

ann arbor area BUSINESS MONTHLY

Massive Diagnostic Testing Facility Opens At U-M

A new facility at the University of Michigan will touch the lives of nearly every person treated at U-M clinics and hospitals, and patients across the state and nation.

Called the Michigan Medicine Clinical Pathology facility, it will improve how patients and doctors get vital information from samples of patients' cells, tissues, blood, urine, saliva and DNA.

The state-of-the-art location will allow thousands of doctors to diagnose or track their patients' diseases, plan their treatment and see how they're responding to care.

Millions of patient samples will arrive at the new location each year, to be tested by teams of highly trained staff using advanced equipment, then examined by U-M pathologists who can provide an expert diagnosis.

Built as part of a \$160 million project, the 139,000-square-foot facility will make it possible for U-M's Department of Pathology to

serve the ever-growing demand for advanced clinical and anatomic pathology testing. Some of the tests U-M offers are available from few other places in the country.

That demand has risen nearly 8 percent every year for the last decade. And nearly 10 percent of the demand comes from outside U-M, from hospitals that send samples hundreds of miles for advanced testing through the MLabs service.

First patient sample arrives

This week, the first patient sample tested at the new facility traveled just 2.6 miles, from U-M's main University Hospital to a dedicated entrance at the North Campus Research Complex.

A new digital tracking system kept an eye on the sample's progress from the time the sample was obtained through testing, registered the pathologist's expert diagnosis, and then shared the results with the health team that ordered the test. Michigan Medicine patients can access

their own lab test results, and doctors' notes about them, via an online portal and mobile app.

"This new Clinical Pathology facility will allow us to keep pace with the rapidly accelerating growth in sophisticated analysis of patient samples, improving efficiency and turnaround time while providing more than 1,100 different test options for the providers who rely on us," said Charles Parkos, chair of the U-M Department of Pathology. "This is the most up-to-date pathology facility in the country."

Designed for lean operations

The project to create the new clinical pathol-

ogy facility started more than four years ago with a nearly-blank slate: four vacant and connected buildings in northeast Ann Arbor originally built for pharmaceutical research. All were part of U-M's 2009 purchase of a research complex formerly owned by Pfizer Inc. Some of the buildings had just been constructed when Pfizer sold them.

Most of the 30 buildings at NCRC now house U-M research laboratories and other operations. The new project, in the southern portion of the site, represents the first permanent use of NCRC facilities for clinical care operations.

Continued Page 3



IMPACT

Be sure to be a part of the 26th Annual U-M IMPACT Issue of ann arbor area BUSINESS MONTHLY. See details on page 00.

Please Note:

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Your Tree Could Be a Champion Nominations accepted through July 31

The City of Ann Arbor is pleased to announce the opening of nominations for the Champion Tree program this summer. The Champion Tree program identifies and catalogs the largest tree of each species within the city and then publishes the results within a searchable online map. If you believe your tree to be one of the biggest and best of its species, please visit a2gov.org/champtrees to fill out a nomination form.

Forestry staff will then evaluate tree nominations and will notify residents if their tree is selected. Both public and private trees may be nominated. Nominations will be accepted through July 31, 2018. Nominations received after July 31 will be evaluated for inclusion in the 2019 Champion Tree list. ■

National Advocacy Program Honors Ann Arbor based Grassroots Advocate of the Year

National Apartment Association (NAA) announces Washtenaw Area Apartment Association (WA3) Executive Officer Alice Ehn as Advocacy365 Member Advocate of the Year. The honor was bestowed upon Ehn after voting took place in the Fall of 2017. Newly released information in *Units Magazine*, the NAA publication, shines light on Ehn's dedication to advocating at local, state and national levels.

Ehn has been involved in pushing for action to be taken on legislation that affects the rental housing industry since she began at WA3 in 1996. Primarily out of necessity at first, Ehn delved into taking a stand to create fairness on behalf of the property professionals her organization represents. She has continued her efforts to drive home the importance to help pass or prevent relative legislation to her members, believing it to be a team effort to get wins for the industry.

Engagement is a key component to Ehn's recipe for success. "Any advocacy program is only as strong as the members make it," Ehn said in her recent interview with Tommy Herbert in *Units Magazine*.

Ehn is active on the local, state and national levels; working to encourage members to sign up and participate using NAA's Advocacy365 app and attending face-to-face meeting with state and national legislators. WA3 has a strong legislative focus that provides an untouchable advantage to members that extends with Ehn's vast participation.

The national program has a list of requirements that must be fulfilled including several categories requiring participation across multiple levels of the organization. Ehn met the requirements and went above and beyond working with the state's umbrella organization Property Management Association of Michigan to pass Senate Bill 72. The bill regulates the smoking and growing of Marijuana on rental properties, changing the state's constitution and proving to be a well-won fight for her members, and all rental property owners in Michigan. ■

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New Diagnostic Facility (From page 1)

Converting the empty buildings for clinical use, and preparing to move many clinical operations out of the main U-M medical campus with no interruption to patient care, took years of careful planning. The project also includes renovation of pathology space at University Hospital to create a faster and more modern facility for rapid testing that guides the care of hospitalized patients.

Throughout the process, staff and faculty used the “lean thinking” approach pioneered by the auto industry to design their new space with architects, engineers, designers and vendors. They sought to bring together testing operations, administrative functions and educational programs that were previously spread out among 10 separate locations across the medical campus and the city.

For each type of test pathology offers, the team created the ideal layout for sample handling, testing equipment, clinical consultation space and educational space for faculty to train the next generation of pathologists through U-M’s top-ranked residency and fellowship training programs.

Each type of test has its own dedicated area,

with many new pieces of technology purchased for the new site. In some cases, the process that staff had to follow in their old location required them to walk hundreds of steps. With the lean-designed facility, that will be cut to dozens of steps.

Many pathology specialties in one place

Bringing many functions together in one place will improve efficiency and speed—but also improve patient care. For instance, Parkos says, when a cancer patient has surgery to remove a tumor, pieces of the cancerous tissue are brought to the surgical pathology area to be preserved, finely sliced, stained and placed on microscope slides for pathologists to examine.

Previously, if the pathologists wanted to seek the input of other specialists, they often had to walk as far as a half mile to get another opinion. Now, they can walk into the next room and ask, making for more efficient, timely and accurate care.

Another major feature of the new facility is in the microbiology area, where teams process samples from patients with suspected infectious diseases ranging from the mundane to the exotic. A new 40-foot-

long automated BD Kiestra system will help staff reduce the time to diagnosis by five to 10 hours—saving critical time for patients seeking the most effective care for the infection that’s causing their symptoms, and for those seeking to prevent further spread to others.

Other improvements abound. A new electron microscopy lab will improve the speed for detailed examination of fine structures inside patients’ kidneys, for instance. Six molecular diagnostic laboratories have been co-located, enabling cross-coverage

and equipment redundancy. This will enable faster genetic testing to look for mutations in DNA that may be causing a patient’s disease.

All of this, Parkos says, positions Michigan Medicine well for the era of precision health, where an individual patient’s care can be designed based on his or her unique characteristics down to the level of DNA variations. The facility will also be able to offer new tests emerging from U-M research.

From U-M News Services. ■



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Jobs, Income Gains Offset Rising Inflation, Interest Rate

Consumer sentiment has been virtually unchanged for the past three months and has shown only small and insignificant variations during the past 18 months, according to the University of Michigan Surveys of Consumers.

The persistent strength has been due to favorable assessments of jobs and incomes, said U-M economist Richard Curtin, director of the surveys.

While consumers anticipate rising interest rates during the year ahead, those expected increases are associated with a modest decline in longer term prospects for the national economy and not viewed as a barrier to economic growth during the year ahead, he said. Importantly, consumers expect the economy to continue to produce new jobs and for the unemployment rate to inch down from its already low level.

“The potential impact of tariffs on the domestic economy was spontaneously cited by one-in-four consumers, with most expecting a negative impact on the domestic economy (21 percent out of 26 percent),” Curtin said. “The primary concerns were a downshift in the future pace of economic growth and an uptick in inflation.

“To be sure, consumers’ judgments about the impact of higher tariffs will

not crystalize until they have experienced actual changes in product prices and heard about changes in employment. While tariffs may have a direct impact on only a very small portion of overall GDP, the negative impact could quickly generalize and produce a widespread decline in consumer confidence and optimism.”

Higher Inflation Expected

Consumers anticipate a rising inflation rate in the year ahead but do not anticipate that it would lead to further escalation in the years ahead. For the year ahead, consumers expect an inflation rate of 3.0 percent in June, up from 2.6 percent last June. The increases are due to rising energy prices and partly due to new tariffs.

When asked about inflation prospects over the next five years or so, consumers expect an annual inflation rate of 2.6 percent in June, barely above the 2.5 percent recorded in the prior five months. Other indicators also suggest that consumers anticipate the rise in inflation to be temporary, including the impact of inflation on personal finances and buying plans.

Widespread Income Gains

The June survey recorded the long-awaited rise in wages as consumers anticipate an annual gain of 2.5 percent in household incomes, up from 1.6 percent in May, and the highest rate of increases in incomes since 2008. Younger consumers expect more rapid increases in wages, as those under 45 anticipate income gains of 4.6 percent in June.

Moreover, when asked to describe how their current finances had changed, 47 percent of consumers report income gains, the highest proportion since mid-1966. Just one-in-10 households in the June survey anticipate that their financial situation would worsen during the year ahead.

Consumer Sentiment Index

The Consumer Sentiment Index was 98.2 in

the June 2018 survey, insignificantly different from May’s 98.0 or April’s 98.8 and above last year’s 95.0. The Current Conditions Index rose to 116.5 in June from 111.8 in May and last June’s 112.4. The Expectations Index fell to 86.3 in June from 89.1 in May, but was above last June’s 83.8.

About the Surveys

The Surveys of Consumers is a rotating panel survey based on a nationally representative sample that gives each household in the coterminous U.S. an equal probability of being selected. Interviews are conducted throughout the month by telephone. The minimum monthly change required for significance at the 95-percent level in the Sentiment Index is 4.8 points; for Current and Expectations Index the minimum is 6 points.

From U-M News Services. ■

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Business Expansions, Community Revitalization Projects Around The State

- Kalamazoo-based Stryker expanding medical-products facility in Portage

- Loc Performance bringing 700 jobs to Lansing

- MSF supports community revitalization projects in Flint, Kalamazoo

Projects expected to generate more than \$248 million in total investment and create 1,079 jobs in Michigan gained approval from the Michigan Strategic Fund, the Michigan Economic Development Corporation announced recently.

“The Michigan Strategic Fund fuels new economic activity across Michigan, strengthening our communities and creating good jobs,” said Jeff Mason, CEO of MEDC, the state’s chief marketing and business attraction arm that administers programs and performs due diligence on behalf of the MSF.

“The 960 jobs created by Loc Performance and Stryker further boost Michigan’s defense and medical device industries and serve as catalysts for additional investment around the state. These investments are the result of

vital long-term relationships with public and private partners, and we’re pleased to be a part of the collaboration to bring today’s projects to fruition,” he said.

Loc Performance Products is a full-service provider of complex mechanical systems, fabricated structures and armor products for defense and commercial industries. The company is headquartered in Plymouth and recently acquired the assets of Demmer Corporation in Lansing, which has allowed the company to expand its manufacturing capabilities. Loc is winning substantial defense contracts and plans to continue expansion at the Demmer facility; the company may potentially seek to build or purchase a new facility in the Lansing region if capacity is exceeded at the Demmer facility. The project is expected to generate a total capital investment of \$96.5 million and create 700 jobs, resulting in a \$7 million Michigan Business Development Program performance-based grant. Michigan was chosen over competing sites in Ohio and Pennsylvania.

“This is a tremendous investment in the City of

Lansing! I am proud that Loc Performance Products chose Lansing for its expansion,” said Lansing Mayor Andy Schor. “Lansing’s talented workforce will benefit from the many new jobs that will be created as a result of the major investment in our city.”

LEAP has offered to support the project with a job fair to assist in attracting talent for the new positions. Individuals interested in careers with Loc should visit here: <https://locperformance.com/#starttheconversation>.

“LEAP thanks LOC for choosing our state and Lansing over other alternative locations. We’re always in severe national and global competition and we have now won 700 great, new jobs for our families in Michigan and Lansing,” said LEAP President and CEO Bob Trezise. “Thanks also to a terrific MEDC effort on this project.”

Stryker Corporation was founded in Michigan in 1941 and is a global leader in medical technology. Stryker offers innovative products and services in orthopaedics, medical and surgical,

and neurotechnology and spine that help improve patient and hospital outcomes. Stryker’s medical division continues to grow and it has become necessary to expand its existing manufacturing capacity. The company plans to expand its facility in the city of Portage, investing nearly \$110 million and creating 260 jobs by 2025. As a result, Stryker has been awarded a \$2.6 million Michigan Business Development Program performance-based grant. Michigan was selected over competing sites in other locations. The city of Portage has offered a 50-percent property tax abatement in support of the project. Individuals interested in careers with Stryker should visit <https://careers.stryker.com/>.

Coolidge Park Limited Dividend Association Limited Partnership Housing and Communities First, Inc. plan to historically renovate the abandoned and vacant Calvin Coolidge Elementary School site located at 3701 Van Buren Avenue in the city of Flint. The completed project will be a mixed-use de-

Continued Page 6

From Page 5

velopment with 54 new mixed-income affordable rental housing apartments and first floor commercial space. The project is expected to generate a total capital investment of \$16.5 million and create 12 full-time equivalent jobs, resulting in a \$1 million Michigan Community Revitalization Program performance-based grant. The project will renovate what is currently a blighted eyesore into a vibrant mixed-use development that is expected to bring new companies and visitors to the area and serve as a catalyst for further development and growth.

400 Rose, LLC plans to redevelop vacant land and a surface parking lot located at 400 S. Rose Street in downtown Kalamazoo. The completed project will be a four-story, mixed-use infill development that will include residential units, commercial space and parking. The project is expected to generate a total capital investment of \$25.5 million and create seven full-time equivalent jobs, resulting in a \$4.4 million Michigan Community Revitalization Program performance-based loan participation. The project will bring much-needed

residential space to the area and will reactivate a long-vacant, blighted property into an inviting and attractive community asset.

In addition, the City of Kalamazoo Brownfield Redevelopment Authority received MSF approval of \$3,632,517 in local and school tax capture to alleviate brownfield conditions at the site.

MSF also approved a private activity bond inducement resolution for up to \$26.5 million for the acquisition of 30 cemeteries around Michigan by the Cathedral of St. Augustine. The project will

include renovating and improving the cemeteries and is expected to create 100 full-time equivalent jobs.

About Michigan Economic Development Corporation (MEDC)

The Michigan Economic Development Corporation is the state's marketing arm and lead advocate for business development, job awareness and community development with the focus on growing Michigan's economy. For more information on the MEDC and our initiatives, visit www.MichiganBusiness.org. ■



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DEADLINE: SEPTEMBER 12, 2018

Small Business and the Internet: by Mike Gould

Down For The Count

Long distance information, give me Memphis, Tennessee Help me find the party trying to get in touch with me...

Chuck Berry, 1963

If you were a Comcast customer on the East Coast trying to reach Marie in Memphis yesterday (June 29, 2018), you were probably out of luck, as the internet provider's services took a major hit, disrupting telephone, internet, and TV services to thousands of users.

Wired magazine reported a Comcaster saying:

"We identified two, separate and unrelated fiber cuts to our network backbone providers, ... Our engineers worked to address the issue immediately and services are now being restored to business and residential internet, video and voice customers."

Snip Snip

Now to me, this is all pretty scary; a major piece of the country lost email for a good part of the day, due to two snips of fiber optic cable. There is no indication of malfeasance,

but it indicates that our digital backbone has some disk slippage issues. (I know just how it feels...) As *Wired* summed it up:

The internet can be more frail than you'd think, and sometimes all it takes to shut it down is a couple of cuts.

The internet was originally intended to be robust enough to survive a nuclear war, so how did this happen? Well, explosive growth, a massive user base, and relatively new technologies (streaming, texting, VOIP, etc.) are straining the fibers at the core of our technological civilization.

More Fiber

So what's a fiber, and why do we need it in our digital diet? The tech stuff in question is fiber optic cable, a miles-long super-thin piece of glass with a laser at one end and a detector at the other. [Upcoming Drastically Simplified Explanation Alert] For telephony, your voice is converted from analog (what your ear hears) to digital (what a computer talks with) at a mumblesomethingtech thingie at Comcast or wherever.



Your voice can now be considered a digital stream of information, easily used to turn a laser on and off really, really fast. The laser's output (photons) shoot down the glass strands, and hit a gizmo miles away that can turn the ones and zeroes of computer talk back into the voices of those we know and love. Sorta.

It's all bundled up in steel sheathing that should be able to survive most sources of cleavage. Except when it doesn't. The fibers need to emerge from underground at some point to talk to the detector, and that is usually where things can get wonky (a technical term – see *pear-shaped*).

At one of my early network training sessions at the University of Michigan, the instructor said something to the

effect of: "A network is a wire you can run a backhoe through". (This was also the session 25 years ago where the internet was referred to as the "steel potato", in reference to an amorphous blob we now call the cloud, which encompasses all the interlinked networks in the world). Years later, we still see the backhoe effect, but force-multiplied a thousand fold due to the complexities of the entire operation.

As I write this (the next day), things are still being repaired. Just how long does it take to splice a couple of fibers, anyway? I suspect recovery from something like this is non-trivial; routers need to be re-synched, communications

*Mike Gould
(Continued Next Page)*

Mike Gould

From Page 7

databases need updating, vice-presidents need to be blamed and fired, etc..

And it is important to remember that this whole inter-webs stuff is still pretty new. Maybe not in its infancy - it's more like an awkward adolescence, stumbling around getting used to its growth-spurred legs and endocrine system. Struggling to make and maintain relationships, bumping into things while texting friends... I could go on and run this metaphor right into the ground, but I'm gonna quit before I hit acne (spam).

Waiting For The Electrician

Okay, so you turn on your computer and nothing is going in or out, what do you do? Well, you still have an awesome tool in front of you, why not use it for something? Some suggestions:

Back up everything to that spare hard drive you bought months ago and never got around to installing. You absolutely cannot have too many backups. Are your photos backed up? Oh, you back them up to the cloud, now inaccessible until someone with fiber fixer shows up? Back them up again to something not vulnerable to backhoes.

Once everything is backed up, go back to your files and start trashing the old useless stuff you have been accumulating since the last time you dusted and scrubbed. Have a downloads folder? Chances are it is stuffed with cartoons your mother sends you, pictures of cats your aunt sends you, and dubious offers from Nigerian princes. Select and hit delete. Every couple of years, whether you need it or not...

Fire up some non-internet related software and learn how to use it.

That sample photo editing app that you downloaded and always meant to learn? Now is a good time to get some new mad skills. Find a funny cat photo that somehow escaped the above purging and have at it with various filters, croppers, colorizers, and most importantly, caption-izers so that you can ~~inflict~~ share your new meme with your mom and aunt. Ah, revenge...

Everything above is another argument against cloud-based anything. The Achilles' heel of the entire cloud concept is assuming always-on networking. I have a friend who lives in Taos and works with a server in New York City; he was pretty much forced to take the day off. No network, no work.

Snip, snip.

Wired article:

<https://www.wired.com/story/friday-comcast-outage-cut-fiber/>

Mike Gould talks to the WWW via his phone. We wishes he was on Comcast, in spite of everything. He was a mouse wrangler for the U of M for 20 years, runs the MondoDyne Macintosh Training/Photography mega-mall, is a laser artist, directs the Illuminatus Lasers, and welcomes comments addressed to mgould@mondodyne.com. ■

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TheRide Wins Prestigious Budget Award

The Ann Arbor Area Transportation Authority (TheRide) was recently awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for its Fiscal Year 2018 Operating and Capital Budget. This was the first time in TheRide's history that they submitted their budget for this prestigious award.

Catherine McClary, Washtenaw County Treasurer and former Director on the Executive Board of GFOA and Immediate Past President of the Michigan GFOA attended TheRide's June Board Meeting and presented the Board of Directors and staff the award. "This is a very exciting honor for our transportation authority to earn this incredibly prestigious award from an international organization. In Michigan, only 107 local governments received this certification for Distinguished Budget Presentation," McClary said.

The Distinguished Budget Presentation Award is a significant achievement as it recognizes the commitment of TheRide's Board of Directors and staff to meeting the highest principles of governmental budgeting.

For TheRide to achieve this award, the organization had to satisfy many nationally recognized guidelines for effective budget pre-



sentation and be rated as "proficient" in four categories: a policy document, a financial plan, an operations guide, and a communications device.

Washtenaw County Treasurer and Immediate Past President of the Michigan GFOA (right), presents the Distinguished Budget Presentation Award to Phil Webb, Manager of Finance (center), and John Metzinger, Deputy CEO Finance & Administration.

"The award recognizes efforts made by TheRide to modernize our budgeting procedures, and to communicate in open, meaningful ways. It acknowledges effective stewardship of the public's investment in transit, and our transparency in presenting financial information. Budgeting is a team effort that involves AAATA's Board, CEO, Finance Manager, and all department managers," John Metzinger, Deputy CEO, Finance and Administration for TheRide said.

"On behalf of the Board of Directors of TheRide, I would like to congratulate

John Metzinger, Phil Webb, and the entire AAATA staff for this well-deserved distinction. Our Finance and Administration team, along with the entire staff, embodies TheRide's commitment to customer service, fiscal responsibility, transparency, growth and overall excellence. TheRide is better positioned to serve the needs of its customers than ever before, thanks in large part to their vision and dedication to their mission," stated Eric Mahler, Chair of TheRide's Board of Directors.

TheRide is currently developing their Fiscal Year 2019 Operating and Capital Budget that will begin October 1, 2018. TheRide will be hosting a public meeting for feedback on

their recommended Strategic Business Plan and budget in mid-July. More information will be made available soon.

The latest information on TheRide's routes, schedules and detours is available at 734-996-0400 and on TheRide.org.

The Ann Arbor Area Transportation Authority (TheRide) was chartered in 1969 by the City of Ann Arbor, Michigan, as a not-for-profit unit of government. TheRide operates the local public transit system for the greater Ann Arbor-Ypsilanti area, enabling the area's residents to reach their destinations at reasonable cost, and offers the region efficient, environmentally sound transportation alternatives. ■

15,242 Managers Worldwide Agree: These Are The Top 10 Management Skills You Need

Being a manager is an incredibly tough job. Being a great one is tougher. Just consider the vast array of knowledge and skills it takes to deal with a variety of people, tasks, and the needs of your particular company. In fact, James Manktelow and Julian Birkinshaw say that, ideally, managers should know between 90 and 120 individual skills. That's a lot. But thankfully you don't have to tackle them all at once. Just zero in on the most critical ones and master them first.

"You develop these skills over the course of your career," says Manktelow, who along with Birkinshaw wrote *Mind Tools for Managers: 100 Ways to Be a Better Boss* (Wiley, April 2018, ISBN: 978-1-119-37447-3, \$28.00). "With each new skill you master, you'll notice your confidence and ability levels rising. But it's a good idea to start with the ones that give you a good, solid foundation to build on."

Manktelow is founder and CEO of MindTools.com. Birkinshaw is deputy dean for programs at London Business School. Together, they surveyed 15,242 managers and professionals worldwide and wrote their new book around their research. The book offers tips and strat-

egies to help you master each of the 100 skills it features and also directs the reader to helpful outside resources.

Stumped on where to begin? The authors suggest working on the most crucial skills first—the ones managers worldwide value and recommend. To get you started, here are the highest ranked skills from the survey, presented in descending order.

Skill #10: Developing emotional intelligence.

Recommended by 72.1% of managers surveyed.

"All managers need emotional intelligence to be effective," says Birkinshaw. "This means having the self-awareness, self-control, motivation, empathy, and social skills needed to behave in a mature, wise, empathetic way with the people around you. Emotionally intelligent managers are a joy to work with, which is why they attract and retain the best people."

Skill #9: Building trust within your team.

Recommended by 73.3% of managers surveyed.

When people don't trust one another in a team, they waste a huge amount of time politicking and cov-

ering their own backs. By contrast, people in trusting teams work efficiently and well, and they can deliver wonderful results. To build trust, you need to lead by example, communicate honestly and openly, get to know individuals as people, avoid blame, and discourage behaviors that breach trust.

Skill #8: Understanding and developing your relationship with your customer.

Recommended by 73.6% of managers surveyed.

"The way you do this depends on whether you serve consumer or business markets," says Manktelow. "When you're dealing with consumers, you'll get great insights into customer groups by segmenting your market and by developing customer personas representing these different segments. You can then use approaches like customer experience mapping to give them an exceptional experience of using your organization.

"Where you're serving a small number of highly important clients, this is where sales skills are important," he adds. "And while selling is a profession in its own right, non-salespeople can also master these skills and use

them to improve customer relationships."

Skill #7: Developing new ideas through an empathetic understanding of customers' problems.

Recommended by 74.4% of managers surveyed.

A vast number of products and services now sell based on customer ratings and reviews. To get top reviews, it's not enough to provide something that "does the job" adequately. You need to provide something that meets the needs of customers exceptionally well. Approaches like design thinking and ethnographic research can help you develop highly satisfying products, and customer experience mapping can help you develop a great "customer journey."

Skill #6: Bringing people together to solve problems.

Recommended by 75.0% of managers surveyed.

"It's often tempting to try to solve problems on your own," says Birkinshaw. "But there are very many reasons why it pays to bring together a team of experienced people. Brainstorming is popular for this, but it also pays

Continued Next Page

From Previous Page

to understand structured problem-solving processes, know how to facilitate meetings well, and manage the sometimes weird group dynamics that can undermine a good team process."

Skill #5: Understanding the needs of different stakeholders and communicating with them appropriately.

Recommended by 75.8% of managers surveyed.

As you run bigger projects, it becomes increasingly important to manage the many different groups of people who can support or undermine the work you do. This is where it's important to develop good stakeholder analysis and stakeholder management skills. These really matter.

Skill #4: Understanding the key principles of good communication.

Recommended by 77.7% of managers surveyed.

"Management is about getting things done by working with people," says Manktelow. "You can do this only if you communicate effectively. This is where the 7 Cs of Communication—clear, concise, concrete, correct, coherent, complete, courteous—can help you get your message through more clearly."

Skill #3: Considering many factors, such as opportunities, risks, reactions, and ethics, in decision-making.

Recommended by 77.8% of managers surveyed.

We've all seen how bad decisions can be when they're rushed, or when financial criteria are the only ones that are used. This is why it pays to use a formal, structured process to think a problem through thoroughly, including analyzing risk and exploring ethical considerations. The ORAPAPA framework—which stands for Opportunities, Risks, Alternatives and Improvements, Past Experience, Analysis, People, and Alignment and Ethics—is a good example.

Skill #2: Prioritizing tasks effectively for yourself and your team.

Recommended by 79.5% of managers surveyed.

"All of us have a huge number of things that we want to do or have to do," says Birkinshaw. "The demands can often seem overwhelming, to us and the members of our team. This is why prioritization is the second most important management skill, as ranked by the participants in our survey. There's a particularly useful approach to

this called the Action Priority Matrix, and every manager needs to know about it!"

Skill #1: Building good working relationships with people at all levels.

Recommended by 79.9% of managers surveyed.

The most important management skill, as ranked by our 15,242 managers worldwide, is the ability to build good relationships with people at all levels. For example, there's a particularly elegant approach to relationship-building, which focuses on creating "high-quality connections," made up of respectful engagement, "task enablement," and trust-building.

"Even if you already feel like you have some of these skills, know that there is always more to learn, and the results will show in your improved leadership," concludes Manktelow. "Practice them until they become effortless, and, in time, not only will you perform better, you'll get better results from your team and stand out as a talented leader within your organization."

About the Authors:

James Manktelow and Julian Birkinshaw are co-authors of Mind Tools for

Managers: 100 Ways to Be a Better Boss (Wiley, April 2018, ISBN: 978-1-119-37447-3, \$28.00).

James Manktelow is founder and CEO of MindTools.com. He has written, edited, and contributed to more than 1,000 articles, more than sixty workbooks, and seven books and e-books on management and leadership, including *Manage Your Time and Manage Stress*.

Julian Birkinshaw is professor of strategy and entrepreneurship, deputy dean for programs, and academic director of the Institute of Innovation and Entrepreneurship at the London Business School. He is the author of fourteen books, including *Fast/Forward*, *Becoming a Better Boss*, and *Reinventing Management*.

About the Book:

Mind Tools for Managers: 100 Ways to Be a Better Boss (Wiley, April 2018, ISBN: 978-1-119-37447-3, \$28.00) is available at bookstores nationwide, from major online booksellers, and direct from the publisher by calling 800-225-5945. In Canada, call 800-567-4797. For more information, please visit the book's page on www.wiley.com. ■

Briefs:



Santioni

Probility Physical Therapy, a member of Saint Joseph Mercy Health System, announced the launch of a comprehensive new pediatric physical therapy program for infants, children and adolescents. To help develop and lead the program, Probility has hired **Daniel Santioni** as its Director of Pediatric Services. Santioni is a physical therapist with more than 30 years' experience, with 20 of those years spent treating pediatric patients.

"This is a big step towards our strategic vision of being a physical therapy provider capable of treating the entire family," said Patrick Hoban, president of Probility Physical Therapy. "We are excited to bring this comprehensive pediatric program to Washtenaw County and look forward to helping restore and en-

hance development for children in the community."

The new pediatric physical therapy program offers a full continuum of physical therapy needs with a concentration on the following:

- Cerebral Palsy – Early Detection and Treatment
- Child Passenger Safety
- Clubfoot Taping and Casting
- Gross Motor Delay
- Myelomeningocele/Spina Bifida
- Newborn Rehabilitation – General Movement Assessment
- Neurological Conditions and Syndromes
- Pediatric Orthotic Recommendations
- Post-surgical – General, Orthopedic and Neuromuscular
- Scoliosis
- Serial Casting for Joint Contractures
- Toe Walking
- Torticollis

Santioni, who holds a Bachelor of Science in physical therapy and psychology from Wayne State University, joins Probility from C.S. Mott Children's Hospital and Pediatric Rehabilitation Center at the University of Michigan (U-M). In his role at U-M, he treated pediatric patients with a full continuum of physical therapy

needs. Santioni earned an Advance Certification in General Movement Assessment, a neurological evaluation that enables him to quickly identify infants at risk for neurological impairment, thus providing early and appropriate intervention.

"Daniel's passion for treating and helping pediatric patients and their families is one of the reasons he was hired to join Probility," said Hoban. "What a wonderful resource this program will be, not only for our current patients, but the entire region."

Patients of the new pediatric program will be evaluated and treated at Probility Physical Therapy, located at 2058 S. State Street in Ann Arbor.

Probility Physical Therapy provides physical and occupational therapy services as a wholly owned subsidiary of Saint Joseph Mercy Health System. Probility serves the residents of Washtenaw, Livingston and Lenawee counties with 13 clinics throughout the region. Probility employs 170 people, including physical therapists, occupational therapists, speech therapists, physical therapist assistants, athletic trainers and other support staff. ■

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Briefs:



Kuiper

The Michigan Economic Development Corporation (MEDC) announced today that **Doug Kuiper** has been appointed senior vice president of marketing and communications for the organization. In his new role, Kuiper will lead MEDC's communication strategy and execution of marketing initiatives, including the state's Pure Michigan tourism campaign and PlanetM mobility campaign, and serve as a key liaison to stakeholder groups and state and local partners. He began his new position July 2.

"Doug's depth of experience and knowledge of economic development will be greatly beneficial in promoting Michigan as an attractive place to live, work and play and positioning the state for business growth and community development," said Jeff Mason, CEO of MEDC. "He's a great addition to

MEDC and we're excited to have him lead our communications and marketing strategy."

Kuiper arrives at MEDC from Ilitch Holdings, Inc., where he has served as vice president of corporate communications since 2014. During his tenure, he led strategic communications, marketing and community relations initiatives across the organization. These efforts included the launch, construction, and opening of Little Caesar's Arena located in The District Detroit, a \$1.4-billion public-private partnership integrating commercial, residential, and entertainment developments in the heart of the city near Comerica Park, The Fox Theatre, Little Caesars Arena, and more.

Prior to his time at Ilitch Holdings, Kuiper was the vice president of marketing and communications at Compuware Corporation, where he directed one of the most successful direct business development campaigns in company history. He also played a central role in Compuware's successful global rebranding.

Kuiper is a graduate of the University of Michigan, and holds a bachelor's degree in English Literature. He also has a master's degree in English Literature from Wayne State University. ■

DISHER welcomes the following new hires:

Joe Brophy, Product Development Engineer

Costa Fanourakis, Electronics Engineer

Nate Woznick, Machine |Product Development Engineer

Ryan Bozio, Electronics Engineer - Software

Andras Kupfermann, Product Development Engineer

Michael Morrell, Electronics Engineer - Software

Joshua Manninen, Product Development Engineer

Brennan Steenhoek, Product Development Engineer

Emily Gaffney, Talent Engineer

DISHER is a nationally-recognized product development, business consulting, and talent solutions firm with offices in Michigan and Indiana serving customers across the country with footprints around the world. Great Place to Work® and FORTUNE ranked Disher 5th Best Small Business Workplace and the 4th Best Workplace for Consulting and Professional Services in the USA. ■

Colliers International is pleased to announce the lease of 3,464 square feet of retail space located at 22950 Michigan Avenue in Dearborn.

Lou Frango, Senior Associate at Colliers International represented the landlord in the lease.

The new tenant, Detroit Kid City, is a non-electronic indoor play place designed for kids to use their imaginations while highlighting their hometown. Featuring a mini version of Detroit complete with an automotive factory, music studio, school house, pizzeria and more, parents are encouraged to join in on the fun. Detroit Kid City also holds a café area serving coffee, smoothies and Michigan-made snacks.

Dearborn will be their third location across Metro Detroit and they are looking to grow even more in the future. The franchisee viewed the Kroger-anchored Garrison Place Shopping Center in Dearborn as a great place to open and bring more options for young kids. Detroit Kid City hopes to open their new play place this fall.

Colliers International Group Inc. is a top tier global real estate services and investment management company operating in 69 countries with a workforce of more than 12,000 professionals. ■

Briefs:



Bagdady



Dupes



Cylkowski



Rheume

Bodman PLC announced that **Justin P. Bagdady, Sarah L. Cylkowski, Nathan D. Dupes, and Thomas J. Rheume, Jr.**, all members of the firm's Litigation and Alternative Dispute Resolution Practice Group, have been named to Benchmark Litigation's 40 & Under Hot List, a comprehensive listing of the most talented litigation attorneys age 40 and under in the United States and Canada.

To select the attorneys for the list, the editors of Benchmark solicited feedback from peers and clients in jurisdictions across the nation. Bagdady, Cylkowski, Dupes and Rheume are among only 10 attorneys in the State of Michigan to earn placement on the 2018 Hot List.

Bagdady, of Bodman's Ann Arbor office, assists companies and their executives in commercial litigation disputes and when

faced with regulatory investigations or enforcement actions. He has represented clients in disputes related to stock repurchase agreements, asset purchase agreements, investment agreements, and other contract matters. He is co-chair of the Federal Practice Section of the Washtenaw County Bar Association.

Cylkowski, of Bodman's Detroit office, litigates complex matters in state and federal courts, with a particular focus on commercial health care disputes, class actions, e-discovery and antitrust cases. Her clients include insurance companies, banks, automotive manufacturers and various other corporate commercial litigants. She is a member of the Detroit Bar Association, the Oakland County Bar Association, and Inforum. She has been listed since 2016 in Michigan Rising Stars for business litigation.

Dupes, of Bodman's Detroit office, represents clients involved in complex commercial and environmental litigation and counsels clients on a wide variety of environmental matters, including permitting, regulatory compliance, and environmental risk in real estate transactions. He is a former assistant city attorney for the

City of Grosse Pointe Park. Dupes currently serves as an executive board member of the Federal Bar Association, Eastern District of Michigan Chapter, as vice president and secretary of the Great Lakes Environmental Law Center, and as vice president of the Grosse Pointe Newcomers Club.

Rheume, of Bodman's Detroit office, focuses his practice on complex commercial and insurance litigation. He has served as local counsel for national and international law firms. He is president of the Michigan Chapter of the Federalist Society. He serves on the Alumni Board of the Sigma Chi Fraternity of Michigan State University and is a board member of the Detroit Economic Club's Young Leader Program. Rheume is a volunteer mentor to students at Cornerstone Schools, a Christ-centered chartered K-12 school system located in Detroit. He has been listed since 2013 in Michigan Rising Stars for business litigation.

Bodman PLC is one of the Midwest's leading business law firms, providing counsel to some of the region's most successful companies and individuals on a broad range of issues. ■

Briefs:

Michael Solomon, professor of chemical engineering, has been appointed dean of the University of Michigan's Rackham Graduate School and vice provost for academic affairs-graduate studies.

His five-year appointment, approved Thursday by the Board of Regents, is effective July 1.

"Professor Solomon brings a diplomatic and collaborative approach to the work of the Rackham dean and vice provost roles. He will build on Rackham Graduate School's national leadership in degree completion and diversity to innovate in ways that combine interdisciplinary education, experiential learning and an expanded range of career opportunities in both master's and doctoral education," said U-M Provost Martin Philbert in recommending Solomon for the position.

Solomon has 20 years of service at U-M, having joined the College of Engineering faculty as an assistant professor of chemical engineering in 1997. He was a Dow Corning Assistant Professor from 2000 to 2003. He became an associate professor in 2003 and full professor in 2009, teaching macromolecular science and engineering as well as chemical engineer-

ing. From 2013 to 2017, he served as associate dean for academic programs and initiatives at Rackham.

"I am honored by the opportunity to lead Rackham Graduate School as it pursues its aim for excellence in graduate education in collaboration with faculty, students, staff and alumni," Solomon said. "The vibrancy of the research, scholarship and educational activities of our university's graduate programs and students is central to our national leadership and contribution to the public good."

As interim dean, Solomon generated new giving that received the Bicentennial Match of the Victor for Michigan Campaign to support graduate education and students. He reconnected and engaged with the graduate school's partners on campus, created systems within Rackham to advance new ideas and initiatives, and invested in the diversity, equity and inclusion of Rackham students and staff.

As interim vice provost for academic affairs-graduate studies, Solomon collaborated across campus to create a supportive climate for graduate students, to engage the graduate student community around its values of free inquiry and

intellectual exchange, and to address funding of doctoral education.

Solomon has received numerous faculty awards including U-M's Henry Russel Award in 2003, Faculty Recognition Award in 2008 and the College of Engineering's Education Excellence Award in 2010. In 2016, he was elected a fellow of the American Association for the Advancement of Science.

Prior to joining U-M, Solomon was a postdoctoral research fellow at the University of Melbourne, Australia. He received his Bachelor of Science degree in chemical engineering and economics from the University of Wisconsin at Madison in 1990, and his doctorate in chemical engineering from the University of California at Berkeley in 1996.

He was a Rotary Foundation International Fellow in economics at the Université d'Aix-Marseille II, Aix-en-Provence, France from 1990 to 1991.

Solomon's research interests are in the area of complex fluids—soft materials with properties intermediate between fluids and solids. His research group has developed and applied 3-D confocal microscopy methods to study the soft matter phenomena of

self-assembly, gelation and the biomechanics of bacterial biofilms.

His teaching interests have included development of undergraduate courses in polymer science and engineering, molecular engineering and chemical engineering process economics, as well as graduate electives in nano and colloidal assembly and light scattering.

Solomon previously chaired the Society of Rheology's Education Committee and its Metzner Award Committee as well as the Fluid Mechanics Programming Committee of the American Institute of Chemical Engineers. He recently completed a term as an elected member-at-large for the Society of Rheology's executive committee.

If you have new hires or business news, please send your release to us in a Word format (docx) and we will include as many as we can.

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