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MAY 2013

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THE ENHANCED EXECUTIVE

Professionals use plastic surgery, cosmetic procedures to enhance personal brand, maintain competitive edge

Page 26

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LANE ONE-ON-ONE:

STU SILBERMAN

Executive Director, Prichard Committee



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-Angela Krohn
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More than 50 young entrepreneurs participated on six teams of graduate students and 12 teams of undergraduate students from seven Kentucky public universities at this year's Idea State U

business plan competition. With the help of faculty advisors, students spent months developing either business concepts or formal business plans, which were presented to panels of

IDEA STATE U: WHERE KENTUCKY'S FUTURE ENTREPRENEURS COMPETE



► Judges:

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Margaret van Gilse, bioLOGIC
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Billy Frey, Alltech Ag Network

► Guest Speaker:

Andrew Stokinger, Troll and Toad

► Emcee:

Rick Johnson, Kentucky Science and Technology Corporation

business experts serving as volunteer judges for the competition.

The Cabinet for Economic Development awarded \$100,000 in prize money to eight winning teams. The awards were announced after a two-day student competition during the sixth annual event held at the Lexington Center, in Lexington.

LEARN MORE AT WWW.IDEASTATEU.COM

The competition helps identify and support the next generation of Kentucky innovators and entrepreneurs. Summaries of winning entries are available at www.IdeaStateU.com.



Cabinet for Economic Development
www.ThinkKentucky.com



23 LEARNING TO WORK IN BEREA

Traditional liberal arts college's labor program teaches the 'soft' skills in demand today

26 COVER STORY THE ENHANCED EXECUTIVE

Professionals use plastic surgery, cosmetic procedures to enhance personal brand and remain competitive

32 KENTUCKY'S \$5 BILLION P3 PLAY

Innovative, creative public-private partnerships accelerate infrastructure development and build jobs

34 KENTUCKY DOCTOR IS THE NEW VOICE OF THE AMA

As president, Lexington physician Ardis Hoven will be a leading advocate of U.S. doctors and patients



On the Cover

Business executives, especially those in sales positions, constitute a significant portion of patients undergoing cosmetic procedures in Kentucky and the rest of the nation. More Americans are delaying retirement, but say a more youthful, energetic appearance helps them keep or compete for jobs.

Departments

8	Perspective	37	Spotlight on the Arts
10	Fast Lane	38	The Lane List
16	Interstate Lane	40	Exploring Kentucky
17	Kentucky Intelligencer	42	Passing Lane
18	Corporate Moves	44	Kentucky People
19	On the Boards		
20	Lane One-on-One: Stu Silberman Executive Director of the Prichard Committee		



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PERSPECTIVE

IT'S TIME: SIMPLIFY THE U.S. TAX CODE

Income tax should not
be a major industry

BY PAT FREIBERT

APRIL 15, the deadline for Americans to file their federal income tax forms, has mercifully passed into history for another year. Unless individuals and businesses filed for an extension, April 15 was their "last chance" effort to pay up and avoid hefty penalties. Penalties for late filing or failure to file can be very costly.

The mere mention of those three words – Internal Revenue Service – can produce panic and stress beyond measure, especially since the recent revelation that the IRS has been reading citizens' emails. Tax time recalls a famous quotation from President Ronald Reagan: "The government's view of the economy can be summed up in a few short phrases. If it moves, tax it. If it keeps moving, regulate it. If it stops moving, subsidize it."

Inscribed on the front of the IRS Building in Washington are these words: "Taxes are what we pay for a civilized society." This quotation is widely attributed to Oliver Wendell Holmes Jr., chief justice of the U.S. Supreme Court in the early 1900s. By and large, Americans accept the axiom that taxation is the price we pay for a civilized society as long as those taxes are administered in fairness and moderation. But does the tax code really need to be 70,000 pages long? Why does it take 70,000 pages of rules and regulations for the IRS to collect income taxes from American citizens?

Put simply, the content of those 70,000 pages of regulations have become necessary not for fair implementation of income tax collection but rather to accommodate special exemptions and treatment resulting in lower taxes for favored and influential taxpayers. Legions of tax attorneys, accountants and lobbyists populate Washington to secure and maintain special tax breaks for favored constituencies. Those taxpayers and businesses who cannot afford the expense of hiring such representation merely "pay up" without special treatment.

In 1861, Congress passed the first income tax law to help cover Civil War costs. It was later repealed. In 1913, the

16th Amendment to the Constitution was ratified to create the first permanent federal income tax. Fast forward to today when the IRS offers 1,177 forms and instructions and it takes 6 billion hours for Americans to comply with the tax code. By the end of 2009, it took 93,337 IRS employees to administer income tax collection – 14,264 of them revenue agents.

To pay their 2012 income taxes, 35 percent of U.S. citizens were expected to use tax software, 31 percent to rely on websites, 28 percent to hire accountants, 1 percent to use a cell phone app, and 5 percent to use pen and paper the old-fashioned way. While the maximum federal tax rate is 35 percent, the president and first lady paid the equivalent of an 18 percent rate on income of approximately \$600,000. Many American individuals and businesses paid a much higher rate on far less income. It is essential for fairness and moderation to govern income tax policy in order to assure public support and compliance.

A multitude of exemptions are buried in the vast tax code, exemptions that could not have withstood congressional scrutiny on their own merit but have more easily survived in regulations written by agency bureaucrats. Tax simplification is an urgent issue and "tax reform" must not become a mere vehicle for tax increases. As long as government sees earning citizens as simply tax sources, support and confidence in that tax system is diminished.

The Bush tax cuts ended in January and taxpayers are now feeling it. Add to this the new taxes and regulatory burden contained in Obamacare and the added cost to citizens can become oppressive. There is a point beyond which Americans will not permit further confiscation of their family income. Fairness and moderation must be the watch words for tax policy.

Taxes date back to ancient Egypt, and one hieroglyphic tablet shows tax collectors beating peasants who didn't pay on time. Thankfully, taxes in America have not evolved to that extent, but Americans do face potential penalties of steep fines and prison sentences for intentional incorrect or late payment. ■



Pat Freibert is a former Kentucky state representative from Lexington. She can be reached at editorial@lanereport.com.

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FAST LANE

A compilation of economic news from across Kentucky

GEORGETOWN: TOYOTA MOVES LEXUS ES 350 ASSEMBLY FROM JAPAN TO KENTUCKY, NEW LINE TO ADD 750 JOBS



Toyota photo

The Lexus ES 350 model is Lexus' best-selling sedan, with some 58,850 vehicles sold in North America in 2012.

TOYOTA has announced that it will move production of the **Lexus ES 350** vehicle from Japan to its plant in Georgetown, marking the first time a Lexus vehicle will be produced in the United States.

Toyota is investing \$360 million to create the dedicated assembly line and plans to add 750 new jobs to support the expansion. About 50,000 Lexus vehicles a year will be produced, bringing the plant's total annual production capacity to more than 550,000 vehicles.

Toyota's Georgetown plant was established in 1986 and is the company's largest manufacturing facility outside of Japan, employing approximately 6,600 people. The plant currently assembles the Toyota **Camry, Camry Hybrid, Avalon, Avalon Hybrid** and

Venza models. The plant also manufactures four-cylinder and V6 engines and recently launched a \$30 million project to boost production capacity for the four-cylinder engine at the plant by more than 100,000 units, which will add some 80 new jobs.

Production of the ES 350 at the Georgetown plant is the latest step in Toyota's continuing strategy to assemble vehicles in the markets where its customers live. Over the past 17 months, the company has announced plans to increase production capacity at its plants in Mississippi, Indiana, West Virginia and Canada, reflecting a cumulative investment of approximately \$2 billion that has created more than 4,000 new jobs. Toyota also recently announced executive changes designed to provide regional managers with more local control and a streamlined decision-making structure.

The Kentucky Economic Development Finance Authority has approved up to \$146.5 million in tax incentives over the next 10 years if Toyota fulfills yearly goals for investment and hiring.

LEXINGTON: BINGHAM MCCUTCHEN LAW FIRM OPENS NEW GLOBAL SERVICE CENTER, CREATING 250 SUPPORT JOBS

A ribbon-cutting ceremony was held on April 18 for **Bingham McCutchen's** new global service center in the University of Kentucky Coldstream Research Campus Business Park.

Bingham McCutchen, an international law firm headquartered in Boston, handles legal issues for Fortune 100 companies and financial services firms. The company has 1,000 lawyers and 900 staff employees in 14 major offices across the world.

The firm looked at some 350 cities before deciding to locate its global services center in Lexington.

Bingham's 45,000-s.f. global services center in Lexington will house approximately 250 administrative support staff positions, including finance and accounting, human resources, information technology, marketing, operations and risk management. The building includes redundant power and communications systems, multiple collaboration zones in an open-plan concept, as well as a micro-market offering fresh food and beverages.



Bingham
McCutchen
Chairman Jay
Zimmerman

Submissions Welcome

To submit news and photographs for publication in Fast Lane, please mail information to: The Lane Report, 201 East Main Street, 14th Floor, Lexington, KY 40507-2003 or send via e-mail to editorial@lanereport.com.

Color photographs are preferred, either in standard form or digital. For digital photographs, a resolution of 300 dpi is required, formatted in either jpeg or tif.

LOUISVILLE: GE ADDS 200 MORE JOBS TO SUPPORT NEW WASHER/DRYER LINES

GENERAL Electric has added two new assembly lines at its Appliance Park complex in Louisville for the production of high-efficiency frontload washing machines and dryers.

The company has invested more than \$100 million in the expansion, which will create 200 new jobs.

The new lines complete the new product platforms GE committed to bring to Appliance Park in 2010, when the company announced that it would invest \$1 billion to transform its U.S.



The addition of two new assembly lines at GE's Appliance Park in Louisville represents an investment of more than \$100 million.

appliance business and products. Since then, **GE Appliances** has hired 3,000 new employees in Louisville.

In 2012, GE opened two refurbished factories in Louisville to house the first of the new product platforms—the GeoSpring hybrid water heater and a French-door refrigerator. It also added lines in two existing plants for new dishwasher and washing machine models.

As part of the \$1 billion investment, GE is also investing in cooking products made in Lafayette, Ga.; top-freezer refrigerators made in Decatur, Ala.; and side-by-side refrigerators made in Bloomington, Ind.

"The new frontload washer and dryer are examples of what we set out to accomplish with our investment in U.S. design and manufacturing capability... producing great products with features and performance that delight consumers," said GE Appliances President and CEO Chip Blankenship.

The new product lines feature a universal design that incorporates a built-in riser to minimize strenuous bends and long reaches. Although manufacturers recommend buying pedestals to raise the height of their washers and dryers, GE says about 60 percent of consumers forgo the added expense.

STATE: KY INDUSTRIAL HEMP LAW PASSES, BUT WITHOUT GOVERNOR'S SIGNATURE



StockFreeimages photo

Industrial hemp is used in the production of ropes, fabrics, plastics, cosmetics and other merchandise. The U.S. is the world's largest consumer of hemp, but is the only major industrialized country that bans farming the product. U.S. imports of hemp have increased 300 percent over the last decade.

THOUGH discussion of the matter went until the eleventh hour, the Kentucky General Assembly ultimately passed **industrial hemp legislation** on the last day of the 2013 legislative session.

However, Senate Bill 50 went into law without the signature of Gov. Steve Beshear.

"We have a tremendous drug problem in Kentucky, and I want to make sure that we don't do anything that will increase that drug problem. I still share the same concerns our law enforcement officers have about the impact hemp cultivation may have on our drug eradication efforts," Beshear said, citing the stand taken by several police groups that spoke out against SB50.

On the other hand, Agriculture Commissioner James Comer says industrial hemp is a good alternative to tobacco and could boost the state's economy.

However, even with the passage of SB50, industrial hemp cannot be grown or sold until the federal government legalizes the crop.

"If that happens," Beshear said, "we will have time to work with the legislature and law enforcement to make any further changes necessary to ensure the public's safety and alleviate those concerns."

LOUISVILLE: NEW ACCELERATOR WILL AID EARLY-STAGE HEALTHCARE COMPANIES

A new accelerator to house innovative health-related companies was formally unveiled last month in Louisville, a city that is steadily developing a solid reputation for launching healthcare-related businesses.

XLerateHealth is geared toward helping early-stage healthcare companies take off and will concentrate on leveraging industry partners – including providers, payers and accountable care organizations – to fast-track the participating companies through real-world pilot testing at potential future customer sites. According to Louisville Mayor Greg Fischer, XLerateHealth will be the first accelerator of its kind in the southern region of the country.

The executive chairman and co-founder of the accelerator is Bob Saunders, a seasoned venture capitalist who has worked with more than 100 startup companies over the past two decades and has mentored several healthcare startup enterprises.

XLerateHealth will support two types of pre-venture-funded portfolio companies: affiliates and start-ups. Affiliates are companies that already have made substantial progress in developing beta sites, strategic relationships, etc. Startups are very early-stage healthcare companies that will need intensive mentorship and support.

Supporting XLerateHealth is a group of mentors from around the United States who will provide guidance and counsel to XLerateHealth's portfolio companies, drawing from their depth of experience in healthcare and business creation.

BUSINESS BRIEFS

BOWLING GREEN

■ Companies and organizations in and around the Bowling Green area can now access state-of-the-art, high-definition videoconferencing thanks to a cooperative venture by three **Western Kentucky University** organizations. The university's new telepresence center is equipped with an 80-inch HD monitor of the other site; open stereo microphones to create a seminar learning environment; and a large "smartboard" to display PowerPoint presentations, videos, Excel spreadsheets, and other learning resources, making it ideal for seminar-style meetings. Businesses and organizations interested in more information should contact Doug Rohrer, associate vice president of research and development at the Center for Research and Development at (270) 901-3490 or email douglas.rohrer@wku.edu.

ERLANGER

■ **Convergys Corp.**, a global customer management company based in Cincinnati, has announced plans to hire nearly 400 people for its contact center in Erlanger. Quincy Sterling, site leader for the Erlanger center, said the company will be hiring people to handle inbound and outbound customer calls. Both full- and part-time positions will be available.

FRANKFORT

■ **Buffalo Trace Distillery** is constructing a unique barrel warehouse at its 130-acre Frankfort complex that will enable the distillery to test how different variables such as natural light, temperature, airflow and humidity affect the final product. The experimental warehouse – called Warehouse X – is projected to be finished by August and is the first new building to be added at Buffalo Trace in more than 60 years. The whiskeys that will be aging inside Warehouse X will be bottled under the **Experimental Collection** line. It will be a minimum of eight years after the warehouse is complete before any whiskey will be bottled from Warehouse X.



HEBRON

■ **Sandvik Group** has signed a 10-year lease renewal for its existing distribution center in Hebron that includes a 62,000-s.f. expansion of the facility. The expansion gives the Sweden-based industrial group sole occupancy of the 161,000-s.f. building. Sandvik is a global company with operations in machining solutions, materials technology, mining and construction. Its North American headquarters are located in Fair Lawn, N.J., with the Hebron facility serving as the company's Americas distribution center. Sandvik initially moved into the building in 2002, the same year it acquired **Milacron Inc.**'s North American metal-cutting tools business for \$175 million.



■ The arrival of **Frontier Airlines** at **Cincinnati/Northern Kentucky International Airport** (CVG) has already sparked additional jobs with Nebraska-based **Trego-Dugan Aviation** setting up operations at CVG to provide ground-handling services for Frontier's daily Denver flight. The company expects to hire one full-time manager and 20 part-time staff. Frontier will begin service from CVG on May 17. The airline is the first low-cost carrier to service CVG since 1998.

■ Research and development firm **ZoomEssence Inc.** held a ribbon-cutting ceremony last month for its new \$3 million facility in Hebron. ZoomEssence creates and manufactures more than 300 types of powdered flavors and food ingredients that are used in various snacks, soups, coffee, tea and other products. The company also manufactures instant coffee, instant tea, Omega-3 powders, vitamins and other dry products serving a wide variety of customers. The company is adding 20 new full-time jobs, 11 of which are considered high-tech and technical support jobs, with an average annual salary of approximately \$67,000, excluding benefits.



FAST LANE

BUSINESS BRIEFS

HEBRON

■ The **Cincinnati/Northern Kentucky International Airport** (CVG) has been voted by travelers as the highest-ranking airport in America according to survey released by **Skytrax**, a United Kingdom-based aviation research organization. The independent project ranked the world's 100 best airports based on the responses of more than 12 million international travelers, who were asked to evaluate their experiences across 39 key performance indicators, from check-in, arrival, transfers, shopping, security and immigration to departures at the gate. CVG ranked 30th in the world, but was the highest-rated U.S. airport. Singapore's **Changi Airport** was rated as the top facility in the world.

HIGHLAND HEIGHTS

■ In his annual budget address, **Northern Kentucky University** President Geoffrey S. Mearns said fall applications for the university are up 30 percent. The university is projecting an increase of 300-plus for next year's freshman class.



INDEPENDENCE

■ **Balluff Inc.** has broken ground on a new building in Independence that will serve as the United States headquarters facility for the Germany-based automotive supply company, which specializes in products for industrial sensing, networking and identification devices. The company currently employs more than 150 people in Independence, which is the final assembly, distribution

and training site for Balluff in the United States, and plans to add 24 full-time positions as part of the \$6 million expansion. The new 48,000-s.f. building is expected to be complete in March 2014 and will serve as a customer support, training and sales and marketing center.

LEXINGTON

■ **Ceradyne** will be laying off 93 employees from its Lexington plant, where it produces body armor for the **United States Department of Defense**. The cuts are being attributed to reduced funding for the Defense Department, which in turn means a decreased need for Ceradyne's products. The plant – which employed approximately 220 people in 2012 according to a report by the United States Department of Labor – will remain open. Ceradyne is owned by **3M**, which acquired the company last year in a \$860 million transaction.

Transposagen Biopharmaceuticals

has moved into a new 5,000-s.f. headquarter facility in downtown Lexington. Dr. Eric Ostertag, Transposagen founder and chief executive officer, said the company was attracted to the downtown location because of its proximity to the area's college campuses (**Transylvania, UK and Bluegrass Community and Technical College**) and the high quality of life it offers employees. Transposagen currently employs 15 people, twice the number of employees the company had when it moved to Lexington from Philadelphia four years ago.



LOUISVILLE

■ **Churchill Downs Inc.** has announced plans to acquire a casino in Oxford, Maine, for \$160 million in cash. **Oxford Casino**, which opened in June 2012 and currently employs a staff of 400, is located on 100 acres approximately 40 minutes northwest of Portland. The property includes a 25,000-s.f. gaming floor, 790 slot machines and 22 tables games. It also includes a 140-seat casual restaurant. CDI

Chairman and CEO Robert L. Evans said the acquisition is part of Churchill's focus on investing capital in "gaming-friendly states" and newer properties. The transaction is expected to close in the fourth quarter of 2013.

VANCEBURG: \$17M EMULSION PLANT WILL CREATE 65 NEW MANUFACTURING JOBS

NELSON Brothers LLC, a leading manufacturer of bulk emulsions to the surface mining industry in the eastern United States, is investing \$17 million to build a new emulsion plant in Lewis County.

The plant will create approximately 65 full-time jobs with an average salary and benefits package of approximately \$75,000 per year.

The Lewis County plant will manufacture the company's emulsion products, which will be transported to open-pit surface mines and distributors in the quarry and construction industry in the Appalachian region as well as across the eastern United States.

With more than 400 employees and operations throughout the United States, Nelson Brothers has supplied over 5 billion pounds of its flagship emulsion product to the mining and quarry industries. Jon Giesen, director of national accounts for Nelson Brothers, said Lewis County was an "ideal location" that is central to the markets the company serves, making it easier to effectively manage its distribution channels and best serve and supply its customer base.

Nelson Brothers' decision to locate in Lewis County comes as welcome news for an area that has been particularly hard hit by the recession.

"We have been working closely with them to move this project forward," said Lewis County Judge-Executive Todd Ruckel, "and know that it is going to offer a positive economic impact that will be visible throughout the community. As of December 2012 we had an unemployment rate of 11.7 percent and the jobs offered by this plant will be welcome by everyone."

The new jobs will pump an estimated \$5 million into the Lewis County economy each year in payroll and benefits.

Nelson Brothers is currently in the final stages of acquiring 1,155 acres of land in Lewis County and anticipates beginning plant construction later this month. The project is expected to be complete by the end of November.

HEBRON: DHL'S EXPRESS NOW PROVIDES NEXT-DAY DELIVERY SERVICES TO ASIA

DHL Express has expanded cargo service between Asia and Australia and its Americas hub at the **Cincinnati/Northern Kentucky International Airport** (CVG).

The addition of a daily flight from the Japanese industrial city of Nagoya to CVG provides next-day delivery service to the United States for all locations directly serviced by DHL in Japan. A return connection between CVG and Tokyo enables a two-day delivery capability to the Japanese capital and surrounding metropolitan areas for shippers in the United States, Canada, Mexico and Latin America.

DHL has also increased its wide-bodied freighter connections to Australia from two to four days a week and has added a new flight linking the Taiwanese capital Taipei to Incheon, Korea, and Nagoya, Japan, adding capacity for customers shipping to the United States from all three Asian markets.



DHL's new nonstop freight service between the Cincinnati/Northern Kentucky International Airport and Nagoya, Japan, provides next-day delivery service between the U.S. and Asia for DHL customers.

LOUISVILLE: THE CORDISH CO. ANNOUNCES \$245M PLAN FOR CENTER CITY PROJECT



Cordish photo

DOWNTOWN Louisville's long-planned **Center City** project by **Fourth Street Live!** developer **The Cordish Co.** has evolved into a \$245 million hotel, apartment and retail block that Cordish says "will anchor a broader revitalization of downtown Louisville and help move Louisville towards a 24-7 downtown."

The newest plan for The Cordish Co.'s Center City project features a high-rise hotel that will dominate the former Louisville Water Co. block in downtown Louisville that is bounded by Second, Third and Liberty streets and Muhammad Ali Boulevard.

The Baltimore-based urban project developer calls its current Louisville plan "game changing" for downtown.

A rendering released by Cordish depicts a hotel tower of 30-plus stories dominating the downtown block, along with five- or six-story structures that would house 200 apartment units and 53,000 s.f. of retail anchored by a specialty grocery. The plan includes 900 parking spaces in the 23-acre block.

Cordish says a four-star hotel company that will be new to the Louisville market has already committed to project.

Center City has been on the drawing boards since 2007, when it was announced by city and Cordish officials as a \$442 million multiphase multiuse project. Company officials said the newest version of the mixed-use project – which will be developed in phases – evolved in an effort to be responsive to requests from the city, convention center and local community to include the hotel, housing and retail elements.

Company officials say that all of the private financing for the project is in place and that the company itself will provide all necessary equity financing.

"Our goal with the city is to have an agreement in place this fall, and we are working diligently to make that happen," the company said. "If that is achieved, our goal is to commence construction in 2014 with the first phase taking approximately 18 months to complete."

An estimated 1,000 construction jobs and 450 permanent jobs will be created by the project.

BUSINESS BRIEFS

LOUISVILLE

■ A Pennsylvania development company has signed a letter of intent to purchase 18.4 acres in the Renaissance South Business Park from the **Louisville Renaissance Zone Corp.** for \$2.3 million. **Dermody Properties** plans to build 300,000 s.f. of speculative industrial space that can be used for warehousing, distribution, manufacturing and logistics-related operations. The 450-acre business park is currently home to **UPS**, which operates its regional ground-sorting operations on 60 acres there, and **Ford Motor Co.**, which leases 15 acres for a 1,400-vehicle storage and staging lot to support its **Louisville Assembly Plant**.

■ **Nucleus Innovation Center**, the innovation and economic development arm of the **University of Louisville Foundation** that provides entrepreneurs with office space, programs and resources to grow their businesses, has contracted with Chicago-based **Laurus Strategies** and **EmPowerHR** to offer comprehensive human resource services to Nucleus tenants at pre-negotiated, affordable rates. In addition to providing services such as payroll, employee benefits and employer compliance, Laurus and EmPowerHR will also provide expertise in key HR areas.

■ Louisville-based **ZirMed Inc.** has released a new web-based solution that enables medical providers to accurately determine a patient's financial responsibility prior to providing service or care. For medical providers, the **ZirMed Patient Estimation** enables faster and more accurate payments, reducing the time it takes to collect revenues from 120 days to 30 days. In addition, patients benefit from knowing exactly what a test or service will cost prior to receiving it.

■ **Juvent**, a Florida-based bone health medical technology company, has opened a sales and marketing office in Louisville as part of an agreement with the **International Center for Long Term Care** (Innovate LTC) in Louisville. Juvent's patented **Juvent 1000N**, a gentle vibrating platform, offers a non-drug treatment specifically designed for bone health. The company plans to seek **FDA** approval for the device as a patented treatment for osteoporosis, a bone disease that leads to increased risk of fractures. The **Juvent 1000** has already been approved in Canada, Europe, Australia and New Zealand, as a safe and effective treatment for the disease.



Juvent photo

■ **Kentucky Trailer**, a Louisville-based custom trailer manufacturer, has opened a 46,000-s.f. service and reconditioning facility in New Hudson, Mich. The new facility is the third service location for the company, which also has service operations in Louisville and Los Angeles.

■ **Jefferson National**, a company that specializes in tax-advantaged investing solutions, officially opened its new headquarters in Louisville last month, a major milestone in the company's five-year expansion plan that began when it relocated its corporate headquarters from New York to Louisville early last year. The company plans to add 95 new jobs by 2017 that will primarily be high-skilled, high-wage positions in sales, marketing, tech support and software engineering. The jobs are projected to generate nearly \$8 million in payroll.



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FAST LANE

BUSINESS BRIEFS

LOUISVILLE

■ **Rev-A-Shelf LLC**, a Louisville-based company that designs and produces cabinet storage and organizational products, has acquired **Widmer GmbH** for an undisclosed amount. Widmer is a leading European provider of functional storage products for the kitchen such as carousel, swivel and pullout systems and will now do business as **Widmer By Rev-A-Shelf GmbH**. Company officials said the acquisition will transform Rev-A-Shelf's capability in Europe and enhance its strategic positioning as a global player. Rev-A-Shelf recently announced plans to build a new manufacturing plant in Louisville that will allow for consolidation of its three local plants as well as future expansion.



■ **Imperium Health Management** has announced plans to locate its headquarters operations in downtown Louisville, creating 40 full-time jobs. Founded in 2010, the Louisville-based company provides focused solutions to enable physician-led accountable care delivery, including organization, implementation, care coordination and patient support to optimize medical cost and outcomes. The company currently has 11 employees and operations in Phoenix, Jacksonville and Chicago, in addition to two Kentucky locations. Chief Operating Officer Gary Albers said Louisville offers a central location that makes it easy to reach the other locations and also gives the company exposure to healthcare companies and professionals alike.

■ **CompuCom Systems Inc.**, a Louisville company that provides information technology infrastructure services to companies around the world, unveiled its new Louisville facility last month and announced plans to add 200 more jobs by the end of next year. Louisville has been the home of CompuCom's data center services practice since 2008, supporting network, server, storage and backup technologies remotely for its customers. With the expansion into a larger facility, CompuCom has started delivering service desk services from Louisville as well, complementing the company's other U.S. service desk operations in Dallas, Texas. CompuCom also has service centers in Mexico, Canada and India.



R. J. Corman photo

NICHOLASVILLE

■ Nicholasville-based **R. J. Corman Railroad Group LLC** has formed a new company that will focus on signal system design, wiring, construction, maintenance, packaging and material warehousing/ logistics. The new company, **R. J. Corman Signaling LLC**, will have a facility in Nicholasville and has identified a site in the Jacksonville, Fla., area for a second facility to help the company

accelerate its early-stage growth in engineering and construction, said Mike Wilson, vice president of the new company. "Our short term plans include hiring over 100 new employees to support engineering and the signal shop," said Wilson, "although construction and maintenance demands will drive that much higher."

PADUCAH

■ **Macco Organiques Inc.**, a Canadian manufacturer of chlorides used in the food and pharmaceutical industries, is investing \$9.6 million to establish a new production facility in Paducah that will create 40 new full-time jobs. Formed in Canada in 1986, Macco Organiques developed a revolutionary technology to dry and process ingredients into a dust-free powder. The company's products have applications ranging from cosmetics, preservatives and food flavorings to de-icing materials for airport runways. Macco currently sells its products worldwide through distributors in North America, South America, Europe, Japan, South East Asia, Australia and New Zealand.

SCOTTSVILLE

■ **IEH Laboratories & Consulting Group** is opening a new testing lab in Scottsville that will assist the food industry through consultation, research and product development, as well as the investigation of microbiological, chemical and toxicological issues. The Washington-based company owns and operates an extensive network of 70 labs across the United States that provide comprehensive testing and consulting services to the food industry. IEH plans to hire six people to staff the Scottsville location.

STATE: KY UNIVERSITIES ALLIANCE HELPS TO ADVANCE MANUFACTURING MODEL

A new alliance of university, state, federal and professional partners has been formed to offer services to manufacturers across the commonwealth.

The **Advantage Kentucky Alliance Manufacturing Extension Partnership** (AKA MEP) will be headquartered at **Western Kentucky University's** Center for Research and Development and will focus on addressing five key areas: business growth services, supplier development services, continuous improvement services, technology acceleration and advanced manufacturing, and workforce solutions.

Greg Higdon, president and CEO of the **Kentucky Association of Manufacturers** (KAM), said the new alliance is a critical component of an ongoing effort to transition Kentucky's manufacturing community from a traditional model into an advanced system.

AKA MEP project managers will be strategically located statewide to provide growth and business development services and connect manufacturers with appropriate help from university and agency partners. The alliance was originally comprised of five comprehensive universities (**Murray State University, Morehead State University, Northern Kentucky University, Eastern Kentucky University** and **WKU**) and the **Owensboro Community and Technical College**. Since then, the **University of Louisville Speed School of Engineering** has joined.

"We want to get the word out to manufacturers that the AKA MEP is a clearinghouse for clients in each area of the state and can either meet or direct them to someone who can meet their needs quickly," said Dr. Blaine Ferrell, associate vice president for research at WKU.

For more information, contact Scott Broughton at (814) 505-3786 or scott.broughton@wku.edu.

FLORENCE: SOUTHERN AIR HEADQUARTERS MOVES TO CVG, PLANS TO ADD 150 JOBS

SOUTHERN Air held a ribbon-cutting ceremony on April 18 for its new global headquarters facility in Northern Kentucky, which is already home to the airfreight carrier's largest hub operation.

The new facility will create up to 150 new jobs and represents an initial investment of \$3.5 million.

The ribbon cutting came just three days after the air freight subcontractor emerged from Chapter 11 bankruptcy, having completed the financial restructuring that it started in late September of 2012.

The company encountered financial problems after losing U.S. Department of Defense work. Following the bankruptcy filing, Southern Air CEO Dan McHugh told employees, "It has become apparent that a relocation of our headquarters is warranted for both strategic and financial reasons."

Moving Southern's operations from Connecticut to Northern Kentucky met the company's key criteria, which included: reducing costs, gaining access to aviation talent and proximity to key customers. (**DHL Express**, one of Southern's largest customers, operates one of its three main global hubs at the **Cincinnati/Northern Kentucky International Airport**.)

Southern Air photo



Southern Air's new headquarters in Northern Kentucky puts the air cargo carrier closer to one of its major clients, DHL.

LEXINGTON: LOAN DEFAULTS LEAD TO SHUTDOWN OF FIRST FEDERAL BANK

LEXINGTON-based **First Federal Bank** was closed by federal regulators on April 19 after struggling with an increasing number of loan defaults over the last several years.

The bank operated four branch locations in Lexington and one in Georgetown. As of Dec. 31, 2012, First Federal had total assets of \$100.1 million and total deposits of \$93.9 million.

To protect depositors, the **Federal Deposit Insurance Corp.** (FDIC) has sold First Federal to **Your Community Bank** in New Albany, Ind., which will assume all deposits of the failed bank.

First Federal's roots date back to 1935, when local citizens established the **First Federal Savings & Loan Association of Lexington**. The institution changed its name to First Federal Bank in 2000. According to the FDIC, First Federal was the oldest independent financial institution in Lexington at the time of its failure.

The FDIC reports that financial troubles had been an issue at First Federal since early 2009, when large amounts of loans started to default. By early 2011, the troubled-asset ratio had reached 100 percent and by the end of 2012, it had climbed to 354 percent. According to the FDIC, "once a bank's troubled asset ratio exceeds 100 percent, capital levels have declined to critically low levels and failure of the bank becomes a very high probability event. Absent the ability to immediately raise additional capital, regulators have no other option than to close the bank."

First Federal Bank is the sixth FDIC-insured institution to fail in the nation this year, and the first in Kentucky. The last FDIC-insured institution closed in the state was Irwin Union Bank, FSB, Louisville, on Sept. 18, 2009.

BUSINESS BRIEFS

SIMPSONVILLE

■ **Horizon Group Properties** has received final planning commission approval for its proposed 364,000-s.f. outlet mall in Simpsonville, south of Interstate 64. Tom Rumpitz, Horizon's senior vice president in charge of the project, told *The (Shelbyville) Sentinel-News*, "We're at about 70 percent with leases signed and out to be signed. Many of those are five-year leases, but the larger, anchor stores are 10-year leases, and the five-year leases have options for longer that stores typically take advantage of."

STATE

■ The Kentucky Department of Agriculture Commissioner James Comer has announced that the state will contract with a private fuel testing laboratory to test motor fuel samples and will shut down its **motor fuel and pesticide testing lab** in Frankfort. The KDA fuel lab was completed in 2008 at a cost of \$3.1 million. It was believed that the lab would attract out-of-state business that would make it self-sufficient, but an audit of the department conducted last year found that the fuel lab cost the state \$900,000 a year to operate. Comer said that decommissioning the facility would save taxpayers up to \$600,000.



StockFreeImages photo

■ The **Federal Aviation Administration** has announced that the **Owensboro-Daviess County Regional Airport** and **Barkley Regional Airport** in Paducah are among 149 airports across the nation that will see their air traffic control towers close as part of federal budget cuts known as sequestration. The closings were initially scheduled for April 7 but have been delayed until June 15. Flights in and out of the airports will continue, with pilots using visual flying techniques and instrument landing controls. The FAA said it would be working with airports and carriers to ensure procedures are in place to "maintain the high level of safety at non-towered airports."



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INTERSTATE LANE

Business news from Indiana, Ohio, Tennessee and West Virginia

BUSINESS BRIEFS

INDIANA

■ **Standard Register**, a national workflow, communications and analytics solutions provider, will locate a national digital print and distribution center in Jeffersonville, Ind., creating up to 360 new jobs by 2016. The Dayton, Ohio-based company is investing nearly \$10 million to lease and renovate a 335,000-s.f. facility in the River Ridge Commerce Center, located just across the Ohio River from Louisville. The center, which is expected to be operational this summer, will house digital printing and distribution operations. Company officials said the center's proximity to **UPS' Worldport**, the world's largest fully automated package-handling facility, will provide customers with more flexible delivery options and improved speed-to-market.

■ **Celadon Trucking Services Inc.** is locating a driver training school in Indianapolis that will create 500 new jobs over the next nine years. Celadon, which provides long-haul, dry van truckload service throughout North America, will invest \$5.7 million to build a training facility near its Indianapolis headquarters.

OHIO

■ **Safelite Group**, a vehicle glass and claims management service organization, is adding up to 350 jobs over the next three years and adding more square footage to its headquarters facility in Columbus. Safelite President and CEO Tom Feeney said the company has "been on a tremendous upward path" and that the expansion will help the company meet the needs created by that growth. The company employs approximately 10,000 people across the United States.

■ **SpeedFC Inc.**, a provider of end-to-end e-commerce services, is expanding its presence in the Columbus area with a new \$3.2 million facility and plans to double its workforce there with 250 new positions. SpeedFC works with more than 30 major brands, ranging from apparel manufacturers to general merchandisers and gift retailers. SpeedFC officials said the Columbus area provides the company with access to nearly 50 percent of the U.S. and Canadian population in a one-day drive.

■ **Process Equipment Co.**, a Tipp City, Ohio-based precision manufacturer, is consolidating its operations in Dayton, bringing 180 jobs to the area. The acquisition of a 425,000-s.f. facility will double the company's current manufacturing capacity, resulting in the creation of an additional 250 new jobs over the next five years.



Volkswagen photo

TENNESSEE

■ **Volkswagen** has announced plans to eliminate a production shift at its plant in Chattanooga, where it has been producing **Passat** sedans for approximately two years. In a statement released by the company, Volkswagen said the plant had met the needed market introduction volume and that "the initial increased labor demand of the new plant ... has now been offset by increased efficiency." The change from a three-shift system to two-shift system will result in 500 temporary positions being eliminated.

■ **HP Pelzer Automotive Systems** has announced plans to invest \$28 million in a new 185,000-s.f. manufacturing facility in Athens, Tenn., that will create 200 jobs. The Athens location, located between Knoxville and Chattanooga along the Interstate 75 corridor, will supply interior automotive products to numerous auto assembly plants, including several in the Southeast. Construction is now underway, with completion targeted for September 2013.

WEST VIRGINIA

■ **GreenHunter Water LLC** has purchased an 11-acre barging terminal facility in Wheeling, W. Va., with plans to convert the facility from a gasoline storage facility to a water treatment, recycling and condensate handling logistics terminal. The \$1.7 million project will involve converting the existing 11,000-s.f. warehouse into a water recycling station and building up to 19,000 barrels of water tank storage. The Texas-based company plans to begin operations by the third quarter of the year.

INDIANA: TWO RV COMPANIES TO LOCATE HQ IN INDIANA, CREATING 1,300 JOBS

A recreational vehicle manufacturer and a company that produces components for RVs and manufactured homes have both announced plans to locate their headquarter operations in Indiana, creating up to 1,300 new jobs over the next three to four years.

Grand Design RV, a recreation vehicle manufacturing company that was formed in 2012, is establishing its headquarters in Middlebury, Ind., where it is investing \$11.1 million to purchase and equip four plants totaling more than 400,000 s.f.

Grand Design currently employs 115 associates in Middlebury and plans to hire up to 500 more by 2016. The company expects the Middlebury campus to produce 1,750 units this year that will be shipped to more than 120 dealers across North America.

Drew Industries Inc., which produces components for RVs and manufactured homes, plans to relocate its headquarters from White Plains, N.Y. to Elkhart, Ind., creating up to 800 new jobs by 2017.

Drew, the parent company of Indiana-based **Lippert Components Inc.** and **Kinro Inc.**, plans to invest \$12.75 million to renovate and equip four manufacturing facilities in Goshen and Elkhart. As part of the project, Drew Industries will install new manufacturing and production lines.

With more than 5,200 full-time employees across the country, Drew Industries currently has approximately 3,400 employees in Indiana. The company has already begun hiring additional engineers, furniture assemblers, general laborers, drivers and welders in Elkhart County.

TENNESSEE: GIBSON GUITAR ACQUIRES JAPAN-BASED TEAC FOR \$49 MILLION

As part of its continued diversification into the music and audio lifestyle arena, Nashville-based **Gibson Guitar Corp.** is moving forward with plans to acquire **TEAC Corp.**, a Japanese company that is one of the world's leading names in audio and visual equipment.

TEAC photo



TEAC products are marketed under the brand names **Esoteric** (high-end consumer audio products), **TEAC** (consumer electronics – mass market audio products) and **TASCAM** (consumer to professional audio products, mostly recording).

Gibson has entered into an agreement to purchase 157.4 million shares of TEAC common stock (54.4 percent of the issued and outstanding shares) for 31 Japanese Yen per share (approximately \$49 million as of April 24, 2013).

TEAC is widely known for high-grade audio through its **Esoteric** brand and is acknowledged as initiating the move toward home recording by introducing affordable multi-track recording. In a statement announcing the acquisition, Gibson said that adding TEAC products to the company's line-up will allow it to offer tailored products that cater to all tastes and economic ranges.

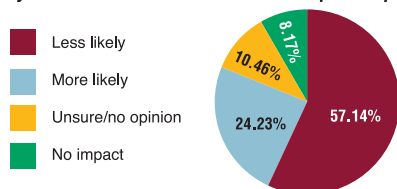
Upon completion of the acquisition, TEAC will become part of the Gibson family, but will remain a listed company on the **Tokyo Stock Exchanges** first section and will continue to be led by its current management.

ONCE BURNED, TWICE SHY

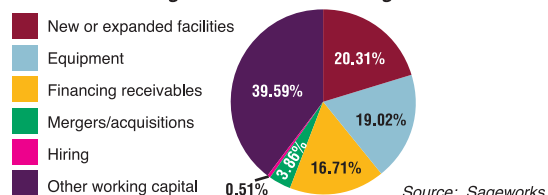
Private businesses remain wary of investing

Despite recent strong performances from private companies, a survey conducted this spring indicates that the current economic climate continues to discourage those businesses from investing. The survey asked 392 banking professionals the following questions:

The current economic situation makes it _____ that privately held businesses will increase capital expenditures.



Of the businesses that are applying for loans, most are looking to finance the following:

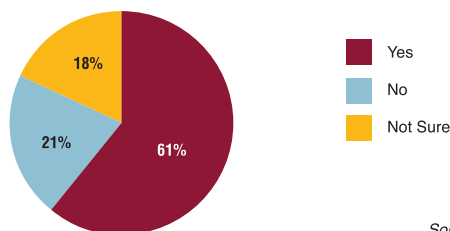


Source: Sageworks

WORK VS. WELFARE

Majority of Americans say a new approach to welfare is needed

As the ranks of welfare recipients in the United States continues to grow, a recent survey asked: "Supposed someone lost his or her job and has been looking for work for a full year without success. Should state governments offer such workers a minimum-wage government job instead of welfare payments?"



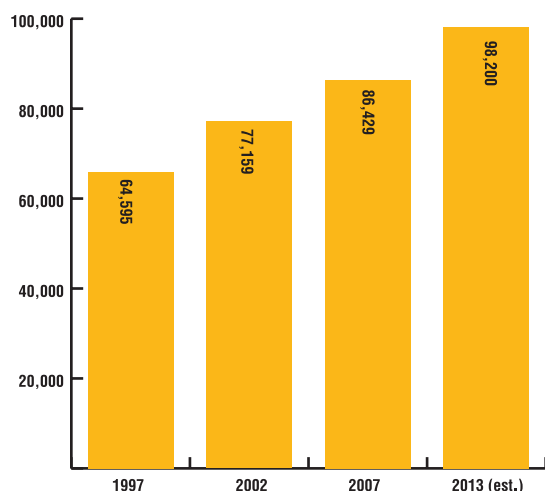
Source: Rasmussen

OWNERSHIP TRENDS

Number of women-owned businesses continues to rise

Over the last 15 years, the number of women-owned businesses in Kentucky has increased significantly, growing by 48.9 percent to 98,200. However, the Bluegrass State still lags behind the national average, which increased 59.1 percent over the same period of time.

TREND IN GROWTH OF WOMEN-OWNED FIRMS IN KENTUCKY
NUMBER OF FIRMS - 1997-2013



Source: State of Women-Owned Businesses Report/American Express OPEN

WHAT'S NEW ON THE JOB FRONT

New U.S. occupation classifications

The following list outlines national employment and wages for occupations identified as new in the U.S. Bureau of Labor Statistics' 2010 Standard Occupational Classification system. Figures are valid as of May 2012 and listed by total employment.

Occupation	Total Employment	Annual Mean Wages
Computer network support specialists	167,980	\$62,960
Computer network architects	137,890	\$94,000
Nurse practitioners	105,780	\$91,450
Web developers	102,940	\$66,100
Phlebotomists	100,380	\$30,910
Information security analysts	72,670	\$89,290
Orderlies	53,920	\$25,700
Fundraisers	48,530	\$55,220
Transportation security screeners	47,200	\$37,130
Financial clerks	39,290	\$39,580
Special education teachers, all other	39,260	\$56,160
Community health workers	38,020	\$37,490
Food processing workers	37,570	\$24,880
Nurse anesthetists	34,180	\$154,390
Magnetic resonance imaging technologists	29,560	\$65,410
Ophthalmic medical technicians	29,170	\$35,590
Morticians, undertakers, funeral directors	23,070	\$52,690
Special education teachers, preschool	21,770	\$57,770
Exercise physiologists	5,820	\$47,610
Nurse midwives	5,710	\$91,070
Hearing aid specialists	4,980	\$46,780
Solar photovoltaic installers	4,710	\$40,620
Wind turbine service technicians	3,200	\$48,320
Genetic counselors	2,000	\$55,820

Source: U.S. Bureau of Labor Statistics

CORPORATE MOVES

New leadership for Kentucky businesses

ACCOUNTING

■ **Adam Shewmaker** has been promoted to associate director of healthcare consulting services at Dean Dor-ton Allen Ford.



Adam Shewmaker

AGRICULTURE

■ **Steve Pratt** has joined the Burley Tobacco Growers Cooperative Association as general manager.

ARTS

■ **Amy Gundrum Greene** has been appointed director of The Headley-Whitney Museum in Lexington.

ECONOMIC DEVELOPMENT

■ **Daniel Carney** has been named executive director of the Springfield-Washington County Economic Development Authority.

EDUCATION

■ **Patrick Noltemeyer** has been named special assistant to the president for institutional research and college events at Centre College.



Patrick Noltemeyer

■ **Dr. Cecile Garmon** has been named director of The Center for Leadership Excellence at Western Kentucky University.

■ **Dr. Michael T. Benson** has been named as the new president of Eastern Kentucky University, effective Aug. 1. Benson, who previously served as president of Southern Utah University, succeeds **Dr. Doug Whitlock**, who is retiring on July 31.



Dr. Michael T. Benson

■ **Lu Young** has been named chief academic officer for the Fayette County Public School system. Young comes to the position from Jes-samine County, where she served as superintendent for nine years.

FOOD/SPIRITS

■ **Aaron Wilson** has been named general manager of La Coop, a Louisville restaurant. Wilson will continue to serve as La Coop's sommalier.

GOVERNMENT

■ Gov. Steve Beshear has appointed Court of Appeals Judge **Michelle M. Keller** to the Supreme Court of Kentucky.



Michelle Keller

■ **Noel Caldwell** has been named executive director of the Kentucky One Stop Business Portal.

■ **Larry L. Roberts** has been appointed secretary of the Labor Cabinet. Roberts previously served as director of the Kentucky State Building and Construction Trades Council, AFL-CIO.

■ **Karen Kelly** has joined U.S. Rep. Hal Roger's fifth congressional district staff as district director.



Karen Kelly

■ **Robert M. Haynes** has been appointed executive director of the Kentucky Office of Business.

HEALTHCARE

■ **Dr. Jessica D. Lee** has been named medical director of stroke care at UK Healthcare.



Dr. Jessica D. Lee

■ **Cherie Sibley** has been named as the new chief executive officer of Clark Regional Medical Center.

■ **Russell F. Cox** has been named president and chief operating officer of Louisville-based Norton Healthcare.

■ **Rajni Aneja** has been appointed strategic executive, clinical transformation leader for Louisville-based Humana Inc.

LEGAL

■ **Marjorie Farris** has been named office executive member of Stites & Harbison's Louisville office.

MEDIA

■ **Craig Olive** has joined LM Communications Broadcast Media Group as general manager in Lexington.

NONPROFIT

■ **Katrina Hutchins** has been named director of development for House of Ruth, a non-profit organization in Louisville that cares for families and individuals with or affected by HIV/AIDS.

■ The YMCA of Central Kentucky has announced the following appointments: **Trisha Rayner** – chief operating officer; **Kim Shelton** – vice president for financial development; and **Julie Balog** – vice president of marketing and communications.

OTHER

■ **Marco Capuano** has joined Louisville-based Rev-A-Shelf LLC as director of international business.



Marco Capuano

■ **Ross Davison** has been named chief financial officer at Louisville-based ResCare Inc. **Steven S. Reed** has been appointed chief legal officer and corporate secretary for the company.

■ **Ying Juan** has been named president of Birtley Industrial Equipment Corp., a Lexington-based producer of coal equipment processing machinery. The company is a subsidiary of Shandong Borun Industrial Processing Equipment in China.

■ **Dr. Carl Rollins** has been named executive director and chief executive officer of the Kentucky Higher Education Assistance Authority and the Kentucky Higher Education Student Loan Corp.

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ON THE BOARDS

Kentuckians named to organizational leadership roles

AMERICAN HEALTH INFORMATION MANAGEMENT ASSOCIATION

■ **Susan W. Carey**, system director - health information management for Norton Healthcare, has been elected to the American Health Information Management Association's board of directors for 2013.

BIG BROTHERS BIG SISTERS OF THE BLUEGRASS

■ The following individuals have been named to the 2013 board of directors of Big Brothers Big Sisters of the Bluegrass: Chair – **Alan Stein**, The SteinGroup LLC; Vice-Chair and Chair-Elect – **Catherine Wright**, Dinsmore & Shohl; Treasurer – **David Turner**, Central Bank; Secretary – **Vonda Melton**, Exceptional Living Centers; Past Chair – **Mike Scanlon**, Thomas & King; **Leslie Baldwin**, Portraits Inc.; Dr. **J. P. "Ike" Adams**, University of Kentucky; **Laura Babbage**, UK Medical Center; **Anthony Beatty Jr.**, Medical Device Sales; **Paul Chartier**, Rector-Hayden Realty; **Catherine Edelen**, Apple Inc.; **Tim Feld**, Feld and Hassman; **Jon Ford**; **David Fraley**, Ashland; **Billy Frey**, Alltech; **Sandy Hatfield**, Three Chimneys Farm; **Phil Holoubek**, Lexington's Real Estate Co.; **Will Jones**, Bullhorn Marketing LLC; **Tressa Mason**, Ephraim McDowell Health; **Bill Papania**, Papania's Inc.; **John Perkins**, First Gear; **Eve Proffitt**, University of Kentucky; **Justin Ross**, Wyatt, Tarrant & Combs; **Seth Salomon**, Salomon & Co.; **Reginald Smith**, Messer Construction; **Kevin Stinnett**, Premier Financial Group; **Greg Waters**, Dairy Queen; **Jennifer Wilson**, Fifth Third Bank; and **Mac Zachem**, public affairs consultant.

COUNCIL OF STATE GOVERNMENTS

■ Kentucky House Republican Floor Leader **Jeff Hoover**, R-Jamestown, has been appointed to serve on the governing board of the Council of State Governments for the 2013-2014 biennium.



Jeff Hoover

COVINGTON BUSINESS COUNCIL

■ **George Hagan** has been appointed to the Covington Business Council board of directors. Hagan is founder and president of Providence Pavilion. Hagan is also founder and president of Progressive Health Care Systems, a financial and operational management company for nursing and rehabilitation centers in Ohio and Kentucky, and launched Covington-based Distinctive Dining Solutions, a food service company catering to seniors and children in daycare centers and healthcare facilities.

FAYETTE ALLIANCE

■ **Anthony Wright**, of Harshaw Trane, has been named to the board of directors of Fayette Alliance, a coalition of citizens dedicated to achieving sustainable growth in Lexington and Fayette County.

FRIEDEL COMMITTEE FOR HEALTH SYSTEM TRANSFORMATION

■ The Friedell Committee for Health System Transformation, a statewide non-partisan independent citizen organization dedicated to the improved health of all Kentuckians,

has elected officers for 2013: **Gilbert H. Friedell**, president; **Jane Chiles**, vice president; **Forrest Calico**, secretary; and **Laurel True**, treasurer. In addition, the organization has elected Lexington businessman and health advocate **Larry Smith** as a member of the committee.

HOUSE OF RUTH

■ **Jill Wilcox** has joined the board of directors of House of Ruth in Louisville, a nonprofit organization that cares for families and individuals with or affected by HIV/AIDS. Wilcox is vice president, relationship manager for PNC Commercial Banking.

KENTUCKY ASSOCIATION OF CONVENTION AND VISITORS BUREAU

■ The Kentucky Association of Convention and Visitors Bureau has announced its officers for 2013: President – **Sandra T. Wilson**, Horse Cave, Hart County Tourist Commission; Vice President – **Vicki Fitch**, Bowling Green Area Convention and Visitors Bureau; Secretary – **Carolyn Mounce**, Somerset/Pulaski County Convention and Visitors Bureau; Treasurer – **Tricia Noel**, Hopkins County Tourist and Convention Commission; and Immediate Past President – **Mary Hammond**, Paducah Convention and Visitors Bureau.

KENTUCKY BAR ASSOCIATION

■ **Amy D. Cabbage** has been elected to the board of governors of the Kentucky Bar Association. Cabbage is of counsel with McBrayer, McGinnis, Leslie & Kirkland PLLC.

KENTUCKY BOARD OF EDUCATION

■ **Trevor R. Bonnstetter** and **Grayson R. Boyd** have been appointed to serve on the Kentucky Board of Education. Bonnstetter, of Mayfield, is CEO of West Kentucky Rural Telephone. Boyd, of Williamsport, is a retired educator.

KENTUCKY COMMISSION ON SMALL BUSINESS ADVOCACY

■ **Normand G. Desmarais**, **Laura Leigh Goins** and **Kristel S. Smith** have been appointed to serve on the Kentucky Commission on Small Business Advocacy. Desmarais, of Covington, is an executive with Tier1 Performance. Goins, of Frankfort, is vice president of communications at Kentucky Retail Federation. Smith, of Frankfort, is executive director of the innovation and commercialization center at Eastern Kentucky University.



Normand Desmarais

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION

■ **Joe E. Ellis** has been appointed to the Kentucky Council on Postsecondary Education. Ellis, of Benton, is an optometrist.

KENTUCKY DEPARTMENT OF ALCOHOLIC BEVERAGE CONTROL

■ **Freddie Higdon** has been named commissioner of the Kentucky Department of Alcoholic Beverage Control. Higdon is an attorney with the firm of Spragens and Higdon PSC in Lebanon.

KENTUCKY EQUINE DRUG RESEARCH COUNCIL

■ **Michael W. Kilgore** and **T. Douglas Byars** have been appointed to the Kentucky Equine Drug Research Council. Kilgore is a professor at the University of Kentucky College of Medicine. Byars, of Georgetown, is a veterinarian.

KENTUCKY HUMAN RIGHTS COMMISSION

■ **Richard E. Brown**, of Owensboro, has been appointed to the Kentucky Commission on Human Rights board of commissioners.



Richard E. Brown

KENTUCKY PUBLIC TRANSPORTATION INFRASTRUCTURE AUTHORITY

■ **Dana B. Mayton** has been appointed to the Kentucky Public Transportation Infrastructure Authority. Mayton, of Shelbyville, is senior associate vice president for government relations at the University of Louisville.

KENTUCKY STATE ADVISORY COUNCIL ON LIBRARIES

■ **Cathy Cravens Snell**, **Patricia Gay Pannel** and **Arne J. Almquist** have been appointed to serve on the Kentucky State Advisory Council on Libraries. Snell, of Louisville, is an attorney who will represent library users on the council. Pannel, a resident of Bowling Green, is a rehabilitation officer for the Kentucky Office for the Blind and will represent library users who are blind or have physical disabilities. Almquist is the director of the W. Frank Steely Library at Northern Kentucky University and will represent college or university libraries.

KENTUCKY STATE BOARD OF MEDICAL LICENSURE

■ **Jay S. Grider**, a physician at the University of Kentucky, has been appointed to the State Board of Medical Licensure.

KENTUCKY TOURISM DEVELOPMENT FINANCE AUTHORITY

■ **Kimberly M. Huston** has been appointed to the Kentucky Tourism Development Finance Authority. Huston, of Bardstown, is president and chief operating officer at the Nelson County Economic Development Agency.

SCHOOL CHOICE SCHOLARSHIPS

■ **Gant B. Hill**, **Anita P. Barbee**, **Tom Jolly** and **Shari P. Flowers** have been appointed to the board of directors of School Choice Scholarships, a nonprofit organization that grants scholarships to low-income children in Louisville.



Gant Hill



Anita Barbee



Tom Jolly

LANE ONE-ON-ONE

Kentucky's leaders express their opinions



Stu Silberman

Stu Silberman is executive director of The Prichard Committee, a nonprofit citizens group established in 1983 that advocates for excellence in education. Prior to assuming his current position, Silberman served as superintendent of Fayette County Public Schools (2004-2011) and Daviess County Public Schools (1995-2004). He was named three times as the state's Superintendent of the Year and was recently among the four finalists for the National Superintendent of the Year award. Silberman currently authors a national blog for *Education Week*, is chairman of the Kentucky Nonprofit Network, vice chairman of the Fund for Excellence Foundation Board, and was part of the Governor's Blue Ribbon Task Force for Tax Reform. He also teaches in the state's new superintendent training program. Silberman holds a bachelor's and master's degrees from the University of Tennessee at Chattanooga and received an honorary doctorate from Kentucky Wesleyan College.

A NATIONAL 'GRANDDADDY OF EDUCATION ADVOCACY GROUPS'

Prichard Committee's Stu Silberman says adequate funding key to continuing Kentucky's strong education progress

BY MARK GREEN

Mark Green: Robert Sexton headed the Prichard Committee from its creation in 1983 to his death in 2010. Describe his legacy.

Stu Silberman: There can't be enough said about the work of Bob Sexton and this staff to bring the Prichard Committee to where it is today. Our membership across the state is a combination of grass roots and treetop people, from business leaders to parents, working in the schools every day. That's part of what has brought success over the years. The respect the organization has – no matter where we go around the country – is phenomenal. We walk in and people know who we are, and it sure has made my transition a lot easier. That credit goes to the work that has been going on since 1983.

Bob Sexton was an amazing man and a good friend. I've been a strong supporter of the Prichard Committee since I came to Kentucky in 1995. When you look at where Kentucky was in the late '80s to where we are today, that progress is phenomenal. In most of the education measures, we ranked 48th or 49th, and today we rank around 33rd. Improvement was a result of KERA, and the Prichard Committee was extremely involved. A big part of Kentucky's positive movement goes right to Bob's legacy.

MG: What is the status of Kentucky public education today?

SS: We made that movement from 49th to 33rd. A goal the Prichard Committee set five or six years ago was to get us in the top 20 by the year 2020, and we put out a report every two years monitoring progress. When you look at the components of KERA, it becomes obvious what caused Kentucky's improvement. The rubber hits the road in the classrooms; you have to have strong teaching and standards of professional development. The progress our teachers made from the enactment of KERA to today is because professional development money was available. Dollars were allocated for extended school services and family resource centers for kids who lived in poverty. A tremendous amount of support was put in place, and those supports caused that improvement.

I worry because funding for those supports has pretty much dried up with the economy, which hopefully is bouncing back. Although our governor and legislature have kept our state SEEK (Support Education Excellence in Kentucky) funding base flat, it is a cut when you keep it flat – you increase students and the per-student expenditure goes down. The pieces hit hardest were those supports: professional development, extended

school services, family resource centers, preschool, technology, textbooks.

MG: What remains to be done?

SS: We have a long way to go. We are more cognizant of international comparisons today. The PISA (Program for International Student Assessment) international test is being piloted on the individual school and school district level; it's always been in place to compare countries. It's important to find down to the individual student how our kids are competing against their international peers because that's the competition now. It used to be Johnny down the street, and then it was your community and your state and your country. It's international competition now. Kentucky has moved to new common core standards that fit in with PISA. Because the new standards are internationally benchmarked, it has caused us to change what we are doing in our schools.

Kentucky developed its own assessment system because we were ahead of the curve with Senate Bill 1 and the first state to adopt a common core standard. We're not exactly sure where that is going to go because national consortia are working on assessments for the country. I hope they include PISA.

MG: Describe the role the Prichard Committee for Academic Excellence plays in Kentucky. How is it funded?

SS: We are independent; we take no money from state government. All funding is through individual gifts or foundations. We are non-partisan and not obligated to anyone. We just stand for what is right for kids. Our board is 115 members. We just expanded from 100 to diversify in terms of age to make sure the committee continues into the future and has a good base across the state.

We have three pillars in our strategic plan. One is adequate education funding; funding has been cut significantly on those support areas and we're concerned, so we will continue to advocate. Accountability is another pillar. Family and community engagement is the third. There also are seven areas that are targeted issues for us, such as effective teaching.

We have a very strong focus on early childhood education and believe getting kids off to a good start is the key to closing achievement gaps. The research is powerful on the bang for the buck we get out of preschool. When you look 15 to 20 years down the road, the savings accumulated by kids who have high-quality preschool is amazing. Some studies show as much as a \$17 return on the dollar; some show a \$5 return. The governor has endorsed our parent training, which has been used across the

country. It's now called the Governor's Commonwealth Institute for Parent Leadership. We trained about 1,800 parents across the state who are now leaders and advocates for their schools.

MG: What is the most serious education problem Kentucky faces?

SS: The biggest issue is adequate funding if we want to continue the progress we're making. *Education Week*, the national newspaper on education, just published this year's Quality Counts report ranking states by the progress they're making, and Kentucky ranked 10th. But within that 10th ranking we got an F in funding. Our teachers and educators and community folks are working extremely hard, but I'm not sure how much longer we can continue to improve without the funding to support it.

MG: How do peer educators in other states view Kentucky's improvement in educational attainment?

SS: No matter where we go outside Kentucky, people ask how we've made the progress we have. KERA was the first reform effort with all the supports we put in place. Now we're making this next step forward – the results aren't in, but the pieces are in place. We are viewed as a leader across the country.

We do a lot of networking around the country. The Columbia Group, a group of organizations like the Prichard Committee in the South, came to Kentucky for our annual meeting. We just finished launching a successful major campaign to inform citizens about the Kentucky common core standards. We are getting calls from all over asking, "How did you do that?" We partnered with the state chamber and formed a Business Leader Champions for Education group. People all over the country are calling about that. We still have people calling about how to set up a Prichard Committee-type organization. We're kind of a granddaddy of education advocacy groups.

MG: Why were you chosen to become the Prichard Committee's second executive director? What was the process?

SS: I was retiring after 38 years in education. I was a superintendent for nine years in Owensboro and seven years in Fayette County. The day of the announcement, I got a call from (Associate Executive Director) Cindy Heine at the Prichard Committee, who said the selection committee would like to talk with me. I had other calls that day, some from other states, but I talked to my wife and we have two young grandkids I want to make sure know who I am. The Prichard Committee felt like a call-

ing to me – it is important the work taking place with the committee continue. Though I wasn't thinking about going to work, I decided to talk to them and the next thing I know they were offering me the position. Cindy was the interim director doing a phenomenal job. I told the selection committee the only way I'd do it is if Cindy and Bev (Raimondo, head of the parent leadership training program) stay. They both agreed.

I've brought an additional perspective to the committee. There have never been educators involved directly. I've always been a supporter from my superintendent positions, but I am bringing a perspective on top of what the committee has always done. I make sure Bob Sexton's legacy continues and have a deep respect for that.



MG: You took over the 38,000-student Fayette County school system in 2004 as the fifth superintendent in three years. Obviously you were successful. What lessons from those seven years are applicable to your current job?

SS: It goes back to making sure kids and teachers have strong supports in place. That is one reason we are advocating diligently for adequate funding. Fayette County had great people and kids; they just needed to have the support for teachers to be able to do their work and kids to be able to move forward. I was able to bring some stability to the district and focus on making sure all kids were getting great opportunities for learning. Those are the same things we advocate today: make sure all kids are getting great opportunities no matter what their socioeconomic status is, what their race is – demographics should not matter when it comes to a kid getting a good education.

MG: Would there be advantages in consolidating some of Kentucky smaller school districts into larger districts?

SS: Yes, and that's not the answer people want to hear. Whether it's districts or schools or any type of consolidation, there's a huge emotional piece with that. People are loyal to their schools and districts. But when you have a school district with 300 to 400 kids, the economies of scale are lost. There are significant economies of scale at school districts of 7,000-10,000 you can't get in a district of 300. Folks in those smaller districts don't want to consolidate, but when you are looking at what's best for kids it is something that should be studied.

MG: What feedback does the Prichard Committee get from the private sector regarding Kentucky's education system and the product it turns out: our citizens, workers and job creators?

SS: We have a great relationship with the Kentucky Chamber of Commerce as well as other chambers in our state. State Chamber CEO Dave Adkisson and I go back to Owensboro together and have a great relationship. In the state chamber's strategic plan, education is No. 1. They understand we have to have a strong education system producing workers, having college- and career-ready kids coming out of high school. Our business community wants to help and knows we are not there yet. It is important for us to continue to listen and know what those 21st-century skills needed in the business world are, so our pre-K through 12 systems can be adjusting to meet those needs. That is critical.

MG: What are the best steps the private sector can take to assist Kentucky's public education system?

SS: It's so important for the private sector to get involved and in lots of ways. In Lexington, Lexmark gives employees release time to work in the schools. When we had a teacher absent in technology, physics or upper-level math, Lexmark engineers would be subs. I say to our business leaders, please continue to partner with our schools. That goes beyond finance. Providing programs for teachers onsite and internships for kids to be able to see if yours is an area they want to get involved in is critical. Advocate for high standards, advocate for 21st-century skills, and be a voice out there with legislators to let them know as business leaders that you expect to have a high-quality workforce.

MG: How are colleges of education doing in turning out educators, both for the classroom and administrative offices?

SS: A transition is taking place. UofL just moved to a clinical model of teaching our teachers. They have classes in an elementary school, walk across the hall and implement what they just learned, then come back and discuss it. That's the way we need to go, more of a medical school-type model. Our team on effective teaching had the country's leading expert on training teachers, Deborah Ball of Michigan, talk about that clinical model and how important it is. We see innovation at UK. Morehead State and Pikeville University are partnering with us on parent programs to infuse that into their education pieces.

We must find ways to pay teachers a professional wage so we can attract the

LANE ONE-ON-ONE

highest level of students into the profession and colleges can be more selective. The top quartile of kids are going into different professions because of the salary piece, and it starts a major cycle. Mark Tucker, a nationally known author, describes that: If you attract the highest quality people into the profession and they go out and train kids who are high quality and who are attracting others, a whole cycle takes place.

I'm optimistic. University education departments know we have work to do and that there is a tie-in about whom they are attracting. Our business people understand. The standards board is asking education preparation programs to put in guidelines saying college kids must have 200 clinical observation hours – starting as freshman – to find out, is this what I really want to do? Higher ed and pre-K to 12 are collaborating better than ever.

MG: The Fund for Transforming Education in Kentucky, a venture capital fund for educational innovation, was launched April 15 in Frankfort. Only Colorado has a similar program. What does the Prichard Committee hope to see happen?

SS: I'm vice chairman of The Fund for Innovation board. It is modeled after the Colorado Legacy Fund, which is a foundation that encourages innovation. We need to encourage innovation in education in this state. Schools have wanted to do things for many years but lack funding. This will provide external funding to try some things. It's a good step. Colorado's Legacy Fund has been very successful. We hired Jim Wiseman, a former executive director of the Kentucky Chamber. He came out of Toyota

and has a good feel for the business community. We have to connect innovation with 21st-century skills, and Jim is the perfect person to help get that off the ground.

MG: What successful initiatives are other states undertaking that you would like to see in Kentucky?

SS: The whole standards movement is the main piece right now. Kentucky passed a new law last year for districts of innovation; some are already approved, like in Danville, allowing interesting innovation. Districts of innovation has kind of been Kentucky's charter school movement and we'll see how that goes.

States are doing things with alternative compensation. For example, if you're having trouble attracting a physics teacher, you raise that particular compensation. States are experimenting with tenure. The Prichard Committee in June will host a national debate on tenure and have a national expert on alternative compensation. Some things we want to be out front on and be first; some things we want to watch, such as new evaluation systems; Florida's done that. Our state just passed a new evaluation system.

MG: Kentucky previously used the Commonwealth Assessment Testing System (CATS) to measure K-12 performance, but moved to Unbridled Learning: College/Career Readiness For All in 2011-12. What aspects of Unbridled Learning should the public watch to monitor progress?

SS: It's important to look at how are we progressing in our proficiency numbers, how are our kids are performing in

math, reading and science? How we are doing with proficiency in the new standards is the piece we need to watch? The public needs to monitor how we are progressing in preparing kids for college and career readiness; that's the ultimate goal. Kentucky's Department of Education website has report cards for every district and every school, and I suggest people go take a look. We're happy to do workshops for parents and school districts because it's a pretty complicated system.

MG: How does the Prichard Committee interface with Terry Holliday, commissioner of the state Department of Education, and Dr. Robert King of the Council on Postsecondary Education?

SS: At this time there is a good relationship to share and give feedback. I think Terry Holliday will say the Prichard Committee was instrumental in preparing the state for the common core. We are working with the department and teachers across the state with implementation of some new pedagogy. Same with Bob King. We met with Terry and Bob recently to keep those lines of communication open. The third person in that triangle is Robert Brown from the Standards Board. In addition is what is called the "K-T" groups – the "K" associations of Kentucky school boards, superintendents, administrators, teachers, PTAs, retired teachers. We stay in contact to make sure we have a finger on the pulse of what's going on. ■



Mark Green is editorial director of The Lane Report. He can be reached at markgreen@lanereport.com

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Learning to Work in Berea

Traditional liberal arts college's labor program teaches the 'soft' skills in demand today

BY MARK GREEN

BEREA College, at the doorstep of the Cumberland foothills, is a traditional name in Appalachian education, where 1,600 students receive a basic training for success little changed since the school launched in 1869. However, its old-fashioned "whole person" approach to instruction is back in style today – as chic as black-frame hipster eyeglasses.

Without changing, its philosophy has gone from quaint to cutting edge.

Beyond the academic skills business employers expect of college grads,

Berea's education approach ensures students also acquire the "soft skills" increasingly vital for today's workers to be effective and productive. And there is growing realization of just how significant this is to success.

The challenge facing all of U.S. higher education is to go beyond achieving classroom instruction goals, said Dr. Lyle Roelofs, who was inaugurated April 6 as Berea College's ninth president.



*Lyle Roelofs,
President,
Berea College*

"You also want that student to be an effective communicator, to be good at working in teams, good at leading teams but good at working together with other folks, have a good level of critical-reasoning ability – ability to analyze information both quantitatively and with attention to nuance and meaning," Roelofs said.

Berea emphasizes respect for others and the dignity of work itself.

In addition to their standard classwork, generating a standard academic transcript, all Berea students work one of hundreds of campus jobs and receive a formal labor transcript. They sign a contract committing to a minimum 10 hours of work a week for the semester, said David K. Tipton, dean of labor at the college.



*David Tipton,
Dean of Labor,
Berea College*

They are real jobs performing all the functions essential to the college's operation, from forestry and food service to information technology and video production. Some students take on two contracts a semester. Berea's work program is accredited by the Southern Association of Schools and Colleges. It is one of only seven members of the Work Colleges Consortium, which happens to be based at Berea.

"We are accredited just like the academic programs are," said Robin Taffler, executive director of the consortium.



*Robin Taffler,
Executive
Director, Work
Colleges
Consortium*

Berea's academics, meanwhile, have a long and rich history for quality. Its 32 degree programs have produced graduates that include John Fenn, the 2002 Nobel Prize in Chemistry winner; Samuel Hurst, inventor of computer/smartphone touchscreen technology; Sharon Musser, Tony Award winner in lighting design for "A Chorus Line" and "Dreamgirls;" and Carter G. Woodson, the Father of Black History who in 1912 was the second African-American to earn a Harvard Ph.D. (W.E.B. Du Bois was the first.)

In 2011, *Washington Monthly* magazine named Berea the top liberal arts college in America, and demand is high. The college had 7.7 applicants for each slot in its freshman class. Those accepted had average ACTs of 25 along with average family incomes of \$25,000. *Forbes* named Berea a "best buy."

Uniquely – very uniquely – Berea charges no tuition.

'Little companies on campus'

Accredited college labor programs such as Berea's differ significantly from the

EDUCATION

federal work-study program. The latter's purpose is to provide financial aid. Labor program work is required, assessed and evaluated as an integral part of the education plan, Taffler said.

"I chose to come back here because I thought it was so important," said Tipton, a Berea alum who returned to the college from Lexmark International, where he was a software project engineer, to take the dean of labor post. Tipton also previously worked at the University of Kentucky and in public-sector jobs involving electric power distribution, environmental health and safety, and computer technology.

Tipton said he thought higher education in general was not doing a good enough job giving students those "soft skills"—an opinion one can hear regularly today among employers. As dean, his focus is on restructuring the labor program to enhance and formally recognize the multifaceted opportunities a practical educational program can provide a student preparing for a life of work.

"Lexmark taught me how important it is to be a team player," Tipton said. His responsibilities included collaborating with coworkers at the international corporation's manufacturing facility on the other side of the world in the Philippines.

"You have to be able to communicate with and work with people when you get out into the work world."

Although providing education opportunities to low-income residents of Appalachia is a focus of the Berea College mission, cultural diversity is built in, too. While 69 percent of the student body is from Appalachia, 7 percent is international and 25 percent is African-American. Treating all others with respect is an integral part of its philosophy, as is instilling the perspective that there is dignity in all labor.

Berea has more than 100 labor departments, Tipton said, and more than 400 labor supervisors.

"There are all these different little companies on campus," Taffler said. And some are managed as well as manned by students. A benefit of the system is that Work Colleges Consortium member schools are able to operate with "very lean" staffs.

This keeps college operating costs low and provides income to students, which both contribute to keeping student debt low—important with student loan liabilities a growing and increasingly worrying blip on radar screens not just at colleges but in the "real world."

Historic origins resonate today

Born during the 19th-century manual labor movement with significant influence from Oberlin College in Ohio,



Above: Justin Jansky, class of 2016, in April sands a dresser drawer for the Deep Green Dorm under construction at Berea College. All possible sustainability practices are being used in construction of a facility expected to achieve LEED Platinum and Living Building Challenge certification standards.

Below: Event support functions are among the hundreds of jobs Berea College students work through the school's labor program, for which they received a graded transcript separate from academic classwork.



Above: Student laborers Spencer Gravitt and Oliver Pogue participated in Berea College's honey bee breeding project run by Professor Sean Clark.

Berea engages in what it calls a "whole person education" of the head, the hands and the heart through, respectively, academics, labor and service. Cassius M. Clay gifted an initial 10-acre homestead in 1853 to Berea founder and fellow abolitionist the Rev. John G. Fee, who named this donated ridge on the edge of the Bluegrass region after an open-minded community from the Book of Acts in the Bible. Fee's original 13-member church and one-room school grew eventually to become the South's first integrated college, created as Oberlin's sister: "anti-slavery, anti-caste, anti-rum, anti-sin."

From the beginning, as many students as possible were offered work "to help them pay their expenses and to dignify labor at a time when manual labor and slavery tended to be synonymous in the South," according the school website.

The legacy of those origins continue to shape the school's organization, outlook and operation today.

Berea is among only 10 U.S. colleges

that do not charge tuition. That number will soon decrease to only nine. In April, the trustees of Cooper Union in New York City voted to begin charging up to \$20,000 starting in 2014-15 after ill-timed investment decisions before and after the 2008 financial crisis hampered its endowment and crimped the revenue stream it generates. Among the tuition-free colleges, only Cooper Union was Berea's liberal arts peer academically in providing "a very high-quality educational experience," according to Roelofs.

Berea College is able to remain tuition-free in part through its student labor program and through smart stewardship of its endowment, which tops \$1 billion and is the largest among all Kentucky institutions.

"Seventy-five percent of our revenue comes from endowment payout," Roelofs said. "It is an enormous percentage. Many institutions with large endowments are able to augment the endowment payout with substantial tuition revenue."

"Pick your favorite elite liberal arts college – they may get 40 percent of their income from an endowment that's a little larger than Berea's, but they'll get another 40 to 50 percent from tuition."

Fundraising is a top priority automatically for Roelofs, he explained.

"It goes without saying at an institution that does not have the opportunity to increase its revenue by charging tuition," he said. "It is a never-ending obligation of Berea presidents."

There is federal college aid since 93 percent of students are eligible for the need-based Pell Grant Program, and Kentucky natives receive KEES (Kentucky Educational Excellence Scholarship) money and other forms of assistance.

Being tuition-free and top-notch are related

As for other priorities, President Roelofs said his chief aims for Berea College are "to make what it's doing more sustainable and more excellent in the long run." For example, the science building will be totally renovated and expanded.

Arriving in Berea last July after six years as a physics professor, provost and

dean of faculty at Colgate University – including a year as interim president – Roelofs has deep experience as a teacher, researcher and administrator at elite liberal arts colleges in the United States and Europe.

After achieving a bachelor's with honors in physics and mathematics at Calvin College in Michigan, he earned master's and Ph.D. degrees in physics at the University of Maryland. Roelofs has 35-plus years in teaching and research at the University of Maryland, Calvin College, Brown University, Haverford College and Colgate University. He was associate provost at Haverford College prior to administrative responsibilities at Colgate University.

U.S. and international institutions that tapped Roelofs for visiting appointments and fellowships include the Sandia National Laboratory; the Fritz-Haber Institut in Berlin; University of Munich; Technical University Clausthal-Zellerfeld; and Universität Ulm.

Roelofs has impressive experience in liberal arts academe, but he said Berea College compares well and grades high for the quality of its academic culture and the talent of its students.

"When you are one of the very few institutions in the country, even in the whole world, that makes itself available to students who are not able to pay," Roelofs said, "you can get some very, very talented students who see this as their opportunity to get an education that they might not be able to get at another institution."

"My wife (Laurie) and I have been working in liberal arts institutions since 1982," he said. "We both went to liberal arts institutions, and we've never seen students like this as we've encountered here in our first year in Berea: their ability to organize, their ability to work together, the standards that they hold themselves to – and they're working 10 hours a week on top of everything else they're taking on here."

At last count, Berea has 17,832 living alumni in all 50 states, the District of Columbia and U.S. territories plus 72 foreign countries.



Draper Hall, the main classroom building at Berea College, is modeled after Independence Hall in Philadelphia.

Its job fairs attract some recruiters year after year. Much of its faculty comes to Berea and stays.

"Unless they happen to be Berea alums, and we have some of those, they need to experience this place," Roelofs said of faculty. "There isn't anything in their background that prepares them for this sort of an academic community."

The campus "has much less cynicism about its mission and identity than anywhere else I've worked." The result is a "sincerity ... that is really striking to seasoned observers," he said. Some new faculty don't connect and leave before coming up for potential tenure. More commonly, though, they come with the thought of staying a year or two but soon can't imagine being anywhere else.

"By and large the faculty become dedicated to the mission and to the community and to the experience of being with these students," Roelofs said. "Again, in 30 years of experience in higher education, I have not seen the like of it anywhere else." ■

Mark Green is editor of The Lane Report. He can be reached at markgreen@lanereport.com.

Work Colleges Consortium

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The consortium is headquartered in Berea. Member schools are:

- **Alice Lloyd College**, alc.edu, Pippa Passes, Ky.
- **Berea College**, berea.edu, Berea, Ky.
- **Blackburn College**, blackburn.edu, Carlinville, Ill.
- **College of the Ozarks**, cofo.edu, Point Lookout, Mo.
- **Ecclesia College**, ecollege.edu, Springdale, Ark.
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The Enhanced Executive



Professionals use plastic surgery, cosmetic procedures to enhance personal brand and remain competitive

BY LORIE HAILEY

IN 2011, as WHAS 11 in Louisville began converting to high-definition television cameras, meteorologist Reed Yadon saw career clouds developing. The longtime broadcaster and 17-year veteran of the station was enjoying his career more than ever, but he was no longer comfortable with his on-camera appearance.

It's especially heightened for broadcasters, but personal appearance is such an important form of branding for individuals in every field that thousands of Kentucky business professionals undergo procedures to enhance theirs.

Yadon is an avid runner who's always taken care of himself, but years of sun damage plus the effects of gravity and time had changed his face into some-

one who looked older than he felt. (Yadon says he is "old enough to know better" than reveal his age.)

High-definition television seemed to shine a light on all of his flaws, he said.

"HD is a big deal in television," he said. "All of the sudden, you're dealing with television that can show things it didn't show before. The cameras are better, the detail is better, the TV sets at home are better."

Yadon's employers did not pressure him about his appearance and he wasn't necessarily facing having to give up his job, but his misgivings about wrinkles, sunspots, a deep frown line and "sleepy eyes" had caused him to lose confidence in front of the camera. He wanted to look his best at work on the air.

"I was concerned about some of these blemishes that we all have on our faces being more recognizable ... even more pronounced in HD than in standard definition," Yadon said.

Rather than retire and allow a younger face to take his place, Yadon decided to take matters into his own hands – or rather, into the hands of plastic surgeon Dr. T. Gerald O'Daniel.

He first met the Louisville surgeon in 2001, when O'Daniel repaired a deviated septum Yadon had suffered with much of his adulthood. (When the thin wall separating the right and left nasal cavities deviates to one side, it can reduce airflow, cause breathing difficulty, nosebleeds and other symptoms.)

Though Yadon had heard rhinoplasty surgery horror stories and expected black eyes and great pain, he was pleasantly surprised how well and quickly he recovered. The meteorologist was back on the air within the week.



Dr. T. Gerald O'Daniel

Impressed, he began a conversation with O'Daniel about getting a facelift. It took 10 years to take the plunge, but then Yadon did it in a really big way.

Ever the television personality, Yadon had decided if he ever had another procedure, he would share it with the public. So in November of 2011, when the patient returned to the operating room, five cameras accompanied him. A relaxed, on-camera O'Daniel explained the procedures to WHAS viewers as he performed them.

He gave Yadon a deep plane facelift, an advanced procedure that tightens the features of the face, not just the skin. His face was reshaped using fat from his stomach. Fat was cut from around Yadon's eyes, and the muscle that forms frown lines between the eyes was removed, and fat was injected to smooth the appearance of those creases.

O'Daniel worked on Yadon's cheeks, removed fat from his neck and tightened the muscles there.

The result, the TV weatherman said, was more than he could have hoped for. There was no major bruising, and the pain and recovery time was minimal. Confidence soaring, Yadon was back on the air in three weeks.

"Dr. O'Daniel rolled the clock back. He easily took 15 years off of me," he said.



Photo courtesy of Dr. T. Gerald O'Daniel

Longtime broadcaster Reed Yadon, a meteorologist at WHAS 11 in Louisville, had plastic surgery in late 2011 to reduce the appearance of aging. He was concerned with how he looked in high-definition television broadcasts. Dr. T. Gerald O'Daniel gave Yadon a deep plane facelift, a neck and eye lift, and several other procedures.

All walks of life get plastic surgery

His journey certainly was more public, but Yadon is just one of thousands of Kentucky professionals who use cosmetic procedures to enhance their personal brands and appear more youthful and energetic, according to O'Daniel and Dr. David Kim, a Lexington plastic surgeon.

While people from all walks of life get plastic surgery, a significant portion of O'Daniel's patients are professionals who want to remain competitive in their career field. He treats numerous patients who work in real estate, sales and the legal pro-

fession who want their appearance to reflect their abilities. He often sees corporate executives, doctors, dentists and others in highly visible fields.

"They (professionals) want their appearance to show that they have the energy to do what they need to do to, particularly when they are dealing with younger clients," O'Daniel said. "Society places a high value on the appearance of youth."

Older real estate agents have told the Louisville doctor that even though they have extensive, highly valuable knowledge of a real estate market, younger

buyers sometimes think mature agents cannot relate to them.

"Real estate agents – male agents in particular – feel like if they have a more youthful, energized look that it helps them in their business," O'Daniel said.

Kirn treats many patients who make a living in sales.

"We have a seemingly disproportionate number of people in sales and real estate, and professionals – attorneys, physicians and dentists," he said.

Professionals have more disposable income for cosmetic procedures, Kirn

The Obama Administration, Congress and the Future of U.S. Political Parties

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U.S. presidents

professor at Harvard
Kennedy School

best-selling
author

COVER STORY

said, but they are motivated by the desire to gain a competitive edge.

“People will come in and say, ‘I’m competing against the upstart 20-year-old. I know my business and industry very well, and I want to continue working at this. I want to look fresh and youthful,’ ” Kirn said. “We hear a lot: ‘I want to look like I feel.’”

“Most people won’t tell you straight up, ‘Hey I am doing this because I want to keep my job,’ but they say that when they meet a new or existing client, they want to come across fresh, energetic and youthful. They perceive that that gives them a competitive advantage.”

Middle-aged patients in sales often tell O’Daniel they want to have facial procedures to appear more youthful because the “people under them are younger” and the marketplace is shrinking, he said.

“Youth suggests a higher energy level, a higher motivation level,” he said, “and some people feel that they’re not capable of competing because the idea of being older suggests they’re not as qualified, which unfortunately is a societal misconception. We have this sense that youth is where it’s at and totally disregard the wisdom of aging.”

While neither of the two national plastic surgery associations track the professions of patients, they do keep records of age, gender and location. The U.S. numbers confirm what O’Daniel and Kirn have experienced in their offices.

Of 14.6 million cosmetic procedures in 2012, 6.8 million of those were performed on middle-aged Americans 40 to 54 years old, according to the American Society of Plastic Surgeons. ASPS has represents 94 percent of all U.S. board-certified plastic surgeons.

The 55 and older crowd got the second most procedures at 3.6 million, and that



Plastic surgeon Dr. David Kirn examines a patient in his Lexington office.

was a 6 percent increase over 2011. The large majority of those were minimally invasive, nonsurgical procedures such as Botox or chemical peels, according to ASPS.

For “Claudia Gibson” (a pseudonym), a Central Kentucky woman in her early 60s, interaction with younger clients and coworkers played a big role in her decision to have plastic surgery earlier this year.

In her job at a Kentucky university, Gibson works with teacher interns and first-year teachers who are typically in their early 20s. Through an instructional leadership program, she also coaches school administrators and frequently presents at state and national conferences.

Gibson’s resume is impressive, but like Yadon, her aging appearance made her uncomfortable, especially when dealing with younger colleagues.

“The people I work with ... are becoming increasingly younger,” Gibson said. “When I first started out in education, people in administrative roles, like the principal and district leaders, were middle-aged people because that’s who was hired for those roles.

“Then, there was a big gap when nobody went into education for a long time. What happened is younger people started filling those roles,” she said.

As she meets prospective clients who may benefit from her program’s leadership coaching services, Gibson has to “sell” herself and the program. That means she needs to look energetic, capable of keeping up with the job’s demands, she said.

“The first thing they see is me – I am my brand,” she said. “They don’t have to hire me; I have to convince them I can be of assistance.”

Gibson always exercised and watched her weight, but with what she called “droopy eyes” people often asked if she was tired. She wasn’t.

“When you look tired, it pulls your whole demeanor down,” she said.

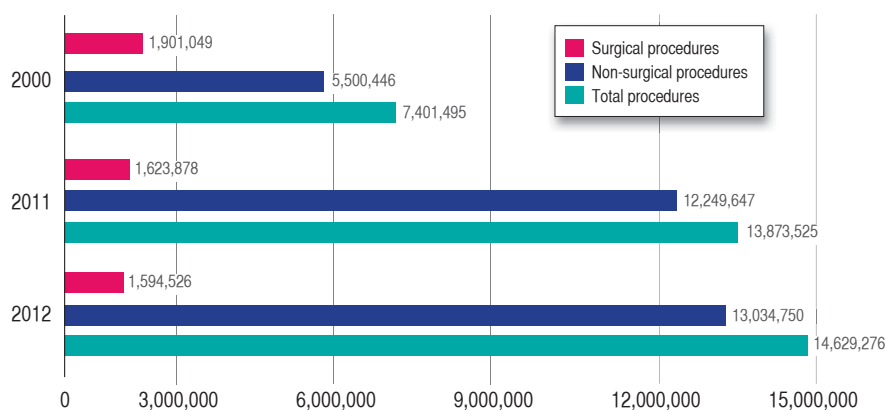
Meanwhile, the effects of age – and an accident that broke her back several years earlier and gave her a “stooped” look – were having a negative impact on her life.

Presentations she normally sailed through became more difficult because she was hyper-aware of her appearance. Working with younger clients and students bothered her more and more. She started saving for and researching plastic surgery options.

After consulting with four surgeons over an 18-month period, Gibson decided on Kirn because he answered all of her questions and made her feel at ease. She had a brow lift, a neck lift and a lower facelift.

Cosmetic surgery procedures have risen nearly 100% since 2000

In the past 12 years, the number of people getting cosmetic surgery has decreased by 16 percent. The real growth in the cosmetic surgery industry has come from minimally invasive procedures, led by a whopping 680 percent growth in Botox injections.



Source: American Society of Plastic Surgeons

Now, a few months later, Gibson is thrilled with the results. She feels better about her appearance and thinks her already busy career will get a boost from her renewed confidence and more youthful-looking face.

"I'd do it again," she said.

Postponed retirements a factor

For many reasons, Americans are working longer.

Employees no longer spend most of their career at one company and leave at age 65 with a plush pension and gold watch. Thanks to modern medicine, Americans are living longer, too.

Twenty-two percent of workers polled in Employee Benefit Research Institute's 2013 Retirement Confidence Survey said the age at which they expect to retire has increased. This year, 36 percent of workers said they plan to wait until after age 65 to retire, compared to only 11 percent in 1991. In the latest EBRI survey, 26 percent said they will retire at 70, and 7 percent said they don't plan to retire at all.

Workers who said they will postpone retirement cited as reasons the poor economy (22 percent), lack of faith in Social Security or the government (19 percent) and the inability to afford retirement (19 percent), according to EBRI.

With high unemployment levels and a generation of workers postponing retirement, competition for positions can be brutal. King and O'Daniel both said some older workers who want to keep their job or compete with younger for a new job turn to plastic surgery for assistance.

"Because of the fluctuation in the (stock) market and retirement accounts, there are a lot of people who are working longer than they originally thought they were going to, either because they don't have sufficient funds to retire or because they enjoy it and want to keep going. And they still feel fine and they're still productive," Kirn said. "That group is another subset that will do plastic surgery to really maintain that competitive edge and maintain freshness in their market."

"In America, we're all working to an older age," O'Daniel said. "A lot of us, over the last four years, have to work longer because we've lost our savings. But more importantly we're working longer because we like it."

Botox, filler injections popular

Last year, Americans got 6.1 million injections of Botox, the highest number ever, according to ASPS. Of 14.6 million cosmetic procedures in 2012 (a 5 percent growth over 2011), 13 million were nonsurgical. Led by Botox's 8 percent increase last year, minimally invasive procedures are driving major growth in the cosmetic surgery industry.



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Americans spent \$11 billion on cosmetic procedures in 2012, up 5.5 percent over the previous year.

After Botox, the most popular non-surgical procedures in 2012 were: 2 million soft tissue fillers, 1.1 million chemical peels, 1.1 million laser hair removals, and 974,000 microdermabrasion procedures. Those five were 86 percent of the minimally invasive procedures in 2012 and 77 percent of all procedures.

The nonsurgical category continues to soar – it was up 6 percent in 2011 and again in 2012 – because more non-surgical options are available than 10 years ago, Kirn said.

Smaller, less invasive techniques done more frequently appeal to professionals who want to refresh their appearance but cannot afford a lengthy recovery process, he said.

At Kirn's practice, Botox injections are the most common procedure performed on male and female professionals. It takes five to 10 minutes to do it, and it's done three or four times a year, he said.

"It's quick, it's easy, it's safe and it works well," he said. "They can come in, get it done and go off to work."

Second-most popular at his office, Kirn said, are soft tissue filler injections such as Restalyne and Juvaderm, which diminish the appearance of wrinkles. Those treatments also have little to no downtime.

"The challenge imposed by this (professionals) patient population is they not only are doing this for work but they don't want to take any time off from work either," he said.

Wrinkle treatments and soft tissue fillers can soften an older person's appearance and restore their faces to the smoothness and fullness they had when they were younger.

"Full lips and cheeks are associated with youth," said O'Daniel, who sees "about 600 faces a year." About half receive injectables and the other half are surgical patients.

Surgical procedures require more recovery time. It often takes weeks for swelling to go down, incisions to heal and bruising to go away.

At Kirn's practice, the most common surgical procedure among professionals is blepharoplasty, an operation that improves the upper or lower eyelids, or both. It's especially popular with male professionals.

"It's appropriate, too, because when people look at you, what do they look at? They look at your eyes," Kirn said. "So having the eyes look good is really the No. 1 priority, and people recognize that. They're definitely something that will show age."



American Society of Plastic Surgeons photo



Above and left: Facelifts were the fifth most popular cosmetic surgical procedure performed in 2012. These before and after photos provided by the American Society of Plastic Surgeons demonstrate how the surgery improves the visible signs of aging in the face and neck. Americans spent \$11 billion on 14.6 million cosmetic procedures in 2012.

Nationally, blepharoplasty was the third most popular cosmetic surgery in 2012. More than 204,000 eyelid surgeries were performed. That was up 4 percent; one in seven were done for men.

The other top surgical procedures in 2012 were:

- Breast augmentation – 286,000, down 7 percent
- Nose reshaping – 243,000
- Liposuction – 202,000, down 1 percent
- Facelift – 126,000, up 6 percent.

Men get plastic surgery too

Women got 91 percent of all cosmetic procedures last year, but the number of men having work done is steadily growing, especially in the minimally invasive category. Males had more than 1.25 million cosmetic procedures in 2012, a 5 percent increase. Procedures for men rose 22 percent from 2000 to 2012, according to ASPS.

Last year, men had 390,000 Botox injections, up 7 percent; 194,000 laser hair removal visits, up 5 percent; 183,000 microdermabrasion procedures, up 10 percent; 90,000 chemical peels, up 3 percent; and 89,000 soft tissue filler injections, up 2 percent.

Beyond blepharoplasty, the top male surgical procedures in 2012 were:

- Nose reshaping – 62,000
- Liposuction – 23,000
- Breast reduction (gynecomastia) – 21,000
- Facelift – 12,000.

Statistics for individual states are not available. ASPS reports U.S. results for five regions. Kentucky is part of Region 4 with Alabama, Mississippi, Tennessee, Arkansas, Louisiana, Oklahoma and Texas, an eight-state region with the lowest number of cosmetic procedures in the country.

In Region 4, nearly 300,000 surgical and 2.8 million minimally invasive proce-

dures were performed in 2012. That was 14 percent of all U.S. cosmetic procedures.

The 13-state Region 5 in the West had 29 percent of the 2012 total.

If 50 is the new 30, what is 30?

"Having work done" is no longer taboo, nor is it reserved for Hollywood personalities and rich housewives. In the past 10 years, Kirn said, plastic surgery has gone from something no one ever discussed to being socially accepted and even celebrated.

When he opened his practice in 1998, "nobody would ever admit that they had had plastic surgery," Kirn said. "It was actually useful to have a clandestine office location. You wanted people to be able to get in and out without being seen, no real visibility."

The tables have turned 180 degrees.

"Now, it is accepted," he said. "People talk about what they've had done and it's not frowned upon by society."

Plastic surgery successes – and failures – are part of the mainstream media. The plastic surgery reality TV show "Extreme Makeover" first aired in 2002 and was highly controversial. However, the show "changed things," Kirn said.

"It let people see that ordinary people do this. It's not just Hollywood celebrities, and it does transform people's lives and their attitudes," he said. "That gave the world an insight on what we all knew already but couldn't tell anybody."

Reed Yadon's plastic surgery story and videos aired in early 2012 during Sweeps Week on WHAS and were instant hits.

"It was one of the biggest stories ever," he said. "I was flooded with emails

and calls. (Readers of his story) practically shut down the website."

There is a real fascination with plastic surgery and the results one might get from having it done, said Virginia Blum, a University of Kentucky Department of English professor and director of graduate studies whose book, "Flesh Wounds: The Culture of Cosmetic Surgery" came out just as "Extreme Makeover" was first being piped into living rooms. With the timing, she spent quite a bit of time on the news and talk show circuit.

"There's this kind of cultural fantasy that if you have the money and are willing to undergo the risk, you could be transformed," Blum said. "I think people often imagine it's more transformative than it actually is."

Of the 20 patients she interviewed for her book, published by University of California Press, several told her that once they "started intervening in their physical appearance, everything came under inspection and they started finding more flaws."

For the same reasons cosmetic surgery is appealing, it can be addictive, Blum concluded.

More exposure to plastic surgery – through television, the Internet or just a trip past the grocery store magazine rack – has caused society's ideas about what we're supposed to look like to shift, said Christia Spears Brown, an associate professor of psychology at UK who studies attractiveness stereotypes and their impacts.

There is a lot of pressure on 50-year-olds to look 30, she said.

"Even the people on the cover of AARP Magazine are sexualized and young looking," Brown said.

Common cosmetic procedures

Facial rejuvenation procedures, both surgical and minimally invasive, experienced the most growth last year, according to the American Society of Plastic Surgeons. Facelifts and eyelid surgeries were up, and injections of Botox were at the highest level ever.



Non-surgical

1. Botox
2. Soft tissue fillers
3. Chemical peel
4. Laser hair removal
5. Microdermabrasion

Surgical

1. Breast augmentation
2. Nose reshaping
3. Eyelid surgery
4. Liposuction
5. Facelift

Source: American Society of Plastic Surgeons

Older workers want to look younger because society increasingly associates youth and attractiveness with being better qualified and more agreeable, she said. The ideal face is getting younger and younger.

Because of America's obsession with appearance, the cosmetic surgery industry will likely continue to grow, Brown said.

"It is becoming more and more mainstream," she said. "It's almost like getting a haircut now."

Blum agrees.

"The more people do it, the more people do it," she said. "I wonder what we're going to look like in the future." ■

Lorie Hailey is associate editor of The Lane Report. She can be reached at lorie@lanereport.com.

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Innovative, creative public-private partnerships accelerate infrastructure development and build jobs

BY JOHN FARRIS AND TOM HOWARD

PUBLIC-private partnerships or “P3s” are being used in Kentucky and across the United States to meet ever-growing needs in transportation, housing, human services and economic development. This mutually beneficial relationship between the public and private sectors often leads to more affordable and effective project delivery than the traditional model – that simply entails the government hiring a private company to accomplish a specific task. By harnessing creativity and exchanging costs, responsibilities and ownership, P3s open up a range of solutions to many seemingly intractable problems affecting our state.

The benefits of P3s can be seen along many aspects of development:

- **Financing:** In some P3 arrangements, the private sector provides much-needed funds for the project or serves as a conduit for more creative financing options.

- **Operations:** The private sector often provides expertise in operations and execution. Private contractors typically pay for cost overruns, manage design problems, ensure timely delivery, and assume other risks associated with the project.

- **Timing:** P3s expedite projects by streamlining strategies, approval processes and implementation.

- **Affordability:** By providing avenues to alternative financing and increasing efficiency, P3s often make projects more affordable. This is increasingly important as governments across the country face mounting budgetary constraints.

- **Growth:** Perhaps most importantly, public private partnerships spur employment, economic development and opportunities for our citizens.

To date, Kentucky has embarked on dozens of P3 projects that have generated tens of thousands of jobs and more than \$5 billion in construction spending over the last decade. These successes include

The new Project East End Bridge walkway, part of the Louisville-Southern Indiana Ohio River Bridges Project, is shown in this artist's rendering. The \$2.6 billion project involves construction of two new crossings, with approaches, to help alleviate the traffic congestion for which the Interstate 65 corridor through Louisville and Southern Indiana is known.

many different types of projects and illustrate a broad spectrum of P3 possibilities. The chart on the following page presents some notable examples.

Eastern State Hospital

This unique partnership between the University of Kentucky, Lexington Fayette Urban County Government, and the commonwealth allowed the construction of a new state-of-the-art facility that replaced a dilapidated hospital. The hospital is being constructed through a design-build model in order to transfer construction risk. Operations will be outsourced to UK HealthCare, and the financing was provided by LFUCG.

University of Kentucky Student Housing

UK is a pioneer in the movement to upgrade obsolete student housing with a new privatized solution. The developer, EdR Collegiate Housing of Memphis, will design-build, operate, maintain and provide equity funding for on-campus facilities under very specific contract terms that offer better amenities and value to the students.

Louisville-Southern Indiana Ohio River Bridges Project

Kentucky Gov. Steve Beshear and former Indiana Gov. Mitch Daniels developed a unique P3 solution to address both states' needs and policy objectives. Each state agreed to take the financial and construction responsibility for roughly half the project, thereby speeding delivery and lowering cost. Kentucky is responsible for the Downtown Crossing, and Indiana the East End Crossing. Both states are utilizing different and creative financing strategies.

Kentucky Kingdom

The Kentucky State Fair Board has entered into a 50-year lease with Kentucky Kingdom LLP, which will invest a minimum of \$45 million to re-open, operate and maintain the amusement park located at the Kentucky State Fair and Exposition Center near the airport in Louisville. The project was made possible through Kentucky Tourism Development Act Incentives.

Ongoing Public Private Partnerships in Kentucky

PROJECT	EXPENDITURE	P3 PARTNERS: RESPONSIBILITY
Eastern State Hospital, Lexington	\$129 million	LFUCG: Financing UK Healthcare: Operations Commonwealth of Kentucky: Ownership
University of Kentucky Student Housing, Lexington	\$500 million Phase I - \$52 million	EdR Collegiate Housing: Design-build, Operate, Maintain, Finance University of Kentucky: Provide Customers
Louisville-Southern Indiana Ohio River Bridges, Louisville & Jeffersonville, Ind.	\$2.6 billion	Commonwealth of Kentucky: Finance, Operate, and Maintain Downtown Crossing Walsh Design Build Team: Design-build Downtown Crossing
Kentucky Kingdom, Louisville	\$45 million	Kentucky Tourism Department: Tax incentives Kentucky Kingdom LLLP: Finance, Own, Operate, Maintain for term of lease
Owensboro Downtown Placemaking Initiative, Owensboro	\$120 million	Kentucky Tourism Department: Tax incentives National Park Service: Historic preservation federal tax credits Greater Owensboro Economic Development Corporation: Design-build Owensboro-Daviess County: Property tax moratorium, financing
Warren County Broadband, Bowling Green	More than \$2 million	Warren County: Recruit, Assist AT&T: Finance, Construction CNX: Research/Analysis

Owensboro Downtown Placemaking Initiative

Owensboro is undergoing a \$1.5 billion transformation of its downtown, anchored by a new \$48 million convention center that is scheduled to open this fall. This has spurred significant private development, including almost \$35 million in new investment for two hotels, which qualified for \$7.5 million of Kentucky Tourism Development Act Incentives.

Warren County Broadband Expansion

This P3 was instrumental to making Bowling Green the third metro area in Kentucky to have 4G wireless capacity. The county hired consultancy Connected Nation Exchange (CNX) to conduct a thorough analysis of both its existing technological resources and the demand for 4G LTE service in the area. CNX and the county then provided this data to wireless providers, while expediting regulatory and licensing requirements in order to maximize efficiency and attractiveness of a project. The partnership also included facilitating access to various public assets for AT&T to use as wireless technology sites.



A rendering of Eastern State Hospital at Coldstream Research Campus in Lexington. It is scheduled to open later this year.

Tax Increment Financing projects

Tax Increment Financing (TIF) is a P3 method that has been used to help private developers finance the public infrastructure needs of their projects. This program uses the increase in tax collections that a qualifying project will create as a mechanism to repay the developer for the costs of approved public infrastructure expenditures, such as road or utility upgrades. The state TIF program is being utilized by projects of all sizes in a variety of Kentucky cities, including Louisville, Lexington, Bowling Green, Covington, Georgetown and Oak Grove.

Future P3 Opportunities

Given the recent flurry of activity in Kentucky and neighboring states, it appears that the possibilities for future P3 opportunities are limited only by the imagination.

Some future applications for Kentucky could include:

- **Multiple transportation projects:** The replacement of the I-75 Brent Spence Bridge that crosses the Ohio River near Cincinnati, as well as the proposed I-69 bridge that would cross the Ohio River near Henderson, Ky., can find tremendous value in utilizing P3s. Due to the complex and costly nature of bridge projects – as well as the enormous public benefit they create – bridges serve as a classic example of public infrastructure that can succeed by sharing costs and responsibilities with the private sector. These two bridges are excellent candidates for a design-build approach, but the means of financing will likely be different given the levels of traffic expected to cross each bridge.

- **Expanded infrastructure and/or housing options:** These efforts could be

facilitated in the Fort Campbell and Fort Knox areas through the use of Tax Increment Financing districts, such as Oak Grove Village, or the expanded Military Housing Privatization Initiative (MHPI) efforts. Previously, the federal government utilized the P3 approach for 4,455 units at Fort Campbell in December 2003 and 2,527 units at Fort Knox in December 2006.

- **Broadband Internet access for rural areas of Kentucky:** P3 partnerships help reduce regulatory burden, attract investment and streamline access to key infrastructure. Working in tandem, the public and private sectors can substantially upgrade high-speed Internet capacities. This has an immediate effect on economic competitiveness, education, public health, public safety and quality of life.

Public private partnerships are an effective tool for state and local governments to accelerate the delivery of much-needed services and infrastructure to the public, while fostering new jobs and future economic development. Stakeholders across the Commonwealth of Kentucky should embrace the recent success of P3s and look for future P3 partnerships as tangible opportunities to spur innovation, job creation and public infrastructure development. ■



John Farris is founder/president and Tom Howard is a partner with Commonwealth Economics. Farris is an ex-World Bank economist and Kentucky Secretary of the Finance and Administration Cabinet. Howard formerly oversaw Kentucky's \$12 billion investments and debt portfolio and is an ex-federal Municipal Securities Rulemaking Board member.



Dr. Ardis Lee Hoven of Lexington in June will be inaugurated as president of the American Medical Association. An internal medicine physician and infectious-disease specialist at the University of Kentucky, Hoven is the third woman president of the 166-year-old AMA.

"I care a lot about access to healthcare for all Americans. I have been passionate about this since early in my career," Hoven said. "We should be working to ensure that people have access to the right care at the right place at the right time with the right physician or clinician."

There should be no compromising on this most basic aspect of healthcare delivery, she said.

Hoven applies passion to her regular medical practice. In addition to her active leadership roles as a clinician and professor at UK, she served a term as president of the Kentucky Medical Association and served on many committees and councils at the state and national level. These include an appointment to the AMA's Group Practice Advisory Council, six years on the Utilization Review and Accreditation Commission, and a seat with the AMA Foundation board of directors.

In 2005, Hoven was selected for the American Medical Association's board of trustees, and for the past five years she's been on the AMA's prime leadership track. In 2010-11, she was chair of the board of trustees and served as immediate past chair for 2011-12. Hoven then became the AMA president-elect.

Coincidentally, immediately following her term as AMA board chair, another Lexington, Kentucky physician, Steven Stack, M.D., an emergency medicine physician with KentuckyOne Health, succeeded her.

While the term of AMA president is one year, the position demands a three-year commitment, Hoven explained. As president-elect she learned the responsibilities and expectations of the position. She has collaborated with the current president, Jeremy Lazarus, a psychiatrist from Denver, Colo. When she succeeds him, Lazarus will fill a term as immediate past president, and Hoven will assume that post in June 2014.

Voice of an entire profession

The main job of the president is to communicate with physicians and be their collective national voice.

"The membership sets the AMA agenda. It is my job to listen to what they say and be the filter of that information to the AMA trustees and board of directors," Hoven said. The president also needs to make sure that the AMA membership is aware of what the organization is doing on their behalf.

Kentucky Doctor is the New Voice of the AMA

As president, Lexington physician Ardis Hoven will be a leading advocate of U.S. doctors and patients

BY JOSH SHEPHERD

WHEN Lexington physician Ardis Lee Hoven, M.D., is inaugurated as the American Medical Association's president during its annual meeting in June, it will have a new voice to articulate the AMA's work in support of this nation's physicians and patients. The organization will have an eloquent and persuasive speaker to express their concerns about the direction of the healthcare industry in this time of legislative change.

But when politicians talk about improving healthcare access to all Americans, then add barriers inhibiting the work of this nation's healthcare providers, Dr. Hoven will exchange eloquence for plain speaking.

"The fed talks about improving healthcare, then keeps old regulations

that limit the numbers of new healthcare providers in the workforce? That's stupid," Hoven said. "That's not the way to improve the quality of healthcare in this country."

Hoven, an internal medicine physician and infectious-disease specialist at the University of Kentucky, is the third woman president of the 166-year-old AMA. Earlier this year, *Modern Healthcare* magazine named her one of the 25 most influential women in healthcare. Advocacy on behalf of healthcare providers and their patients has always been an important aspect of Hoven's professional life.

Even before her official leadership roles with the Kentucky Medical Association in the mid-'90s and the AMA in the last two decades, Hoven was outspoken on a variety of issues affecting physicians and their patients, and remains so.

American Medical Association photos

"The most important aspect of the president's job is communication. Throughout my year as president-elect, I have been traveling the country and speaking to state medical associations as well as national and state specialty groups. You have to be diligent in keeping the membership up to date on the AMA's strategic plan and how the national association is being an advocate on behalf of physicians and their patients," she said.

To accommodate the demands of her new position, Hoven will suspend her clinical duties for her presidential term to spend her full time communicating the interests of the AMA membership. The president is a message bearer for the AMA, representing the interests of members, the policy positions set by the House of Delegates and the strategic focus as set by the Board of Trustees. For a year, President Hoven will be the vessel to carry the AMA message forward.

"Being president does give me an opportunity to accentuate some areas of the AMA's work that are of particular importance to me," she said.

Removing caps on graduate medical programs

High on the AMA's agenda is removing federal caps on the nation's graduate medical programs and restoring funding for these programs. This issue cuts to the core of Hoven's basic beliefs in removing barriers to healthcare access.

Numerous studies on state and national scales reveal alarming statistics on the impact a shortage of health professionals is having on some areas of the United States. Residents in teaching hospitals across the country are shouldering a disproportionate burden of care delivery to increasing patient populations, Hoven said. But while there is a lot of talk in Washington, D.C., about improving access to medical care, federal actions are moving the nation in the opposite direction.

"It's not just a physician shortage we have in this country. We suffer from a nursing shortage and an allied health professional shortage," Hoven said.

In spite of talk about incentives to encourage more people to enter the healthcare profession, federal spending in medical training programs is being cut. Students who have earned medical degrees and demonstrated their competence can't get into residency programs because spaces are limited.

"It takes from seven to 10 years to 'grow a doctor,'" Hoven said. "Teaching hospitals like UK and UofL are doing

ingful in the long term, Hoven said, the AMA believes caps on residency and fellowship program admissions must be removed. At the very least, their parameters should be updated because they are more than 15 years old.

"We know this is a huge step to make happen because caps are tied to federal funding, and there is a huge battle being waged over any kind of spending," Hoven said.



Always vocal on medical issues, Dr. Ardis Hoven of Lexington speaks at an American Medical Association event in 2005 when she became a Board of Trustees member.

their best to put new providers into the system every year, but it takes time and there are just so many applicants they are allowed to admit."

These imposed limits, which date back to 1997, mean there will be a constant and growing imbalance between the nation's need for providers and teaching hospitals' ability to supply them.

The long-term results of such a paradoxical federal policy will be a failure of reform efforts to improve healthcare access because provider shortages will increase, the existing provider population will remain overworked, and that state of being overworked will be a disincentive for others to get into the healthcare profession.

For healthcare reform to be mean-

When it comes to federal funding policies, she argues, there is a big difference between wasteful spending and investing in programs that will have a net beneficial effect on the quality of life in this country.

"When I think of how this country can improve on its graduate medical education program and increase the numbers of new providers entering the professional ranks, Washington's resistance is not the way you want to do things," Hoven said.



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'Affordable Care Act is far from perfect'

The AMA supports the Patient Protection and Affordable Care Act – also known as Obamacare – because of its general stated goal of improving health-care access. However, Hoven said, “The ACA is *not* a perfect piece of legislation by any stretch.”

One of the first major issues the AMA would like to see changed in the ACA is the elimination of the sustainable growth rate method as the formula for calculating Medicare reimbursements to physicians.

“The SGR is a flawed formula that has been in place for far too long,” said Hoven. “We have strong bipartisan support to repeal the SGR formula and replace it with something based on the actual costs of delivering care.”

However, concerns about ballooning Medicare costs and their detrimental effect on the federal budget have not got-

ten traction among U.S. public policy makers. In fact, last February the Congressional Budget Office reduced its Medicare cost projections by about \$100 billion.

The AMA opposes the ACA’s provision mandating the creation of the Independent Payment Advisory Board (IPAB) as a means to control Medicare costs and has several concerns about IPAB’s function. Chief among them is that the board’s membership will consist largely of political appointees making decisions about across-the-board payment levels to providers treating Medicare patients.

“IPAB is not the approach. We need to fix a bad situation. One cannot fix a problem by adding another bureaucratic layer to it,” according to Hoven. “It’s not justified.”

AMA backs Medicaid expansion

One of the more contentious issues in the Affordable Care Act is the expansion of Medicaid benefits to families with incomes of up to 133 percent of the federal poverty level. It is a provision that has been upheld in legal challenges, but many states are still weighing the potential benefits against the long-term costs and there is no deadline for a final decision.

The AMA argues states will realize a net long-term benefit as a result of adopting Medicaid expansion.

“The additional people who would qualify for Medicaid benefits are already in the healthcare delivery system,” said Hoven, explaining that these are people accessing care more expensively and inefficiently in the wrong place and by

Dr. Ardis Hoven, then chair of the AMA Board of Trustees, addresses the AMA Interim Meeting in San Diego, Calif., in November 2010.

the wrong doctors. The current system encourages the use of emergency rooms as primary care offices.

This population is not getting regular physical exams and now has no incentive to schedule well-care visits that could detect problems early, when care can be rendered at a lower cost. Rather, they wait until problems become emergent or acute, requiring costly long-term treatments that may not be as effective. According to the AMA, fiscal analyses of Medicaid expansion shows states will realize long-term cost savings and improved health-care quality if it includes establishing expectations for people to get ongoing front-end care and follow through on a prescribed regimen, Hoven said. On this issue, she let her focus narrow to Kentucky concerns in particular.

“When you have folks out there – we’re talking hard-working, wage-earning families who don’t qualify for Medicaid but can’t afford basic medical insurance – then the issue goes beyond a state or federal budget line item,” she said. “It’s simply the right thing to do.”

“We have a governor who supports it, and I will go on record myself to say that it’s the thing we must do for our Kentucky families,” Hoven said. “It’s the right thing to do.” ■

Josh Shepherd is a correspondent for The Lane Report. He can be reached at editorial@lanereport.com.



Dr. Ardis Hoven, then secretary of the American Medical Association, speaks at an AMA meeting in Orlando, Fla., in 2008.

SPOTLIGHT ON THE ARTS

Joseph-Beth Welcomes Carnegie Center as Newest Community Partner



THE Carnegie Center is now an official community partner of Joseph-Beth Lexington's Gives Back program, which since it was established in 2007 as a customer loyalty and rewards program has made \$203,000 in community investments.

Other Gives Back community organization partners include Lexington Children's Theatre, Woodford Humane Society, WEKU-FM and the Living Arts & Science Center.

"We're excited to have the Carnegie Center as our new Gives Back Community Partner," said Brooke Raby, marketing manager for Joseph-Beth Lexington. "They provide numerous valuable services for our community and are a natural fit for a partner for Joseph-Beth."

New Director Appointed at the Headley-Whitney Museum

THE Headley-Whitney Museum has appointed Amy Gundrum Greene as its director after serving nearly six years as the museum's chief curator.

"Over the last several years, it has been a pleasure to work with Amy Greene and watch her develop her leadership skills," said Linda Roach, president of the board of directors. "Her knowledge and insight have been most helpful as the board works to make the museum more community based and relevant in today's world."

"One lesson I learned over the 10 years that I have been working in the museum field," Greene said, "is that museums cannot survive without embracing the community in which they reside. At the Headley-Whitney Museum, we have been working hard to partner with local organizations and bring interesting decorative and fine-art exhibits and programs to a broader audience in and around Lexington. With the support of the board of directors and my coworkers, I hope to continue to add new programs, events and exhibitions that appeal to not only Lexington, but Kentucky in general," said Greene.

Since 2008, many museums have had to reinvent themselves and re-examine how they are relevant to the communities they serve, said board member John Hendrickson.

"These are still tough times in the non-profit world and Greene has demonstrated true dedication to the cause," Hendrickson said. "Amy's selfless commitment to the Headley-Whitney Museum during the past few years has been inspiring; she is smart, efficient, and we are lucky to have her as our new director."



Amy
Greene

Arts Events Around the State

Cirque Du Danser

RiverPark Center, Owensboro
2 p.m. & 7 p.m. May 19
riverparkcenter.com
(270) 687-2787

Motown In Motion: A Great American Musical Extravaganza!

SkyPac, Bowling Green
7:30 p.m. May 31
theskypac.com
(270) 904-1880

David Phelps: "Classic" Tour

Paramount Arts Center, Ashland
7 p.m. June 7
paramountartscenter.com
(606) 324-3175

Tibetan Freedom Concert featuring Ben Sollee

The Kentucky Center for the Performing Arts
Brown Theatre, Louisville
8 p.m. May 20
kentuckycenter.org
(502) 562-0100

Alexandra and Loeb

The National Quilt Museum, Paducah
Through July 9
quiltmuseum.org
(270) 442-8856

The Kentucky Artisan Center at Berea: Celebrating 10 Years Exhibit

Kentucky Artisan Center at Berea
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kentuckyartisancenter.ky.gov
(859) 985-5448



Appalshop

NEA Awards Four Kentucky Nonprofit Organizations

FOUR Kentucky nonprofit organizations will receive \$145,000 in grants from the National Endowment for the Arts, which is awarding \$26.3 million in grants to 817 national, regional, state and local nonprofit organizations nationwide.

The NEA received 1,547 grant applications under the Art Works category for projects in 13 artistic disciplines: arts education, dance, design, folk and traditional arts, literature, local arts agencies, media arts, museums, music, opera, presenting, theater and musical theater and visual arts. The four commonwealth grant recipients are:

- Appalshop Inc. will receive \$100,000 to support a multimedia project based on photographer Wendy Ewald's approach to teaching. The project explores Ewald's work with elementary students in Appalachia in the late 1970s and her current connection to those students.

- University of Kentucky Research Foundation will receive \$20,000 to support the "Wide Angle: American Photographs" exhibition at the Art Museum at UK. The exhibition will feature the museum's permanent collection of more than 1,300 photographs by 20th- and 21st-century artists.

- Appalshop Inc. will receive \$15,000 to support the ongoing development of the bilingual musical play "Betsy." Through the play, Roadside Theater of Whitesburg and Pregones Theater of Bronx, N.Y., will explore the reality of an American identity as shaped by the forces of race, place and class.

- Pioneer School of Drama, Pioneer Playhouse will receive \$10,000 to support Voices Inside: The Northpoint Prison Writing and Performance Project. The program will provide one-on-one workshops conducted by theater professionals with inmates to enhance their communication and life skills.



Lori Meadows is executive director of the Kentucky Arts Council.

THE LANE LIST

KENTUCKY'S LARGEST PUBLICLY HELD COMPANIES

Publicly traded stockholder entities headquartered in Kentucky ranked by revenue

It was generally a good year with improving revenues for members of *The Lane Report's* annual Blue Chip 25 list of the largest publicly owned Kentucky companies.

National health benefits provider Humana remains far and away the largest publicly owned commonwealth business with revenue of \$39.1 billion in 2012. It improved by \$2.3 billion, which was up 6 percent for the year. Yum! Brands grew its revenue 8 percent to \$13.6 billion with a continued focus on large international markets such as China and India.

Rehabilitation, post-acute, aging, hospice and home health-care provider Kindred Healthcare moved up from fifth to fourth on the Kentucky Blue Chip 25 in fiscal 2012 with an 11 percent increase in revenue. Continuing an acquisition strategy that has been anchored by the 2011 purchase of its primary rival ReHabCare of St. Louis in 2011 for \$1.3 billion, the Louisville-based company founded in 1985 as Vencor reported revenue of nearly \$6.2 billion in 2012.

Specialty chemical producer Ashland had a 26 percent increase in revenues for 2012 to \$8.2 billion following its 2011 acquisition of International Specialty Products for \$3.2 billion. This places the Covington-based former petroleum refiner again in a solid third position among Kentucky's publicly held corporations.

The state's other Fortune 500 member, General Cable of Highland Heights, increased its revenue 2.5 percent last year

to \$6.01 billion. The globally active wire and cable maker is in fifth place on Kentucky's Blue Chip 25.

Lexmark International revenue took a 9 percent hit as it initiated a major strategy shift and sold its inkjet printing division in favor of managed print services systems employing newly acquired software products.

Ventas, the corporate real estate investment trust spinoff, saw a booming 40.8 percent increase in revenue in 2012. Its \$621 million increase took it to \$2.48 billion.

Tempur Sealy International, formerly known as Tempur-Pedic International, had a nice 22 percent revenue rebound and ranks No.10 among publicly held Kentucky companies.

Republic Bancorp also achieved a notable 10.8 percent increase in revenue and moved up from 18th to 16th on the Kentucky Blue Chip 25.

Delta Natural Gas of Winchester moved back into the Kentucky Blue Chip 25 for 2012, while Investors Heritage Capital of Frankfort dropped out from 22nd in 2011 after experiencing a 56 percent drop in reported revenues.



	COMPANY NAME (TICKER) LOCATION	CEO WEBSITE	MARKET CAPITALIZATION (RANK IN KENTUCKY)	REVENUE NET INCOME	COMMENTS
1	Humana Inc. (HUM) Louisville	Bruce D. Broussard humana.com	\$12.07 billion (4)	\$39,126,000,000 \$1,222,000,000	Humana is one of the nation's largest publicly traded health benefits companies, with approximately 11.2 million members.
2	Yum! Brands (YUM) Louisville	David Novak Yum.com	\$30.04 billion (1)	\$13,633,000,000 \$1,597,000,000	The parent company of KFC, Pizza Hut and Taco Bell ranks as the world's largest restaurant company.
3	Ashland (ASH) Covington	James J. O'Brien Ashland.com	\$6.71 billion (6)	\$8,206,000,000 \$26,000,000	Since its inception in 1924 as a regional petroleum refiner, Ashland has evolved into a specialty chemical company with a global reach.
4	Kindred Healthcare (KND) Louisville	Paul J. Diaz Kindredhealthcare.com	\$534.36 million (13)	\$6,181,291,000 (\$40,367,000)	Kindred operates 121 hospitals, 5 inpatient rehabilitation facilities, 224 nursing and rehab center and six assisted living facilities.
5	General Cable (BGC) Highland Heights	Gregory B. Kenny Generalcable.com	\$1.67 billion (8)	\$6,014,300,000 \$3,700,000	General Cable develops, produces and distributes wire and cable products for the energy, industrial and communications markets.
6	Lexmark Int'l (LXK) Lexington	Paul Rooke Lexmark.com	\$1.66 billion (9)	\$3,797,600,000 \$106,300,000	Since entering the market in 1991 as a spin-off of IBM, Lexmark has become an international leader in computer printers and peripherals.
7	Brown-Forman (BFB) Louisville	Paul C. Varga Brown-forman.com	\$15.2 billion (3)	\$3,614,400,000 \$513,200,000	Though Brown-Forman at one time owned product lines ranging from china to luggage, it is returning to its wine and spirits industry roots.
8	Ventas (VTR) Louisville	Debra Cafaro Ventasreit.com	\$22.62 billion (2)	\$2,484,193,000 \$361,775,000	Ventas is a leading healthcare real estate investment trust company, with a portfolio that includes more than 500 healthcare facilities.
9	PharMerica (PMC) Louisville	Gregory S. Weishar Pharmerica.com	\$402.6 million (17)	\$1,832,600,000 \$22,900,000	PharMerica operates 95 institutional pharmacies in 44 states and provides pharmacy management services to 91 hospitals. It has 4,800 employees.

	COMPANY NAME (TICKER) LOCATION	CEO WEBSITE	MARKET CAPITALIZATION (RANK IN KENTUCKY)	REVENUE NET INCOME	COMMENTS
10	Tempur-Pedic Int'l (TPX) Lexington	Mark A. Sarvary Tempurpedic.com	\$2.75 billion (7)	\$1,402,900,000 \$106,800,000	Tempur-Pedic produces premium mattresses and pillows using pressure-relieving material developed by NASA.
11	Papa John's Int'l (PZZA) Louisville	John H. Schnatter Papajohns.com	\$1.36 billion (11)	\$1,342,653,000 \$61,660,000	Papa John's operates 3,883 restaurants in 50 states and 32 countries.
12	Texas Roadhouse (TXRH) Louisville	Kent Taylor Texasroadhouse.com	\$1.39 billion (10)	\$1,263,331,000 \$71,170,000	Texas Roadhouse opened its first restaurant in 1993 and now operates 294 restaurants, franchised and licensed an additional 72 restaurants in 47 states.
13	Boardwalk Pipeline Partners (BWP) Owensboro	Stanley C. Horton Boardwalkpipelines.com	\$6.99 billion (5)	\$1,185,000,000 \$306,000,000	Through its three subsidiaries, Boardwalk oversees the transport and storage of natural gas.
14	Churchill Downs (CHDN) Louisville	Robert L. Evans Churchilldowns incorporated.com	\$1.20 billion (12)	\$732,383,000 \$58,276,000	Churchill Downs owns and operates racetracks and simulcast operations in Kentucky, Illinois, Florida and Louisiana.
15	Rhino Resources (RNO) Lexington	David G. Zatezalo rhinolp.com	\$382.99 million (18)	\$351,991,000 \$40,222,000	Rhino produces, processes and sells coal of various steam and metallurgical grades in the U.S. As of late 2010, it operated 10 mines in Kentucky, Ohio and West Virginia.
16	Republic Bancorp (RBCAA) Louisville	Steven Trager Republicbank.com	\$455.26 million (18)	\$348,537,000 \$119,339,000	The bank holding company for Republic Bank & Trust, which has locations in Kentucky, Indiana, Florida, Minnesota and Tennessee.
17	Almost Family (AFAM) Louisville	William B. Yarmuth Patientcare.com	\$180.85 million (21)	\$348,524,000 \$17,284,000	Founded as Caretenders in 1976, the company changed its name in 2000 and has expanded to include home health operations in 11 states.
18	Sypris Solutions (SYPR) Louisville	Jeffrey T. Gill Sypris.com	\$66.04 million (24)	\$341,604,000 \$3,047,000	Sypris provides technology-based and specialty services, and is a major defense and government contractor.
19	Community Trust Bank (CTBI) Pikeville	Jean R. Hale Ctbi.com	\$503.2 million (14)	\$199,679,000 \$44,862,000	Community Trust operates 80 banking locations and four trust offices in eastern and central Kentucky, six banking offices in West Virginia, and four banking locations and a trust office in northern Tennessee.
20	Industrial Services of America (IDSA) Louisville	Harry Kletter Isa-inc.com	\$22.71 million (25)	\$194,232,000 (\$6,620,000)	Industrial Services of America is a leader in scrap recycling and waste management.
21	U.S. Computer Services Inc. (CSVI) Paducah	Steven A. Powless Csiweb.com	\$427.62 million (16)	\$178,224,000 \$25,506,000	U.S. Computer Services Inc. provides data and transaction processing, eBusiness service and hardware to financial firms.
22	S.Y. Bancorp (SYBT) Louisville	David P. Heintzman Syb.com	\$305.14 million (19)	\$125,358,000 \$25,801,000	S.Y. Bancorp is the holding company of Stock Yards Bank & Trust, with locations in Greater Louisville, Cincinnati and Indianapolis.
23	Farmers Capital Bank (FFKT) Frankfort	Lloyd C. Hillard Jr. Farmerscapital.com	\$141.09 million (23)	\$95,876,000 \$10,227,000	Farmers Capital Bank is a financial holding company, operating 36 bank locations in 23 communities throughout central and northern Kentucky and a data processing company.
24	Bank of Kentucky (BKYF) Crestview Hills	Robert W. Zapp Bankofkyhb.com	\$199.19 million (20)	\$84,945,000 \$18,145,000	Bank of Kentucky is a holding company with 31 branch and 47 ATM locations in northern Kentucky.
25	Delta Natural Gas Co. Inc. (DGAS) Winchester	Glenn R. Jennings Deltagas.com	\$144.45 million (22)	\$74,078,000 \$5,784,000	Delta Natural Gas transports and distributes natural gas in central and southeastern Kentucky. It owns more than 2,500 miles of pipelines and serves 37,000 retail customers.

Source: Google Finance, Yahoo Finance, Bloomberg



Families prepare for a nostalgic movie night under the stars at Calvert Drive-In in Calvert City, Ky.

The Reel Outdoors

Kentucky's drive-in theaters take patrons on a trip down memory lane

BY KATHERINE TANDY BROWN

A chunk of childhood memory that many Kentucky baby boomers share involves cramming friends into a car on a sticky-hot summer Friday or Saturday night – okay, maybe one brave soul was in the trunk – and going to the drive-in movies. The word “movies” is plural because rarely did anyone see just one and go home. Double and even triple features made the experience a bargain, with money left for a stroll to the concession stand

to purchase an icy Coke, popcorn or a corn dog, but primarily to see who else was there. Total meet’n’greet. And of course, to check out who might be fogging up car windows on a date.

Little kids could play the night away on swings, slides and monkey bars right under the screen, where parent could keep a watchful eye.

Once during the early ‘60s, I was at Hopkinsville’s now-defunct Sky Vue Drive-In with a date who wanted to

impress his buddies and “scratched off” with a speaker still attached to his car window. An alert employee got his license number and my date had to pay for the speaker.

Colorful stories have been the norm ever since the first outdoor drive-in movie opened in Camden, N.J., in 1933. At their 1958 peak, some 4,000 to 5,000 drive-ins provided summer entertainment across the country.

Currently, only 13 such venues remain in the commonwealth. And sadly, technology is stalking those. Just as HD invaded our homes, forcing TV upgrades a few years back, expensive digital technology will soon emerge as the only option for drive-in owners and movies on reels will follow rabbit ears to the dump.

A case in point, the Way-Bak-Wen Drive-In, which opened in Lost Creek near Hazard in 2008, is facing its farewell summer in 2013 for that reason.

“We’re sad about it,” said Wilhelmina Fugate, who owns the facility with her husband C.W., “but the new equipment just costs too much.”

The Way-Bak-Wen is known for its concessions, especially hot dogs with homemade chili sauce, funnel cakes and hand-dipped ice cream. Other drive-ins feature hamburgers, cheeseburgers, pizzas, fat pickles, cotton candy and of course, popcorn, which at the Calvert Drive-In in Calvert City, is still priced starting at 50 cents. At Harrodsburg’s Twin Hills Drive-In, owner Mike Young and his family set up a grill and rustle up juicy ribeyes and burgers.

Entrepreneurial owner Chris Irvine has made the decision to become the first in the state to move into the digital world at his Judy Drive-In in Mt. Sterling, where he

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lives on its six acres and hosts an annual car show. Not only will the new digital equipment enable the showing of first-run films on weekends, but also will allow him to show presentation films for schools and businesses and special streamed events on the big outdoor screen.

"All in all," he says, "it will allow us to better utilize the property."

The oldest of Kentucky's drive-ins still in operation, Winchester's Skyvue Twin Drive-In, was built in 1945 with a 400-car capacity and added a second screen in 1991. Though most of its audio is FM, as is the case in most theaters now, this drive-in still has a number of traditional speakers in rows that front its older screen.

Built in 1952, the 160-car Stanford Drive-In also offers a popular flea market on weekends. In 1996, the plucky business was hit by a tornado that destroyed its screen, but was back up

and running three months later with a brand new 50-foot model.

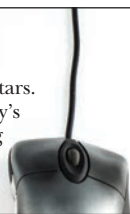
Somerset's 27 Twin Drive-In is one of only two in the nation that hosts a fireworks show every July. Many of these outdoor movie treasures still have a car-load admission price, usually from \$5 to \$7 with free entry for kids; offer movie descriptions on their call-in numbers; start rolling their features at dusk; and require cars to channel sound through their FM radio stations.

"Back in 1959, this was a place for teenagers to meet. Now we don't have the sound quality they're looking for," said David Baker, who owns the Mountain View Drive-In Theatre in Stanton.

The website of the Sky View Drive-In in Tompkinsville sums up the warm, cozy philosophy of drive-ins' bygone heydays in its "rules" section, which states: "MAKE FRIENDS! If you get the opportunity, shake the hand of your neighbor and

Get the scoop

Nothing says summer like watching a movie under the stars. To find out which of Kentucky's 13 drive-ins is nearest you, log on to lanereport.com and click on Exploring Kentucky.



make a friend." Somerset's 27 Twin Drive-In Theater encourages patrons to "bring the kids in their pajamas."

"Drive-ins are all about nostalgia," said Karen Hackett, executive director of the Harrodsburg/ Mercer County Tourist Commission.

So if you crave a little old-fashioned fun, support a drive-in theater near you and catch a movie in the great outdoors this summer. ■

Katherine Tandy Brown is a correspondent for The Lane Report. She can be reached at editorial@lanereport.com.

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UNBROKEN SPIRIT

Distilleries Fill 1 Million Barrels of Bourbon in 2012, First Time in 40 Years

KENTUCKY'S bourbon revolution continues. For the first time since 1973, the state's iconic distilleries produced 1 million barrels of amber liquor in 2012, further proof that the industry is enjoying a historic renaissance not seen in decades.

"This is an incredible milestone that's been 40 years in the making," said Eric Gregory, president of the **Kentucky Distillers' Association**, which promotes and protects the commonwealth's signature bourbon industry.

"The bourbon revolution is real and perfectly poised for a spirited future," he said. "Our legendary distilleries are posting landmark production levels, investing millions in new facilities and experiencing double-digit growth in sales."

There were 1,007,703 barrels filled

in 2012. The industry hasn't created that much bourbon since 1973, when 1,004,877 barrels were filled.

"A lot has changed since then," Gregory said. In 1973, a gallon of gas was 39 cents and a stamp was only 8 cents.

Since 1999, bourbon production has increased more than 120 percent, thanks in large part to the growing global demand for premium small-batch and single-barrel brands and the rebirth of the "cocktail culture," Gregory said.

There are more than 4.9 million barrels aging in Kentucky warehouses, the highest inventory since 1977. A record 500,000-plus people last year visited the KDA's seven **Kentucky Bourbon Trail** distilleries, which are becoming a world-renowned tourism attraction since the trail's 1999 inception.



EKU Program Gives Pros Chance to 'Try Teaching'

EASTERN Kentucky University's Try Teaching program, now in its eighth year, is accepting applications from mid- and second-career professionals intrigued about their potential to work in front of a classroom.

The program gives those with doubts about leaving their current job to return to college for a second degree a chance to gauge their comfort level as a classroom teacher before making a life-changing career move.



Funded by a \$175,000 grant from Ashland Inc., Try Teaching's past 51 participants each spent one or two weeks in a K-12 classroom, gaining first-hand experience assisting in the preparation and execution of lesson plans and learning successful educational practices from their teaching mentors.

Several opted to enter ECU's Master's in Teaching (MAT) program, which prepares and certifies individuals who hold non-teaching baccalaureate degrees, according to Dr. Cynthia Resor, coordinator of MAT and director of Try Teaching.

In addition to classroom time with their mentoring teacher, Try Teaching participants spend time with a university-level educator learning about certification procedures, the teaching profession and career benefits.

The application deadline for the program is June 30 and participation is limited. More information is available at tryteaching.eku.edu.

Nonprofit Kentucky Space Launching Venture Fund

LEXINGTON-based **Kentucky Space**, a nonprofit enterprise focused on research and development and commercial and entrepreneurial solutions for the space industry, has created one of the nation's first business accelerators specifically for space enterprises and entrepreneurs.

Space Tango is an early-stage venture fund, business accelerator and community of entrepreneurs for space-driven startups. Its aim is assisting businesses in developing innovations, applications and markets.

Unprecedented access to space, rapid advancement of microtechnologies and other innovations are combining to create a dynamic new industry, according to Kentucky Space (see "Kentucky Space Wants Financial Stardust," December 2012, *The Lane Report* or visit bit.ly/16oKkew). The global space economy grew by nearly 7 percent in 2012 to \$304.31 billion, according to a report from the Space Foundation.

"The vast majority of this growth was in the commercial sector, which now constitutes nearly three-quarters of the space economy, with government making up the rest," Kentucky Space said.

In an initial round, Space Tango will invest in up to six U.S. companies that will participate in a 12-week program in Lexington, providing the services, advisors and networks necessary to start and grow a space-driven business. Companies will be selected primarily on the basis of their idea, science, technology, market fit, customer understanding, management team and readiness level.

The companies will have access to a full team of advisors, scientists, engineers, entrepreneurs, sales and marketing professionals, investors and facilities, including the Exomedicine Institute, technical and ground operations centers at Morehead State University Space Science Center and the University of Kentucky Space Systems Lab, and offices at the Kennedy Space Center in Florida and NASA Ames Research Center in Mountain View, Calif.

What, Us Worry? Gallup Ranks Kentucky Third-Most Stressed

WE like it better when we top the list of bourbon states. (OK, Kentucky is the *only* bourbon state, but that's a good thing.) In April, though, "Marketplace," the American Public Media nightly business report, had a post about a Gallup wellbeing poll that found Kentucky is behind only West Virginia and Rhode Island on a list of America's most stressed states.

(Hawaii is the least stressed, which you'd expect of a place where everyone wears shorts and those crazy shirts year round.)

According to Marketplace Life reporter Katie Long, Gallup asked more than 350,000 Americans – about one of every 1,000 people – "Did you feel stressed during a lot of the day yesterday?"

It gets worse.

Gallup has done the study five straight years and in all five, pollsters deemed Kentucky a state of high anxiety – despite few long commutes, no crazy real estate prices and relatively low crime rates.

In fact, West Virginia, Kentucky and Utah all ranked within the top five most stressed states every year. West Virginia was the most stressed state in 2012, Kentucky 2008 and 2011, and Utah in 2009 and 2010.

Gallup didn't look for correlations between what's eating people and unemployment or health issues. Check-

The top 10 most stressed

1. West Virginia, 47.1 percent
2. Rhode Island, 46.3
3. Kentucky, 44.8
4. Utah, 44.6
5. Massachusetts, 43.4
6. New Hampshire, 43
7. Connecticut, 43
8. Ohio, 42.8
9. Oregon, 42.6
10. Indiana, 42.5

The top 10 least stressed

1. Hawaii, 32.0 percent
2. Louisiana, 37.6
3. Mississippi, 37.9
4. Iowa, 38.1
5. Wyoming, Texas, 38.6
7. South Carolina, Nebraska, 38.7
9. Maryland 38.8
10. Florida, 38.8
- Delaware, 38.8
- North Carolina 38.8

ing stats from the U.S. Bureau of Labor, however, finds no real overlap.

No. 3 least stressed state Mississippi is tied with California for the third-worst unemployment rate in the nation at 9.4 percent. Yet extra-stressed state Rhode Island is right there, with 9.1 percent unemployment.

Hawaii's jobless rate is only 5.1 percent, but it also has the most casual work environment so that unemployment figure may be somewhat misleading.

Maybe Kentuckians are just more honest in answering pollsters?



John Eckman, senior vice president of human resources for Trilogy, accepts the company's award at the 2013 Best Places to Work in Kentucky awards dinner.

Encouraging Businesses to Move Toward Excellence

AFTER a lengthy assessment process, **Integrity IT** and **Trilogy Health Services** were ranked No. 1 in the 2013 Best Places to Work in Kentucky program.

Each year, the **Kentucky Chamber of Commerce** and the **Kentucky Society for Human Resource Management** conducts the program, which assesses companies using employer and employee questionnaires. It encourages companies to focus, measure and move their workplace environments toward excellence.

"In order to make Kentucky's economy thrive, we must be able not only to educate and employ Kentuckians here, but we also must entice those from out-of-state to work here. The Best Places program does just that," said Dave Adkisson, Kentucky Chamber president and CEO.

Winners were selected from two categories – small/medium companies with 25 to 249 employees and large companies with 250 or more employees.

Integrity IT of Lexington ranked No. 1 in the small/medium category; Trilogy (whose home office is in Louisville) was No. 1 in the large category.

The other small/medium finalists were: **River Road Asset Management** of Louisville; **Symbiotix Inc.**, Lexington/Danville; **MassMutual Financial Group: Assurance Financial Group**, Lexington/Louisville; and **Tenmast Software**, Lexington.

Other large company finalists were: **Genentech**, Louisville; **Corning**, Harrodsburg; **ISCO Industries**, Louisville; and **Edward Jones**, Winchester.

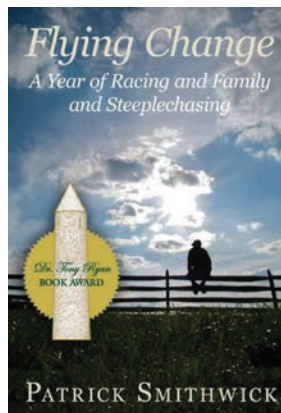
Memoir of Return to Racing Wins Dr. Tony Ryan Book Award



Shane Ryan, right, president of Castleton Lyons in Lexington, presents an Irish crystal trophy to the 2012 Dr. Tony Ryan Book Award winner, Patrick Smithwick, author of "Flying Change: A Year of Racing and Family and Steeplechasing." Smithwick's wife, Ansley, is at left.

to steeplechase competition in his late 40s after 25 years away from the sport. The award was created in 2006 by the founder of Europe's Ryanair airline, which took off in 1985.

WRITER, teacher, photographer and lifelong horseman Patrick Smithwick is now also a Dr. Tony Ryan Book Award winner for his 2012 autobiographical book, "Flying Change: A Year of Racing and Family and Steeplechasing." It's a follow-up to his 2006 "Racing My Father: Growing Up with a Riding Legend," which was a finalist for the award. Smithwick received \$10,000 and a custom crystal trophy on April 10 at Castleton Lyons farm in Lexington. "Flying Change" is the story of the author's return





Staff photos

Kentucky had a strong presence at the 2013 Biotechnology Industry Organization (BIO) International Convention, conducted at McCormick Place in downtown Chicago. Next year's event will be in San Diego.

2013 BIO INTERNATIONAL CONVENTION

Kentucky shines light on its resources at annual biotech conference

KENTUCKY made its 13th appearance April 22-25 at the 2013 International Biotechnology Industry Organization (BIO) Convention at Chicago's McCormick Place.

The Kentucky Pavilion, prominently displayed in the exhibit hall, featured representatives from the state's research universities, biotech companies and economic development entities, as well as state and local governments. The pavilion was remodeled to provide more meeting space and to showcase research universities.

The BIO Convention attracts approximately 4,000 biotechnology companies, academic institutions, state biotechnology centers and related organizations from 62 countries.

The 2014 BIO Convention will be conducted June 23-26 in San Diego.



Above: Several University of Louisville programs were represented at the 2013 BIO Convention, including the UofL Office of Research and Innovation, the Office of Technology Transfer and Nucleus. Representing the university, from left, are: Eric Castlen, a UofL Technology Transfer Officer; Eugene Krentsel, associate vice president for research and innovation; Vickie Yates Brown, president and CEO of Nucleus; Gov. Steve Beshear; Kevyn E. Merten; assistant vice president for research and innovation at Jouett Hall, Belknap Campus; and Andrew Steen, interim president and CEO of MetaCytte Business Lab at UofL.

Right: Lynn Minton, right, manager of marketing and business development at Western Kentucky University, helped promote WKU's research in biotechnology research at the annual BIO Convention. At left is Vickie Yates Brown, president and CEO of Nucleus and Larry Hayes, secretary of the Kentucky Cabinet for Economic Development.



Larry Hayes, left, secretary of the Kentucky Cabinet for Economic Development; Al Mattingly, Daviess County Judge/Executive; and Nick Brake, president and CEO of the Greater Owensboro Chamber of Commerce were among the ambassadors for Kentucky at the 2013 BIO International Convention in Chicago.



Taunya Phillips, assistant vice president of engineering commercialization at the University of Kentucky's Commercialization and Economic Development office, left, along with George Ward, executive director of the UK's Coldstream Research Campus, and Warren Nash, director of the Lexington Innovation & Commercialization Center (ICC), represented UK at the 2013 BIO International Convention.



Kentucky Gov. Steve Beshear visits with a team of Owensboro, Ky., representatives at the Greater Owensboro Chamber of Commerce Economic Development Corp.'s booth at the BIO Convention in Chicago. From left are: Al Mattingly, Daviess County judge/executive; Beshear; Madison Silvert, vice president of the Greater Owensboro Chamber of Commerce Economic Development Corp. and executive director of the Emerging Ventures Center for Innovation; and Jessica Boorman, office manager of the Greater Owensboro Chamber.



The Kentucky Pavilion, an exhibit by the Kentucky Cabinet for Economic Development, featured information about shovel-ready sites, workforce training, incentives, small business assistance and other resources.



Stites & Harbison hosted a reception for Kentucky delegates to the BIO Convention in Chicago. From left are: Kentucky Cabinet for Economic Development Secretary Larry Hayes, Stites & Harbison Chairman Kenneth R. Sagan, Kentucky Gov. Steve Beshear, and Stites & Harbison attorneys Mandy Wilson Decker and Joel Beres.

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