

269 MAGAZINE

inside:

A GLIMPSE INTO THE WORKSPACE OF LAKEVIEW FORD-LINCOLN'S VINCE PAVONE

THE FUTURE OF

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THE FUTURE OF

SOUTHWEST MICHIGAN



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I am fascinated by "Star Trek." So many of its technology projections have come to fruition, like 3D-printed food, handheld medical devices, voice-activated controls, and digital books—just to name a few.
@ronkitchens

Maybe it was Marty McFly or just the DeLorean, but the "Back to the Future" movie series got me excited to embrace online banking, hoverboards, smart houses, and tablets.
@imheatherbaker

I have always loved classic "Star Wars." Seeing the Millennium Falcon take off for the first time filled my imagination with dreams of distant planets, space-flight, and adventure.
@JakeFredericks1

"Star Trek" had me at "To boldly go."
@smille

The "Battlestar Galactica" TV series (1978-1979) produced my first crush, Dirk Benedict as Lieutenant Starbuck.
@CathyKnapp.12



Our hope is that the readers of *269 MAGAZINE* will become active participants in the world around them and join our mission to make Southwest Michigan the place to build a home, go to work, and bring dreams to reality.

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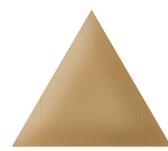
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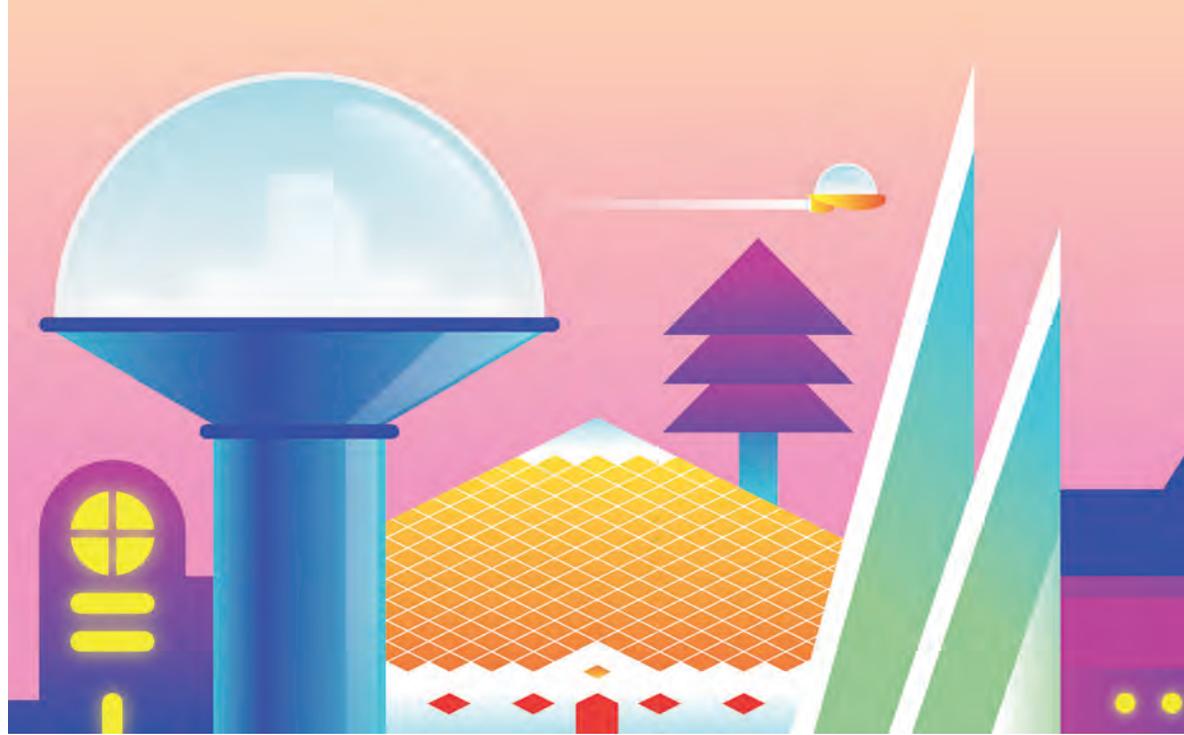
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BY HEATHER BAKER
EDITOR IN CHIEF

ILLUSTRATIONS JACOB HANSEN



You Are What You Eat

OR IN MY CASE, YOU ARE WHAT YOU WATCH

FOR THOSE ADDICTED TO TV, NETFLIX, OR OTHER STREAMING SERVICES, THE SHOWS WE WATCH OFFER KEY INSIGHTS INTO OUR PERSONALITY, ACCORDING TO PSYCHOGRAPHIC AD TARGETER MINDSET MEDIA.

What that means is that “creative” people tend to catch reruns of “Mad Men,” traditionalists tune in to shows like “Dancing with the Stars,” and those who still wish for their prince to come watch “The Bachelor.”

Shows are designed to appeal to a maximum audience, drawing both viewers and advertising dollars; they also resonate with the times in which they are made. Many of our perceptions are shaped by what captivated us on the small screen. My notions of future development, while I hate to admit it, are shaped around my 1970s childhood upbringing during which the U.S. was in a space race with the Soviet Union. Everyone was obsessed with what was orbiting the Earth. I grew up watching TV reruns of “The Jetsons,” “Star Trek,” and “Lost in Space,” and first-run episodes of “The Bionic Woman” and “Buck Rodgers in the 25th Century.”

Thus, the ideas of housekeeping robots, video chat, tablets, talking watches, and trips to the moon seemed dreamy but never accomplishable in my lifetime. Little did I know that products like Alexa, Skype, iPads, smartwatches, and SpaceX’s recent Falcon Heavy booster launch would make these predictions a reality.

As I think about what could propel our region forward into the next decade and beyond, I’m wondering where the Jetsons are

when I need them. Still waiting for us to catch up with them in 2062 I bet!

While I don’t see a floating metropolis like Orbit City in our region’s future, I do hope for a few things. I see more structures, such as The Foundry, and eagerly await the completion of The Exchange in downtown Kalamazoo. I crave more urban-living complexes like

Think Scotty’s Brewhouse in Indianapolis with all of its glorious outdoor heaters!

Block-long rectangular parks, like Kalamazoo’s Bronson Park and McCamly Park in Battle Creek, honor the traditional city grids built on the models set by our colonial forefathers, but they do not satisfy the outdoor enthusiasts who inhabit our world today. If you haven’t heard of

“Creative” people tend to catch reruns of “Mad Men,” traditionalists tune in to shows like “Dancing With The Stars,” and those who still wish for their prince to come watch “The Bachelor.”

Peregrine Tower. As for our city centers, I’d love to visit more restaurants and venues that embrace the indoors and, yes, the sometimes chilly Michigan outdoors. The virtual center of the region, Kalamazoo, would explode with more live music and integration with Western Michigan University and Kalamazoo College athletics. I long for the day when we all can’t fit into Waldo Stadium, or even a new arena that has been a stop-and-go dream for years, and get to watch the game from multiple downtown Kalamazoo locations, beyond Burdick’s, in an extended version of Game Day Saturday.

it, check out what the George Kaiser Family Foundation sparked in Tulsa, Oklahoma, with its \$350 million gift. Expected to be complete by summer 2018, “A Gathering Place for Tulsa” has transformed nearly 100 acres of the city’s waterfront along the Arkansas River into an area that blends an urban setting with nature.

Who doesn’t love shopping? The outdoor malls of the 1950s have since evolved into the huge shopping complexes of the 1980s, but I sense a future boomerang effect bringing back the outdoors in a big way. My vision draws on imagery of The Country Club Plaza in



Kansas City—shopping, dining, entertaining, and everything else in between. The place I envision is filled with storefronts of Urban Outfitters, H&M, Anthropologie, Birkenstock, Swarovski, and even a Haribo gummy bear blowing bubbles from the top of a candy shop.

Bustling about, I see lots of faces, diverse faces. Through hard work and targeted messaging, we can and will change the pattern of European migration to the area, which began in the late 1600s when French fur traders first set foot (or canoe) in the state.

As for how all these new inhabitants arrive, I'm not sure yet if I'll place my bet on aerocars or the flying saucer-like cars that The Jetsons traveled in. My guess is that new inhabitants will arrive in traditional cars, for the foreseeable future, and then electric ones.

My dream, too, is that whatever vehicles they're driving will be able to more easily hop off the interstate and arrive directly in Kalamazoo, Battle Creek, and Benton Harbor as opposed to winding their way through the business loop to their destinations. No city in the U.S. makes commuting stress-free, but if Phoenix, Dallas, and Houston can work towards it, so can we!

That's what I see for starters. How about you?

READ ON,

Heather

Tell us about your dreams for Southwest Michigan's future @269Mag with #MyFutureSWMI!

The ideas of housekeeping robots, video chat, tablets, talking watches, and trips to the moon seemed dreamy but never accomplishable in my lifetime. Little did I know that products like Alexa, Skype, iPads, smartwatches, and SpaceX's recent Falcon Heavy booster launch would make these predictions a reality.



Kingscott COO Heather Martin loves her company's space in the Main St. East Building, and not just because they were instrumental in rehabilitating the building. "We love this building. It's historic, interesting, and we were able to bring in a new and modern feel and create these spaces for collaboration. That's kind of who we are, one of those creative, interesting, collaborative entities. It's really helped us support our culture."

Heather Martin
COO
Kingscott

"We believe that people working together, can create the extraordinary."

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For more about Treystar's managed and developed properties, contact Fritz Brown at fbrown@treystar.com or 269.329.1808. To see Heather tell the rest of her story visit treystar.com/kingscott. 



What regional collaborations should happen to propel the future of our region forward?

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SATISH DESHPANDE, PH.D.

DEAN, HAWORTH COLLEGE OF BUSINESS
WESTERN MICHIGAN UNIVERSITY

CROSS-FUNCTIONAL COLLABORATION IS IMPERATIVE FOR THE FUTURE OF THE REGION.

A unique role that a university can play is convening thought leaders from many different but interrelated areas. By offering multifaceted recommendations on regional challenges, we can forge ongoing partnerships with companies and organizations. These partnerships often result in business cases that can be used for future teaching and research, creating an important, collaborative feedback loop. Listening is a vital collaborative activity and something we continually practice so we can study relevant issues and prepare students to address them when they enter the workforce. The College of Business has had success collaborating on training programs, consulting for businesses, and developing in-house MBA programs and will continue to seek partners in these endeavors.



RONALD FOOR

COMMUNITY PRESIDENT
FIFTH THIRD BANK

THE CONCEPT OF COLLABORATION IS IMPORTANT FOR SOUTHWEST MICHIGAN AS WE LOOK TO FOSTER A STRONG LOCAL ECONOMY.

One idea is to partner with, or financially support, our local nonprofits. At Fifth Third Bank, we are focused on increasing access to financial services, mortgage lending in underprivileged communities, small business lending, and helping consumers better understand their own financial capabilities. Our local employees target these community needs in their philanthropic service endeavors. However, we cannot do it alone. We rely on local community groups to help us identify area businesses and individuals that are in need. These nonprofits and our employee volunteers collaborate to serve as the front line in making a difference by donating their time and energy for the betterment of the community. Ultimately, a strong community breeds a strong economy and creates an environment we are all proud to call home.



JOANNA I. JOHNSON

MANAGING DIRECTOR
ROAD COMMISSION OF KALAMAZOO COUNTY

THERE IS NO QUESTION OUR REGION HAS MANY EXAMPLES OF COORDINATION AND PARTNERSHIPS IN MANAGING OUR VITAL INFRASTRUCTURE.

Now consider how our public and private infrastructure assets of transportation, water, sanitary and storm sewers, utilities, energy, electricity, natural gas, information technology, emergency preparedness systems, telecommunications, and broadband service occupy the limited public right-of-way space together. As I look to the future, I envision further collection of data on all of these infrastructure assets to help improve efficiency, emergency operations, and economic development. Together, we can make more informed decisions, saving everyone time and money. The key remains in the principles of infrastructure asset management: knowing their location and condition, proactively planning for collaborative projects, and sharing this data collectively. These efforts provide for informed decision-making and build trust among all parties as stewards of the public right-of-way.



DAVID REID

AIRPORT DIRECTOR
KALAMAZOO/BATTLE CREEK INTERNATIONAL AIRPORT

REGIONS EXIST TO COMPETE MORE EFFECTIVELY IN A GLOBAL ECONOMY.

Regional collaboration, however, means different things to different community stakeholders. The key is to invest where scope and scale permit. What can we truly leverage? How do we carve out regional initiatives without creating winners and losers? At the Kalamazoo/Battle Creek International Airport, which is nothing if not a collaborative effort, we see examples every day of how this region is linked to the global economy. We continue to see examples of how regions like ours invest in their airports for those critical connections. Their regional economies prosper as a result.



FAST-FORWARD



BY
RICK VAN GROUW

ILLUSTRATIONS
ADAM ROSSI

WITH ASKOLD ROMANOV,
MACROVECTOR, AND
TARRAS79 (ISTOCK)

LIGHT MORNING SNOW FELL ON DOWNTOWN KALAMAZOO AS BILL PARFET GAZED OUT A FIRST-FLOOR OFFICE WINDOW ACROSS MICHIGAN AVENUE.

“When I was a kid, people lived downtown,” he recalled. “Then they didn’t for a while. Now they’re here again. We’re going to see more of this, where place is going to make us successful, along with how we manage that place and treat each other. Because it’s all about place today. It’s all about place.”

Parfet is the great-grandson of W.E. Upjohn, founder of The Upjohn Company, the Kalamazoo-based pharmaceutical company that is now a part of Pfizer Inc., and he worked at the company for 30 years. Today he heads a family business called Northwood Group and serves as chairman of Southwest Michigan First, an economic development agency serving the seven-county region.

This conversation set the stage for some deep thinking: What kind of place is

Southwest Michigan—and what kind of place will it be? As 2018 unfolds, what challenges and opportunities will the region embrace for the benefit of all?

WHAT WE NEED TO SUCCEED

Parfet has a pretty clear vision for what the region needs to succeed.

“If you had asked that question five years ago, the first item on the list would have been, ‘We need to create more jobs,’” Parfet said. “We must have been successful with that because now it’s just the opposite—we need to create more talent so they can fill those jobs.”

Mark A. Jones, CEO of AmeriFirst Home Mortgage, based in Kalamazoo, said Southwest Michigan offers many benefits

to workers. “January and February cold notwithstanding, you can’t beat Southwest Michigan in three seasons,” Jones said. “It’s just gorgeous. You can’t beat Southwest Michigan as a place to live. Perhaps especially for telecommuters. In fact, approximately 15 percent of AmeriFirst Home Mortgage’s 600 employees currently work from their homes.

“As more and more of the workforce is able to telecommute, and as high-speed



internet becomes more ubiquitous—particularly in rural areas—more employees can make life choices that include not to live where they work,” Jones said. “If I had the choice to live on a lake in Southwest Michigan with high-speed internet but work in Chicago, I’m going to pick this area every day and twice on Sunday. We have two or three employees who live in California and work from there. If somebody works for a company with headquarters in Chicago but

doesn’t want the two-hour commute, they can work remotely from here. I think that bodes well for our area.”

AUTOMATION, DRIVERLESS CARS—THESE TECHNOLOGIES WILL HAVE A HUGE IMPACT ON THE LOCAL ECONOMY.

EDUCATION PREPARATION

What about laborers who live and work in Southwest Michigan? As Parfet makes clear, it’s not simply a matter of plopping bodies behind desks or along the assembly line.

“Number one on our list of priorities is to grow people or talent so they can fill jobs,”

Parfet said. “But it’s not just to fill a job today. We don’t need another carpenter or welder. What we need are people who can adapt to the changing needs of tomorrow’s society and economic environment.”

Indeed, workforce preparation begins in elementary school.

“I think the future is going to radically change the labor market,” says Dave Campbell, superintendent of the Kalamazoo Regional Educational Service Agency. “Automation, driverless cars—these technologies will have a huge impact on the local economy, and it makes me wonder where our people are going to work.” Campbell said the school district is meeting with leaders to actively prepare for the future. “What types of jobs will be available? What skills and competencies will kids need in the future economy, and how do we build them?”

In addition, school districts and the business sector are working together to strengthen educational opportunities that will generate a better-qualified workforce in the future. Campbell said companies are taking part in “Adopt-A-School” programs, and schools are bringing in volunteers to read to students.

“There’s a regional feel to this,” Campbell said. “Educators from different counties approach these initiatives as a region. We’re talking about common themes, and we talk to each other and learn from each other—what works, common challenges,

how to engage with a culture that doesn't seem to be helping a lot of children focus on what's better for their future."

ARRIVE AND STAY

According to Parfet, "You want to keep as many people who come into the area to live, work, and play as possible. And one of the largest sources for that is Western Michigan University (WMU). Through all my 71 years in this area, WMU has often drawn students from the east side of the state, and it's surprising how many of them like it here and stay."

Not all who migrate to Southwest Michigan come because of WMU. In 2010, Vince Pavone moved his family from Birmingham, Michigan, to Battle Creek to take over an underperforming auto dealership.

"It's been a great experience for my family and a great business move," said Pavone, dealer principal at Lakeview Ford-Lincoln. "The community has embraced us as we embraced them. It's been a good time to be a Ford dealer and even better to be a Ford dealer in Battle Creek."

From Pavone's perspective, 2018 looks like a banner year compared to 2017. Last year, Battle

Creek lost a Starbucks franchise, several hundred jobs at the Kellogg plant, and its downtown alehouse.

"2018 looks like a potentially very positive year," Pavone said. He cited a planned \$3.5 million conversion of McCamly Plaza Hotel to a DoubleTree by Hilton; the renovation of Heritage Tower to condominiums; and Battle Creek Unlimited's development of Fort Custer Industrial Park with shovel-ready sites for new manufacturing facilities. "We do appear to be righting the ship, but it's going to take some time," Pavone said.

THERE'S A REGIONAL FEEL TO THIS. EDUCATORS FROM DIFFERENT COUNTIES APPROACH THESE INITIATIVES AS A REGION.

PUT THE WORKFORCE TO WORK

One challenge the region faces is a high percentage of unemployed workers who are otherwise qualified to work—the percentage of employees who participate in the jobs market.

"We always talk about unemployment, but the participation rate is around 61 percent," Parfet says. "You'd think it would be 80 or 90 percent when you first think about it. We've got an untapped resource here, so we've got to work to make sure that those who have an ability and a desire and

a need to work get the skills they need so they can be able to do so."

In some parts of the region, workers and potential workers struggle with a mismatch between cost of living and prevailing wages. South Haven, for example, has a higher cost of living than the townships to the east. Because about half the homes in South Haven are classified as non-homestead properties, the city has a high tax base, which results in inflated housing costs.

"The city of South Haven has a lot of things going extremely well," said Brian Dissette, South Haven city manager. "What I've heard from elected leaders is that they want to be more aggressive to encourage additional housing options that will be more affordable to people just entering the workforce and the service industry. For people trying to move here, the cost of entry is high."

Dissette said new housing construction is picking up where it left off in 2008 during the housing crash. "In 2017, we saw a huge amount of residential construction filling in," Dissette said. As a group, South Haven city leaders "are excited, looking forward to the upcoming year. They are very much energized and engaged to try and help grow the community."

Regional leaders also find reason for optimism. "Portage is going to have a great year," Portage Mayor Patricia Randall said. "There are a lot of things in the pipeline already. Pfizer and Stryker are going to stay in Portage. They are planning capital improvements and building, and that gives us great comfort they'll be here for the long haul, and we're thrilled to have them."

In addition, "Building is up everywhere—residential, condos, commercial. For a long time, that wasn't happening. But there's been a movement toward catering to the senior population—people want to live here and retire here."

Randall said she wants to proceed with plans to rebuild the Portage Senior Center—despite being denied three times by voters.



GRANT BOOSTS LITERACY INITIATIVE

It's no secret that strong literacy skills accelerate learning in schools in all subjects. So, what if literacy initiatives were given a jumpstart? Kalamazoo Regional Educational Service Agency (RESA) is about to find out.

Kalamazoo RESA is rolling out a literacy program with help from a \$12.5 million impact learning grant.

The federal grant, issued through Western Michigan University, funds facilitators who work with schools that generate low test scores. Retired principals and educators work closely with a school's principal and leadership team to devise strategies to improve student performance.

According to Kalamazoo RESA Superintendent Dave Campbell, "They're looking at data and asking, 'Are data driving our practices? Do children have access to reading mats? To books? Does every classroom have a robust set of books that are appropriately leveled for its students?'"

Literacy tops Campbell's list of priorities for 2018.

"We have yet to find something more important for the success of a child than the ability to read and write well," Campbell said. "No one is predicting future jobs that do not require students to be literate. Literacy opens up the world to a child. First you learn to read; then you read to learn. The trajectory of a child's life is often charted by their ability to read."

Kalamazoo RESA works in collaboration with local school districts, both inside and outside the region, and the state's General Education Leadership Network, as well as a growing Reading Now Network that started in the Ottawa-Kent-Muskegon county area to develop effective literacy initiatives.

"We are working side by side with the state initiative to ensure that all children are being taught with very effective literacy strategies," Campbell said. "Frankly, I can't think of anything more important that we can focus on."

"In 10 years, the senior population will double, and that facility is already bursting at the seams," Randall said. "I think there's a lot of support out there. We just have to tap into it."

BUILDING IS UP EVERYWHERE—RESIDENTIAL, CONDOS, COMMERCIAL. FOR A LONG TIME, THAT WASN'T HAPPENING.

MAKING CONNECTIONS

Regional collaboration in Southwest Michigan often manifests as a handshake over coffee or a convivial beer. In some cases, the connections are more literal.

Chris Tracy, a partner with the Kalamazoo law office Honigman, has been helping to develop the Kalamazoo River Valley Trail, a recreational pathway that will connect South Haven east to Battle Creek and beyond. So far, 22 of the trail's 33-plus miles have been completed.

"It's important to link the community," Tracy said. Getting residents outside and active is part of the goal, but nature centers and bird sanctuaries can connect people with nature too. In addition to human interaction with the natural environment, "This trail touches the communities in a

different way and provides a convenient resource.

Right behind their backyards or down the street, people have access to the community where they're in nature in a different way."

Not only can the trail connect people to the world around them, it can even connect individuals with each other.

"Normally, people still divide along party lines or along philosophical lines," Tracy said. "A lot of times something like a trail and communities being connected gets past that. It's important to have those things going on with the other tensions that exist. It helps people remember they're part of a larger community."

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THE POWER OF COMPASSION

As Michigan's population continues to regain some of the population it lost as of the 2000 Census, and as all the economic and cultural indicators continue to point in a positive direction, Parfet is convinced that the secret ingredient to the region's future success is simple: the people.

THERE'S SOMETHING HERE THAT MAKES MICHIGAN MAGIC. BUT WE HAVE TO MAKE SURE WE'RE IN THE MAINSTREAM—WHERE OPPORTUNITY COMES HERE FIRST, AND WE CAN GROW WITH IT.

"Here, you shake somebody's hand, and you don't need a lawyer. You get exactly what you both wanted. There's something here that makes Michigan magic. But we have to make sure we're in the mainstream—where opportunity comes here first, and we can grow with it."

As market supplies and demands get sorted out by

business, education, and public agencies, Parfet sees one more ingredient in the secret sauce of Southwest Michigan's success: compassion.

"Universities will feed the system, as will those who aren't working but can work. But the other thing that will feed the system more than anything is compassion. Because we're all going to help lift each other up. And you don't have to be at the top of the pile with a lot of power and money and influence to be happy. You can help other people, have a fulfilling life, and get happiness from that. And that in and of itself, I think, is what's going to allow this region to flourish and be part of the mainstream of the world economy."

FUTURE OF CITIES

Here's what the world's top cities are working on to **increase livability**.

SOURCE: "10 CITIES THAT ARE SHAPING THE FUTURE OF URBAN LIVING," HUFFINGTON POST, 2015.

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FUTURE FORESIGHT

GLOBAL TRENDS AND PREDICTIONS

The world's most competitive places anticipate and act on changes foreseen by futurists. Here's how Southwest Michigan's ability to be farsighted will be judged.

FUTURE OF THE WORKPLACE

Telecommuters grew 115% in the past decade, 10 times faster than the rest of the workers. Approximately 53% have a bachelor's degree or higher, compared to 37% of non-telecommuters.

Co-working space promotes interdisciplinary team communication and relationship building with other companies.

3D printers emerge as creative tools to spark product design.

Furniture calms distractions with touch-down tech hubs, easily reconfigured offices, open-bench workstation neighborhoods, and open-network team areas.

SOURCES: "2017 STATE OF TELECOMMUTING IN THE U.S. EMPLOYEE WORKFORCE," GLOBAL WORKPLACE ANALYTICS AND FLEXJOBS, "THE FUTURE OF WORKPLACE," GENSLER, 2014.

FUTURE OF ENERGY

By 2022:

1 in 4 cars will be **EVs** (electric vehicles).

By 2050:

Petroleum consumption will remain relatively unchanged from where it is today.

The use of **renewable energy sources**—biogenic municipal waste, wind, photovoltaic, and solar—will triple.

SOURCE: ENERGY INFORMATION ADMINISTRATION.

FUTURE OF HOUSING

Capsule or micro-apartments.

3D-printed homes.

Homes with **green rooftops.**

"Passive houses" demand energy efficiencies.

Wellness buildings incorporate sustainability, fitness, and retail with living space.

Kit or modular homes built in the factory and assembled elsewhere.

SOURCES: "10 FASCINATING HOUSING TRENDS FROM AROUND THE WORLD," MENTAL FLOSS, 2015. "7 SURPRISING TRENDS THAT COULD DISRUPT THE HOUSING MARKET IN 2017," REALTOR.COM, 2017.

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MORE THAN
80%
OF THE WORLD'S
POPULATION WILL LIVE
IN CITIES BY 2080.

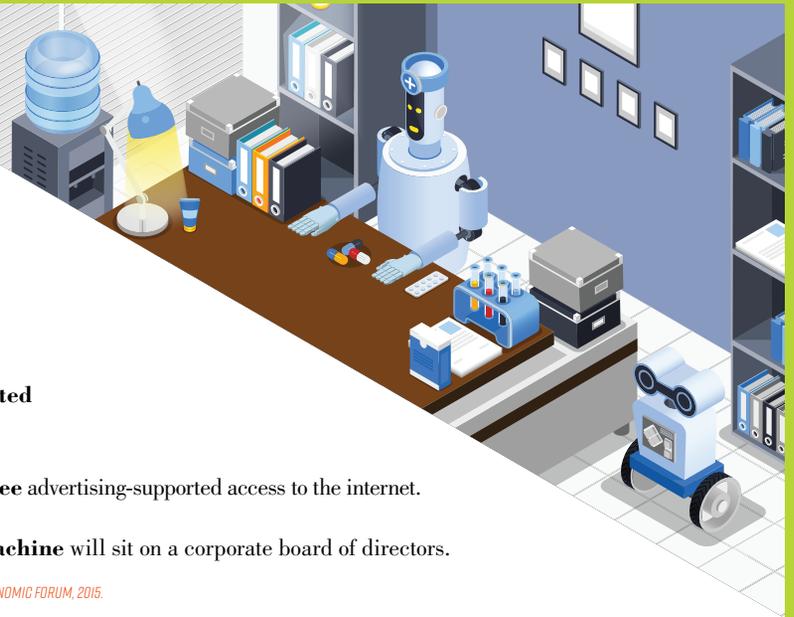
Therefore, it is increasingly important for cities to position themselves as attractive places for knowledge workers, institutions, cultural and sporting events.

SOURCE: BROOKING INSTITUTION'S METROPOLITAN POLICY PROGRAM

FUTURE OF TECHNOLOGY

- By 2025:
- 5% of consumer products will be **printed in 3D**.
- The first **implantable mobile phone** will be available commercially.
- 10% of people will wear **clothes connected to the internet** by embedded chips .
- 90% of people will have **unlimited and free** advertising-supported access to the internet.
- The first **AI (artificial intelligence) machine** will sit on a corporate board of directors.

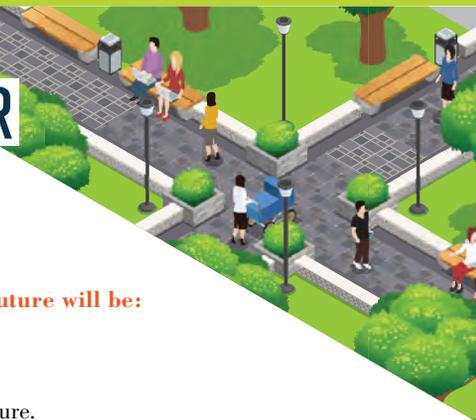
SOURCE: "TECHNOLOGY TIPPING POINTS AND SOCIETAL IMPACT," WORLD ECONOMIC FORUM, 2015.



FUTURE OF OUTDOOR SPACES

- These spaces of the future will be:
- Built **underground**.
- Synchronized** with nature.
- Abandoned spaces** reimagined.
- Blended corporate parks** mixing workspace with the great outdoors.
- Parcycles (parks on wheels)** that traverse concrete jungles.

SOURCE: "THIS IS WHAT PARKS COULD LOOK LIKE IN 2034," HUFFINGTON POST, 2014.



FUTURE OF EDUCATION

- Online testing** becomes the norm.
- Open educational resources** combat rising textbook costs.
- Availability of **alternative credentialing** increases.
- School districts **reject** zero-tolerance disciplinary measures.
- Technical and creative jobs demand **STEAM (Science, Technology, Engineering, the Arts, and Mathematics)** educational approaches.
- Higher education **enrollment shrinks** due to demographic shifts.
- Innovative U.S. K-12 schools** mimic international models of excellence.

SOURCE: "THESE 10 TRENDS ARE SHAPING THE FUTURE OF EDUCATION," EDUCATION DIVE, 2015.



PASSIONATE ABOUT PROTEIN

PROTEOS DELIVERS CONTRACT RESEARCH SERVICES TO BIOPHARMA COMPANIES

BY HEATHER BAKER PHOTOS HANNAH ZIEGELER

COMPANY

Proteos, Inc.

TWO ENTREPRENEURS WITH A DREAM

Two scientists displaced from the Pfizer merger with Pharmacia, Clark W. Smith, PhD and Robert L. Heinrickson, PhD, started a contract research organization (CRO) drawing on their experience in the expression and purification of recombinant proteins. Their desire to remain in the Kalamazoo scientific community gave birth to Proteos, a CRO serving biopharma, biotechnology, and life science companies.

SERVICES

Proteos provides these protein production services:

- Protein Expression
- Protein Purification
- Antibody Production
- Baculovirus Titering
- Thermal Shift Analysis

A REFRESHER FROM BIOLOGY CLASS

According to Genetic Home Reference, “Proteins are large, complex molecules that play many critical roles in the body. They do most of the work in cells and are required for the structure, function, and regulation of the body’s tissues and organs. Composed of hundreds or thousands of smaller units called amino acids, proteins are attached to one another in long chains. There are 20 different types of amino acids

that can be combined to make a protein. The sequence of amino acids determines each protein’s unique 3-dimensional structure and its specific function.”

WHAT PROTEINS DO

Proteins play one of five important functions in the human body:

- Antibodies to protect the body from viruses and bacteria.
- Enzymes which cause chemical reactions within cells and form new molecules by reading genetic code within DNA.
- Structural components that provide structure and support to cells, meaning they allow the body to move.
- Messengers that coordinate biological processes between different cells, tissues, and organs.
- Transporters and storers that bind and carry atoms and molecules within cells and throughout the body.

PROTEIN PRODUCTION

Biopharma companies, life-science companies, and academic labs approach Proteos to provide a variety of services including the production of proteins that will be used to support the research of those specific companies. Proteos utilizes multiple expression systems—bacteria, insect cell, or mammalian cell—for protein expression. In most cases, the protein is then purified prior to delivery to their customer. With every project, Proteos provides a complete technical report detailing the entire project workflow and all associated data.

VALUE PROPOSITION

Proteos is an industry leader in customer-driven project design and implementation. The two most valued assets that Proteos offers customers are project customization and experience. Working closely with customers to develop quotations that contain customized and detailed workflows, Proteos scientists are often consulted and asked to troubleshoot difficult projects due to their experience and expertise. With a current average tenure of over eight years of service, Proteos scientists combine their skill sets to provide customers with decades of experience in protein production.



**Proteos
scientists are
often consulted
and asked to
troubleshoot
difficult projects
due to their
experience
and expertise.**



LOCAL EXECUTIVES

Mary Shuck

PRESIDENT

Lindsey Gottler, PhD,

CHIEF SCIENTIFIC OFFICER

LOCATION

4717 Campus Drive

Kalamazoo, MI 49008

YEAR FOUNDED

2003

REGIONAL FOOTPRINT

8,000 square feet in Western

Michigan University Homer

Stryker M.D. School of

Medicine Innovation Center

NUMBER OF EMPLOYEES

11

WHO'S EMPLOYED AT PROTEOS

Scientists with bachelor's, master's, and PhD degrees, as well as administrative staff.

CURRENTLY SEEKING SCIENTISTS

Interested in a career at Proteos? Learn more at proteos.com/careers.

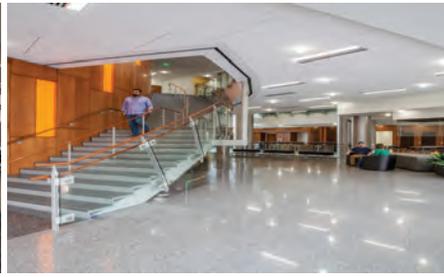
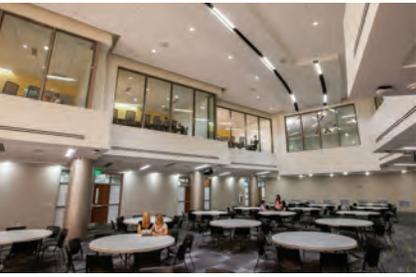
TO LEARN MORE, VISIT PROTEOS.COM

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Emily Turner
Executive Vice President

EMILY'S EMPLOYMENT PREDICTIONS FOR 2018

- Unemployment will remain low - under 5%
- Manufacturers will continue to hire at record levels
- It continues to be an employee market - meaning that employees will look to better themselves and their employment as they see fit
- Talent in the skilled labor sector will remain difficult to find
- It will be important for employers to explore all options when recruiting including but not limited to: community programs to rehabilitate workers, mentor programs, working with middle and high schools to motivate and educate our youth
- Employers will need to offer competitive wages and fringe benefits to meet the requirements of employees
- Employers will need to explore and/or offer incentives such as sign on bonuses and referral bonuses to attract additional candidates
- Be involved in your local communities

• promote who you are • be engaged



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Portage, MI 49002



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Info@onstaffusa.com



BUILDING CREATIVE SOLUTIONS

A Q+A WITH TIM CANE

ARCHITECTURAL DESIGN MANAGER AT ECKERT WORDELL

BY JAKE FREDERICKS | PHOTOS BY HANNAH ZIEGELER

Having your eye, your brain, and your hand connected is essential to being creative in the long term.

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WHAT DOES AN ARCHITECTURAL DESIGN MANAGER DO?

I am in charge of the design department for the architects and interior designers; we work together with the engineering team to get the job done. We are an eclectic group. We work on designs of all sizes, but our focus is healthcare at the moment. It's my job to coordinate the efforts of the interior designers and architects and spearhead any collaboration between them all the way through to final design.

WHAT ORIGINALLY SPARKED YOUR INTEREST IN DESIGN?

I was encouraged as a child to draw and explore with a pencil. I also love art and history, so those two things melded together when I started architecture school. I earned a scholarship to study in Chicago and fell in love with that city and the architecture. I met my wife there, and we ended up in Kalamazoo when I was lucky enough to find this company.

EVERYONE HAS TO START SOMEWHERE. WHAT WAS YOUR FIRST JOB?

The first job I ever got was working in the printing department for Shell Oil to help me pay for architecture school. My hometown, Aberdeen, Scotland is big in the oil industry. I was in the basement every day copying blueprints. It opened my eyes to the real world of industry and how much time and effort goes into any kind of large-scale project. When you see thousands of blueprints a day and have to copy them, it can be a mundane job, but you also get experience.

WHAT IS YOUR FAVORITE ASPECT OF YOUR CURRENT POSITION?

My favorite part is being able to work with multiple specialties in the field. I also really enjoy getting a blank sheet of paper, having a design problem to work on, and trying to find a solution. Sometimes, the client may know the end product they want but don't know how to get there. That's our job, to tease out of them what they really want and what they need.

WHERE DO YOU FIND INSPIRATION FOR A PROJECT?

I am constantly looking at architecture all over the world in magazines and on the internet—you never know where the next idea will come from. I have a whole ridiculous library of architecture and design books that I often flick through, not



particularly looking for anything. Sometimes you find something. I think books are something that not a lot of people buy and collect anymore, but I have a lot. My wife makes fun of me for still buying architecture books. I love them.

I get my best ideas when I close the door, put some music on, and get to work. But other times, it could come from finding out that a coworker who you work with is working on a personal project that will astound you. My kids also just blow my mind every once in a while. They will just be doing some sketching, and when I see it, I'm like, "That's more creative than anything I did today. That's amazing."

WHAT IS YOUR FAVORITE PROJECT YOU HAVE WORKED ON?

Recently, a couple of projects that I enjoyed working on have been the Family Health Center here in Kalamazoo and the Foundry Project at 600 East Michigan. We always get a kick out of working with the construction manager and seeing a project rise out of the ground. It's especially rewarding when something's happening in the city where you live, and you drive by it and see that you're changing the environment. It's great to see that there are companies out here in Kalamazoo that are investing in their community.

WHAT WOULD BE YOUR DREAM PROJECT?

An art gallery or a museum project. I think that's one of those special civic projects that are so rare that every architect in the world dreams of being the one to design them. It's a place that people are going to go and look at art, and the building is a piece of art.

IF YOU COULD BE CREATIVE IN ANOTHER SPACE, WHAT WOULD THAT BE?

I think product design is a fascinating field to work in. Working on product design would be fascinating because it's a microcosm of all design distilled into one thing. As architects, we're always using products as well. They integrate into our designs a lot. I go back to the Walkman as a piece of technology that changed my life as a 10-year-old boy, when in 1984 I got one for Christmas. The amount of technology and design going into that one object was surprising. Next, designers worked on the phone. Who knew that the phone was going to be the one piece of equipment that you really can't live without?

WHAT ADVICE WOULD YOU GIVE TO AN ASPIRING ARCHITECTURAL DESIGNER?

I would say the focus for new students should be computer work: Learn the programs that are going to be useful when you come out of college so that you can join the workforce and immediately become a crucial part of a project or a team working on something. Be critical of your work. Continue to sketch and have a sketchbook and a pencil with you wherever you go. Having your eye, your brain, and your hand connected is essential to being creative in the long term. You don't want to be pigeonholed as someone who can't be creative. It's a creative feeling that drives us and that will push any project forward. Do not be afraid to speak up in a team setting. We encourage the youngest architects we have to speak up as much as possible.

PURE MOBILITY



As the automotive world moves toward fully connected and self-driving cars, it's no surprise who's driving the future of the industry. Michigan. Home to the world's first and only real-world testing facility for autonomous vehicles, Michigan leads the country in research, development, innovation and technology. And it all makes up the epicenter of mobility known as PlanetM. To learn more, visit planetm.com



IT TAKES A VILLAGE (IN MOSO VILLAGE)

HOW ONE LOCAL JOB MAKER IS CONNECTING TO COMMUNITY

BY CATHY KNAPP PHOTO ISTOCK.COM/DGLIMAGES

GT INDEPENDENCE, A FISCAL INTERMEDIARY AGENCY HEADQUARTERED IN STURGIS, IS SEEKING 53 NEW EMPLOYEES.

CEO John Carmichael describes the company's services. "We help elderly and disabled people stay in their homes and communities by administering Medicaid funding for the Self-Determination Program. Our clients get to choose who comes into their homes to help with activities and allow them to remain independent."

About 250 GT employees serve nearly 15,000 Medicaid beneficiaries in nine states. And GT's footprint is growing in 2018 with plans to extend services to five more states.

On the surface, these employees possess customer service, payroll, and technical skills, but their roles are much deeper.

"We are looking for people with a passion toward helping others who are disadvantaged," Carmichael said. "Our people enjoy challenges, problem-solving, and having a positive impact on many lives. At the end of the day, they know they've made a difference. They are warm and empathetic and embrace our company values."

The company values are shared on its website and include self-determination, integrity, community, professionalism, respect, and excellence.

A family-owned corporation, GT also treats its employees like family. Co-workers form teams in softball and volleyball leagues, eat potluck lunches together, and enjoy a flexible environment in a company that is open to nontraditional workplace routines. For example, a number of employees telecommute.

"Our focus is on outcomes," Carmichael said. "We have a strategic plan that is communicated broadly and regularly along with our goals and results."

Recently, the company expanded into an urban space in the Moso Village mixed-use development in downtown Sturgis. In alignment with GT's desire to make a difference, Carmichael wants to support the city's downtown area and make an economic impact there also.

GT's Director of Marketing, Adam Kujacznski, created a vibrant and meaningful atmosphere in the new space with a gallery of art pieces created by the clients GT serves.

"Our field staff identified a ton of incredible artists," Kujacznski explained. "This art display will highlight their fantastic talents."

Each work is accompanied by a biography and personal message from the creator. The letters are profound. One artist encourages viewers to see him for his art and not for his disability. The company has purchased over 20 pieces so far.

If you'd like more information about becoming part of the GT team, please access About Us/ Careers at gtindependence.com.

WHERE THE NEW JOBS ARE

As reported by the regional economic development partners Branch County Economic Growth Alliance, Kinexus, Van Buren County Economic Development Corporation, and Southwest Michigan First.

GT INDEPENDENCE

STURGIS, MI

GTINDEPENDENCE.COM

NEW JOBS: 53

ENVIROLITE

COLDWATER, MI

ENVIROLITE.COM

NEW JOBS: 25

HARVEST OAK MANUFACTURING

BRONSON, MI

HARVESTOAKMANUFACTURING.COM

NEW JOBS: 10

TRI-MATION INDUSTRIES

MATTAWAN, MI

TRI-MATION.COM

NEW JOBS: 15

LOGIQUIP HEALTHCARE STORAGE SOLUTIONS

GALESBURG, MI

LOGIQUIP.COM

NEW JOBS: 10

WEST MICHIGAN FLOCKING

COVERT, MI

WMFLOCKING.COM

NEW JOBS: 36

SELECT PRODUCTS LIMITED

PORTAGE, MI

SELECT-HINGES.COM

NEW JOBS: 4

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ENGINEERING THE FUTURE

WITH MATT BRUINSMA

BY JAKE FREDERICKS | PHOTO HANNAH ZIEGELER

EDUCATION

Western Michigan University
(WMU) | Mechanical
Engineering, B.B.S. '15

EMPLOYMENT

Research and Development
Engineer, Flowserve
Corporation

HOMETOWN

Wayland, Michigan

SMALL TOWN, BIG TOWN

My wife and I live in a small town, Schoolcraft. We love it there because we have a dog and are able to go for runs with him around town. Just having that small-town atmosphere is really nice. We are also lucky to be only 20 minutes from downtown Kalamazoo, which has a lot to offer as well.

ON THE JOB

I am a research and development, or R&D, engineer at Flowserve. I do research and develop new products or try to improve current products, whether to be cheaper, better, or both. Essentially, when the customers have an issue with a certain product, or they want something different, I try and figure out if we can make it and if the solution will be cost-effective. It's definitely fun to get my hands dirty and break stuff to figure things out.

EXPERIENCE COUNTS

I've learned that getting a good internship is hands down the most beneficial thing you can do for your career. Obviously, passing your undergraduate classes is important, but I'll be honest, the fact that I had an internship with Flowserve opened up so many opportunities for me. I got way more offers than I expected just because I had experience, but I ended up staying here because I liked the company so much.

THE CHANGING LANDSCAPE

The Kalamazoo area has seen tremendous growth, even since I moved here for college. In these last seven years, I've seen a lot more businesses go up. It's just good to know that there are more jobs coming here and fewer leaving. Seeing things like the new medical school at WMU and some of the new apartment housing downtown has been huge. Watching this area grow makes me happy to think, "I might stay here my whole life."

MEETING PLACES

My wife and I are really big beer people, so we like to go to a lot of the local breweries. We have plenty of them around here, and, since we both work downtown, we will generally meet up after work and go hop breweries. Our favorite for sure is a new one called The Distant Whistle in Vicksburg. It's actually closer to where we live, on the south side of town. It is a really small place where everyone definitely knows your name—we love it.



BUILDING JOB SKILLS

TATUM CULHANE'S INTERNSHIP AT AVB IS OPENING DOORS

BY JAKE FREDERICKS | PHOTO HANNAH ZIEGLER



I was extremely fortunate to have been chosen and am making the most of my time here, trying to learn everything I can before I graduate and start a career.

MEET TATUM

HOMETOWN

Kalamazoo, Michigan

EDUCATION

Western Michigan University (WMU)
Advertising and Promotion Major, Management Minor
Expected Graduation: Spring 2019

POSITION

Sales and Marketing Intern at AVB Inc.

A DAY IN THE LIFE

I am lucky enough to be a sales and marketing intern at AVB, one of the largest construction and development companies in the area. I'm responsible for preparing all of our marketing materials and helping to get our properties ready for showing. I also serve as a liaison to the public and make sure that people are informed about new phases of development, different floor plans, and future showings.

LONG-TERM PROJECTS

AVB holds many different events throughout the year that I help prepare for. For example, phase two of our Whisper Rock community in Portage is launching soon, so I have to think ahead to get ready for that grand opening. Also, in the spring we have our Kalamazoo Parade of Homes, our largest event of the year, where we showcase new developments in home building and design. To prepare, I have to coordinate our communications strategy while making sure that the homes are looking fabulous in time.

SKILLS FOR THE FUTURE

I have learned a lot when it comes to professional people skills. Facilitating open houses gives me an opportunity to work in the community and form relationships along the way. People usually assume that AVB's motto, "Build Something Better," only refers to physical structures, but I think it's more about building real relationships with real people.

MENTORING

My coworkers have been nothing but supportive since I began this role. We work together on the different marketing materials and are constantly running ideas past each other. Even though everyone has different responsibilities, collaboration is everything. This has been important for me to experience because in college you are usually graded on the work you do as an individual. But in an office, what you can learn from others has an enormous impact on the final product. As an intern, I can't possibly know everything about AVB already, so to do my best work, I need to know who to look to for help. At the same time, my coworkers know that there are some things that I am uniquely qualified to help with—we all understand that we are on the same team.

FINDING AN OPPORTUNITY

One of my professors at WMU suggested this position to me. She pointed out that AVB offered an internship sponsored by the Monroe-Brown Foundation and encouraged me to apply. I grew up in Kalamazoo, so I have seen AVB signs and communities my whole life and knew right away that it was a terrific opportunity. After that, it was as simple as going to the Monroe-Brown link [on the MIinternship.com website] to start my application. I was extremely fortunate to have been chosen and am making the most of my time here, trying to learn everything I can before I graduate and start a career.



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A COMING OF AGE

THE SOUTHWEST MICHIGAN WINE TRAIL BECKONS
AGRITOURISTS, CONNOISSEURS, AND ENTHUSIASTS

BY BRADFORD HAMMERSCHMIDT PHOTOS COURTESY OF IMPERIAL BEVERAGES AND WYNCROFT WINES

SOUTHWEST MICHIGAN AND ITS WINE COUNTRY HAVE BEEN COMING OF AGE IN THE LAST COUPLE OF DECADES.

This area, now known as the Southwest Michigan Wine Trail, isn't only producing your grandfather's wines—wines that were mainly fruity styles from French-American hybrids with high residual sugar. Many are shocked to find full-bodied reds and lovely dry-style, acid-driven whites that make one reminisce about wines of the old world. There is a wind of

change in Southwest Michigan, which gives one much to get excited about.

We have experienced many firsts over the last 45-plus years. There are two very important American Viticultural Areas (AVA) in Southwest Michigan. The Fennville AVA was founded with the establishment of the Fenn Valley Winery, and the Welsh family is the

driving force in this area. The Lake Michigan Shore AVA followed in 1983, anchored over the years by producers such as Tabor Hill and St. Julian. These viticultural areas still stand and continue to grow and evolve with many new vineyards and wineries dotting the landscape.

The wine produced in Southwest Michigan ranges from estate-bottled and single-vineyard

wines made on the premises by producers who grow their own grapes to negociant wine made from purchased grapes or juice sourced from local farmers. Both produce wine with a taste characteristic of the region and its vinifera, or wine grapes. Many thousands of agritourists are discovering the new Southwest Michigan Wine Trail each and every day as they pass through the vineyards that stretch from Buchanan to Baroda, Paw Paw to Pullman.

Fenn Valley Vineyards, nurtured and matured under the leadership of Doug Welsch over the last four decades, is now operated by third-generation owners: Gwen, Doug's daughter, and her husband, Brian Lesperance. According to Lesperance, "Many people who visit our vineyards are sometimes shocked to find that we produce high-quality productions that are also from the traditional French-American hybrids, such as seyval, chancellor, foch, and vignole. We have made some rather

Many people who visit our vineyards are shocked to find that we produce high-quality productions that are also from the traditional French-American hybrids, such as seyval, chancellor, foch, and vignole."

—BRIAN LESPERANCE,
FENN VALLEY VINEYARDS

deliberate changes over the years, focusing on the more recognized varieties of the vinifera

family—which originate from Europe—such as pinot grigio, cabernet franc, merlot, chardonnay, riesling, and gewurztraminer."

This process started very early in the life of this family-owned estate that now counts over 55 acres under vine. Founded in 1971, the first of these European varieties were planted in 1973. As the Welsch family continually looked for ways to improve on what they were doing, they formed relationships with Michigan State University's Agricultural Department and have continued to expand and innovate with both the vinifera and hybrid varieties. They have also nurtured growth and innovation among their neighbors.





James Lester and Daun Page of **Wyncroft Winery** are also creating waves in today's wine world. The winery crafts small-batch estate and artisanal negociant wines out of Buchanan and Pullman. James made his first wines in 1986 at Madron Lake Hills, which produced estate-bottled wines exclusively from vinifera. The first 1987 vintage became known as Michigan's first artisan production of stellar pinot noir and barrel-fermented chardonnay. Wyncroft's exclusively estate-grown, single-vineyard wines have been produced since 1998. They have long been heralded as pinnacle productions from Southwest Michigan. This eight-acre vineyard yields 300 cases of chardonnay, dry riesling, pinot noir, and red bordeaux varietals.

Marland wines by Wyncroft are small-batch productions that come from selected vineyards exclusively in Southwest Michigan. Lester and Page oversee all vineyard management and harvests before the grapes get to their brand-new, gravity-fed winery in Pullman. "The wines of Marland, which means 'land near the lake' in Old English, represent a Michigan twist on the classical styles from the old world," says Lester. "One might also say that the Marland wines are more approachable in their youth, which makes them a favorite of chefs and restaurateurs alike."



Dablon Vineyards, owned by William Schopf, is one of West Michigan's newest estate-bottled wineries and has embraced the potential for growing top-notch productions entirely focused on European vinifera grapes. The vineyard is named after Father Claude Dablon, a Jesuit missionary who was recorded to have been the first to make wine from indigenous grapes in Michigan back in 1655. He was also the direct superior and mentor of Pere Jacques Marquette, who founded the first European settlement in Sault Ste. Marie, Michigan.

We plant and grow all that is made into wine at Dablon Vineyards. Great grapes make great wine."

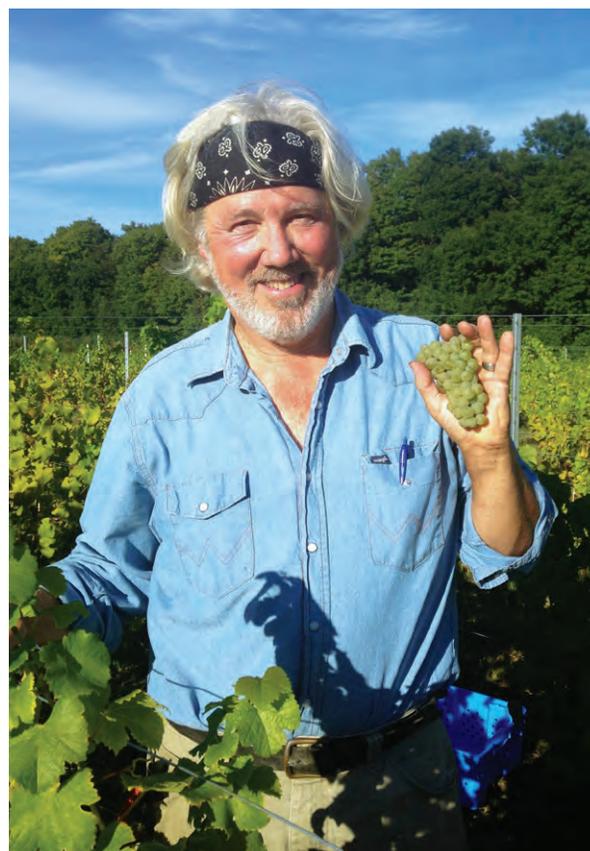
—WILLIAM SCHOPF,
DABLON VINEYARDS

William says, "The entire focus of our estate is driven by noble European varietals. It is all about the grapes. We plant and grow all that is made into wine at Dablon Vineyards. Great grapes make great wine. We currently have planted 16 varietals throughout the estate, including carmenere, tannant, petit verdot, nebbiolo, and tempranillo." Dablon currently counts 37 acres to its estate. Red grapes represent over 70 percent of total yield, with the original sites being planted in 2009.

"We could not have been more excited to acquire the location of the vineyards in Baroda when it became available in 2008," says William. "The property was exactly what we were looking for. It is planted on glacial moraines, located at one of the highest points in proximity to Lake Michigan." This provides for cooling winds off the lake and offers over 10 rich soil types, enabling Dablon to grow a vast variety of grapes with wonderful structure and complexity.

Fenn Valley Vineyards, Wyncroft Winery, and Dablon Vineyards are just a few of the treasures worth visiting if you take a trek on the Southwest Michigan Wine Trail. Whether you are an agritourist, connoisseur, or enthusiast, there is a vineyard waiting to be savored in Southwest Michigan.

Bradford Hammerschmidt is a partner and wine specialist at Imperial Beverage, a long-standing member of the Michigan beverage distribution community. Established in 1933 after the repeal of prohibition and purchased by Kalamazoo's Cekola family in 1984, Imperial has grown from a one-county beer distributor to a top 10 statewide beer, wine, and spirits wholesaler. With 330 employees and three locations in Kalamazoo, Livonia, and Traverse City, Imperial provides statewide coverage that serves every Michigan county, every week, all year long.



“The top book, *Secrets of the Obvious: A Guide for Balanced Living*, was written by my former professor at the University of Michigan, Harry Cohen, Ph.D. We reconnected 30 years after college at a dealer meeting in Dearborn in 2011. Because I enjoyed his book so much, I bought 12 of them and gave one to each of my managers and assistant managers. Its key message is to pay attention and do what you know is right.”

1

“That box is a **legacy from my brother** who passed away in May of 2016. His rallying cry was that General George S. Patton quote, ‘Better to fight for something than live for nothing.’ When he passed away, I took it with me because of his intense battle to live and keep fighting. That’s part of my inspiration.”

4

2

“*Conscious Capitalism: Liberating the Heroic Spirit of Business* by John Mackey and Raj Sisodia is inspirational to me because it talks about the tipping points for millennials and baby boomers and the service aspect of people looking for more meaning in their lives.”

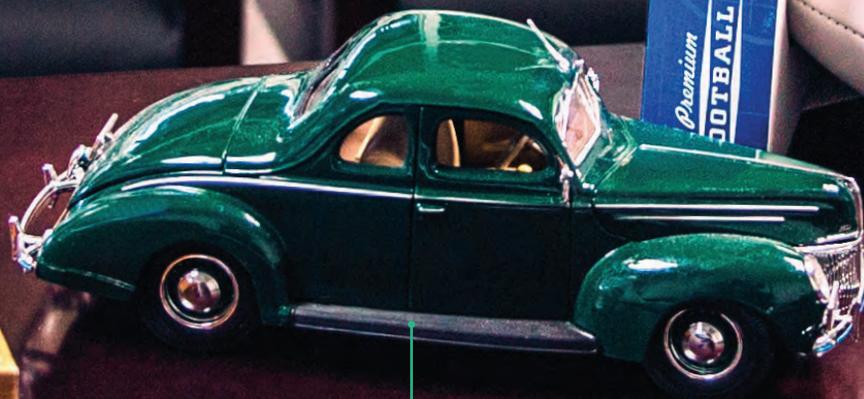
3

“Tom VanderMolen, president of Junior Achievement (JA) of Southwest Michigan, and I play in that organization’s **annual golf outing** every year. We believe JA is a real positive force in education and the community—not only in Battle Creek, but regionally.”



FOR BATTLE CREEK'S VINCE PAVONE

A MOVE TO THE REGION STARTED WITH A BUSINESS AND BECAME MUCH MORE.



5 “My dad collected cars. This is a **1939 Ford Deluxe**. He went through his collection the last time I visited him in California and gave it to me. Every time I see that car, I think of my father.”

6 “I’m a big Michigan fan. I graduated in 1981. A good friend of mine from Detroit sent me that **football signed by Coach Jim Harbaugh**. He’s a Notre Dame grad, so he had no use for it.”

VINCE PAVONE'S PASSION FOR SOUTHWEST MICHIGAN GOES FAR BEYOND HOW LOCAL CUSTOMERS DRIVE THE BALANCE SHEETS OF LAKEVIEW FORD-LINCOLN, THE BATTLE CREEK DEALERSHIP HE OWNS.

Vince and his wife relocated from Birmingham, Michigan, in 2010 when he became dealer principal. The move encouraged Vince to fully commit to his new home by focusing on the key needs of the Battle Creek community.

If you have the chance to talk with Vince in his office, you’ll learn a lot about him and what he cares deeply about just by looking at his desk.

“I have a lot of passion for the cities of Battle Creek and Kalamazoo,” said Pavone. “These smaller Midwest communities afford all of us the opportunity to make a difference that we couldn’t otherwise make in larger communities. We can make a difference in Battle Creek.

We can make a difference in Kalamazoo. We can make a difference in this region. There are opportunities to do things here that you wouldn’t have if your company were headquartered in Tampa, Chicago, or Detroit.”

When my family and I came here, it was a strategy. All of a sudden, it turned into a passion. People are looking for leadership.

Those close to Vince know he takes full advantage of those opportunities. He is or

has been involved with the Battle Creek Rotary, Harper Creek Optimist Club, Lakeview Classic Kickball Tournament, Ford Drive 4 UR School and Community programs, Habitat for Humanity, and Southwest Michigan First. He was named to the United Way Cabinet for Auto Dealers in 2013. And those are just a few of his impassioned pursuits.

“When my family and I came here, it was a strategy. All of a sudden, it turned into a passion. People are looking for leadership. There are chances to fill vacuums wherever you go. Just show up.”

LEADER²LEADER



KEVIN MCLEOD

VICE PRESIDENT AND GENERAL MANAGER AT ROGERS ATHLETIC



KATE TILLOTSON

EVENING ANCHOR AT WWMT-TV (CBS)

WHAT IS YOUR LEADERSHIP PHILOSOPHY?

KEVIN MCLEOD: Don't stand still. I think leaders should do something, even if it's wrong. My leadership style has always been a lot of doing and not a lot of talking. I have absolutely no problem with failure. I just want people to move forward.

KATE TILLOTSON: The three P's: passion, purpose, and people. You don't inspire people with what you do but why you do it. My role is to be the pacesetter. I lead by example and try to exemplify the work ethic that I expect in others.

WHAT IS ONE CHARACTERISTIC THAT YOU BELIEVE EVERY LEADER SHOULD POSSESS?

KEVIN: Vision—far and away. And the ability to communicate it. That way you can have a clear view of where you're going. The first ships sailing from Europe to the U.S. knew which direction they were going. A lot happened along the way, but they stayed the course, and that's what matters.

KATE: Humor. Many things can go wrong in life and in the newsroom. You never know what's going to happen. An effective leader should have a good sense of humor and the ability to laugh at themselves.

WHAT DOES SUCCESS MEAN TO YOU, AND HOW DO YOU MEASURE IT?

KEVIN: It's imperative to set clear objectives. Whether it's for on-time shipments or sales goals, everyone has to know precisely what the target is. The ultimate success is attaining the goal; however, no matter what happens, much can be won along the path. If you're going in the right direction, there's still an

element of success to be found, even if you didn't attain your specific goal.

KATE: Success to most people is the accomplishment of one's goals—that can be anything. For a news personality or a local news anchor, success means high ratings, story exclusives, and maybe an Emmy award or two. That said, to me, it's more important to have a healthy work-life balance. I ask myself often, "Am I happy? Am I making a difference in the world? Am I content in my relationships?" And if the answer to each of those questions is yes, then I have found success.

The most important thing is how fast you can realize your mistakes, pick yourself up, and try again.

KEVIN MCLEOD

WHICH MENTOR HAS HAD THE MOST SIGNIFICANT IMPACT ON YOUR DEVELOPMENT?

KEVIN: When I started at Stryker, Jim Heath was my manager—then he became my mentor. We still get together today. At Stryker, we worked very hard. Because of this, we didn't have a lot of [outside] friends, and contact with family kind of fell off. At one

point, Jim changed that view for a lot of us. Watching how he could be a terrific father and a great leader at the same time changed the way I saw my work.

KATE: Recently, a friend of mine introduced me to the work of Mel Robbins. She is an author, motivational speaker, legal analyst, and a regular CNN commentator. Her book is called *The 5 Second Rule*, and I am obsessed with the philosophy of it. In it, she said the moment you have an instinct to do something positive or to try something new, act on it. Don't wait. She says that if you have the courage to start, you have the courage to succeed. The book taught me that when you are inspired to do something, but you feel intimidated, just count down from five and act on it. If you hesitate longer than that, your brain is going to hold you back.

WHICH DAILY ROUTINES HAVE HELPED YOU AS A LEADER?

KEVIN: I need to make sure that I take time to think. Sometimes I get too busy and forget to take a step back and remember my goals and objectives. To keep everything in focus, I take 15 minutes to think. Sometimes it's during hot yoga, but other times I am just in a hotel room by myself. Ultimately, the exercise is about remembering why I'm here.

WHICH SONG WOULD BE YOUR THEME SONG?



“Won’t Back Down” by Eminem. I like to argue, and I like to win. That quality gets me in a lot of uncomfortable situations, but at the same time, it’s what drives my success. I just don’t give up.

KEVIN MCLEOD



Don’t ask me who sings it, but I would take the “Cheers” theme song. As a recognizable face in Southwest Michigan, and as a Massachusetts native, the line “where everybody knows your name” just really hits home for me.

KATE TILLOTSON

KATE: For me, working and staying active go hand-in-hand. When I exercise and feel healthy, I’m more productive, sharper, have better time management, and am a lot more pleasant to be around! It’s the athlete in me.

An effective leader should have a good sense of humor and the ability to laugh at themselves.

KATE TILLOTSON

WHAT IS THE MOST IMPORTANT LESSON YOU HAVE LEARNED IN LIFE?

KEVIN: It’s not how you fall down; it’s how you get back up. Do something, fail, and then get up and try a different way. People learn the most through failure. The most important thing is how fast you can realize your mistakes, pick yourself up, and try again.

KATE: The most important lesson I have learned is this: kindness matters. Mark Twain wrote, “Kindness is the language which the deaf can hear and the blind can see.” Kindness is contagious; it can light up someone’s day. The best thing you can do for someone is show them some kindness.

WHAT EXCITES YOU THE MOST ABOUT THE FUTURE OF SOUTHWEST MICHIGAN?

KEVIN: The potential. I’ve lived in four or five different places, but my wife and I always made sure we came back. Now, as our family ages, we stay because there’s growth, positivity, and that neighborly Midwest feel. I look forward to this region growing even more and becoming the staple in the state of Michigan.

KATE: I’m really excited about some of the aspirational projects that will come from The Kalamazoo Foundation for Excellence, with its \$70 million donation.

WHICH SONG WOULD BE YOUR THEME SONG?

KEVIN: “Won’t Back Down” by Eminem. I like to argue, and I like to win. That quality gets me in a lot of uncomfortable situations, but at the same time, it’s what drives my success. I just don’t give up. I believe that when you’re passionate and devoted to your cause, you are going to make progress.

KATE: This is a no-brainer for me. Don’t ask me who sings it, but I would take the “Cheers” theme song. As a recognizable face in Southwest Michigan, and as a Massachusetts native, the line “where everybody knows your name” just really hits home for me.

WHAT IS SOMETHING UNIQUE ABOUT YOURSELF THAT OTHER PEOPLE MAY NOT KNOW?

KEVIN: Most people don’t know that I’m addicted to Xbox. My favorite game is Call of Duty. I have a strict rule for myself about video games: I only play when everyone is in bed.

KATE: When viewers meet me for the first time, the majority of the time they say, “You’re taller than I thought.” I’m 5’10,” and that’s something that surprises people because they usually only see me sitting down. It also surprises people that I am the all-time leading basketball scorer at Pioneer Valley Regional High School, where I scored 1,779 points.

WHICH UPCOMING SUMMER MOVIE ARE YOU MOST EXCITED TO SEE?

KEVIN: The *Scarface* remake. There weren’t many movies to see in the 70s when that movie first came out. I was under 10, but I still knew about it—everyone knew about it. I would see that movie just because it’s historical. Hopefully, the new director puts in a few more explosions.

KATE: It seems like most of the movies coming out are big action movies, and that is not my style. Earlier this year, I was excited to see *The Post* with Tom Hanks and Meryl Streep.

IF
HISTORY
HAS TAUGHT US
ANYTHING
IT'S THAT
WE ALWAYS REMEMBER
THOSE WHO WERE

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Imagine your board chair or chief executive officer suddenly gave you oversight of your annual personal training budget: If you had five thousand dollars dedicated to developing your leadership, how would you spend it?

That's the question Catalyst University founder Ron Kitchens asked these top faculty members before they hit the stage at Catalyst University 2018. Great leaders never stop in their quests for learning. These six amazing individuals prove that leaders always know what's next on their leadership journeys. And while that bag of gold would help, what most of our experts propose is accomplishable without it.



BOB BEAUDINE

CEO, EASTMAN & BEAUDINE
AND AUTHOR OF
'THE POWER OF WHO'

Spend that money on books! Leaders are readers—you just have to keep reading! I read 52 books a year, but the truth is that you can never read enough. If I'm not reading, I am going to as many conferences as I can just to learn.



JESS EKSTROM

FOUNDER,
HEADBANDS OF HOPE

I would invest in more mindfulness and self-care. The weight of the world can get in the way of my leadership, so doing yoga and having dedicated quiet time creates room for everything else. When I'm not on my phone, and I'm not connected, new ideas suddenly come to me.



BOB GOFF

BESTSELLING AUTHOR
OF 'LOVE DOES'

I would take the people I love the most with me to go places, and then I would spend the rest on books to read on the way. There is something about traveling that just equalizes things. If you have children, bring them along and let them be in charge for the day just to see what new and unexpected things you can experience.



BRYAN PAPÉ

FOUNDER AND CEO,
MiiR

Invest that money annually into executive coaching. Find someone who you can meet with monthly to go over emotional intelligence and self-awareness, as well as your personal challenges and struggles. We are all on this journey together, and there are people who have been there before who can provide great wisdom.



PATTI POPPE

CEO, CMS ENERGY
AND ITS SUBSIDIARY
CONSUMERS ENERGY

I love having feedback, so I would spend the money on a professional coach who could gather 360-degree feedback from my team. Together, we could go over that information and translate it into strategies that would allow me to perform at an even higher level.



PROPAGANDA

POET, RAPPER, AND
POLITICAL ACTIVIST

I would travel. The most amazing experiences happen offstage and off-mic. To be a better leader, you have to train your eyes to spot nuggets you can learn from. I'm always hunting for that jewel that I can snatch and use to make myself a better person. To find them, you have to go experience things and listen to people.



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REFRESH

MORE THAN YOUR CLOSETS THIS SPRING

INFUSE YOUR RELATIONSHIPS WITH TIME AND TRUST

BY SARAH MANSBERGER | PHOTO ISTOCK.COM/RAWPIXEL

SPRING HAS SPRUNG IN SOUTHWEST MICHIGAN. WARMING TEMPS, BLOOMING CROCUSES, AND SHADES OF TENDER GREEN MARK THE START OF A SEASON OF RENEWAL IN OUR CORNER OF THE WORLD.

As the landscape shifts from the cold coziness of winter to longer, brighter days, where could your leadership use a refresh? This season, inject new energy into your leadership practice by reinvigorating key work relationships. Here are two ways to get started.

Interrupt your relationship routine. Think of three people who matter most to your happiness and well-being on the job. Close collaborators, clients, a “work spouse,” or teammates—who is it for you?

Chances are at least one of the people you’ve thought of is someone you spend a lot of time with. With all the hours you’ve partnered together, they know how you operate, and you know what makes them tick. Knowing each other’s quirks can grease the wheels of collaboration.

It’s easy, though, for our “most frequent” relationships to become our most routinized and to lose a sense of energy and inspiration along the way. When was the last time you stepped out of your day to day to invest in the quality and depth of your key work relationships? Interrupt your relationship routine this month. Put some time on your calendar for a catch-up lunch or coffee off-site just to connect. Ask your person about themselves and what has been on their mind. What are they excited about? What has been giving them energy lately? Where could they use a boost? Listen. Really listen. Ask follow-up questions. Be genuine, and have a little fun stepping out of your day to day to refresh the relationships that fill your bucket.

Run a trust experiment. Trust is the ultimate performance enhancer in the workplace. You know it when you see it: it manifests in an energizing brand of collaborative velocity, generating shared direction and speed between team

members. Trusting teams outpace and outperform, and they become the envy of their peers and competitors.

Remember, teamwork begins by building trust. And the only way to do that is to overcome our need for invulnerability.

—PATRICK LENGIONI

It’s easy to assume that trust is something that develops naturally over time. Though the kind of familiarity that comes with years of working together can grease the wheels of partnership, contact alone does not create the type of trust that turns into competitive advantage. Instead, trust is born of specific habits of engagement. Trusting partners practice tactful candor. They express their views respectfully and push dialogue forward to get to the heart of whatever is at stake in a project, relationship, or discussion. Fundamentally, they allow

themselves and others the freedom to be vulnerable with one another.

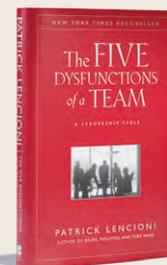
Think of your own habits of engagement. How often do you model vulnerability with your team? For example, do you admit ignorance when there is something you do not know? How do you react when others do the same? This spring, look for ways to increase the level of trust on your team by being a bit more open. Run small but strategic trust experiments. For example, push to the heart of critical dialogue with intentional follow-up questions or ask for assistance for the sake of engaging a colleague’s expertise. Invest in the relationships that make your leadership possible.

After all, relational investments will yield the most rewarding—and energizing—dividends in your leadership seasons yet to come.



Sarah Mansberger is a partner at Southwest Michigan First tasked with curriculum development behind leadership programs like First 50 and Leadership Kalamazoo. Learn more at catalystuniversity.me/programs.

A BOOK YOU’VE BEEN MEANING TO READ



THE FIVE DYSFUNCTIONS OF A TEAM: A LEADERSHIP FABLE

BY PATRICK LENGIONI

How Did I Get Here?

BRIAN CALLEY

LIEUTENANT GOVERNOR OF MICHIGAN

STORY BY JAKE FREDERICKS

PHOTO STEVE HERPPICH

1977 | BORN IN DEARBORN, MI

My involvement in politics and community service is something that always came naturally to me due to my family and particularly my father because of the way he gave back. He's a doctor and works with hospice and other organizations. When I was little, my father told me that as long as you did your very best, regardless of what responsibilities you've been given, you're going to make a good life. He also taught me that a self-centered approach to practically anything is going to hinder the overall outcomes for whatever you want to achieve. So anytime you make something about just yourself, you're making your goals too small.

1994 | GRADUATED FROM IONIA HIGH SCHOOL

"Ever since I could remember, I wanted to be lieutenant governor," said no one ever, right? When I was growing up, there were a few things that I really loved. One of them was music, and so I thought that I would somehow figure out a way to make a living out of it. To this day, music is such an important part of me. Even though it didn't end up being what I do for a living, it's still an integral part of my life. In fact, my wife Julie and I met in high school when we were cast in opposite roles in the school musical. We were leads in a play called *Little Shop of Horrors*. I was Seymour, the Rick Moranis character, and she was Audrey.



1998 | RECEIVED A BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION FROM MICHIGAN STATE UNIVERSITY

I was always in a hurry when I was younger, wanting to take the next step in my career or wanting to finish college early. But sometimes things didn't work out exactly as I planned: I didn't get the job that I wanted, or I didn't get the outcome in a situation that I wanted. I learned that wherever it is that you land, even if it wasn't exactly what you expected, could open up all kinds of opportunities in the future if you do a great job at it. I may have been disappointed at the time, but these perceived setbacks opened up all kinds of possibilities and opportunities that were way better than what I wanted in the first place.

2000 | EARNED A MASTER'S DEGREE IN BUSINESS ADMINISTRATION FROM GRAND VALLEY STATE UNIVERSITY

Much of my development has come from a desire to learn as much as I can about the world around me. The world is changing very quickly. When I was growing up, you got educated, and then you were done and moved on to your career. Things have changed now to where your education is never over. You have to learn new things continuously, and not just hone your skills, but sometimes re-evaluate everything you thought you knew.

My wife Julie and I met in high school when we were cast in opposite roles in the school musical.

2002 | ELECTED TO THE IONIA COUNTY BOARD OF COMMISSIONERS

There are so many lessons that I've learned, but one of the important ones was trusting other people to be a part of a bigger team. You probably trust yourself to deliver on your responsibilities, so sometimes it's hard to let go, particularly when your work is high-profile work—and that's not just in politics. But when you can trust your team to deliver, you can develop a much wider and more impactful portfolio of work.

2007-2011 | BECAME A MEMBER OF THE MICHIGAN HOUSE OF REPRESENTATIVES

It can be threatening to consider perspectives that are different than your own because they're hard to understand. Being in politics has taught me that it's important to remember that people who have a different point of view have a different set of life experiences. I've found that it's critical to be able to get to a place of common understanding, even if you can't come to a common conclusion on an idea or a position.

Today in the political world, people draw a line in the sand and say, "You're on that side, and I'm on this side." That attitude is not serving anyone well, and it wouldn't serve you well in any other place in your life, so I don't know why we accept it in politics.

We get hung up on the notion that at the end of the day, you and I come to a different conclusion regarding the same set of facts. It's unfortunate that we don't value different perspectives more. Today in the political world, people draw a line in the sand and say, "You're on that side, and I'm on this side." That attitude is not serving anyone well, and it wouldn't serve you well in any other place in your life, so I don't know why we accept it in politics.

2011 | ELECTED TO THE OFFICE OF LIEUTENANT GOVERNOR

I was the youngest lieutenant governor for the first six years, but I slipped up and got older. It's been fascinating to see how people in my generation are changing the world. What I'm excited about, contrary to the bad rap millennials tend to get, is the level of creativity and innovation and imagination that comes from this next generation. It's exciting to think about what they're going to be able to think up next.

As for my role in the administration, it's changed dramatically from where we started. In the beginning, carrying the legislative agenda was a big part of it. Certain major policy changes had to happen. I had just come out of the state legislature, so I had a lot of responsibilities in forming policy, taking our 10-point plan, turning it into legislation, and then moving it through the process.

2011 | NAMED "EXECUTIVE CHAMPION" BY AUTISM SPEAKS ORGANIZATION

I have three kids. All three teach me things every day. The one who I have learned the most from has been my daughter Regan; she was born with autism. She has taught me a different type of appreciation—to appreciate small things. When my son said his first words, it was a pretty big deal; we were happy, and we celebrated. But when Regan first used words, it was monumental—it was life-changing.

She has also given me a new perspective on parenting. I used to be so concerned that she act like everybody else. The real thing that I should have been working on was her ability to develop independence and interact in the world in a way that she can have her own hopes and dreams and aspirations. I think that's a valuable lesson for every parent to learn.

2015 | OBTAINED A MASTER'S DEGREE IN PUBLIC ADMINISTRATION FROM HARVARD UNIVERSITY'S KENNEDY SCHOOL OF GOVERNMENT

I now have two different master's degrees, and in both cases, I was intentionally looking for things that I didn't know as much about. In my opinion, that's where you learn the most, even though your gut instinct usually tells you to go to a subject that you know the best. Well, if it was really the subject you knew the best, you probably have the least to learn there.

2015 | RE-ELECTED TO THE OFFICE OF LIEUTENANT GOVERNOR

Over the years, my role as lieutenant governor has evolved. Since our economic indicators have risen and the essential top-line economic measures have improved, my work has shifted toward making sure that people aren't getting left out or left behind. In any community, you have certain people who, no matter how good the economy gets, don't seem to be a part of it.

It might be people with disabilities or people struggling with addiction or those who have gotten out of prison. What are they going to do to turn their lives around? There are also people who are struggling with mental illness or others for whom the world has changed, and the skills that they made their lives out of are no longer relevant to the economy. How do you help them make that transition? All of these things have become a central part of what I do every day.

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A CAUSE WORTH MARCHING FOR

MARCH FOR BABIES SHINES LIGHT ON THE HEALTH OF MOMS AND BABIES

BY JAKE FREDERICKS | PHOTOS COURTESY OF JULIE RUEL



JULIE RUEL

Development Manager
at March of Dimes

ORGANIZATION
March of Dimes

EVENT
March for Babies

DATE
May 20, 2018

TIME
10:00 A.M.

LOCATION
Celery Flats
7335 Garden Lane
Portage, MI

WHAT MAKES THIS EVENT SO SPECIAL TO YOU?

I have a personal connection to the mission. I was a premature baby, which for me also meant that I was born with a congenital heart defect. The March for Babies helps raise money to educate people and medical professionals to make sure that moms and babies get the best possible care. It also helps to fund research to find solutions to the biggest risks premature babies face. More than that, the March for Babies brings our mission to life, connecting with those most affected in the community.

WHAT CAN PARTICIPANTS EXPECT?

This year, the March for Babies will be held at Celery Flats in Portage. The event is free to attend. The walk starts at 10:00 a.m., and this year we are adding a fun run 5K as a pilot program. You should come about an hour early to register and get your team together. And you may want to bring a jacket and possibly an umbrella depending on the forecast. Hopefully, however, we will have bright and sunny skies!

Once you get there, you will see our mission come to life. We have planned a kids' zone with games and vendors for families. There will also be a selfie station for team photos and to capture some of the wacky outfits and T-shirts that some walkers come up with. Before the march starts, we have a superhero sprint for ages one through 10. Each of the little ones gets to put on a cape and take off toward the finish line. The race represents the flight of these kids and how they were able to fly over the finish.

We have people who have been through the same ordeal come together and share their experiences. We see children that started as tiny one-pound babies who are now healthy toddlers or just starting kindergarten. [...] To me, that is priceless.



When the main walk starts, the trail splits into three sections. The first is the hope section, where you can see signs with information to spread awareness of the issues premature babies face. The memory mile comes next and serves as a tribute to the babies that have been lost. The last section is to celebrate! Here, the path will be lined with posters for babies that have overcome the complications that come with being born prematurely.

WHAT IS THE IMPACT OF THE EVENT?

The March for Babies has been our signature event since 1972. Since then, it has been our biggest fundraiser, and gives us a chance to celebrate our mission.

The best part for me is to see families come together. We have people who have been through the same ordeal come together and share their experiences. We see children that started as tiny one-pound babies who are now healthy toddlers or just starting kindergarten. Parents can walk through the celebration section and point to a photo of their baby with their story. To me, that is priceless.

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STATE OF THE AMERICAN WORKPLACE REPORT, 2015, GALLUP®

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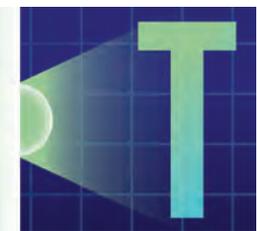
BY RON KITCHENS
PUBLISHER

ILLUSTRATION JACOB HANSEN



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WHAT WE ALL MUST DO TO ACHIEVE A BETTER FUTURE



TWO DECADES AGO, THINGS WERE LOOKING BLEAK FOR OUR REGION. MICHIGAN WAS ENTERING ITS ONE-STATE RECESSION, four paper mills were shuttered, General Motors closed its massive stamping plant on the outskirts of Kalamazoo, and we witnessed the transition of The Upjohn Company to Pharmacia (and later, to Pfizer)

resulting in the loss of headquarters jobs and research positions. It would have been easy to believe that the community was not going to make it.

That was when great community leaders stepped forward and rallied to make a change. They organized the development of the Western Michigan University Business Technology and Research Park, which is now nearly full, and created the Kalamazoo Promise, one of the most unique scholarship programs in the world, pledging up to 100 percent tuition coverage at any Michigan college or university to all Kalamazoo public school graduates. With the help of these leaders, local businesses were able to create tens of thousands of jobs, and the economy went from double-digit unemployment to now well below our region's 30-year historical jobless rate average of 5.2 percent.

As it did before, our future rests in the hands of our leaders—but today, they are those of our emerging leaders. Our community has many powerful institutions, constructed decades ago. We build on the shoulders of these giants and cannot be shackled to the ways of the past. Now is the time that we must focus on building people who can revitalize our economy and create new facilities that meet the expectations of the future.

A forward-looking mindset is key to our strategy for the next 10 years at Southwest Michigan First. We are focusing on our belief that the greatest force for change is a job. To do that, we must understand that the greatest product we produce cannot be grown in the ground, dug out of the ground, or created at a workbench. As a region, the greatest products we can produce are leaders.

**As it did before,
our future rests in
the hands of our
leaders—but today,
they are those of our
emerging leaders.**

We are at a point in our nation's history when there are more millennials in the workforce than there are baby boomers. I believe that the Generation Xers and baby boomers together are going to become the new Greatest Generation as they lead through the tides of ever-changing social, political, and economic struggles. But I also believe that the millennials, too, have the heart for leadership with an even bigger passion for community change.

Millennials are budding leaders who want to be part of that transformation. Because of this, companies will soon voluntarily become more socially and philanthropically engaged. The marketplace will demand that they be. Even now, the market is expecting that companies have not only a profit strategy but a positive social-impact strategy. People want to work for and with companies that achieve positive earnings while using their influence to make a change in the world.

Businesses that realize this are going to be the places that thrive. The communities that become stagnant in the future will be those that want to maintain the status quo. Those who want to maintain the status quo are only fearful of what change will bring. Great communities, however, embrace change. Thinking, "Well, this is how we've always done it," or "Wait your turn, and when you're old enough, you get to lead," will not lead us to a vibrant community. Our businesses have to get it right.

ALWAYS FORWARD,

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