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Capitalist Tools

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2012 Entrepreneurs of The Year

By Ingrid Case, Suzy Frisch, Gene Rebeck, and Laura Sievert

The year's winners in the Minnesota, Wisconsin, and Dakotas region:

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- **Retail and Consumer Products Category:** Paul Grangaard, CEO and president, Allen Edmonds Shoe Corporation
- **Financial Services Category:** Scott Happ, CEO and president, Mortgagebot
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- **Health Care Services Category:** Cynthia LaConte, CEO, The Dohmen Company
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editor's note

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Weathering Change

Urban developers are adjusting their plans in anticipation of major climate change.

My year started out with a grand plan of house projects to complete before summer hit. Installing crown molding, changing window casings, and repainting the living and dining rooms—all were to be done by mid-April, when I could change over to working outside on the yard, gardens, and boat. Then came our record-warm March: Inside projects were put on hold while outside ones suddenly needed to be tackled.

While trying to enjoy sitting outside during our 101-degree Fourth of July, I recalled how climate change affected my planning earlier in the year. And I wondered what we're doing as a community to adapt to climate change so that tomorrow's extremes don't catch us off guard as much as they do today.

I've lived here most of my life, so I know the unpredictability of weather can be, well, rather predictable. But we do have to admit that weather extremes here—and elsewhere—are getting more significant, and occurring more frequently. Regardless of whether it's due to manmade greenhouse gases, polar ice caps are melting more quickly, increasing ocean levels. Glaciers are melting at an alarming rate. (Did you know that Glacier National Park may be completely out of glaciers by 2020?) The higher temperatures are evaporating more water and creating more clouds . . . and we're getting larger storms.

Consider for a few minutes the tornados, floods, hailstorms, record temperatures, and other weather extremes that have made the news during the past few years. Or, just think about the year thus far. The spring's prolonged heat wave produced the hottest March since record keeping began in 1895. There were 671 records broken, and April marked the end of the warmest 12-month stretch in U.S. history, according to the National Weather Service. Through July 4, there were 224 new all-time high temperature records set across the country, according to the National Oceanic Atmospheric Administration (NOAA).



There's also the cost. Whether it's flooding in Duluth, crop damage in Iowa, straight-line wind damage in Baltimore, or tornadoes in Atlanta, everywhere you look there's another report of weather damages in the tens of millions of dollars. This doesn't include things such as business interruption costs, or all the food that had to be thrown out by 3 million people who were without power for several days in early July.

It's impossible to put a price tag on all the weather-related damages nationwide. But NOAA tallied 134 U.S. weather/climate disasters since 1980 where overall damages costs reached or exceeded \$1 billion. The total for these storms alone exceeded \$880 billion.

As such weather extremes continue to escalate, we're being forced to change how we live. Personally, I bought a generator (my food won't spoil next time the power fails), some flashlights, and 10 gallons of drinking water. And I'm shelling out more for home and property insurance—not because of anything I experienced, but because of all the weather-related costs my insurer is covering across the country.

But what about our urban planners? What are they doing to adapt to climate change? After all, every snowstorm, flood, hailstorm, straight-line wind burst, tornado, and other extreme weath-

er event throws off how, or whether, we can operate our businesses.

Since 1989, Minneapolis and St. Paul have attempted to reduce greenhouse gas emissions, and Minneapolis later added emissions reduction targets to its plans. Neither, however, appears to be delving into ways to better design and develop their cities to cope with increased heat waves, reduced air quality, increasing insect and waterborne diseases, stronger storms, and increased periods of flooding and drought that are expected to hit the Upper Midwest in future decades. (Minneapolis is, however, conducting meetings to update its climate action plan.)

Meanwhile, other cities already have such plans. Chicago, which has seen its average temperature rise by nearly 3 degrees since 1980, believes it could become the next New Orleans by as early as 2050. City planners anticipate summer temperatures by then may reach 90 degrees or higher on more than 70 days per year (compared with an average of 15 during the 20th century), and 100 degrees or higher on more than 30 days per year. They're also expecting higher humidity, heavier and more damaging rainstorms, and increased frequency of floods. As this occurs, the city will likely see an escalation in heat-related deaths; increase in freeze-thaw damages to buildings, bridges, and roads; and pos-

sibly the introduction of termites, which currently cannot handle winter temperatures.

To prepare, leaders developed a Chicago Climate Action Plan to try to reduce overall emissions of greenhouse gases, while implementing changes in urban planning. A few outcomes include banning the planting of Illinois's state tree, the white oak, and instead planting swamp oaks and gum trees from the South. Alleyways are being repaved with materials that are permeable to water. Air-conditioning systems are being considered for all of its public schools, most of which have yet to have cooling systems. And vegetation is being added to rooftops in areas considered today to be the city's hottest zones.

Los Angeles also has an action plan addressing the climate it expects to have by 2050. By then, city planners anticipate residents will experience three times as many days over 95 degrees as they have today. And New York City is developing action plans in anticipation of flooding from rising ocean levels, according to the *New York Times*. Elsewhere, the Navy has established a task force on climate change that says it should be preparing for the equivalent of an extra sea as the Arctic ice melts.

While all of this sounds like a line from the 2004 movie *The Day After Tomorrow*, it's important for us to realize how seriously other cities are taking this issue, and to ask our civic leaders to do the same. Communities doing so today will not only be better prepared, but better off financially 40 years from now. And their residents will experience less weather-related business interruptions, commuter delays, and damages to personal property, not to mention fewer threats to their families' personal safety. **TCB**



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One Hot Dog

Business is good for Kramarczuk's, thanks to three summers of exposure at Target Field.

Strolling through the concourses at Target Field between innings this season, Twins fans may have been enticed by the pungent smells of fresh sauerkraut, grilled onions, or a crisp bratwurst on the grill.

The company responsible for those smells is longtime Minneapolis deli and sausage maker Kramarczuk's, and the wildly popular booths at Target Field peddling its sausages have had a dramatic effect on its overall business.

Owner Orest Kramarczuk said that his in-store volume has gone up 23 percent since he started selling sausages to Delaware North Sportservice, Target Field's food-service concessionaire.

One out of every 17 Target Field fans buys a bratwurst or Polish sausage from a Kramarczuk's stand.

"On opening day [2010] we had two stands with two lines coming into each one, and each was going about 50 deep," says Pete Spike, Delaware North's Target Field general manager. "I stood in awe as people kept lining up, and we only had a little three-foot grill to cook these



Baseball made Orest Kramarczuk a celebrity, but it hasn't changed his sausages.

Finally, Some Love for Southdale

A \$20 million renovation seeks to restore the mall's grandeur and commercial mojo before year's end.

Back when Elvis Presley hit number one with "Heartbreak Hotel" and Dwight Eisenhower was running for reelection, Southdale Center was the talk of the retail world. That was 1956, when its opening marked the first enclosed shopping center in the United States.

It was once the king of commercialism, but over time, thanks to competition from the Mall of America and the Galleria, as well as multiple ownership changes, it was ridden with vacancies, and observers questioned its future. But that is all about to change.



A major renovation of the 1.3 million-square-foot Edina mall began in January, with completion planned for November. Highlights include a new food court, redesigned entrances, a play area, and a complete change of décor. Out with teal tones,

in with a retro design featuring wood detailing, reminiscent of the *Mad Men* era.

The renovation is "long overdue," says Allison Kaplan, senior editor for shopping and style at *Mpls.St.Paul Magazine*. "Shopping at Southdale hasn't felt exciting in recent years. Southdale will soon be competitive and relevant to

the people who had given up on it."

The cost of the renovation, conducted by Southdale's five-year owner, Simon Property Group of Indianapolis (the largest real estate and retail operator in the world), has not been disclosed. However, in an

agreement between Southdale and the City of Edina on April 18, the city agreed to offer the center a \$5 million interest-free loan as long as Simon spends at least \$14 million of its own.

As part of that agreement, Simon provided land for a permanent public



sausages on.”

According to Spike, about one out of every 17 fans buys a bratwurst or Polish sausage from a Kramarczuk's stand, and though the 2,000-plus sausages sold each day represent a heap of revenue to Kramarczuk, they're low-margin sales.

“When we sell our product to Target Field we give them a price where we could make a decent margin, but by no means do we make a killing,” says Kramarczuk. “It's mostly just exposure.”

And it's that exposure that Kramarczuk says has driven up walk-in business so much for his deli. But for those who wonder how hipster fame has changed the century-old business, he offers an assurance: “We've got a very good business, we're very happy. We're doing well and we're not going to sell out.

“We're proud of our product, our tradition, and our heritage. That's our entire reputation in a nutshell.”

—Dominic Zahner

transit station on the east side of the mall and a water treatment facility for the city. The city will gain rent-free access to the mall's soon-to-be-vacant third floor, which will be used as a community hub and gathering space.

Southdale already has several new store leases in process, including Lucky Jeans, Sephora, Soma Intimates, White House/Black Market, and Minnesota's first Madewell store, as well as other stores relocating and expanding within the mall.

“People are very proud of Southdale, but it struggled in the '90s and 2000s,” says Southdale spokesperson Lauren Carpenter. “The whole goal is to bring it back to its former glory.”

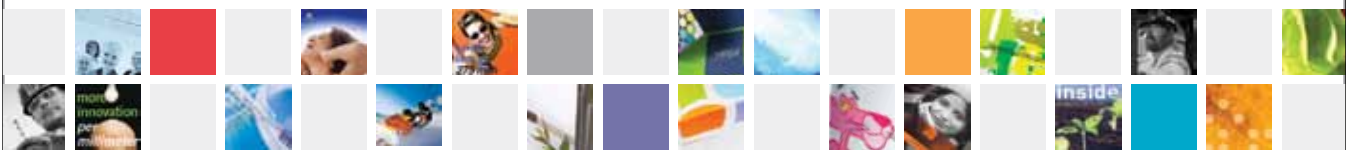
—Laura Sievert

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A Food Truck for Your Hair

Jon Charles Salon is taking the mobile services trend to hair-raising heights.



There are few local consumer trends hotter than blow-dry bars and food trucks. One brings creative fare to the places eaters gather, the other gives locals impossibly voluminous, glossy tresses. Now, they are coming together.

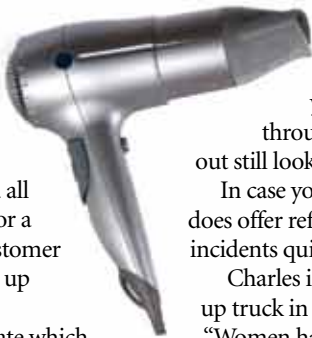
Jon Charles Salon launched its HairStream last December and says it offers all the capabilities of a bricks-and-mortar blow-dry bar; it just brings the stylist to the customer.

It starts with at least three people booking and paying in advance. On the designated day, HairStream's 19-foot Bambi Airstream will arrive with two stylists and all the necessary equipment for a blow-dry and style; the customer can get a shampoo or show up with damp hair.

Pricing is a flat group rate which Charles says averages \$35 per person. Hair Stream caters to events such as

proms and bachelorette parties, with the tagline "Blowout before you go out."

At the end of May, HairStream had \$18,000 in revenue, with predictions of \$72,000 by year's end. Owner Jon Charles also notes that he has done no advertising for HairStream and books everything through a cell phone and iPad.



"Blow-dries are the hottest thing right now," Charles says.

"The thought is that you should be able to go through a carnival ride and come out still looking good."

In case you're wondering, HairStream does offer refunds when weather-related incidents quickly destroy its handiwork.

Charles is also planning a walk-up truck in downtown Minneapolis. "Women have always wanted blow-dries," he says. "I don't see this trend going away." —*Laura Sievert*



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Competitive Edge

A GROWTH STORY:

Lutsen Resort vs. Bluefin Bay

How two of the North Shore's biggest resorts compete in a tight tourism market.

Lutsen Resort and Bluefin Bay are two of the busiest vacation destinations in northern Minnesota. Both are positioned next to Lake Superior and offer spa services, lakeside dining, and active outdoor pursuits.

Even the businesses' sizes look similar. The Bluefin Bay family of resorts does the most revenue in Cook County. Lutsen's principal owner, Scott Harrison declined to share his revenue, though he confirmed he takes a close second.

Dennis Rysdahl, owner of

Bluefin Bay, explains where the resorts diverge: "Our Surfside property would be more contemporary and high-end than anything they have. And their lodge would be more historic and quaint than anything we have." Harrison, meanwhile, opts to contrast the clientele: "Dennis tends to get the—" he stops to measure his words—"nouveau riche would be a pejorative term, but that's what comes to mind. We tend to get a little more casual and a little bit older audience."

These are not rivals in the strict sense of the word, but more like competitive siblings. This explains why Harrison and Rysdahl partner on community projects designed

to grow tourism. The pair helped forge the Cook County Visitors Bureau, a 2-year-old organization with a mission to market the county and create special events for the shoulder seasons of spring and late fall. Next up, they're working to secure capital funding for upgrades at Lutsen Mountain, which serves both properties. They also have played golf together.

The stakes are high:

Tourism comprises 80 percent of Cook County's economy. "We spend a lot of time together," confirms Harrison. "We think about how to lift the tide and all the boats riding the tide."

—Christy DeSmith



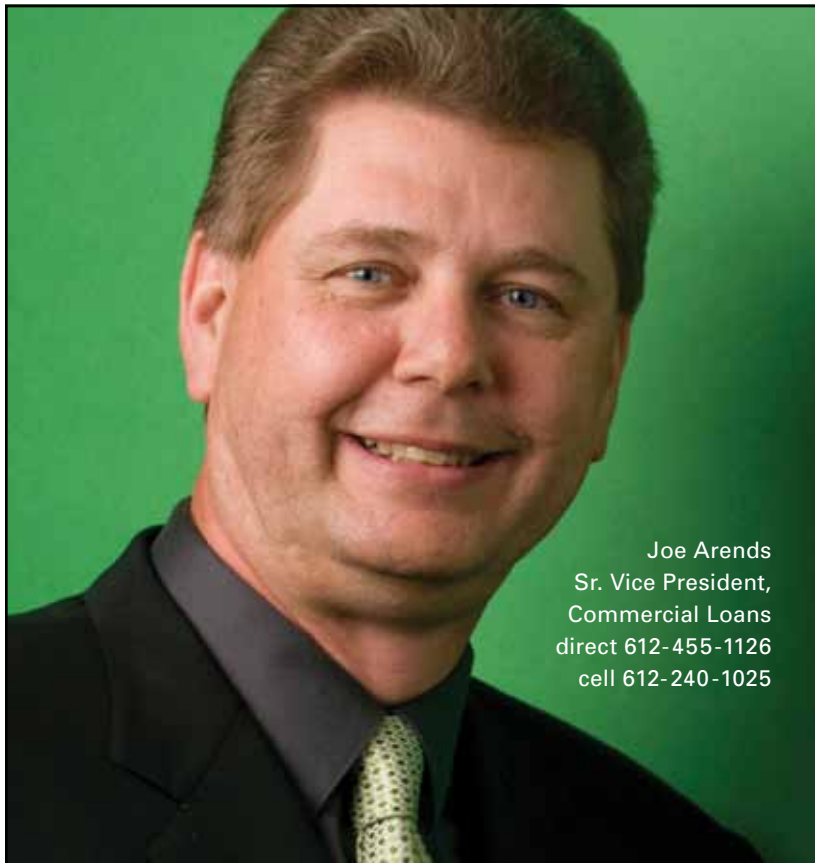
	LUTSEN RESORT	BLUEFIN BAY
Founded	1885	1984
Rates	\$59-\$555 per night	\$79-\$550 per night
Employees during peak	135	150
Lodging units	198 (6 properties)	160 (3 properties)

THE

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- **Founder Richard Schulze left the Best Buy board as rumors** swirled that he planned to launch a takeover of the company. At its annual meeting, shareholders approved an initiative that raised the level of stock needed to initiate a "change of control."
- **General Mills announced its opposition to the state ballot** initiative that would constitutionally preclude same-sex marriage.
- **Locked-out Crystal Sugar workers again rejected** a contract offer, in what has become a nearly year-long labor dispute.



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Steam Engines: Back To the Future

The U is involved in an effort to rebuild a 1937 steam engine as a green energy game-changer.



The 1937 steam engine after and before (right) its makeover.

Few would assume that acquiring a rusting 1937 steam locomotive from a museum in Kansas represents a step forward for clean energy. But a collaboration between the University of Minnesota's Institute on the Environment and the nonprofit organization Sustainable Rail International (SRI) suggests the future is in steam.

The effort, Coalition for Sustainable Rail (CSR), made cosmetic upgrades to the locomotive and will transport it to Minneapolis to be retrofitted to use new fuel technology being refined by U researchers.

The new tech involves torrefaction, which creates dried wood compressed

The locomotive will "significantly out-accelerate" diesel locomotives.

into pellets the size of hockey pucks, also known as "biocoal"; it's said to have the same energy density as traditional coal but contain no heavy metals and produce less ash, smoke, and volatile gases.

"And since the tree, as it grew, sequestered carbon, it's actually net carbon-neutral," says SRI President Davidson Ward.

CSR plans to have the converted



train ready to roll in three to five years. Ward says his group is in the major fundraising phase for the \$5 million-plus project.

The updated locomotive will require on-board regulation of water and



NUMBER CRUNCH

THE BUFFET BET

Area gambling halls attract guests with their extensive (and inexpensive) buffets. But which fare really drives customer counts? We asked Minnesota casinos and card clubs to serve it up.

CASINO OR CARD CLUB	LOCATION	DINNER PRICE	MOST-SERVED ITEM
Black Bear Casino	Carlton	\$11.99-\$17.99	Carved prime rib
Canterbury Park	Shakopee	\$24.53-\$26.77	Roast beef
Fortune Bay Resort Casino	Tower	\$14.95-\$18.95	Crab legs, hand-breaded shrimp, barbecue ribs
Grand Casino	Hinckley	\$12.99-\$22.99	Snow crab
Grand Casino	Onamia	\$12.99-\$22.99	Snow crab
Grand Portage Lodge & Casino	Grand Portage	\$24.99	Crab legs
Jackpot Junction	Morton	\$12.25-\$12.95	Broasted chicken, seafood
Mystic Lake Casino	Prior Lake	\$13.95-\$24.95	Wild rice soup
Palace Casino	Cass Lake	\$12.50-\$20	Wild rice soup
Prairie's Edge Casino	Granite Falls	\$11.95-\$12.95	Broasted chicken
Running Aces Harness Park	Columbus	\$9.95-\$23.95	Crab legs
Treasure Island Resort & Casino	Welch	\$13.49-\$24	Seafood

biocoal levels, and steam will exit the stack just as in the olden days. A second-gen model, built from scratch, would include computerized elements and a condenser to capture and recycle ejected steam, further boosting energy efficiency, says Ward.

CSR anticipates the locomotive will meet federal speed and efficiency targets, operating at up to 130 miles per hour, and the group claims the train will not only



run cleaner and cheaper, but also “significantly out-accelerate” diesel-electric locomotives.

Rod Larkins, special projects director for the U’s renewable energy programs, hears many pitches angling for research dollars. Larkins says he was “frankly a skeptic” about revisiting steam engines, but biocoal was “really what got me interested”—in part because U researchers had already made strides with torrefaction.

The potential is great. Existing coal plants could be converted to biocoal, and power providers have expressed interest in the technology, Larkins says. It could also mean Minnesota jobs: The U is seeking a business partner to build a biocoal production facility in northern Minnesota, which Larkins says could help revive the depressed timber industry. —*Jake Anderson*

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Gone Fishing

A tale of two tilapia farms, right here in River City.

How did Ramsey County suddenly become awash in tilapia? Credit the booming interest in fresh, locally grown food—and an ancient agricultural technology being updated for 21st-century urban life.

This year, Garden Fresh Farms converted a Maplewood warehouse into an indoor urban farm combining fish and leafy vegetables. Next year, startup Urban Organics hopes to have a tilapia operation in the old Hamm's brewery in St. Paul's East End up and running.

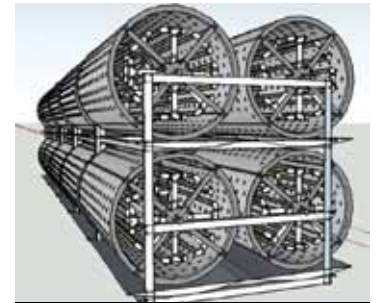
Both startups use aquaponics, a centuries-old technique that combines fish tanks with hydroponic vegetable gardening. The fish are the fun part of the show, but from a business perspective, they're not the stars. The real green from the operations is the lettuces, herbs, and other edible greens that will be fertilized by the tilapia's, um, end product. That said, both farms also will be selling fish, which in Garden Fresh's case also includes rainbow trout.

Garden Fresh co-founder Dave

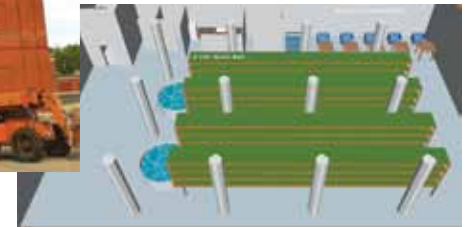
Roeser, whose background is in finance and accounting, sought a way to make use of a 20,000-square-foot building he owned. He became intrigued with the opportunity of urban farming ("People need to eat"), and discovered aquaponics in his research. Roeser also has developed the "orbiting garden," a water-driven greens-growing system that he markets to other entrepreneurs to start their own urban farms.

Urban Organics began cleaning up the old brewery building in March. Built in 1907, the building is owned by the City of St. Paul, which has been trying for years to get a tenant (it ceased brewing operations in 1997). The city was happy to help Urban Organics convert the former Land of Sky Blue Waters into a new kind of water-based business.

Fred Haberman, co-founder and CEO of Minneapolis marketing firm



(Clockwise from above) Garden Fresh's orbiting garden, Urban Organics' tank layout, and scenes from the 1907 Hamm's Brewery under renovation.



Haberman and an Urban Organics partner, hopes that "the bulk of our produce will be going to the grocery stores in Minneapolis and St. Paul"—and not just food coops, but mainstream supermarkets. Restaurants are another desired market.

In the meantime, Urban Organics is getting the six floors of the Hamm's space ready for its finny residents. It's also fishing for more capital.

—Gene Rebeck

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The Collective

Carmichael Lynch's after-work creativity squad is turning heads around town.

The Strategy

Ad agencies are expert in planning and purchasing paid media. But it's far harder for the shops to get press coverage in their own right. Not that agencies don't try, mind you, with methods including public relations, social media, and even viral videos.

Maybe they're trying too hard. After all, Carmichael Lynch cut through the cultural clutter without trying at all, with the Carmichael Collective, a non-client showcase that's a cross between "creativity for creativity's sake" and an "after-school project," according to Dave Damman, chief creative officer at the 200-person Minneapolis-based shop (which declined to give annual billings).

The Creative

The Collective is a company-wide



Projects like this can help loosen up client constraints on creativity.



artistic expression effort, Damman explains, "within and outside the creative department, folks in media, planning, and, believe it or not, accounting." Among its notable creations is the Censorship Towel, which when worn looks like a pixelated blur over a naked body. And some in St. Paul may have noticed the Urban Plant Tags placed in front of everyday objects like street lights, bus benches, and fire hydrants. The tags are similar to the ones found in bedding plants from garden centers. Instead of advising "full sun" however, there are puckyish

instructions like "full shade, blooms at sunset, replace bulbs annually" for a street light, or instructions for strategically placing a no-parking sign.

The idea of the Collective is to take "an everyday occurrence and put a new spin on it," says Damman. "It's observational—opening your eyes and seeing in a different way."

The Buy

If potential clients see Carmichael Lynch in a different way, that's great, say both Damman and agency President Doug Spong. But each insists that's not the

intent. Instead, the Collective was born out of brainstorming how to mark the agency's 50-year anniversary. And instead of limiting it to 50 projects, or time-stamping it to a specific year, it's meant to be an ongoing opportunity to be "unfiltered, without any restraints,"

Actually, the big breakthrough may not come from potential clients, but existing ones, such as Subaru, among others. If clients browse the Collective's portfolio and ask why their own work isn't as compelling, they may allow—or insist that—the after-school project ethos apply to their work, too.

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DINING Tricia Cornell

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Social

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second fiddle.

I was in mid-sentence, waiting for my first meal at Eat Street Social, when the server placed a six-corner sling by my elbow. I picked it up, kept talking, and sipped it without thinking. It stopped me cold. Couldn't even remember what I was talking about. In all my years of dining, I have never been dumbstruck by a drink.

But this cocktail went straight to the heart of what a cocktail should be: sour, yes, but silky, made with Old Overholt, an American rye. It had little notes of bitterness hiding around the edges, created by the Latin vermouth *punt e mes*, and the slightest medicinal—let's say "healing"—edge from a splash of green chartreuse. A single large ice cube, exactly the shape of the glass but just a little smaller, turned unobtrusively as I sipped.

It was perfect. It was the sort of drink that makes one fall silent and then write overwrought paragraphs describing a drink.

My dining companion was worried. Until he picked up his own raspberry ricky—non-alcoholic, but still grown-up—and had a little quiet moment of his own.

After a start like that, dinner had a lot to live up to. While I wouldn't say that it falls short, the food at Eat Street Social plays



ESS's bacon gnocchi carbonara and (inset) its brick-walled dining room.

a very competent second fiddle to the cocktail menu. There are more fine dining flourishes here than at its sister restaurant, Northeast Social, sometimes too many on a single plate.

The tender scallops, a rare duck breast served with polenta, and a duck confit salad were very good. But there's very little on the menu that would call you back. The exception may be the bacon gnocchi carbonara, lush with butter and garlic confit, and saved from an overwhelming richness by bright peppers and (in spring) tangy ramps. It's the sort of thing you swear you could never finish, and then you do.

And after you finish it, order another cocktail, because while Eat Street Social is a great place to eat, it is now among the best places in the Twin Cities to drink.

What Works

The drinks. Every drink. The mix of drinks. Everything about the cocktail menu, from the egg cream to a seductive champagne drink called "The Mistress." It all works.

What Doesn't

The noise level. Eat Street Social has transformed the old Tacos Morelos spot into a richly decorated, vibrant room with a high pressed-tin ceiling. But there is nothing to dampen the sound. After one meal, your ears will be feeling it.

Crosby, Stills and Nash

None of them has released an album in 12 years, solo or otherwise, but who cares? No one goes to a CSN concert to hear something new. That said, early reports from CSN's summer tour have them playing a few freshly penned protest songs, along with the obligatory laundry list of



megahits, as well as a Dylan cover or two. In New Zealand, they even broke out "Suite: Judy Blue Eyes," a tune they hadn't played live for 20 years. **Aug. 6, Orpheum Theatre, 910 Hennepin Ave., Mpls., 612-339-7007, hennepintheatretrust.org**

Showdown

They're just kids, but the students at Circus Juventas are trained by some of the finest circus performers in the world, and their Cirque du Soleil-style show every summer leaves audiences gasping and cheering. No trick is



beyond these kids. This year's show is a Western-themed extravaganza called *Showdown*, which includes the rarely attempted seven-man pyramid—on a high-wire. **Aug. 2-19, 1270 Montreal Ave., St. Paul, 651-699-8229, circusjuventas.org**

Minnesota Fringe Festival

There isn't much to do in the arts world during the first two weeks of August, which is why the timing of the Fringe Festival is so good. An 11-day smorgasbord of theater and dance that features more than 165 productions on 15 different stages, the Minnesota Fringe is one of the largest festivals of its kind in the country, and attracts performers from around



the world. All shows are one hour or less, and most—though not all—of the venues are air-conditioned. **Aug. 2-12, Various locations, fringefestival.org**

Japanese Lantern Lighting Festival

Every year, the Marjorie McNeely Conservatory hosts a celebration of Japanese culture reminiscent of that country's obon holiday. Focused around the Ordway Memorial Japanese Garden, the festival begins with music, dance, food, crafts, taiko drums, and martial arts. It culminates with a beautiful ceremony at dusk, when hundreds of paper lanterns—symbols of souls who



have passed—are floated down the stream to the Japanese Garden pond in commemoration of the dead. **Aug. 19, 3:30 p.m., Marjorie McNeely Conservatory, Como Park, St. Paul, 651-487-8200, comozooconservatory.org**

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MINNESOTA

Plugged In

The best opportunities for **networking** this month.

By Anna Befort

{ August 3 }

Macy's Glamorama

Once again, Glamorama will convene the Twin Cities' creative class for a blowout music and fashion show at the Orpheum and after-party on the eighth floor of Macy's. The evening provides plenty of opportunities to meet and mingle, but if you're feeling particularly lavish, opt for the \$1,000 VIP ticket. It gets you access to a private preshow cocktail reception, premium seating at the show, plus entry to the VIP lounge, where the talent often hangs out (this year's performers include Robin Thicke and Karmin). It's all for a good cause, of course: the Children's Cancer Research Fund. This year's theme is the British Invasion, so expect plenty of songs by British pop icons. **8 P.M., \$60-\$1,000, Orpheum Theatre, Minneapolis, 952-893-9355, childrenscancer.org/glamorama**



{ August 4 }

Humphrey Mondale Dinner

The DFL has held the Hubert H. Humphrey Dinner for decades, but this is the first time the other vice president from Minnesota has had his name on the billing. The event will attract bigwigs from local politics and government—as well as business, law, and other spheres—especially because a major national Democratic bigwig (Bill Clinton) is giving the keynote address. The general admission ticket includes dinner and the chair's reception, but if you want more exclusive access, spring for at least the \$500 ticket, which gets you into the Governor's Reception and ensures premium seats at dinner. **Time TBD, \$125-\$5,000, Minneapolis Convention Center, 651-251-6390, humphreymondaledinner.com**

{ August 4 }

Starkey's So the World May Hear Awards Gala

In the local gala scene, nothing quite compares with the Starkey gala. It attracts big names like Kevin Bacon, Steve Martin, and Will.i.am; ticket prices start at \$1,500; and it's not just one evening but three days of events, including VIP parties at Starkey founder Bill Austin's home and Friday-morning golf at Olympic Hills Golf Club. "It is probably the best, biggest gala for network opportunities," says Fredrikson & Byron Partner Steve Helland. The black-tie/red-carpet gala kicks off Saturday with a 2:30 P.M. VIP champagne reception, followed by cocktails and a silent auction before dinner and the official program, all raising money to provide hearing aids for people in need around the world.

3 P.M. cocktails,
5 P.M. dinner,
\$1,500-\$5,000,
Saint Paul RiverCentre, 866-354-3254,
starkeyhearingfoundation.org/awards-gala-2012.php





{ August 12 }

The 23rd Annual Polo Classic

Supervalu Chief Design Officer Sharon Lessard says this is one August event she'll be sure to attend—as will some 2,500 other Twin Citians who enjoy sipping champagne and watching the “sport of kings” on a summer Sunday afternoon. One of the longer-running charity events in the state, it attracts a diverse mix of corporate sponsors (U.S. Trust, OptumHealth, Ralph Lauren), business folks, families, polo lovers, and people associated with the University of Minnesota Equine Center, which benefits from the event. New this year is a VIP tent with a soundstage, plus a classic car show featuring more than \$20 million worth of cars. Luckily, the price tag for entrance is much more reasonable: **11 A.M. gates open, 2 P.M. polo match, \$25, \$30 (for VIP access), Twin City Polo Club, Maple Plain, 651-283-9930, thepoloclassic.com**

{ August 16 }

Minneapolis Institute of Arts Art Perchance

The MIA hosts a gala party every year, but this is decidedly not it: Art Perchance is more like a relaxed outdoor carnival—think games, drawings, henna tattoos, and live music. Of course, it's still an MIA event, so the carnival games are played not for tacky stuffed animals but for a chance to win artwork. “[The MIA does] everything beautifully and you can expect to see many business leaders there,” says Susan Eilertsen, a strategic communications and branding consultant. While admission is free (in conjunction with the MIA's Third Thursday), several levels of patron tickets come with special perks, including a private artist reception and a VIP lounge. **5 P.M., free–\$500, Minneapolis Institute of Arts, 612-870-3000, artsmia.org/art-perchance**



TICKET ALERT

- If you don't have tickets for the Saint Paul Chamber Orchestra's September 7–9 opening nights yet, mark your calendar for **August 13**, when single tickets go on sale for the 2012–2013 season. **651-291-1144, thespc.org**

{ August 20 }

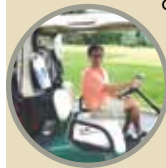
27th Annual TwinWest Golf Classic

You don't have to be a TwinWest Chamber of Commerce member to take part in this golf outing, nor do you have to assemble your own foursome. In fact, signing up and getting placed in a foursome could be a great way to make new contacts. John Colbourne, former regional president at Wells Fargo Bank, says this is one event that's on his radar for August. “I want to make sure that we're out supporting our chambers,” he says. **11:30 A.M. registration, 1 P.M. shotgun start, 4 P.M. par-3 shotgun start, \$85–\$199, Medina Golf & Country Club, 763-450-2220, business.twinwest.com/events**

MORE GOLF

• August 6: Raise the Roof Golf Tournament

Twin Cities Habitat for Humanity's 17th annual golf tournament is good for networking, but it fills up quickly: There's only room for 32 foursomes, many of which go to corporate sponsors such as General Mills.



12:15 P.M. check-in, 1 P.M. shotgun start, \$1,500 for a foursome, Minneapolis Golf Club, 612-305-7108, tchabitat.org/golf

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Landmark Lunches

Top Twin Cities architects share their favorite buildings and offer their suggestions for a leisurely lunch nearby.

By Melinda Nelson

Rosemary McMonigal, AIA McMonigal Architects

Minnesota State Capitol

"If you haven't been on a tour of our iconic state Capitol building since a school bus drove you, it's time to visit and appreciate this rare architectural treasure, designed in 1905 by architect Cass Gilbert. See the beautiful and historic spaces, materials, ornamentation, and vast art collection. Once you leave the Capitol, stroll to Meritage, one of my favorite restaurants. Enter through the 1915 Hamm Building, and stop to admire one of Minnesota's



The Minnesota State Capitol

finest lobbies, with its fantastic original terra-cotta detail. I love the corner window table in the bar, where you can watch the street action, see crepes being made, and enjoy the crowd of business folk, visitors, actors, and musicians from the Saint Paul Chamber Orchestra."

Minnesota State Capitol 75 Rev. Dr. Martin Luther King Jr. Blvd., St. Paul, 651-296-2881, mnhs.org
Meritage 410 St. Peter St., St. Paul, 651-222-5670, meritage-stpaul.com

Tim Quigley, AIA Quigley Architects

Lakewood Memorial Chapel

"Until about 15 years ago, I'd never been inside the Memorial Chapel at

Lakewood Cemetery, but upon entering the diminutive stone building, I was instantly transported to another world. It was reminiscent of Byzantium, [and had] Arts and Crafts tile mosaics covering every surface. It was both breathtaking and unexpected. The chapel was designed in 1910 by architect Harry Wild Jones, who modeled it after the Hagia Sofia in Istanbul. While you're at the cemetery, visit the new, equally fantastic Garden Mausoleum and Reception Center designed by Joan Soranno and John Cook of HGA Architects and Engineers.



Afterward, have lunch at the Tin Fish in the Lake Calhoun Pavilion, where you can enjoy mahi-mahi tacos or fish and chips, plus a cold beer, on the patio overlooking the lake."

Lakewood Memorial Chapel 3600 Hennepin Ave., S., Minneapolis, 612-822-2171, lakewoodcemetery.com
Tin Fish 3000 Calhoun Pkwy. E., Minneapolis, 612-823-5840, thetinfish.net

Tim Alt, AIA Altus Architecture + Design

Riverside Plaza

"Ralph Rapson's 1973 Riverside Plaza is a work of architecture that evokes strong opinions, both positive and negative. I like it and encourage others to look at it more closely, now that it's going through a significant restoration effort. As a complex of buildings, it's a composition of sculptural architecture and woven urban spaces. The variety of scale and form of the buildings create a collage that's reinforced by the dynamic colors as a bold expression of De Stijl architecture animating the skyline. Riverside Plaza represents the



The Memorial Chapel at Lakewood Cemetery was modeled after the Hagia Sophia in Istanbul.

optimism of urban design and high-density housing. The project is not just an object—it's both urban space and bold architecture. Thus inspired, head over to Republic at Seven Corners for a Thousand Hills Chicago dog with fries and a pint of locally brewed



Harriet West Side IPA, and toast to the spirit of Rapson."

Riverside Plaza 1610 S. Sixth St., Minneapolis, 612-338-8925, shermanassociates.com/riversideplaza
Republic 221 Cedar Ave., Minneapolis, 612-338-6146, republicmn.com

Andrea Swan, AIA Swan Architecture

Basilica of St. Mary

"The Basilica of St. Mary moves and inspires me. I respect its architectural and historical relevance: It was the first basilica in the United States, designed by French architect Emmanuel Masqueray in the Beaux Arts style. I'm always awed by its scale—large enough to host many, yet still intimate, like a house. I love the basilica's urban context, nestled adjacent to one of the city's busiest intersections, and a stone's throw away from vibrant parks and restaurants. I also appreciate how the basilica has become a center for cultural events. The annual Basilica Block Party draws people



from all walks of life to join and celebrate current music. After visiting the basilica, head north to the new Oceanaire on Nicollet Mall. I'm rather in love with it—the decor, the ambiance, the service, and, of course, the food. For anyone who loves oysters, I suggest the

Barnstables—they're as divine as the basilica."

Basilica of St. Mary 88 N. 17th St., Minneapolis, 612-333-1381, mary.org
The Oceanaire Seafood Room 50 S. Sixth St., Minneapolis, 612-333-2277, theoceanaire.com

Steve Nordgaard, AIA TEA2 Architects

Foshay Tower

"I've always had a soft spot for the Foshay Tower. One of my early childhood memories is of driving with my parents while listening to WCCO as the announcer broadcast the weather from 'the top of the Foshay.' Designed by Magney & Tusler for Wilbur B. Foshay in 1929, the Foshay was the first skyscraper west of the Mississippi and the tallest building in Minnesota from 1929 to 1971. From a contemporary perspective, the tower's reincarnation as the home of the W Hotel is a nice example of adaptive reuse. Who doesn't love an iconic building paired with a great steakhouse? Visit the 30th-floor observation deck and then indulge yourself, Wilbur Foshay style, with a delicious, bone-in tenderloin at Manny's."



W Minneapolis—The Foshay, 821 Marquette Ave. S., Minneapolis, 612-215-3700, starwoodhotels.com
Manny's Steakhouse 825 Marquette Ave. S., Minneapolis, 612-339-9900, mannyssteakhouse.com



The Foshay Tower



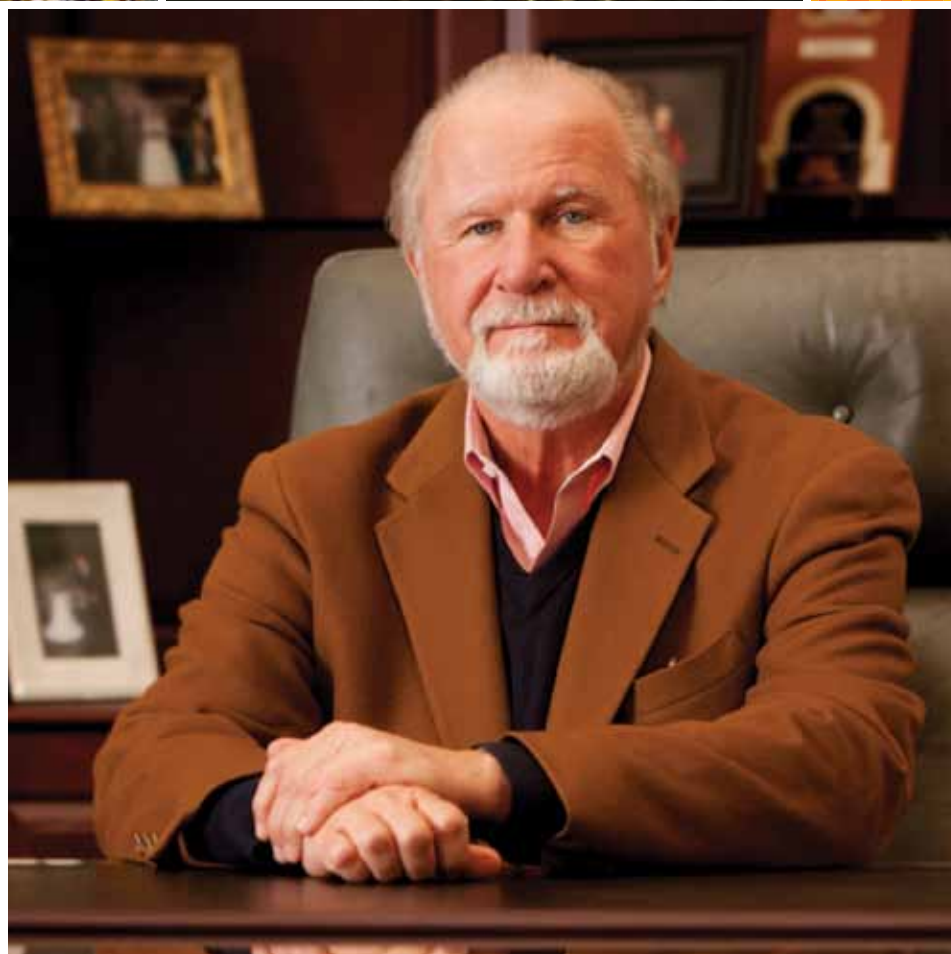
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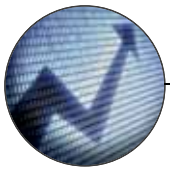


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Business Optimism Dips

After a strong start to the year, Minnesota executives enter the third quarter cautiously.

More charts detailing the results from the Quarterly Economic Indicator survey are on pages 28 and 29.

Business leaders from across Minnesota in late June expressed a 30 percent drop in overall optimism about business conditions here, according to *Twin Cities Business*' most recent quarterly economic indicator survey.

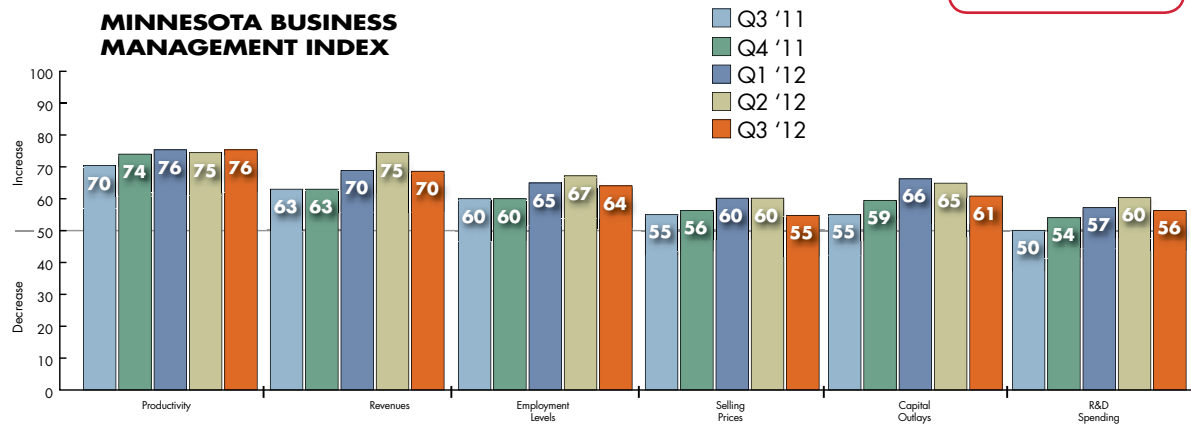
While 33 percent of leaders polled said they believe that business conditions in Minnesota would improve during the third quarter (July through September), that level of optimism compares with 50 percent of respondents who entered the second quarter anticipating better times ahead.

The change in sentiment follows three consecutive quarters in which optimism had increased, and appears to be due primarily to factors beyond Minnesota, such as the European debt crisis. Of the 490 business leaders participating in the June survey, only 25 percent said they believe the national and global economies will improve during the third quarter—a 50 percent drop in optimism, compared with their outlook heading into the previous quarter.

“We thought this would be a good year financially,” one respondent wrote, “but with the euro crisis, things are not looking that good.” Others expressed similar thoughts, including this: “Economic conditions are weakening as a result of continuing global excessive government debt.”

A higher percentage of Minnesota businesses plan to maintain their levels of spending on capital expenditures (57 percent) and research and development (72 percent) this quarter, compared to investment plans during the second quarter.

In turn, a smaller percentage expects to invest more: 32 percent of businesses plan to increase capital expenditures (down from 38 percent in the second quarter), while 20 percent plan to increase R&D spending (down from 28 percent last quarter). Planned investments in capital outlays and R&D had risen in each of the last three quarters.



Percentage of respondents anticipating increases in these areas during the first quarter. Diffusion index view: all responses for “increase,” plus one-half responses for “maintain.”

While overall business confidence in Minnesota is down compared with the preceding quarter, it is still stronger than one year ago at this time.

The 33 percent of respondents who today believe business conditions in Minnesota will improve in the months ahead compare with only 25 percent who expressed such optimism heading into the third quarter of 2011. And the percentage of those who believe business conditions will worsen this summer (15 percent) is down from 32 percent who felt such pessimism a year ago at this time.

Also compared with one year ago, more business leaders today plan to increase R&D spending (20 percent versus 15 percent in the third quarter of 2011); production levels (44 percent versus 39 percent); and full-time employee counts (35 percent versus 33 percent). (See table on page 28 for Minnesota industries most actively hiring this quarter.) Meanwhile, anticipated layoffs remain low, with 7 percent of respondents expecting to reduce full-time headcount in the next couple of months.

Finding qualified talent remains a concern, with 29 percent of respondents expecting it to become more difficult in the months ahead—the same

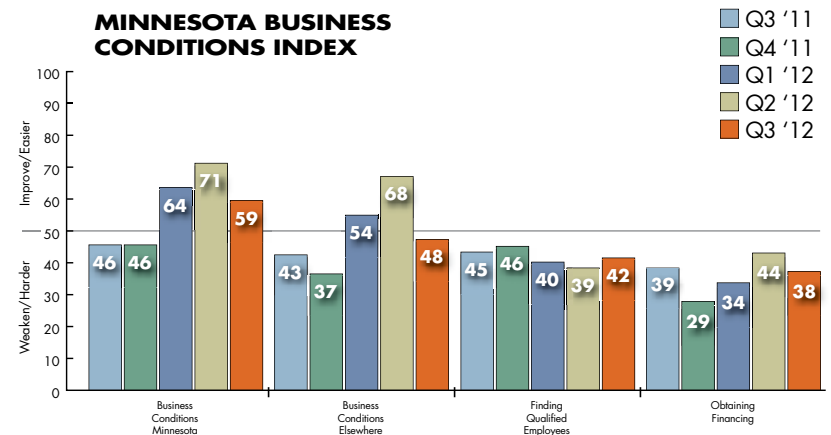
percentage who reported this concern heading into the second quarter. Only 6 percent of respondents believe finding qualified talent will be easier during the third quarter.

Jobs that employers are having the greatest difficulty filling with qualified employees this summer are, with toughest-to-fill first: precision production, part-time, professional/management, information technology, and temporary/contract, according to Grow

Minnesota, a subsidiary of the Minnesota Chamber of Commerce that focuses on job retention and creation.

Grow Minnesota has gathered input from 284 one-on-one business retention visits done across the state since October 2011. It found that 45 percent of businesses plan to increase their workforce in the year ahead, compared with 40 percent that shared such plans during the previous year. In contrast, *Twin Cit-*

Text continued on page 41



Percentage of respondents anticipating increases in these areas during the first quarter. Diffusion index view: all responses for “increase,” plus one-half responses for “maintain.”



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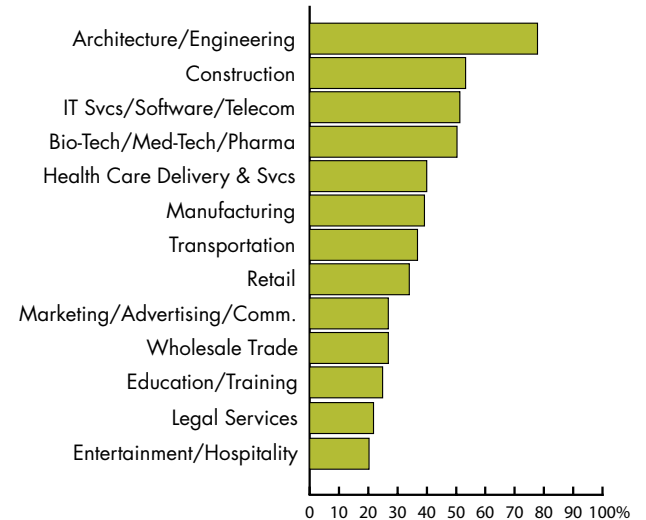
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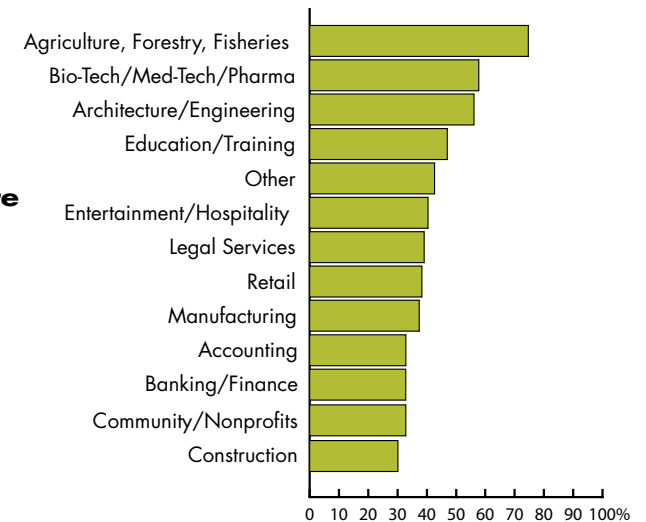
INTELLIGENCE REPORT

Percent of 490 Minnesota Businesses—By Industry—That Anticipate the Following Changes During the Third Quarter of 2012

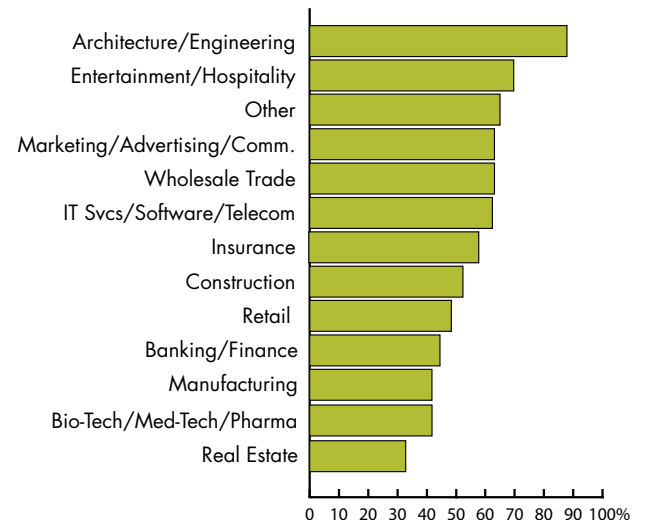
Increase full-time employee count



Increase capital outlays/investments in infrastructure

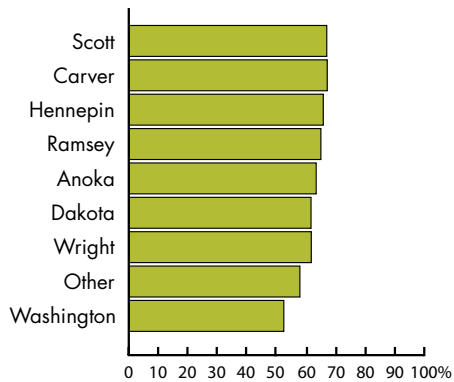


Increase Revenues

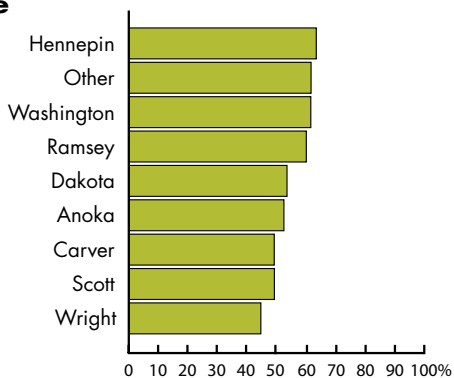


Outlook by County for the Third Quarter of 2012

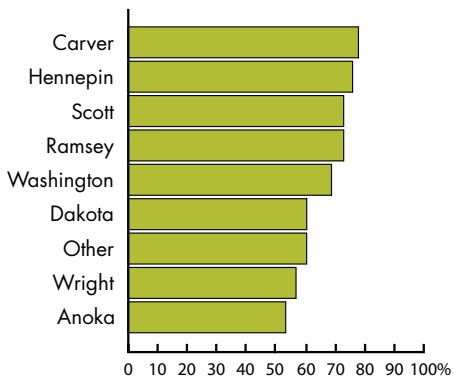
Hiring of full-time workers



Investment in corporate capital outlays/ infrastructure



Corporate revenue



The tables above provide a diffusion-index view: overall responses for "increase," plus one-half of responses for "maintain" from 490 business leaders surveyed in late June 2012.



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7:44
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Who Really Runs Your Business?

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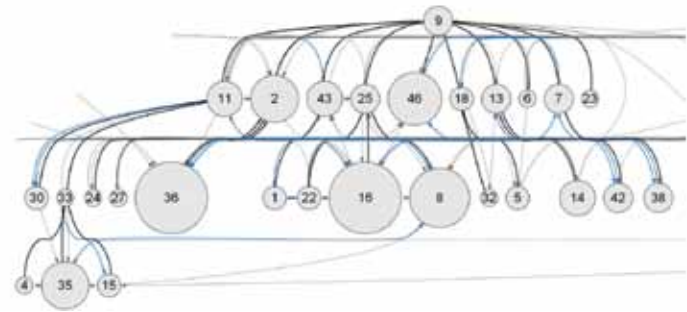
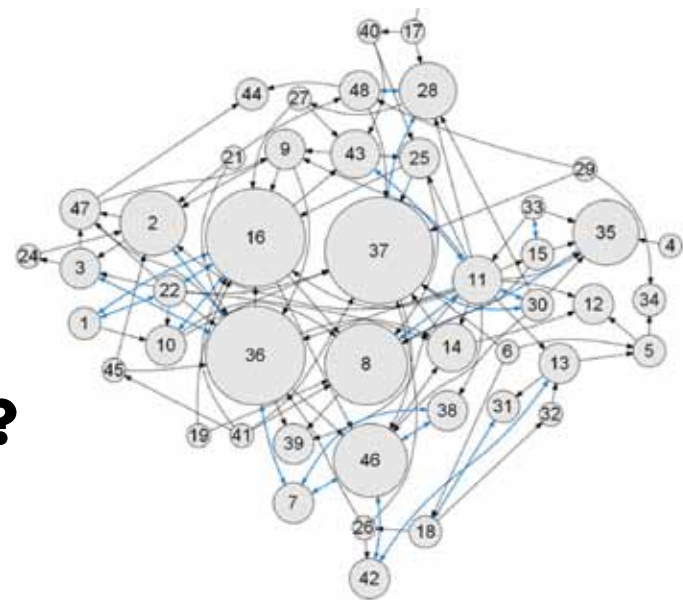
That quiet woman who sits over by the women's restroom? As her manager, you knew she does good work; she doesn't gab in other people's cubes or surf online. You didn't really pay her much attention. Then a consulting firm called Keyhubs reveals something shocking: She knows more about your company's products and customers than anyone else—even you. When your people need help, they turn to her.

"Businesses have social networks—people come together and they forge friendships," says Vikas Narula, creator and cofounder of Minneapolis-based Keyhubs. "Business literature will tell

you that that's how work actually gets done—through social networks."

Many managers get this; many others don't. Even those that do often don't have a clear understanding of how those networks function—who has key knowledge, who's the person that colleagues trust and rely on most. That's what Narula and Keyhubs are helping companies understand: how those networks work, and how to marshal them for greater effectiveness.

The idea behind Keyhubs came to Narula while working as director of technology and development for Eden Prairie-based radiology services company Virtual Radiologic. While



Keyhubs' analysis of this company's business unit demonstrates how the people whom employees (denoted by numbers) trust most for help and knowledge (top, with the most "influential" people represented by the biggest circles and most interconnections) aren't necessarily the highest in the company hierarchy (below).



SARA JORDE

Keyhubs creator and co-founder Vikas Narula couldn't find software that shows how influence flows through a company. So he developed his own.

there, he pursued an MBA at Duke University. He worried that Duke "would teach me all the dumb ways to make decisions that some managers I'd worked under had made. After all, they all went to really fine business schools," he says wryly. To Narula's happy surprise, Duke's program turned out to be less tradition-bound. Among the ideas he encountered was that of informal networks. "A light bulb went on," he recalls.

Narula hunted for web-based tools to map and understand informal business networks, and found none. So working with fellow MBA student Ron Dees, Narula raised some capital and built his own. Response was sufficiently encouraging that he left Virtual Radiologic in 2009 and made Keyhubs his full-time gig. About a third of its clients are Fortune 500s; it also has worked with several nonprofits. Keyhubs' sweet spot, he adds, are "teams of between 20 and 200 people."

In a typical consulting project, Keyhubs conducts a confidential online survey of employees. Keyhubs then takes the results of the survey and generates a "map" that shows how the various employees are connected with each

other. Those with the most connections are "influencers"—the colleagues whom employees most rely on for help and information. In most cases, these influencers are the people who drive much of a business's success.

Narula is by no means an anarchist. "Hierarchies have their place," he says. "But they don't tell you how work is really being done." Managers' decisions can often seem arbitrary; people don't seem to be in the right positions. "The higher up you are in an organization, the less you know" about influential people lower down in the hierarchy, Narula says.

Why is this information important? For one thing, it can help a business reorganize itself for greater effectiveness. "Companies are always trying to change, evolve," Narula notes. "But a large percentage of change projects end up falling flat. They get all the processes and procedures in place, but they kind of forget about the people element." Another use is succession planning—who's really the best person to take over a top management spot.

Earlier this year, on the threshold of a reorganization, the Safco office products division of New Hope-based

plastics and metal fabrication company Liberty Diversified Inc. consulted with Keyhubs. Safco Products General Manager Nat Porter calls the Keyhubs report, which was delivered in April, an “invaluable” part of the redesign. Porter says that the report helped him identify the most knowledgeable people in the organization, and has helped him identify “the people I need to get on my side as I implement big changes for our business.”

Porter adds that a company working with Keyhubs should be prepared to hear some things that it might not like to hear. “Some of the people on your top team may be having a negative impact on the business,” he says.

Andrew Gaillard, director of U.S. product marketing for Fridley-based Medtronic, used Keyhubs to assist in reorganizing a company department. He says that the Keyhubs analysis provided a good way for people to learn more about themselves and how others see them in the organization, and how they can improve, particularly in regard to their soft skills. In addition, Gaillard says that Keyhubs’ analysis is making the reorganization more effective because he can leverage the influencers to drive better alignment and excitement around key initiatives and information.

What clients discover, Narula says, is that they discover “the people who are highly connected, highly influential in an organization that they don’t know about or aren’t aware how influential they are.” For managers as well as for their team members, who you know is as key as what you know.

—Gene Rebeck

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SPOTLIGHT

What the Doctor Ordered

VigiLanz's software helps hospitals monitor and manage adverse drug events and hospital-borne infections.

Eleven years after its founding, medical-software company

VigiLanz Corporation is hitting its stride. The chief reason: increasingly tough federal health care rules.

Those rules (many not connected to the legislation recently upheld by the U.S. Supreme Court) are pushing hospitals and clinics to keep closer tabs on how they administer care. VigiLanz's software systems help care providers in a couple of key niches: monitoring adverse drug events and controlling hospital-borne infections. The automated system keeps tabs digitally on patient lab results, the pharmacy's drug dispensation entries, and the other departments in a hospital enter data.

"The system is a listener," says David Goldsteen, VigiLanz's CEO and chairman. "We take data as it flows on a transaction basis when possible, or retrospectively, as it were, as it flows from the health care system." VigiLanz operates on a software-as-a-service model, freeing hospitals from handling the monitoring themselves.

The system also can be customized, not only from hospital to hospital but also from patient to patient. Patients "aren't widgets," Goldsteen notes. "If you have 10 people, you're going to get five different outcomes. So you can't tweak on an assembly line and get predictable change in the future."

VigiLanz grew out of the work of David Klass, the medical director of a large public mental health hospital in Illinois and a self-taught computer programmer. In the mid-1990s, with his hospital under pressure from the state to control prescribing practices, Klass developed a software program to monitor drug dispensation. In 2000, a mutual friend introduced him to Goldsteen, former vice president of medical affairs for emergency services at Health



SARA JORDE

CEO David Goldsteen, a physician and merchant banker, saw an opportunity.

One, an Allina Hospitals and Clinics predecessor.

Goldsteen had shifted careers from physician to entrepreneur and investor; he'd founded Vascular Science, which was sold to St. Jude Medical in 1999. He then started a merchant banking group (which he still operates) that acquired technologies upon which to build companies. Seeing an opportunity with Klass's software, Goldsteen put together VigiLanz in 2001. Klass is the company's chief medical officer; his son Adam is chief technology officer.

Under Goldsteen, the software was reconfigured to make it scalable. The company's first commercial product, the Dynamic Pharmacovigilance system, was introduced in 2004. Two years later, VigiLanz gained its first commercial client, California's John Muir Health System. The tech bust hampered VigiLanz's growth early on, but it also gave the company some time

to improve the software and introduce its Dynamic Infection Monitoring software product aimed at infection prevention.

A bigger challenge was simple market acceptance. Health care providers had no real incentive to shift to a standard method of monitoring their patients' drug responses and infections. Since 2006, that's changed. Federal rules are requiring that providers measure adverse drug events and hospital-borne infection rates. If hospitals and clinics don't show improvement in these metrics, that can shrink reimbursements.

"We have found VigiLanz to be a very intuitive software program to use," says John Russillo, manager of clinical pharmacy services for John Muir, who also praises the company's responsiveness to building new features as needed. "At this point, our pharmacists couldn't imagine not having VigiLanz to aid them in their daily workflow."

All told, VigiLanz's prognosis looks good. Its software boosts providers' "ability to report these data and meet certain metrics and measures that are coming down from the federal government as part of health care reform and get more bang for the buck, so to speak," says Tim Morin, VigiLanz's chief marketing officer. "Manual ways are not productive or efficient, and they put at risk a health care provider or a hospital's ability to get reimbursed."

VigiLanz reports that at the end of 2011, 51 hospitals were running its real-time surveillance systems. This year, it's on track to exceed 100.

—Gene Rebeck

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Cloud Cover

IT firm Atomic Data has boomed by helping clients avoid meltdowns.

There's plenty of talk these days about "the cloud"—those offsite, online data centers where more and more businesses are storing data and running software-as-a-service applications. But for some firms, the cloud can seem frightening, like the mushroom cloud in a 1960s civil defense film.

Turning cloud computing into a solid, money-saving investment for its



CEO Jim Wolford

4,000-plus customers has meant an explosion of business for Minneapolis-based Atomic Data. In May, Atomic Data was ranked 26 on *Fortune's* 100 fastest-growing inner-city businesses; revenues were \$5.5 million in 2010, and it anticipates nearly \$14 million this year.

Since its founding in 2001, Atomic Data has focused on provid-

ing managed services to clients. What this means, CEO Jim Wolford says, is that for some clients, Atomic more or less functions as a company's IT department. In other cases, Atomic handles basic, general functions like server maintenance and desktop support. This frees a company's techies to focus on IT specific to a business, such as application development and database management.

Atomic operates eight worldwide hosting "cloud" facilities that it has designed and built out inside large telecom data centers. It has an office in Los Angeles and recently opened a location in New Jersey to handle its growing number of customers in New York and Washington, D.C. Its D.C.-based clients include officeholders and Emily's List, a fundraising organization for female political candidates.

Wolford thinks that one of the chief reasons Atomic has been booming, both in Minnesota and on the East Coast, is its 24/7 network operating center, which continuously monitors the safety of its clients' data.

The concept of high-touch service in a high-tech field resonates with many customers. "Technically they're fantastic, but maybe even more important is the level of service," Jim Schneider, chief technology officer for Wisconsin-based Health Innovation Technologies. Says Kathy Wetzel, vice president for information technology at Bloomington-based hair care company Great Clips Inc., "I know they're growing fast, but from my perspective, it still seems like a small company. I can call Jim anytime." The cloud never sleeps. **TCB**

—Julie Kendrick



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BY
GREG
BREINING

Capitalist Tools

Two iconic hardware names battle over Linden Hills—a one-hardware-store kind of neighborhood.

Bob Bayers followed his dad Max into the hardware business and worked with him for 30 years before Max passed away in 2007. He keeps a picture of him next to the cash register at the front of Bayers Do it Best Hardware in the Linden Hills neighborhood of southwest Minneapolis.

Great-Uncle Cecil Clark bought the business back in 1923 with his brother-in-law Emil Garbrecht. The structure was built in 1912 to house a neighborhood silent-movie house. There's a reproduction of one

of the movie advertisements from back then framed behind the counter. Toward the back of the store one can still see the proscenium arch.

"My great-uncle Emil was there to show me the ropes. He was doing a lot of the back-room work—fixing windows, that kind of thing," says Bayers, who has worked at the store since the mid-1960s. (His dad began working there in the 1930s.)

In the years since, Bayers has lived and worked in Linden Hills, serving on the board of the local



“We have a whole bunch of people in Linden Hills that shopped our store on Penn. We did not want to lose them to another store.”

Mark Settergren inside his spacious (for Linden Hills) new hardware store on 43rd Street.

business association and the neighborhood council. In 2002 he organized the first 9/11 tribute concert at the nearby Lake Harriet Bandshell.

In 2011, Bayers thought he had a deal worked out, a plan for retirement that would keep him living and working comfortably in the neighborhood. Jerry’s Do it Best Hardware in Edina would buy the newly vacant Linden Hills Co-op building just around the corner and hire Bayers to manage it. Bayers would sell his stock to Jerry’s and sell the tiny old hardware store. He could stay in hardware and work until he retired. For a moment things looked so good.

But his plans dissolved a year ago as Mark Settergren, owner of two nearby Ace hardware stores, swooped in, bought the co-op building and opened a new hardware store, more than twice as big as Bayers’. Now Settergren’s Ace Hardware sits just 30 feet away from Bob Bayers’ back door; they’re practically touching.

In an era where consultants advise competitors to collaborate and find areas of common interest, the Linden Hills hardware war is an old-fashioned cautionary tale. “Eat or be eaten” and “move forward or fall backward” may be business clichés, but as the Linden Hills story makes manifest, they contain essential kernels of truth about how quickly external factors can destabilize a seemingly secure business.

On a recent weekday morning at Bayers Hardware, customers find their goods and queue up at the cash register. “We’re still taking registrations to win a \$1,000 shopping spree in the store,” Bayers tells a woman who came in to make copies. “And if you fill out two, you have a chance to win a Weber barbecue. And we now have the Pantry,” a tiny section that Bayer recently carved out featuring convenience-store grocery items. “You can get milk or something in an emergency.”

Asked about recent events, Bayers is exasperated. “Shock! Never in a million years would I have thought they would have done what they did.

“It was heartbreaking for me because one year ago it looked like my future was set: I could retire here. I just turned 60 in December; I didn’t need this.”

The tale of two hardware stores is a reminder that the world of small business, even in a neighborhood as idyllic as Linden Hills, can be a dog-eat-dog endeavor, a risky business in which service and convenience are king, and history is repaid in pennies on the dollar, if at all.

A Vital Village

Wedged between Lake Harriet and Edina, Linden Hills’ bustling commercial district on West 43rd Street and Upton Avenue South is lined with thriving shops: Great Harvest Bread, the Bibelot Shop, Sebastian Joe’s Ice Cream, Clancey’s Meats and Fish, Creative Kidstuff, Dunn Bros coffee, Heart of Tibet, and Tilia restaurant. This heart of the neighborhood is almost



Bob Bayers, holding a photo of his father Max, deep in the recesses of Bayers' Do it Best Hardware on Upton Avenue South in Linden Hills.

"Shock! Never in a million years would I have thought they would have done what they did," says hardware man Bob Bayers.

like a small town within the city. "People often refer to it as 'the village,'" says Betsy Hodges, who represents southwest Minneapolis on the City Council. "I live in the neighborhood, and off and on I say, 'I'm going to go into town.'"

As small towns go, it's richer than most. The median household earns more than \$80,000 a year. There are two homeowners to every renter. Nearly 90 percent of residents are white, and most have college degrees. You get the idea—prosperous, civic-minded.

It is a population with a possessive sense of the place they live. Hodges laughs. "People are very passionate about their neighborhood in Linden Hills."

Case in point: Mark Dwyer, a former president of the Linden Hills Business Association, proposed a five-story mixed-use building—offices, commercial space, and condos—on "Linden Corner" in the center of the commercial district, two stories higher than code allows.

Linden Hills lit up. "I got over 2,000 emails," says Hodges. "It was more of a stir than anything has created in my six years in office, certainly than any local project. I got more emails about that than I did about the [Vikings] stadium."

Hardware By the Numbers

	Bayers Do it Best	Settergren's Ace
Retail space (square feet)	less than 4,000	8,000
Employees (full and part time)	5	15
Unique goods	Grocery, incl. Real Soda	Live bait, Craftsman tools

Surprisingly, she says, supporters were nearly as numerous and just as vocal as opponents. Where opponents, including Hodges, saw a development too massive to fit the neighborhood aesthetic, proponents saw an opportunity to add vitality to the business district. And neither side was shy about voicing its opinion. Says Hodges: "Welcome to Linden Hills."

A new hardware store edging into the business district didn't cause as much commotion, Hodges says. For one thing, it was a commercial use in a commercial district. Second, what really worried people was not competition, but the prospect of a major building in "town" sitting vacant. "Every time I would go to the co-op in its new location, every time I would walk into Clancey's Meats, or every time I would walk into Wild Rumpus [bookstore], the question from neighbors as well as business owners was always, 'What's going in at the co-op?'"

But Mark Settergren's new hardware store did confuse loyalties. Bob Bayers has been a part of the community for decades. Even a year later, says Hodges, "I alternate between them. That has been my solution."

The Bidding War That Wasn't

The story began in September 2010, when the Linden Hills Co-op vacated the building on West 43rd it had rented from David Luger for bigger digs at 3815

Sunnyside Avenue, closer to France Avenue and Edina.

That left Luger with an empty supermarket-style building in the heart of a pedestrian village. He offered it for rent. He considered splitting it into multiple units. Soon it became apparent selling was the best option. He fielded 13 inquiries, including three from hardware stores, which led to two offers.

First was Frattallone's Ace Hardware, which owns 18 stores in the Twin Cities. As he talked to them, Luger realized what works in the neighborhood hardware business these days: a combination of Home Depot variety with neighborhood service. "I think that's why we're seeing success with these larger hardware stores in the neighborhoods," says Luger. "It appears that that sweet spot for a hardware store in today's market is around 10,000 to 14,000 square feet, ideally."

Bayers' store is less than 4,000 square feet. "That [size] hardware store can't serve the public anymore," says Luger. "In fact, Settergren's had a huge customer base in Linden Hills [with its store at Penn Avenue and West 54th Street] because they have a larger hardware store about 10 blocks from Bob. Bob was just too small."

Another suitor, Jerry's Do it Best Hardware in Edina, had worked out the deal with Bayers to manage a new store. But the offer was fraught with what Luger calls "inconsistencies." Come back with a cleaner proposal, he told them. But he didn't hear a word for two weeks.

In the meantime, Mark Settergren came in with a "very straightforward" offer. "They were serious about

it,” says Luger. Settergren paid Luger \$1.5 million and closed on the building June 22, 2011.

Bayers says he had been approached by Frattalone’s, who asked if he would be interested in a buyout and working for them. But Bayers decided to try to strike a deal with Jerry’s Do it Best instead. “It would have been a natural fit,” says Bayers. “That’s the main reason it was looking so good a year ago for me.” It’s a decision he would regret, because Jerry’s balked at Luger’s asking price. Meanwhile, Settergren swooped in and bought the building.

“It’s clearly a good fit,” says Luger. “I have to say that I hear 100 percent positive support for it. We all feel kind of bad [about Bayers]. But you know, life goes on. I felt bad that the co-op went. A lot of people did. Life changes. You don’t always know how it’s going to change. You either grow with it and go with it, or you stagnate and die, I guess.”

At least one local businessperson seems to agree. “This is a capitalist society, so we use our dollars to vote and we go to the place that we feel benefits ourselves,” says Becky Hanson, president of the Linden Hills Business Association. “But as far as two businesses going side by side that are competitors, I don’t think that is unusual in this marketplace. I assume that Mark was doing for his business what he felt was necessary for his business. Otherwise, why would he pay that much money for a building?”

Besides, Settergren’s arrival allayed fears of a gaping commercial hole in the area. “We had the loss of a flagship business,” she says. “The building remained vacant for about a year. That definitely had an effect on everybody. And then once the space got filled, we got a couple of destination restaurants, like Tilia and Naviya’s [Thai Brasserie] and the new Harriet [Brasserie]. I would assume 2012 compared with 2011 will be trending up. I feel good about it. I think it’s been long enough that the tension isn’t there anymore.”

She acknowledges that Bayers might still feel tense, however. “I would think so. He was obviously hurt by it,” she says. “That’s the way it goes in business. Bookstores right now have to compete with the Kindle—you know what I mean? You have to reinvent what you do or you’re not going to have a place in the marketplace. That’s the way it is.”

Everything’s Sunny In Linden Hills

Settergren had heard about the empty co-op building for sale when one of his customers told him two other hardware stores had bids on the building. “We have a whole bunch of people who are living in Linden Hills that shop our store on Penn and have been after us for

15 years to come down here and open up a Settergren Hardware,” Mark Settergren says. The big thing, too, is that we did not want to lose [those customers] to another store because Frattalone or somebody else would have moved in here with a great big hardware store, giving these people what they’ve been looking for.”

After gutting the old co-op, installing new flooring, shelving, and lighting, Settergren opened his Linden Hills location in October. It’s his third Ace hardware in south Minneapolis, each barely more than a mile apart. “I’m the fourth generation,” he says. “My father is still working. My kids are working.” Settergren gives the impression of a man with a plan. “Every morning’s busy!” he says.

On a sunny summer morning, the rakes, wheelbarrows, and inflatable swimming pools are on display outside the store. An Hourcar Prius is parked in the lot next to the store, recharging and available to rent. People pass by, and Settergren calls to many by name.

“I can say right now that our business is awesome. We’ve had so many people thanking us that we’re here,” Settergren says. “Our business here is above what we thought it was going to be,” though he declines to offer any figures. According to Ace, its average store is 9,300 square feet—about the size of Settergren’s in Linden Hills—and averages about \$2 million in annual revenue.

He wants to re-create the atmosphere that’s worked so well for him. When he ran Settergren Hardware and Variety with his father at the other locations, they sold toys, toiletries, sewing supplies, even greeting cards. “I love having the whole family and the kids come in. I have something for the kids, the mom, and the dad. Live bait—that’s been awesome. It’s just some of that fun stuff that we’ve been able to do that makes it that small-town hardware feel.”

Settergren erected a book-exchange box by his parking lot. On Fridays and Saturdays, a mini-doughnut stand appears. On Sunday, Settergren and Tilia down the street sponsor a neighborhood farmers’ market. “It’s going to be great for the community,” says Settergren.

Was it an obstacle that Bayers Hardware store already operated on the adjacent block?

“We tried to make that right,” Settergren says. “We offered a buyout. Didn’t go too well; he wanted us to hire him, and we just didn’t have a spot for him. We offered to buy out merchandise, pay his rent for two months, hire his two employees, let him clean it out, and try to do something else with the building. That’s what our goal was. Morally we feel comfortable with our decision. We were family friends for years.”

The Garden Gloves Come Off

It’s not clear whether that friendship has survived. “When the building became available, I thought, I’m turning 60 and I don’t have a million and a half

dollars to invest,” says Bayers. When he sat down with Settergren to discuss some kind of buyout, “I was insulted. They wanted to give me a pittance from what little they would buy from me.”

Bayers’ take on Settergren’s arrival is blunt and unambiguous. “They are taking from me. They are trying to put me out of business. And I’ve had to go back and make arrangements, finance-wise, to keep this boat floating. You know, my family said it would not be right for me to roll over at this point. My dad didn’t raise me that way.”

Bayers leads a tour of his hardware store, a warren of rooms large and small, with a dark basement excavated long ago beneath the existing building.

“We decided we had to have something to attract new customers, or to continue to keep our customers. We opened this former storage area and converted it into sales.” He outfitted the space with used fixtures and shelves. He speaks with pride, but to an outside observer, the expansions look like small pockets of subterranean space with a bit of merchandise.

He opened the Pantry a month after Settergren’s moved in, hoping to attract customers who missed the convenience of a neighborhood grocery. He polled his Linden Hills customers and found they wanted not only eggs, but cage-free eggs, so he stocks those as well. And “the best cheese curds in town.” Perhaps the biggest hit has been Real Soda, 60 flavors in glass bottles that Bayers sells in four-packs for the price of three.

“We’re having a great time of it,” he says. “That’s been a great boost to business.”

But in Bayers’ view, the success of the Pantry doesn’t solve the basic dilemma. “Unfortunately, right now we’re taking business from each other. He says his business this year is down from previous years, due to a combination of competition from Settergren’s and the after-effects of a disastrous winter (for lawn and garden stores) in which no snow fell. “I don’t think in the long run there’s enough business to support two hardware stores, going forward, for the next decade.”

What’s the future if there’s not enough business to sustain two stores?

“I guess the future is what the neighborhood, the people that we support perceive as where they want to shop—whether they want to shop with the guy who has been there, serving the community, served on the business association, served on the neighborhood council.”

Then a customer clutching a few items steps to the cash register. Bayers rings up her purchase and bags the goods.

“Do you need help carrying that to your car?” he asks. “By the way, we’re still taking registrations for a \$1,000 shopping giveaway. It’s a well-known fact that if you don’t register, you can’t win.” **TCB**

Greg Breining is a St. Paul writer. This is his first TCB byline.

“We tried to make that right,” Settergren says. “We offered [Bayers] a buyout. Didn’t go too well.”

Continued from page 26

ies Business' last four quarterly surveys found an average of 35 percent of respondents who plan to increase their workforce in the months ahead.

Grow Minnesota also found that more than 70 percent of leaders willing to share such information expect sales will increase this year (compared with an average of 50 percent recorded through the last four quarterly *Twin Cities Business* surveys), while 60 percent forecast increased profitability.

Minnesota industries that expect profitability to grow the most, according to *Twin Cities Business*' survey, are banking and finance (41 percent of businesses responding from this sector expect an increase); marketing/advertising/communications (41 percent); architectural/engineering (33 percent); and education and training (29 percent).

Industries with the highest percentage of leaders saying they'll see a drop in operating profit margins this quarter are utilities (50 percent);

OTHER RECENT ECONOMIC INDICATORS:

- New business filings in Minnesota through May were up for the fifth straight month compared with the previous year, according to Minnesota Secretary of State Mark Ritchie. Filings in the first five months of 2012 are up by 17 percent compared with one year ago. Meanwhile, 805 new businesses located outside the state incorporated here during that period, a 3.2 percent increase.
- New-home sales in May rose at the fastest pace in two years, both across the country and here in Minnesota, according to the U.S. Commerce Department and the Minneapolis Area Association of Realtors.
- Minnesota reported a 2 percent, or \$90 million, increase in exports during the first quarter.
- Based on data through May 28, layoffs in Minnesota have fallen to near pre-recession levels, a sign of better times to come for the job market, according to an economic analysis of Minnesota released June 30 by JPMorgan Chase and Company's Jim Glassman.
- Minnesota's economy is just slightly lagging the performance of the national economy relative to real GDP trends over the past decade, according to a review of Commerce Department data by JPMorgan Chase's Glassman.
- Creighton University's Business Conditions Index, which covers the nine-state Mid-America region, found Minnesota's business conditions index slid to 58.6 in June, from 60.2 in May.

transportation (43 percent); wholesale trade (37 percent); and community/nonprofits (33 percent).

Methodology

Twin Cities Business conducts this survey quarterly to provide a look at business planning and sentiment among leaders across all industries in Minnesota. It is the only survey of its kind. Tables on pages 28 and 29 provide more information.

An email link to an online survey was sent to 16,126 Minnesota business leaders in mid-June, and a reminder email was sent the following week to those who had not yet completed the survey. The Minnesota Chamber of Commerce provided some of the email addresses used in this outreach. As of June 28, 490 businesses responded, resulting in a 3 percent net response rate. Of those who responded, 87 percent represented privately held businesses and 13 percent publicly traded ones. **TCB**

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WHICH METRICS WILL MOVE CARLSON?

New Dean Sri Zaheer aims to raise the Carlson School's profile,
and consequently, its rankings.

For all the reflexive, brave talk one often hears in business circles about getting “the right person in the right place at the right time,” the odds against pulling it off are high. And it doesn't get any easier in the border-world of a major university business school, where academia meets and melds with commerce. Amid all the daunting pedigrees and curriculum vitae, and the cross-currents of scholarship and entrepreneurial activity, what, after all, are the precise criteria for “right”?

Doubts and wild cards notwithstanding, the University of Minnesota's 93-year-old Carlson School of Management, presents a picture of remarkably buoyant optimism with the choice of Srilata “Sri” Zaheer. As its new dean, she is charged with, probably first and foremost, taking the school to new levels of visibility and prominence.

The 58-year-old native of Chennai, India—and the first Indian woman to lead a major U.S. business school—has been on the U of M campus for 21 years; most recently she was Carlson's associate dean of faculty and research, and spent nine months as interim dean while working her way through a competition with three external candidates. That process ended with her selection this past March.

Zaheer has the advantage of what feels like near-universal affection from faculty and students. Andrea Gorman, the undergraduate member of the 18-person selection committee gushed to the *Minnesota Daily*, “Students absolutely adore her.” Effusive praise of new top managers and glowing testimonials to their talents

are, of course, standard corporate spin. But even to a jaded ear, compliments thrown Zaheer's way come with an aura of fondness—not a routine expression in the business or collegiate world.

Her ability to “warm a room,” as the best salespeople like to say, was a key consideration for the search committee, who believed for this era the school needs a world-class salesperson, and Zaheer accepts that her primary challenges will be significantly different from her predecessor's.

Metrics of Decline?

Conventional wisdom says the Carlson School has slipped in recent years. Total enrollment—undergrad and graduate—is down roughly 500 students since 2009, to 4,501 as of April. The full-time MBA program is down from 217 to 172. This drop occurred as some less-pedigreed programs across the state saw enrollment climb. No one interviewed for this story expressed particular concern over this phenomenon, and the university points to 2012's incoming class as the largest since the economic downturn.

But there are other worrying notes. Data from *Forbes* 2011 business school rankings showed Carlson MBA graduates saw a far lower percentage of salary gain than many elite business school graduates, while the nearby UW-Madison MBA offered a similar rate of salary appreciation for substantially less tuition [see graphics, page 44].

Carlson looks at the numbers in a more nuanced context. Spokesperson Steve Rudolph points out that many

BY BRIAN LAMBERT



Sri Zaheer is the first Indian woman to lead a major U.S. business school. The 58-year-old native of Chennai, India, has been part of the U of M scene for two decades.

MBA's and Salary Gain

Forbes Rank	School	Gain in annual salary from pre- to post-MBA	
		%	\$ thous.
1	Harvard	191	151
2	Stanford	167	128
3	Chicago (Booth)	185	133
4	Wharton	185	146
5	Columbia	161	122
7	Kellogg	169	115
14	Michigan (Ross)	135	84
19	Michigan State	142	64
28	Carlson	129	67
29	UW-Madison	138	69

Source: Forbes Best Business Schools 2011

of its graduates are “career changers,” more than the typical business school, which has a “deflating effect” on post-graduate salaries. Carlson believes it produces more graduates who pursue careers in the nonprofit sector, also exerting downward pressure on salaries.

Finally, Carlson’s advocates focus on a different metric, one that positions the school in an extremely favorable light. “It’s true that the metrics of rankings are imprecise and subjective. But the ones we care about—the makeup of the student body, graduation rates, placement, and others—have all improved in recent years. The statistic that is most important to us is that 90 percent of students had jobs within six months of graduation,” says retired SuperValu CEO, Jeff Noddle, who chaired the school’s Board of Overseers, and also served on the selection committee.

Moreover, the school’s overall budget actually nudged up 5 percent in 2011, thanks mainly to investment income, gifts, and significant tuition increases. But all agreed that a fresh, concerted marketing effort is in order, hence the motivation to take the school’s story on the road, reaching out to alums, potential students, and faculty.

In fact, the entire suite of Zaheer’s skills might be measured by how well she and her staff move the school higher in the deeply arcane realm of school rankings. To an outsider the metrics used to create a standing of competing schools verge on the ridiculously opaque. At the *Financial Times* alone, there are rankings for program design, teaching methods and materials, faculty, aims achieved, future use, value for money, and international students, to name a few.

Zaheer can spin rankings with the best of them. “According to *Business Week*,” she says, “last year, our full-time MBA program was ranked No. 1 in placement. And this year, I don’t know how we get better than No. 1, but 80 percent of our full-time MBAs have been placed before graduation. Last year it was 72 percent.

“In terms of quality of faculty, we are rated No. 2 of public research institutions in the country, second only to [the University of California at] Berkeley among

public research schools, and 14th in the world. And the things we are doing on social media and big data analytics, hopefully you’ll see something very soon rolling out on that front, are very exciting. We are working with the College of Science and Engineering on a business analytics collaborative. It is fascinating taking all this data available through Facebook, LinkedIn, Twitter, and all these sources, looking for consumer insights. Businesses are struggling with this. We see this as a tremendous opportunity to collaborate with business.”

Noddle notes that the school’s placement success with local companies has also had the effect of dragging down metrics that assign a positive quotient to how far-flung the alumni are. “For our purposes,” says Noddle, “it really isn’t practical to compare ourselves to private schools like Harvard or Stanford”—although as state support dwindles to next to nothing, the Carlson School has little choice but to behave more and more like a private college.

And Carlson’s reputation, if not the platinum caliber of Stanford, Harvard, MIT’s Sloan (from which Zaheer has a degree), or Penn’s Wharton School, is at least a well-buffed silver, with a placement rate that tonier schools have to envy. Generally speaking, the metrics for evaluating ROI on Carlson’s \$76,000 tuition bill are positive, say observers.

The consensus is that the previous dean, Alison Davis-Blake, handed off an institution in solid (post-recession) financial shape, with a fortified faculty and acceptable-to-good interaction with the Twin Cities business community. (She left last year for the same job at Michigan’s lavishly endowed Ross School of Business.) At Minnesota, she whacked budgets, ratcheted up productivity, and expanded the school’s

undergraduate program. But for all her considerable managerial talents, hardly anyone recommends Davis-Blake for her ingratiating personal touch.

Enter the socially adroit Zaheer. “[Carlson] has to be more outwardly focused at this point in its history,” says Judy Corson, co-founder of Custom Research Inc. and a member of the search committee. “It’s a simple fact of life that MBAs must have international work experience. It’s the world we live in.” (International work experience is required for a Carlson MBA.) The hope and expectation is that Zaheer’s Indian

connections, along with her extensive work in Europe, will give the school entrée to a broader range of both student and faculty opportunities. On that last point, she has vowed to use all new tuition revenues for faculty compensation.

Carlson has two international partnership campuses, one in Vienna, and one in Guangzhou, China. It recently closed a campus in Warsaw. Zaheer, who was planning for a May “road trip” to London amid several domestic stops, remains open to additional partnerships, including at least one likely in India, as she barnstorms on behalf of the school, the university and the Twin Cities.

Taking the Show on the Road

“What I really see as my mandate,” she says, talking in her sixth-floor West Bank office, “is getting out and connecting with the business community and the alums, building connections to the rest of the world.” (Barely two weeks after this conversation, she was in London, where she found time to be interviewed by the *Financial Times* and the *Economist*.)

The school’s faculty, programs and student body—the “core,” as she says—are “very strong,” a strength for

“It isn’t really practical to compare Carlson to private schools like Harvard or Stanford.”

—Jeff Noddle, Carlson Board of Overseers

Minnesota Business School Enrollment Trends

BUSINESS SCHOOL/PROGRAM	Fall Enrollment Totals		
	2010	2011	Change
Saint Mary’s University of Minnesota Graduate School of Business and Technology	1,187	1,758	48.1%
Hamline University School of Business	691	748	8.2%
Minnesota State University Mankato College of Business *	2,046	2,200	7.5%
Augsburg College	993	1,002	0.9%
Bethel University	934	942	0.9%
University of St. Thomas Opus College of Business	3,593	3,473	-3.3%
University of Minnesota Carlson School of Management	4,882	4,662	-4.5%
University of Minnesota Duluth Labovitz School of Business and Economics	2,131	2,003	-6.0%
Globe University/Minnesota School of Business	1,892	1,768	-6.6%
St. Cloud State University G.R. Herberger College of Business	3,034	2,829	-6.8%
The College of St. Scholastica School of Business and Technology	885	792	-10.5%

* 2011 total is an estimate • Source: The schools listed above.

Figures include students with business majors or concentrations — both undergraduate and postgraduate.

REPORT CARD

ERIC KALER'S FIRST YEAR

Last summer, Eric Kaler was still learning short cuts around the University of Minnesota campus and polishing his speech for his late-September installation as the school's president. At the time, we talked with people who had both deep personal and professional investments in the school's, and therefore Kaler's, success. Recently, we followed up, asking several of them for an assessment of the president's first year on the job.

"So far, so good, I'd say," says Jim Campbell, U of M grad, former Wells Fargo CEO, interim dean of the Carlson business school, and just about everyone's go-to for board work and sage counsel. "In the early going there were a few things where you could see he was dealing with something that was new to him, and of course the [scale] of the whole operation. But he's done his homework. He's learned very quickly."

Campbell likes seeing "a nice collaborative effort" among Kaler, Chancellor Steve Rosenstone at Minnesota State Colleges and Universities (Mn-SCU), and Brian Rosenberg, President of Macalester College. "That's become the best dialogue those three [institutions] have had in two years."

The year's headline controversy was the sweet-to-outrageous pay package given former President Bob Bruininks. The two parts of Bruininks' deal, which amounted to nearly \$800,000, hit the press as Kaler made the rounds of businesses and legislators, pleading the university's case for appropriations and financial consideration.

At the College of Science and Engineering, Dean Steve Crouch calls Kaler a "significant" change from Bob Bruininks, "and for the better." He adds, "I think it was unfair that he's been saddled with a lot of problems left over from Bruininks, like the business about the pay packages and golden parachutes. He didn't deserve the criticism he took for that. It wasn't fair."

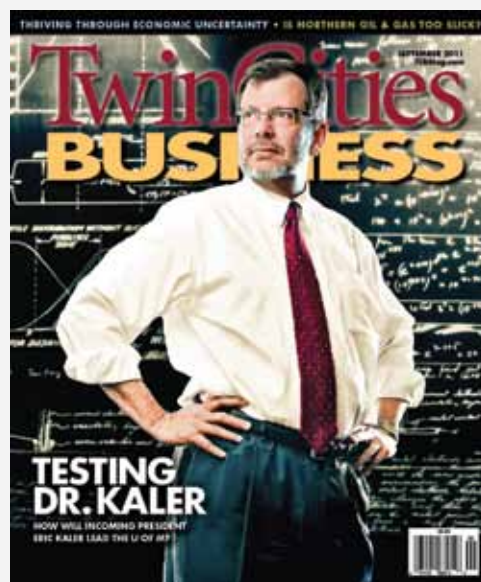
He cautions, however, that Kaler may have set himself up for problems down the line in promising to reduce administrative expenses at the U "every year" of his term.

"The real problem there is defining what exactly is meant by 'administrative.' That needs some defining, which has never been done. But overall, I'm very happy with Eric."

Campbell generally gives Kaler high marks on the pay-package issue as well. "The university is a place of enormous tradition," he explains politely. "There are all sorts of examples of people who leave but never actually leave. The [athletic director Joel] Maturi situation is part of this. But I think by the

way [Kaler] and regents handled that [a new oversight committee will handle extraordinary pay packages from now on] it showed both that he's learning and that he's not afraid to say he's learning."

Like others, Campbell is waiting to see the fruit of Kaler's interaction with the business community.



"I'm still troubled that all models for the future [of the U] are based on more revenue," says former Governor Arne Carlson, who thinks escalating administrative salaries are making tuition unaffordable.

"There [are] a few [major] CEOs he hasn't gotten to know yet. But his interaction with those he has met has been very good. He's an engineer, remember. He has that kind of mind; he's analytical. And that's a good fit with business people."

The University of Minnesota Foundation deals

with local businesses as much as any school on campus. Steve Goldstein, its president and CEO, could not be more pleased with the cooperation he's had from Kaler. "I'm ecstatic," he says. "He promised he'd spend in excess of 20 percent of his time working with the foundation on philanthropy for the university and he's given every bit of that. We can attribute \$34 million in donations this past year to his involvement. That's how much he has his fingerprints on it."

Former Governor Arne Carlson has a reputation for iconoclastic bluntness. He says he's less interested in how well Kaler has done than whether he's getting a grip on what ails higher education. "I'm still troubled by the fact that all models for the future of the university are based on more revenue." Carlson sees that as a corollary to the trillion dollars' worth of debt being piled up by American students caught in a spiral of ever-escalating tuition costs, too much of which, in Carlson's opinion, are going into outrageously cushy administrative salaries.

"My concern is that the university still doesn't seem to have the ability to apply constraints where they're needed." Carlson was not pleased with the spectacle of the Bruininks/Maturi pay packages and rattles off compensation for other prominent public officials "like the [U.S.] secretary of state. Here's one of the most serious, demanding, and exhausting jobs on earth and that person is paid a fraction of what several people over at Morrill Hall are being paid! All while middle-class Americans are losing ground? We don't have a workable model."

He is concerned about the growing phenomenon of high school students ill-prepared to handle college work. (He likes the collaborative work MnSCU is doing with state vo-tech schools.)

Carlson is less confident that the recent pay package oversight is a credible long-term fix and says he is "constantly struck" by the lack of innovation at the university even as so many fresh ideas are being generated by other schools.

Carlson would like to see a separate, empowered consortium of business and education leaders brought together to develop an effective model for education, from K-12 through to the university systems. Despite his strong concerns, Carlson is waiting for Kaler's call. He says Kaler "knows how to reach me."

Though the issues he focuses on are undoubtedly genuine, Carlson is nonetheless an outlier with regard to Kaler's first year. Most reviews are cautiously optimistic, leavened by a heady dose of realism about the challenges ahead. —B.L.

which she is quick to credit Davis-Blake, although it bears noting Zaheer was Davis-Blake's No. 2 during her tenure at Carlson.

What needs attention today, Zaheer says, is fundamental person-to-person marketing. This is in sync with university President Eric Kaler's guidance/admonition to all his deans: namely, to "tell the university's story," selling the school and expanding its brand beyond the region.

Zaheer accepts that she must serve as more of an emissary than her predecessor. "I think it is something that needs to be done. We weren't always seen as welcoming [to] the outside world.

"There is no doubt this work needs my face time. In fact, when I look at my schedule I quickly realize it could suck up 100 percent of my time. I recognize, though, that I can't do this all on my own, which is why I want to recruit the faculty for some of these road shows."

A significant fact: Zaheer says the ratio of private philanthropy versus corporate funding to the school is currently better than 2-to-1. She proffers this as assurance that her outreach to the business community will in no way compromise the school's independent curriculum, another point to which Kaler has expressed sensitivity, as the entire campus seeks revenue substitution for declining state aid.

About More Than Money

"My message to the selection committee was that there is social pressure on us to be a force for good, that we have been perceived [as] punching below our weight."

All but buried in her book-length résumé of degrees, awards, chairs, fellowships, and published papers is Zaheer's youthful interlude as a journalist in Africa and India for a Swiss business publication. Or maybe you caught her in an Indian production of Howard Brenton's *The Education of Skinny Spew*, where she was directed by her husband, Aks Zaheer—who, not coincidentally, is a professor of strategic management and former director of the Carlson School's Strategic Management Research Center.

The two were a package deal when they were lured from MIT in the early '90s—intending to stay "maybe three years, at most," says Sri—and have become,



if legend can be believed, something of a hot ticket on the dinner party circuit. (Three Carlson notables mentioned the recent charity auction where dinner at the Zaheers went for a tasty \$3,800.)

Zaheer and Aks are virtual poster children for international polymaths, both intellectual and cultural: They have been patrons of the Minnesota Orchestra since arriving in Minnesota, and among her subsets of expertise is a specialty in business ethics. She works up an impressive head of steam asserting the existence of a

firewall that seals course work from external influences, and has publicly lamented the myriad ethical failures of "some, not all" business people.

Talking with the U's campus news service shortly after her selection, Zaheer remarked, "Wealth creation is one of the greatest objectives out there. I've nothing against it. But it cannot be done at the expense of weaker groups. It has to be done in a way that is thoughtful and mindful of all the stakeholders involved—in the community and in the firm. This

Zaheer knows that she must serve as more of an emissary than her predecessor: "We weren't always seen as welcoming [to] the outside world."

is a piece that we've lost in [the pursuit of shareholder wealth]."

Judy Corson likes the feel of the fit. The outward initiative, coupled with the encouragement to be more entrepreneurial, will, she hopes, catalyze the school. "I believe the faculty gets excited when they are more involved, which they will have to be."

Both Zaheers foresee a wholly beneficial cycle where "telling our story"/outreach further bolster faculty stature, drawing a wider, deeper range of students, teachers, and philanthropy to Carlson.

"The world of the faculty is extraordinarily competitive," says Aks. "The demands for both research and teaching are very high. Very few who attempt it make the cut. But truly world-class faculty is attracted by world-class faculty. It is not merely a matter of compensation." The implication: Enrollment and ranking will follow.

"I am very excited for Sri," he says. "But then, I'm biased." **TCB**

Brian Lambert is a Twin Cities writer and longtime TCB contributor. He most recently wrote about TCF CEO William Cooper in March.

2012 Entrepreneurs Of The Year[®]

MINNESOTA, WISCONSIN, AND THE DAKOTAS

For the visionary men and women who run growing businesses, the Ernst & Young Entrepreneur of the Year competition is something like *American Idol* (except that everyone who competes actually has talent). In other words, for entrepreneurs, this is a big deal.

The selection of the 2012 Ernst & Young Entrepreneurs of the Year for Minnesota, Wisconsin, and the Dakotas started with hundreds of suggestions, which in turn led to dozens of formal nominations. The panel of judges conducted site visits and interviews, narrowing the field to 25 finalists. From this group, the judges made the difficult decision of choosing this year's eight winning companies.

The stories of the winners and the other finalists—each a successful entrepreneur who has uncovered a distinctive opportunity and driven notable growth—are told on the following pages.

In addition, this year's award recipients include William Cooper, CEO and chairman of TCF Financial Corporation, whose entrepreneurial endeavors were recognized in a Lifetime Achievement award.

The 2012 Entrepreneurs of the Year were honored June 14 at the Marriott Hotel in Minneapolis. They now are candidates for the national Entrepreneur of the Year awards, which will take place in November in Palm Springs, California. Whether or not the Minnesota and Wisconsin winners earn national honors, they deserve your applause.



For more information on the Entrepreneur Of The Year program, contact Christine Evans in Ernst & Young's Chicago office: christine.evans@ey.com, or 312-879-2470.

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CREATING JOBS, CREATING FUTURES

WHY ENTREPRENEURS MATTER—NOW MORE THAN EVER.

Entrepreneurship has never been a “cold” topic, but it certainly has heated up in the past decade, and especially during the Great Recession. With people losing jobs in established firms, many have decided to hang out their own shingle. President Obama continually holds forth on the importance of entrepreneurship and has sought to ease new businesses’ access to federal information in order to foster innovation and job creation. Then there’s all the coverage Steve Jobs’ death received, the ongoing celebrity of Facebook CEO Mark Zuckerberg, and the fact that Amazon founder Jeff Bezos still regularly makes the cover of *Fortune* more than a decade after his affable mug first appeared there.

The fact is, we love successful commercial upstarts. Sure, the vast majority of enterprises founded by entrepreneurs won’t achieve the size and scale of Apple or Facebook or Amazon. That’s not the point. These companies are the job creators of the future. And something else: As Jobs’ career showed, you don’t have to start a business to be an entrepreneur—you can reinvent an existing one.

There’s more to entrepreneurship than job creation, important thought that is. Cheryl Kizer, executive director of the Social Innovation Lab at Babson College in Massachusetts, one of the country’s top schools for entrepreneurs, believes that entrepreneur-



ship represents an opportunity where “people can create their future instead of seek out jobs. So in a time where there aren’t a lot of jobs, people are starting to employ their own human energy and their own desire to make things happen.”

According to Kizer, “the numbers point to the fact that even in the best of situations, there will never be enough jobs in the world to employ the youth that are now inhabiting the planet. Given that, you have to look at how you’re going to create as opposed to seeking out what already exists.”

Kizer describes the entrepreneurial mindset as “cognitively ambidextrous.” To be sure, this mindset includes predictive analytics—making decisions based on what we know about the past. “But that’s not sufficient today, given that we have an unpredictable, ambiguous, unknowable world. At Babson, we talk about ‘creaction.’ That is the notion that you

will take action, you will look at your means at hand, you will assess what you can afford to lose—called ‘affordable loss.’ You will engage others, and you will learn from that, and you will keep creating that process of act, learn, build.”

Entrepreneurs, at their best, innovate and invent. So how can society—the business community, education, and government—stimu-

Three-quarters of 2012 Upper Midwest Entrepreneur of the Year finalists predict double-digit growth in their businesses this year, with nearly a third planning to grow by more than 30 percent. On average, they plan to grow their workforce by more than 11 percent in 2012.

late entrepreneurial endeavors? Doing away with unnecessary regulations can help, of course. Rebecca Reuber, professor of strategic management at the Rotman School of Management in Toronto, another business school known for encouraging entrepreneurship in its students, also points to the need to invest in education, particularly science, technology, and engineering. “We need to keep the educational sector vibrant,” Reuber says. She also suggests that established firms tap younger ones as vendors.

In short, if we’re going to grow as an economy and a society, we need more entrepreneurialism. If entrepreneurialism heats up, “You’re likely to see more of the creative destruction cycle accelerate,” notes Ron Wirtz, editor of the Minneapolis Federal Reserve’s *Fedgazette*, who’s done extensive research on the topic of entrepreneurship in the past few years. “You might actually see a lot more dynamism in the economy. If you’re getting more entrepreneurs, chances are they’re finding more market niches and competing against existing firms—and you might see existing firms with more stress as well.” So, Wirtz adds: “Be careful what you wish for.”

That’s a qualification worth noting. But the bottom line remains: More entrepreneurship is still something worth wishing for.

—Gene Rebeck

Michael and Stacy Gauthier

GAUTHIER BIOMEDICAL INC.

FOUNDED: 2000 • HEADQUARTERS: Grafton, Wisconsin

REVENUES: More than \$20 million • EMPLOYEES: 75

WHAT IT DOES: Designs and manufactures specialized orthopedic surgical instruments

By Suzy Frisch

After five years working as engineers in the health care sector, Mike and Stacy Gauthier saw an opportunity to create better tools for spinal surgery. Doctors operating on patients' spines typically used orthopedic tools for hip and knee replacements, so the pair decided to design a specialized implement.

In 2000, Mike quit his well-paying job, and the couple invested their life savings to start Gauthier Biomedical, moving into a tiny office outside of Milwaukee. With a toddler and a new baby on board,

Stacy continued to work full-time as a clinical engineer while the couple built their startup.

Gauthier Biomedical's first product, which earned five patents, was a ratcheting screwdriver that eliminated the play between the ratchet handle and the shaft, thus offering spine surgeons more precision in placing screws in the spine.

Designing was the easy part. But the Gauthiers also had to find a way into a market dominated by established competitors. Their company also had to vie with exist-

ing patented products and attract the attention of original equipment manufacturers (OEMs). What's more, Gauthier Biomedical had little capital to build up a sales and manufacturing infrastructure.

So they started by winning the business of smaller OEMs. The couple used their earnings to hire a management team, develop a marketing plan, and add more proprietary products. Gauthier Biomedical built a name for itself as a maker of high-quality surgical devices, in time becoming a vendor for much bigger companies including Medtronic, Zimmer, and Johnson & Johnson.

Today, it offers customers the option of purchasing Gauthier Biomedical-branded devices or instruments branded with the customer's name. It makes both custom and general devices for surgeries on the spine, hip, shoulder, knee, ankle, and small bones, or after a trauma. "When we're out on the road, the first thing customers say to us is that we're not the low-priced leader and delivery isn't always the quickest, but they really like the quality, and they can depend on what they get from us," Mike Gauthier says.

Gauthier Biomedical has experienced steady growth since opening for business in 2000, doubling its revenue, number of employees (it now has 75), and square footage every three years. It plans to develop new products for different types of surgeries, as well as devices for minimally invasive procedures.

"We're constantly researching ideas, how to make instruments with much better functionality and appearance," Stacy Gauthier says. "We have new ideas in the works to take us to the next level, and we're always trying to be bigger and better."



The Gauthiers saw an opportunity that big med-tech firms had overlooked. It now is a vendor to many of those companies.

2012 EOY FINALISTS

The following individuals and their companies were also recognized in the 2012 Entrepreneur of The Year competition for their business success.

By Laura Sievert

Angela Bastian and Daniel Bastian

Angie's Artisan Treats LLC

Founded: 2001

Headquarters: North Mankato

Revenues: \$18 million

Employees: 200

The Bastians started making kettle



Angela and Daniel Bastian

corn out of their garage with a single kettle as a weekend-only business meant to teach their children the value of hard work while adding some money to their college funds. After seeking and winning the designation of official kettle corn of the Minnesota Vikings, Angie's began selling outside the Metrodome before games. (The company was profiled in *TCB* as a winner of a Minnesota Family Business Award last year: <http://bit.ly/Lk94fd>.)

Paul Grangaard

ALLEN EDMONDS SHOE CORPORATION

FOUNDED: 1922 • **HEADQUARTERS:** Port Washington, Wisconsin

REVENUES: \$102 million • **EMPLOYEES:** 750

WHAT IT DOES: Manufactures and sells men's shoes through retailers and online



By Suzy Frisch

Paul Grangaard turned out to be the right cobbler for Allen Edmonds Shoe Corporation. Headquartered in Port Washington, a small industrial city on the shores of Lake Michigan north of Milwaukee, Allen Edmonds was founded in 1922. By 2006, when Grangaard joined the board, the company looked all but worn out.

The problem, he says, was that the company wasn't focused on its core consumer base and what those men wanted to wear. The new shoes were an attempt to echo European designs, but they didn't look authentic. The company's stores, too, had a very European look, which was too expensive to build and wasn't where the Allen

Edmonds customer wanted to shop. "Our customer base liked us because we were the great *American* styling company," Grangaard says. Classic American styling, he notes, includes shoes with patterns, such as wingtips, along with stronger soles, rougher leathers, and more rounded toes than are typically found in European designs.

Before taking charge at Allen Edmonds, Grangaard's career had been in largely in investment banking and private equity—his résumé includes stints at Goldner Hawn Johnson & Morrison, Piper Jaffray, and First National Bank of Chicago. He joined the Allen Edmonds board while at Goldner Hawn, which was a majority

investor. "I was in the business of understanding brand building and product differentiation, and I was always fascinated by how people like to present themselves," Grangaard says.

Grangaard became the firm's CEO in 2008. Under his leadership, the company brought back popular classic styles that the company had discontinued. It also updated the styling of its retail stores. Its Minneapolis' City Center store, which opened in 2010, looks like "an updated den in a nice home, an American home," Grangaard says. Encouraged by that store's performance, the company has since opened nine new locations, along with three outlet stores in the southern United States.

In 2011, the company redesigned its website. "Our web business has quadrupled over the past three years," Grangaard says. Overall retail business, including online, is up more than 40 percent this year over last year, which set a record high. All told, sales are up 80 percent since Grangaard became CEO.

The firm will continue its "extreme focus on product," Grangaard says, with new styles designed to appeal to its customer base. Last year, Allen Edmonds began making golf shoes, and it's now working with golf legend Jack Nicklaus to create additional models.

Currently, 90 percent of the company's shoes are made in Port Washington, with the rest (mostly lower-cost items, including boat shoes and other rubber-soled products) made at the company's Dominican Republic factory. Grangaard is happy that the company is walking down the road to success while keeping jobs in Wisconsin. It's a solid foundation for the future—a thicker sole, if you will.



The Allen Edmonds CEO and president has the company stepping forward while keeping one foot in tradition.

FINALISTS

(CONTINUED)

Cheri Beranek

Clearfield Inc.

Founded: 2008

Headquarters: Plymouth

Revenues: \$35 million

Employees: 173

Clearfield, originally called APA Optics, struggled to find success. In 2007, Cheri Beranek was asked to take over as CEO of the firm to establish profitable revenue growth and shareholder confidence. She discontinued some of the company's less successful operations and focused on providing efficient, low-cost fiber optic management equipment. Its customers now include more than half of the small, rural telephone companies



Cheri Beranek

throughout the country. Clearfield's equipment, which manages fiber optic connections from the central office to the customer's premises, can be scaled as large or as small as a customer requires.

Scott Happ

MORTGAGEBOT

FOUNDED: 2001 • **HEADQUARTERS:** Mequon, Wisconsin

REVENUES: \$45 million • **EMPLOYEES:** 110

WHAT IT DOES: Provides online lending software for banks and credit unions

By Ingrid Case

Scott Happ, president and CEO of Mortgagebot in Mequon, a handful of miles north of Milwaukee, has worked in and with banks for his entire career. It's his fascination with technology, though, that led him to build the banking industry's top online lending software provider.

"I'm not a software engineer or someone who can explain all the bits and bytes of software, but I've always been fascinated by the impact technology can have on all sorts of things, including businesses," Happ says. "When the Internet arrived, I sensed an opportunity to help consumers get better information about this really complex thing called a mortgage loan and poten-

tially reduce its cost. We would do what a loan officer would do, but on an automated basis."

Happ joined Wisconsin-based M&I Bank in 1984 and began running its mortgage banking subsidiary 10 years later. Three years after that, "we started incubating some Internet technology designed to help us make mortgage loans over the web," Happ says. The mortgage banking department turned into a little company; M&I spun it off in 2001, with help from venture capital and private equity backing.

Once its software was ready, Mortgagebot started offering mortgages through an online education, application, and approval process. On October 5, 1998, Happ became

its first customer. "I think it was the first loan application that was approved online in the country," he says.

Other banks got wind of Mortgagebot's software, liked it, and wanted to license the software, Happ says: "We said, 'Hey, maybe there's a business in selling the technology platform we built to other banks and credit unions that also wants to begin doing loans online.'"

There was. Mortgagebot exited the loan business and got into the technology business. It now runs its software platform as a service to subscribing banks and credit unions, working with each customer to configure a branded, individual borrower interface and then running that interface on Mortgagebot's software. Clients pay a monthly subscription fee and a small additional fee for each completed loan, Happ says.

Mortgagebot has added about 100 clients each year since its spinoff, for a total of around 1,100 today. Though the client list includes banks and credit unions in a variety of sizes, Mortgagebot's bread and butter comes from smaller community banks and credit unions. All in all, Happ says, about 80 percent of online lenders use Mortgagebot's service.

About a year ago, Canadian financial services firm D&H acquired Mortgagebot, which now employs 110. Happ says that his company's business model isn't likely to change. "There's no reason we can't get to 2,000 or 3,000 customers," he says. "If you're a bank or a credit union and you don't let your customers go online and do what they would do with a credit officer—and customers kind of expect that today—then you're a prospect for us."



Happ's company started out primarily as a mortgage lender. Then he saw the promise of focusing on technology.

FINALISTS

(CONTINUED)

Randy Cortright
Virent Inc.

Founded: 2002

Headquarters: Madison, Wisconsin

Revenues: Pre-revenue (with \$77 million in private investments and \$75 million in industrial partnerships and government support)

Employees: 130

Randy Cortright founded Virent to turn his ideas for replacing petroleum used for fuel and plastics with chemicals derived from plants, using a technology he calls bioforming. At Virent, Cortright oversaw the development of the world's first biogasoline demonstration facility, and the company



Randy Cortright

has signed partnerships with global companies including Royal Dutch Shell and Coca-Cola. Cortright now envisions the development of a full-scale biorefinery to create sustainable fuels for cars and airplanes, as well as plant-based plastics for soda bottles and other uses.

Aaron Jagdfeld

GENERAC POWER SYSTEMS

FOUNDED: 1959 • **HEADQUARTERS:** Waukesha, Wisconsin
REVENUES: \$147.2 million • **EMPLOYEES:** 2,400 • **TICKER:** GNRC (NYSE)
WHAT IT DOES: Manufactures and sells power generation equipment



By Ingrid Case

Aaron Jagdfeld was working for the Milwaukee office of Deloitte & Touche as an accountant when one of the manufacturing firms he audited made him a job offer. That's how he began working at Generac Power Systems, a stationary generator manufacturer in Waukesha, Wisconsin. He worked his way up to CFO and in 2006 helped the company's then 82-year-old owner sell Generac for \$2 billion to CCMP Capital, a New York-based private equity firm and J.P. Morgan offshoot. Two years later, at age 36, Jagdfeld was named Generac's CEO.

"It was a fair leap of faith," Jagdfeld says. "The firm wasn't doing well and I was young. Becoming

CEO was both a great test and a great testimonial. They were confident that I could do the job, and that bolstered my own confidence."

That's how Jagdfeld found himself both the CEO of a 50-year-old company and an entrepreneur. Generac had products, but sales were flat. What Jagdfeld and his team did was shift the focus from "engineering first" to "customer first." That included establishing a dedicated field sales team that built relationships with customers. Jagdfeld also had Generac re-enter the market for portable generators. His company now has the number-one U.S. market share in that category.

The firm is also betting on new products in the U.S. market.

Generac has primarily been known for its gasoline-powered industrial generators, but its line of natural gas-powered residential back-up generators is growing fast, Jagdfeld says. These sell particularly well to people with home-based businesses, those who need to refrigerate food or medicine, and older homeowners who could get badly hurt when a storm knocks out their lights.

Two years into his tenure as CEO, Jagdfeld helped take Generac public. The stock has done well, starting at \$13 a share, trading as high as \$30, and as of late July hovering around \$25. With the money from its initial public offering, Generac is "doing stuff we couldn't afford to do or didn't have the talent to do before," he says.

The company has always focused on North America; now it is looking to Latin America, particularly Mexico and Brazil. "In Mexico and Brazil, economic growth is outstripping utilities' ability to provide power. Power interruptions are frequent and quality can be poor," Jagdfeld says. That makes both countries natural markets for Generac's products.

Until recently, Generac's growth was internal. Earlier this year, however, the firm bought Magnum Products, which makes mobile generators for job-site lighting. The acquisition strengthens Generac's ability to make money from U.S. infrastructure replacement and added \$150 million in sales and 400 employees. "The purchase helped us achieve \$1 billion in sales for the year," Jagdfeld says.

Jagdfeld hopes Generac's future will bring more products and acquisitions. "This is a hardworking Midwestern manufacturing company," he says. "We don't have a company jet."



Aaron Jagdfeld took Generac public. Now he's moving the former family firm into new products and markets.

FINALISTS

(CONTINUED)

Jane Dailey and Marni Bumsted

Hollywood Fashion Secrets

Founded: 2000

Headquarters: Minneapolis

Revenues: Undisclosed

Employees: 20

A small strip of strategically placed double-sided tape started it all for Hollywood Fashion Secrets. The company's tape is designed to help women keep clothing and jewelry



Marni Bumsted (left) and Jane Dailey

in place, regardless of the material's weight. Marni Bumsted and Jane Dailey persevered through several unsuccessful attempts to sell their products in boutiques. They focused on email marketing, and the product soon took off. The company recently released a line of similar products for men.



Doug Kohrs

TORNIER INC.

FOUNDED: 1944 • HEADQUARTERS: Edina

REVENUES: \$261 million • EMPLOYEES: 800

WHAT IT DOES: Global provider of devices for surgeons specializing in treating the extremities

By Suzy Frisch

Doug Kohrs knows how to make a good business better. As CEO of Minnetonka-based American Medical Systems from 1995 to 2005, he turned a small urological-products firm into a successful public company. Before that, he co-founded Spine-Tech, an orthopedic manufacturer later acquired by global medical technology giant Sulzer.

In 2006, this medical device veteran helped purchase Tornier, a well-established French company, and guided it from a family-owned business to a global player in the joint replacement and soft tissue repair market. Tornier sells medical devices for injuries or disorders to human extremities—from the shoulder to the fingertips and from the foot to the ankle. “What we’re saying to physicians is that we know you are specialists, and we’re going to specialize also and focus on you,” Kohrs says.

Kohrs left American Medical in 2006 and became entrepreneur-in-residence at Eden Prairie venture capital firm Split Rock Partners. While there, he looked into Tornier. The more he investigated the company the more excited he got about its prospects, and he persuaded a team of investors to buy the company. After the purchase, Kohrs became CEO and president, moving Tornier’s headquarters to Edina to take advantage of the Twin Cities’ med-tech marketing strength.

“When we looked at Tornier as an investment, we saw a company that had a great European reputation for 60 years that was built upon innovation and scientific rigor,” says Kohrs, a biomedical engineer who held executive positions at Johnson & Johnson Orthopedics and Zimmer before co-founding Spine-Tech in 1991. “But they had a very small presence in the United States. We

realized that if we did things the right way, we could leverage that reputation to grow the business in the United States and then expand geographically outside of the United States and Europe.”

Under Kohrs’ leadership, Tornier has grown from \$100 million in revenues in 2006 to \$261 million last year. When he took over, Tornier sold 23 products in 15 European countries; today it sells 100 products in 45 countries worldwide, including Japan, China, Australia, and Argentina. Headcount worldwide has jumped from 350 to 800.

Factors in this growth include Kohrs’ emphasis on innovation and strong investments in research and development. He also has maintained Tornier’s long-standing commitment to quality and backing its devices with clinical studies. Staying sharply focused on one region of the body also helps Tornier marshal its resources effectively for the most promising product ideas and bring them quickly to market.

Dave Stassen, managing director of Split Rock Partners, says that his venture capital firm helped fund the acquisition primarily because Kohrs would be at the helm. Stassen and Kohrs worked together at other medical device companies. “He’s a winner,” Stassen says. “I’d invest with Doug in just about anything.”

Stassen and Split Rock also liked Tornier’s strong business plan and product line in a lesser-served market, as well as its promising plans for growth. “It was a good company when it was purchased, and what Doug did was infuse more of an entrepreneurial spirit and hire people who were more growth-oriented,” Stassen says. “Before that it was a family-owned company that focused on profitability. They started out with good products and they’ve con-



TRAVIS ANDERSON

Doug Kohrs has translated his serial success in med-tech into the expansion of a once Eurocentric company into new markets.

tinued to enhance their products.”

One of Kohrs’ biggest challenges was assuring the company’s mainly European workforce that Tornier wasn’t going to move all of its jobs to the United States. Kohrs maintains offices in both countries and travels heavily between the two. He also has hired executives globally to lead different locations and instituted an exchange program for French and American employees to promote cross-cultural understanding and integration.

When he took the helm at Tornier, Kohrs set a lofty goal to surpass his former employer, Johnson & Johnson, as the number-one company in extremities surgery. Part of his blueprint included broadening from mainly serving the shoulder replacement market into other extremities, and expanding into serving the soft tissue market, including ligaments and tendons. The company now is working on new devices for minimally invasive joint repair.

Charlie Kratsch

INFINITE CAMPUS

FOUNDED: 1993 • HEADQUARTERS: Blaine

REVENUES: \$45 million–\$50 million • EMPLOYEES: 300

WHAT IT DOES: Develops software that helps schools, districts, and states manage student information



By Suzy Frisch

Having started and sold several successful technology companies in the 1980s and early 1990s, Charlie Kratsch spent some time as a stay-at-home father while figuring out his next move. He found inspiration from his stepfather, an elementary school principal, who challenged him by saying, “A lot of people have the opportunity to make money, but many don’t have the opportunity to make a difference,” Kratsch says.

Returning to the workforce in 1993, Kratsch became technology director of the Centennial School District in Circle Pines. There he saw first-hand the difficulties schools faced in managing the hyperabundance of student data. The data include everything from attendance and health records (immunizations, allergies, etc.) to assessments, behavior reports, grades, food service accounts, even students’ dietary history.

There’s also census information, testing data, curriculum and course data, and on and on. Making all this more manageable would help administrators, teachers, parents, and students gain better access to the information and use it for making decisions.

“I wanted to use technology to make schools better,” Kratsch says. “I wanted to make it easier for administrators to do their jobs, promote collaboration [among] educators, parents, and students, and use technology to personalize learning for every kid.”

So the serial entrepreneur did it again, founding a new company, Infinite Campus, to build an Internet-based system for centralizing student data. The Internet wasn’t quite ready to handle that task, so Kratsch spent the first four years honing the technology until the Net could take on the job.

In 1997, Centennial adopted Infinite Campus District Edition, and it’s been a customer ever since. Infinite Campus has since become the largest U.S.-owned student-information system company in the country. The Blaine firm now has customers in 43 states that serve 5 million students.

In 2001, the federal government passed the No Child Left Behind law. The legislation required school districts to ramp up their data reporting to the state. To accommodate those requirements, Infinite Campus introduced a new software product that helps states collect and analyze data from all of its districts. Four states and the federal Bureau of Indian Education now use this technology.

Infinite Campus now is focusing on the third leg of Kratsch’s vision: helping teachers personalize education through technology. Part of the new platform will include ways to pair students with the right teacher at the right time to match their learning styles. Teachers also will be able to develop individualized learning plans based on student data.

“One size fits all doesn’t work anymore in education,” Kratsch asserts. “We’re using technology and mobile devices to personalize learning for every kid. Technology is reinforcing [the notion] that the ownership of their educational experience belongs to students. When kids want to do something, it’s difficult to get them not to do it.”

Not surprisingly, given his background, Kratsch fosters an entrepreneurial culture at Infinite Campus. Chief Operating Officer Eric Creighton says that the company’s flat organization recognizes and rewards individual contributions, encouraging employees to innovate and keeping turnover low.



TRAVIS ANDERSON

Serial tech entrepreneur Charlie Kratsch discovered a way to use his business background to improve school management.

“Charlie has the belief that his company can’t fail,” Creighton says. “There was never a fear or doubt in his mind that the company will continue to grow and move for-

ward. That makes him successful, and so does surrounding himself with people who help him make sure we don’t overlook things or get in too deep.”

Cynthia LaConte

THE DOHMEN COMPANY

FOUNDED: 1858 • **HEADQUARTERS:** Milwaukee

REVENUES: Not disclosed • **EMPLOYEES:** 750

WHAT IT DOES: Provides services to life science companies and to self-insuring businesses



By Ingrid Case

German immigrant Frederich Dohmen started what is now the Dohmen Company as an apothecary in Milwaukee in 1858. A century and a half later, fifth-generation family member Cynthia LaConte has reformulated the company into a multisubsidiary service provider for life science companies.

LaConte became CEO of the family firm in 2009, after starting DDN, a Dohmen subsidiary that provides logistics services and outsourcing consulting to life sciences companies, and working as Dohmen's chief operating officer. Her promotion, she says, "came at a time when Dohmen's future was quite uncertain." The company became a pharmaceutical wholesaler

in the 1950s, but sold that business to Cardinal Health in 2006. "Distribution had been the roots of our business for more than 100 years," LaConte says. "Now we really had a blank slate."

In creating a "new" Dohmen, LaConte and her management team saw an opportunity to reinvent it as a new kind of health care services firm. Essentially, Dohmen comprises two types of businesses. One offers services to companies that fund their own health plans. The other provides a variety of services to life sciences companies.

Using DDN and Restat, a Dohmen business unit that manages prescription benefits for companies that fund their own health

insurance plans, "as cornerstones to build around," LaConte began driving an acquisition strategy that broadened Dohmen's capabilities.

Last year, Dohmen bought three firms. One was PlanIT, which helps self-funding firms track costs and trends, providing intervention strategies to help keep costs down. Another was MedComm Solutions, which provides two services, medical call centers and product safety case management. The third: Centric Health Resources, which provides coaching and other management help for patients with rare diseases. This year, Dohmen purchased BioSoteria, which provides regulatory compliance services for life science companies that are ready to bring a product to market.

In addition to these business units, Dohmen also has its Benefits Allies division, which helps contain costs for midsize employers that self-fund employee benefits. The Dohmen Life Science division provides outsourced services to biotech, pharmaceutical, and medical device companies, particularly startups that need services but can't afford additional overhead.

"We don't buy a company for scale or mass efficiency," LaConte says. "It's to bring knowledge into the house."

The company plans to provide services to new market segments, including medical device manufacturers, by expanding its offerings around compliance, safety, and FDA submissions. "We want to offer global solutions, especially for rare diseases," LaConte says. "We want to be able to provide an increasingly holistic solution to life sciences companies [that] want to get products to the right place at the right time and really connect with the patients they serve."



Cynthia LaConte turned a drug wholesaler into a multiple-service provider to health care industries and companies.

FINALISTS

(CONTINUED)

Jeffrey Gau

Marco Inc.

Founded: 1973

Headquarters: St. Cloud

Revenues: \$93 million

Employees: 425

Marco started as a small typewriter dealer; over the years, and with the addition of Jeffrey Gau as partner, it has grown into a business technology company with 20 offices throughout the Upper Midwest. The company provides voice, data, video, and print communications services to client companies. Gau began working at Marco



Jeffrey Gau

as a salesman and quickly worked his way up the ladder, eventually becoming CEO. In the top spot, he played a major role in making Marco entirely employee-owned; he also has completed a series of acquisitions during his tenure, making last year Marco's best in terms of revenues.

Larry Lukis and Brad Cleveland

PROTO LABS INC.

FOUNDED: 1999 • HEADQUARTERS: Maple Plain

REVENUES: \$100 million • EMPLOYEES: 600 • TICKER: PRLB (NYSE)

WHAT IT DOES: Manufactures rapid-turnaround injection-molded and CNC-machined parts and prototypes

By Suzy Frisch

Proto Labs was born out of frustration. Larry Lukis, a serial entrepreneur and inventor, had to wait weeks to get injection-molded parts for the laser printers he developed. At the time, it also took plenty of money to get those parts. Lukis believed that there had to be a better way.

There was, and he found one. Founder and Chairman Lukis created software to automate the process for injection-molded parts, then launched the Protomold Company in 1999 as a manufacturer of those parts. Soon, companies in numerous industries, including medical devices, appliances, vehicles, and electronics, found that Protomold could create prototypes and parts for them fast and precisely.

Proto Labs (the company's name since 2009) has been growing steadily ever since. Its initial public offering in February generated \$79.1 million. The company had trodden a well-worn path of expansion, broadening its services into computer-numerical-controlled (CNC) machining and its capabilities to more than 30 different materials. Proto Labs also expanded globally, opening locations in England in 2005 and Japan in 2009.

Proto Labs paved its path to success by shaking up the prototyping industry with its software, and it continues to give the company a competitive advantage. So far, no other business has removed human operators from the prototyping process by automating the machines, CEO Brad Cleveland says. Instead, most focus on improving software for machinists.

"Our software allows us to feed in a customer's CAD [computer-aided design] drawing of a part, and the software will spit out commands to the machine to create the part,"

says Cleveland, who joined the company in 2001 after answering Lukis' newspaper want ad for a CEO. "It happens automatically. It lets us be cost-effective in low volumes and very fast because we don't have to take the time for a person to sit down and program the machine."

Proto Labs has two other important advantages: It runs its software on hundreds of computers at once, and that makes its systems extremely fast. Operations run seamlessly because it's all linked to the manufacturing facility right next door. Proto Labs often can go from an uploaded design, generate a quote, and manufacture an item in one business day. Competitors typically require several days just to generate a quote, Proto Lab leaders says.

The company has logged 50 percent revenue increases in each of the past two years. "We have tens of thousands of customers, and they are all special, but none of them is critical to our business," Cleveland says. "That's really been the case from the very beginning."

When Brian Smith, president of Private Capital Management in Eagan, first invested in Proto Labs (then still Protomold) in 2005, the company had \$10 million in revenue and 20 employees. Today, it has more than 600 employees and \$100 million in revenue, and Lukis and Cleveland believe that the business is just getting started.

"Brad and Larry are smart, hard-working, and totally honest," says Smith, who's now a member of the Proto Labs board. His firm invested because "there aren't that many companies that have good people, an excellent value proposition, the ability to execute, and a good market opportunity . . . They had a great vision and a great idea and they executed extremely well."



Larry Lukis (right) created a faster way to make injection-molded parts. Brad Cleveland led the firm to greater growth.

TRAVIS ANDERSON

Cleveland plans to continue growing Proto Labs by adding more manufacturing processes and deepening its capabilities for ever-more complicated parts. It also will add materials and eventually expand into

other geographic areas. The IPO will help Proto Labs gain visibility with potential new clients, Cleveland says, while also giving the company options for acquisitions to gain capacity or new technology.



William Cooper

TCF FINANCIAL CORPORATION

FOUNDED: 1923 • **HEADQUARTERS:** Wayzata
REVENUES: \$1.1 billion • **EMPLOYEES:** 7,000 • **TICKER:** TCB (NYSE)
WHAT IT DOES: Consumer banking, business and consumer lending

By Gene Rebeck

It might seem strange that Bill Cooper, the chairman and CEO of Wayzata-based bank holding company TCF Financial Corporation, has won a major award as an *entrepreneur*. (He has also been inducted into the Minnesota Business Hall of Fame: <http://bit.ly/Mtyx5o>.)

True, he didn't found TCF. But if the term "entrepreneur" can include—as it should—not only those who start new businesses but reinvent established ones so that they may succeed in a profoundly changed industry, then Cooper is a consummate example. And in a sense, he has been a serial entrepreneur, albeit with the same company.

Cooper started his career by reinventing himself. It's a story that many in the Twin Cities business community know: a fatherless, academically underachieving Detroit kid whose life was turned around early by teachers who guided him toward the path of achievement. After serving four years on the Detroit police force, the enterprising young man earned a degree in accounting in 1965, and soon entered the banking industry. In 1985, after executive posts with Michigan and Ohio banks, Cooper was named CEO of TCF Bank.

Longtime Minnesotans remember TCF when it was Twin City Federal, a savings and loan institution that had been around since the 1920s. They might also remember that by the early 1980s, the thrift industry found itself drowning in debt, the product of bad loans and unwise investments. Some, like Midwest Federal, went under. Others, like TCF, turned themselves into banks.

But that didn't mean TCF had reached safe shores. In taking on the top job at TCF, Cooper faced numerous challenges. Interest rates were breathtakingly high, which meant that TCF was paying depositors a lot

while earning less on loans. In addition, the bank had more than \$1 billion in bad loans.

Cooper responded aggressively, cutting costs, shedding excess management, and reducing the number of troubled loans. He also refocused TCF in a way that didn't stray far from its roots as a savings and loan: as a bank for small depositors. TCF introduced "Totally Free Checking," attracting thousands of new accounts. That brought in more income and an inexpensive way to finance more loans. Cooper also expanded hours and opened branches in supermarkets.

What's more, TCF has eschewed glittering financial trinkets such as subprime mortgages that would attract and bring low many other larger bank systems. As Cooper told *Twin Cities Business* last year, "We're kind of a 1950s bank. We take deposits from lots of people, and we make loans to people who we think will pay them back."

The transformation of TCF from a financial institution stuck in the mud of the past into a market-forward but solidly rooted bank worked. By 1993, TCF claimed 18 percent of the Minnesota consumer banking market, up from the 8 percent it had held when Cooper became CEO. Not only that, but TCF began to move beyond its Twin Cities territory, spreading across the Upper Midwest and even into the tough Chicago market. In 1986, TCF became a public company. In 1997, it launched a leasing business, which has grown into a \$3 billion division.

Cooper retired as TCF's CEO in 2006, remaining as chairman. Two years later, he returned to the chief executive's office at the board's request. Though TCF had avoided problematic loans and assets, its bottom line and stock price were being



Bill Cooper became CEO of a troubled bank and made it profitable by being both innovative and conservative.

CRAIG BARES

challenged by the financial crisis and the attendant economic slump, particularly its effect on the housing market. Cooper and his management team responded by growing national niche lending businesses—

financing leasing and equipment, business inventory, and car purchases. TCF also has expanded into Colorado and Arizona.

You could say that Bill Cooper has taught an old thrift new tricks.

FINALISTS

(CONTINUED)

Henry Herzing Herzing University

Founded: 1965

Headquarters: Milwaukee

Revenues: \$100 million

Employees: 1,100

With a background in electrical engineering, Henry Herzing developed a computer school whose curriculum is entirely career-focused. The school, which now has 8,000 students and 15 campuses, provides both day and night



Henry Herzing

courses, as well as career counselors who work with students throughout their time at the school. Herzing University offers each student this guarantee: If he or she passes all courses and follows his or her planned course schedule, the student will earn his or her degree in three years or the tuition is free.

Craig Kruckeberg

Minimizer

Founded: 1984

Headquarters: Blooming Prairie

Revenues: Undisclosed

Employees: 55

In 2001, Craig Kruckeberg purchased his father's rubber truck fender company and shifted it into high gear. He diversified the company into the toolboxes and truck accessories



Craig Kruckeberg

markets. The company was the first to offer plastic fenders instead of standard fiberglass ones. Minimizer offers a lifetime guarantee for its products.

William Jurewicz

Space150

Founded: 2000

Headquarters: Minneapolis

Revenues: \$17 million

Employees: 125

William Jurewicz founded Space150 as a marketing agency dedicated exclusively to the digital medium, focusing on website development. Now with offices in New York and Los Angeles as well as Minneapolis, Space150 has a client list of national brands including American



William Jurewicz

Express and Forever 21, producing digital marketing work that embraces holographic fashion shows and interactive billboards in Times Square.

Richard Kessler

Kesslers Diamond Center

Founded: 1980

Headquarters: Germantown, Wisconsin

Revenues: Approaching \$30 million

Employees: 104

Richard Kessler took a small business that sold many types of jewelry and focused it specifically on diamonds. With



Richard Kessler

that move, Kessler struck gold. There are now five Kesslers Diamond Centers throughout Wisconsin, each offering a lifetime warranty for each diamond they sell.

Jeffrey Kiesel

Restaurant Technologies Inc.

Headquarters: Mendota Heights

Founded: 1999

Revenues: \$360 million–\$400 million

Employees: 650

Restaurant Technologies Inc. (RTI) was drowning in debt when Jeffrey Kiesel took charge in 2005. He went to work to reduce operating expenses. Between 2009 and 2011, the company's revenue increased by 29 percent. RTI is now the



Jeffrey Kiesel

leading provider of bulk oil management systems to restaurants; it also offers data management and equipment monitoring to the restaurant industry.

Darren Nauss

RAZR Marketing

Founded: 2005

Headquarters: Minnetonka

Revenues: \$14.5 million

Employees: 32

Unhappy working in a corporate environment, veteran marketer Nauss founded RAZR to offer direct contact and provide more effective marketing solutions to clients. Those clients now include MasterCard, Medica, Chase Bank, and Medtronic.



Darren Nauss

Amy Nelson

Accurate Home Care LLC

Headquarters: Elk River

Founded: 2002

Revenues: \$38 million

Employees: 1,701

After discovering, and reporting, that the home health care company she worked for was committing fraud, Amy Nelson started her own company at the age of 18. Accurate is now a nursing



Amy Nelson

and personal care provider with a focus on pediatrics, serving clients across Minnesota and Illinois.

Melanie Nelson

Learning ZoneXpress

Founded: 1998

Headquarters: Owatonna

Revenues: \$5.2 million

Employees: 17

Having taught family and consumer science for 13 years, Melanie Nelson saw a need for more engaging classroom tools to replace outdated videos and posters. She has made Learning ZoneXpress a top supplier of posters, stickers, handouts, and other media materials designed to promote better nutrition in schools.

Howard Root

Vascular Solutions

Founded: 1997



Melanie Nelson

Headquarters: Maple Grove

Revenues: \$87 million

Employees: 350

Howard Root started Vascular Solutions after meeting a cardiologist with a new medical device in 1997. By 2001, he realized that one product would not be enough to create a successful business. In the last 10 years, Vascular Solutions



Howard Root

has launched 50 new devices, with more in the pipeline.

Gary Shope

Medafor Inc.

Headquarters: Minneapolis

Founded: 1999

Revenues: \$29.5 million

Employees: Approximately 29

Gary Shope joined Medafor as a sales and marketing representative in 2001, and was named CEO four years later. At that time, the med-tech company had weak revenues and supply problems. Shope reset the company's focus on sales, targeting general and cardiovascular surgical markets and accepting no pay for his efforts for 18



Gary Shope

months. Medafor is once again profitable, and has become a major supplier in the surgical hemostat market.

Brian Taylor

Pine River Capital

Management LP

Founded: 2002

Headquarters: Minnetonka

Revenues: \$103.2 million

Employees: 240

Brian Taylor founded Pine River using his savings, his experience as an options trader with Cargill, and a desire to develop a top asset management firm with a focus on technological innovation. After years of growth, the company was hit by the recession, but Taylor continued to honor investors' redemption requests. Pine River began to grow again in 2009. It has opened research and trading offices in London, Hong Kong, San Francisco, and New York, plus a research office in Beijing.



Brian Taylor

Michael Wethington

Outsell LLC

Founded: 2004

Headquarters: Minneapolis

Revenues: \$13 million

Employees: 75

In 2004, Michael Wethington noticed a major shift in the automotive marketplace toward online transactions and dealer consolidation. He founded Outsell to provide digital marketing services and platforms for auto dealers. The company's Digital Engagement Platform, offered via a software-as-a-service model, offers dealers a single customer interaction platform across all digital channels.



Michael Wethington

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Can Consumers Save Ethanol?

That's what the ethanol industry is hoping. And it's enlisting the help of Nascar.

Around the bend, through the buzz of stock car engines, here come the Fergusons—and they're late for a soccer game. The nuclear family's plain beige minivan blows past sponsor-decaled race cars, leaving professional drivers hot on their tail. Cut away, and we see the everyman Mr. Ferguson in the pit refueling with "American ethanol."

Growth Energy, an ethanol industry trade group, debuted this commercial during nationally televised Nascar races in June. The ad is part of the largest and most ambitious consumer ad campaign in the industry's 30-year history. And a lot is riding on it.

Once a sacred cow in Washington, the corn ethanol industry lost a \$6 billion-a-year federal subsidy this year, leaving many companies operating at a loss through the first half of the year. Minnesota's 21 ethanol plants produce more than a billion gallons per year, most of it exported. Many plants are among the largest and best-paying employers in their towns. Altogether, the industry is responsible for \$3 billion in economic impact in Minnesota, but growth has been stalled for a few years. Americans are using less fuel, and almost all gasoline is already blended with 10 percent ethanol.

In June, the U.S. Environmental Protection Agency authorized the sale of a 15 percent ethanol-gasoline blend known as E15, but the decision didn't come with a mandate for gas stations to sell it. Growth Energy is counting on consumers to help sway station owners to make room for E15 at their pumps. Which is where the Nascar campaign comes in.

The strategy is a pivot for ethanol producers, who have traditionally spent more time and money targeting messages to farmers, politicians, and fuel-station owners rather than going straight to consumers. Rural communities still support corn ethanol, but the subsidy loss shows ethanol's support from politicians is waning. Gas station owners,

meanwhile, are skeptical about investing in new infrastructure to sell E15 until they're convinced customers want it.

Ethanol producers aren't getting any help from automakers, either. While the EPA says it's safe to use E15 in cars built since 2000, major automakers are not embracing the notion. A few have even made public statements against it: Chrysler has said use of fuel above E10 in any of its vehicles may void engine warranties, while Toyota put a warning on the gas caps of its new cars telling drivers not to use E15.

So ethanol producers are counting on families like the Fergusons to be curious

and six-year partnership Growth Energy entered with Nascar last year. Growth Energy agreed to promote the racing organization, whose drivers will burn E15 ethanol. Nascar gets to green its image by touting a renewable fuel, and ethanol gets access to some of the most brand-loyal spectators in all of sports, says Growth Energy CEO Tom Buis. "They buy the products their drivers promote," Buis says.

Will the ethanol industry's marketing campaign with Nascar pan out in the long run? Twin Cities consultant Larry Johnson, known for years in the ethanol industry as "Ethanol Answer Man" for

The voiceover in the Ferguson ad points out that Nascar uses 15 percent ethanol fuel, and that "E15 is made for your car, too." But you have to read the fine print in the ad's final frame to see E15 is for 2001 and newer vehicles only.

The fuel also isn't proven safe for boats or small engines like lawn mowers. CHS doesn't have immediate plans to introduce E15 at its stations in part because questions remain about how to prevent owners of older vehicles from accidentally using it, and about who's liable for engine damage if they do.

The ethanol industry's efforts to prevent drivers of non-approved vehicles



enough to ask about the fuel at their local gas station and to support stations that become early adopters.

Growth Energy has run television ads once before, in April 2010, during Sunday-morning talk shows. Those spots promoted ethanol from a policy perspective and were aimed a narrower audience. This summer's campaign is the trade group's biggest attempt to sell ethanol's benefits directly to consumers. It's a multimillion-dollar campaign that includes TV and online ads, a sweepstakes, and promotions at racing events.

The commercials make use of a

his public education efforts, doesn't think average consumers are going to make the kind of difference Growth Energy hopes they will. "The retailers have more impact than consumers," most of whom make fuel decisions based on price alone, he said.

The TV spot didn't address one of gas station owners' main concerns about E15: customer confusion. In fact, it may even make things worse, says Dustin Haaland, director of renewable fuels and additives supply for CHS Inc., which supports about 1,400 gas stations in the Midwest under the Cenex brand.

from using its product include mandatory warning labels on all pumps and regular testing to make sure producers and stations are selling E15.

The EPA's decision earlier this summer to allow E15 sales boosts corn ethanol's potential market by 50 percent, but only if it can win over drivers outside of Nascar. Which is why ethanol producers are staying hot on the Fergusons' tail. **TCB**

Dan Haugen is an energy journalism fellow with Midwest Energy News and a regular TCB contributor.



Auditioning for New Audiences

Performing arts organizations are experimenting with new ways to sell tickets.

Even as other industries are testing the sales-by-subscription model—signing us up for farm harvests, DVDs, and wine-of-the-month clubs, among other products and services—performing arts organizations are experimenting with non-subscription ways to sell tickets. Want to buy a theater or orchestra ticket? There are more ways than ever to get one.

Over a 35-year period, subscriptions have become a dynamic force, allowing organizations to identify their most loyal patrons, encouraging attendance, assuring that much of the season's inventory is sold in advance, and spurring consumers to decide early by reducing the availability of single tickets; and because subscriptions are pre-paid, they ensure a healthy cash flow for the year. In the classic subscription model, the box office picks the performances you'll be attending, assembling different kinds of programs—some easier, others harder to sell, so subscriptions also create a "smoothing effect" over the course of a performing season, filling houses equally for all events.

It's unlikely subscriptions will disappear anytime soon. Audiences are used to the model and comfortable with it. And for many organizations, a steady number of people still subscribe. But the story right now lies elsewhere, in all the other ways people want to purchase their tickets. Many, if not most new customers are coming to the performing arts via alternate routes.

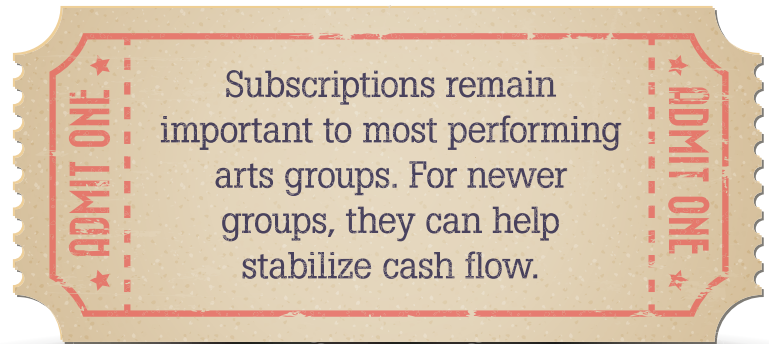
That's because, while sellers love subscription tickets, they're less convenient for the consumer. Consumers part with their cash months in advance, for nights when they may be traveling, sick, or maybe just not feeling like a show. Most subscription seats can be exchanged, but this requires a box office transaction. Today, consumers want convenience and flexibility. They want to decide to attend spontane-

ously. Performing arts organizations are seeing an increasing trend toward "late sales," making it difficult to project revenue for a particular performance until it is literally under way.

Consumers want not only convenience, they also want to pay less. Discounting has become critical to sales; the "effective price" of a ticket versus its original price is headed downward. Here are a few ways organizations are responding to consumer expectations:

Choose your own. These subscriptions offer a fixed number of performances for a fixed price; often the seller offers bargains for performances where sales are low. Organizations with a large inventory of tickets have used these flexible subscriptions with success, and these packages are trending upward. At the Saint Paul Chamber Orchestra (SPCO), the number of repeat subscribers who used "choose your own" packages rose from 1 percent in 2006 to 5 percent by 2011. Eighty-seven percent of new SPCO subscribers purchased a flexible package last season.

Groupon and other e-blast coupon services. E-coupons are moving large numbers of tickets for the performing arts. With no outlay for marketing collateral or list acquisition, many organizations are happy to provide a limited number of seats at very low prices, particularly since many "coupon consumers" are new ones. The hope is that at least some coupon holders will return. Groupon Manager of Merchant Public Relations Nicholas Halliwell says that the company is investing in tools that will make it



even more convenient for customers to purchase and redeem tickets for live performing arts.

Discounts for particular shows and nights. Organizations including the Guthrie Theater, Minnesota Orchestra, and others offer steep discounts on tickets through their social media channels and e-newsletters. Special offers can include packages for multiple dates or "buy now" messages for today's performance. If you want these offers, you should "friend" your favorite performing arts organizations on Facebook and sign up for their Twitter feeds and e-newsletters.

Free. Last year Mixed Blood Theater announced its "Radical Hospitality" program and made all available tickets free two hours before each performance. A reservation system allows Mixed Blood to identify these customers and engage further with them. Jack Reuler, Mixed Blood's artistic director, reports that 43 percent of total attendance during the 2011-12 season came through this new program; the other 50 percent preferred a guaranteed seat at the asking price. More than 150 people who used the free program said they'd never attended live theater before. While ticket revenues were down, contributions were up, as donors were inspired to support this move toward broad accessibility.

Membership. In April the Saint Paul Chamber

Orchestra announced that it would offer memberships for customers who prefer this approach. For \$5 per month, members can pick any available seat for any performance (a year's commitment is required). The SPCO reports that in the first 60 days, more than 1,400 memberships were sold; 32 percent of purchasers had no sales history with the SPCO.

Group sales. Several organizations are experimenting with group sales—marketing to all manner of clubs, employers, and neighborhood associations to sell tickets at a grassroots level or in bulk. Often these are offered on social media channels. Does your book club want to go to a play together? Theaters want to find you. The Jungle Theater, for example, has been working to bring local residents to the theater's home in Minneapolis' Lyn-Lake district.

In short, performing arts organizations are finding new paths to reach new people. Reaching new people and encouraging their participation is an activity critical not only to mission, but to the future of the performing arts. Responding to changing audience habits and preferences is an essential part of that work. **TCB**

Sarah Lutman is a St. Paul-based independent consultant and writer for clients in the cultural, media, and philanthropic sectors. She has served in executive and leadership positions at the Saint Paul Chamber Orchestra, Minnesota Public Radio, and the Bush Foundation.

ON THE WEB

For more on what each of these organizations are doing:

- Mixed Blood Theater: <http://bit.ly/LOKNIL>
- Saint Paul Chamber Orchestra: <http://bit.ly/MABuEu>
- Jungle Theater: <http://bit.ly/MTBQRO>
- Minnesota Orchestra's Twitter feed: <http://bit.ly/MABMeI>
- National Endowment for the Arts: <http://1.usa.gov/N2rhaL>



All You Need Is Love

Successful brands require TLC to serve customers.

*All you need is love
All you need is love,
All you need is love, love
Love is all you need.*

—The Beatles

Are you singing along yet? Do you have visions of The Beatles rocking away? Keep that vision in your head, except think about your relationship with your customers. Do you get the same feeling?

I recently have been recuperating from knee replacement surgery. Confronted with idle time between physical therapy sessions and convinced that daytime TV is organized punishment to force one to get better, I tackled a stack of books that I've been intending to read someday.

One of those books was *Becoming a Category of One: How Extraordinary Companies Transcend Commodity and Defy Comparison* by Joe Calloway. While I have to admit that the title didn't exactly blow my skirt up, once I started to read it I couldn't put it down. Calloway explains how a company's brand isn't something tangible that you own, but is the intangible experience that belongs to your customers and that you must go get.

In other words, you can spend a lot of time and money on building a brand with fancy logos, slogans, strategic plans, and slick advertising, but none of it matters until your company and its products or services emotionally connect with your customers. Providing good and distinguishable service cannot be accomplished by listing it as a task, strategy, or goal at your annual budgeting meetings. Rather, you have to love the concept of service and of serving your customers—fulfilling a desire to make them feel special. It has to be integral to your culture.

That's why Calloway's concepts for becoming a Category One company

ring so true. It's not necessary to spend a gazillion dollars on a new ad campaign or hire an army of computer geeks to run a fancy social media blitz—you need to simply love serving your customers and treat them as you'd like to be treated. We should all strive for that feeling with our customers; when you do that, customers become repeat loyal customers who talk about your company to their friends (at no cost to you, by the way).

To differentiate your company, Calloway says, the first question to answer is "Who are you?" to make sure you understand your corporate culture.



If your answer is unclear or fuzzy, that means you have a lack of vision, focus, and commitment—and your customers will think so too. Calloway and I share the belief that empty slogans and fancy corporate-speak won't cut it. He asks how the outcome would have changed for Martin Luther King Jr. if he had said "I have a strategic plan" instead of "I have a dream." Get the difference?

At the same time, companies need to pay close attention to each customer, focusing on people as individuals instead of abstract target

demographics. Can you answer a hypothetical customer's question "Why should I do business with you?" If you can't, spend some time evaluating how well you really know your customers. The best way to differentiate yourself from the competition, says Calloway, is to connect with your customers and demonstrate that you love serving them better than your competitors do.

An example of superb commitment to customer service is illustrated in another book I read, *Harry's Bar: The Life and Times of the Legendary Venice Landmark* by Arrigo Cipriani. I visited Harry's Bar, so I can vouch for the important details. "A hundred things go into making a success in my business,"

says Cipriani. For instance, Cipriani designed the tables to be small because the restaurant is tiny, and to have three legs so they won't tip or wobble on his uneven floors. He considers it a question of honor to make sure that someone dining on shrimp does not get a whiff of codfish cooking on the stove. At Harry's Bar, bartenders memorize customers' favorite martinis and their preference for steak (rare, medium, etc.) so regulars don't even have to order.

Harry's Bar doesn't look like anything special—it's just a little café like hundreds of other little cafés in Europe. The difference is its reputation—its brand—spread by decades of word of mouth by hundreds of satisfied and loyal customers—including royalty and the rich and famous.

The point is that the owners and employees at Harry's Bar care about their customers. "I felt there had to be another way of serving people," Cipriani writes, "a way of inspiring the customers' trust without intimidating them, of loving one's guests and not just impressing them." He taught his employees and family members to "do

everything with love."

Cipriani's devotion to service is captured in this poem, which is prominently displayed in his restaurant:

*There is soul, and there are things.
Imagine a world made up only of
objects,
A world of idle tools,
A restaurant of nothing but tables and
chairs,
A large empty theater, or deserted
plaza in summer.
They cry out for the service of man,
The service to give them life.
We call on man to display his splendid
capabilities.
And
We observe with undivided attention,
Because
The little nuances in the quality of his
service
Give a flawless measure of his mind,
They tell us frankly what his soul is
worth,
Because
To serve is first to love.*

You don't have to be a world-famous restaurant to be known for caring about customers. This is just one example of creating a brand by making the experience that your customers have with your company memorable. And that, says Calloway, is the key to success, because when you reach Category One status, the price of your product or service is practically immaterial.

Now sing along with me:

*All you need is love
All you need is love,
All you need is love, love
Love is all you need. TCB*

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By Dan Haugen

ENGAGING EMPLOYEES IN HELPING THE ENVIRONMENT

Companies are turning to workers for ideas on how boost sustainability—and many are seeing cost savings and other benefits, too.

SECTION SPONSORED BY



Capstone employees were encouraged to make a sacrifice: Surrender your waste bins.

Instead of tossing wrappers and lunch leftovers into a basket at their feet, they would separate them into recycling, organics, and trash at one end of the office.

The decision didn't come from senior management—though it supported the move. Rather, it was driven by an employee green team led by Criste Cossi, the publisher's sales operations manager.

"I expected to run into more people who thought it would be gross or stinky, and really, we didn't run into that at all," says Cossi.

That was about three years ago. The roughly 50 employees in the publishing company's Bloomington office have since embraced the program, reducing their trash stream by more than half. The money that the company saves on its garbage bill covers the added expense of buying biodegradable bags for the organics recycling.

It's nothing to turn up your nose at.

In workplaces across the country, seemingly small efforts like this are beginning to add up to a big impact—and not just for the planet. Companies big and small are starting to tap their employees' energy and ideas to meet sustainability goals and boost morale.

A late 2011 survey by New York-based sustainability consulting firm Green Research found that getting employees more involved in company greening efforts was the most common priority for sustainability executives going



ENERGY EFFICIENCY

Energy Consumption of the Data Center

If your business is running a data center, it is one of the most critical elements of real estate in your company's portfolio. So, how can this square footage provide value to the business? Is it a differentiator from your competition? If not, can it be? How can change contribute to company investments? All of these questions present substantial opportunities to align IT with the needs of the business and its environmental interests by making energy efficiency a priority in your technology management strategy.

Companies are facing huge growth rates in data storage. As a result, energy consumption has risen 20-30 percent each year, according to the Environmental Protection Agency (EPA). This increase is due to the demand for on-going fulltime support of business applications and information storage. Yet, many companies have initiatives that include energy conservation and implementation of green efforts. How is efficiency possible in the data center with the massive demand for energy? A Data Center Energy Efficiency Study conducted by an experienced IT consulting firm like N'compass Solutions is a great start. Data Centers typically account for a whopping 40 percent of business energy consumption, but N'compass has been working with clients to considerably reduce that figure. To date, N'compass has reduced energy consumption on every client project, and the reductions have typically ranged between 25 and 40 percent. Additionally, many energy companies offer financial assistance to corporations that participate in a Data Center Energy Efficiency Study, thus benefiting both the business and the environment.

N'compass approaches these projects with a wide lens to unfold all potential efficiencies within both facilities and IT. And as a qualified IT consulting company, N'compass has experience in data center design, IT infrastructure and facilities, as well as a solid understanding of data trends—both of which it uses to provide unparalleled insight on these projects. N'compass' knowledge and the client-specific information that it gathers result in a roadmap of recommendations, with accompanying calculations of energy-saving opportunities, to implement in each client's data center environment.

To be energy efficient is to have the capacity to do more with less. When looking at the business of IT, this is possible through optimization. Beyond Energy Efficiency Studies, clients hire companies like N'compass to assess the overall health of their IT environment and provide guidance and direction to achieve optimization. Through fact-based evaluations, N'compass delivers sound advice giving clients the confidence to make informed decisions and implement change that results in higher performance, improved service levels, and cost benefits to the business.



A big initiative for us is the alignment of IT with the business. We believe IT has to start communicating in a way business understands to be effective. Christopher Flaherty, N'compass Co-Founder and CEO, says "IT must transform itself by directly communicating how its activities support key business goals. Energy efficiency is just one project IT can take on to optimize its environment and align with a key business objective."

N'compass Overview

The dynamic business demands of today are intense. They require corporations to be agile, adapt quickly, and be decisive. To meet these requirements, it is critical IT and business have a synergistic relationship incorporating all layers of the business in technology decisions. The N'compass approach holistically examines the increasingly complex IT ecosystem to ensure a secure, efficient and supportive infrastructure. This big picture approach has been developed to accurately understand all layers of the business - all while applying years of expertise to drive transformation and optimization services that align with the aspirations of the business.

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into 2012. Eighty-eight percent of the roughly 50 U.S. leaders interviewed said they planned to significantly invest in employee engagement this year.

Why? “Engaged employees make things happen,” says David Schatsky, author of the Green Research report.

The National Environmental Education Foundation has tracked the trend in a series of recent reports. Employee green teams and other internal “green” programs used to be isolated efforts but are now increasingly connected to companies’ core sustain-

“A plastic bottle doesn’t walk itself to the recycling bin.”

**—Kate Worley,
co-executive director
of Minnesota Waste Wise**

ability strategies. And they’re reaching far beyond the office or break room. Many are starting to affect operations and innovation. As employees’ roles have grown, so have efforts to measure their impact.

The human factor

Jill Kolling, a principal with Minneapolis-based sustainability consulting firm Paydirt, has seen a big uptick over the past year in the number of companies looking for help engaging employees on sustainability issues. They’re often organizations with a history of high-level support for sustainability. A lot of times, they’ve set company goals and even achieved some significant successes. But they eventually find themselves limited without support from throughout the organization. “They’ll get to a point where they realize they need everyone to join the fight,” says Kolling.

Cargill reached that point not long after it began setting five-year environmental sustainability goals in 2000. LaRaye Osborne, Cargill’s vice president for environmental health and safety, says the company initially focused on achieving the goals through capital investments. But after a while, it saw efficiency slipping at some of the same facilities where it had just made improvements.



Haberman Business Development Manager Toccara Torres leads the media and marketing firm’s green team. That team designated a drafts-only printer that cuts down on paper waste and came up with a creative way to reduce food waste among employees—compostable food items go into a worm bed and become soil that’s later brought to an employee garden.

“We really realized that if you want to be good at energy efficiency, it takes more than just investing in new equipment,” says Osborne. The company added training, and it tapped its own engineers and operators to help fine-tune how to run equipment most efficiently.

Companies can do a lot with design and technology—energy-efficient lighting or improved controls, for example. But there’s a “human factor,” too, says Kate Worley, co-executive director of Minnesota Waste Wise, a Minnesota Chamber of Commerce affiliate program that helps companies train, educate, and engage employees on sustainability matters.

“We often assume that technology can counteract or take the place of human involvement, and what we find in environmental sustainability is that’s really not the case,” says Worley. “A plastic bottle doesn’t walk itself to the

recycling bin.”

Sometimes employees seize a role in sustainability efforts without being prompted by leadership. Five years ago, when Kori Sanders joined Vivid Image—a small online marketing company in Hutchinson—she was bothered by the lack of recycling bins, among other things.

“It drove me nuts to know how easy it is to recycle and to be a greener office,” she says. When the company moved to a new building the following year, Sanders saw it as the perfect opportunity to step up and implement changes.

Today, Vivid Image has more recycling bins. Sanders stocked the break room with dishes and silverware from garage sales, which has eliminated the need for paper or plastic utensils. It has a water cooler so employees don’t need to bring bottled water. The office is lit with energy-efficient light bulbs, and

the computer monitors meet Energy Star guidelines. Sanders sees to it that electronics make it to the local Best Buy for recycling.

“It’s just a lot of little changes we can do on a day-to-day basis,” she says.

The employee-led green team at Minneapolis-based marketing firm Haberman has come up with several effective conservation efforts as well. The team designated one of the firm’s office printers as a drafts-only printer, says Business Development Manager Toccara Torres, who leads the green team. After the one-sided print-outs from the other printers have served their purpose, they are taken to the drafts-only printer where the flip side is used to print drafts of various documents—thereby stretching the firm’s paper as far as possible before it’s recycled.

The green team also came up with a way to reduce food waste among the firm’s 40 employees—while at the same

time helping to care for Haberman's employee garden, which sits on a few acres of land in Delano. Each day, employees place their compostable food items into a worm bed; after the worms turn the items into soil, employees bring the soil to the garden, which they take turns maintaining.

Every week, the garden yields a couple of bushels of vegetables, which the employees split up and take home to enjoy; they also deliver some to local food shelves.

"Employees really do have a voice here," says Torres. She added that in addition to helping the environment, rallying around various green practices has been "a really great team-building opportunity."

'They have to believe in it'

Creating a culture in which employees are engaged in sustainability—from pitching plastic bottles in the right bin to sharing ideas to green the company—first requires permission or endorsement from the top. People need to know it's not taboo.

A company's leadership needs to communicate why sustainability is important to the company and why it should be important to employees, says Kolling. It often starts with an internal communications campaign, sometimes one with its own branding. That cam-

Rallying around green practices has been "a really great team-building opportunity."

—Toccaro Torres, business development manager and green team leader, Haberman

campaign might include e-mails, posters, online training, or kick-off events.

General Mills, for example, promotes its sustainability values in part through a volunteer week called "Think Global, Volunteer Local," in which employees are encouraged to volunteer for hunger relief and environmental causes, including beach and street cleanups, tree planting, and community garden work. Thousands of

Employee Engagement Efforts

Twin Cities Business, in partnership with the Minnesota High Tech Association, polled online readers in April to find out whether and how their employers are engaging them in sustainability efforts; 431 local business people responded, and their responses indicate that local companies are all over the map when it comes to whether and how they are greening their offices and promoting conservation in the workplace. We also compared the results to those from an international survey conducted last year by Shelburne, Vermont-based Brighter Planet, which consults on data-driven sustainability initiatives; nearly 1,000 people who work in a broad range of organizations and industries responded to the Brighter Planet survey.

Here are the highlights:

- 66 percent of local respondents and 56 percent of international respondents said their employer frequently promotes conservation efforts or sustainable employee behavior.
- 29 percent of local respondents said their employer has an official engagement policy—representing a significantly higher percentage than the global respondents, of whom just 17 percent work at a company with an official policy.
- 69 percent of local respondents said that their employer not only engages employees on conservation, but it is either very effective or somewhat effective in changing employee behavior; just 58 percent of worldwide respondents work at companies that are at least somewhat effective in changing employee behavior.
- Although experts say that green teams are increasingly springing up at businesses as a way to promote employee engagement, only 17 percent of local respondents indicated that their company has a green team. One-fifth of international respondents work somewhere that has a green team.
- Less than half—39 percent—of local respondents said their employer has a method for employees to share sustainability ideas with each other; a slightly higher percentage of global respondents (41 percent) work for a company that has such a method.
- In the local survey, 36 percent of respondents indicated that their company's management team is the main advocate for employee sustainability, while 27 percent said it was employees; 18 percent of international respondents said management drives workplace initiatives, and 35 percent said that such efforts come from workers.
- Slightly more than three-quarters of local respondents said that their employer collects sustainability data related to employee efforts, whereas only 32 percent of global respondents work for companies that collect such information; 43 percent of local respondents said their company measures the organization's footprint, and that's true for only 29 percent of worldwide respondents.

employees participate worldwide.

Aside from education, the other piece of engagement is listening. Companies need to offer employees a venue for sharing their own ideas on sustainability—and have a system for vetting and implementing them. The answer at many companies is an employee-led green team.

TCG Management LLC, a Burnsville real estate company that manages more than 600 apartments in eight buildings, organized a green team within its property management unit in 2009. It recruited and invited

managers, maintenance staff, and caretakers, among others, to join. About a dozen of the unit's 34 employees became active members. In part, that's because they felt empowered to share their ideas. And there were many.

Within just a few years, TCG has switched exclusively to recycled, low-volatile organic compound paint (which gives off fewer toxic fumes than conventional paint) and "cradle-to-cradle" carpet (which the manufacturer eventually takes back and turns into raw material for new carpet instead of dumping it in landfills). It

Employer Focus Areas



Figures below represent the percent of respondents whose companies actively encourage conservation by staff in each area.

Waste and recycling

Minnesota: 86
International: 76

Energy use

Minnesota: 65
International: 57

Commuting

Minnesota: 31
International: 40

Purchasing/procurement

Minnesota: 45
International: 37

Water use

Minnesota: 30
International: 34

Food and drink

Minnesota: 25
International: 33

Business travel

Minnesota: 27
International: 22

also switched to non-toxic cleaning supplies, organic fertilizer, and environmentally friendly ice melt. It's changed lights, insulated pipes, and planted gardens.

"Without the employees, you can't do it," says Diane DeVon, TCG's portfolio manager, who spearheaded the green team effort. "They have to buy into it. They have to believe in it."

Less waste, lower costs

As employee engagement becomes a more central component of companies' overall sustainability strategies, more

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efforts are underway to try to measure the impact.

According to the National Environmental Education Foundation, common metrics include tracking employees' volunteer hours and participation in green teams or environmental pledges, as well as determining reductions in waste, energy, and water that are attributed to employee efforts.

Sometimes tracking the impact also motivates employees to make changes.

Cargill's specialty canola oils business recently rolled out a "green deeds" tracking system for its employees. When an employee chooses to do something for the environment, he or she can log the action on the website, which then aggregates the impact of the entire group.



Diane DeVon, portfolio manager at Burnsville real estate company TCG Management LLC, organized a company green team that has spearheaded many changes—including switches to "greener" paint, carpet, and cleaning supplies.

"It's smart business," says Worley. Cutting waste and conserving resources often means cost savings in the form of smaller utility bills or lower materials costs.

Since green teams have sprouted at many companies only within the past few years, the numbers are still scarce or incomplete at many workplaces. TCG saw its electricity bill at one building go down 7 percent, for example, but DeVon says it will have a better idea of cost savings at the end of 2012.

Employees log actions taken both on and off the job, such as carpooling, bringing reusable bags to the grocery store, and turning off computers and monitors at the end of the workday.

The tracking system was inspired by employees in the group's Fort Collins, Colorado, facility, who wanted to track their collective biking, walking, mass transit, and carpool miles.

It's now available to all 125 employees, including about 15 in the Twin Cities.

“We have a lot of employees that are interested in sustainability overall, both in their personal and professional lives,” says Specialty Canola Oils Controller Sheri Bandle.

One benefit that’s easier to see at companies where sustainability is a priority: happier and healthier employees.

The annual employee turnover rate at TCG’s property management unit exceeded 50 percent four years ago. Since it launched the green team in 2009, only about 10 employees have left. More and more people want to work for companies that align with their values, says Kolling, which is why engaging employees on sustainability is likely to become more important as a recruiting and retention strategy.

Employees can also be the best source of innovative ideas.

“The people actually doing the jobs, building the products, delivering the services—those people are going to have great ideas,” says Kolling. “And unless you educate them and empower them to speak up, you’re not going to get those really great ideas.”

Take John Hellweg, for example. The now-retired General Mills operations manager came up with an idea to burn leftover oat hulls as an energy source. General Mills installed a biomass burner at its milling plant in Fridley, where the hulls produce 90 percent of the energy required to run the plant. Last year, the practice saved the plant nearly \$400,000 and reduced its carbon footprint by 21 percent.

One piece in a bigger puzzle

Employees can’t carry it all, though. Engaging workers is one piece of a “bigger puzzle,” says Worley. A company’s leadership needs to support sustainability values and it needs written goals and guidelines to reinforce them.

But green teams and other employee efforts don’t have to be a huge expense, Kolling notes. One challenge is that the return on investment isn’t always easy to calculate, which makes some companies reluctant to back sustainability committees or their proposals.

And like Haberman’s employee garden, these efforts need regular tending. “Companies assume that once a program is implemented that you don’t have to address it again—that it’s going to keep going at the same speed and nothing’s going to take it off track,” says Worley.

She adds that sustainability programs require refreshing and reminders as new employees are hired and others forget about procedures because they’re most focused on doing their jobs.

A key to Haberman’s green team success has been designating volunteers to oversee each of its initiatives to ensure that none slip through the cracks. For example, one person routinely picks up one-sided print-outs from around the office and brings them to the drafts printer for reuse. Another

“The people actually doing the jobs, building the products, delivering the services—those people are going to have great [sustainability] ideas.”

—Jill Kolling, principal, consulting firm Paydirt

regularly empties the soil from the worm bed where compostable food is placed.

Some employees will be predisposed to participate, but others will need motivation to stay involved, such as games or contests. Ultimately, the efforts depend on passion and persistence from the employees who participate.

Cossi’s effort to bring organics recycling to Capstone’s office could have stalled a dozen different ways, she says. It required convincing people within the company, as well as working with its garbage collector, its paper shredder, and Hennepin County, among others.

She recommends setting realistic goals. An employee green team isn’t going to get solar panels put on the roof, but there are plenty of ways in which employees can make an “everyday impact.”

“It did take a lot of my personal time to keep it rolling, but just by continuing to look at it in a different way, or asking a different person, eventually it got moved along,” says Cossi.

“It really takes somebody to continually work at it and not take no for an answer.”



Shapco Printing Vice President Joe Avery says his company recycles all of its paper waste each month to the tune of 942 tons annually; for its efforts, it earns \$100,000 a year from its recycler.

SUSTAINABLE SUCCESSES

By Suzy Frisch

Imagine being able to save your company money, burnish its reputation, and help Mother Earth all in one fell swoop. It’s a scenario that’s not too good to be true: Businesses really can improve their bottom line by being green. Whether it means less energy output, smaller trash bills, or more engaged employees, you can reap

the benefits of running a sustainable business. Read on to learn how three Twin Cities companies have done well by being green.

Shapco Printing

Long before it was in vogue to be green, 36-year-old Shapco Printing found ways to run a sustainable commercial

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printing business. Company leaders knew it was just good business—and a great way to attract and retain customers.

“As a printer, we’re a large consumer of energy and resources, and our customers are always looking to us to be a leader and have [green] programs in place,” says Vice President Joe Avery. “It’s just smart business to take on some of these practices.”

Minneapolis-based Shapco recycles 100 percent of its paper waste to the tune of 78.5 tons each month. This saves 16,539 trees annually and 2,919 cubic yards of landfill space, according to its recycler, American Paper Recycling (APR). For its efforts, Shapco earns about \$100,000 each year from APR after the recycler sells the materials.

Shapco is an enthusiastic recycler of other items too, including 975 pounds of metal plates used for printing every week, as well as 5,705 pounds of corrugated cardboard and 11,420 pounds of plastic each month. The 130-employee company also recycles 450 gallons of ink annually, which is later reused to make asphalt for roads and bridges. In addition, before Shapco’s press rags are sent out for cleaning, the company runs them through a centrifuge to extract 25 gallons of solvents every week, thus keeping them away from natural resources.

Shapco is one of APR’s 10 largest recyclers in the Midwest based on volume, says Ron Hansen, APR Midwest director of sales, adding that his organization also recycles Shapco’s wood pallets, corrugated cardboard, plastic shrink wrap, and more. “They are very diligent about recycling and separating their materials.”

The company’s commitment to sustainability goes beyond recycling, though. Shapco recently spent \$50,000 to relight its facility, switching all of its fixtures and bulbs to compact fluorescents. This cut its energy usage by at least 20 percent, which—along with various credits and rebates—will help it pay off the project in less than two years, Avery says.

Shapco was the third printing company in the state to become certified by the Forest Stewardship Council, which means that it sources its paper from a socially and environmentally responsible supply chain. Shapco also buys renewable energy credits from Xcel Energy that offset 10 percent of its electricity use, and it encourages

conservation among employees by providing an extra 10 cents a mile in reimbursements to salespeople who drive hybrid or fuel-efficient cars.

The company focuses on running a green business because customers request it—and because it’s the right thing to do, Avery says. “It also makes it a good place for people to work. People want to work for a company that is being sensitive to these issues,” he adds. “It’s nice to work at a place that’s pushing the envelope and is not trying to play catchup.”

Lindquist & Vennum PLLP

It’s green power to the people at Lindquist & Vennum PLLP, where employees’ suggestions for being earth-friendly guide many of its green efforts. When an employee suggested that the Minneapolis-based law firm stop offering bottled water to clients and pitch the Styrofoam coffee cups, staff found a way to make it happen.

“[Conservation is] just good business. For us, we’ve found that these projects really help our bottom line.”

**—Dale Nelson,
Hilton Minneapolis director
of property operations**

Lindquist & Vennum has a seven-member sustainable practices committee for its three offices in Minneapolis, Denver, and Sioux Falls, South Dakota. “The sustainability work provides a good outlet for people to share their ideas,” says Eldri Johnson, committee co-chair and a partner in the mergers and acquisitions and corporate finance practice group. “It’s really helped people to feel like they’re part of what’s happening here, and it’s brought them together.”

Using the Climate Challenge from the American Bar Association and the U.S. Environmental Protection Agency, Lindquist launched efforts in 2010 in four areas: green energy, waste, paper management, and energy usage. Of more than 250 participants, Lindquist is among seven firms in the nation and the only one in Minnesota to be named a partner or leader in all four areas.

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To save paper, Lindquist encourages double-sided printing. It also increased the amount of recycled paper it uses, as well as the amount of recycled content in the paper. The firm invested in plates, silverware, and cups, ending its use of disposable items and water bottles—which saves \$8,900 a year, says Dawn Costa, director of administration. Lindquist also purchases Energy Star appliances and renewable energy credits equal to its last three years of energy use.

As an IDS Center tenant, Lindquist provided input prior to the installation of a new system for the building that shuts off lights during non-work hours. The system dropped its energy consumption 10 percent between 2010 and 2011, but it's unclear how much money that saved because Lindquist pays a prorated share of the building's energy bill.

Lindquist also belongs to the IDS green team, which joined Xcel Energy's Kilowatt Crackdown challenge in 2011. The team captured the "Most Valuable Tenant" award for Minneapolis. "Lindquist & Venum is a key player on our team of anchor tenants who helped change the culture in the IDS Center," says Jim Durda, IDS general manager. "The firm is a big part of why we won."

Lindquist's 340 employees are fully engaged in green efforts. More than 80 participated in its commuter challenge to carpool, bike, or walk to work for at least 21 days last summer. Others take home used coffee grounds for composting, and everyone makes an effort to use the smallest roll of toilet paper to keep it from being tossed by the cleaning staff.

At Lindquist & Venum, no green effort is too small, says Johnson, adding: "Really, any change that you make can help."

Hilton Minneapolis

For years, Dale Nelson wanted to replace the lighting in the Hilton Minneapolis hotel's public spaces with more environmentally friendly bulbs. But the technology just wasn't consistent or affordable enough. Within the past few years, all that changed as bulbs improved and Xcel Energy expanded its rebate program.

Last year, the 800,000-square-foot Hilton replaced 4,116 incandescent light bulbs with more energy-efficient LED bulbs. The hotel will pay off the

\$114,514 project in just nine months thanks to a \$52,471 rebate from Xcel and experience annual savings of \$82,758. Hotel executives are thrilled with the quick return on investment, as well as how great the new lights look in its lobby, restaurants, ballrooms, meeting rooms, and other common areas.

"It's just a no-brainer. We're essentially removing one month of utility costs out of the building," says Nelson, Hilton's director of property operations. "The LEDs emulate the same lighting as before; it's what our guests and customers are accustomed to."

Xcel offers rebates to encourage customers to implement energy-saving projects. But they end up benefiting everyone: the less energy customers use, the fewer power plants the company needs to build, notes Sara Terrell, Xcel's account manager for the Hilton.

The Hilton's project resulted in "just over 1 gigawatt hour of energy that we won't have to produce annually," says Terrell. (That's enough to supply about 119 homes with electricity for a year.) "Projects like these are a win-win. It's good for the environment and it helps [the hotel's] bottom line because they aren't paying the energy bill they used to be paying."

The Hilton is no stranger to green projects. The 450-employee hotel recently converted one of its chillers, used to cool the building, from constant speed to variable speed. That means the hotel uses minimal cooling in non-summer months and saves nearly \$30,000 annually in energy costs. The Hilton will pay off the \$122,018 project in less than three years. The hotel also installed a remote temperature control system for each guest room, which saves both energy and money—\$65,000 a year, Nelson estimates.

The Hilton has long been an avid recycler of myriad materials, from paper and cardboard to cooking oil and soap. Each month it donates four to six tons of wet food waste from its many events and restaurants to pig farmers. This keeps food waste out of landfills, reduces methane emissions, and saves money on trash hauling.

Next up, Hilton will target ways to reduce its water consumption, part of Nelson's pursuit of more ways to be green. "It's just good business. For us, we've found that these projects really help our bottom line," he says. "It is work and it does take time, but it really does make a difference."

Corporate sustainability is a business approach that creates long-term consumer and employee value by not only creating a "green" strategy aimed towards the natural environment, but taking into consideration every dimension of how a business operates.

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We welcome the opportunity to discuss in more detail ways you can help your company meet its sustainability goals.



Chris Flaherty,
Co-founder and CEO,
N'compass



Christopher Pinc,
Co-founder and CVO,
N'compass



Kristi Paul,
Partner and CMO,
N'compass



Jim Acker,
District Manager,
NetApp

CityDeskStudio designed the open, airy offices of Barrie D'Rozario Murphy.

AN OFFICE DESIGNED FOR HOW YOU WORK

How new trends in space utilization anticipate the needs of office workers.

By Jack Gordon

The hottest buzzwords in office design today are “agile,” “flexible,” and “choice.” The first two are interchangeable, and they are intended to enable the third. Agile or flexible work environments are designed so that many or most employees can choose (or be assigned) to work in the course of a given day in any number of settings, from an enclosed private office to a crowded table in an open area, depending on the nature of the task they need to perform.

“Work has become more fluid,” says Andi Simon, director of project management for real-estate management company Cushman & Wakefield/

NorthMarq of Bloomington. “A lot fewer people now come to the same office and sit at the same desk every day without moving around much.”

Take her client Unilever, for instance. The consumer-products giant is designing space for a move of its Minneapolis office to new quarters in the McGladrey Plaza building on Nicollet Avenue. Unilever has calculated, Simon says, that only a portion of its desk space is actually occupied at any given time. Often, a subset of employees are working elsewhere. “They’re in conference rooms or out of the office at meetings or working at home or travel-

ing,” she says.

The “nobody home” trend started years ago, and it is no longer novel to hear about practices like “hoteling,” in which short-term workstations are set aside for employees or contractors who visit the office only occasionally, or desk sharing by employees who work partly from home.

What is newer is that “we’re actually starting to match environments to the work that people really do,” says Shawn Gaither, a principal with architecture and design firm Studio Hive of Minneapolis, which is designing Unilever’s new space. The change is taking place across industry lines, from professional services to education and government, Gaither says. “We’ve been throwing around terms like ‘hoteling’ and ‘benching’ for years, but one size rarely fits all. It’s only when you begin to align [workplace designs] with the work people are doing that it succeeds.”

Here are four key trends and con-

cepts that characterize the shift toward flexible work spaces.

1. The Incredible Shrinking Office

There are fewer private offices today than in decades past, Simon says. No surprise there, but she also says that the sizes of remaining offices are shrinking. The same goes for cubicle sizes. And the square footage of both offices and cubicles is growing more standardized.

That observation is echoed by Steve Chirhart, president of TaTonka Real Estate Advisors of Minneapolis, which helps corporate clients find office space and works with the design firms that configure it. Cubicles that once might have been 10 by 10 feet now are more likely to be eight by eight or even six by eight, Chirhart says. Private offices that used to measure 15 by 15 feet or 20 by 20 now might be 10 by 13 feet or 12 by 12.

The phenomenon is common even in workplaces that remain, essentially,

cube farms, and even in places such as law firms where private, walled offices still are the norm, Chirhart says. Cost savings are a driver, of course, but the main enabling factor is that more documents are being scanned and digitized in offices today. Less paper means less need for space-consuming filing cabinets, Chirhart observes. In other words, office sizes are shrinking because they can.

And the differing office sizes that traditionally served as badges of corporate rank are giving way to standardization. The law firm Oppenheimer Wolff & Donnelly asked Studio Hive for smaller, standard-sized offices for its move this year to new space in downtown Minneapolis. "They wanted to get smarter about how to do real estate," Gaither says. "And there are a lot of savings to be gained just by ordering standard furnishings when you're talking about almost 100,000 square feet of new space."

2. Open in More Ways Than One

Sometimes cubicles just get smaller. But more often they are being traded for more open workstations with less screening—shorter partitions or none at all. Some employees might have their own permanent desks, while others move from station to station as projects or assignments change.

Practicing what it preaches about flexible workplaces, BWBR Architects of St. Paul has designed its own office to incorporate many "bays" of four workstations each. In the course of a year, an employee might move to different stations in different bays. Portable file storage follows a person from place to place, so changing stations is almost as simple as plugging one's laptop computer into a different outlet.

The arrangement has nothing to do with "hoteling," says BWBR Design Principal Don Thomas. The purpose of the bays is to cluster people who are working as a team on a given project. As

people move on to new projects, they can change teams and locations easily.

The bays are not closed off but are visible to one another, encouraging interaction. "Our culture is to work in teams, and to have people work on diverse projects so they can [acquire] broad knowledge of pretty much everything we do," Thomas says. "We also want people to see how decisions are made. And we want mentoring to be easy and natural." An open environment encourages such learning on a day-to-day basis in ways that a cube farm doesn't.

Designers try to make such open work areas as attractive as possible. One technique is to ensure they get plenty of natural light. In traditional office arrangements, private offices get the windows while open-space desks occupy the interior of the building.



A small-group gathering area at BWBR Architects.

CityDeskStudio of Minneapolis likes to invert that concept.

CityDesk partner Ben Awes says that for clients including advertising agency Barrie D'Rozario Murphy and IT firm JAMF Software, his firm has designed Minneapolis offices in which open work areas get light from the windows while private offices and conference rooms are placed in the interior.

Design firms say that clients also are increasing the amenities and the variety of settings found in their open spaces. "One of the consistent requests we get is for casual sitting areas with soft furniture, like mini-living rooms," says

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Virtual
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At the heart of the so-called agile office environment is the idea that workers are not tethered to particular desks or stations, but they will always need access to a computer and the Internet. As Ben Awes at CityDesk-Studio puts it, the whole idea of a flexible or agile office design rests on the premise that "wherever you sit, you need to be able to plug in."

This means that the agile-office concept dovetails nicely with a current hot trend in information technology: desktop virtualization.

With a virtual desktop, computing applications—word processing and spreadsheet programs, database applications, and so on—reside not on the hard drive of the user's computer but somewhere else, commonly on the company's central servers.

This makes work "device-independent," says Keith Norbie, vice president of Nexus, a Minnetonka-based provider of virtualization and other IT services. Suppose he is in the office working on a document or a spreadsheet. "With virtualization," he says, "I could leave everything running on my office computer, go home, log in [on a different device], and find everything just as it was. I can pick up from there."

By the same token, an employee could go to any workstation in an office—which might have only a monitor, keyboard, and small "client" device to get online—and use it to access what amounts to the employee's personal hard drive.

Norbie says that organizations often convert to virtual desktops in stages, or only partially if some information is considered too sensitive for flexible access. A wide variety of organizations are at least toying with the idea for some applications. Nexus clients include Carver County; Minneapolis law firm Dorsey & Whitney; diesel-engine distributor Interstate Companies, Inc., of Bloomington; and health plan provider UCare of Minnesota.

—J. G.

CityDesk Partner Bob Ganser. Another is for expansive kitchen areas, or café-type settings where people can meet and work as well as eat.

These café and living-room areas are meant to double as alternative work spaces, designers say. They are either wired or served by wireless networks. They might have drop-down screens or whiteboard walls for meetings and presentations.

Studio Hive has designed such café areas for clients including the Sartell Group, a Minneapolis software development firm, and pharmacy-benefits management company Prime Therapeutics of Eagan.

The amenities also are meant for play and relaxation. Awes says that Barrie D'Rozario Murphy's café area has a pool table, a Ping-Pong table, and a jukebox. Simon says that Unilever's new office will feature a professional-grade golf simulator.

3. Privacy? Sure, Sometimes

All of that openness and flexibility are terrific until someone needs to make a private phone call, conduct a sensitive conversation, or focus for an extended period on a "head-down" task that requires concentration and relative quiet.

Advocates of open-office concepts have tried for years to get around the need for privacy, Thomas says, "but it keeps coming back. When you need high concentration, you need to eliminate distractions."

Open environments don't work for everyone. Thomas mentions computer programmers as people whose highly focused work is likely to require private spaces a good deal of the time. Privacy also is required for things like performance reviews, strategic planning meetings, and many business and personal phone conversations.

But Thomas and other agile-workplace advocates point out that while all employees require privacy some of the time, most don't need it all of the time. Like cubicles, not all private offices have to be assigned to particular people. In a trend that goes hand-in-glove with open design, multiple small, private offices and conference rooms are made available for any employees who need them. A tiny office with only a desk and a telephone might be used for quick personal phone calls—or it might be staked

out for a day or two by someone who ordinarily works at an open station but needs to concentrate on a focused task.

Mini-meeting rooms can be created and equipped to accommodate two or more people. (Simon notes that many clients are asking for rooms designed for six to 10 people. "That seems to be a sweet spot," she says.) Larger conference rooms are included too, and function as they always have.

4. It's Not Just About the Money

There is no denying that a key driver of flexible design is corporate reluctance to pay rent for a bunch of offices and cubes that are occupied less than half

achieve, the less important cutting costs becomes.

"In a recession, especially, it makes no financial sense to give 100 square feet to someone who is there 10 percent of the time," Gaither says. That is often the problem that a client originally sets out to solve, he says. "But it's a misconception to think that because [individual] work spaces are getting smaller, the overall environment is getting smaller."

When you're renting floor space, all of those cafés and lounge areas and private meeting rooms add up, Gaither says: "Do you wind up putting more people in the same space with agile



CityDeskStudio's design for the JAMF Software offices includes full-height whiteboard-paint walls, a casual seating area, rooms for small meetings or private calls, and open-office workstations in front of the windows.

of the time. Simon says she has heard claims that companies can achieve overhead savings of 40 percent by shrinking and standardizing office spaces, and by adopting open, flexible designs. "I think that's high," she says. But she does estimate that with the techniques described here, organizations often can accommodate the same number of employees in 10 or 20 percent less space.

Everyone acknowledges that economics play a role in all this. But designers and real estate managers insist that saving money is not the only goal. And they say that the more clients think about what they really want to

designs? I'm not sure that's a pattern."

Thomas agrees. It might start as a cost-cutting initiative, he says, but agile design usually winds up being about the most effective use of space for the way people actually work.

Corporate workers "have been squeezed for a long time," Thomas admits. "So people get skeptical when they hear talk about, 'How big does your workstation really have to be?' But this really is about flexibility," he says. In the end, it's about how the work actually gets done. **TCB**

Jack Gordon is a freelance writer living in Eden Prairie.

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Aria at the Jeune Lune
 612-460-1051 • thejeunelune.com
Contact: Michelle Klein (director of sales and marketing)
Meeting space: 6,000 square feet; wireless Internet



MINNEAPOLIS

Blaisdell Manor
 612-870-7875 • blaisdellmanor.com
Contact: Aaron McCallum (director of events); Sue Marty (events consultant)
Meeting space: Six meeting rooms and a ballroom seat up to 425




MINNEAPOLIS

The Bakken Museum
 612-926-3878, ext. 208 • thebakken.org
Contact: Suzy Piper (event and marketing coordinator)
Meeting space: Several spaces, including a terrace, accommodate up to 200; wireless Internet




MINNEAPOLIS

Coffman Memorial Union
 612-624-9954 • sua.umn.edu/reservations
Contact: Sarah Fastner (conferences director)
Meeting space: Theater seating for 400, banquet rooms to seat up to 400, performance venues, 15 meeting rooms, and three outdoor venues; wireless Internet




MINNEAPOLIS

Best Western Plus Normandy Inn & Suites
 612-370-1400 • bestwesternnormandy.com
Contact: Patricia Ruddy (director of sales)
Meeting space: Banquet space for up to 250; wireless Internet



MINNEAPOLIS

Columbia Golf Club Manor
 612-221-2140 • minneapolisparcs.org
Contact: Marc Rymer (assistant golf manager); Gloria Horowitz (venue coordinator)
Meeting space: Dining capacity of 280, meeting space for 325 in three rooms; wireless Internet



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MEETINGS, EVENTS & CONVENTIONS

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Cowles Conservatory at the Minneapolis Sculpture Garden

612-230-6400 • minneapolisparcs.org

Contact: Annie Olson (manager of support services)

Meeting space: Serves up to 150 for cocktail parties or up to 75 for dinner



MINNEAPOLIS

DoubleTree Suites by Hilton Minneapolis

612-332-6800 •

minneapolisuites.doubletree.com

Contact: Mike Obradovich (executive meeting manager); Peter Clysdale (director of sales)

Meeting space: 1,162 square feet; wireless Internet



MINNEAPOLIS

Crowne Plaza Northstar Downtown Minneapolis

612-338-2288 • cpminneapolis.com

Contact: Jim Lynch (director of sales)

Meeting space: 10,000 square feet—270 for dinner, classroom for up to 150, and a rooftop garden; wireless Internet



MINNEAPOLIS

Epic

612-332-3742 • epiceventcenter.com

Contact: Brittany Garcia (director of sales and marketing)

Meeting space: Multilevel venue and rooftop patio with capacity for 2,800; wireless Internet



MINNEAPOLIS

The Depot Minneapolis

612-375-1700 • thedepotminneapolis.com

Contact: Robert Payne (director of sales and marketing)

Meeting space: Two hotels, exhibition space, 11 meeting rooms, ballroom, 60,000 square feet serves up to 2,000; wireless Internet



MINNEAPOLIS

Five Event Center

612-827-5555 • fiveeventcenter.com

Contact: Chelle Crandall (event manager); Lesley Decker (event manager)

Meeting space: Seats up to 200 for dinner, or 350 on both levels for receptions



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Gallery 13

651-592-5503 • gallery13.com

Contact: Stephen Sugarman (director); Karen Sugarman (curator)

Meeting space: 6,500 square feet in two adjoining spaces



MINNEAPOLIS

Guthrie Theater

612-225-6470 • guthrietheater.org

Contact: Karen Scher (director of catering)

Meeting space: The Dowling Studio seats up to 175, the Target Lounge holds up to 150; classrooms and meeting rooms available



MINNEAPOLIS

Grand Hotel Minneapolis

612-288-8888 • grandhotelminneapolis.com

Contact: Andrea Vieyra (director of sales and marketing); Amanda Parsons (general manager)

Meeting space: 6,500 square feet serves up to 300, 3,500-square-foot presidential suite, three boardrooms; wireless Internet



MINNEAPOLIS

**Hennepin County Library—
Minneapolis Central**

612-253-0255 • mintahoe.com

Contact: Lisa Brenna (event consultant)

Meeting space: Auditorium seating 243, boardroom for up to 30, 7,000-square-foot atrium, and technology center; wireless Internet



MINNEAPOLIS

Graves 601 Hotel Wyndham Grand

612-677-1100 • graves601hotel.com

Contact: Patrick Clemons (regional director of sales)

Meeting space: 20,000 square feet including 13 meeting rooms and a ballroom that seats 400; wireless Internet



MINNEAPOLIS

Hilton Minneapolis

612-376-1000 • minneapolis.hilton.com

Contact: Kimberly Zoulek (director of sales)

Meeting space: 77,000 square feet in 35 meeting rooms; three ballrooms serving up to 2,500, 1,000, and 600, art-inspired Gallery seats up to 170; wireless Internet



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SPECIAL FOCUS

MEETINGS, EVENTS & CONVENTIONS

MINNEAPOLIS

Holiday Inn Minneapolis Metrodome

612-333-4646 • metrodome.com

Contact: Marilyne Bouteiller (director of sales and marketing)

Meeting space: 7,350 square feet including exhibit space—can serve up to 450 in 9 meeting rooms; high-speed Internet



MINNEAPOLIS

The Marquette Hotel

612-333-4545 • marquettehotel.com

Contact: Lisa Heller (director of sales and marketing)

Meeting space: 30,000 square feet, serves up to 350; 50th floor of IDS Center serves up to 800; wireless Internet



MINNEAPOLIS

Hotel Ivy

612-746-4600 • thehotelivy.com

Contact: Michael Cappel (director of sales and marketing)

Meeting space: 6,000 square feet located on the skyway level; wireless Internet



MINNEAPOLIS

McNamara Alumni Center

612-624-9831 • mac-events.org

Contact: Amy Leyden (director of sales and marketing)

Meeting space: 35,000 square feet in 10 meeting rooms, including 12,000-square-foot Memorial Hall (atrium); wireless Internet



MINNEAPOLIS

The Hotel Minneapolis

612-340-2000 • thehotelminneapolis.com

Contact: Tim Cahill (director of sales and marketing)

Meeting space: Five meeting rooms totaling 3,000 square feet can serve up to 110; wireless Internet



MINNEAPOLIS

Metrodome

612-332-0386 • msfc.com

Contact: Bobbi Ellenberg (event services manager)

Meeting space: 140,000 square feet



MINNEAPOLIS

Hyatt Regency Minneapolis

612-370-1234 • minneapolis.hyatt.com

Contact: Mike Roebuck (director of sales and marketing)

Meeting space: 74,000 square feet of space, including exhibit hall, ballrooms, and board rooms; serves up to 2,000; wireless Internet



MINNEAPOLIS

The Metropolitan Ballroom and Clubroom

612-238-4444 • damico.com

Contact: Linda Adam (catering sales)

Meeting space: 10,000 square feet can serve receptions of 1,150 and dinners for up to 700; wireless Internet



MINNEAPOLIS

International Market Square

612-238-4444 • damico.com

Contact: Linda Adam (catering sales)

Meeting space: 60,887 square feet (22,000 square feet of carpeted exhibit space) can serve up to 2,000 seated or 5,000 for receptions; wireless Internet



MINNEAPOLIS

Mill City Museum

612-238-4444 • damico.com

Contact: Linda Adam (catering sales)

Meeting space: Commons, courtyard, and exterior rail corridor serve up to 1,000 for receptions, 250 for dinner; wireless Internet



MINNEAPOLIS

Le Meridien Chambers Minneapolis

612-767-6944 • damicocatering.com

Contact: Sandy Vogel (catering sales)

Meeting space: 1,700 square feet on main floor seats up to 100, Burnet Gallery seats up to 70, rooftop lounge with patio seats up to 90, 1,000-square-foot courtyard; wireless Internet



MINNEAPOLIS

Mill City Nights

612-333-3422 • millcitynights.com

Contact: Caitlin Van Winkle (director of special events)

Meeting space: Multiple floors accommodate up to 1,300 people; wireless Internet



To see full information on each listing—including address, dining options, and more—go to bit.ly/fozDfy and scroll down to the Hospitality section.

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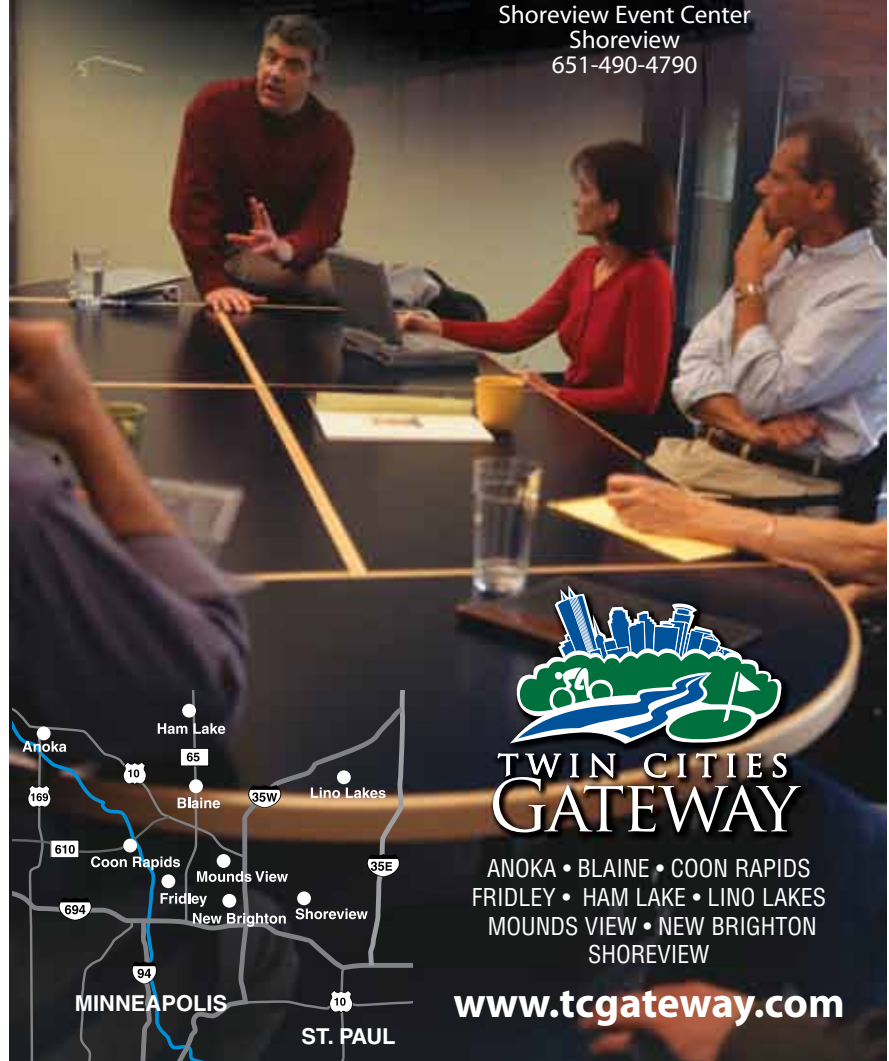
Majestic Oaks Event Center
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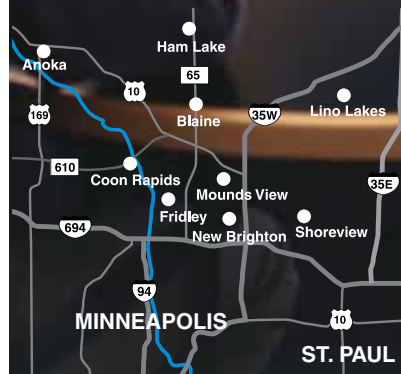
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MINNEAPOLIS

Millennium Hotel Minneapolis

612-332-6000 • millenniumhotels.com/
millenniumhotelminneapolis

Contact: Robert Rivers (general manager)

Meeting space: 20,000 square feet can serve up to 500 for dinner; wireless Internet



MINNEAPOLIS

Minneapolis City Hall & Hennepin County Courthouse

612-596-9518 •

municipalbuildingcommission.org

Contact: Tracey McLaughlin (event coordinator)

Meeting space: Seats up to 300 for dinner, evenings and weekends only



MINNEAPOLIS

Minneapolis Convention Center

612-335-6035 • minneapolisconventioncenter.com

Contact: Katie Smith (sales and marketing)

Meeting space: 480,000 square feet in five exhibit halls, 3,400-seat auditorium, 28,000-square-foot ballroom, and 87 meeting rooms; wireless Internet



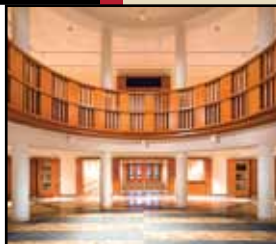
MINNEAPOLIS

Minneapolis Institute of Arts

612-870-3049 • artsmia.org

Contact: Miranda Kuennen (meetings and events coordinator)

Meeting space: Can serve up to 2,000 for receptions, 300 seated; gallery event spaces; wireless Internet



MINNEAPOLIS

Minneapolis Marriott City Center

612-349-4000 • minneapolismarriott.com

Contact: Kurt Boerner (director of operations)

Meeting space: More than 42,700 square feet can serve up to 2,400; wireless Internet



MINNEAPOLIS

The Museum of Russian Art

612-238-4444 • damico.com

Contact: Linda Adam (director of catering sales)

Meeting space: Main gallery, mezzanine, and lower gallery can serve up to 216 for dinner, 500 for receptions; wireless Internet



SPECIAL FOCUS

MEETINGS, EVENTS & CONVENTIONS

MINNEAPOLIS

Nicollet Island Inn

612-331-1800, ext. 3 • nicolletislandinn.com
Contact: Erin Velandar (special events director)
Meeting space: Accommodates up to 150 for receptions, up to 115 for seated dinners; wireless Internet



MINNEAPOLIS

Orchestra Hall

612-371-5693 • rentorchestrahall.com
Contact: Nate Boutang (rental and events)
Meeting space: 2,450-seat auditorium; lobby—receptions up to 1,200; Tier Drop room—80 seated, 125 reception; Green Room—60 seated, 80 reception; adjacent to Peavey Plaza



MINNEAPOLIS

Nicollet Island Pavilion

612-253-0255 • mintahoe.com
Contact: Teresa Foreman (sales consultant)
Meeting space: 9,000 square feet, including tented riverfront patio, can seat up to 520 inside, up to 4,000 on the grounds; wireless Internet



MINNEAPOLIS

Radisson Plaza Hotel Minneapolis

612-339-4900 • radisson.com/minneapolismn_plaza
Contact: Cheryl Johnson (sales and marketing)
Meeting space: More than 21,000 square feet in 21 meeting rooms can serve up to 500; wireless Internet



MINNEAPOLIS

Open Book

612-215-2572 • openbookmn.org
Contact: Joe Skifter (building manager)
Meeting space: Renovated warehouse space for groups up to 200



MINNEAPOLIS

Ramada Plaza Minneapolis

612-331-1900 • ramadaplazampls.com
Contact: Margaret Mattison (sales and catering)
Meeting space: 5,000-square-foot ballroom serves up to 500, Itasca ballroom serves up to 170, several other meeting rooms; wireless Internet



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MINNEAPOLIS

St. Anthony Main Event Centre

612-623-0608 • stanthonymaineventcentre.com

Contact: Aaron McCallum (director of events); Sue Marty (events consultant)

Meeting space: Three floors and commons area serve up to 1,000; high-speed Internet



MINNEAPOLIS

Studio 1414

612-638-1888 • studio1414.com

Contact: Karin Martinson (chief space officer)

Meeting space: 150,000 cubic feet of space, including a large sound stage; wireless Internet



MINNEAPOLIS

Semple Mansion

612-290-4448 • semplemansion.com

Contact: Katherine Hendrickson (director)

Meeting space: Grand Palladian ballroom seats up to 250, grand foyer seats up to 200, wine grotto for wine tastings; wireless Internet



MINNEAPOLIS

Target Center

612-673-1300 • targetcenter.com

Contact: Andy Warg (senior director of event booking)

Meeting space: 25,000 square feet can serve up to 20,000; board meeting and banquet rooms can accommodate up to 200



MINNEAPOLIS

Shout House Dueling Pianos

612-337-6700 • theshouthouse.com

Contact: J. J. Woods (marketing and sales manager)

Meeting space: Can serve private parties up to 275 seated or 642 for receptions; wireless Internet



MINNEAPOLIS

Target Field

612-659-3870 • twinsbaseball.com/targetfieldevts

Contact: David Christie (senior manager, events)

Meeting space: Numerous event spaces accommodate groups of up to 550 people for a sit-down dinner on non-game days; wireless Internet



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MEETINGS, EVENTS & CONVENTIONS

MINNEAPOLIS

TCF Bank Stadium

612-626-6025 • gophersportsspaces.com

Contact: Tanesha Wade

Meeting space: Spaces ranging from 800 to 20,000 square feet can host between 200 and 900 people; additional spaces in nearby Williams and Mariucci arenas; wireless Internet



MINNEAPOLIS

Ted Mann Concert Hall

612-626-2030 • tedmann.umn.edu

Contact: Brad Momsen (coordinator of operations and performances)

Meeting space: Concert hall seats up to 1,220, lobby serves up to 240 seated, up to 470 for receptions



MINNEAPOLIS

Ukrainian Event Center

612-379-1956 • ukrainianeventcenter.com

Contact: Renee Bell (events coordinator)

Meeting space: 4,680-square-foot great hall, a reception area, and two conference rooms



MINNEAPOLIS

University Hotel Minneapolis

612-379-8888 • radisson.com/univ_minneapolis

Contact: Matt Monchamp (general manager)

Meeting space: 20,200 square feet: two ballrooms, 11 breakout rooms; wireless Internet



MINNEAPOLIS

Uppercut Gym

612-822-1964 • uppercutgym.com

Contact: Lisa Bauch (owner)

Meeting space: 13,000-square-foot warehouse boxing gym with outdoor courtyard serves up to 400 for a meeting or 220 for dinner; wireless Internet



MINNEAPOLIS

The Van Dusen Mansion & Event Center

612-871-2702 • thevandusenmansion.com

Contact: Jennifer Anderson (director of sales and marketing); Lisa Brenna (event consultant)

Meeting space: Grand parlor, event center, carriage house, and courtyard



To see full venue information, go to bit.ly/fozDfy and scroll down to Hospitality section.

MINNEAPOLIS

Varsity Theater

612-604-0222 • varsitytheater.org

Contact: Jason McLean (owner)

Meeting space: 10,000-square-foot art deco theater with capacity for 300 seated or 600 for receptions; wireless Internet



MINNEAPOLIS

W Minneapolis—The Foshay

612-215-3700 • whotels.com/minneapolis

Contact: Susan Mabry (general manager)

Meeting space: 6,700 square feet in eight meeting spaces



MINNEAPOLIS

W.lab Events and Ideation

612-638-1916 • worrell.com/wlab

Contact: Benjamin Van Sistine

Meeting space: More than 28,000 square feet of space covered with whiteboards



MINNEAPOLIS

Walker Art Center

612-375-7553 • walkerart.org

Contact: Sharon Broscha (facility rental manager)

Meeting space: Main floor—1,200 for receptions; Skyline Room—380 for receptions, 200 seated; Cargill Lounge—200 for receptions; additional rooms



MINNEAPOLIS

Weisman Art Museum

612-625-9494 • wam.umn.edu

Contact: Erin Lauderman (marketing)

Meeting space: Gallery serves 150 for dinner or 350 for receptions; Shepherd Room seats 120 for lectures; rooms can be combined for larger groups; seminar room; wireless Internet



MINNEAPOLIS

The Westin Minneapolis

612-333-4006 • westin.com/minneapolis

Contact: Abigail Moe (sales coordinator)

Meeting space: 9,308 square feet of flexible space in 15 rooms; wireless Internet



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MEETINGS, EVENTS & CONVENTIONS

ST. PAUL

ST. PAUL

Circus Juventas

651-699-8229 • circusjuventas.org

Contact: Dan Butler (executive director and founder); Kim Thompson (executive assistant)

Meeting space: 21,000-square-foot “big top” holds up to 500 seated



ST. PAUL

Holiday Inn St. Paul Downtown

651-225-1515 • histpaul.com

Contact: Nunciata Covey (director of sales)

Meeting space: 1,975 square feet including five meeting rooms; wireless Internet



ST. PAUL

Como Park Zoo and Conservatory

651-487-8282 • lancercatering.com

Contact: Denise Turner (catering sales)

Meeting space: 65,000 square feet in seven rooms can serve up to 1,000 for receptions and up to 300 for dinner



ST. PAUL

Holiday Inn St. Paul East

651-731-2220 • holidaymn.com

Contact: Marisa Hovdy (catering manager)

Meeting space: 13,000 square feet of meeting space accommodates up to 500



ST. PAUL

Crowne Plaza St. Paul Riverfront

651-292-1900 • cpstpaul.com

Contact: Jean Makowski (sales and marketing)

Meeting space: 50,000 square feet of flexible space including 14,300-square-foot ballroom, 10,000-square-foot Great River Ballroom overlooking the river, up to 26 meeting rooms



ST. PAUL

James J. Hill House

651-297-2555 • mnhs.org/hillhouse

Contact: Craig Johnson (site manager);

Sara Scrimshaw (program supervisor)

Meeting space: Picture gallery, music room, drawing room, meeting rooms, and verandas can serve up to 120 seated or 300 for receptions



ST. PAUL

Embassy Suites—St. Paul

651-224-5400 • embassystpaul.com

Contact: Jodi Kopka (catering sales manager); Leslee Francis (catering director)

Meeting space: 5,000 square feet, including a ballroom for up to 200 and additional space for up to 100; wireless Internet



ST. PAUL

James J. Hill Library

651-265-5447 • www.jjhill.org/rental

Contact: Beth O'Connor (event coordinator)

Meeting space: 2,400 square feet, including two conference rooms; wireless Internet



ST. PAUL

Fitzgerald Theater

651-290-1200 • fitzgeraldtheater.publicradio.org

Contact: Tom Campbell (manager, stage productions and facilities)

Meeting space: 1,058-seat theater, 1,026 capacity with orchestra pit



ST. PAUL

The Klub Haus

651-263-3333 • klubhaus.net

Contact: Paul Horvath (general manager)

Meeting space: 2,500-square-foot ballroom with stage; 2,500-square-foot rathskeller-style dining room with seating for 200; patio seats 150; wireless Internet



ST. PAUL

The Great Hall Banquet and Conference Center

651-291-3579 • thegreathall.net

Contact: Georgia Meyers (sales and marketing)

Meeting space: 9,500 square feet can serve parties of up to 400 for dinner and up to 1,000 reception-style; wireless Internet



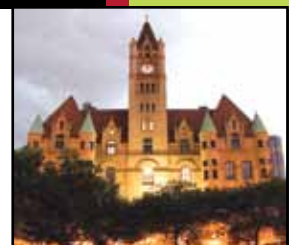
ST. PAUL

Landmark Center

651-292-3228 • landmarkcenter.org

Contact: Betsy Lanegran (rental events manager)

Meeting space: 10,416 square feet—7,200-square-foot atrium, courtroom, and an auditorium for up to 230



To see full information on each listing—including address, dining options, and more—go to bit.ly/fozDfy and scroll down to the Hospitality section.

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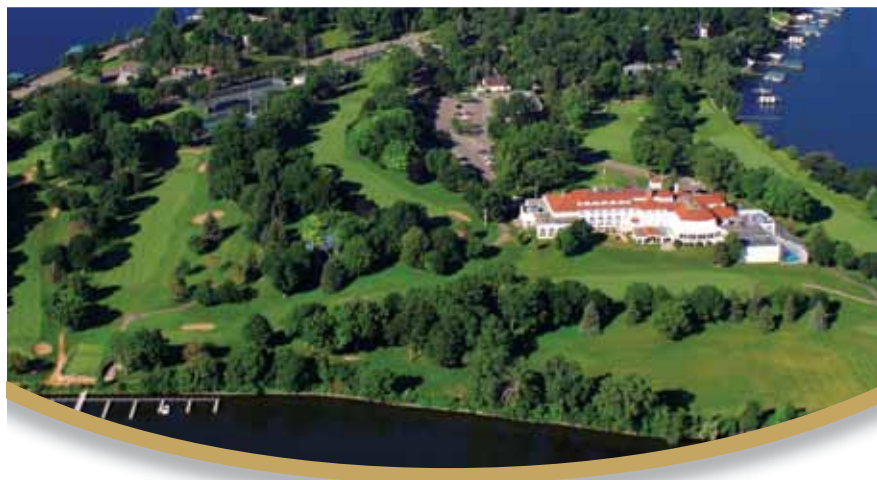
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SPECIAL FOCUS

MEETINGS, EVENTS & CONVENTIONS

ST. PAUL

The Lexington

651-222-8230 • thelexongrand.com

Contact: Michelle Hickey (co-owner)

Meeting space: Private dining space serves groups from 10 to 110 people



ST. PAUL

Macalester College

651-696-6472 • meetatmac.com

Contact: Andy Williams (assistant director of campus center and conferences)

Meeting space: Meeting spaces to accommodate groups of up to 2,500 in a variety of seating styles



ST. PAUL

Metropolitan State University

651-793-1700 • metrostate.edu

Contact: Diane Kromer (special events coordinator)

Meeting space: Founders Hall auditorium seats 317, Great Hall seats 156, classrooms available; wireless Internet



ST. PAUL

Midway Stadium

651-288-3573 • stpaul.gov/depts/parks

Contact: Bob Klepperich (manager)

Meeting space: Baseball field with seating for up to 6,000



ST. PAUL

The Minnesota Boat Club on Raspberry Island

612-253-0255 • mintahoe.com

Contact: Joy Devous-Baker (sales consultant)

Meeting space: Clubhouse, meeting room, and riverfront verandas serve 168 seated indoors and additional 40 outside; wireless Internet



ST. PAUL

Minnesota History Center

651-259-3030 • mnhs.org/eventrental

Contact: Michelle Kirkwold (general manager)

Meeting space: Capitol Concourse, second-floor rotunda, and terraces can accommodate up to 2,000, 340-seat 3M Auditorium; seven smaller rooms seat up to 100



To see full venue information, go to bit.ly/fozDfy and scroll down to Hospitality section.

ST. PAUL

Minnesota Humanities Event Center

651-772-4242 • mnhum.org/eventcenter

Contact: Nicole Youngvorst (event center manager)

Meeting space: Four meeting rooms, breakout spaces, two outdoor patios; wireless Internet



ST. PAUL

MSP Airport Conference Center

612-794-4500 • shopsatmsp.com

Contact: Megan Koski (event coordinator); Laurie Roufs (managing supervisor)

Meeting space: 4,732 square feet—10 conference rooms, largest is 1,950 square feet, can serve parties of up to 100; wireless Internet



ST. PAUL

Ordway Center for the Performing Arts

651-282-3000 • ordway.org

Contact: Toby Lien (hospitality services manager)

Meeting space: Main hall seats 1,912, McKnight Theatre 306, two rehearsal rooms, foyer serves up to 100 for formal events or up to 300 for receptions



ST. PAUL

Padelford Packet Boat Company, Inc.

651-227-1100 • riverrides.com

Contact: Tammy Gaspardo (charter consultant); Colleen O'Rourke (charter consultant); Tracy Shimek (group sales)

Meeting space: Three boats can serve up to 600



ST. PAUL

St. Catherine University

651-690-6703 • stkate.edu/eventservices

Contact: Michelle Hueg (event services)

Meeting space: Ballroom serves up to 500, conference rooms and classroom space; auditorium seating 322; recital hall; O'Shaughnessy Auditorium seats 1,800; wireless Internet



ST. PAUL

St. Paul College Club

651-227-4477 • stpaulcollegeclub.com

Contact: Katie Hanafin (event coordinator); Brian Quist (business manager)

Meeting space: 2,500 square feet: six meeting rooms, banquet seating, reception area, and theater seating; can serve up to 250



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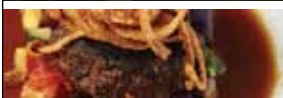
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SPECIAL FOCUS

MEETINGS, EVENTS & CONVENTIONS

ST. PAUL

The Saint Paul Hotel

651-292-9292 • saintpaulhotel.com

Contact: Brian Schmechel (director of sales and marketing)

Meeting space: More than 14,000 square feet—10 rooms, including board room and private dining rooms, can accommodate up to 500



ST. PAUL

Saint Paul RiverCentre

651-265-4800 • rivercentre.org

Contact: Eric Justman Reichert (senior sales manager); Gabe Clendenen (sales manager)

Meeting space: 276,378 square feet, including a grand ballroom and 15 meeting rooms, can serve up to 2,000



ST. PAUL

Science Museum of Minnesota

651-221-2550 • smm.org

Contact: Diane Auger (director of facility rentals)

Meeting space: More than 10,000 square feet can serve receptions of more than 1,000 or 300 seated



ST. PAUL

317 on Rice Park Event Center

651-726-8800 • wildsidecaterers.com

Contact: Melody Haines (director of catering sales)

Meeting space: 7,000 square feet can serve up to 500



ST. PAUL

University Club of St. Paul—Commodore

651-222-1751 • universityclubofstpaul.com

Contact: Julia Struve (sales and catering manager)

Meeting space: 3,492 square feet, including four meeting rooms, serves up to 350 for dinner; wireless Internet



ST. PAUL

University Club of St. Paul—Downtown Clubhouse

651-222-1751 • universityclubofstpaul.com

Contact: Julia Struve (sales and catering)

Meeting space: 14,000 square feet including atrium, 14th-floor penthouse, and bar; ballroom serves up to 400 for receptions; wireless Internet



To see full venue information, go to bit.ly/fozDfy and scroll down to Hospitality section.

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ST. PAUL

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

651-222-1751 • universityclubofstpaul.com

Contact: Julia Struve (sales and catering)

Meeting space: 3,300 square feet can serve up to 200 for dinner, 250 for receptions; wireless Internet



ST. PAUL

**University of Minnesota—
St. Paul Student Center**

612-624-8145 • sua.umn.edu/reservations

Contact: Kelly Ricke (senior event coordinator)

Meeting space: Theater seating for up to 327, banquet room seats up to 416, meeting rooms, outdoor venues; wireless Internet



ST. PAUL

**University of Minnesota Continuing
Education and Conference Center**

612-625-3275 • cce.umn.edu/conferencecenter

Contact: Ken Gay (director)

Meeting space: 16,000 square feet of meeting space accommodates up to 440



ST. PAUL

University of St. Thomas

651-962-5000 • stthomas.edu/eventservices

Contact: Dan Taylor (director, conference and event services)

Meeting space: Meeting spaces accommodate a variety of group sizes; wireless Internet



ST. PAUL

Wabasha Street Caves

651-224-1191 • wabashastreetcaves.com

Contact: Anne Hofmann (event coordinator)

Meeting space: 12,000 square feet can serve up to 250 for dinner or 400 for receptions



ST. PAUL

Xcel Energy Center

651-265-4800 • xcelenergycenter.com

Contact: Susan Hubbard (director of booking, sales, and office administration)

Meeting space: 17,000 square feet; wireless Internet




SPECIAL FOCUS

MEETINGS, EVENTS & CONVENTIONS


SUBURBAN METRO AREA

Afton House Inn and Afton Hudson Cruise Lines
 Afton • 651-436-8883 • stcroixrivercruises.com
Contact: Dan Jarvis (sales and marketing)
Meeting space: 3,000 square feet in three spaces serves up to 300; three cruise boats also available; wireless Internet



SUBURBAN METRO AREA

BayView Event Center and Cruises
 Excelsior • 952-470-8439 • bayviewevent.com
Contact: Michael Jensen (sales manager)
Meeting space: Two-level event center with indoor and outdoor event space, six charter boats for groups of up to 150; wireless Internet



SUBURBAN METRO AREA

Best Western Plus Bloomington at Mall of America
 Bloomington • 952-854-8200 • bestwesternbloomingt.rtrk.com
Contact: Brandon Bolduc (director of sales)
Meeting space: 4,500 square feet accommodates up to 232; wireless Internet



SUBURBAN METRO AREA

Best Western Premier Nicollet Inn
 Burnsville • 952-435-2100 • nicolletinn.com
Contact: Barb Spencer (director of catering)
Meeting space: 4,500 square feet, including up to six rooms and a ballroom for up to 300




SUBURBAN METRO AREA

Canterbury Park Racetrack, Card Casino & Event Center
 Shakopee • 952-445-7223 • canterburypark.com
Contact: Mary Pat Monson (special events)
Meeting space: 75,000 square feet can accommodate up to 5,000 inside and 35,000 outside, private party areas



SUBURBAN METRO AREA

The Carlson Towers Rotunda & Amphitheatre
 Minnetonka • 763-212-1448 • carlsoncenterevents.com
Contact: Dawn Crawford Dacut (event sales)
Meeting space: Serves up to 360, evenings and weekends, outdoor amphitheater; wireless Internet




SUBURBAN METRO AREA

Chanhassen Dinner Theatres
 Chanhassen • 952-934-1524 • chanhassendt.com
Contact: Halley Bechtold (wedding and events manager)
Meeting space: 17,000 square feet can serve up to 300 in banquet area or up to 580 in theater; wireless Internet




SUBURBAN METRO AREA

Chateau at Medicine Lake
 Medicine Lake • 612-253-0255 • mintahoe.com
Contact: Julie Teran (sales consultant)
Meeting space: Space serves up to 230 seated; wireless Internet




SUBURBAN METRO AREA

Courtyard by Marriott Bloomington
 Bloomington • 952-876-0100 • marriott.com/mspcy
Contact: Kari Welp (director of sales)
Meeting space: 2,800 square feet in six rooms, Lake Hiawatha room seats 50 at round tables, 75 theater-style; wireless Internet




SUBURBAN METRO AREA

Crowne Plaza Bloomington
 Bloomington • 952-831-8000 • cpmsp.com
Contact: Christopher Giaimo (director of sales)
Meeting space: 3,981 square feet, including ballroom that seats up to 225 and five breakout rooms; wireless Internet



SUBURBAN METRO AREA

Crowne Plaza Hotel & Suites Minneapolis Airport at the Mall
 Bloomington • 952-854-9000 • cpsuitesmsp.com
Contact: Tim O'Connor (director of sales and marketing)
Meeting space: 18,000 square feet, including ballroom for up to 600; wireless Internet



SUBURBAN METRO AREA

Crowne Plaza Minneapolis West Hotel and Conference Center
 Plymouth • 763-559-6600 • cpplymouth.com
Contact: Dale Krogman (director of sales)
Meeting space: 38,000 square feet can serve up to 350, 40 meeting rooms; wireless Internet



To see full information on each listing—including address, dining options, and more—go to bit.ly/tozDfy and scroll down to the Hospitality section.

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SUBURBAN METRO AREA

Dakota Lodge in Thompson County Park

West St. Paul • 952-891-7000 •

dakotacounty.mn.us

Contact: Beth Baker (reservations)

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



SUBURBAN METRO AREA

DoubleTree by Hilton Bloomington—Minneapolis South

Bloomington • 952-835-7800 • bloomingtonminneapolisouth.doubletreebyhilton.com

Contact: Marilyn Miller (sales and marketing)

Meeting space: 70,000 square feet can serve up to 2,400



SUBURBAN METRO AREA

DoubleTree by Hilton Minneapolis—Park Place

St. Louis Park • 952-542-8600 •

doubletreeminneapolis.com

Contact: Michael Kottke (sales and marketing)

Meeting space: 26,000 square feet can serve up to 900



SUBURBAN METRO AREA

Earle Brown Heritage Center

Brooklyn Center • 763-569-6300, 800-524-0239

• earlebrown.com

Contact: Mary Spah (director of sales)

Meeting space: 45,000 square feet can serve up to 1,200; wireless Internet



SUBURBAN METRO AREA

Edinburgh USA

Brooklyn Park • 763-315-8503 •

lancercatering.com

Contact: Cheron Rubenstein (catering sales)

Meeting space: 10,000 square feet can serve receptions of up to 400 and 350 for dinner; wireless Internet



SUBURBAN METRO AREA

Embassy Suites Bloomington

Bloomington • 952-884-4811 •

embassybloomington.com

Contact: Kari David (director of sales and marketing)

Meeting space: 10,000 square feet; wireless Internet



To see full venue information, go to bit.ly/fozDfy and scroll down to Hospitality section.

SUBURBAN METRO AREA

Embassy Suites Minneapolis Airport

Bloomington • 952-854-1000 •

embassysmpairport.com

Contact: Kari David (director of sales and marketing)

Meeting space: 12,000 square feet; wireless Internet



SUBURBAN METRO AREA

Excelsior Bay Charters

Excelsior • 952-474-1171 •

excelsiorbaycharters.com

Contact: David Gross (owner)

Meeting space: Accommodates groups of up to 80



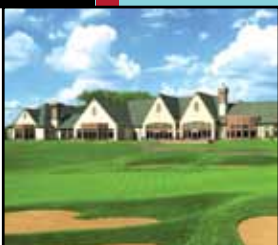
SUBURBAN METRO AREA

Golden Valley Golf and Country Club

Golden Valley • 763-732-4105 • gvgcc.com

Contact: Tom Rubenstein (executive director, clubhouse operations)

Meeting space: 10,000 square feet of banquet space; wireless Internet



SUBURBAN METRO AREA

Hampton Inn North Shoreview

Shoreview • 651-482-0402, 877-233-3194 •

hamptoninnshoreview.com

Contact: Kory Lesnick (director of sales); Angie Winkel (director of catering)

Meeting space: Ballroom can serve up to 200 people, board room available



SUBURBAN METRO AREA

The Harvest Grill Event Center

Coon Rapids • 763-755-1234 •

harvestgrillmn.com

Contact: Angie Johnson (sales and catering manager)

Meeting space: Banquet space that serves up to 400 people; wireless Internet



SUBURBAN METRO AREA

Hazeltine National Golf Club

Chaska • 952-556-5400 • hngc.com

Contact: Jan Knudtson (catering sales manager)

Meeting space: More than 9,000 square feet of meeting space, including board rooms for up to 20, meeting rooms for up to 70, and a contemporary ballroom for up to 450; wireless Internet



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Over 1,000 entrepreneurs participated this year in six different divisions. Plans included innovative new products, better ways of doing business, social ventures and whole new business concepts. From high tech to high touch, biosciences to retail, agriculture to renewable energy, this was a competition for entrepreneurs, inventors and anybody with an innovative business idea. A panel of outstanding Minnesota executives, investors and entrepreneurs selected nearly 50 semi-finalists.

In September, the grand prize winner will be announced and presented with the Minnesota Cup at the Final Awards Event, which is presented by Maslon Edelman Borman & Brand, LLP.

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SUBURBAN METRO AREA

Hilton Minneapolis Bloomington Hotel
 Bloomington • 952-893-9500 • bloomingtonhilton.com
Contact: Jennifer Locke (director of catering)
Meeting space: 9,200 square feet of flexible meeting space serves up to 400; wireless Internet



SUBURBAN METRO AREA

Hilton Minneapolis-St. Paul Airport Mall of America
 Bloomington • 952-854-2100 • mspairport.hilton.com
Contact: Shawn Anderson (sales and marketing)
Meeting space: 22,000 square feet can serve up to 800



SUBURBAN METRO AREA

Holiday Inn Bloomington Airport
 Bloomington • 952-884-8211 • holiday-inn.com/bloomingtonmn
Contact: Evie Walters (director of sales)
Meeting space: 4,000 square feet accommodates up to 175; wireless Internet



SUBURBAN METRO AREA

Hopkins Center for the Arts
 Hopkins • 952-979-1100 • hopkinsartscenter.com
Contact: Lynn Anderson (sales and development manager)
Meeting space: 716-seat theater, dance studio, classroom, conference room, and black box theater (can be set up in any format)



SUBURBAN METRO AREA

Lafayette Club
 Minnetonka Beach • 952-471-6411 • lafayetteclub.com
Contact: Brenda Rogers (catering director)
Meeting space: Can serve up to 600; five smaller rooms hold up to 125, 60, 40, 32, and 20, respectively; wireless Internet



SUBURBAN METRO AREA

Lake Elmo Inn Event Center
 Lake Elmo • 651-779-5994 • lakeelmoinn.com
Contact: Elaine Heggernes (event planner); Cheryl Wortman (event planner)
Meeting space: 4,000 square feet accommodates up to 300, can break down into four rooms; wireless Internet



To see full venue information, go to bit.ly/fozDfy and scroll down to Hospitality section.

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SUBURBAN METRO AREA

Lake Waconia Event Center

Waconia • 763-315-8516 •

lakewaoniaeventcenter.com

Contact: Jeff Dull (general manager);

Cheron Rubenstein

Meeting space: Event space to serve up to 800 people; wireless Internet



SUBURBAN METRO AREA

Lowell Inn

Stillwater • 651-439-1100 • lowellinn.com

Contact: Alex Rojas (general manager)

Meeting space: Banquet hall accommodates 220, three other meeting rooms serve up to 60; wireless Internet



SUBURBAN METRO AREA

Mall of America and Nickelodeon Universe

Bloomington • 952-883-8809 •

mallofamerica.com

Contact: Melanie Hanson (group sales manager)

Meeting space: Meeting facilities accommodate groups of 15 to 600; wireless Internet



SUBURBAN METRO AREA

Maple Grove Community Center

Maple Grove • 763-494-5969 •

maplegrovecommunitycenter.org

Contact: Lynne Lundquist (rental coordinator);

Lisa Jost (community center manager)

Meeting space: Banquet room that seats 250, six meeting rooms; wireless Internet



SUBURBAN METRO AREA

Marriott Minneapolis West

St. Louis Park • 952-544-4400 •

marriottminneapoliswest.com

Contact: Robbie Danko (area director of sales and marketing)

Meeting space: 12,718 square feet, seating for 500, 10 breakout rooms; wireless Internet



SUBURBAN METRO AREA

The Marsh

Minnetonka • 952-930-8537 • themarsh.com

Contact: Chandra Huffman (director of meetings and events)

Meeting space: 3,100 square feet can serve up to 200; wireless Internet



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SUBURBAN METRO AREA

Mendakota Country Club

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

Contact: Perry Johnson (director of catering)
Meeting space: Three rooms offer dining and
meeting options for up to 450; wireless Internet



SUBURBAN METRO AREA

Minneapolis Marriott Southwest

Minnetonka • 952-935-5500 •
mplsmarriottsw.com

Contact: Amy Shahin (area sales leader)
Meeting space: 16,700 square feet can serve
up to 550; wireless Internet



SUBURBAN METRO AREA

Minnesota Landscape Arboretum

Chaska • 952-443-1411 • arboretum.umn.edu

Contact: Lindsay Sypnieski (reservations manager)
Meeting space: Two auditoriums, one serves
150 seated, 125 for receptions, second serves
300 for receptions, 400 in theater seating; fire-
place room; four classrooms; wireless Internet



SUBURBAN METRO AREA

Minnesota Valley Country Club

Bloomington • 952-884-2409 • mvccgolf.com

Contact: Patricia Mullen (catering director)
Meeting space: 4,200-square-foot ballroom
seats up to 300; wireless Internet



SUBURBAN METRO AREA

Minnesota Zoo

Apple Valley • 952-431-9200 • mnzoo.org

Contact: Bill Von Bank (sales and marketing)
Meeting space: Serve up to 75 in meeting
space, reception and dinner spaces for up to 400,
or rent the entire zoo for several thousand guests;
wireless Internet



SUBURBAN METRO AREA

Mount Olivet Conference & Retreat Center

Farmington • 952-469-2175 • mtolivetretreat.org

Contact: Shelly Steinhoff (guest services director)
Meeting space: 6,500 square feet can serve up
to 150



To see full venue information, go to bit.ly/fozDfy and scroll down to Hospitality section.

SUBURBAN METRO AREA

Mystic Lake Casino Hotel

Prior Lake • 952-445-9000 • mysticlake.com

Contact: Melanie Wilen (account executive)

Meeting space: 67,000 square feet, two ball-rooms can serve up to 500; wireless Internet



SUBURBAN METRO AREA

**National Sports Center/
Schwan Event Center**

Blaine • 763-785-5600 • nscsports.org

Contact: John Connelly (director of development)

Meeting space: Flexible meeting space totaling 34,000 square feet accommodates up to 3,000; wireless Internet



SUBURBAN METRO AREA

The Northland Inn

Brooklyn Park • 763-536-8300, 800-441-6422 • northlandinn.com

Contact: Dan Maurer (director of sales and marketing)

Meeting space: 50,000 square feet can serve up to 1,200; wireless Internet



SUBURBAN METRO AREA

Oak Ridge Hotel & Conference Center

Chaska • 952-368-3100 • oakridgeminneapolis.com

Contact: Shannon Kennedy (sales and marketing)

Meeting space: 22,000 square feet, two ball-rooms can serve up to 350, 35 meeting rooms; wireless Internet



SUBURBAN METRO AREA

**Outback Catering and Events Center/
Comfort Inn Airport**

Bloomington • 952-876-6610 • outbackcateringmn.com

Contact: Jillian Kirchberg (sales and catering)

Meeting space: 3,400 square feet serves up to 300; wireless Internet



SUBURBAN METRO AREA

Outing Lodge at Pine Point

Stillwater • 651-439-9747 • outinglodge.com

Contact: Carlota Gohlke (owner)

Meeting space: Can serve up to 300; wireless Internet



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SUBURBAN METRO AREA

Paradise Charter Cruises

Excelsior • 952-474-8058 • twincitiescruises.com

Contact: Deanna Hallen (cruise coordinator);
Carrie Eldridge (cruise coordinator)

Meeting space: Five boats that can accommodate groups of up to 145



SUBURBAN METRO AREA

Park Plaza Bloomington

Bloomington • 952-831-3131 • parkplaza.com/bloomingtonmn

Contact: NP

Meeting space: 6,000 square feet of space, including 4,000-square-foot ballroom, can accommodate up to 400; wireless Internet



SUBURBAN METRO AREA

Prom Center

Oakdale • 651-501-8191 • promcatering.com

Contact: Amy Carter (director of event design)

Meeting space: 14,500 square feet includes ballroom that seats up to 800, conference room that holds up to 65, and lobby that holds up to 150; wireless Internet



SUBURBAN METRO AREA

Radisson Hotel Bloomington by Mall of America

Bloomington • 952-854-8700 • radisson.com/bloomingtonbymoaa

Contact: Jim Saccoman (general manager)

Meeting space: Three banquet rooms—largest is 1,440 square feet; wireless Internet



SUBURBAN METRO AREA

Radisson Hotel Roseville

Roseville • 651-636-4567 •

radisson.com/rosevillemn

Contact: Susan Sommervold (director of sales)

Meeting space: 8,000 square feet can serve up to 420; wireless Internet



SUBURBAN METRO AREA

Ramada Mall of America—Airport

Bloomington • 952-854-3411 • ramadamoa.com

Contact: Joan Hane (director of sales)

Meeting space: 32,000 square feet in 25 rooms can serve up to 1,200; wireless Internet



To see full venue information, go to bit.ly/fozDfy and scroll down to Hospitality section.

SUBURBAN METRO AREA

Riverwood Inn and Conference Center

Otsego • 763-441-6833, 800-379-2647 • riverwoodinn.com

Contact: Ricardo Lopez (general manager)

Meeting space: 7,000 square feet can serve up to 350



SUBURBAN METRO AREA

Roseville Skating Center

Roseville • 651-792-7122 • cityofroseville.com/banquet

Contact: Kevin Elm (program and banquet manager)

Meeting space: Banquet facilities for groups up to 300; wireless Internet



SUBURBAN METRO AREA

Rush Creek Golf Club

Maple Grove • 763-494-0400 • rushcreek.com

Contact: Lisa Albers (sales and catering coordinator)

Meeting space: More than 7,500 square feet can serve up to 325; wireless Internet



SUBURBAN METRO AREA

St. Croix Boat and Packet Company

Stillwater • 651-430-1234 • stillwaterriverboats.com

Contact: Amy Estenson (marketing and sales)

Meeting space: Can accommodate 25 to 675 on several boats; banquet hall has more than 10,000 square feet and can seat up to 380



SUBURBAN METRO AREA

Sheraton Minneapolis West

Minnetonka • 952-593-0000 • sheraton.com/minneapolis

Contact: Sue Ratliff (sales and marketing)

Meeting space: 10,000 square feet, including ballroom and 10 conference rooms, can serve up to 450 seated; wireless Internet



SUBURBAN METRO AREA

Sofitel Minneapolis

Bloomington • 952-835-1900 • sofitel-minneapolis.com

Contact: Amy Lewis (director of sales and marketing)

Meeting space: 15,000 square feet serves up to 400 reception-style; wireless Internet



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SUBURBAN METRO AREA

Stonebrooke Golf Club

Shakopee • 952-496-3171 • stonebrooke.com

Contact: Deborah Bennett (catering director)

Meeting space: Three banquet rooms and outdoor area can serve up to 260; wireless Internet



SUBURBAN METRO AREA

StoneRidge Golf Club

Stillwater • 651-436-4653 • stoneridgegc.com

Contact: Nick Truskolaski (catering and sales manager)

Meeting space: Banquet facilities can accommodate up to 180; wireless Internet



SUBURBAN METRO AREA

Warehouse Winery

St. Louis Park • 612-940-9463 •

warehousewinery.com

Contact: Billy Smith (proprietor)

Meeting space: Accommodates up to 200 for a reception or up to 100 seated, in a working winery; wireless Internet



SUBURBAN METRO AREA

Water Street Inn

Stillwater • 651-439-6000 • waterstreetinn.us

Contact: Michelle Vander Vegte (director of sales and catering)

Meeting space: Meeting spaces, including a ballroom, can serve up to 300; wireless Internet



SUBURBAN METRO AREA

The Westin Edina Galleria

Edina • 952-567-5000 •

westin.com/edinagalleria

Contact: Erik Benson (sales and marketing)

Meeting space: 9,100 square feet of flexible meeting space, including 5,100-square-foot ballroom; wireless Internet



SUBURBAN METRO AREA

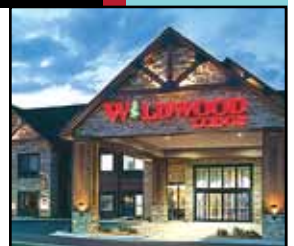
The Wildwood Lodge

Lake Elmo • 651-714-8068 •

thewildwoodlodge.com

Contact: Jen Tante (assistant general manager); Mo French (general manager)

Meeting space: 7,000 square feet serves up to 170; wireless Internet



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Arrowwood Resort and Conference Center
 Alexandria • 320-762-1124, 866-386-5263 • arrowwoodresort.com
Contact: Amy Parod (director of sales)
Meeting space: 29,000 square feet can serve up to 1,000; wireless Internet




GREATER MINNESOTA

Cragun's Resort and Hotel on Gull Lake
 Brainerd • 800-272-4867 • craguns.com
Contact: Kathryn Stotka (director of sales)
Meeting space: 47,000 square feet for meetings, 62,000 square feet of exhibit space, can serve up to 1,100




GREATER MINNESOTA

Best Western The Falls Inn & Suites and Bigwood Event Center
 Fergus Falls • 218-739-2211 • bigwoodeventcenter.com
Contact: Karolyn McCarte (director of sales)
Meeting space: 12,000 square feet, including ballroom, serves up to 600; wireless Internet



GREATER MINNESOTA

Daniel C. Gainey Conference Center of the University of St. Thomas
 Owatonna • 507-446-4461 • stthomas.edu/gainey
Contact: Gina Yetzer (director of sales)
Meeting space: 2,400 square feet can serve up to 70; wireless Internet




GREATER MINNESOTA

Breezy Point Resort
 Breezy Point • 218-562-7811, 800-432-3777 • breezypointresort.com
Contact: Bonnie Tweed (director of marketing)
Meeting space: 18,000 square feet can serve up to 500; wireless Internet




GREATER MINNESOTA

Duluth Entertainment Convention Center
 Duluth • 218-722-5573 • decc.org
Contact: Sue Ellen Moore (director of sales)
Meeting space: 250,000 square feet includes 32 meeting rooms and can serve up to 3,000; 150,000 square feet of exhibit space; wireless Internet




GREATER MINNESOTA

Caribou Highlands Lodge
 Lutsen • 800-642-6036 • caribouhighlands.com
Contact: Stephanie Slanga (general manager)
Meeting space: 1,700 square feet in two rooms serves up to 100; wireless Internet



GREATER MINNESOTA

Edgewater Resort & Waterpark
 Duluth • 218-728-3601 • duluthwaterpark.com
Contact: Sarah Hartley (sales manager)
Meeting space: 2,500 square feet accommodates up to 300; wireless Internet




GREATER MINNESOTA

Chase on the Lake
 Walker • 218-547-7777 • chaseonthelake.com
Contact: JoAnna Tacheny (director of sales)
Meeting space: 2,800 square feet of meeting space; wireless Internet




GREATER MINNESOTA

Fortune Bay Resort Casino
 Tower • 218-753-2611 • fortunebay.com
Contact: Brian Anderson (resort sales and marketing manager)
Meeting space: 7,200 square feet of meeting space including ballroom that serves up to 420; wireless Internet




GREATER MINNESOTA

Country Inn & Suites by Carlson Hotel and Conference Center
 Mankato • 507-388-8555 • countryinns.com/mankatomn
Contact: Linda Osborne (general manager)
Meeting space: 5,200 square feet can serve up to 675 in 11 function rooms; wireless Internet



GREATER MINNESOTA

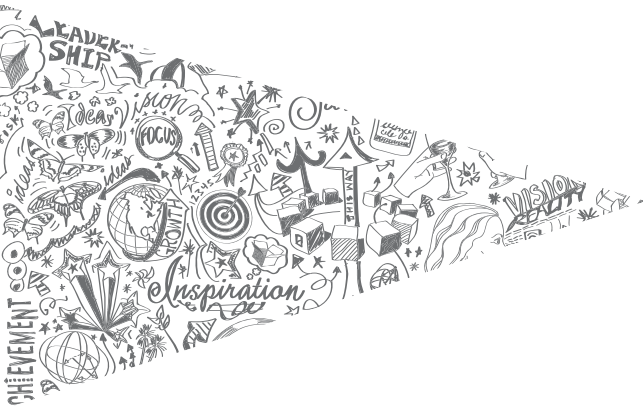
Giants Ridge
 Biwabik • 800-688-7669 • giantsridge.com
Contact: Sara Ferkul (director of catering); Greg Smith (director of food and beverage)
Meeting space: The Chalet, Silver Room, and Gold Room, totaling 5,000 square feet, can serve up to 300; wireless Internet



To see full information on each listing—including address, dining options, and more—go to bit.ly/tozDfy and scroll down to the Hospitality section.



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GREATER MINNESOTA

Grand Casino Hinckley

Hinckley • 800-472-6321 • grandcasinomn.com

Contact: Sandi Clark (convention sales manager)

Meeting space: 22,550 square feet accommodates up to 1,200; wireless Internet



GREATER MINNESOTA

Grand Casino Mille Lacs

Onamia • 800-626-5825 • grandcasinomn.com

Contact: Beverly Mitchell (business account executive)

Meeting space: 16,443 square feet, including two ballrooms and nine function rooms, can accommodate up to 1,600



GREATER MINNESOTA

Grand Ely Lodge Resort & Conference Center

Ely • 218-365-6565, 800-365-5070 • grandelylodge.com

Contact: Katie Berg (director of event planning)

Meeting space: 4,915 square feet of banquet rooms accommodate up to 300; wireless Internet



GREATER MINNESOTA

Grand Superior Lodge

Two Harbors • 218-834-3796, 800-627-9565 • grandsuperior.com

Contact: Reba Meyer (group sales manager)

Meeting space: 2,225 square feet, including ballroom, board room, and three meeting rooms, can serve up to 200 for dinner; wireless Internet



GREATER MINNESOTA

Grand View Lodge

Nisswa • 218-963-2234, 800-368-1885 • grandviewlodge.com

Contact: Cindy Baysinger (sales and events)

Meeting space: 30,000 square feet of flexible meeting space, indoor and outdoor venues, accommodates up to 500; wireless Internet



GREATER MINNESOTA

Holiday Inn & Suites

St. Cloud • 320-253-9000, 800-465-4329 • NP

Contact: Erika Boike (director of sales)

Meeting space: 10,000 square feet of meeting space, 11,000 square feet of exhibit space; wireless Internet



To see full venue information, go to bit.ly/fozDfy and scroll down to Hospitality section.

GREATER MINNESOTA

Holiday Inn & Suites Duluth

Duluth • 218-722-1202 • holidayinn.com/duluthmn

Contact: Shawn McLaughlin (director of sales)
Meeting space: 12,000 square feet accommodates up to 600; wireless Internet



GREATER MINNESOTA

Holiday Inn Minneapolis NW & Wildwoods Water Park

Elk River • 763-656-4400 • hielkriver.com

Contact: John Tracy (corporate director of sales)
Meeting space: Seven meeting rooms, prefunction area, and refreshment area can serve 150; wireless Internet



GREATER MINNESOTA

Jackpot Junction Casino Hotel

Morton • 507-697-8016 • jackpotjunction.com

Contact: Michael Ambros (hotel and convention sales manager)

Meeting space: 45,000 square feet with 27 breakout spaces serves up to 1,400 for banquets or 2,700 theater-style; wireless Internet



GREATER MINNESOTA

The Kahler Grand Hotel

Rochester • 507-280-6200 • thekahlerhotel.com

Contact: Sue Johnson

Meeting space: 30,000 square feet; wireless Internet



GREATER MINNESOTA

The Lodge at Brainerd Lakes

Baxter • 218-822-5561 • NP

Contact: Tania Sampson (director of sales and marketing)

Meeting space: Sands Ballroom can seat up to 300, seven other meeting spaces; wireless Internet



GREATER MINNESOTA

The Lodge at Giants Ridge

Biwabik • 877-442-6877 • lodgeatgiantsridge.com

Contact: Mary Hilfers (catering manager and events)

Meeting space: 7,000 square feet can serve up to 350



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Lutsen Resort on Lake Superior

Lutsen • 800-258-8736 • lutsenresort.com

Contact: Beth Hazelton (director of group sales)

Meeting space: Banquet room with three balcony areas can accommodate up to 140; smaller meeting room for up to 30; wireless Internet



GREATER MINNESOTA

Northern Lights Casino, Hotel & Event Center

Walker • 800-252-7529 • northernlightscasino.com

Contact: James Brown (event center manager)

Meeting space: Flexible 9,000-square-foot event center serves up to 600 for dinner or up to 850 for concerts; wireless Internet



GREATER MINNESOTA

Madden's on Gull Lake

Brainerd • 800-247-1040 • maddens.com

Contact: Becky Bohnenstingl (sales manager);

Renaë Peterson (sales manager)

Meeting space: 42,000 square feet in 32 rooms; wireless Internet



GREATER MINNESOTA

Prairie's Edge Casino Resort

Granite Falls • 320-564-2121 •

prairiededgecasino.com

Contact: Eric Preuss (promotions and entertainment manager)

Meeting space: 15,000 square feet of multi-use space accommodates up to 700



GREATER MINNESOTA

Mayo Event & Convention Center

Rochester • 507-328-2220, 800-422-2199 •

mayociviccenter.com

Contact: Matt Esau (director of sales)

Meeting space: 100,000 square feet, including exhibit hall, auditorium, theater, and 15 meeting rooms; wireless Internet



GREATER MINNESOTA

Ruttger's Bay Lake Lodge

Deerwood • 218-839-2233 • ruttgers.com

Contact: Sue Maroney-Smith (director of sales)

Meeting space: 10,000 square feet can serve up to 325; wireless Internet



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GREATER MINNESOTA

St. Cloud River's Edge Convention Center

St. Cloud • 800-450-7272 •

stcloudriversedgeconventioncenter.com

Contact: Bill Dunsmoor (civic center manager)

Meeting space: 150,000 square feet of flexible space, including 17 breakout rooms and 76,500 square feet of exhibit space; wireless Internet



GREATER MINNESOTA

Sawmill Inn of Grand Rapids

Grand Rapids • 800-235-6455, 218-326-8501 •

sawmillinn.com

Contact: Edie McTamany (director of sales and catering)

Meeting space: Seven rooms can serve up to 400



GREATER MINNESOTA

St. James Hotel

Red Wing • 800-252-1875 • st-james-hotel.com

Contact: Nicole Miller (director of sales and catering)

Meeting space: 20,000 square feet can serve up to 400; wireless Internet



GREATER MINNESOTA

Spirit Mountain Recreation Area

Duluth • 218-628-2891, 800-624-6377 •

spiritmt.com

Contact: Nancy Waters (banquet manager)

Meeting space: 13,500 square feet serves up to 500, with views of Lake Superior; wireless Internet



GREATER MINNESOTA

St. Olaf College

Northfield • 507-786-2222 • stolaf.edu

Contact: Michelle Egeness (guest conferences)

Meeting space: 5,424-square-foot ballroom holds 450 seated, smaller meeting rooms, theaters, and an auditorium that holds up to 3,000; wireless Internet



GREATER MINNESOTA

Sugar Lake Lodge

Grand Rapids • 800-450-4555 •

sugarlaketlodge.com

Contact: Chad Simons (director of sales)

Meeting space: 10,000 square feet, including room that can hold up to 300, and six breakout rooms that hold up to 95; wireless Internet



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Superior Shores Resort and Conference Center

Two Harbors • 800-242-1988 • superiorshores.com

Contact: Jenna Pederson (director of sales)

Meeting space: 3,800 square feet—one to five meeting rooms—can serve up to 250 for banquets or up to 180 for meetings; wireless Internet



GREATER MINNESOTA

Verizon Wireless Center

Mankato • 507-389-3000 •

verizonwirelesscentermn.com

Contact: Eric Jones (sales and marketing)

Meeting space: 8,300-seat arena, banquet/exhibit hall, conference center, and a historic-landmark reception hall



GREATER MINNESOTA

Thumper Pond

Ottertail • 877-294-7981 • thumperpond.com

Contact: Nicole Lalum (sales manager)

Meeting space: 12,000 square feet accommodates up to 300; wireless Internet



GREATER MINNESOTA

Whitefish Lodge & Suites

Crosslake • 218-692-2246 • whitefish-lodge.com

Contact: Crystal Glaser (director of sales and marketing)

Meeting space: 7,300 square feet in five meeting rooms serves groups of up to 350; wireless Internet



GREATER MINNESOTA

Treasure Island Resort & Casino

Welch • 800-222-7077 • ticasino.com

Contact: Gary Sturm (sales manager)

Meeting space: 3,000-seat event center, 50,000-square-foot meeting space, 19 meeting rooms; wireless Internet



GREATER MINNESOTA

Wild Mountain & Taylors Falls Recreation Area

Taylors Falls • 651-465-6315 • wildmountain.com

Contact: Amy Frischmon (vice president)

Meeting space: Taylors Falls Scenic Boat Tours, one boat holds 250, the other 149; Eagle's Nest—serves up to 350; wireless Internet



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Julie Gleason

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Candidates are grouped according to their primary practice areas. Candidates in each practice area who received the highest point totals in the steps above are asked to serve on a review panel.

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MINNESOTA THE TOP 100

An alphabetical listing of the lawyers who ranked top of the list in the *Minnesota Super Lawyers 2012* nomination, research and blue ribbon review process

Allgeyer, David A., Lindquist & Vennum, Minneapolis
Anderson, John M., Bassford Remele, Minneapolis
Anthony, Joseph W., Anthony Ostlund Baer & Louwagie, Minneapolis
Baker, John M., Greene Espel, Minneapolis
Beeson, Daniel J., LeVander Gillen & Miller, St. Paul
Beisel, Bradley N., Beisel & Dunlevy, Minneapolis
Bennett, Robert, Gaskins Bennett Birrell Schupp, Minneapolis
Berg, Nancy Zalusky, Walling Berg & Debele, Minneapolis
Bianchi, Tim, Schwegman Lundberg & Woessner, Minneapolis
Boyd, Thomas H., Winthrop & Weinstine, Minneapolis
Brand, Steve A., Robins Kaplan Miller & Ciresi, Minneapolis
Bratvold, Diane B., Briggs and Morgan, Minneapolis
Briol, Mark J., Briol & Associates, Minneapolis
Carey, James P., Sieben Grose Von Holtum & Carey, Minneapolis
Carey, John W., Sieben Grose Von Holtum & Carey, Fairfax
Carlson, Alan G., Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis
Carter, Peter W., Dorsey & Whitney, Minneapolis
Christy, Angela M., Faegre Baker Daniels, Minneapolis
Ciresi, Michael V., Robins Kaplan Miller & Ciresi, Minneapolis
Cole, Phillip A., Lommen Abdo Cole King & Stageberg, Minneapolis
Cutler, Clinton E., Fredrikson & Byron, Minneapolis
Dady, J. Michael, Dady & Gardner, Minneapolis
Daley, Annamaria A., Barnes & Thornburg, Minneapolis
D'Aquila, Barbara Jean, Fulbright & Jaworski, Minneapolis
Debele, Gary A., Walling Berg & Debele, Minneapolis
Dunlevy, Kevin J., Beisel & Dunlevy, Minneapolis
Eidsness, Alan C., Henson & Efron, Minneapolis
Ferguson, Sally J., Arthur Chapman Kettering Smetak & Pikala, Minneapolis
Fleming, Terrence J., Lindquist & Vennum, Minneapolis
Fluegel, Wilbur W., Fluegel Law Office, Minneapolis
Fraser, Thomas S., Fredrikson & Byron, Minneapolis
Friedberg, Joseph S., Joseph S. Friedberg, Minneapolis
Gardner, Jr., Ronald K., Dady & Gardner, Minneapolis
Greene, Clifford M., Greene Espel, Minneapolis
Gross, David J.F., Faegre Baker Daniels, Minneapolis
Gruessner, Mark H., Schwebel Goetz & Sieben, Minneapolis
Gustafson, Daniel E., Gustafson Gluek, Minneapolis
Guthrie, LB, Lindquist & Vennum, Minneapolis
Hallberg, Mark A., Hallberg & McClain, St. Paul
Hart, Kyle E., Fabyanske Westra Hart & Thomson, Minneapolis
Heley, Mark J., Coleman Hull & van Vliet, Minneapolis
Henschel, Ben M., Henschel Moberg, Minneapolis
Herr, David F., Maslon Edelman Borman & Brand, Minneapolis
Hoff, George C., Hoff Barry & Kozar, Eden Prairie

Honsa, Anne M., Honsa & Associates, Minneapolis
Hunt, Kay Nord, Lommen Abdo Cole King & Stageberg, Minneapolis
Hvass, Jr., Charles T., Donna Law Firm, Minneapolis
Jensen, Thomas D., Lind Jensen Sullivan & Peterson, Minneapolis
Kaster, James H., Nichols Kaster, Minneapolis
Kelly, John D., Hanft Fride, Duluth
Kelly, Timothy D., Kelly and Hannah, Minneapolis
Killion, William L., Faegre Baker Daniels, Minneapolis
King, Jr., Robert J., Lommen Abdo Cole King & Stageberg, Minneapolis
Kirsch, Steven J., Murnane Brandt, St. Paul
Koneck, John M., Fredrikson & Byron, Minneapolis
Lach, Susan M., Tuft & Lach, Maplewood
Larus, Christopher K., Robins Kaplan Miller & Ciresi, Minneapolis
Lind, Richard A., Lind Jensen Sullivan & Peterson, Minneapolis
Link, Susan J., Maslon Edelman Borman & Brand, Minneapolis
Loidolt, Cecilie M., Meagher & Geer, Minneapolis
Lueck, Martin R., Robins Kaplan Miller & Ciresi, Minneapolis
Luger, Andrew M., Greene Espel, Minneapolis
Lundberg, Charles E., Bassford Remele, Minneapolis
McEllistrem, Paul, Hauer Fargione Love Landy McEllistrem & Rorvig, Minneapolis
Messerly, Chris, Robins Kaplan Miller & Ciresi, Minneapolis
Modell, Charles, Larkin Hoffman Daly & Lindgren, Minneapolis
Moos, Rebecca Egge, Bassford Remele, Minneapolis
O'Connell, Dan, Collins Buckley Sauntry & Haugh, St. Paul
Ostlund, Richard T., Anthony Ostlund Baer & Louwagie, Minneapolis
Pentelovitch, William Z., Maslon Edelman Borman & Brand, Minneapolis
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Peterson, Kathleen Flynn, Robins Kaplan Miller & Ciresi, Minneapolis

Peterson, Paul C., Lind Jensen Sullivan & Peterson, Minneapolis
Phillips, Penelope J., Felhaber Larson Fenlon & Vogt, Minneapolis
Plunkett, Thomas C., Attorney at Law, St. Paul
Ponessa, Russell S., Hinshaw & Culbertson, Minneapolis
Pritzker, Fred H., Pritzker Olsen, Minneapolis
Remele, Jr., Lewis A., Bassford Remele, Minneapolis
Rhode, Susan C., Moss & Barnett, Minneapolis
Rocheford, Paul J., Arthur Chapman Kettering Smetak & Pikala, Minneapolis
Rosenbaum, Robert A., Dorsey & Whitney, Minneapolis
Schutz, Ronald J., Robins Kaplan Miller & Ciresi, Minneapolis
Schwebel, James R., Schwebel Goetz & Sieben, Minneapolis
Short, Marianne D., Dorsey & Whitney, Minneapolis
Sieben, Jr., Harry A., Sieben Grose Von Holtum & Carey, Minneapolis
Sieben, Michael R., Sieben Polk, Hastings
Sieben, William R., Schwebel Goetz & Sieben, Minneapolis
Soule, George W., Bowman and Brooke, Minneapolis
Spevacek, Charles E., Meagher & Geer, Minneapolis
Tanick, Marshall H., Mansfield Tanick & Cohen, Minneapolis
Thomson, Dean B., Fabyanske Westra Hart & Thomson, Minneapolis
Tuft, Thomas, Tuft & Lach, Maplewood
Vandeburgh, J. Derek, Carlson Caspers Vandeburgh Lindquist & Schuman, Minneapolis
Weinstine, Robert R., Winthrop & Weinstine, Minneapolis
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Williams, Robin Ann, Bassford Remele, Minneapolis
Winer, Edward L., Moss & Barnett, Minneapolis
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Zeuli, Anthony R., Merchant & Gould, Minneapolis
Zurek, Barbara A., Meagher & Geer, Minneapolis

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RISING STARS: left to right, Jonathan Wilson, Elizabeth Borer, Brigid Goss and William Asp. Not pictured: Rebecca Chaffee and Justin Short.

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Adam Huhta's trial practice focuses on torts and business relationships gone bad - fraud, breached contracts, partnership and minority shareholder disputes, securities arbitrations, non-competes, trust and estates litigation, professional liability, and insurance coverage disputes. He also represents individuals in personal injury cases. Adam approaches these disputes with determination, creativity, and hard work, and with cost-effective representation in mind. Many clients are referred by lawyers familiar with his results and reputation. Adam is also a Rule 114 qualified neutral and maintains an ADR practice focused on business litigation matters. A 1992 graduate of Washington University School of Law, Adam is licensed in Minnesota, Wisconsin, Missouri, and Illinois (inactive).

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BUSINESS LITIGATION

Leatha G. Wolter heads the Anti-Fraud Counseling and Litigation Group at Meagher & Geer, P.L.L.P. For more than 20 years, she has counseled insurers and other clients on claims handling, investigation, and litigation strategies designed to address internal and external fraud. She prosecutes civil RICO and fraud matters throughout Minnesota and the Upper Midwest. She is frequently called on to resolve questions involving arson, property losses, health care provider fraud, staged auto accidents, and contract rescission due to misrepresentation. She is a member of the International Association of Arson Investigators and the Minnesota Anti-Vehicle Crime Association. She is a trial advocacy instructor and often provides in-house training to clients, trade groups, and other businesses, regarding all aspects of litigation.

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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.

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BUSINESS/CORPORATE
CONSTRUCTION/SURETY
GENERAL LITIGATION

Mike Brutlag is the founder of Brutlag, Hartmann & Trucke, P.A. He is well known for his extensive transactional and litigation experience in business, finance, construction, and real estate law. His clients include individuals and startup, emerging, and established businesses ranging from small local concerns to multinational corporations. Mr. Brutlag has over 30 years of experience in providing personalized assistance to clients faced with a wide variety of business, contractual, commercial, and other legal issues. He is admitted to practice in both Minnesota and Wisconsin and has been certified as a Real Estate Law Specialist by the Minnesota State Bar Association.

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CLASS ACTION/MASS TORTS
PERSONAL INJURY PLAINTIFF: PRODUCTS
PERSONAL INJURY PLAINTIFF: GENERAL

Stuart L. Goldenberg founded his law firm in 1986 with the belief that injury law should be practiced with client service and dignity. Stuart is a state and nationally certified Civil Trial Specialist. He has practiced in state and federal courts throughout the country exclusively in the areas of product liability, personal injury, and mass tort law. He has received the highest ratings from his peers – *Leading American Attorneys*, *Super Lawyers*, Top Attorneys – and has been appointed to the Million Dollar Advocates Forum. He has handled some of the largest personal injury and defective product cases in the state. He worked for clients pro bono on the I-35W bridge collapse. Stuart has litigated mass tort claims nationwide for 26 years and is currently handling Yaz, DePuy ASR hip replacements, Topamax, Accutane, and Propecia claims.

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CONSTRUCTION LITIGATION
BUSINESS LITIGATION
GOVERNMENT/CITIES/MUNICIPALITIES

Einar Hanson concentrates his practice on the areas of civil litigation, construction law, business law, and land use law. In construction matters, Hanson has successfully helped owners, contractors, and design professionals avoid disputes through careful project planning and agreement drafting. When disputes do arise, he acts as a knowledgeable and forceful advocate, both in arbitration and litigation. Homeowner associations often call upon Hanson to amend their governing documents, resolve disputes with developers and members, and pursue recovery for defective construction. Hanson also represents townships on a wide variety of issues, from ordinance drafting to road issues. He graduated from Concordia College, earned his law degree from the University of Minnesota, and is a Certified Civil Trial Specialist.

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CONSTRUCTION LITIGATION
PROFESSIONAL LIABILITY: DEFENSE
BUSINESS/CORPORATE

I serve design and construction professionals as a counselor, litigator and mediator. My clients are architects, engineers, designers, building and road contractors, and their sureties. I help them make their businesses stronger by developing their contracts, helping them assess and manage their risk, pursuing their payment claims, managing issues during project performance, and defending them if sued under their professional liability or CGL policies. As a mediator, I am committed to breaking down barriers and finding ways to help parties resolve construction and design claims effectively. I love my work!

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CRIMINAL DEFENSE
CRIMINAL DEFENSE: WHITE COLLAR
CRIMINAL DEFENSE: DUI/DWI

Fred Bruno is certified by the National Board of Trial Advocacy as a Criminal Trial Specialist. Since 2001, Fred has been named among the top 100 lawyers in Minnesota. He has defended people since 1980 and has had particular success in high-visibility cases including *State v. Moonen* (first degree murder), *United States v. Nichols* (Midwest Federal Savings and Loan fraud), and *State v. Peterson* (police felony assault on suspect). His practice often involves accusations of mortgage fraud, sexual misconduct, and the protection of professional licensure. His acquittal of politician Susan Green on perjury charges in 1993 was selected as a Case of the Year by *Minnesota Law & Politics*. In 2010, Chief Justice Gildea appointed Fred to the Minnesota Supreme Court Advisory Committee on Rules of Criminal Procedure.

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CRIMINAL DEFENSE
CRIMINAL DEFENSE: WHITE COLLAR
GENERAL LITIGATION

Joe has extensive experience in litigating criminal, white-collar criminal, 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 ABCL and is a member of ABOTA. He is a fellow in the American College of Trial Lawyers. The NBOTA has certified him as a Criminal Trial Specialist. He is a frequent lecturer at law schools and continuing legal education seminars 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 listed in all editions of *The Best Lawyers in America*.

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CRIMINAL DEFENSE
PERSONAL INJURY PLAINTIFF: GENERAL

Richmond H. McCluer, Jr., is a partner with Price, McCluer & Plachecki. He has been lead counsel in over 250 jury trials, including charges of homicide, robbery, criminal sexual misconduct, and controlled substance crimes. He obtained acquittals in many of these trials. He represented indigent clients as Chief Trial Lawyer for the Third Judicial District Public Defender's Office from 1993 to 2003 and devotes the majority of his private practice to representing individuals accused of crimes. His mission is simple: to strive for justice on behalf of ordinary people. He is known for his zeal and compassionate representation of his clients. Since 1989, he has been an adjunct professor at Winona State University, where he teaches constitutional criminal law, evidence, and Japanese karate. Winona State University (1976).

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CRIMINAL DEFENSE

J.P. Plachecki recently won a landmark Minnesota Supreme Court decision in *State v. Burbach*. In 2007 and 2008 he was named by *Minnesota Law & Politics* magazine as one of the top 40 criminal defense attorneys in Minnesota. He was featured in "The Winona Boys," an article in the April/May 2008 issue of *Minnesota Law & Politics* magazine. He has tried criminal cases all over the State of Minnesota and was recently co-counsel on a Minnesota case with George Parham (frequent legal commentator on CNN and counsel to Andrea Yates). For ten years he tried cases in the Midwest with Minnesota's most famous criminal defense attorney, Douglas Walser Thomson. He serves as an adjunct faculty member at Winona State University.

CRIMINAL DEFENSE THROUGH EMINENT DOMAIN

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CRIMINAL DEFENSE
PERSONAL INJURY PLAINTIFF: GENERAL

Mr. Rogosheske has practiced criminal defense and plaintiffs' personal injury in the metropolitan area since 1979. His current law firm has been an established firm in the South St. Paul area for over 75 years. Mr. Rogosheske is a member of the Dakota County Bar Association, Ramsey County Bar Association, Washington County Bar Association, and the Minnesota State Bar Association. He has been a longtime member of the Minnesota Criminal Defense Bar, the Minnesota Trial Lawyers Association, and the National Association of Criminal Defense Lawyers. Mr. Rogosheske was President of the Dakota County Bar Association from 1988 to 1992. He currently serves as a Panel Attorney for the Minnesota Police and Peace Officers Association.

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CRIMINAL DEFENSE

David Valentini has 35 years of experience as a criminal trial lawyer. David spent ten years with the Minnesota Attorney General's Office in the Criminal Division. Since entering private practice, David has been aggressively defending people accused of serious and complex crimes. Currently, his focus is alcohol- and drug-related offenses. He has appeared before both state and federal trial and appellate courts. David is an active member of the Minnesota Society for Criminal Justice (former President), Minnesota Association of Criminal Defense Lawyers, National Association of Criminal Defense Lawyers, Minnesota Association for Justice, MSBA, HCBA, and Board of Trustees for Northwestern Health Sciences University. David was also named by his peers as one of Minnesota's Best Lawyers.

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CRIMINAL DEFENSE: WHITE COLLAR
HEALTH CARE
SECURITIES LITIGATION

Mr. Kelley is the founder and managing partner of Kelley, Wolter & Scott, P.A., a litigation boutique firm concentrating on white collar criminal defense and complex commercial disputes. He has significant experience in securities and bank fraud, health care, ERISA, and fair election practices. A federal jury awarded one client, a French development company, \$34 million for breach of a municipal development contract. Through vigorous pre-indictment representation, he secures criminal declinations for many companies and individuals, avoiding prosecution in both local and national jurisdictions. He was Chair of the Minnesota Campaign Practices Board, a state agency which oversees all state elections. He currently serves as the court-appointed receiver for Thomas J. Petters and five of his co-defendants.

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CRIMINAL DEFENSE: WHITE COLLAR
CRIMINAL DEFENSE

John Lundquist is a partner at Fredrikson & Byron, P.A., where he chairs the firm's White Collar and Regulatory Defense Group and Health Care Fraud and Compliance Group. He brings 30 years of experience to all areas of white collar investigations, trials, and appeals including the representation of business organizations, officers and directors, physicians, attorneys, politicians, and professionals in regulatory, fraud, and other criminal cases and the defense of False Claims Act, civil fraud, and enforcement matters. His practice also encompasses corporate internal investigations. John is one of the few big firm lawyers devoted exclusively to white collar defense in Minnesota. He is a fellow of the American College of Trial Lawyers and is listed in *The Best Lawyers in America*.

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CRIMINAL DEFENSE: WHITE COLLAR
CRIMINAL DEFENSE

Dan Scott's 38 years of trial practice in federal court give him an insider's knowledge of the federal justice system. His expertise in the policies and personalities of prosecutors and courts has allowed his clients to achieve resolutions far more favorable than published guidelines. Over the past four decades, it is likely no one has tried more federal jury trials in Minnesota. While director of the Minnesota Federal Public Defender Program, Dan specializes in the white collar area: mail, wire, bank, bankruptcy fraud, securities violations, and income tax offenses. He has represented bankers, lawyers, accountants and Fortune 500 companies, employees, and officers. Dan is an MSBA Board Certified Criminal Law Specialist. He prefers to work behind the scenes; the press has described Dan as "the best defense lawyer nobody has heard of."

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CRIMINAL DEFENSE: WHITE COLLAR
CRIMINAL DEFENSE

Following his 1978 graduation from Notre Dame Law School, Mr. Short began his career with a federal clerkship and seven years in the Ramsey County Attorney's Office. Since entering private practice in 1987, he has devoted his practice entirely to criminal defense. Mr. Short has obtained outright jury acquittals for his clients in over 30 cases. He has been NBTA certified as a Criminal Trial Specialist for over 20 years and has been named in the *Minnesota Super Lawyers* list since its inception in 1991. In 2010 Kevin released a CD of Irish music entitled *Cotter's Tunes* which is available online. All proceeds from *Cotter's Tunes* goes to the college fund for the children of a law school classmate who suffered a fatal heart attack while jogging in November 2008.

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CRIMINAL DEFENSE: WHITE COLLAR
CRIMINAL DEFENSE

Timothy D. Webb of Neve Webb, PLLC, in Minneapolis, Minnesota, is a tough, effective criminal defense attorney who represents individuals and corporations in all state and federal criminal investigations and prosecutions. Attorney Webb practices primarily in the area of white collar criminal defense. He has extensive, broad-ranging, successful experience in protecting the rights of his clients charged with such crimes as tax evasion, criminal neglect, violation of environmental laws, mail and wire fraud, mortgage fraud, health care fraud, embezzlement, criminal vehicular homicide, and assault. He was selected for inclusion in *Minnesota Rising Stars* in 2006 and *Minnesota Super Lawyers* from 2008 to 2012. He was named to the Top 40 Criminal Defense Lawyers by *Minnesota Law & Politics* magazine.

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EMINENT DOMAIN
LAND USE/ZONING

Daniel J. Beeson brings over 34 years of experience to the successful representation of individuals, corporations, and businesses in eminent domain litigation. He is the chair of the firm's Eminent Domain Practice Group, a member of the Board of Directors of the Minnesota Eminent Domain Institute, and chair of the First District Bar Association Ethics Committee. Dan has represented numerous local and national corporations in total and partial condemnation takings, which have involved complex multimillion-dollar severance damage claims, including access takings, changes in highest and best use, and adverse impacts to present and future use and development. He has successfully litigated and secured loss of going concern, business value damage awards and settlements.

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EMINENT DOMAIN
REAL ESTATE TAX

Leland (Lee) J. Frankman has practiced in the area of eminent domain (condemnation) for over 40 years. He has a solid winning record representing landowners from the commission stage to the Minnesota Supreme Court in complex multimillion-dollar cases and in basic cases involving smaller acquisitions of private property. Lee has been very successful in recovering the owner's attorney and witness fees which are available under current condemnation law. Lee began his career as a Minnesota Assistant Attorney General representing MNDOT after graduating from the University of Minnesota Law School in 1966. Associate Harry Andrew Frankman (University of Minnesota Law School, *cum laude*) is also admitted in Florida and was named in *Rising Stars*.

EMPLOYMENT & LABOR THROUGH EMPLOYMENT LITIGATION: PLAINTIFF

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EMPLOYMENT & LABOR
EMPLOYMENT LITIGATION: PLAINTIFF
ALTERNATIVE DISPUTE RESOLUTION

Beth E. Bertelson has practiced in employment law for over 20 years and is an MSBA Certified Labor & Employment Law Specialist. She has successfully represented hundreds of clients with all types of employment law claims. Beth provides clients with strong advocacy, extensive experience, and a commitment to personal service. Beth is a qualified neutral under Minnesota Rule 114 and can also help to resolve difficult employment law disputes through her mediation services. Beth has trained businesses on employment law issues and investigated internal reports. She served as a section council member of the Labor and Employment Law Section of the Minnesota State Bar Association, as a board member for the Minnesota Chapter of the National Employment Lawyers Association, and several other non-profit organizations.

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EMPLOYMENT & LABOR
EMPLOYMENT LITIGATION: DEFENSE
APPELLATE

Doug Seaton represents employers in employment-related litigation and administrative proceedings; counsels employers on policies and practices, discipline, discharge, and claims; and represents management in labor matters. Mr. Seaton is a former chair of the MSBA Labor and Employment Law Section. He has degrees from Princeton, Rutgers, and William Mitchell, and he writes and teaches frequently on labor and employment law topics. Seaton, Peters & Revnew, P.A. (The Lawyers for Employers) represents hundreds of employers with operations in most states and proudly claims to be the premier management labor and employment law firm in the Upper Midwest. The firm is the regional member for Worklaw Network, the national management labor and employment law firm consortium.

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EMPLOYMENT LITIGATION: PLAINTIFF
CLASS ACTION/MASS TORTS

Clayton D. Halunen is the founder of Halunen & Associates, an employment and consumer protection law firm with offices in Minneapolis and Chicago. He represents plaintiffs exclusively in cases involving employment law, mass torts, class action litigation and qui tam actions. Clayton has the distinction of obtaining one of the largest verdicts in Minnesota history in a single-plaintiff employment case. This year he represented one of the relators in a \$1.5 billion settlement against Abbott Labs for off-label sales in violation of the False Claims Act. On a national level, Clayton has gained recognition for his work in the areas of defective products, food, drug, and supplement mislabeling, and consumer fraud class action litigation. He has served in leadership positions in a number of prominent nationwide class cases.

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EMPLOYMENT & LABOR
BUSINESS LITIGATION
INFORMATION TECHNOLOGY/OUTSOURCING

A Labor and Employment Law Specialist, certified by the MSBA, Mr. Harristhal is a shareholder in Larkin Hoffman's Employment Law Group and chair of the Business Litigation Department. He aggressively represents management clients in matters of shareholder ownership disputes, employee terminations, discrimination, trade secret and non-competition agreements, FMLA, ADA, plant closings, and sexual harassment. A media contact on employment law matters, Mr. Harristhal has appeared on CNN and local news programs about a variety of issues. He has successfully tried numerous cases before juries, judges, and arbitrators against private plaintiffs and the EEOC. His clients range from small manufacturing companies and investment advisers to Fortune 100 companies.

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EMPLOYMENT & LABOR
GOVERNMENT/CITIES/MUNICIPALITIES

Ann E. Walther, a founding partner of Rice, Michels & Walther LLP, was among the first Minnesota attorneys to become an MSBA certified Labor and Employment Law Specialist. Ann has over 20 years of experience representing both management and labor in all areas of employment and labor law. She also investigates complaints of employee misconduct and conducts training sessions. In addition, Ann litigates a wide variety of other matters including personal injury and constitutional law issues. She has argued cases before state and federal district courts, the Eighth Circuit Court of Appeals, and the Minnesota Court of Appeals. She is a frequent speaker at seminars on labor, employment, and constitutional law matters.

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EMPLOYMENT LITIGATION: PLAINTIFF
CLASS ACTION/MASS TORTS

Jim Kaster is an experienced trial lawyer, representing plaintiffs in employment cases. He has received multimillion-dollar verdicts for individual plaintiffs, including the highest award in Minnesota for emotional distress in an employment discrimination case, and the highest reported settlement for a sexual harassment client in state history. Jim has tried well over 100 cases to verdict or decision. He also argued the U.S. Supreme Court case, *Kasten v. St.-Gobain Performance Plastics Corp.*, which set a new standard for retaliation under the FLSA. Jim has been widely recognized by the legal community for his abilities as a trial lawyer, including being named to the *Super Lawyers* and *Best Lawyers* lists, year after year.

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EMPLOYMENT & LABOR
EMPLOYMENT LITIGATION: DEFENSE
BUSINESS LITIGATION

Ms. Nolan has over 30 years of labor and employment litigation and counseling experience representing and advising businesses in many states in all aspects of employment, labor, and business matters. Her expertise in counseling and litigation includes wage and hour laws, family leave laws, all types of discrimination, non-competition, harassment, shareholder disputes, independent contractor issues, and countless human resource and personnel issues. In addition, Ms. Nolan offers employee/management training; conducts investigations; audits employment practices; drafts, reviews, and interprets contracts; advises on labor issues; and assists with employee benefit plans. She is also licensed to practice in Wisconsin.

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EMPLOYMENT LITIGATION: PLAINTIFF
CLASS ACTION/MASS TORTS
CONSUMER LAW

Susan M. Coler litigates class and collective actions on behalf of consumers and employees and in individual employment discrimination cases. She also represents whistleblowers in False Claims Act (Qui Tam) cases, prosecuting entities that defraud the government. She represented one of the relators in the recent \$1.5 billion False Claims Act settlement against Abbott Laboratories. Susan has spoken at local, regional, and national legal conferences on class action and employment law and just completed a term as President of the Minnesota National Employment Lawyers Association. She is an MSBA Certified Labor and Employment Law Specialist and also has graduate degrees in music history and pastoral studies.

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EMPLOYMENT LITIGATION: PLAINTIFF
CONSUMER LAW

Paul has too much fun practicing law to actually call it "work." He has a national trial practice, representing employees and consumers across the country. He feels privileged to work with the fantastic collection of lawyers at his firm, and is thankful that he has been able to spend his entire career at the same firm.

EMPLOYMENT LITIGATION: PLAINTIFF THROUGH FAMILY LAW

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EMPLOYMENT LITIGATION: PLAINTIFF
CIVIL RIGHTS/FIRST AMENDMENT

Mr. May represents plaintiffs in their claims of workplace discrimination, retaliation, sexual harassment, wage-and-hour, and whistleblower violations. He also represents employees and executives in non-compete and severance matters. Mr. May has successfully litigated several matters as first or second chair, including a \$3.5 million breach-of-contract verdict and a \$1.5 million sexual harassment settlement. Mr. May's work also clarified an employee's right to receive attorney's fees, statutory penalties, and prejudgment interest under Minnesota's wage-and-hour statutes. Mr. May is the past President and a board member of the Minnesota Chapter of the National Employment Lawyers Association. Mr. May is also a Rule 114 Qualified Neutral and Mediator.

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EMPLOYMENT LITIGATION: PLAINTIFF
CLASS ACTION/MASS TORTS
CONSUMER LAW

Don Nichols, the founder of Nichols Kaster, PLLP, has practiced law for over 40 years. Don only represents employees and consumers. His successes have earned him the respect of the legal community, evidenced by his fellowship in the College of Labor and Employment Lawyers and certification by the National Board of Trial Advocacy – highly selective honors bestowed upon an elite group of lawyers who have mastered the art of advocacy and whose legal careers uphold the highest professional standards. Don is an MSBA Certified Trial Specialist and has litigated numerous overtime and minimum wage multimillion-dollar class and collective actions on behalf of tens of thousands of clients. Nichols Kaster, PLLP has one of the largest Fair Labor Standards Act practices in the nation.

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EMPLOYMENT LITIGATION: PLAINTIFF

Named to the *Minnesota Super Lawyers* list for each of the last ten years, Steven Andrew Smith brings a high level of trial experience, attention to detail, and personal service to each of his cases. With multiple plaintiffs' verdicts in each of the last three decades, Steve is both familiar with and comfortable in the courtroom. Steve's trial experience includes trials to verdict in sexual harassment, whistleblower, reprisal and retaliation, commission, contract, gender and marital status discrimination, disability, and wage-and-hour claims. In addition to his trial successes, Steve has litigated several notable cases having substantial effect on employees' rights under state and federal employment laws.

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ESTATE PLANNING & PROBATE
CLOSELY HELD BUSINESS
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Rod has 30 years of experience serving clients in the Twin Cities and Rochester areas with their estate planning; will, trust, probate, and trust administration; taxation; and business succession planning needs. He is a graduate of William Mitchell College of Law and earned a Master of Law in taxation from Georgetown University Law Center. Rod has served as a member of the Minnesota Bar Association's Probate and Trust Council, has served as a drafting committee member of the Minnesota CLE publication *Drafting Wills and Trust Agreements*, and taught estate tax planning at Hamline Law School. He is a frequent lecturer on estate planning topics. Rod has been awarded membership in the American College of Trust and Estate Counsel.

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Stuart focuses his practice on estate planning and elder law. Stuart received his B.A. degree from the University of Minnesota, Phi Beta Kappa, and his J.D. degree from William Mitchell College of Law. Stuart is distinguished as a Fellow of the American College of Trust and Estate Counsel and has also served as chairperson of the Minnesota State Bar Association Elder Law Section. He has consistently been named in the *Super Lawyers* list. A frequent and popular speaker at legal, accounting, and financial planning seminars, Stuart is also an adjunct professor of law at the University of St. Thomas School of Law and has authored a number of articles on the subject of estate planning and elder law. Stuart serves in leadership positions on a number of boards for religious and charitable organizations.

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FAMILY LAW

Mr. Due has practiced primarily in family law for 30 years. He has had extensive trial and settlement experience in matters involving the division of large marital estates consisting of complex assets, including closely held businesses. He also has had substantial experience with custody disputes, support and maintenance determinations, and post-decree proceedings. He has successfully briefed and argued many cases before the Minnesota appellate courts, including the Supreme Court cases of McKee-Johnson and Antone. Mr. Due is also a qualified mediator. He is licensed in both Minnesota and New York.

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FAMILY LAW
BUSINESS LITIGATION
PERSONAL INJURY PLAINTIFF: GENERAL

Denis E. Grande is an active family court litigator with extensive negotiating, trial, and settlement experience, concentrating on the division of large marital estates comprised of complex asset and business valuations, stock, and custody issues. He is an effective advocate and pragmatic problem solver in difficult situations. Mr. Grande is a well-known trial lawyer, with over 35 years of experience trying cases in state, federal, and appellate courts. He also has a great deal of trial experience involving contracts, business, and commercial matters and has successfully represented his clients in numerous trials, arbitrations, and mediations. He is a 1969 graduate of Princeton University and a 1972 graduate of the University of Minnesota Law School.

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FAMILY LAW

Pamela Green concentrates her suburban practice on the area of family law, including marriage dissolution, complex financial issues, paternity, child custody, parenting time, child support, and spousal maintenance. Pam is a founding member of the Cooperative Practice Network in Minnesota and strongly supports the mediation and settlement model as the best alternative. Pam is also very comfortable in the courtroom when litigation is necessary and has more than 30 years of trial and courtroom experience throughout Minnesota. A past chair of the MSBA's Family Law Section, she is a Fellow of AAML and IAML and belongs to the Association of Family and Conciliation Courts, Minnesota Chapter. Pam presents a small group informational seminar about the divorce process called Five Truths about Divorce.

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FAMILY LAW
ALTERNATIVE DISPUTE RESOLUTION
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Ben Henschel is a shareholder at Henschel Moberg, practicing exclusively family law. He has been named in the Top 40 Family Law attorneys, is listed in *Super Lawyers*, and is included in *The Best Lawyers in America*. Mr. Henschel is also a Fellow of the American Academy of Matrimonial Lawyers. He has negotiated settlements and successfully tried many dissolutions involving multimillion-dollar estates, including cases with complex business valuation, non-marital property, permanent spousal maintenance, and executive compensation issues. He also assists clients who wish to predetermine rights and obligations through premarital and post-marital agreements. He earned his undergraduate degree from St. John's University and his law degree, *cum laude*, from the University of Minnesota Law School.

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**FAMILY LAW**

Anne is known for her professionalism, meticulous case management, thorough preparation, and exceptional knowledge of the law. With over 24 years of experience practicing exclusively in family law, she is a dedicated advocate for her clients and recognized for her expertise in dealing with the complex issues of family law including finances, business, property and asset valuation, and spousal maintenance. As one of the premier attorneys in Minnesota, Anne has been named in the *Super Lawyers* list every year since 2003, named in the Top 100 Women Attorneys consistently since 2005, and named in the Top Three Family Law Attorneys in 2007. Additionally, she has been recognized by her peers as one of *The Best Lawyers in America* in family law.

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**FAMILY LAW**

As a co-founder of Mack & Santana Law Offices, P.C., Laurie Mack-Wagner focuses on developing creative and practical solutions for clients seeking assistance in family law matters and divorce cases. Laurie is experienced in a variety of family law issues. After graduating from Florida State University College of Law in 1994 with highest honors, Laurie has efficiently managed multimillion-dollar business and family law litigation, including family law litigation with modest estates. Laurie leverages her strong business background when faced with complex financial issues that often surround family law cases. Laurie is also a Qualified Family Mediator under Rule 114. The firm is of counsel to the law firm of Mansfield, Tanick & Cohen, P.A.

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**FAMILY LAW**

Marilyn is the family law attorney who advocates for you – whether yours is a complex, high net-worth case or the so-called “simple” divorce. Effective, experienced and creative. Included on 2012 *Minnesota Super Lawyers* and Top 50 Women Lawyers lists. Learn more about Marilyn’s experience and approach at her firm’s website.

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**FAMILY LAW**
COLLABORATIVE LAW

Your goal of achieving a fair and cost-effective result in your divorce, paternity, or custody case is my priority. With more than 30 years of legal practice, including collaborative law since 1993, I have the experience to guide you in making informed decisions. Most people want to avoid court which gives someone else the power to decide their future. I can help you make realistic assessments of possible outcomes in court. If litigation is necessary, I have the skills to effectively advocate for you. I am a graduate of the University of Michigan Law School and have served as a Financial Early Neutral Evaluator for the Hennepin County Family Court since 2007.

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**FAMILY LAW**
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Linda A. Olup has been a family lawyer for over 34 years. She co-authored the Thomson West treatise on family law, which has been used as a reference by the Court of Appeals. Linda has been named in every *Super Lawyers* list since its inception in 1991. She has also been named one of the Top 40 Family Lawyers and Top 50 Women Lawyers in Minnesota. Linda was one of the first women admitted into the American Academy of Matrimonial Lawyers and the International Academy of Matrimonial Lawyers. In addition to litigation, Olup & Associates LLC has an alternative dispute resolution department dedicated to family law cases. The ADR department provides family law mediation, early neutral evaluations, parenting consultants, and parenting expeditor services.

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**FAMILY LAW**

Lymari has been practicing law since 1994, focusing exclusively on family law litigation since 2000. She co-founded Mack & Santana Law Offices, P.C. in 2004, and the firm has been of counsel to Mansfield, Tanick & Cohen, P.A., since 2005. Lymari has successfully represented high-net-worth clients in complex divorce cases, and she is also experienced in paternity cases and post-decree actions. Lymari excels in providing strong, dynamic advocacy for her clients, combined with efficient, creative legal services. Lymari has been listed in *Super Lawyers* since 2007, and Top 100 Women *Super Lawyers* in 2007 and 2009. Lymari speaks Spanish as well as English and lectures frequently on family law topics. She is also a qualified mediator.

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**FAMILY LAW**
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BUSINESS/CORPORATE

Certified as a Family Law Trial Advocate by NBTA and as a Civil Trial Specialist by the MSBA, Mr. Schulz has broad experience in trial and appellate practice in family law, civil litigation, employment law, professional negligence matters, and service to businesses and professionals. His focus with all clients is on creative problem solving, utilizing all appropriate and available forms of dispute resolution. A *magna cum laude* graduate from Concordia College, Moorhead, Minnesota, and a 1982 graduate of William Mitchell College of Law, John is a qualified mediator and is admitted to practice in both Minnesota and Wisconsin; he serves as a mediator and arbitrator in a variety of cases and is also active in many community and non-profit organizations. He has served on the firm’s Management Committee for eight years.

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**FAMILY LAW**
REAL ESTATE
BUSINESS/CORPORATE

John Warchol is a graduate of the University of Minnesota and Hamline University School of Law. For over 30 years he has represented individuals and small businesses in the trial and appellate courts of Minnesota. For most of those years he concentrated his practice on matrimonial law, including the areas of spousal and child support, custody, and property rights. John has assisted his commercial real estate clients with issues including leasing, financing, and the sale and acquisition of commercial properties. Business clients have benefited from John’s planning including his negotiation and litigation skills in areas such as employee relations, shareholder disputes, discrimination, and contract enforcement. John is a former member of the Second District Ethics Committee.

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Debra Yerigan is a shareholder at McGrann Shea Carnival Straughn & Lamb, Chartered. Debra has practiced exclusively in the area of family law since 1989. She believes that focusing on one area of the law gives her the opportunity to provide the best services to her clients. Debra has been admitted to the American Academy of Matrimonial Lawyers and is a member of the Family Law Sections of the American, Minnesota State, and Hennepin County Bar Associations. She is an adjudicative qualified neutral under Rule 114 of the Minnesota General Rules of Practice. Debra graduated from Hamline University School of Law.

GOVERNMENT/CITIES/MUNICIPALITIES THROUGH INTELLECTUAL PROPERTY

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Patrick J. Kelly is nationally recognized for his knowledge, innovation, and creativity in all facets of government law, employment and labor law, real estate law, and litigation. The cities and corporations he represents are known for their progressiveness in areas of land use, public safety, and major development projects. He is sought after nationally by cities and developers in complex eminent domain and land use regulation cases that demand aggressive action and multidimensional approaches. His representation in difficult labor issues has placed him in high demand as an advocate, negotiator, and recognized speaker. He is also a recognized advocate for individuals dealing with government. Mr. Kelly was president of the MSBA and the RCBA, and he was Chair of the Second Judicial Ethics Committee.

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GOVERNMENT/CITIES/MUNICIPALITIES
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REAL ESTATE

Timothy Kuntz's recognition in the *Super Lawyers* list continues the tradition of excellence that is the benchmark of LeVander, Gillen & Miller. Throughout the firm's illustrious 84-year history, it has earned a distinguished reputation of superior client service and community leadership and has become a cornerstone in Minnesota law and politics. Tim is also recognized in *Law & Leading Attorneys* for his expertise in governmental and municipal law. Tim's law practice also includes commercial transactions, business organizations, real estate, probate and estate planning, and civil litigation. The MSBA has conferred its President's Award on Tim, and the League of Minnesota Cities has presented a Special Recognition Award to Tim. He has given over 100 seminar lectures throughout the State of Minnesota.

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There is a long-standing tradition at LeVander, Gillen & Miller, P.A. for providing superior legal services to cities. Kori further exemplifies this dedication and commitment to local government with her recognition in *Super Lawyers*. She is the City Attorney for West St. Paul, South St. Paul and Randolph, and serves as general counsel to the South Metro Fire Department. In addition, she assists other cities and joint power agencies in difficult or complex situations. Kori is the Chair of the firm's Municipal Practice Group and a Past President of the Minnesota City Attorneys Association. She thoroughly enjoys providing invaluable insight and expertise to city officials on complicated local government issues.

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Scott Borene has been repeatedly recognized as one of the Top 20 Corporate Immigration Lawyers in the World most highly regarded by other lawyers and general counsel – *Who's Who Legal*. He is listed in *The Best Lawyers in America*. Scott Borene is a past Director of the American Immigration Lawyers Association and past worldwide co-Chair of the International Bar Association Immigration Committee. Mr. Borene is Editor-in-Chief of many immigration law reference books, including *The Global Immigration Guide: Crossing Borders for Business and Global Immigration Guide: A Country-by-Country Survey*, AILA's most comprehensive books on worldwide work visas. Scott Borene has more than 30 years of experience managing personal and business, U.S. and global immigration projects for clients worldwide.

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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.

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INTELLECTUAL PROPERTY

Suneel Arora is a registered patent attorney and a shareholder of Schwegman, Lundberg & Woessner, P.A. His practice includes strategic counseling and patent procurement in electrical, software, mechanical, and biomedical technologies. Suneel was a Senior Engineer at Cardiac Pacemakers, Inc., a division of Guidant Corp., where he designed low power integrated circuits for power conversion and regulation, precision references, switched-capacitor filters, and analog-to-digital converters used in implantable pacemakers and defibrillators. Suneel graduated from the University of Minnesota with a B.S.E.E. and received his J.D. (class valedictorian) from William Mitchell College of Law (1999). Suneel was also a judicial law clerk to Chief Judge Paul A. Magnuson, U.S. District Court, District of Minnesota (1999-2000).

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INTELLECTUAL PROPERTY

Tim Bianchi is a patent attorney with bachelor's and master's degrees in electrical engineering. He advises businesses in domestic and international patenting, reexamination, opinions, licensing, and enforcement. Tim's patent experience includes electronics, software, medical devices, telecommunications, e-commerce, digital electronics, digital signal processing, computer security, embedded processor designs, hearing aids, network hardware and software, wireless signaling, and RFID. He represents a variety of companies. Tim has engineering experience from former employment with IBM and Honeywell. Tim chairs AIPLA's Electronics and Computer Law Patent Prosecution Committee and local committees on patent prosecution. He is a frequent speaker on intellectual property topics.

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INTELLECTUAL PROPERTY
INTELLECTUAL PROPERTY LITIGATION

Doug Christensen, a shareholder with Patterson Thuente Christensen Pedersen maintains a vibrant U.S. and international intellectual property practice, including handling and developing patent portfolios for small to billion-dollar companies. Doug counsels his clients on all aspects of intellectual property, including domestic and international patent infringement litigation, licensing, trademarks, freedom-to-operate opinions, and designing around competitors' patents. His practice has focused on the mechanical, electromechanical, medical device, and semiconductor manufacturing industries. Doug has significant first-chair trial experience and his pre-lawyer industry experience includes working as a mechanical engineer in equipment design and as a drilling engineer in the oil field.

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INTELLECTUAL PROPERTY

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INTELLECTUAL PROPERTY THROUGH PERSONAL INJURY PLAINTIFF: GENERAL

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Micheal L. Schwegman is a registered patent attorney and a founding shareholder of Schwegman, Lundberg & Woessner. His practice includes patent prosecution, opinions and licensing, copyrights, employment agreements, technology licensing, and development agreements. His primary technology areas are electronics, computer hardware and software, medical devices, and optics. Mike received his B.S.E.E. from Northwestern University and his law degree from William Mitchell College of Law (J.D., *cum laude*, 1972). Mike is a member of the American Intellectual Property Law Association, the American Bar Association, the Minnesota Intellectual Property Law Association, the Minnesota State Bar Association, and the Hennepin County Bar Association.

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Alan practices intellectual property law with an emphasis on patent litigation, strategic client counseling, and alternative dispute resolution. Alan's litigation experience includes a wide variety of patent matters in the chemical, mechanical, and consumer product areas. Alan has also handled cases involving trademarks, copyrights, and unfair competition. Alan has extensive opinion writing experience and has handled all phases of patent prosecution, appeals, and reexaminations. Alan is a State of Minnesota Qualified Neutral for arbitration and mediation, a member of the American Arbitration Association's Commercial Panel, and a member of the World Intellectual Property Organization's list of Arbitrators and Mediators. Alan is an Adjunct Professor at William Mitchell College of Law.

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**PERSONAL INJURY DEFENSE: GENERAL**
ENVIRONMENTAL LITIGATION
PERSONAL INJURY PLAINTIFF: GENERAL

Paul R. Oppegard has more than three decades of experience representing the largest and most sophisticated consumers of legal services. Paul is certified by the National Board of Trial Advocacy as a Civil Trial Specialist and is the managing partner of Oppegard Wolf & Quinton. The firm practices exclusively in the area of civil litigation and is regularly involved in a diversity of trial work. As defense counsel for regional, national and international self-insured corporations, insurance companies and third-party administrators, Oppegard Wolf & Quinton's trial lawyers handle a broad array of cases from insurance claims and coverage, toxic torts, asbestos, personal injury and wrongful death, to construction defects and products liability. The firm also assists individuals with plaintiff personal injury claims.

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**PERSONAL INJURY PLAINTIFF: GENERAL**

Sheila has focused her practice on helping people with serious injuries and families who have lost a loved one through the fault of another person or company. She helps injured people put the pieces of their lives back together by listening and caring for her clients and obtaining benefits necessary following a serious injury. She has been chosen in the past as one of the outstanding attorneys of the year by *Minnesota Lawyer*. She has been published and is a frequent lecturer in the area of personal injury for the MNAJ, the Minnesota State Bar Association, and the AAJ. She is a member of many legal associations including the Minnesota Association for Justice, The Association of Plaintiff Interstate Trucking Lawyers of America, AAJ, the MSBA, and the Million Dollar Advocates Forum.

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**PERSONAL INJURY PLAINTIFF: GENERAL**
PERSONAL INJURY PLAINTIFF: PRODUCTS
PROFESSIONAL LIABILITY: PLAINTIFF

William D. Harper is a nationally certified Civil Trial Specialist. He has tried over 150 jury trials to conclusion and has handled eight 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* newspaper; 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; member of the American Board of Trial Advocates. Has taught over 75 CLEs.

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**PERSONAL INJURY PLAINTIFF: GENERAL**
PERSONAL INJURY PLAINTIFF: PRODUCTS
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Paul represents people injured by the wrongful acts of others. He is Board Certified as a Civil Trial Specialist by the Minnesota State Bar Association and the National Board of Trial Advocacy. He is a member of the American Board of Trial Advocates and 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. Paul is licensed in Minnesota and Wisconsin and, with his partner Bill Harper, has represented clients throughout the United States.

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**PERSONAL INJURY PLAINTIFF: GENERAL**
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Mr. Schroeder has been named in *Super Lawyers* every year since 2008, in recognition of his tireless, compassionate, and strategic representation of clients in Minnesota and Wisconsin, involving personal injury, workers' compensation, and insurance disputes. Over the past 20 years, Mr. Schroeder has worked with or litigated cases with some of the Midwest's best trial lawyers and arbitrated insurance disputes and complex personal injury claims. A former insurance claims adjuster, he is an active member of MNAJ, WAJ, and AAJ, and a *cum laude* graduate of Hamline University School of Law. A life member of Street Legal Motorcycle Club, he is frequently contacted to represent injured motorcyclists. He writes articles addressing unique aspects of motorcycle insurance, injuries, and safety measures.

PERSONAL INJURY PLAINTIFF: GENERAL THROUGH WORKERS' COMPENSATION

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**PERSONAL INJURY PLAINTIFF: GENERAL
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Thomas B. Schway is a trial lawyer with extensive experience in the areas of personal injury, workers' compensation, criminal defense, and probate. A native of St. Paul, he graduated *summa cum laude* from the University of Minnesota in 1977 and achieved Phi Beta Kappa honors. He earned his Juris Doctorate degree in 1981 from William Mitchell College of Law. For 30 years, he has assisted thousands of clients, maximizing their results through skillful negotiation and aggressive litigation. His law firm is located just outside St. Paul in Oakdale near the 94/494/694 interchange.

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**REAL ESTATE
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Since 1978, Larry has practiced with Fredrikson & Byron exclusively in the areas of real estate, real estate development, land use, and construction law. He is certified as a Real Estate Law Specialist and has served as chairman of the Real Property Section of the HCBA and as chairman of the Board of Editors of *Minnesota Real Property Law Survey*. Larry frequently lectures in CLE programs and has been a lecturer in business law and real property law at the University of Minnesota and an adjunct professor of real estate transactions at William Mitchell College of Law. Larry has helped with the development and construction of hospitals, banks, laboratories, hotels, and mixed-use facilities; represents office, commercial, and retail landlords and tenants; and enjoys planning and creating common interest communities.

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Mr. Christoffel practices in the areas of banking, real estate, and commercial law. He represents all types of lenders, including national banks, state-chartered banks, asset-based lenders, venture funds, construction lenders, permanent lenders, and equipment lessors. Mr. Christoffel has been lead counsel on multibank loan transactions ranging from \$30 million to \$234 million. He is conversant in all aspects of secured and unsecured lending, with an emphasis on real estate financing, representing both lenders and developers, including non-profit organizations involved in tax-exempt financings. He is experienced in workouts and restructurings. Mr. Christoffel is Certified as a Real Property Specialist by the Minnesota State Bar Association and is admitted to practice in Wisconsin.

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**REAL ESTATE
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John Koneck, a certified Real Property Specialist, assists clients with a wide variety of real estate transactions. Recognized for his problem-solving skills, he regularly counsels clients on their overall business strategies. He represents owners, developers, contractors, landlords, tenants, lenders, and borrowers in real estate transactions, disputes, workouts, Chapter 11 bankruptcy cases, and cases tried in court or arbitration. John is co-chair of the Minnesota State Bar Association Real Property Certification Council and a member of the American College of Real Estate Lawyers and American College of Mortgage Attorneys. He is named in the Top 100 *Minnesota Super Lawyers*, *Chambers USA* as a Band 1 lawyer, and *The Best Lawyers in America*.

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SOCIAL SECURITY DISABILITY

Mr. Kline represents clients who have been denied disability benefits or have had such benefits terminated by the Social Security Administration. He further assists workers' compensation attorneys regarding the interaction between Social Security disability benefits and workers' compensation benefits so as to maximize clients' receipt of both types of benefits. Since 1981, Mr. Kline has successfully represented more than 3,000 clients with respect to Social Security disability. Mr. Kline has conducted several continuing legal education seminars and has lectured to numerous lay groups pertaining to Social Security disability issues. Mr. Kline also provides pro bono legal services to the Center for Victims of Torture and the Minnesota AIDS Project.

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**TAX
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Tom concentrates his practice on tax disputes and litigation, including state and local tax matters (income, sales, and property tax) and federal tax matters. Prior to joining the firm, he was chief litigator for the Minnesota Department of Revenue, representing the state in complex corporate tax cases involving unitary taxation and other constitutional issues. Tom frequently advises clients who are contemplating a change of residence and represents clients in tax residency audits and appeals. Tom is also an accomplished administrative law litigator with experience in securities, banking, and insurance.

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**WORKERS' COMPENSATION
PERSONAL INJURY PLAINTIFF: GENERAL
SOCIAL SECURITY DISABILITY**

Michael Schultz is a founding partner of the law firm of Sommerer & Schultz, PLLC. This is his 13th consecutive year on the *Super Lawyers* list. Mr. Schultz is an experienced litigator, representing individuals throughout Minnesota with work, automobile, and disability claims. Mr. Schultz is an educator and a frequent lecturer in the areas of Minnesota workers' compensation and personal injury. Mr. Schultz's clients are from all walks of life, from migrant workers to professional athletes including such Minnesota Vikings favorites as Chuck Foreman, Randall McDaniel, Mike Morris, and Paul Krause. Mr. Schultz has a reputation among attorneys and clients alike as a tireless advocate.

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BUSINESS LITIGATION

Kristin is experienced in commercial litigation and represents clients in both state and federal courts. Kristin's practice emphasizes Uniform Commercial Code, warranty, employment law counseling and litigation, construction law, real estate, landlord/tenant law, and workouts. Kristin also counsels clients on land use permitting and environmental review matters pending before cities, townships, and other regulatory agencies. She has handled lawsuits, appeals, alternative dispute resolution, and works to find solutions before the need for litigation arises. Kristin earned her Juris Doctor from William Mitchell College of Law and graduated *cum laude*. She received a Master's in music from Colorado State University, graduating at the top of her class, and a B.A. from St. Olaf College, graduating *magna cum laude*.

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CLASS ACTION/MASS TORTS EMPLOYMENT LITIGATION: PLAINTIFF CONSUMER LAW

E. Michelle Drake represents consumers and employees in both individual cases and class actions. Whether the claims involve your mortgage, your credit card, your cell phone or your job, Michelle is committed to ensuring your rights are protected. Michelle firmly believes that no corporation is too big to play fair. From national banks to major internet service providers, Michelle has taken on some of the largest corporations in the country. She has recovered millions of dollars for her clients. She has the talent, the dedication, and the resources to fight for everyone she represents. Michelle has a nationwide practice and has been admitted to state and federal courts across the country. She graduated from Harvard Law School in 2001 and received her Master's degree from Oxford University in 1998.

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CRIMINAL DEFENSE PERSONAL INJURY PLAINTIFF: GENERAL

Patrick is a trial attorney who takes great pride in providing personal and expert representation in the areas of criminal defense and personal injury. He is aggressive in the courtroom and dedicated to his clients. Patrick has achieved great success in jury trials both in criminal and personal injury cases. He recently was certified as a Criminal Law Specialist by the Minnesota State Bar Association. Most importantly, Patrick appreciates the opportunity to help people in their time of need. He thanks his peers who have nominated him to the *Rising Stars* list.

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CRIMINAL DEFENSE

Tom Sieben was born and raised in Hastings, Minnesota. He is a third-generation lawyer in the Sieben family and devotes his practice to representing the accused. Tom graduated from St. John's University in 1999 and from William Mitchell College of Law in 2002. He is admitted to the bar in Minnesota and in Minnesota federal courts. Tom was inspired to represent individuals while he was in law school and working for the Ramsey County Public Defender as a student attorney. He has successfully represented hundreds of clients throughout Minnesota, with trials in Hennepin, Washington, Dakota, Morrison, Ramsey, and Goodhue Counties. "I love what I do. I love this system. Our rights are vital and I fight hard to protect them."

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EMPLOYEE BENEFITS/ERISA GENERAL LITIGATION

Amy L. Court practices in the area of civil litigation, focusing primarily on employee benefit litigation and ERISA litigation. Ms. Court represents and counsels trustees of multi-employer fringe benefit plans in matters relating to the enforcement of the contribution and related obligations in collective bargaining agreements and trust agreements, subrogation, and withdrawal liability. In addition Ms. Court defends benefit plan trustees in claims for the wrongful denial of benefits. Ms. Court is a graduate of the University of St. Thomas and William Mitchell College of Law.

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EMPLOYMENT LITIGATION: PLAINTIFF EMPLOYMENT & LABOR

Megan I. Brennan practices in the area of employment litigation. She has successfully represented numerous employees in matters involving discrimination, harassment, retaliation, and Family Medical Leave Act violations. Additionally, she has assisted large groups of employees in recovering unpaid wages in class and collective actions. Megan is deeply committed to fighting for justice for her clients. She has coached moot court and mentored law students. Megan is an active member of the bar and volunteers in the community.

EMPLOYMENT LITIGATION: PLAINTIFF THROUGH FAMILY LAW

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EMPLOYMENT LITIGATION: PLAINTIFF
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Michele R. Fisher is a partner at Nichols Kaster, PLLP whose practice is primarily dedicated to national wage-and-hour class and collective action litigation. She has represented thousands of employees seeking to recover overtime, minimum wage, and commission payments. She also represents employees in other employment matters such as employment discrimination, retaliation, and sexual harassment. Ms. Fisher has spoken at numerous conferences and training sessions on topics such as wage-and-hour litigation, sexual harassment, and electronic discovery. She is also the chair of the firm's Business Development and Marketing Committees.

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EMPLOYMENT LITIGATION: PLAINTIFF

Phillip M. Kitzer practices exclusively in the area of employment law. He has represented employees in a wide range of matters including wrongful termination, discrimination, workers' compensation retaliation, and whistleblower violations. He has successfully litigated in both state and federal court at the trial and appellate level. Mr. Kitzer clerked with Halunen & Associates before graduating *cum laude* from the University of Minnesota Law School. During law school, Mr. Kitzer was a managing editor for the *Journal of Law, Science and Technology*. Mr. Kitzer is currently an attorney at Halunen & Associates and serves as a board member and president of the Minnesota chapter of the National Employment Lawyers Association.

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EMPLOYMENT LITIGATION: PLAINTIFF
GENERAL LITIGATION

Matthew Morgan practices in the area of employment litigation. He handles a wide variety of employment-related matters involving wage-and-hour violations under federal and state laws for multi-plaintiff collective and class actions and retaliation, discrimination, sexual harassment, and breach of contract claims involving non-competition and non-solicitation provisions for individuals. Matt has also taught representation skills to first-year law students and advanced advocacy to second- and third-year law students. Matt has lectured nationally on various litigation-related topics, is an active member of the bar, and serves as a mentor for law students.

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EMPLOYMENT LITIGATION: PLAINTIFF

Brian T. Rochel litigates individual employment cases and has been involved in three trials since starting at Halunen & Associates. Recently, he second-chaired a jury trial on behalf of a terminated truck driver that resulted in a \$361,000 verdict against G&K Services, including \$111,000 for lost wages and emotional distress and \$250,000 in punitive damages. Mr. Rochel also works on consumer litigation and is on the False Claims Act or qui tam team. Mr. Rochel joined Halunen & Associates after graduating *summa cum laude* from Hamline University School of Law. While a law student, he also clerked for Halunen & Associates, gaining extensive experience in employment and consumer class action litigation, including discrimination, retaliation, whistleblower actions, consumer fraud and wage-and-hour violations.

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EMPLOYMENT LITIGATION: PLAINTIFF
BUSINESS LITIGATION

David Schlesinger represents plaintiffs in individual cases and in class and collective actions. He has successfully litigated claims for discrimination, retaliation, breach of contract, unpaid wages, and shareholder rights. David has represented thousands of employees in collective actions under the Fair Labor Standards Act. He also defends employees from employer claims involving non-competes and trade secrets. As first-chair, David has tried and won cases, both in trial and in arbitration. David has handled several appeals and recently appeared before the Minnesota Supreme Court. David teaches Practice and Professionalism at the University of Minnesota Law School. He also volunteers through the Children's Law Center and the Volunteer Lawyers Network.

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EMPLOYMENT LITIGATION: PLAINTIFF

Tim C. Selander represents workers in disputes related to unpaid wages, overtime pay, commissions, and wrongful termination. As a member of Nichols Kaster's Wage and Hour Litigation Team, Tim has helped workers in a wide range of industries recover overtime pay and minimum wages. Regardless of whether he is representing an individual or a large group of employees, Tim vigorously advocates on his clients' behalf to ensure that they receive a fair day's pay for a fair day's work. Tim has litigated claims in federal and state court, as well as in arbitration. His work on behalf of employees has resulted in notable decisions involving class and conditional certification, employee classification, and the rights of employees in arbitration.

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Rachhana T. Srey is currently litigating several class and collective action cases on behalf of employees for unpaid overtime and minimum wage and has represented thousands of workers since joining Nichols Kaster, PLLP in 2004. Additionally, she has handled a variety of types of employment cases including retaliation under the Family Medical Leave Act, breach of contract, and discrimination claims based on pregnancy, gender, race, national origin, religion, and age. She is a member of the ABA's Section of Labor and Employment Law and a member of the National Employment Lawyers Association. Ms. Srey has spoken both nationally and locally on topics related to the wage-and-hour claims under the Fair Labor Standards Act and discovery in civil litigation.

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ESTATE PLANNING & PROBATE
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Justin helps families and business owners plan for the disposition of their assets, while optimizing available estate and gift tax transfer efficiencies. He works closely with his clients to develop estate plans based on their specific goals and objectives, and he uses the full array of estate planning tools to ensure clients accomplish those goals. His services include estate planning, probate, trust administration, estate and gift taxation, business succession planning, real estate, and elder law. Justin is admitted to practice in Minnesota, North Dakota, and Wisconsin, and is a member of the Hennepin County Bar Association and a graduate of William Mitchell College of Law.

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FAMILY LAW

Matthew Gilbert has a financial background that is invaluable to the practice of family law. Gilbert just completed Harvard Law School's Program on Negotiation. He is enthusiastic – the kind of energy you expect with the creation of a new star. Learn more about Matt and his team at the firm's website.

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FAMILY LAW

Elizabeth Juelich is an associate with Olup & Associates LLC. She focuses her practice on family law and estate planning, advocating on behalf of clients to protect and preserve their assets and to represent their children's best interests. Ms. Juelich's family law practice includes spousal maintenance, property division, child support, custody, and parenting time. Believing clients are often happier with the outcome when they are actively engaged in settlement negotiations, she encourages client participation throughout the process. She advocates strongly at hearings, mediations, and settlement conferences and ensures that her clients understand the cost/benefit analysis of specific actions.

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Sherri L. Krueger is a senior associate attorney with Olup & Associates. She focuses her practice on all facets of family law, divorce, and child custody issues. With compassion, empathy, and respect at the core of her work, Sherri uses a practical, common sense approach to helping clients overcome complicated family issues and emerge with the future in mind. As a Rule 114 qualified neutral, she also offers mediation services. Sherri's areas of practice include custody, parenting time, division of assets and debts, spousal maintenance, child support, paternity, never-married parents' custody, and mediation. Sherri is a member of the Minnesota Bar Association, Hennepin County and Eighth District Bar Associations, Family Law League, and the Association of Family and Conciliation Courts Professionals.

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Ryan Palmer represents concept and brand owners in the development of franchise and distribution systems for their products and services. His experience includes structuring and documenting domestic and international franchise programs and transactions in a variety of industries and advising clients on the creation and implementation of franchise and license programs for non-traditional venues. His intellectual property practice focuses on protecting and increasing the value of clients' brands through the registration and enforcement of trademarks, copyrights, and domain names. He is also active in the firm's mergers and acquisitions and corporate finance practice groups and frequently advises clients in sale, purchase, license and finance transactions in the multi-unit retail and franchised industries.

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Brendan loves to sue insurance companies when they unfairly delay and deny property insurance claims. Few lawyers in Minnesota have the ability to call out insurance companies for their unfair claims practices and bad faith dealings, but Brendan has the knowledge and experience to get results and get his clients' claims paid by their insurers. He previously worked for a Fortune 500 insurer and with a private law firm defending insurance companies. Now, he litigates fire and storm damage claims on behalf of policyholders in state and federal courts, suing the world's largest insurance companies as well as local township mutuals. He is a 2004 graduate of William Mitchell College of Law in St. Paul, MN, and a 1999 graduate of Jamestown College, where he played for the Hall of Fame Jimmies Football Team.

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Tamara O'Neill Moreland is a shareholder in Lark Hoffman's Real Estate Litigation Practice Group. She concentrates her practice on litigation involving commercial and residential construction, fraudulent real estate transactions, land use, environmental issues, telecommunications, 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*, at Centenary College of Louisiana in 1994. Tamara is an MSBA Board Certified Real Property Specialist. Tamara serves on the Board of Directors for Larkin Hoffman and on the Board of Directors for the March of Dimes - Minnesota Chapter. She has been named in the *Rising Stars* list for eight years.

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Brent C. Snyder is a founding shareholder of Snyder & Brandt, P.A. Prior to founding Snyder & Brandt, Brent was immersed in the real estate industry, first as a commercial real estate broker for Welsh Companies and then as an attorney at a Minnetonka firm. He has over ten years of experience in all areas of real estate, from acquisitions and dispositions to development and leasing. Brent also is an effective trial lawyer and has successfully litigated real estate disputes, employment claims, and general business matters. He is proud to have provided representation to clients ranging from individuals to large companies, including Navigator Real Estate Corporation, Hempel Properties, Told Development, Welsh Companies, and Birchwood Laboratories.

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TAX
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Nick's practice is devoted exclusively to property tax appeals involving commercial property, including retail, office, and industrial buildings. Nick consistently obtains substantial reductions in real estate taxes for his clients, which include both Fortune 100 companies and local businesses. Nick is an officer of the Minnesota State Bar Association's Tax Council and a member of the IPT's Property Tax Symposium Committee. Nick has twice co-authored the Minnesota Shopping Center Association's Retail Real Estate Report, and frequently lectures on the topics of property taxes and property valuation to appraisers, attorneys, real estate brokers, property managers, and corporate tax professionals.

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open letter

BY VANCE K. OPPERMAN

Up at the Lake

Politics can't compete with Minnesotans' favorite pastime.

To: Mr. Dan McElroy
President, Hospitality
Minnesota

Dear Dan:

Rudy Perpich always used to say that no politics or serious government took place in July or August because everyone was “up at the lake.” The direction was always the same: up at the lake—not down at the lake or even around the lake. But for anyone who has ever spent summertime in the northern resort cities of Brainerd, Detroit Lakes, or Alexandria, Rudy’s observation rings true.

Tourism, by which many of us mean “up at the lake,” is a huge business in Minnesota, and luckily for us, a business that gets stronger as gasoline prices go up. The hospitality industry employs more than 250,000 people in Minnesota, generating in excess of \$10.5 billion in annual sales and fully 15 percent of Minnesota’s tax revenue. During the summertime at least, almost one in 10 Minnesotans works in the hospitality industry.

Minnesota is famous in the Lower 48 for its winters, but in fact it’s our summers for which we ought to be famous. There are a lot of places that have winters (or at least snow), but few places that have the languid intensity of our brief summers. It is a time when the ordinary chronological barriers between workdays and weekends melt away. And while this month is not—thankfully—a month when any politics will get done, it is a time when we can contemplate the political circus.

Last year around this time we were going through our state government shutdown, which came to a close when

it became known that Coors beer products were running out because the state was not open to process beer licenses. There is no shortage of Coors beer products up at the lake.

The news and all the financial channels bring us a barrage of bad economic developments in Europe. Greece has threatened that its ruins will be ruined by lack of protection and maintenance,

bills and left a \$7 million surplus. All in all, the general view was that the last week of summer was better spent up at the lake. Governor Sarah Palin gave a good speech, but Senator John McCain could have used the relaxation.

As is customary, the president’s party’s convention will go second, and be held in Charlotte, North Carolina, beginning September 3. There will be

Finally, we are now being spared the recall onslaught from the State of Wisconsin, where more than \$50 million was spent to recall a governor less than two years into his first term. Truly, if more Wisconsinites went up to the lake, they would not be doing these things.

Lastly, we will have our first state primary election August 14. This is a



something most of Greece lacked for 1,500 years. The fear, of course, is that the rest of Europe will start resembling Greece and that the euro will become one of those numismatic relics of a failed empire. There are no European ruins or euros up at the lake.

The Republican convention will begin on August 27 in Tampa, Florida.

We had one of these conventions four years ago in St. Paul. It was not well attended (President Bush did not show up), but enough people did return from the lake to make sure that the convention paid all of its

no drama or suspense at this convention, but it will prove the political aphorism that while everything has been said, not everyone has said it. Everyone will say it in Charlotte.

The two major-party political conventions are events staged entirely for television; there has not been a truly “open” convention since 1952 (essentially when television started gavel-to-gavel coverage). Four years ago, I wrote that Governor Tim Pawlenty should be the vice presidential nominee and I still think that, but it’s more likely to be Senator Marco Rubio of Florida. Sorry to ruin the suspense; we can all go back to the dock now.

perfect date for the 1 percent of the activists in our population who believe that the middle of August should be spent noticing microscopic differences between candidates as opposed to measuring their fish in inches. The rest of us will be up at the lake. See you there.

Vance K. Opperman
Up at the Lake in August

Vance Opperman (vopperman@keyinvestment.com) is owner and CEO of MSP Communications, which publishes Twin Cities Business.

ON THE WEB

Summertime politicians should watch this YouTube video: <http://bit.ly/LtdVs1>



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