served as the firm's managing partner and has chaired several organizations' boards. Victoria handles custody, parenting time, child support, orders for protection, alimony, divorce, post-divorce in the wide spectrum of modest to high-asset cases. She also serves as a Rule 17 guardian ad litem. Victoria has written and presented Continuing Legal Education courses on divorces involving closely held businesses, spousal maintenance, family law appeals, guardian ad litem appointments and attorney ethics. She is also an adjunct professor of Family Law at Mitchell Hamline School of Law.

Selected to Super Lawyers

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BANKRUPTCY: BUSINESS BUSINESS LITIGATION

Clint Cutler has practiced law with Fredrikson & Byron for over 35 years. He is a former chair of the Firm's Bankruptcy practice and served for over 12 years on the Firm's Board of Directors and Executive Committee. His practice encompasses all aspects of business bankruptcy and insolvency law. He primarily represents financially troubled businesses in bankruptcy and insolvency proceedings, but also represents buyers of distressed assets, creditors and lenders. He is certified as a business bankruptcy specialist by the American Bankruptcy Board of Certification and is a Fellow in the American College of Bankruptcy. He is an associate adjunct professor of law at the University of Minnesota Law School, where he teaches a clinical course in bankruptcy, and is a frequent speaker on bankruptcy and insolvency topics.

Selected to Super Lawyers

SCOTT M. BORENE

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20
YEARS

IMMIGRATION

Scott Borene has more than 35 years' experience managing personal and business, U.S. and global, immigration projects for clients worldwide. He was selected as "Lawyer of the Year" in Immigration Law in Minnesota for 2016, 2018 and 2020, by *The Best Lawyers in America* and has been included in *Best Lawyers* every year since 2006. He is a past Director of the American Immigration Lawyers Association (AILA) and past Co-Chair of the International Bar Association (IBA) Immigration Committee. Mr. Borene is Editor-in-Chief of many immigration law reference books, including *The Global Immigration Guide: A Country-by-Country Survey*, AILA's most comprehensive book on worldwide work visas. 2021 is Mr. Borene's 20th year as a Super Lawyers honoree.

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INTELLECTUAL PROPERTY INTELLECTUAL PROPERTY LITIGATION REAL ESTATE

Doug Christensen is the go-to patent attorney for a large loyal base of industry leading clients in diverse technology areas, including several billion-dollar companies. His pre-law practical engineering and design background, combined with his patent attorney experience developing and managing patent portfolios comprising many hundreds of patents, along with his first chair jury trial experience, provides an attractive skill set for his clients, helping them to thrive in today's complicated IP and business environment. His vibrant practice encompasses all things intellectual property: portfolio management, patent prosecution, patent infringement litigation, post-grant practice, licensing, trademarks, freedom-to-operate opinions, due diligence reviews, and designing around competitors' patents.

Selected to Super Lawyers

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BUSINESS LITIGATION SHAREHOLDER DISPUTES BUSINESS & COMMERCIAL LITIGATION

David Davenport is a trial lawyer with more than 20 years of experience. He has been recognized as a Super Lawyers honoree for many years. In January, he formed the BC Davenport law firm and is the Managing Partner. David specializes in representing clients in partnership disputes, with a focus on representing Low-Income Housing Tax Credit real estate developers, sponsors, and stakeholders of affordable housing around the country. In 2020, Finance & Commerce recognized David as an Attorney of the Year for his work to help a Miami-Dade County community-based non-profit organization preserve affordable housing. David also represents clients in commercial litigation, construction and real estate disputes, and the BC Davenport firm also represents clients in probate and estate disputes.

MINNESOTA 2021

SORTED ALPHABETICALLY

Selected to Super Lawyers

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CRIMINAL DEFENSE: WHITE COLLAR GENERAL LITIGATION

Joe has extensive experience in litigating criminal, white-collar, and complex civil cases in state and federal courts across the U.S. including the U.S. Supreme Court. His clients include physicians, bankers, lawyers, chief executive officers, athletes, and police officers. The MACDL honored him with their Distinguished Service Award. He is past president of the American Board of Criminal Lawyers and is a member of ABOTA. He is a fellow in the ACTL and the NBOTA has certified him as a criminal trial specialist. He is a frequent lecturer and is a television and radio commentator. *Minnesota Law & Politics* named him to its Minnesota Legal Hall of Fame as one of the 100 Most Influential Lawyers in the History of the State. Joe is selected for inclusion in *The Best Lawyers in America* for the field of Criminal Defense. USMCR 1955-1961.

Selected to Super Lawyers

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EMPLOYMENT LITIGATION: PLAINTIFF EMPLOYMENT & LABOR CLASS ACTION/MASS TORTS

Chris Jozwiak is a skilled litigator and founding partner of Baillon Thome Jozwiak & Wanta. He handles cases involving retaliation, sexual harassment, wage and hour violations, whistleblower reprisal, discrimination, and consumer or government fraud. Chris is a certified employment law specialist and chair of the Minnesota State Bar Association's Labor & Employment Law Specialist Certification Board. He currently serves on the Mid-Minnesota Legal Aid Board of Directors. Chris was recognized as a Minnesota Rising Stars honoree (2011-2013) and selected for inclusion in Minnesota Super Lawyers (2014-2021) for his work in employment law. He was also selected for inclusion on the Top 100 Minnesota Super Lawyers list (2018-2021).

Selected to Super Lawyers

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BANKRUPTCY: BUSINESS BUSINESS LITIGATION

Nauni's practice focuses in the areas of commercial litigation and complex bankruptcy matters. She represents creditors in all types of settings including enforcing creditors' rights and remedies in state and federal court. In October 1998, Nauni was appointed by the United States Trustee, United States Department of Justice, to serve as a Chapter 7 Panel Trustee for the District of Minnesota. She has been appointed as a Chapter 11 operating trustee in several cases. As a Chapter 11 Trustee, she has operated a large farming operation in Southern Minnesota, a national restaurant franchise, a gentlemen's club, a shopping mall, a large software company, and an in-home care service provider.

Selected to Super Lawyers

WILLIAM D. HARPER

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PERSONAL INJURY GENERAL: PLAINTIFF PERSONAL INJURY PRODUCTS: PLAINTIFF PROFESSIONAL LIABILITY: PLAINTIFF

William D. Harper is a nationally certified civil trial specialist. He has tried hundreds of jury trials to conclusion and has handled numerous cases which have resulted in verdicts or settlements in excess of \$1 million. He limits his practice to personal injury, products liability, wrongful death, and professional malpractice. Dean of the Academy of Certified Trial Lawyers, 1993; President of the Minnesota Trial Lawyers Association, 1998-1999; Minnesota Lawyer of the Year, 1999 and 2011, in Minnesota Lawyer; sustaining member of the American Trial Lawyers Association. Member, Minnesota Million Dollar Round Table; member, Million Dollar Advocates Forum; Master of the Douglas K. Amdahl Inn of Court; invited member of the International Society of Barristers; member of the American Board of Trial Advocates.

Selected to Super Lawyers

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EMPLOYMENT & LABOR SCHOOLS & EDUCATION BUSINESS/CORPORATE

Client service, professionalism and practical advice are the hallmarks of Phyllis Karasov's practice in labor and employment law and education law. She has been honored as a Minnesota Super Lawyers selectee every year since 2002. Phyllis advises clients on a wide variety of labor and employment matters including wage and hour laws, OSHA, claims of discrimination, and non-competition, confidentiality, and separation agreements. She is a dedicated advocate in union grievances, arbitrations and negotiation of collective bargaining agreements. Phyllis also enjoys a busy practice conducting workplace investigations and representing educational institutions. In 2014, Phyllis received the Sidney Barrows Lifetime Commitment Award from the Twin Cities Cardozo Society.

Selected to Super Lawyers

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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. She concentrates her practice on litigation involving land use, commercial and residential construction, fraudulent real estate transactions, environmental, and appellate advocacy. She received her J.D., *cum laude*, from Hamline University School of Law in 1997 and her B.A., *summa cum laude*, from Centenary College of Louisiana in 1994. Tamara is an MSBA board-certified Real Property Specialist. At Larkin Hoffman, she serves on the Board of Directors, is chair of the Professional Development Committee, and serves as Ethics Counsel. Tamara was named to *The Best Lawyers in America* list for 2020 and 2021, the Super Lawyers list since 2014, and previously to the Minnesota Rising Stars list for eight years.

Selected to Super Lawyers

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ALTERNATIVE DISPUTE RESOLUTION BUSINESS/CORPORATE CONSTRUCTION LITIGATION

Mark Heley practices construction law and provides dispute resolution services for construction, real estate, and commercial matters. His experience includes contract negotiations, claims, and litigation on landmark projects such as the Metrodome; the Mall of America, Minneapolis; the Hiawatha Light Rail Transit corridor; and U.S. Bank Stadium. He is a former chair of the MSBA's Construction Section and past member of the Governing Committee of the ABA's Forum on the Construction Industry. Mr. Heley lectures frequently and has made presentations both locally and nationally on topics relating to construction law and alternative dispute resolution. He has mediated over 1,500 cases to conclusion and is a Fellow in the College of Commercial Arbitrators and American College of Construction Lawyers.

Selected to Super Lawyers

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CRIMINAL DEFENSE: WHITE COLLAR HEALTH CARE SECURITIES LITIGATION

Mr. Kelley founded Kelley, Wolter & Scott, P.A., a white-collar crime and complex civil litigation boutique. His experience includes fair election practices, bank and health care fraud, and other financial crimes. As an assistant U.S. Attorney, Mr. Kelley prosecuted Mafia figures and high-profile financial crimes. He represented the Wetterling family in the prosecution of Danny Heinrich for the 1989 murder of 11-year old Jacob, and won a \$17 million punitive damages award for another Heinrich victim. Mr. Kelley won a \$34 million verdict against the city of Minneapolis on behalf of a French developer, the largest verdict at the time. He was chair of the MN Campaign Practices Board and represented the MN Board of Judicial Standards. He serves as the court-appointed receiver for Tom Petters and others who ran a \$3.5 billion Ponzi scheme.

Selected to Super Lawyers

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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 past president of the Minnesota chapter of the American Board of Trial Advocates, the Amdahl Inn of Court and the Ramsey County Bar Association. He is a member of the Academy of Certified Trial Lawyers. 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. In 2020-2021, Paul served as Treasurer and in 2021-2022 will be president-elect of the Minnesota State Bar Association.

SORTED ALPHABETICALLY

Selected to Super Lawyers**BRUCE M. RIVERS**

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**CRIMINAL DEFENSE**

CRIMINAL DEFENSE: WHITE COLLAR
PERSONAL INJURY GENERAL: PLAINTIFF

Bruce Rivers has over 20 years experience as a successful criminal trial lawyer. He is board certified as a criminal trial specialist by the National Board of Trial Advocacy and Minnesota State Bar Association and former dean of the Academy of Certified Trial Lawyers of Minnesota. Mr. Rivers represents clients and corporations of all walks of life in trials ranging from murder to complex health care fraud. He appears regularly in both state and federal courts. Judges and prosecutors respect his integrity and anticipate his well-prepared, vigorous defense. His commitment to excellence and to criminal defense has resulted in acquittals in every level of homicide to DWI. His trial expertise is the reason lawyers feel comfortable referring clients with complex criminal problems. Rivers is a tested lawyer you can trust.

Selected to Super Lawyers**JOHN R. SCHULZ**

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**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 experience in trial practice in family law, civil litigation, professional negligence matters, and service to businesses and professionals. His initial focus is on creative problem solving, utilizing all appropriate forms of dispute resolution but he is equipped to assist with trial as needed. A *magna cum laude* graduate from Concordia College, Moorhead, MN, and graduate of Mitchell Hamline School of Law, Mr. Schulz 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 serves on the firm's management and compensation committees.

Selected to Super Lawyers**STEVEN C. THAL**

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**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 (AILA). He has served on the AILA 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 AILA National Presidential Commendation for creative and tireless advocacy on behalf of immigrants.

Selected to Super Lawyers**JESSICA L. ROE**

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**EMPLOYMENT LITIGATION: DEFENSE**

GENERAL LITIGATION
ALTERNATIVE DISPUTE RESOLUTION

Jessica is a Minnesota State Bar Board-Certified Labor and Employment Law Specialist. Her practice focuses on employment advice, employment and commercial litigation and labor law. She is the managing partner of Roe Law Group, PLLC, which focuses on creative preventive counsel and providing high-powered litigation services. Jessica is a certified mediator and arbitrator, working on both employment and corporate matters. She speaks extensively on employment law and litigation topics and holds multiple seminars each year. She has been named a "Top Women in Finance" by *Finance & Commerce* newspaper and is involved as a hospice volunteer, doing pro bono legal work, environmental advocacy and is a board member for two non-profits. Jessica graduated with a J.D. from William Mitchell College of Law.

Selected to Super Lawyers**KEVIN J. SHORT**

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**CRIMINAL DEFENSE**

CRIMINAL DEFENSE: WHITE COLLAR

Following his 1978 graduation from Notre Dame Law School, Mr. Short began his career with a federal clerkship and seven years prosecuting felonies in St. Paul. Since entering private practice in 1987, Mr. Short has obtained outright jury acquittals for his clients in over 40 cases on charges ranging from murder to complex white-collar offenses. He has successfully defended criminal charges brought against his clients who were doctors, lawyers, police officers, stockbrokers, teachers, business professionals and bankers. He has been named to the Minnesota Super Lawyers list every year since 1997. Most recently, he represented the third Minnesota law enforcement officer criminally charged in a line of duty shooting. In March 2020, after a two-week jury trial, that officer was exonerated.

Selected to Super Lawyers**LEATHA G. WOLTER**

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**BUSINESS LITIGATION**

Leatha Wolter is chair of the firm's Anti-Fraud Counseling and Litigation Group. For more than 30 years, she has handled a broad variety of civil litigation matters. She also counsels 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. Ms. Wolter is also one of the firm's leaders, serving as a member of its Management Committee. She has taught trial advocacy and often provides in-house training to clients, trade groups, and other businesses, regarding all aspects of litigation.

Selected to Super Lawyers**RICHARD J. SCHROEDER**

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**PERSONAL INJURY GENERAL: PLAINTIFF**

ALTERNATIVE DISPUTE RESOLUTION
INSURANCE COVERAGE

Since 2008, Rick 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 involving injuries from automobile, motorcycle and semi truck crashes. Rick also handles insurance disputes and work-related injuries. He has teamed with and litigates cases with prominent Midwest trial lawyers and has arbitrated insurance disputes and complex personal injury claims for over 29 years. A former insurance claims adjuster and former insurance defense attorney, he is an active member of the American, Minnesota, and Wisconsin Associations for Justice, the Georgia Trial Lawyers Association, and the Million Dollar Advocates Forum.

Selected to Super Lawyers**BRIAN L. SOBOL**

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**FAMILY LAW**

APPELLATE
INTERNATIONAL

Brian L. Sobol specializes in matters involving high-net-worth estates, including family business valuation. He is one of only three Minnesota lawyers elected Diplomat 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 and 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 IAF and AAML. He is a trained mediator and financial neutral evaluator. He is married and raising two young children.

Selected to Super Lawyers**STEVEN E. WOLTER**

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**BUSINESS LITIGATION**

CRIMINAL DEFENSE: WHITE COLLAR

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 lawyer 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.

Amy Klobuchar Becomes a Trustbuster!

To: Sen. Amy Klobuchar
425 Dirksen Senate Office Building
Washington, D.C. 20510



Vance Opperman

Dear Sen. Klobuchar:

As chair of the Subcommittee on Antitrust, you have authored a remarkable book, *Antitrust: Taking on Monopoly Power from the Gilded Age to the Digital Age*. My library is full of books written by senators immediately before one of their many elections as a way of burnishing their electoral appeal. Typically, these books profess great policy objectives (ending cancer, preventing war, abolishing poverty) but are devoid of any specifics.

But not your book!

You have written an entire 600-page book devoted to the usually boring topic of antitrust law, with detailed suggestions. In law school, as in law practice, antitrust law is seen as extraordinarily dense. The American Bar Association Section on Antitrust Law only has 10,000 members (the undersigned has been one of them for 50 years). In narrative detail, you begin your treatise by telling the story of a small company that had purchased monopoly rights to a drug that treated heart valve defects and jacked that price up from \$78 per treatment to

\$1,614. There was a competing drug, but the company, Ovation Pharmaceuticals, had purchased that drug also. You cite this experience as your inspiration for writing this book.

The book covers the broad sweep of Americans' fight against monopolies, including the Boston Tea Party in 1773. Adam Smith's *The Wealth of Nations* was published in 1776, the same year the Continental Congress issued the Declaration of Independence. You continue the timeline from this early period of American history through the Gilded Age, the trustbusting of President Teddy Roosevelt, the Progressive Era, and the pivotal role played by farmers and Grangers.

The book captures much of the prairie fire of the early Progressive Era—establishing labor unions and passing landmark legislation like the Sherman Act (1890) and the Clayton Act and Federal Trade Commission Act (both 1914). This is fascinating stuff, compellingly told with a sense of political urgency. If the book ended there, it would be an interesting and well-received addition to our historical literature.

But then you catch fire!

In 300 pages, you lay out in detail the pernicious impact of what has happened to our antitrust laws and the lack of antitrust enforcement on today's economy: great wealth disparity and lack of innovation. It is no longer possible to blind ourselves to the Croesus-like wealth suddenly accumulated by the five tech companies: Amazon, Apple, Alphabet

(Google), Microsoft, and Facebook. These are but totemic examples of the vast and unprecedented wealth gap that now persists and grows wider in our country. Big pharma and the impacts of health care consolidation are experienced by almost everyone reading this column. Let's summarize some of the proposed solutions.

You would make it harder for large companies to affect competition by acquisition, by changing the current regulatory standard and shifting the burden of proof to the acquiring company. Had your suggestion been the law of the land, it is doubtful that Google would have been able to acquire DoubleClick 13 years ago, thus securing its dominant role in digital ad sales. Likewise, a change in the regulatory standard would have prevented Facebook from acquiring WhatsApp and Instagram. A recent

federal court ruling dismissed lawsuits filed by 46 states attempting to reverse those Facebook acquisitions because their lawsuits came too late. Your proposed changes would have prevented that result.

One of the most interesting proposals is to provide a "look back" of five years, where antitrust regulators

could review the competitive impact of acquisitions by large companies. A formalized five-year look back provision is a new idea in antitrust enforcement.

Currently, large tech platform companies like Apple, Google, and Amazon are able to favor their own products over competing products, which are forced to advertise on these platforms. This practice has drawn a great deal of scrutiny, particularly in

Europe. You propose strict antitrust analysis (and probably prohibition) of these practices.

In the past, regulators and courts have usually gone out of their way to say that antitrust does not outlaw bigness, unless it's achieved by prohibited means. Your proposal here is to examine companies beyond a certain size to see if size alone exerts an anticompetitive effect.

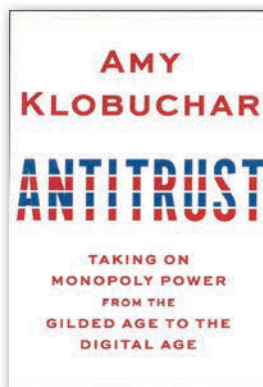
A unique and provocative proposal is to do an antitrust analysis of the phenomenon of horizontal shareholders. The Clayton Act, passed in 1914, prohibited certain interlocking directorates—the same board of directors running competing companies. Today, you note, three asset management companies (usually through index funds) hold up to 30 percent of the common stock of our largest pharmaceutical and tech companies. This raises the question: Is large common shareholding inhibiting otherwise vigorous competitive behavior by these companies? It is a question that should be raised and fully examined.

A few individuals have accumulated wealth that would make Carnegie, Rockefeller, Hill, and Mellon look like the petty bourgeois. At the same time, the wealth gap in this country has never been greater and continues to grow.

You view this economic landscape as the result of the failure of our antitrust policies. You're trying to fan the flames of a prairie fire to return this country to its true competitive roots. And, most importantly, you have laid out a detailed set of proposals to accomplish just that.

Citizens should read this book.

Sincerely yours,
Vance K. Opperman
An old antitrust lawyer



An Open Letter to Brand Leaders

Ten years ago and after 30 years in the content marketing business, MSP Communications began to consider how to market ourselves as a digital content creation company.

In a fast-growing content marketing industry and rapidly evolving technology space, we needed to differentiate ourselves from the crush of agencies trying to make the leap from ad shops, public relations firms and digital marketing companies to content creation companies. We became MSPC.

One essential pillar of our unique position in the marketplace was our foundation in journalism. It is the basis for producing creative, well-packaged, accurate and useful information on any delivery system where our content might be read. With journalism as our center, we always consider the needs, wants and desires of the audience first. It's been our legacy for nearly 47 years, something few content marketing agencies can claim.

That's what sets us apart from the thousands of other agencies that offer content services to clients. We are storytellers and strategists obsessed with connecting people to your brand. Our legacy is our difference. Our difference is our strength.

Sincerely,



Gary Johnson
President



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