U-M Turns 200

By Duane Ramsey

U-M’s bicentennial is being celebrated from January through December in 2017 with a variety of special events and four multi-day festivals throughout the calendar year.

“The University of Michigan holds a special place in American higher education, and the bicentennial affords us the opportunity to celebrate our collective achievements while also examining the complex challenges facing today’s academy,” stated U-M President Mark Schlissel.

The university was founded in 1817 in Detroit and re-established in Ann Arbor in 1837, with regional campuses established in Flint in 1956 and Dearborn in 1959. What began in Ann Arbor as a college with six students and two professors has evolved into an institution that conducts more research than any public university in the nation, according to U-M officials.

“We will use the year to strengthen the connections of our community, celebrate and reflect upon our achievements and contributions, understand and learn from our history, and anticipate the university’s challenges and opportunities in its third century,” stated Francis Blouin, Jr., chairman of the Bicentennial Advisory Committee and retired professor of history and information at U-M.

In marking 200 years, bicentennial activities will range from academic colloquia and museum exhibits to live entertainment and outdoor festivals. Faculty, staff and students from all campuses have been involved in planning the bicentennial events.

Four multi-day festivals are serving as focal points of community celebration and intellectual reflection. Three festivals are being held on campus with the fourth in Detroit.

The Spring Festival (April 6-8) included talks by distinguished alumni, tree plantings, and a celebration of U-M’s community of cultures.

The Summer Festival (June 26-27) had special emphasis to celebrating the contributions of U-M staff and partnering with the Ann Arbor Summer Festival.

The Detroit Festival will be held September 15 as a celebration to commemorate the university’s 1817 founding in Detroit and reflect on U-M’s connections to the city in the past, present, and going forward.

“We’re commemorating a moment that was 200 years ago and there just aren’t many institutions in this country that go back that far,” stated U-M’s Bicentennial Executive Director Gary Krenz.

“We are hoping as well that the larger public comes away with a sense of the university’s historic commitment to Detroit, how it’s benefited from Detroit and how it is renewing its commitment going forward,” Krenz concluded.

ann arbor area BUSINESS MONTHLY congratulates the University of Michigan on their 200th Anniversary.

This issue of BIZ MO is the 25th Anniversary of covering the positive and important impact the University of Michigan has on every person and business in and around the greater Washtenaw County area.
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U-M Receives First-Ever Bicentennial Award From Ann Arbor Historic District Commission

The University of Michigan received the first-ever Bicentennial Award from the Ann Arbor Historic District Commission at its 33rd Annual Awards ceremony at Larcom City Hall on June 5, 2017.

There were 19 awards in 2017: one Bicentennial, two Centennial Awards, two Special Merit, three Preservation Awards, 10 Rehabilitation Awards and one Memoriam Award. Award-winning properties range in age from pre-Civil War to mid-century modern and include residential, institutional and commercial buildings.

**B I C E N T E N N I A L AWARD: University of Michigan**

Beginning with a small building in Detroit in 1817 and officially moving to Ann Arbor in 1837, the University of Michigan has grown beyond the wildest expectations of its original founders Father Gabriel Richard, Augustus Woodward and Rev. John Monteith.

The university officially opened for class with two professors and six students in 1841, and the first class graduated in 1845. The campus then consisted of four “professor’s houses” (one of which remains today as the President’s House) and a classroom building. Today, the university encompasses 34 million square feet and occupies 584 buildings spread over Ann Arbor, Dearborn and Flint. It is one of the finest public research universities in the United States and leads in research funding.

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UMich200 Fall Festival Activities

THURSDAY, OCT. 26

A-maizing Building Tours, various times and locations
A behind-the-scenes look at an interesting mix of some of U-M’s newest and oldest facilities, including: the Clinical Simulation Center, the Dana Building, the Graduate Library, the Lurie Nanofabrication Facility, the Rackham Building, the Social Work Building and Art Collection Tour, the UM3DLab, and more.

Student Project Showcase: “The Campus of the Future,” 9 a.m.-3 p.m., Duderstadt Center
President’s Bicentennial Colloquium III: “The Campus of the Future,” 4:30-6 p.m., Power Center for the Performing Arts
A yearlong competition, “The Campus of the Future,” asks students to collaborate on projects that reimagine methods and spaces for teaching and learning at a residential research university.

A nationally renowned panel will gather in the Power Center to judge the projects for creativity and innovation, awarding $25,000 in prizes to the best concepts. Prior to judging, projects will be on display at the Duderstadt Center.

Bicentennial Book Station, 9 a.m.-3 p.m., Michigan Union, Pond Room (1st floor)
Faculty and staff will receive the book, “Always Leading, Forever Valiant,” an engaging look at the history of the University of Michigan on its 200th birthday. The well-illustrated stories celebrate the progressive vision, dedicated individuals, and groundbreaking moments that helped forge the institution that the University is today.

Note: Current faculty and staff are eligible for one complimentary copy with their Mcard.

Feast of Ideas, 6-9 p.m., various locations
A showcase of U-M’s academic excellence, with faculty from diverse disciplines presenting 20-minute talks throughout Ann Arbor restaurants, bars and retail shops.

FRIDAY, OCT. 27

A-maizing Building Tours, various times and locations
A behind-the-scenes look at an interesting mix of some of U-M’s newest and oldest facilities, including: the Clinical Simulation Center, the Dana Building, the Graduate Library, the Lurie Nanofabrication Facility, the Rackham Building, the Social Work Building and Art Collection Tour, the UM3DLab, and more.

The River in Our City, the River in Our Veins, Noon-12:45 p.m.
Processional Performance in celebration of the University’s Bicentennial. Beginning at the Earl V. Moore Building and continuing through the Circle Drive Entrance at Pierpont Commons (arrival around 12:25 p.m.), the parade leads to the Duderstadt Tree Planting Ceremony.

Tree Planting Ceremony, 12:45 p.m., The Grove
A red oak sapling will be added to North Campus and the newly designed Eda U. Gerstacker Grove.

A Conversation with M-BARC: The Bicentennial Time Capsule Project, 1-2 p.m., STAMPS Auditorium, Charles R. Walgreen, Jr. Drama Center
Meet the students who are designing, creating, and launching the first-ever space time capsule

Carillon Concert, 1:30-2 p.m., Lurie Tower
A live performance from North Campus’ Robert and Ann Lurie Carillon, with its 60 bells.

Dedication of Public Art Sculpture: “Arriving Home” by Dennis Oppenheim, 3 p.m., East University Mall, north end, between the Dana Building and the C.C. Little Building

THIRD CENTURY EXPO

Pavilions & Performance, 4-7 p.m., Diag and Ingalls Mall
A public fair of cutting-edge projects and initiatives that demonstrate how the University is making a positive impact on society, both locally and globally.

There will be exhibits, live performances, pop-up art and music, and displays of new technologies. Lobbies in surrounding buildings may also serve as display or performance spaces. Pavilions and tents filled with interactive exhibits will be representative of schools, colleges and organizations from the Ann Arbor, Flint and Dearborn campuses.

A-maize-ing SMTD, 6-7:30 p.m., Hill Auditorium
A showcase concert will feature student virtuosos performing works in a variety of media. Audience members may enter and exit between performances.

MAIZEfest/student pep rally, 6:30-8 p.m., Ingalls Mall
A grand finale of projection mapping celebrating the University of Michigan’s 200 years. Presented four times, the unique 10-minute show of light and sounds will be projected onto the full facade of the Rackham Building.

SATURDAY, OCT. 28

Homecoming Football Game, Noon, Michigan Stadium
The Wolverines will play Rutgers University, with a bicentennial halftime show by the Michigan Marching Band.

HAILstorm!, 8 p.m., 9 p.m., 10 p.m., 10:45 p.m., Ingalls Mall
A public fair of cutting-edge projects and initiatives that demonstrate how the University is making a positive impact on society, both locally and globally.

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Domino’s, Ford Test Self-Driven Vehicle At U-M’s Mcity

Domino’s Pizza and Ford Motor Company launched an industry-first collaboration to understand the role that self-driven vehicles can play in pizza delivery. Dominos and Ford completed preliminary testing of the delivery process using the vehicle in self-driving mode at Mcity on the University of Michigan’s north campus.

Researchers from both companies will track customer reactions to interacting with a self-driving vehicle as part of their delivery experience. The research is important as both companies begin to examine and understand customers’ perspectives around the future of food delivery with self-driving vehicles, according to officials at Domino’s and Ford.

“As delivery experts, we’ve been watching the development of self-driving vehicles with great interest as we believe transportation is undergoing fundamental, dramatic change,” stated Patrick Doyle, president and CEO at Domino’s.

“We pride ourselves on being technology leaders and are excited to help lead research into how self-driving vehicles may play a role in the future of pizza delivery. This is the first step in an ongoing process of testing that we plan to undertake with Ford,” Doyle concluded.

As Ford expands its business enabled by self-driving vehicles, conducting research with companies like Domino’s will be crucial to ensuring that the technology is applied in ways that enhance the customer experience. With a plan to begin production of self-driving vehicles in 2021, Ford is taking steps to design a business to meet the needs of both partner companies and their customers.

“As we increase our understanding of the business opportunity for self-driving vehicles to support the movement of people and goods, we’re pleased to have Domino’s join us in this important part of the development process,” stated Sherif Marakby, vice president of Autonomous and Electric Vehicles at Ford. “As a company focused on the customer experience, Domino’s shares our vision for a future enabled by smart vehicles in a smart environment that enhances people’s lives.”

Over the next several weeks, randomly-selected Domino’s customers in Ann Arbor will have the opportunity to receive their deliver order from a Ford Fusion Hybrid Autonomous Research Vehicle, which will be manually driven by a Ford safety engineer and staffed with researchers.

Customers who agree to participate will be able to track the delivery vehicle through GPS using an upgraded version of Domino’s Tracker system. They will also receive test messages as the self-driving vehicle approaches that will guide them on how to retrieve their pizza using a unique code to unlock the Domino’s Heatwave Compartment inside the vehicle.

“We’re interested in finding out what people think about this type of delivery,” stated Russell Weiner, president of Domino’s USA.

“For instance, how will customers react to coming outside to get their food from the vehicle? We need to make sure the interface is clear and simple. All of our testing research is focused on our goal to someday make deliveries with self-driving vehicles as seamless and customer-friendly as possible,” Weiner stated.

Continued Next Page
Local partner Roush Enterprises fabricated the prototype vehicle’s pizza container, the Domino’s Heatwave Compartment, based on its experience working with Domino’s on the DXP delivery vehicle. The City of Ann Arbor has been supportive of the testing process by Domino’s and Ford at U-M’s Mcity.

“I’m delighted that Ann Arbor continues to be at the forefront of autonomous vehicle research,” stated Ann Arbor Mayor Christopher Taylor. “While it’s pizza delivery today, my hope is that collaborations such as this will enable even more innovations tomorrow.”

Driverless shuttle service coming to U-M’s North Campus

Mcity is launching a driverless shuttle service on U-M’s North Campus this fall using all-electric shuttles manufactured by French firm NA VYA.

The service will use two fully-automated, 15-passenger NAVYA shuttles to transport students, faculty and staff on a non-stop two-mile route between the Lurie Engineering Center and the university’s North Campus Research Complex (NCRC) on Plymouth Road.

The shuttle service will run on U-M roads during business hours to start. There will be no cost to riders, and the two shuttles will cover the route roughly every 10 minutes. Hours of operation and the service area could be increased later if the technology proves effective and consumer acceptance supports expansion.

“This first-ever automated shuttle service on campus is a critical research project that will help us understand the challenges and opportunities presented by this type of mobility service and how people react to it,” stated Huei Peng, director of Mcity and the Roger L. McCarthy Professor of Mechanical Engineering at U-M. “The shuttles will augment U-M’s busy campus bus service to provide another mobility option.”

Mcity researchers will study how passengers react to the vehicle as a way to gauge consumer acceptance of the technology. Exterior cameras will capture the reaction and behavior of other road users, especially bicyclists and pedestrians.

Mcity will also track ridership and usage patterns, and survey users about their experience. The data gathered will help researchers understand how to design safer vehicles and how to operate them more efficiently.

“After six successful months of working in partnership with Mcity, NAVYA is pleased to join in a new campus mobility service that will use the NAVYA ARMA to transport students, faculty, and staff,” stated NAVYA President and CEO Christophe Sapet.

Mcity is a U-M led public-private partnership to accelerate advanced mobility vehicles and technologies. NAVYA, an affiliate member of Mcity, recently announced plans to open its first U.S. production plant in Saline.

The first of NAVYA’s ARMA vehicles to operate in North America is based at Mcity where it is used to support research and to demonstrate automated vehicle technology.

By Duane Ramsey
A new electronic lead sensor, potentially costing around $20, could keep an eye on home and city water quality, alerting residents and officials to the presence of lead within nine days. University of Michigan researchers are seeking partners to bring the technology to market.

The Flint water crisis showed the nation that old water systems believed to have been stable for decades can suddenly expose thousands of people to a neurotoxin if lead piping is corroded by a change in water quality. In addition, standard water sample tests require users to run their water for several minutes, missing any lead that leaches into the water from the home’s own pipes.

Mark Burns, the T.C. Chang Professor of Chemical Engineering at U-M, and his colleagues set out to develop an inexpensive sensor that could be placed at key points in city water systems as well as at the taps in homes.

“I hope it will have some impact because it is scary to think about having lead in your water,” Burns said.

The trick is separating lead from all the other metals that might be present in water, most of them only hazardous in very high doses.

“Since iron is the most common metal in water and is basically harmless (besides having a bad odor), we see it as interfering with our sensor,” said Wen-Chi Lin, a recent Ph.D. graduate in chemical engineering.

So, she designed a sensor that could differentiate between lead and other metals like iron. It relies on two pairs of electrodes. The positive electrode and its neutral neighbor set up an electron-poor environment, while the negative electrode and its neutral neighbor create an electron-rich environment.

The negative electrode offers electrons to positive ions, capturing most metals. The metals are already oxidized in water, meaning they’ve given up some of their electrons, so they prefer an opportunity to get electrons back.

However, lead is attracted to the positive side of the electrode set—it is the only contaminant metal that readily loses more electrons and oxidizes further.

Lin tested the sensors in a variety of environments: simulated tap water and water from an actual tap, spiked with metals or not. As lead builds up on the positive electrode, it eventually reaches the neutral electrode, closing the circuit and generating a voltage. Above a one-volt signal, the system registers a hit.

It’s a similar story on the negative electrode, picking up high concentrations of iron, zinc and copper, which can also become health concerns. The sensor can differentiate between a lead problem and a problem with one of these other metals.

“There could be an app that would monitor all the taps, and it could just send you an email message when it detected an event,” Burns said.

Lin was especially conscious of false positives—a detection means that the electrode is out of commission for good (but not the whole sensor), and it could cause an unnecessary scare for a family or official.

The one potential for a false lead alert is if the copper concentration is too high. Copper is so good at grabbing extra electrons that it can build up on the neutral electrode next to the positive electrode. But copper only creates a voltage at high concentrations, approaching its Environmental Protection Agency action limit of 1,300 parts per billion.

Lead, in contrast, shows up at 15 parts per billion—its EPA action limit—after about a week. This level of exposure isn’t thought to elevate blood levels in adults, according to the Centers for Disease Control. A larger concentration of lead, 150 parts per billion, was picked up after just one or two days, depending on the water chemistry.

Lin believes that with optimization, the positive electrode could be better yet at attracting lead but not copper.

The study is published in Analytical Chemistry, titled, “A drinking water sensor for lead and other heavy metals.” It was funded entirely through U-M, including the Barbour Scholarship, Rackham Predoctoral Fellowship, and the T.C. Chang Endowed Professorship.

Article from U-M News Services.
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Ann Arbor Makes 10 Best College Town List

Livability.com has released its 10 Best College Towns rankings for the seventh year in a row—this year in partnership with ABODO Apartments, the leading off-campus and young professional apartment search engine in the U.S. The rankings focus on five key criteria that factor in quality of life, local economy and diversity, and they feature colleges and universities that range from Ivy League and private to large and public.

Ann Arbor hits at number 9 for Best College Town. It’s no secret this city is a mecca for quality of life, innovation and education. We should know. It also recently ranked number 3 on our 2017 Top 100 Best Places to Live. The city balances small town traits and big city appeal with renowned education opportunities that help build a strong workforce. Between University of Michigan, Concordia University Ann Arbor, Washtenaw Community College and Cleary University, the schools act as a pipeline for students to get hands-on experience and jump right into a successful career. Besides that, charming neighborhoods and commercial districts offer visitors and residents the opportunity to take advantage of the college town’s picturesque scenery, college sports games, vibrant literary and arts scene, outdoor activities, and bumping nightlife.

Our team first analyzed U.S. cities with a population between 20,000 and 350,000 and at least one college campus. We formed this list by cross-referencing 2016 city population estimates from the U.S. Census Bureau, Population Division with data from the U.S. Department of Education on all college campuses in the U.S. by city. We looked for cities that have a high population of 25- to 29-year-olds as an indicator of the town’s ability to retain graduates who decided it was a great place to call home after graduation. The median salaries, availability and affordability of rental housing, and things to do were also considered.

The cities were ranked by considering four weighted factors: 30% - the percentage of the population that is ages 20 to 29; 30% - the ratio of the city’s median salary (from the Bureau of Labor Statistics) to its August 2017 median one-bedroom rent (from ABODO listings); 20% - the number of jobs in the education sector per 1,000 jobs in the city, which we limited by a minimum of 90; and 20% - the ratio of the median salary in the city to the nation for education jobs.

And, finally, our editorial experts weighted in to give the list our Livability stamp of approval.

“If you look at our history of Top 100 Best Places to Live lists, you’ll see many college towns at or near the top of the rankings,” said Livability content marketing manager, Becky Henson. “We know without a doubt that for a mid-sized city, having a college or university can make all the difference in whether it’s just a good place to live or a great place to live.”

10 Best College Towns 2017 are:

1. Ithaca, New York
2. Ames, Iowa
3. State College, Pennsylvania
4. Lafayette, Indiana
5. Champaign, Illinois
6. College Station, Texas
7. Lawrence, Kansas
8. Gainesville, Florida
9. Ann Arbor, Michigan
10. Covalis, Oregon
Business Assistance Directory

Adventure Leadership Team
– Adventure Leadership Team programs are great for work teams, community organizations, families—any group who wants to learn, grow and have fun. Our experiential education philosophy allows everyone to engage at their own pace and comfort level. Our programs can focus on physical challenges or activities that are more based on strategy and collaboration. All programs are customized specifically for your group’s interests and skill level. We offer onsite opportunities at the Radrick Adventure Leadership Center, a 150-acre site in northeast Ann Arbor. Our beautiful, wooded facility includes a multi-element low course, 45-foot climbing tower, a two-tiered high ropes courses, two zip lines and a 3,000 square foot building perfect for meetings, retreats or conferences.

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Email: advleadteam@umich.edu

The Business Engagement Center (BEC) - The Business Engagement Center's mission is the pathway connecting dynamic organizations with remarkable talent and resources. We inspire successful collaboration and act as a catalyst to create meaningful, invaluable partnership. Through the Center, you can access the University's vast resources including research discoveries, new technology, student and alumni talent, continuing education programs, and strategic giving opportunities. We connect the world’s brightest minds with the world’s greatest companies, sparking innovation and change through collaboration.

Phone: (734) 647-1000
Toll Free: (877) 647-1000
Web: bec.umich.edu/
Email: um-bec@umich.edu

Career Center - The Career Center works with area organizations and businesses that are in need of new employees and/or interns and provides employment and intern opportunities for students. The Center conducts numerous job fairs each year that connects students with employers.

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Web: careercenter.umich.edu/
Email: careercenter@umich.edu

Center for Business Acceleration and Incubation Studies - The Center for Business Acceleration and Incubation Studies is committed to economic development and diversification through the establishment and promotion of business incubators. Business incubators are facilities that provide support and guidance to local small businesses and entrepreneurs. These incubators help new businesses grow and mature into successful ventures.

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Center for the Education of Women - The Center for the Education of Women is designed to serve the needs of women students as well as women returning to school or work. With its mission of service, research, and advocacy, is nationally recognized as a catalyst for change and a welcoming place for individuals. The Center also provides counseling and educational programs to men and women regarding academic, career, and life issues and offers a library with resources regarding careers, job hunting, resume writing, and interviewing.

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Web: cew.umich.edu
Email: contactcew@umich.edu

Center for Ergonomics - The mission of the Center for Ergonomics is to make workplaces and organizations safe, efficient, productive and enjoyable. The center provides introductory ergonomics training, seminars, and job analysis that focus on reducing occupational musculoskeletal injuries and illnesses. They also conduct projects in the manufacturing or product design facilities of government or corporate sponsors. The Center is equipped to measure all facets of human perceptual, information-processing, and motor performance. Services are state-funded and offered at no cost to businesses.

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Web: c4e.engine.umich.edu/
Email: centerforergonomics@umich.edu

Center for Labor Market Research - The Center for Labor Market Research has two main focus areas: economic forecasting and economic policy analysis. The Center publishes a book, which has earned academic acclaim and has proven to be a valuable tool for state and local government planners. The strength of the methodology combined with continued refinements over time has resulted in a long, distinguished record for accuracy in forecasting labor market activity for a number of
localities, especially with regard to their future prospects for employment and income.

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Web: economicgrowth.umich.edu/center-for-labor-market-research
Email: gfulton@umich.edu

Center for Occupational Health & Safety Engineering: Continuing Education - The Center for Occupational Health & Safety Engineering (COHSE) offers continuing education for practitioners in industry health, safety, occupational health nursing, and occupational medicine. Programs are available on and off campus through the Center, operated by the University of Michigan College of Engineering.

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Email: ce.programs@umich.edu

Community Consulting Club Non-Profit Help - Community Consulting Club is one of the Ross School of Business's most unique and popular student clubs. The CCC provides pro bono consulting services to Ann Arbor non-profits. CCC engagements vary in scope, but may focus on marketing, strategy, operations or financial analysis. The club provides members with training to help to structure each project and ensure positive results.

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Corporate and Foundation Relations - Corporate Relations at Michigan Engineering can connect companies to outstanding students, world-class faculty, and cutting-edge research. Because of this, companies of all kinds forge relationships with the University of Michigan. If a company needs to hire one engineer or 1,000, or need a new technical solution to enhance competitiveness, the Corporate Relations' staff will help navigate the complex campus and pinpoint the resources that can be put to work for you. They actively seek—and welcome—new connections to companies large and small and work continuously to find fresh perspectives and solutions to address the challenges of their industry partners.

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Defense Manufacturing Assistance Program - The Defense Manufacturing Assistance Program is designed to provide technical assistance that includes both a strategic and an implementation plan. Their goal is to help maintain an individual firm's manufacturing capability and capacity through customized planning and co-funded core-strengthening and diversification projects leading to survival, stabilization, and potential growth.

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Executive Education - The Executive Education Program, at the Stephen M. Ross School of Business, provides cutting-edge research, practical applications, and competitive insights to executives and organizations. University of Michigan professionals design and deliver a portfolio of more than 50 programs that give executives the tools they need to address the business issues that confront them.

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First Customer Program (FCP) - The First Customer Program assists companies with identifying first customers, gaining introductions and closing deals. The Program is focused on start-up tech companies that need both preparation for and introduction to first customers. While focusing on start-ups, they also assist established companies that are facing start-up challenges, as they diversify into new markets.

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Foreign Language Tutor/Translator Services - Professional Translation Services, formerly the Foreign Language Tutor and Translators program in the Department of Romance Languages and Literatures, help businesses in need of tutoring and/or translating in foreign languages. They maintain a list of people offering their language services for a fee in French, Spanish, Italian and Portuguese.

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**Impact Corps Internship Program** - Formerly the Domestic Corps, the Impact Corps is a summer internship program with the Center for Social Impact. Through the 10-week internship, University of Michigan Business School MBA and BBA students, conduct high-level internships with nonprofit organizations across the United States. Typical projects include strategic planning, marketing, finance, new business development, and civic consulting with leading non-profits across the world.

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**U-M Tech Transfer** - Tech Transfer at the University of Michigan engages in the proactive facilitation of start-up companies based on University of Michigan technologies. This includes assistance in business planning, and the recruitment of management and venture financing. The office maintains a list of all technologies developed at the University that are available for licensing.

Phone: (734) 763-0614  
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Web: procurement.umich.edu  
E-mail: property.disposition@umich.edu

**U-M Tech Transfer** - Tech Transfer at the University of Michigan engages in the proactive facilitation of start-up companies based on University of Michigan technologies. This includes assistance in business planning, and the recruitment of management and venture financing. The office maintains a list of all technologies developed at the University that are available for licensing.

Phone: (734) 763-0614  
Web: techtransfer.umich.edu  
E-mail: techtransfer@umich.edu

**Small Company Innovation Program** – Evaluates skill-sets, processes, products, and initiatives of existing companies and searches Michigan’s 15 public universities for technologies and resources to support their objectives. The program is intended to help companies overcome a common challenge faced by small companies and entrepreneurs-getting research and development needs met so they can get commercialized faster. The program aims to introduce companies to the benefits of working with a university to increase the number of university/industry collaborations across the state, and to accelerate a company’s positive economic impact.

Phone: (734) 998-6201  
Web: economicgrowth.umich.edu/scip/  
Email: sbwilson@umich.edu

**Lean Leadership Program** – While many companies focus on tools to create a successful work environment, the best way to transform an organization is by inspiring behavioral change. Lean Leadership fosters the development of a culture of continuous improvement through worker interaction, communication, and decision-making. This Lean Leadership program will show anyone in a leadership position how to improve his or her organization through efficient and effective leadership.

Phone: (734) 647-7200  
Web: isd.engin.umich.edu/professional-programs/lean-leadership/index.htm  
Email: isd-answers@umich.edu
Editors Note: We hope you will enjoy a few of these historical photos on this 200th Anniversary of the University of Michigan. These photos are reprinted with permission of the Bentley Historical Library. Photos from Bentley Historical Library, University of Michigan Library, Digital Collections.

At Left: State Street looking north. Front of Shiehan’s Bookstore 1877 (ca.): BL000281

Below: The new Washtenaw County (Mich.) Courthouse (built 1878). BL000297

Above: Ann Arbor Organ Works. Date 1890/1910 (ca.). BL000302.

At Right: Shop of University of Michigan’s official football shoemakers during the 1890s. BL000275

At Left: Registration and Orientation. Signs used to indicate classes, open, etc. Waterman Gymnasium. Collection - University of Michigan News and Information Services Photographs. 1941-1950 Bentley Historical Library, University of Michigan. BL000234.
At Right: UM Football Team Riding on Carriage in 1902 Rose Parade. Collection - Earl Henry Rathbun papers; Photographer - Walter Schneider, Bentley Historical Library, University of Michigan. BL001129.

At Right: Commencement, June 17, 1950, Procession in Stadium. Collection - University of Michigan, News and Information Services, Photographs, Bentley Historical Library, University of Michigan. BL000241.

At Right: HAILstorm! A grand finale of projection mapping celebrating the University of Michigan’s 200 years. See Page 4, October 27, for complete information on four presentations.
St. Joseph Mercy Ann Arbor To Build $24 Million Cancer Center

St. Joseph Mercy Ann Arbor announced plans for a new 66,000-square-foot Cancer Center designed to deliver comprehensive cancer care for patients. Groundbreaking is set for September with completion slated for November 2018.

“The new state-of-the-art facility will help cancer patients and their families by combining the very best in prevention, screening, research, treatment and support all in one location,” said Dave Brooks, president, St. Joseph Mercy Ann Arbor and Livingston hospitals. “This significant care delivery redesign will improve patient experience across all of our west market region of Canton, Brighton, Chelsea, and Ann Arbor.

Since opening the Robert H. and Judy Dow Alexander Cancer Center in 1993—becoming the area’s first comprehensive cancer center—the number of new patients diagnosed and treated for cancer at the cancer center has tripled to more than 3,400 patients in 2016. This multi-million-dollar transformation will be vitally important in allowing St. Joe’s to deliver comprehensive cancer care to our patients using the latest medical technologies, research-driven treatments, and revolutionized clinical and support services.

“Over the last twenty-five years, we’ve gone from eight to 15 medical and radiation oncology specialists and from three to 28 research staff, as well as added surgical specialists for all tumor types,” explained Dr. Phil Stella, medical director, Oncology Services, Saint Joseph Mercy Health System. “We’ve been recognized as one of the nation’s best National Cancer Institute-funded community research programs. We’ve added genetic counseling, Cancer Specialty Clinics and have one of the strongest nurse navigator programs. We’re the home of Michigan’s first CyberKnife® and a leading da Vinci® surgery program.”

Starting with a redesigned entrance that features a two-story glass atrium welcoming patients into a warm and healing environment, patient ambassadors will assist patients to central registration where comprehensive information for their entire day’s visit will be available. Patient ambassadors will be available through the cancer center to ensure patients connect to the various services needed during their visit and make their visit as stress free as possible.

The main floor of the new Cancer Center will feature an expanded infusion suite with 22 private bays and a view of a serenity garden to promote the dignity and comfort of patients. In addition, nurse navigators, genetic counselors, dietitians, chaplains, social workers and an on-site pharmacy for chemotherapy services will be located on the main floor. Patients will be seen on the second floor where St. Joe’s oncologists, surgeons and clinical staff will work together to care for patients.
The new lower level will become a dedicated space for St. Joe’s nationally renowned National Cancer Institute Oncology Research Program (NCORP), clinical research staff and the Cancer Care Delivery program to serve a growing number of patients with the latest research trials close to home. In addition, conference rooms with videoconferencing capabilities will be created.

Planning a seamless patient experience was a priority throughout the design of the building from registration to radiation therapy, chemotherapy, lab and pharmacy services.

“We are grateful to our cancer patient advisory board who helped us to design this beautiful new facility with the patient experience as the highest priority,” said Dr. Katie Beekman, medical director, Outpatient Infusion, Saint Joseph Mercy Health System.

In addition to $24 million in Trinity Health capital funds, St. Joe’s Ann Arbor Development team, joined by community members and physicians, is conducting a $10 million campaign to support capital, operations and endowment needs for the Cancer Center.

The hospital will be working with architectural firm Harley Ellis Devereaux (HED) and Granger Construction on this renovation and expansion. Patient care will continue on St. Joe’s Ann Arbor campus during construction. Infusion, exam rooms, staff offices and research will relocated in September to the Michigan Orthopedic Center at 5315 Elliott Drive and Reichert Health Building at 5333 McAuley Drive. Radiation Oncology will remain in its current location in the existing Cancer Center during construction.
Small Business and the Internet: by Mike Gould

Movin’ On

On The Move
Shakey Jake Woods

Here we go again: after a scant six years in our present place in the country south of Ann Arbor, we are moving to a smaller house with a much bigger basement, and... a 20’ x 30’ outbuilding for my workshop and laser storage! “Whoa, dude”, as Neo would have said. Or maybe Ted. Or was it Bill? One of those Keanus… We’re pretty excited around here at MondoDyne Whirled Headquarters.

My sharp-eyed wife Salli found the new place as she found our current house: online. She is working in Lansing part time and is soon to move to full time. The hour and a half commute from our current digs is becoming problematic, dealing as it does with I-96, M-14, and the deadly US-23 south, home to texting drivers, spun out semis, and general motor mayhem. From our new home Salli’s drive will be a scant 25 minute drive up US-127 which is freshly paved and has nowhere near the amount of traffic as her current trek.

So she started looking at houses in that area, with an eye towards a move in 2018. But then she found the ideal place and things got serious. We will be deeper in the country; the nearest neighbor is a quarter mile away. Surrounded by trees, cornfields, and no pesky ponds to generate mosquitos. I could set up my amplifier in the backyard and crank my guitar to eleven and nobody cares. Eden.

We don’t close for a month or so, so I have lots of time to get my act together, which is good as we’re really talking about five acts, an intermission, and maybe 3 scene changes. We will have to orchestrate stage hands, grips, dolly operators, lighting directors, best boys, and box office, to continue the theatrical metaphor. A lot of drama. So this is chapter one on how to move five small businesses down the road to a new city, a new basement, and a new connection to the internet.

I covered our previous move in an article about Repeaters (URL below), detailing how I needed a phone/internet gizmo so my phone would work in the basement of our current house. Our new place is a few miles north of Jackson, and the phone is the first thing I tested in the new basement. Four bars, immediate connection, all good.

I should say I am a classical troglodyte: I almost always work in the basement of whatever house I am in. I don’t live above the store, I work under the house. It’s nice and cool down there, and generally quiet (except when the furnace or AC kicks in – the new furnace is at the other end of the basement, instead of the other side of my current office wall: bliss).

My current gigs are: writing (duh), Macintosh consulting, designing web sites, commercial and event photography, and running Illuminatus Lasers. Most of these I can do anywhere there is access to the internet, especially writing these articles (which I have every intention of continuing). I need to figure out the photography work. I may be commuting a lot to Ann Arbor for this, and I hope to expand my clientele to Jackson. Oughtta be a few folks in need of photos and strobe-age there.

There is a shopping center at the corner of I-94 and US-127; I see this as being my go-to place for just about everything as we become Jacksonians. Most importantly, there is a sushi place and a Chinese restaurant nearby.

Next big job is to get internet. Having good phone access is important, as it means I can hot-spot my phone to provide WiFi, but a better solution is a wire or a dish. The current occupants of the home
are elderly and don’t use the internet at all. Yeah, hard to believe, but such folk still exist. The weird thing is that I got a strong WiFi signal there, which I think came from a dish I saw being installed on a neighbor’s roof when we were there. I think they may have it cranked a bit too strong – have to talk to them after the move.

No landline to Comcast, as with my current house, so I guess we’re talking Dish. This will be new and different, but several people I’ve talked to say it works just fine in all sorts of weather, so I’m optimistic I can continue my biz as usual. Frontier is the local communications monopoly, so I did some advance research. Not good: in order to quote me a price, we need to define a channel plan, and in order to do that, they need a credit check. No problem, as we were just approved for a mortgage, but as we are currently slated to move towards the end of October (long story), they have to do the check within 2 weeks of installation, so I have to call back. Online research shows this at around $100 a month, which is cheaper than my current Comcast, so we’ll how that goes.

I grew up and have lived almost all of my life in Ann Arbor – I know where everything is, most of my friends live here, and Salli and I are very involved with cultural events – UMS, Summer Festival, the Ark, etc.. I foresee a lot of trips down 94 back to town for concerts and such. But… Jackson isn’t exactly a cultural wasteland and I’m looking forward to seeing what is available there.

When I was very, very, young, my grandmother lived in Jackson and I remember my dad driving us there down Jackson Road, as the interstate hadn’t been built yet. Now we’re driving on I-94. A lot, probably. Should be interesting. Stay tuned.

Previous move
- Repeaters: http://mondodyne.com/b2b/smbiznet.159.shtml

Mike Gould is going up the country, baby don’t you want to go? He was a mouse wrangler for the U of M for 20 years, runs the MondoDyne Web Works/ Macintosh Training/ Photography mega-mall, is a laser artist, directs the Illuminatus Lasers, and welcomes comments addressed to mgould@mondodyne.com.
Kemner Iott Benz announced that Emily Allshouse has joined the commercial lines team at their Ann Arbor office.

In her new role, Allshouse will assist area businesses in mitigating risks and financial losses while helping them protect their assets with optimal insurance coverage. She graduated from the University of Michigan with a Bachelor of Science degree. She was recently inducted into the Kiwanis Club of Ann Arbor, formerly an active member of the Kiwanis Club of Adrian.

Kemner Iott Benz is an independent insurance agency with locations in Ann Arbor, Cassopolis, Adrian and Howell.

Michael Solomon, professor in the University of Michigan Department of Chemical Engineering, will serve as interim dean and interim vice provost for academic affairs-graduate studies for the U-M Rackham Graduate School.

His appointment, effective August 1, was authorized by Paul Courant, interim provost and executive vice president for academic affairs. The appointment was reported to the Board of Regents at the September board meeting.

Solomon replaces Carol Fierke, who, in June 2017, was named provost and executive vice president at Texas A&M University.

“Professor Solomon is an accomplished researcher, teacher and administrator,” Courant said. “His prior service as associate dean at Rackham gives him experience and perspective on the Graduate School and its missions.

Solomon has 20 years of service at U-M, having joined the faculty as an assistant professor in the Department 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 engineering. From 2013 to 2017, he served as associate dean for academic programs and initiatives at Rackham.

Solomon has received numerous faculty awards, including U-M’s Henry Russel Award in 2003 and 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 in chemical engineering and economics from the University of Wisconsin 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 Universite d’Aix-Marseille II, Aix-en-Provence, France in 1990-1991.

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 3D 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 currently serves as an elected member-at-large for the Society of Rheology’s executive committee.
Braynon Drake

Cecil

Quinn Evans Architects, an award-winning architectural and planning practice, has announced the promotion of four staff members in its Ann Arbor office.

Rita LaChance, an associate with Quinn Evans Architects, has been named chief financial officer. LaChance has been with the firm for 15 years. She holds a Bachelor of Business Administration from Eastern Michigan University.

Two professionals have been named associate: Kemba Braynon, RA, and Geraldine Drake, NCIDQ. Braynon, RA, is active with Michigan’s State Historic Preservation Review Board. Her current projects include the restoration of ten historic buildings at Belle Isle and the adaptive use of Detroit’s Brewster Wheeler Recreation Center into a restaurant, bar and community center.

Drake is currently working with the firm’s design teams for the modernization of a 550,000-square-foot, multi-agency federal office building in Detroit, as well as the renovation of the State Theatre in Ann Arbor. She is a member of the LEED Green Association and holds the National Coalition Interior Design Qualification.

Alexis Cecil, AIA, LEED AP, has been named a senior architect in the Ann Arbor office. Cecil has completed numerous major projects with the firm, including the renovation of the Howell Carnegie Library in Howell, the restoration of the Colorado State Capitol Dome, and the modernization of the National Academy of Sciences in Washington, D.C. She is a member of the American Institute of Architects, the U.S. Green Building Council, and the National Trust for Historic Preservation.

Established in 1984, Quinn Evans Architects specializes in architecture, planning, urban revitalization, and historic preservation, including sustainable preservation and stewardship. The firm has more than 140 professionals in offices in Washington, D.C.; Ann Arbor and Detroit; Madison, Wisconsin; and Baltimore, Maryland. ■

The Great Lakes Women’s Business Council, an SBA funded Women’s Business Center, will present the 17th Annual Great Lakes Women’s Business Conference on September 26 and 27, at the Suburban Collection Showplace in Novi. The conference will focus on strategies for growing women owned businesses with corporate and government matchmaking and executive level workshops.

The conference is targeted to Women’s Business Enterprise National Council certified women business owners; supplier diversity and purchasing representatives of corporations, public institutions and government entities; and women who are interested in growing their businesses.

A study of WBENC certified women businesses shows that the average business has $7.7 million in annual revenue, 46 employees, and 14 years in business.

When Monica Starks and Denise Griffith, co-founders of the Detroit-based GS Group obtained WBENC certification, they grew their company significantly with contracts from large corporations. In 2015, The Great Lakes Women’s Business Council presented them with the Outstanding Achievers award. For more information and to register, visit https://www.greatlakeswbc.org. ■
Briefs:

East Jackson High School, Springport High School, Monroe High School and Washtenaw Alliance for Virtual Education will host college advisers this fall as part of the Michigan College Access Network’s (MCAN) AdviseMI program. This program is in its third year and aims to help more students make it into college.

AdviseMI focuses on placing recent graduates to serve as college advisers in high schools with low college-going rates. They will work alongside school counselors and other staff to smooth the transition from high school to postsecondary education. Michigan school counselors currently average caseloads of more than 700 students apiece, making it hard for them to provide one-on-one college advising.

“The advisers in this program are recent graduates to offer a near-peer understanding of the college-going process,” said Brandy Johnson, MCAN executive director. “Many of the advisers requested to be placed in their hometowns or communities they have already served to continue their efforts and make a difference in the lives of high school students.”

New advisors completed an intensive four-week training this summer to prepare them for the 2017-2018 school year. Some advisers may split their time between two high schools to allow 56 college advisers to serve a total of 70 high schools across the state. Advisers will focus on helping students research various college options, retake admission tests, apply to colleges, complete the Free Application for Student Aid (FAFSA) to secure financial aid and enroll in postsecondary institutions.

The advisers are recent graduates from 17 partner colleges, including Adrian College, Alma College, Calvin College, Central Michigan University, Eastern Michigan University, Ferris State University, Grand Valley State University, Kalamazoo College, Madonna University, Northern Michigan University, Oakland University, Saginaw Valley State University, Siena Heights University, University of Michigan-Dearborn; University of Michigan-Flint, Wayne State University and Western Michigan University. For more information visit micollegesaccess.org.

Steven L. Oberholtzer, managing shareholder of the Ann Arbor office of Chicago-based Brinks Gilson & Lione, one of the largest intellectual property law firms in the U.S., was selected by his peers for inclusion in The Best Lawyers in America® 2018 in the area of patent law. Additionally, he received geographic recognition as patent law “Lawyer of the Year” for Ann Arbor for the second time. Oberholtzer has appeared on the Best Lawyers list since 2011 and joins 14 of his Brinks’ colleagues firm-wide on the 2018 list.

Oberholtzer, with more than 35 years of experience as an intellectual property attorney, has extensive experience with the intellectual property legal issues of the automotive industry. He has a lifelong interest in the industry and its products; early in his career, he was a senior project engineer with a domestic OEM manufacturer and also served as in-house patent counsel for a Tier 1 supplier. At Brinks, Oberholtzer has acted as primary outside counsel for a number of Tier 1 and lower tier supplier engagements that include worldwide responsibility for all intellectual property issues and management of teams of attorneys handling all facets of these matters.

Oberholtzer is the principal author and original editor of The Basic Principles of Intellectual Property Law, originally published by Brinks in 2006 and recently released in its fourth, Centennial Edition to reflect ongoing changes in intellectual property law and coinciding with the firm’s 100th anniversary in 2017.

Celebrating its centennial year in 2017, Brinks Gilson & Lione is one of the largest intellectual property law firms in the U.S., and helps clients around the world to protect and enforce their intellectual property rights.
3 Positive Ways To Effectively Address Employee Mistakes

Even in the best-run organizations, things go wrong and employees mishandle their assigned tasks.

Sometimes those mistakes are significant and costly infuriating managers who come down hard and with perhaps a bit of righteous fury on the hapless offender.

But such managerial venting just makes matters worse in the long run, says Don Rheem, one of the nation’s preeminent authorities on leadership science and author of *Thrive By Design: The Neuroscience that Drives High-Performance Cultures*.

“The traditional role of managers is to hold people accountable to timelines, budgets, productivity and other factors,” he says. “But often that’s done with a fear-based approach where employees perform their duties under threat of some kind of punishment.”

That is counterproductive because humans don’t perform to their optimum level when the brain becomes preoccupied with fear and uncertainty, says Rheem, whose firm uses science-backed research to consult with leaders at all levels in organizations.

In fact, it’s just the opposite. People do a better job of carrying out their duties under positive circumstances, and research shows that individual employees, the team and the organization all are more likely to thrive when leaders are positive.

That doesn’t mean managers should ignore problems. Things do go wrong and employees need to be held accountable, but it comes down to how a manager handles those situations. The key is to show managers how to hold people accountable without being negative. Rheem says the following three-step approach is effective when an employee botches an assignment.

**Show Appreciation:** Start the conversation with appreciation for something positive about the employee that relates to performance, behavior or attitude. “This appreciation needs to be unqualified,” Rheem says. “You can’t insert a ‘but’ or a ‘however’ because that quickly negates what you’re trying to do.” The appreciation step essential, he says, because otherwise the employee will see the entire process as unfair or unbalanced. “You can’t focus strictly on failure,” Rheem says. Employees wonder why their manager only connects with them regarding their mistakes.

**Be real.** Turn the discussion to what isn’t going well to hold the employee accountable for their actions. The goal is to let the person know in no uncertain terms that the project was not successful, but to do this without shaming, blaming or demoralizing them. Rheem suggests starting this part of the conversation with a statement such as: “We didn’t get where we wanted to with this project.” That acknowledges a shared responsibility, without the punitive sting.

**Ask thoughtful questions.** Inquire about ways their performance could have delivered a better outcome. Questions such as: “If we did this project again, what could we do differently to change the outcomes?” “How could I have supported you and your team better?” Let them know you don’t want answers right away. Say that you’ll get with them the following day to hear their thoughts. “That can change the trajectory of what the employee will do after the meeting,” Rheem says. “Instead of going home and updating their resume and complaining to their spouse about the unfair treatment, they are more likely to spend their time focused on what they could have done differently since they have to answer that question the next day.”

“This process leads to personal and professional growth for the employee” Rheem says, “and can turn a point of failure into an opportunity for future success.”

**About don Rheem:** Don Rheem, author of *Thrive By Design: The Neuroscience that Drives High-Performance Cultures*, is CEO of E3 Solutions, a provider of employee workplace metrics and manager training that allow organizations to build engaged, high-performance cultures. Rheem, one of the nation’s principle authorities on leadership science, uses empirically validated research to consult with leaders at all levels within an organization. He is a former science advisor to Congress and the Secretary of the U.S. Department of Health and Human Services.

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