

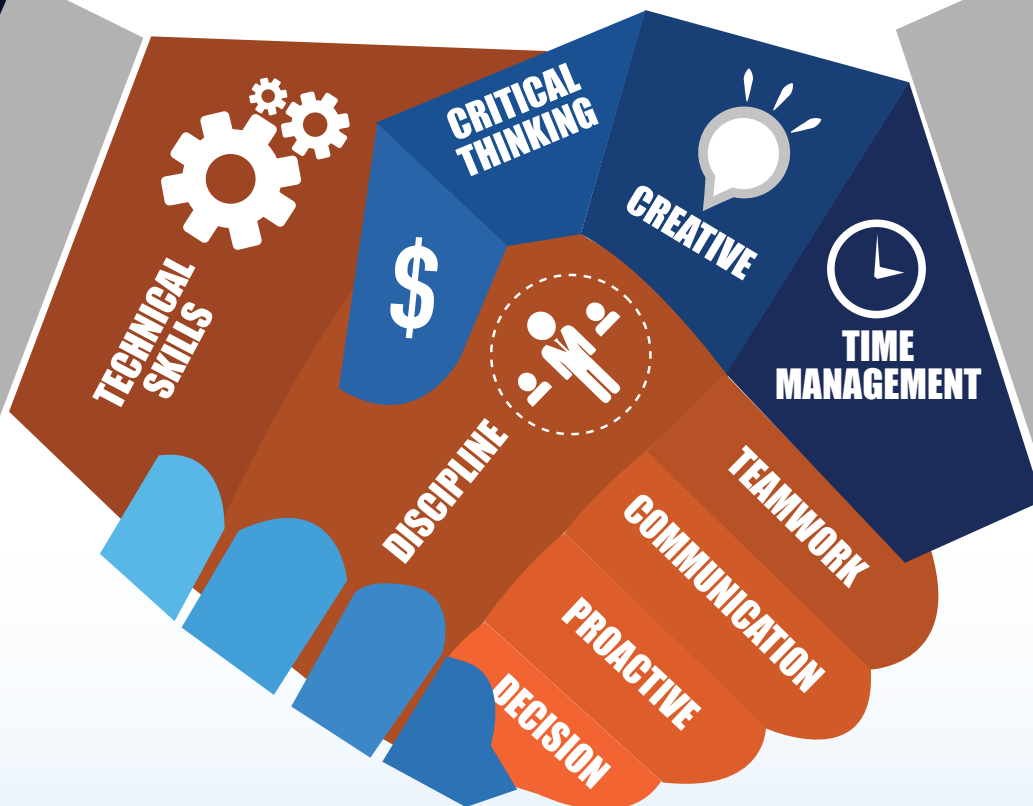
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SOFT SKILLS HARD TO FIND

Workforce development focuses on the teamwork
needed to make technical ability succeed

Page 26



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LANE ONE-ON-ONE:
DR. SEAMUS CAREY
President,
Transylvania University





Hannah Ellis

'12 Integrated
Strategic
Communication



Scott Safford

'95, LAW '97
Safford Motley PLC
Attorneys at Law

In high school I realized that music was what I wanted to do with my life. Coming from a family full of musicians made life a lot of fun. My parents were so passionate about music and developed that passion in me.

I don't think I even applied to any other school - not going to UK was not an option.

My degree really is something that I utilize as a musician; I know how to market myself as an artist. I have the business background to help me with my music career.

My professors and advisor took a genuine interest in my passion for music. They supported my success.

My lawyer, Scott Safford, is a UK graduate, too. In Nashville, when you find another UK graduate, you want to work with them! Scott and I immediately bonded, sharing our campus experiences and pride for our Wildcats! When you're away from home, you want a couple of Wildcats in your corner to "see blue." with you.

The University of Kentucky is like a big family, cheering you along every step of the way.

Now I live in Nashville and I'm getting ready to sign my first publishing deal.

"It's awesome to have the champions I have from the University of Kentucky to share this journey with me."



♥ Hannah



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the event, salutes the eight winning teams and thanks all the participants. Those teams will share \$100,000 to assist in turning their plans into profitable businesses. Find out more about their winning ideas – and possibly the next globally recognized startup – at IdeaStateU.com.

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Top finishers in the Business Plan category include:

MoveMe (University of Louisville College of Business) – MoveMe took home first place in the Business Plan category and \$25,000.

Raptor Adapter (Hopkinsville Community and Technical College)

Simple Circle (Eastern Kentucky University)

RaceAssured (University of Kentucky)

Top finishers in the Business Model category include:

Hydrosure (Owensboro Community and Technical College) – Hydrosure earned first place in the Business Model category.

Bison Adventure Gear (Lindsey Wilson College)

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Mow Mi (Eastern Kentucky University)

IDEA STATE U: WHERE KENTUCKY'S FUTURE ENTREPRENEURS COMPETE
LEARN MORE AT WWW.IDEASTATEU.COM

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President,
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The May cover story examines the growing focus in the Kentucky business, education and workforce development sectors on "soft skills," the various means by which workers at every level are able to be more effective and productive on the job as they apply their technical skills. Soft skills range from appropriate workplace etiquette and showing up on time to problem solving and critical thinking.



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Lane Communications Group
is a member of

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OF AREA BUSINESS PUBLICATIONS

The Lane Report is published monthly by:

Lane Communications Group
201 East Main Street 14th Floor
Lexington, KY 40507-2003
editorial@lanereport.com
For more information and
advertising rates contact:

PHONE: 859-244-3500

The annual subscription rate is \$29.
(Kentucky residents add \$1.74 sales tax.)
Newsstand price is \$4.50.

Send check or money order to:

Circulation Manager

THE LANE REPORT

201 East Main Street 14th Floor

Lexington, Kentucky 40507-2003

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PERSPECTIVE

LEGISLATIVE REVIEW

General Assembly's budget
addresses significant issues

BY DAVE ADKISSON

NOW that we're a couple of weeks past the conclusion of the 2016 General Assembly, we can all Monday-morning quarterback about the great success of the session.

The legislature was able to come up with a budget that is arguably the most responsible in years. It deals with our public pension problems head on by putting an additional \$1 billion into the state's ailing systems. The Kentucky Chamber is pleased that the budget also contains targeted money for workforce development, more funds for college tuition assistance, and criteria for performance-based funding of higher education, something we have supported for years. While we regret that our universities and community colleges will experience additional cuts, the legislature made major strides in getting the state's fiscal house in order by tackling the state budget and pension problems in a time of divided government.

A few months back many were skeptical about whether this could be achieved. At the beginning of the session Gov. Matt Bevin had just been sworn in after a contentious gubernatorial campaign, House Democrats were barely hanging on to their majority after several key appointments and party flipping by members, and there was a special election for four seats in the House that had the potential to shift the balance of power.

In addition to the budget, the Chamber logged several other victories for the business community. The Chamber has long championed and led a coalition to pass public-private partnership (P3) legislation, which will enable increased private investment in state and local infrastructure projects. Two years ago, a P3 bill passed the legislature but was vetoed by Gov. Steve Beshear. Last year, the bill passed the House but was never called for a hearing in the Senate. Passing both chambers with a wide bipartisan vote this year, the governor signed the bill into law on April 11.

The Chamber recently endorsed felony expungement legislation, which

will address Kentucky's workforce shortage by providing a second chance for thousands of Kentuckians who have a single, low-level felony charge. This bill had been introduced for many years and passed in the House but died in the Senate. This session, with the business community as a vocal supporter, the conversation focused around workforce and, with the strong support of the governor, the bill passed the legislature overwhelmingly and was signed into law.

Legislation to modernize rules for distillers, wineries and breweries had been pushed unsuccessfully for many years. This year, however, the effort passed with a broad coalition of support, including the Chamber. The legislation will spur tourism and economic development by modernizing alcohol laws and putting distillers on equal footing with wineries and brewers in the commonwealth.

...policy trumped politics this year, making the session one of the most successful the business community has seen and moving the state forward.

Though the business community saw great wins for our legislative agenda, we were disappointed by the failure of common-sense transparency legislation that had significant bipartisan support and would have enacted important reforms of the pension systems. Senate Bill 2 would have provided more oversight by the legislature by tightening up how the pension systems develop their contracts, appoint board members and compensate staff and consultants.

However, the lack of pension transparency does not overshadow the fact that the legislature came together to seriously tackle the pension crisis, produce a responsible budget and pass many bills of high significance to the business community.

Though it looked unlikely at times, policy trumped politics this year, making the session one of the most successful the business community has seen and moving the state forward. ■



Dave Adkisson is president and CEO
of the Kentucky Chamber of Commerce



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Growing up in central Kentucky, Alli Grant knew she wanted to attend a top university surrounded by natural greenspace. After experiencing the University of Louisville's campus, she felt right at home. Four years later, Alli chose UofL again — this time for medical school.

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FAST LANE

A compilation of economic news from across Kentucky

LEXINGTON: APEX OF CHINA TO ACQUIRE LEXMARK FOR \$3.6B, COMPANY WILL REMAIN HEADQUARTERED IN KY

LEXMARK International announced on April 19 that it has agreed to be taken private by a consortium of investors led by China-based imaging company **Apex Technology Co. Ltd.** and Chinese venture capital operation **PAG Asia Capital** in a \$3.6 billion all-cash transaction.

Apex designs, manufactures, and markets inkjet and laser cartridge components for remanufacturers and distributors and is the largest manufacturer and solution provider for the global aftermarket imaging supplies channel. The company was founded in 2004 and is headquartered in Zhuhai, Guangdong, China. PAG Asia Capital is the private equity buyout arm of PAG, one of Asia's largest private equity firms, with funds under management across private equity, real estate and absolute return strategies. Founded in 2002, PAG currently has US\$15 billion in capital under management.

Paul Rooke, chairman and CEO of Lexington-based Lexmark, said the deal gives Lexmark greatly improved access to the Chinese market – where it currently has little business – while providing Apex with an established presence and access to the Americas and Europe, where most of Lexmark's business is.

"It makes wonderful strategic sense," Rooke said. "We bring technology. They bring access to the Chinese market." With the deal, "We will be able to take this to the next level in our transformation."

The consortium intends to keep Lexmark's corporate headquarters in Lexington. Rooke, who will continue to lead the company after the transaction closes, said "very few positions" would be affected by the acquisition. "It's business as usual, only better. We are very undeveloped (in China). This opens the door dramatically for us."

Lexmark's two business groups, **Imaging Solutions and Services** and **Enterprise Software**, are also expected to continue unaffected while benefiting both strategically and financially from the transaction.

Upon the closing of the transaction, Lexmark's common stock will no longer be publicly traded on the **New York Stock Exchange**.



WICKLIFFE: VERSO TO CLOSE PAPER MILL WITH 425 JOBS; BLAMES STRONG DOLLAR

VERSO Corp. has announced plans to permanently close its Wickliffe, Ky., paper mill, a decision that leaves 425 people without jobs.

The mill has been idle since November, the result of what Verso cited as a continuing and accelerated decline in demand for the company's coated paper products and a significant influx of imports driven by the strength of the U.S. dollar relative to foreign currencies. The mill produced paper for magazines, catalogs, annual reports, ad inserts and product brochures and packaging.

Verso President and CEO David J. Paterson said the company conducted



"an exhaustive, but ultimately unsuccessful effort to find a buyer" for the Wickliffe mill.

"A handful of potential buyers expressed interest in purchasing and continuing to operate the mill, but either offered an unrealistically low purchase price or ultimately chose not to pursue the purchase," said Paterson.

Approximately 310 **Wickliffe Mill** employees were furloughed when the mill was idled in November 2015, while a smaller group remained at the mill to maintain critical systems during the marketing process. All employees have been told that their last day of employment will be June 4, with the shutdown expected to be complete by July 1.

The Wickliffe facility, which sits on 2,330 acres, has been in operation since 1970. A statement released by the company on April 5 said the final disposition of the mill had not yet been determined.

BOWLING GREEN: ALLTECH TO ESTABLISH AN ON-CAMPUS BREWERY AT WKU FOR NEW DISTILLING ARTS PROGRAM



Pearse Lyons, founder and president of Alltech (left), joins Dr. Gary Ransdell, president of Western Kentucky University, for the dedication of College Heights Brewing on the campus of Western Kentucky University.

ALLTECH Lexington Brewing and Distilling Co. has teamed with **Western Kentucky University** to establish an on-campus, fully operational brewery that will support new undergraduate and graduate certificates in Brewing and Distilling Arts and Sciences. The new programs are slated to begin this summer.

The brewery consists of a brewhouse, fermenters and conditioning tanks that are capable of producing a wide variety of beers. In addition to production, the facility will train people for the rapidly growing brewing and craft-brewing industries. A survey recently released by Alltech showed that there are now more than 10,000 craft breweries throughout the world, 4,000 of which are located in the U.S.

The Alltech partnership will complement existing strengths among WKU faculty in areas such as food sciences, fermentation, history, marketing and entrepreneurship by providing specialized faculty expertise in brewing and distilling arts and sciences in tandem with innovative internship opportunities for WKU students.

"We're investing in Western Kentucky University to establish this brewing and distilling program not only to train up the next generation of brewers for a growing craft beer industry, but also to develop talent for our own business, which requires a fundamental understanding of yeast," said Pearse Lyons, founder and president of Alltech, who is himself a brewer and distiller. "There's no better way to achieve that than a brewing and distilling education."

Submissions Welcome

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

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.




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FAST LANE

BUSINESS BRIEFS



BEREA

■ **Berea College** officials broke ground on April 22 for a new \$72 million, 125,000-s.f. building that will house the natural sciences and nursing departments. While the exterior design

will blend with Berea's historic campus, the interior will allow students to learn in settings that resemble what they will encounter in professional research environments, such as project labs where students can work in interdisciplinary teams and research labs where teams of faculty, students and researchers work together.

BOSTON

■ **Legend Lumber Lee Corp.** has purchased the former **SEEMAC Lumber** facility in Boston, Ky., with plans to produce hardwood for export to Asia. Legend Lumber President Jie "Jack" Li intends to expand the facility and purchase new equipment for the operation, which is expected to begin production by the end of 2017, bringing in green lumber for kiln and air drying, sorting, grading and shipping. The company plans to initially hire 20 full-time employees this year and expects to add 10 to 15 more yard employees in 2017.

CALIFORNIA

■ The **Flagg Springs Golf Course**, a public course located on more than 120 acres in Campbell County, has been purchased by Vic Dawn and Scott Schoulties for an undisclosed price. Dawn and Schoulties – who own **Riverside Marketplace**, a group of independent grocery stores in Northern Kentucky – say future plans call for a new name and major course improvements.

CAVE CITY

■ The **Funtown Mountain** amusement park – previously known as **Guntown Mountain** – has been sold at auction for \$295,000 to David Froggett Jr., a Green County businessman. According to a report by *The Glasgow Daily Times*, Froggett is partnering with Chicago-based **Gateway Development Partners** and plans to develop a theme park that will include shops, rides, cabins, an indoor waterpark and live entertainment. The property was purchased by Louisville businessman Will Russell in 2015 and opened for a brief time as Funtown Mountain, but Russell defaulted on the loans, sending the property into foreclosure.

ERLANGER

■ The **Cincinnati/Northern Kentucky International Airport** is in the process of removing two former terminals in order to build a consolidated rental car facility. The new facility is slated to be operational in 2021.

FLEMINGSBURG

■ A **Raymond Tinnerman Automotive Inc.**, a supplier of clip fasteners and other automotive products, is investing more than \$332,000 in new equipment for its Flemingsburg plant. The company is purchasing two 55-ton molding machines that will produce a variety of plastic clips and assemblies. The new line is expected to start operating by July and will increase annual revenue by approximately \$1.5 million. The company plans to add 10 more positions to the existing 103-member workforce.

DANVILLE

■ **Ephraim McDowell Regional Medical Center** has become the first hospital in the state – and only the third in the nation – to acquire and utilize an innovative new tool to treat patients with peripheral artery disease. **PAD** is caused by a build-up of plaque in the arteries that blocks blood flow to the legs and feet. In severe cases, patients often face amputation, the worst-case scenario associated with PAD. The new technology allows physicians to precisely remove plaque while avoiding injury to normal arterial wall structures.

WALTON: SHERWOOD BEDDING'S NEW KY PLANT WILL SUPPLY MIDWEST STATES

SHERWOOD Bedding, a fast-growing independently owned bedding manufacturing company, is investing more than \$11 million to open a 174,000-s.f. mattress production factory in Walton that will create up to 150 jobs.

Founded in Fort Lauderdale, Fla., in 2011, Sherwood currently owns manufacturing facilities in Dallas, Orlando and Phoenix. With significant growth projected over the next five years, the company began looking for a new Midwest site. While they were impressed with the logistical advantages Northern Kentucky provides, company officials said the local labor pool, local and state law, taxes and economic incentives were also factors in their decision to open a new facility in Walton. Adding the Walton facility will provide national coverage for Sherwood.



Sherwood Bedding is one of the largest independently owned U.S. bedding manufacturers with a national scope.

FRANKLIN: CANADIAN INDUSTRIAL PLATE MAKER SELECTS FRANKLIN FOR PLANT

EAGLE Press, a manufacturer of industrial presses and stamping equipment, is investing more than \$1 million to build and equip a new facility in Franklin.

The 10,000-s.f. plant will be the first industry to locate in Franklin's Henderson Interstate Industrial Park.

Eagle Press builds industrial-scale presses and stamping equipment for a variety of industries, including automotive, appliance, aerospace, agricultural, HVAC, construction, mold, tool and die and acoustical material forming. The company also provides full-service support, installation, emergency repair, training and parts replacement for its customers. The company has been in business since 1959 and currently operates a 50,000-s.f. facility in Windsor, Ontario, that houses its sales and service network, design, engineering, production, installation, training and customer service departments.

The company has already started operations in a temporary facility and will begin construction on the new plant next year. The Franklin location will create 10 full-time positions and will function as the company's new manufacturing and service facility.

GLASGOW: DANA TO CLOSE ITS GLASGOW PLANT BY MID-2017, 191 JOBS AFFECTED

DANA Commercial Vehicle Manufacturing has announced plans to close its plant in Glasgow by the middle of next year, citing sluggish market conditions.



The Glasgow plant produces gear sets, shafts and secondary gearing components for the commercial vehicle market.

Mark Burd, a public relations spokesperson for Dana, told *The Glasgow Daily Times* that the Glasgow plant has been operating at less than half its capacity.

The company plans to release approximately half of its 191-member workforce by the end of this year and will cease production entirely by June 2017.

Burd said the company would be working with regional and local economic development facilities to sell the 479,000-s.f. plant.



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BUSINESS BRIEFS

HENDERSON

■ **Kyndle** – the lead economic development organization for Henderson, McLean, Union and Webster counties – has hired a professional recruiting consultant to travel to job fairs at military installations to promote the **Kyndle Warriors** program, which works to connect skilled servicemen and servicewomen with similar civilian careers. The program is particularly significant as the U.S. military continues a drawdown of tens of thousands of active and reserve forces. Consultant Larry Wheatley, of Owensboro-based **Blue Star Consultants**, spent 16 years as an **Air Force** recruiter and said each branch of the service has skills and trades that easily transfer to civilian companies.



USMC/Lance Cpl. Julien Rodarte photo

HIGHLAND HEIGHTS

■ **Northern Kentucky University's Chase College of Law** will become the first law school in Kentucky to offer an advanced law degree when it begins a program this summer that will award the internationally recognized LL.M degree. The degree – known by its Latin initials and offered at law schools in the U.S. and Canada – follows the completion of a juris doctor law degree and can be awarded in a variety of specialized fields of legal studies.



BCTC's biotechnology and environmental science programs and is expected to open in January 2018.

LEXINGTON

■ A groundbreaking ceremony was held on April 20 for **Bluegrass Community and Technical College's** new \$24 million Science Education Center. Designed by Lexington-based **Omni Architects**, the 64,000-s.f. building will house

Developer **Jeff Morgan** has purchased property on East Main Street in Lexington for \$1.2 million with plans to construct a new five-story mixed-use building. According to the development plan, the first floor will house a bank, with the remaining floors featuring two-bedroom condominiums (priced between \$299,000 and \$349,000), a rooftop garden and recreation area. Plans also call for a two-story parking garage. The site was previously home to the **A1A Sandbar**, which is being demolished this month to make way for the new development.

■ A group of 16 business and community leaders have formed a new initiative called **Together Lexington** with a goal of creating funding and marketing projects to improve the community's quality of life. The group has launched a website, togetherlexington.com, to gather input on suggested projects. A listing of the project partners is listed on page 21.

■ **United Airlines** has announced plans to launch daily nonstop flight service between Lexington's **Blue Grass Airport** and **Newark Liberty International Airport**, which lies just 14 miles outside Manhattan. The new service will begin July 1.

■ **Hera BioLabs Inc.** is investing \$1.8 million to establish its headquarters in Lexington, where the company is outfitting an existing building to produce specialized laboratory rats that could make pharmaceutical testing quicker, safer and most cost effective. Hera also plans to provide services to external researchers, including laboratory services and animal husbandry as well as various specialized cell lines and lab rats for toxicology testing. Established in 2015 as a spinoff of Lexington-based **Transposagen Biopharmaceuticals Inc.**, Hera hopes to move its current seven-member staff from the **University of Kentucky** campus to its new facility by this summer and plans to add another 23 jobs.

RICHMOND: CUSTOM FRAME COMPANY OPENS NEW \$1.9M PRODUCTION PLANT

FRAMEBRIDGE, an e-commerce company that specializes in custom framing, has opened a \$1.9 million production plant in Richmond to help meet rapidly growing demand for its products.

Officials with the Washington, D.C.-based company said the new 100,000-s.f. facility immediately increases **Framebridge's** operational capacity six-fold. In addition, the centralized location will increase delivery efficiency, eliminating multiple days in transit to specific regions.

Framebridge was launched in 2014 and gives customers the opportunity to order custom frames for artwork from their computer at prices ranging from \$39 to \$159, with all shipping offered free of charge.



Framebridge plans to hire 75 employees for the Richmond plant by the end of the year.

The company will continue to operate its existing framing studio in Maryland, near its Washington D.C. headquarters.

The company recently received \$9 million in additional venture funding from **SWaN & Legend Venture Partners**, **New Enterprise Associations**, and **Revolution Ventures**. The additional funding brings the company's capital raised to more than \$20 million in less than two years of operations.



Customers of Framebridge upload their art or mail it in using prepaid packaging. The artwork is then custom framed and shipped directly back to customers free of charge.

COVINGTON: TIER1 CONTINUES TO GROW WITH 3RD ACQUISITION IN 10 MONTHS

TIER1 Performance Solutions, a Covington performance improvement consulting company, has acquired **Centurion Systems Inc.**, an Atlanta-based company that is a key player in providing custom performance improvement solutions for the retail industry.

TiER1 CEO Greg Harmeyer said the company had been planning a launch into the Atlanta market in 2016 and Centurion – which has worked in the retail and hospitality industry since 1978 – is a strategic part of that expansion.

"In addition to strengthening our experience in retail, Centurion provides us a local presence in the Atlanta market," Harmeyer said. "We already have major clients in the market, but we are a relationship-based organization and having a team physically present in Atlanta is an important step to our growth. We will continue to invest there in 2016 and beyond."

In addition to its Covington headquarters, TiER1 has offices in Denver, Pittsburgh, Indianapolis, Chicago and Tampa. Having acquired Indianapolis-based **1st Class Solutions** and Tampa-based **Sealund and Associates** in 2015, the Centurion purchase will be TiER1's third acquisition in 10 months.



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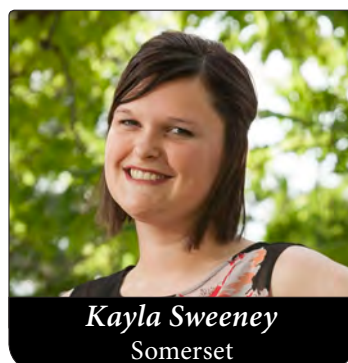
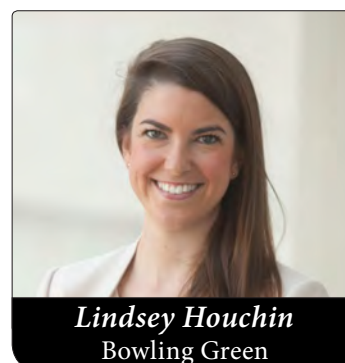
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BUSINESS BRIEFS

LOUISVILLE

■ **Brown-Forman Corp.** has reached a definitive agreement to purchase **The BenRiach Distillery Co. Ltd.** for \$416 million. When completed, the purchase will bring three single malt Scotch whisky brands into Brown-Forman's growing whisky portfolio: **The GlenDronach**, **BenRiach**, and **Glenglassaugh**. The purchase will include brand trademarks, three malt distilleries, a bottling plant, and the company's headquarters in Edinburgh, Scotland. BenRiach, which has a workforce of 165 employees including 55 seasonal and casual workers, will operate as a subsidiary of Brown-Forman. Brown-Forman has also announced plans to introduce the company's first new bourbon brand in 20 years with the release of **Coopers' Craft**. The new bourbon will be available this summer in Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, South Carolina and Tennessee.



■ Louisville-based **Kindred Healthcare** has signed an agreement to sell 12 long-term acute-care (LTAC) hospitals to **CuraHealth** for \$27.5 million. The hospitals, which have a total of 783 licensed beds, are located in Arizona, Louisiana, Massachusetts, Oklahoma, Pennsylvania and Tennessee.

Kindred CEO Benjamin Breier said that optimizing the company's LTAC hospital portfolio is a key element of the company's LTAC criteria mitigation strategy.

■ The **University of Louisville** plans to renovate a 1880s-era building in Louisville's historic Portland area, northwest of downtown, to house its master of fine arts program. The former warehouse space is located near a growing community of arts-related businesses and organizations.

■ **TRIO Commercial Property Group**, a Louisville brokerage firm responsible for more than \$1 billion in transactions, has expanded into Tennessee. The company has opened a new office in Nashville that will deliver a variety of services, including site selection, tenant and landlord representation, lease negotiations, market analysis and investment sales.

■ Louisville-based **Steel Technologies Inc.**, an industry leader in flat-rolled steel processing, is investing \$18 million to build an 83,000-s.f. manufacturing facility in Smyrna, Tenn. The new facility will create 50 new jobs and will expand the company's automotive slitting and blanking capabilities. Construction is slated to begin this summer and is expected to be complete by the first quarter of 2017.

■ **The Opus Group**, a Minneapolis-based family of commercial real estate development, construction and design companies, is building a 426,450-s.f. speculative warehouse and distribution facility in the **River Ridge Commerce Center** in Jeffersonville, Ind., the company's first development in the Louisville-area market. "Louisville currently is showing strong and promising momentum with several new developments and a high level of industrial users interested in the region," said Opus Vice President and General Manager Douglas J. Swain. "We're excited to launch our first project in the area and deliver a much-needed facility in an excellent location." The project is slated to be complete by November.

■ The results of a Greater Louisville Inc. survey on **business air travel** indicate that the top cities within two flight hours that are most desired out of Louisville are New Orleans, Kansas City, Raleigh, Pittsburgh and Jacksonville. On average, 49 percent of the 1,300 respondents said they would pay a higher price specifically for those destinations, while 70 percent said they would be willing to require their employees to use a specific commercial air service company that offered nonstop flights to those destinations, even if it meant paying a higher fare.

■ Statistics released by the **Greater Louisville Association of Realtors** show that home sales for the first quarter of 2016 were up 15.1 percent over the same period last year. The median price for the area for the first quarter was up 4.3 percent over last year. Inventory of available properties was 20 percent lower than the same time last year.

STATE: KENTUCKY MAIN STREET PROGRAM ADDED \$76M TO STATE ECONOMY IN 2015

THE 44 communities in the **Kentucky Main Street Program** reported \$76,126,662 of cumulative investment in their commercial downtown districts in 2015, representing \$42,718,614 of private investment matched by \$33,408,048 in public improvements.

Since the program's inception in 1979, \$3.9 billion of public-private investment has been documented in communities throughout the commonwealth.

KYMS is the oldest statewide Main Street economic revitalization program in the nation, based on NMSC's four-point approach emphasizing organization, promotion, design and economic vitality. The program prioritizes the preservation and adaptive reuse of historic buildings as the framework supporting downtown revitalization and economic development strategies.

In addition to overall investment Kentucky Main Street communities in 2015 reported:

- 1,138 new jobs created in Main Street districts
- 250 new businesses
- 358 new housing units in downtowns
- 238 building rehabilitation projects completed
- 11 historic rehabilitation tax credit projects
- \$36,236,456 invested in historic building rehabilitation



Bardonia is one of 44 communities that are part of the Kentucky Main Street Program, which works to preserve and reuse historic buildings to support downtown revitalization and economic development.

Bardonia-Nelson Co. Tourist and Convention Commission photo

COVINGTON: SILICON VALLEY COMPANY BUYS N. KY. STARTUP TRAVEL NOTES

SILICON Valley based firm **refund.me Group Inc.** has acquired **Travel Notes Inc.**, an UpTech III startup company that assists banks in providing their credit cardholders with a better experience.

Based at **Northern Kentucky University's** College of Informatics, UpTech is an intense, six-month informatics accelerator program that guides participating startup companies through areas of business development that range from marketing and fundraising to market research and pitching the company to both investors and clients. Travel Notes is a 2015 "graduate" of the UpTech program.

Travel Notes entered the UpTech program as a startup idea under founder and CEO Hudson Chilton. The company developed its fraud protection platform to enable banks and card processors to provide a better cardholder experience by notifying banks of the cardholder's travel experience, allowing the cardholder to travel without having their card declined. Refund.me is a technology-driven company that provides legal services for air passengers whose flight has been cancelled, significantly delayed or overbooked and for missed connections.

"The success of Hudson and Travel Notes is exactly the vision we had in mind when UpTech was created in 2012. We wanted to build a unique program that supported, educated and funded startups, like Travel Notes," said UpTech Founder Casey Barach. "This story would not be taking place without the amazing support of the business community volunteers, financial supporters and the UpTech Fund Investors."

Financial terms of the transaction were not disclosed.

HARRODSBURG: LG&E/KU UNVEILS KY'S LARGEST UNIVERSAL SOLAR FACILITY



LG&E/KU's new 10-megawatt universal solar facility stretches across 50 acres of the plant's property, which also includes coal, natural gas and hydroelectric generation. It will consist of more than 44,000 solar panels on fixed-tilt rack systems that will be positioned to optimize the available sunlight for producing energy.

STATE and local officials joined with LG&E and KU executives last month at the **E.W. Brown Generation Station** in Mercer County to celebrate the unveiling of Kentucky's largest solar facility.

The new facility, which is expected to be fully operational by June, is projected to produce 19,000 megawatt-hours of

energy annually, enough to provide energy for 1,500 homes.

"We're embarking on a new era and introducing a new source of energy to our generation portfolio that will work in concert with our coal, natural gas and hydroelectric fleet," said LG&E/KU Chief Operating Officer Paul W. Thompson.

The new solar facility is part of LG&E and KU's effort to meet customers' energy needs while evaluating new potential energy options. The facility will allow the utilities an opportunity to learn more about the technology, including how commercial-scale solar energy is impacted by factors such as cloud cover and how it integrates with the existing generating units.

BUSINESS BRIEFS

LOUISVILLE

■ **Heine Brothers Coffee** has announced plans to renovate a building in the historic Louisville neighborhood known as the Portland Warehouse District that will serve as a corporate office, roaster, warehouse and training center. Renovation of the 40,000-s.f. building – which was built more than 100 years ago – is expected to be complete by the end of the summer. Heine Brothers, a 13-store organic and fair trade coffee company, plans to occupy 16,000 s.f. and will lease the remaining 24,000 s.f.



■ Louisville businessman and former NBA star **Ulysses "Junior" Bridgeman** has signed a letter of intent to become the newest bottler for **The Coca-Cola Co.** Bridgeman plans to acquire territory in Missouri, Illinois, Kansas and Nebraska and will also acquire a production facility in Lenexa, Kan. Bridgeman retired from the **NBA** in 1987 and grew his portfolio of businesses to become one of the largest restaurant franchise operators in the country. Bridgeman is in the process of divesting his restaurant holdings, which include **Wendy's** and **Chili's** franchises, to focus on his future business in the Coca-Cola system.

■ **POSCO**, a major South Korea-based company that ranks as one of the top five largest steel producers in the world, has announced plans to build a wire-rod processing center at the **Port of Indiana-Jeffersonville**, part of the metro Louisville area. The \$19 million project includes a 136,000-s.f. facility that will be constructed on approximately 10 acres. POSCO is a major supplier to the automotive industry, which has a strong presence in both Kentucky and Indiana. The company plans to hire up to 60 employees.



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FAST LANE

BUSINESS BRIEFS

LOUISVILLE

■ **Advanced Business Solutions**, a company that designs and implements software for the medical and banking industries, has purchased a 12,000-s.f. building near its current 6,000-s.f. facility on Louisville's Brownsboro Road to accommodate an expansion that will include adding 10 full-time positions to its 50-member staff. In addition to allowing the company to grow its business volume, the investment will also allow expansion of the company's tiered help desk, which offers remote computer support to clients across the country.

MIDDLESBORO

■ Lexington-based **Blue Diamond Industries**, a company that produces high-density polyethylene (HDPE) pipe, is relocating its Middlesboro operations to a nine-acre site it has recently purchased that will also accommodate an expansion of the company's production capacity. The company suffered a devastating loss when its Middlesboro offices, lab, maintenance and expansion area were completely totaled by a severe winter storm in February 2015. Though production resumed the following month, the company had to add temporary facilities to relocate support activities. The new site includes three buildings totaling 75,000 s.f., which are being renovated to accommodate both existing lines and new equipment that will add more production capacity.



MURRAY

■ **Murray State University** has been chosen as one of four institutions in the country to participate in the 2016 Japanese Outreach Initiative (JOI) Program. JOI sends a Japanese coordinator to the chosen site for two years to plan and implement community outreach activities about Japanese culture, society and language. Murray State offers both a major and minor in Japanese.

LOUISVILLE: CHANGES AT GE INCLUDE ADDING JOBS, OUTSOURCING OTHERS

WITH the pending sale of **GE Appliances** to China-based **Qingdao Haier Co.**, a number of changes are underway at the company's Appliance Park campus in Louisville.

The company will be adding around 75 salaried positions in Louisville, according to a report by *The (Louisville) Courier-Journal*. Haier has said it plans to maintain the Appliance Park operations and will make Louisville its U.S. headquarters. A GE spokesperson told *The Courier-Journal* that the additional hirings are "part of the process of establishing ourselves as a standalone company."



The news was less positive for GE employees at the Appliance Park warehouse known as AP10, who were informed on April 20 that distribution operations will be transferred to a company that specializes in warehousing activities. The plan would affect approximately 200 union employees at GE.

In a letter to employees announcing the changes, AP10 Plant Manager Josh Lyon said that despite the company investing more than \$5 million since 2013 to modernize the facility and improve technology, tools and processes, the warehouse operation "has the highest cost-per-handle compared to the average of all of the other warehouses in our network, is less productive and continues to trend in the wrong direction."

Lyon did note, however, that if union officials request decision bargaining, the company would be open to considering alternatives to the plan and "a final decision would be made after talks are completed in up to 60 days."

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BENTON: NEW CHAMPION HOMES PLANT WILL CREATE UP TO 150 JOBS IN BENTON

CHAMPION Home Builders, an established name in the modular, mobile and manufactured housing industry, is investing \$6.3 million to establish a production facility in Benton that will create up to 150 jobs.

The Michigan-based company, which has been in business since 1953, plans to lease a 100,000-s.f. manufacturing facility in Benton. The company will refurbish existing equipment such as scaffolds, cranes and build and install state-of-the-art homebuilding equipment.

Champion specializes in a wide variety of manufactured, modular and park-model homes, as well as modular buildings for the multi-family, hospitality, senior and workforce housing sectors. The company started as a single manufacturing facility in rural Michigan and has grown to offer factory-built housing and other structures throughout the U.S., United Kingdom and western Canada. The company now operates 28 manufacturing facilities throughout North America and Europe and employs more than 4,200 people worldwide.



Officials with Michigan-based Champion Home Builders said the abundance of skilled labor in the Benton area was a major factor in the company's decision to open a production plant there.

BUSINESS BRIEFS

OWENSBORO

■ After adding a Frankfort office last year, Owensboro-based **Independence Bank** has now expanded into the Louisville market. Louisville represents the bank's 12th Kentucky location for the regional community bank, which has 22 locations throughout Calloway, Daviess, Franklin, Hancock, Henderson, Hopkins, Jefferson, Mayfield, McCracken, McLean, Warren and Webster counties, with assets of \$1.8 billion.

STATE

■ Following the grim findings of tainted water in Flint, Mich., and other locations, the **Kentucky Energy and Environment Cabinet's Division of Water** has created a workgroup whose main goal will be to prevent lead from entering the state's drinking water. Thirteen experts from a broad spectrum of Kentucky's water infrastructure have agreed to join the group, which will review existing protocols, lead/copper rules, service line replacement programs and compliance monitoring activities. According to the state, all of Kentucky's public water systems are currently in compliance with the federal drinking water standards for lead.



publicdomainpictures.net photo

■ After seven months of review, the Kentucky Department of Insurance last month approved **Anthem's** application to purchase **Cigna Dental Health of Kentucky Inc.** Department of Insurance analysts have determined that "the acquisition would not unfairly reduce competition in the state, would not tend to create a monopoly, and would not jeopardize the insurers, policyholders or the insurance-buying public."

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INTERSTATE LANE

Business news from Indiana, Ohio, Tennessee and West Virginia

BUSINESS BRIEFS

INDIANA

■ **Allegion plc**, a global security products and solutions provider, is investing more than \$13 million to grow its manufacturing and research and development capabilities in Indianapolis over the next five years. To support the expansion, the company will add 125 new manufacturing, assembly and management positions and 33 new R&D positions at its **Schlage Lock Co.** plant, where it currently employs a 500-member workforce.



OHIO

■ **Sogeti USA**, an information technology services company headquartered in Dayton, Ohio, announced in April that it plans to add more than 200 employees across 20 locations this year as part of its graduate hiring program. The program was established with the goal of expanding the company's employee base with eager, passionate college graduates. To attract and retain the best employees, the company offers premium benefits that include zero-premium healthcare coverage, a 150 percent match on 401k plans and up to \$12,000 per year in education reimbursement. Among those who have been part of the program is Sogeti CEO Raj Nath, who started with the company as a consultant.



■ **TravelCenters of America**, a Westlake, Ohio company that owns and operates gas stations, restaurants, convenience stores and truck repair facilities across the United States and Canada, has acquired the **Quaker Steak & Lube** restaurant chain for \$25 million. Quaker Steak & Lube, known for its décor that includes gas station and auto-related memorabilia, has 50 locations across 15 states.

■ **Everything but the House**, an online estate auction company based in Cincinnati, has announced plans for a new 100,000-s.f. distribution center in the Cincinnati area to help streamline its business processes and reduce shipping times. The company has seen rapid expansion since its inception in 2008, growing from 19 employees in 2011 to its current 500-member workforce. The company currently has auctions in 17 cities and plans to expand to 29 by the end of the year, according to a report by the *Cincinnati Business Courier*.

TENNESSEE

■ Automotive supplier **DTR Tennessee Inc.** is investing \$9 million to add 66,300 s.f. to its Tazewell, Tenn., manufacturing facility. The expansion will be DTR's fourth expansion since initial construction was complete in 2002 and will create 60 to 80 new jobs, bringing the facility's total employment to nearly 800 by the end of 2017. The additional space will be used for increased production of anti-vibration and sound insulation polyurethane products for the North American auto industry. The expansion is expected to be complete by November.

■ **Beretta U.S.A.** has opened its new 156,000-s.f. firearms manufacturing and engineering center in Gallatin, Tenn. Beretta U.S.A., which started its manufacturing operations in Maryland in 1977, has been the supplier of the standard 9mm sidearm for the **U.S. Armed Forces** since 1985. The company has now transferred production operations for the **M9** 9mm pistol to the Gallatin facility, along with manufacturing operations for a variety of other firearms. The company plans to hire more than 200 people for the Gallatin plant.

■ **Academy Sports + Outdoors** has opened a 1.6 million-s.f. distribution center in Cookeville, Tenn., to support the company's network of stores through the Midwest and its growing e-commerce business. The Texas-based company, which operates more than 200 stores across the South and Midwest, plans to hire approximately 700 workers over a five-year period for the new facility.

TENNESSEE: HANKOOK TIRES ROLLS OUT PLAN TO RELOCATE HQ TO NASHVILLE

HANKOOK
Tire America
Corp. has



announced plans to relocate its United States headquarters from New Jersey to Nashville, a decision that will bring up to 200 new jobs to the city.

Hankook was established in 1941 in South Korea and entered the United States market in 1981. It has since become one of the fastest-growing tire companies in the world, with more than 20,000 employees worldwide.



The company currently employs approximately 100 people at its New Jersey headquarters. According to a report by the *Nashville Business Journal*, the move to Nashville is expected to take place later this year.

Hankook's new headquarters building will be the second facility in Tennessee for the company. In 2014, Hankook broke ground on a \$800 million manufacturing facility on a 469-acre site in Clarksville – its first in the United States – that is scheduled to be complete by the end of this year. Once it is fully operational, the manufacturing plant is expected to employ up to 1,800 people.

Middle Tennessee has proven to be a popular location for tire-related businesses. The Nashville area is already home to **Bridgestone**, **Marangoni Tread North America Inc.** and **Triangle Tire USA**.

INDIANA: KNIGHT TRANSPORTATION TO HIRE 400+ FOR OPERATIONS CENTER

KNIGHT Transportation has opened a new regional operations service center in Plainfield, Ind., that will create 426 new jobs by 2021.

The Phoenix, Ariz.-based trucking and logistics company, has invested \$4.26 million into a 25-acre site that was previously used for airport parking, renovating the site to



serve as an operations center for Knight customers throughout the Indianapolis and Chicago markets.

The facility will also serve as a regional recruiting and training center where Knight will train drivers based throughout the eastern United States.

In addition to office space, the new facility includes a 20,000-s.f. truck maintenance shop, a truck wash and fueling station. The new facilities cover 34,000 s.f., more than triple the size of its former facility in southwest Indianapolis.

With the larger space providing room for growth, Knight plans to eventually manage more than 500 trucks at the Plainfield facility.

The company currently has 125 employees in Indiana and approximately 5,500 nationwide.

KENTUCKY INTELLIGENCER®

A sampling of business and economic data

THE HOTTEST JOBS FOR 2016

With colleges and universities across America holding commencement ceremonies this month, thousands of new graduates will be entering the job market. For many, the job-search process will be significantly more daunting than anything they may have experienced while in school. However, for those who can land one of the jobs listed below, embarking on the career path could be a sweet deal. Glassdoor, a jobs and recruiting site, recently identified the best jobs in America for 2016 based on three key factors: job openings, salary, and career opportunities.

BEST JOBS IN AMERICA IN 2016

1. Data Scientist

Job Openings	1,736
Median Base Salary	\$116,840
Career Opportunity	4.1
Job Score	4.7

2. Tax Manager

Job Openings	1,574
Median Base Salary	\$108,000
Career Opportunity	3.9
Job Score	4.7

3. Solutions Architect

Job Openings	2,096
Median Base Salary	\$119,500
Career Opportunity	3.5
Job Score	4.6

4. Engagement Manager

Job Openings	1,356
Median Base Salary	\$125,000
Career Opportunity	3.8
Job Score	4.6

5. Mobile Developer

Job Openings	2,251
Median Base Salary	\$90,000
Career Opportunity	3.8
Job Score	4.6

6. HR Manager

Job Openings	3,468
Median Base Salary	\$85,000
Career Opportunity	3.7
Job Score	4.6

7. Physician Assistant

Job Openings	3,364
Median Base Salary	\$97,000
Career Opportunity	3.5
Job Score	4.6

8. Product Manager

Job Openings	6,607
Median Base Salary	\$106,680
Career Opportunity	3.3
Job Score	4.5

9. Software Engineer

Job Openings	49,270
Median Base Salary	\$95,000
Career Opportunity	3.3
Job Score	4.5

10. Audit Manager

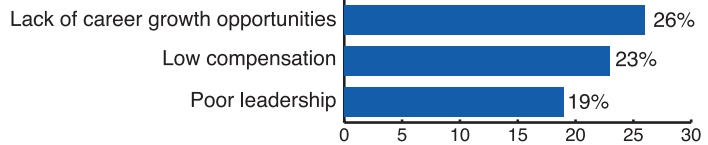
Job Openings	1,001
Median Base Salary	\$95,000
Career Opportunity	3.9
Job Score	4.5

Source: Glassdoor

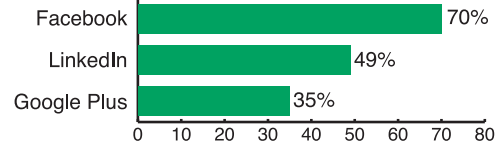
RETAINING YOUR TOP TALENT

For most any company, retaining your top talent is key. So what are the characteristics of companies that manage to hire and keep the cream of the crop? A recent employer branding survey sheds some light on what keeps employees loyal – or what may be driving them away.

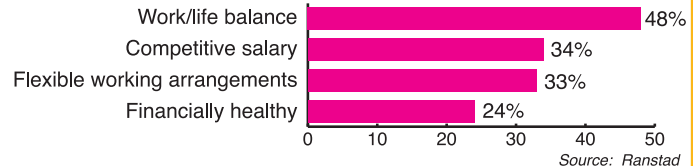
WHY DID YOU LEAVE YOUR LAST JOB?



WHAT SOCIAL MEDIA DO YOU USE FOR JOB HUNTING?



WHAT MAKES YOU STAY WITH YOUR CURRENT EMPLOYER?

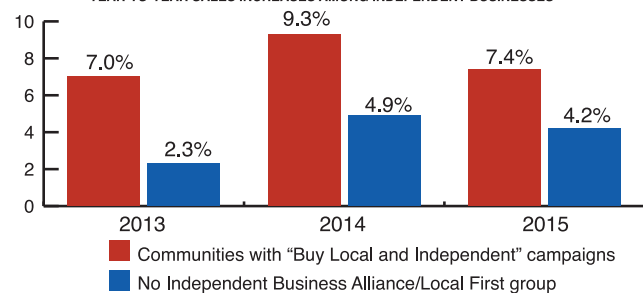


Source: Randstad

SUPPORTING LOCAL BUSINESS

A survey of more than 3,200 independent business owners reveals that “buy local” campaigns have a significant impact on driving customer traffic. Two-thirds of respondents in cities with an active Local First, or “buy local,” campaign said that the initiative is having a noticeable positive impact on their businesses, with one-third reporting new customers and 40 percent reporting an increase in collaboration and mutual support among local businesses as a result of the initiative.

DO BUY INDEPENDENT/BUY LOCAL CAMPAIGNS MAKE A DIFFERENCE?



HAS THE LOCAL FIRST CAMPAIGN IN YOUR COMMUNITY CONTRIBUTED TO ANY OF THE FOLLOWING?



Source: Institute for Local Self-Reliance; 2016 Independent Business Survey

CORPORATE MOVES

New leadership for Kentucky businesses

BANKING

■ **Juan Vasallo** has been named Jefferson County president for Independence Bank.

ECONOMIC DEVELOPMENT

■ Commerce Lexington Inc. has announced the following promotions: **Gina Greathouse** – executive vice president, economic development; **Lynda Bebrowsky** – executive vice president, membership and engagement; **Mark Turner** – chief communications officer; and **Andi Johnson**, chief policy officer and director of regional engagement.

EDUCATION

■ **Mary Elizabeth Stivers** has been named vice president of academic affairs at Midway University.

■ **Rick W. Smith Sr.** has been named vice president of external relations and development for Kentucky State University.

■ **Jennifer Lindon** has been named president of Hazard Community and Technical College.



Mary Elizabeth Stivers



Warren Nash

■ **Warren O. Nash** has been appointed executive director of the Von Allmen Center for Entrepreneurship at the University of Kentucky's Gatton College of Business and Economics.

ENGINEERING

■ **Doug Myneer** has been named chief operating officer for Lexington-based ECSI. **Fred Eastridge** has been named vice president – civil engineering of the firm.

FOOD/SPIRITS/HOSPITALITY

■ **David Gibbs** has been promoted to president and chief financial officer for Louisville-based Yum! Brands Inc., the parent company of KFC, Pizza Hut and Taco Bell.



David Gibbs

GOVERNMENT

■ **Greg Thomas** has been named secretary of the Kentucky Transportation Cabinet.

■ **John-Mark Hack** has been named commissioner of the Kentucky Department of Vehicle Regulation.

HEALTHCARE

■ **Stephen Toadvine** has been named president of Baptist Health Medical Group.



Stephen Toadvine

LEGAL

■ Frost Brown Todd has appointed the following individuals as members of the firm: Lexington office – **Keeana Sajadi Boarman** and **Martha H. Staude**; Louisville office – **Amy F. Curry**, **Casey Wood Hensley**, **Nick Jones** and **J. Kendrick Wells IV**.

■ **Cassidy Rosenthal** has been named office executive member for the Lexington office of Stites & Harbison PLLC.

NONPROFIT

■ **Paul W. Robinson** has been named president and chief executive officer of the Home of the Innocents, a private nonprofit organization that supports children and families in crisis. Robinson will succeed **Gordon Brown**, who is retiring after 21 years.

OTHER

■ **Chris McNulty** has been named president of Wimsett & Co., a Louisville company that provides payment processing consulting services.

■ **Ann Reiter** has been promoted to executive director of Where Opportunity Knox, a regional initiative to connect transitioning veterans and military spouses to jobs in the Greater Louisville area.

■ **Reanna Smith-Hamblin** has been named president of the Better Business Bureau Louisville. She succeeds **Charles Mattingly**, who will retire effective Sept. 1.



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ON THE BOARDS

Kentuckians named to organizational leadership roles

AMERICAN ACADEMY OF ORAL MEDICINE

■ **Wendy S. Hupp** has been named president of the American Academy of Oral Medicine. Hupp is associate professor and interim chair of the Department of General Dentistry and Oral Medicine at the University Louisville School of Dentistry.



Wendy Hupp

BAD GIRL VENTURES

■ **Karen Finan** has been named as the new chairperson of Bad Girl Ventures board of directors. Bad Girl Ventures is a nonprofit organization founded in 2010 to help educate and mentor female entrepreneurs in the Cincinnati/Northern Kentucky region. Finan succeeds Cheryl Stamm, who is remaining on the board as immediate past chair and will be leading the advancement/development committee.



Karen Finan

EASTERN KENTUCKY UNIVERSITY

■ **Richard Day** has been elected as faculty regent at Eastern Kentucky University. Day, associate professor of educational foundations in the Department of Curriculum and Instruction, currently serves as chair of ECU's faculty senate.

GREATER LOUISVILLE INC.

■ **Robert M. Croft** has been elected as a member of the Greater Louisville Inc. board of directors. Croft is a partner with the law firm of Dinsmore and Shohl.



Robert Croft

HORSE PAC

■ **Keith Chamblin** has been named to the board of directors of Horse PAC, the Thoroughbred racing industry's federal political action commission. Chamblin is chief operating officer for the National Thoroughbred Racing Association.

INNOVATION NETWORK FOR ENTREPRENEURIAL THINKING

■ **Randall Stevens** has been named co-chair of the advisory board for the Innovation Network of Entrepreneurial Thinking (iNET) at the University of Kentucky. Stevens, who owns software company ArchVision, will co-chair the advisory board with **Dan O'Hair**, dean of UK's College of Communications and Information.



Randall Stevens

KENTUCKY BOARD OF PHARMACY

■ **Craig A. Martin** has been appointed to the Kentucky Board of Pharmacy. Martin, of Georgetown, is the director of professional practice development for the University of Kentucky College of Pharmacy and the University of Kentucky Healthcare Pharmacy Services.

KENTUCKY BOARD OF SPEECH-LANGUAGE PATHOLOGY AND AUDIOLOGY

■ **Matthew L. Bush**, of Nicholasville, has been appointed to the Kentucky Board of Speech-Language Pathology and Audiology.

KENTUCKY PUBLIC SERVICE COMMISSION

■ **Robert Cicero**, of Florence, has been appointed to the Kentucky Public Service Commission. Cicero is co-owner of High Performance Coolers LLC.

KENTUCKY RETIREMENT SYSTEMS

■ **William F. Smith** has been appointed to the board of trustees of the Kentucky Retirement Systems.

KENTUCKY STATE BOARD OF PHYSICAL THERAPY

■ **Dan Martin**, of Elizabethtown, has been appointed to the Kentucky State Board of Physical Therapy.

KENTUCKY STATE BOARD OF LICENSURE FOR PROFESSIONAL ENGINEERS AND LAND SURVEYORS

■ **William A. Bowie Jr.**, of Lexington, and **Herb Goff**, of Frankfort, have been appointed to the State Board of Licensure for Professional Engineers and Land Surveyors.

KENTUCKY TOURISM DEVELOPMENT FINANCE AUTHORITY

■ **Linda S. Thompson**, Frankfort; **Vanda N. Rice**, Manchester; **Timothy D. Bates**, Versailles; and **Matthew R. Hayden**, Owensboro, have been appointed to the Kentucky Tourism Development Finance Authority.

LEAGUE OF WOMEN VOTERS OF LEXINGTON

■ The League of Women Voters of Lexington has elected officers and directors for the 2016-2017 year: President – **Tammy Fagley**; Second Vice President – **Donna Blue**; Secretary – **Lynne Flynn**; Treasurer – **Steve Senft**; Directors – **Cindy Heine**, **Richard Heine**, **Judy Johnson**, **Carol O'Reilly**, **Barbara Sterrett**, **Lauren Wallace**.

LIAISON COMMITTEE ON MEDICAL EDUCATION

■ **Toni Ganzel** has been appointed to the Liaison Committee on Medical Education, the governing body that accredits medical education programs throughout the United States and Canada. Ganzel is dean of the University of Louisville School of Medicine.



Toni Ganzel

NATIONAL ADVERTISING REVIEW BOARD

■ **John McCafferty**, president and creative director of McCafferty Advertising in Louisville, has been named to the National Advertising Review Board, a self-regulated governing body that works to assure that advertising claims are truthful and accurate.

NATIONAL BOARD OF OSTEOPATHIC MEDICAL EXAMINERS

■ **Dana Shaffer** has been elected vice chair of the board of directors for the National Board of Osteopathic Medical Examiners (NBOME), the leading assessment organization for the osteopathic medical profession. Shaffer is the associate dean for osteopathic graduate medical education and professor of family medicine at the University of Pikeville-Kentucky College of Osteopathic Medicine.

TOGETHER LEXINGTON

■ The following individuals have formed a new initiative called Together Lexington with the goal of creating a positive marketing campaign and funding projects to improve the community's quality of life: **Ann Bakhaus**, president of Kentucky Eagle Inc.; **Lisa Ball**, vice president of Ball Homes; **Barry Bishop**, regional vice president/operations of Windstream Communications; **Bill Farmer**, president/CEO of United Way of the Bluegrass; **Rufus Friday**, president and publisher of the *Lexington Herald-Leader*; **Lee Greer**, president of Greer Companies; **Larry Hall**, president of Hall Media Inc.; **Jeri Isbell**, vice president of human resources and corporate communications for Lexmark International; **Larry Jones**, central region president of Community Trust Bank; **Augusta Julian**, president of Bluegrass Community and Technical College; **Brian McCarty** and **Bruce Drake**, partners in Bluegrass Hospitality Group; **Bret Melrose**, owner of Fayette Heating & Air; **Jeff Murphy**, vice president of marketing and communications for KentuckyOne Health; **Rhonda Petr**, director of marketing, Anthem Blue Cross and Blue Shield Medicaid; **Mary Quinn Ramer**, president of VisitLEX; and **Bill Thomason**, president and CEO of Keeneland.

YOUNG PROFESSIONALS ASSOCIATION OF LOUISVILLE

■ The Young Professionals Association of Louisville has announced its new board of directors for the coming year: President – **Chris Nation**, Quantum Communications; President-Elect – **Drew Eckman**, Frost Brown Todd LLC; Immediate Past President – **David Haney**, Gwin Steinmetz & Baird PLLC; Vice President of Community – **Aimee Jewell**, Big Brothers Big Sisters of Kentuckiana; Vice President of Programming – **Casey Dixon**, Flextronics; Vice President of Public Relations – **Mendy Mulberry**, Forest Giant; Vice President of Engagement – **OJ Oleka**, Office of the Kentucky State Treasurer; Treasurer – **Wes Vance**, MCM CPAs and Advisors; Secretary – **Joe Mandlehr**, Stoll Keenon Ogden PLLC; Director of Membership – **John Ackerman**, DMLO; Director of Entertainment – **Jordan Wiehebrink**, Bellarmine University; Director of Professional Development – **Haley James**, Taylor Siefer Williams; Director of Community Outreach – **Leslie Conner Warren**, Schneider Electric; Director of Inclusion – **Jason Hesketh**, Superb IPC; Director of Public Issues – **Alexis Hebert**, Emerge Kentucky; Director of Communications – **Charissa Acree**, PriceWeber; Director of Recruitment – **Paul Heintzman**, Stock Yards Bank & Trust Co.; Director of Technology – **Mike Sheehy**, Freeland Account Management.

LANE ONE-ON-ONE

Kentucky's leaders express their opinions



Dr. Seamus Carey

Seamus Carey became the 26th president of Transylvania University in 2014 and has undertaken major building projects – construction of three new residence halls and renovation of the iconic Haupt Humanities Building. He also initiated the 100 Doors to Success Mentoring Program to help students transition to the workplace, and Project One, a diversity and inclusion initiative. Dr. Carey previously was the dean of the College of Arts and Sciences at Sacred Heart University in Fairfield, Conn. He was chairman of the philosophy department at Manhattan College, where he was director of the Center for Professional Ethics. His numerous articles and books focus on the intersection of philosophy, parenting and family life. Carey is an avid Transylvania athletic teams supporter, having played basketball at Vassar College as well as Irish football and hurling.

ACADEMIC CHALLENGE, AND SUPPORT TO MEET IT

Transylvania University President Seamus Carey discusses the lasting appeal of traditional liberal arts education

BY MARK GREEN

I N 1780, the Virginia legislature set aside 8,000 acres of confiscated British lands in the County of Kentucky for “a public school or seminary of learning.” Transylvania College in Lexington received a charter in 1783 to become the first higher educational institution west of the Alleghenies. With law and medical schools, Transylvania rivaled Harvard and Yale in the early 19th century as one of the nation’s leading universities. The fifth oldest U.S. university has been a private liberal arts college exclusively since 1915 and maintains a reputation for rigorous academic excellence.

Mark Green: What are your top challenges as president?

Dr. Seamus Carey: My top concern is making sure we get our enrollments where we want them to be. Last year we did very well, and this year we’re on track to do very well. But the demographics are against us, as they are against all schools. There’s a declining high school population, in particular in Kentucky. And families are price-sensitive, so we are conscious of that. The enrollment is No. 1.

We have a really attractive campus that works, but I would love eventually to get a new student center because we’re primarily a residential college.

Our students spend about 15 hours a week in class. The rest of the time I want them to be engaged in intellectual activity generated out of their class conversations. I want us to provide the best spaces possible for them to integrate, work together, really enhance the academic experience while they’re here. And spaces can be really powerful things for doing that. We have a lot of old buildings – our Mitchell Fine Arts Center is a great building but needs to be upgraded. So where are you going to find the resources to do those things? That’s a big concern. And so a capital campaign, if we were to get to one, would be big.

One of our biggest challenges is getting people to know about us. When students come to visit us, they tend to enroll. Our challenge is to get people to come to Lexington, Ky.; to put Lexington on the map in a way to get into the consciousness of people, to say that’s the destination I want to go to for my liberal arts college experience. And that’s a challenge. In the Northeast, there’s a plethora of liberal arts schools – Pennsylvania, New York, Connecticut, Massachusetts, even into Ohio, you’ve got a lot of really fine schools. And how do we get into the consciousness of students and their families to say, hey,

there’s something really unique here? Because there is.

There are only about seven or eight liberal arts schools in metropolitan areas in the country. The combination of what we offer academically with what’s going on in Lexington as a city – which I see as a really growing, vibrant city with a lot to offer college students – that they can walk to, is a huge, huge selling point. We do have some things to get past because people don’t typically think of coming to Kentucky for a liberal arts experience.

MG: What is Transylvania University’s current size? And what is the goal for the next five to 10 years?

SC: Right now we’re just under 1,100 students, and that is relatively stable. We had a little dip a couple years ago. We’re back on an increasing trend. And we would like to grow but not enormously. One of the assets of the school is that we’re a close-knit community, and we want to keep it that way. But we can do that and grow probably up to around 1,250 to 1,400 students in the next five to 10 years.

MG: How many students live on campus?

SC: We are a residential campus. About 76 percent of the student body and 92 percent of first-year students live on campus.

MG: What is the size of the faculty and staff?

SC: We have about 90 full-time faculty and 204 full-time staff. Those are stable numbers. The faculty/student ratio is about 10.5 to one.

MG: What is your student-body composition?

SC: About 42 percent of our student body is male, 58 percent female. Fifteen percent are students of color, 4 percent are international, and about 22 percent come from out of state. We’d like to increase the number from out of state, and we’d certainly like to increase our diversity. We are investing time and resources into increasing diversity.

MG: How does Transylvania recruit students?

SC: We do all the traditional things. We visit communities where high school students are. I visit as many communities – in particular communities in Kentucky – as possible to get to know the families and the high school counselors. We invite counselors to visit our campus and go back and share with their students. Our alumni share stories about Transylvania. Our most effective recruit-

ing tool is to have students and their families visit campus. Students and their families pick up pretty quickly how supportive and integrated and close-knit the faculty, student and staff community is.

MG: How do you reach out-of-state students?

SC: Admissions counselors are on the road throughout the fall, visiting high schools we have relationships with and new ones as well. Our athletic coaches are visiting prospective high school students who can play for them. We engage supplemental communication companies that help us target audiences suitable for our student body; they communicate through email, texting and various avenues to let them know about Transylvania. And print – we have brochures and mailings that tell our story as well.

MG: What about faculty recruitment?

SC: Every full-time faculty position goes through a national search. The faculty drive that process. Advertisement goes out to national media. Faculty go to their association meetings; schools typically interview at those meetings where there are lots of young Ph.D.s. We attract really strong faculty. The faculty is our strongest asset. Three essential elements of our faculty's job description are: service, teaching and scholarship. Our faculty strike a really good balance. We have a lot of faculty-student research projects, especially in the sciences. We have first-rate scholars in numerous departments. They are incredibly dedicated to the school and work really closely with our students. That's one of the real distinctive aspects of a school like ours.

MG: How many Transylvania students stay in the community or state after attending?

SC: I've noticed a really strong presence in Lexington of highly successful alumni running all sorts of businesses,

law firms and so forth. But we have alumni in all 50 states and in 76 different countries.

MG: What are the primary reasons students say they choose Transylvania?

SC: It's a combination of the strength of the academic programs and the personal, supportive feel of the community. Students know they're going to be challenged academically, but they also know they're going to be supported to meet those challenges. That extends into Student Life: all the clubs and associations and ways of engaging in the campus community available to students from the day they get on campus.

We have "August Term" for first-year students. They spend three weeks on campus before the rest of the student body gets here, working with the faculty and with Student Life. We bring them into the city. They know all the ins and outs of campus before anybody's here. Student Life staff is phenomenal about supporting students to become engaged, and when things go wrong, they're there to reach out to help students through those times.

MG: Tell us about Transy's recent capital projects.

SC: Right now we're finishing up two new residence halls. We have one that's finished and then two that will be fully operational by next January. Each residence hall has about 144 beds. We took down two old residence halls, and two of these new buildings are replacements for those residence halls in Back Circle.

We renovated Alumni Plaza here (behind the Old Morrison administration building), which was an initiative undertaken by our alumni association, and it turned out to be a beautiful renovation of an open space. It's amazing. When you build the appropriate types of spaces, the students and faculty come there and work on a regular basis when

the weather's beautiful. We renovated our library last year, so we have a new, updated, modern library.

And we're designing a renovation for Haupt Humanities Building, our main academic building. We have a lead gift from an alum, Pete Carpenter, and his wife, Marilyn, who made a really generous gift of \$2 million, and it will be called Carpenter Hall when it's finished. We hope to undertake that project next summer.

MG: In its earliest years, Transy had professional programs including a law school, medical school and seminary. Since 1915 it has been a liberal arts college. Might any of those professional programs ever be reinstituted?

SC: Graduate programs are not in our immediate future because the University of Kentucky has a wide array of graduate programs, and it doesn't make sense to duplicate those in most cases. I wouldn't say never, because as we innovate the curriculum who knows where those might lead. We are, however, in the process of developing articulation agreements with UK's graduate programs. We already have an agreement with the engineering program; we're about to do something very similar with about eight other programs. Students who come to Transy will have the opportunity to be fast-tracked to the UK graduate programs. If they want to come get the experience we offer – a really close-knit community, intense work with faculty – while at the same time being focused on a particular career, they can do that and then head straight into a UK program.

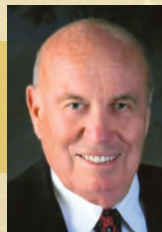
MG: What are the most popular or most sought-after degree programs?

SC: Business administration is our most popular program ... exercise science, accounting, psychology, biology; those are our five biggest majors. A lot of students do double majors, or do a major and a minor.

JUNIOR ACHIEVEMENT'S

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LANE ONE-ON-ONE

MG: Transy indicates 100 percent of its students recommended to law schools are accepted, and 90 percent of those recommended to medical programs are accepted. How do you achieve that level of success?

SC: It is the faculty's close-knit relationships with the students. If students are interested in medical school or law school, from the first year they're here they get the coaching and advising they need from the faculty members who run those programs. In addition, our programs are rigorous. Medical schools and law schools know that when they get Transy students, they're well-prepared.

MG: How does Transylvania maintain communication with employers regarding the education and skills needed in today's workplaces?

SC: We started a mentoring program last year called 100 Doors to Success that has over 200 mentoring relationships – all people from industry. We talk with them on a regular basis; our students talk with them on a regular basis about their professional worlds, about the people they interact with. People on our board work with cutting-edge technology companies, cutting-edge medical research companies. They talk to me, and say, hey, what about this? Those are ideas we're trying to infuse into what we offer our students. We never stop reading on what's taking place. All those things play into how we keep in touch.

MG: What is Transylvania's tuition level now?

SC: It's right about \$34,000 annually, but we're rated in the top 25 schools in the country for best value.

MG: How price sensitive are today's students?

SC: For students, parents and families, this is a big investment, and families look at more schools today than in the past to compare price. Every school has to publish their costs online, so it's not hard. Families compare the financial aid packages. You really have to have value if you're going to attract students. Price sensitivity comes into play with the vast majority of students. They have to be convinced that what you're offering is worth more money.

Now, we cost less than a lot of liberal arts schools that are ranked among in the top 100 in the country. Our cost ranks near that of the college my daughter is attending, Hobart and William Smith Colleges in upstate (Geneva) New York. That

higher cost is not atypical for schools in the Northeast. They're over \$60,000 in tuition, room and board. We're around \$45,000 now with tuition, room and board. And then when you take our financial aid packages, on average our students pay less than 50 percent of that.

MG: How much financial assistance do Transylvania students receive from the school and other sources?

SC: This year our students got over \$18 million in institutional scholarships and aid from Transylvania: 274 will receive approximately \$1.3 million in federal grants, which includes Pell, STEM and Supplemental Educational Opportunity Grants; 362 students will earn about \$450,000 in work study; 752 receive approximately \$3.2 million in state grants and scholarships; and 159 will receive about \$550,000 in outside scholarships and other sources of aid. And I think it's 98 percent – it might be 100 percent – of our students receive some kind of financial assistance.

MG: What is Transylvania's annual budget?

SC: The annual budget is in the neighborhood of \$45 million dollars.

MG: What are your revenue sources beyond student tuition and fees?

SC: We do well with grant money. We're not a Research I university, so we don't get their type of grant money, but we get grant money. And we have a very generous donor base; our alumni are really committed to the school so fundraising is the other major source of income for us. We have amongst the highest participation rates of alumni donors in the country. The percentage is in the 40s.

MG: How does the trend of decreasing public funding for public universities in Kentucky and elsewhere affect private institutions such as Transylvania?

SC: Whenever funding is cut from higher ed, it affects all of us. A large portion of our student body receive federal aid, but obviously the state schools are getting hit much harder; that's a tough situation for them to be in. As of now, it doesn't affect us that much, but that could change in the future. We do have some overlap among students who are looking at us and at public institutions. If the issue for families is price and they're in-state students, UK is going to be less expensive than us. For the out-of-state student, that will affect them. We would be very comparable price-wise to UK's tuition and room and board for out-of-state students. If you consider not sticker price but our

aid packages, our students are paying \$20,000 to \$22,000, on average, for room, board and tuition.

MG: What is the status of Transylvania's endowment, and what does Transy use endowment funds for?

SC: We're at about \$170 million, maybe \$165 million. We're fortunate to have savvy board members taking care of that. Some of it's used to help annual operations, but some of it's dedicated to supporting faculty teaching, faculty research, faculty-student combined research. Some of it's used to support diversity initiatives. Some of it's earmarked for those types of initiatives.

MG: Does Transylvania offer distance learning options?

SC: No, we do not have online classes. We are really interested in technology and digital learning and the ways in which the humanities and the liberal arts in general are going to be enhanced by digital practices and digital innovation; that's something we want to integrate into the curriculum. But that's not the same thing as delivering an online course. Enhancements might morph into some online interactions and courses, but I don't see us doing much distance learning because what's really unique about us is the community aspect of learning.

MG: What impact has the digital information revolution of the past few decades had on your operations?

SC: We're about to invest in software that will help our backroom operations gain incredible efficiencies. We can streamline admissions processes, which will work in conjunction with the registrar's office, which will work in conjunction with financial aid; things like a campus calendar to schedule events on campus. All those need to be streamlined. Technology can really help us there. Down the road, there might be ways to find efficiencies with other institutions, for example, using technology across campuses. Not necessarily with courses, per se, but for operations things.

MG: Do you anticipate significant changes near-term in the college experience at Transylvania or will it maintain its traditional structure?

SC: We're going to maintain what's really strong and traditional: community, close interaction, close relationships amongst students and between students and faculty and staff. But we're also going to innovate. Any responsible educational institution today has to make sure stu-

dents are well-versed to deal with things they're going to encounter when they get out of school. So while we still want students to be really powerfully strong in history and literature and all the traditional disciplines, we want them to be able to do that in a way that matters and makes them easily able to participate in society and the economy when they get out of here.

We're still going to read Plato and Aristotle and Augustine and Shakespeare. Our students are going to master those texts. But there are things that they can do, with technology for example, to look at those texts in different ways. There are multidimensional things we can do in this really strong, deep, liberal arts curriculum in a way that those students also develop the skills to do anything they want when they get out.

MG: How would you characterize Transylvania's relationship with the city government?

SC: It's really good. We don't have a formal channel of communication, but we interact. The mayor and I have a really good relationship. He's delivering our commencement address this year, actually, in May. We do a lot of outreach for the local community, especially elementary-school kids here in the community.

While we really work hard at supporting the community, it's important for people to recognize that we're in a challenging environment, and we would benefit from the support of the community as well as times. What I mean is, you can't take a place like Transylvania for granted. If you look at what's happening in higher education, some of the analytics and projections of schools our size are not good.

MG: Is it a competitive economic advantage for Transylvania to be in Lexington, Ky., rather than the Northeast, which has a higher cost of living and operation expenses?

SC: Absolutely, and that's one of the reasons why we're able to offer it at a lower price. Compare housing, for instance. If you work at Transylvania, you can afford housing in really nice places as compared to working at the same job in the Northeast where you just can't do it. The wages aren't actually that different. People can do well here because of the cost of living. ■



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



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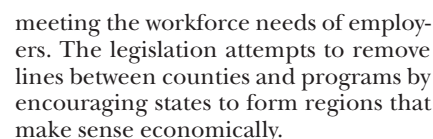
Finding good people is the toughest part of any job. So, when someone applies from AOKY, I take notice. AOKY helps people earn their GED diploma and a technical credential, but more importantly, it teaches people how to do a good job. And that makes any job a whole lot easier.

AOKY is an accelerated training program powered by KCTCS, Kentucky Adult Education, and Kentucky Career Center.

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This is good news for business, and it comes none too soon.

Back in 1998 a report, "Ready for Work: Essential Skills for Kentucky Jobs," addressed the importance of essential skills.

"Basic academic skills were assigned a high value in studies or surveys (of employers). ... Ranked on an equal or near-equal level were those attributes that have come to be known as employability skills – teamwork, communication, problem solving, and the like. Indeed, knowing how to learn, being willing to learn, and showing evidence of having a desire to work emerge repeatedly as fundamental requirements of the modern workplace."

Then in 2015, the Kentucky Chamber of Commerce issued a report called “Kentucky’s Workforce Challenges: The Employer’s Perspective.” It states:

“Kentucky employers consistently express concerns – and frustrations – about the challenges they face in finding employees who understand the importance of showing up for work, communicating well with others, taking personal responsibility for their actions, managing their time effectively and similar traits.”

Employability skills/soft skills/essential skills – whatever you prefer to call them – remain a primary concern of Kentucky Chamber members, according to Travis Burton, manager of public affairs for the business association.

"Within our councils and in discussions with our members, soft skills remain the No. 1 concern about workforce challenges," Burton said. "We used to have a situation where businesses had trouble growing and offering new positions. Nowadays there are so many jobs available, it is a challenge to fill them."

"We're not talking about a lack of qualifications, however. It is not a lack of academic degrees. People just don't understand the need to show up on time on day two, have good interpersonal skills and not arrive at work after using drugs."

Rick Jordan, director of special programs for the Education and Workforce Development Cabinet, hears the same concerns.

DEBRA GIBSON ISAACS

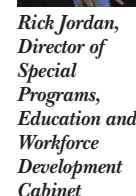
THE skills individuals and companies need to succeed in business typically are divided into two categories: “hard skills” – the technical expertise required to do the job – and “soft skills” – the ability to work with others, communicate well, arrive on time, pitch an idea, dress appropriately. Historically, hard skills largely ruled, although there are plenty of instances when a person with brilliant hard skills was fired for lack of soft skills, including Steve Jobs, who co-founded Apple.

Today there is a cartwheel of change concerning job skills. Not only are soft skills now increasingly valued, their importance rivals or exceeds those of

hard skills in many surveys and reports of business executives. This constellation of skills even has name upgrade – now often called “employability skills” or “essential skills.”

This new thinking is reflected in the first update to the nation's core workforce training program since passage of the Workforce Investment Act (WIA) in 1998. The new law – the 2014 Workforce Innovation and Opportunity Act (WIOA) – seeks to improve connections between employment, training, adult education and vocational rehabilitation programs.

It requires states to strategically align workforce development programs and submit a four-year strategy for preparing an educated and skilled workforce and



"Everyone is complaining that soft skills are lacking," he said. "Employers tell me that when a potential employee's phone rings during the interview process, many answer it. That reflects poor judgment."

"I also hear that employees don't know how to work as a team. They don't understand team dynamics or how teams work. We've lost the ability to work as a team."

The development of these essential skills is particularly thorny because it is not clear who should teach these skills – parents, elementary school, secondary schools, post-secondary schools, job training programs, employers, etc.

That question will go unanswered for now. Instead, various entities are rushing to provide an array of programs and initiatives specifically designed to help people acquire or hone their essential skills.

WIOA offers flexibility

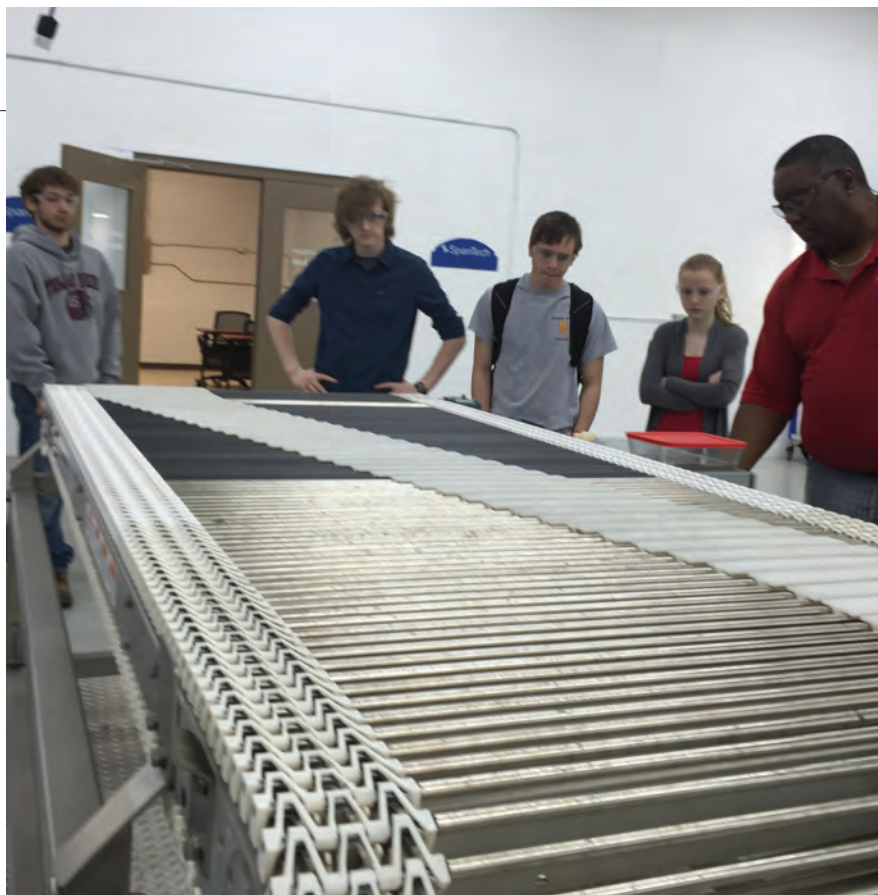
Funding for many programs and initiatives comes from WIOA, but the federal law offers a wide swath in which to develop programs. In Kentucky, some programs come through the Education and Workforce Development Cabinet.

The cabinet's Kentucky Work Ready Communities Program, for example, includes a requirement that communities develop programs that emphasize essential skill development along with attaining a specific high school graduation rate and digital literacy.

The program was the focus of an article "Economic Development: Why the 'Work Ready' Tag Matters" (bit.ly/1rA30po) published in *The Lane Report* in May 2015.

Kentucky's state and regional colleges are also preparing their students.

Western Kentucky University this month is launching Learn and Earn. The program partners with area companies and businesses to employ both traditional and nontraditional college students. Participating students will work for wages and can receive college scholarships from their employers.



"At its simplest, the program is an opportunity for students to work part time to help with their tuition and possibly receive a scholarship," said Leslie Witty, project manager with Learn and Earn. "It also helps students by exposing them to job opportunities they may not have considered."

But embedded in the program are online soft-skill courses that students have to complete to be accepted.

"Interpersonal skills are huge – things like interviewing, dress, networking, listening, workplace etiquette," Witty said. "We cover all these areas where employers are expressing needs. With my communications background, it is a passion of mine to help students build these skills because it will make such a difference in their lives."



Leslie Witty,
Project
Manager,
Learn and
Earn, Western
Kentucky
University

SpanTech, a conveyor system maker in Glasgow, is a business partner with Western Kentucky University's Earn and Learn program. It aims to create opportunities for traditional and non-traditional students to work part-time, helping them pay tuition and exposing them to jobs they might not have considered.

reinforce these skills," Tracy said. "We have been able to collect a lot of information on soft skills, so we should be able to help students learn these skills in a natural, organic way."

The process moves into high gear this summer as educators meet in teams to figure out how to best meet the needs identified by the schools' business partners.

"We thought we knew what our industry partners wanted and needed," Tracy said, "but we wanted to hear it directly from them, and last fall we asked our program advisory councils to rank a list of soft skills. Now we have that information, so there is no guessing on our part."

"Our faculty will take this information and walk it back into the curriculum. Where in our curriculum do we reinforce dependability and reliability, for example? Then we measure. When students graduate, what might that look like?"

KCTCS also asked employers how they want to see students display that they possess these skills.

In what Tracy said was a bit of a surprise, 44 percent would like to see essential skills displayed in a portfolio of the student's work.

The commonwealth's postsecondary system, she said, will use a software program called WIN (Worldwide Interactive Network), which the Kentucky Adult Edu-



As a result of a pilot project examining how to help participants find jobs, Kentucky Adult Education program is incorporating soft skills into its curriculum.

KCTCS plunges in

By next fall, the Kentucky Community and Technical College System will have essential skills built into many of its courses, according to Rhonda Tracy, chancellor of the system of 16 community and technical schools.

"We are right in the throes of determining the best soft skills to address, measuring soft skills attainment, and determining software packages that



Rhonda Tracy,
Chancellor,
Kentucky
Community
and Technical
College System

COVER STORY



Interpersonal skills such as interviewing, dress, networking, listening and workplace etiquette are crucial elements of the WKU Earn and Learn program because employers value them highly.

cation Office purchased, that can now be used by various organizations.

Cooperation instead of competition

While they serve students at different points in their academic journeys, the collaboration between Kentucky Adult Education (KYAE) and KCTCS with WIN and other endeavors is illustrative of how cooperation rather than competition is the new mantra for ensuring that all adults acquire the essential skills they need to succeed.

Collaboration has brought change to curricula.

"A lot of our students haven't worked," said Sharon Johnston, senior associate for KYAE. "We launched a pilot program to (help them) figure out how to do that.

"We knew we needed to integrate soft skills," Johnston said. "That led to the need to develop employability standards. Then we needed to determine how to integrate these into lessons and align them to college and career standards. That grew into the need for a standardized lesson plan, which grew into development of a lesson bank for adult educators.



Sharon Johnston,
Senior Associate,
Kentucky Adult Education

"The result is a collection of lessons with employability standards that encourage students to learn and practice those skills."

Kentucky Adult Education also took the lead in the development of the Kentucky Essential Skills Certificate (KESC).

The certificate is awarded upon successful completion of two requirements:

- Finish the four components of WIN (communication, professionalism, problem solving/critical thinking, and team building) and
- Instructor validation that the student has practiced and implemented skills in the classroom.

"We see KESC as one of a series of stackable (essential skills) credentials, one component of study for each student with college and career goals," Johnston said.

In Louisville, John Greenwell, workforce training coordinator for Jefferson County Public Schools Adult Education, has created workshops that provide training in essential skills, job-specific training, and some that blend the two.

He and trainer Tia Jones have also developed workshops for the county's adult education sites focused on helping students earn a KESC (Kentucky Employability Certificate). Essential skills are the focus of those workshops, which are designed for adults without a high school equivalency.



John Greenwell,
Workforce Training Coordinator,
Jefferson County Public Schools Adult Education

Employability Standards from Kentucky Adult Education

The employable adult should be able to:

- Effectively contribute to a team through cooperation, leadership, and giving and accepting critical feedback to work toward a common goal.
- Utilize workplace tools and technologies to communicate effectively (e.g., memos/e-mails, basic computer programs, phone systems).
- Model compliance of workplace policies and procedures.
- Utilize and support workplace organizational structures (e.g., company departments, corporate goals, chain of command).
- Utilize resources responsibly.
- Identify and effectively use skills and materials needed for a particular task.
- Accurately analyze information and respond appropriately.
- Interact with others in a professional manner.
- Analyze self-performance to better understand strengths and areas for improvement.
- Seek out opportunities for advancement and improvement of personal skills and abilities.

Jones is teaching workshops targeted for specific industries such as manufacturing. Essential skills are incorporated into these workshops, which help adults move into a position as a computer production technician.

The workshop format is important, according to Jones.

"We don't want to provide just an online course that students go through," Jones said. "We don't believe you can change culture completely online. We want to engage students in activities and awareness and make sure students are able to demonstrate their mastery of skills."

Communities, too, are focusing on essential skills, largely because they have found that economic development increasingly requires a workforce with such skills. The Springfield-Washington County Economic Development Authority (S-WCEDA) is a good example.

"Being a smaller community, everything was recruit, recruit," said Daniel B. Carney, executive director of S-WCEDA. "Now there is a shift to workplace development because of the job growth we've seen."

The authority's efforts are bundled under their local WorkReady Project.



Daniel B. Carney,
Executive Director,
Springfield-Washington County Economic Development Authority

"In meetings with industry we asked about their challenges going forward," Carney said. "It kept coming back to finding the right people. Industry needs skilled welders, engineers, tool-and-tie makers, but the common denominator is soft skills. A lot of employers struggle with finding people who are responsible, on time, know how to communicate, and work in a team."

"We have tried to bridge those concerns in partnership with the local school district. We have developed a Work Ready seal. For each year high school students meet criteria such as being on time and working cooperatively, they get moved up a level. As we educate employers and make it worth it for the students, we believe this will speak volumes to employers and show that the students have done something, stuck with it for four years, and are ready for the next step."

In addition to educational institutions, professional consultants are also addressing the issue of essential skills.

Greg Coker, founder of the Institute for Soft Skills and an executive coach, has a new book coming out called "Soft Skills Field Manual: The Unwritten Rules for Succeeding in the Workplace."



*Greg Coker,
Founder,
Institute for
Soft Skills*

It is a complement to his soft skills boot camps.

"You wouldn't be in business without the technical skills," Coker said, "but most managers will tell you that without soft skills, their products and services are slower to market, there is a lot of drama in the office, and companies are losing millions of dollars."

During his boot camps, Coker first defines soft skills because he said there is still a lot of confusion about what it means. Then he provides non-academic,

immediately usable tools to help people improve their soft skills.

The topic is "so red hot" that Coker is working with school districts to provide a soft-skills workshop for graduating high school seniors. Many economic development organizations are paying for the workshops, he said, because they know how important the skills are to both employers and potential employees.

The veteran speaker said although

soft skills are in the spotlight right now, over the long run there has to be a balance between hard and soft skills.

"Soft skills are a complement to and partner with technical skills," Coker said. "It shouldn't be either/or. It should be IQ (intelligence) and EQ (emotional intelligence)." ■

Debra Gibson Isaacs is a correspondent for The Lane Report. She can be reached at editorial@lanereport.com.

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From the National Soft Skills Association

Research conducted by Harvard University, the Carnegie Foundation and Stanford Research Center has all concluded that 85 percent of job success comes from having well-developed soft skills and people skills, and only 15 percent of job success comes from technical skills and knowledge (hard skills).

It is interesting to note that these statistics were taken from the work done by Charles Rigborg Mann in his "A Study of Engineering Education," in 1918. That's right, 1918!

Almost 100 years have passed since Mann published his extensive research on the need for soft-skills education in schools and workplaces, yet little has changed. This is why the National Soft Skills Association has been created.

Debating Certificates of Need



Kentucky stakeholder opinions vary on how best to control costs, maintain quality and raise overall health

BY JOSH SHEPHERD

THERE is an ongoing debate about the proper way to go about managing Kentucky's healthcare industry. Should it be subject to the same economic forces as any other competitive enterprise or does the industry serve such a vital need that it requires high regulation to ensure public access to services without regard to its potential for profit? And likely the most contentious question of all: Which approach accomplishes the triple aims of controlling healthcare costs, preserving quality and raising the overall health of the population?

For decades, Kentucky has required entities wanting to expand or introduce certain healthcare services into a geographic location to obtain a state-

issued Certificate of Need (CON), which means there is an official finding that an unmet public need for the service proposed exists in that region.

Kentucky's Certificate of Need review standards are managed by the Office of Health Policy within the Kentucky Cabinet for Health and Family Services (CHFS). Thirty-seven states maintain some kind of CON policy, but the extent of control is variable. Thirteen states have either deregulated their CON policies or never adopted them in the first place, leaving healthcare and other services to the whims of the open market.

A year before the adoption of the 2015-2017 State Health Plan, CON Policy Advisor Diona Mullins, under the direction of Office of Health Policy Executive Director Emily Parento and

CHFS Cabinet Secretary Audrey Tayse Haynes, issued a memorandum to all stakeholders in Kentucky's system requesting input about modernizing CON policies.

Stakeholders responses expressed concerns or hope, depending on their point of view, that "modernization" might be a veiled allusion to CON deregulation or a significant loosening of review standards.

Responding to those concerns, the Kentucky Hospital Association commissioned Sullivan Consulting Group (Dan Sullivan) to prepare a white paper analyzing the effect of CONs on Kentucky's healthcare industry titled "Certificate of Need: Stabilizing Force for Health Care Transformation." (chfs.ky.gov/NR/rdonlyres/99C45038-9554-4686-9510-9BC5B7F065DB/0/Kentucky-HospitalAssociation.pdf. Find further comments from stakeholders concerning CON modernization at the Kentucky Office for Health Policy website at chfs.ky.gov/ohp/con/conres.htm.)

The conversation about the CON program's future was left open-ended with the transition from the Beshear administration to that of Gov. Matt Bevin and new CHFS Secretary Vickie Yates Brown Glisson.

When CHFS was approached in early April to offer comments concerning CON, the cabinet declined interview requests, saying it was too early for the new leadership to take a definitive position, having been in office for only a few months and the 2016 legislative session commanding a higher priority for their limited time.

Elizabeth Cobb, vice president for health policy with the Kentucky Hospital Association, and Chris Thorn, CEO of Graves Gilbert Clinic, the largest multispecialty physicians' clinic in Bowling Green, were willing to present arguments on behalf of their respective organizations regarding Kentucky's CON policy, against and in favor of, respectively, loosening the state's regulation.

The arguments were conveyed in separate phone interviews but are presented here in a pro and con debate form.

The KHA "Stabilizing Force" white paper succinctly states the heart of the CON debate: "The fundamental issue is whether regulatory models offer a better means of distributing healthcare services [in Kentucky] than a competitive free-market model."

Introducing stability or protecting territory?

One of the KHA's chief arguments for stricter oversight is that there are just too many sweeping changes happening in healthcare to introduce yet another major industry shift. Since 2010, providers have been figuring out how to transition to outcome- and value-based reimbursement models and implement other Patient Protection and Affordable Care Act (ACA) mandates. They also are struggling to adapt to new state and federal requirements on implementing integrated technology such as electronic medical records.

With the administration change in Frankfort and another coming in eight months in Washington, D.C., there are questions regarding the future of healthcare reform. There's too much uncertainty within the industry, Cobb said. The system needs an island of stability.

The stability argument goes further, however. During the past decade, Kentucky's health systems have been partnering to create provider networks that will efficiently create medical outcomes to financially sync with value-based reimbursement. These models are designed to reduce hospital readmissions, aid communication and improve the overall health of not just individuals but entire populations.

These still-developing networks – consisting of primary care providers and specialists, clinics, safety-net and rural hospitals, and regional medical centers on up to the state's tertiary care and teaching hospitals – are fragile and need the support of a stable functioning CON policy, Cobb argued. Deregulating CON has the potential to undermine the work that has gone into establishing these mutually beneficial, cooperative healthcare delivery systems.

"There was a national trend toward dismantling CON regulations some time ago, but many states have backed away from the idea of total deregulation," Cobb said, "because healthcare is different from other industries. It performs a crucial public service that requires some level of government regulation."

Thorn, on the other hand, dismisses the notion that healthcare is undergoing too much change.

"It has never been stable," he said. "There is always something going on – federal and state regulations, hospital acquisitions, merging healthcare networks, insurance companies forming and dissolving, or new advances in

technology – it never ends. We're always adapting to change."

The stability that providers talk about with CON is an attempt to maintain an environment that is anti-competitive, Thorn said. They are designed to protect the territory of existing providers against encroachment by potential rivals who might offer patients a preferred alternative.

Regarding CON, Thorn emphasized he could only speak to Graves Gilbert's position perspective and experience, particularly when it was trying to establish an ambulatory surgery center (ASC) in its home community of Bowling Green.

CON reviews for almost two decades consistently thwarted Graves Gilbert's efforts to establish an ambulatory surgery center in Bowling Green, said Thorn, who inherited the project in 2007 when he accepted an offer to be the company's CEO. Persistence finally paid off in 2015, though, when the state's health policy office amended CON policy on ASCs. The change enabled the physicians' group to partner with HCA-owned Greenview Hospital, one of two medical centers in Bowling Green serving the south-central Kentucky region, to establish a free-standing center.

"The partnership is a victory for our service area. Working with Greenview opens up opportunities that we probably could not have offered alone," Thorn said. However, this development came about only after years of the multi-specialty practice being prevented from competing in its own market, despite being willing to take on the financial risks.

"We're not talking about protecting borders. CONs inhibit Kentucky providers from delivering services and competing. Philosophically, there is something wrong with that," Thorn said.

Instead of maintaining stability for Kentucky healthcare, he said, CONs introduce market protections to existing providers, usually hospitals, so that there is less or no incentive to be efficient or raise the quality of care. Competition drives innovation, he argued. Left on its own, healthcare responds to the free market in much the same way as any other industry. It forces providers and hospitals to deliver higher-quality services at competitive prices, Thorn said.

"If they don't, someone will step in who will."

In some cases, like the relationship between Greenview and Graves Gilbert,

it encourages collaboration through shared risk, he said. "Exempting the healthcare industry from consumer-driven market forces is not only a disservice to the people of Kentucky, it results in higher costs."

Proliferation of services in concentrated areas raises costs

In contrast to Graves Gilbert's arguments, the KHA asserts that "health services do not fit neatly into a competitive market model." That is one of the key conclusions the KHA's white paper argues. In fact, the KHA questions the notion that expanded competition naturally leads to lower healthcare costs.

"Entrepreneurs want to establish themselves in Kentucky, which is a good thing," Cobb said.

However, financial incentives lead commercial investors, when possible, to target healthcare sectors with the highest profits, in KHA's view. Investors strive also to provide in high-population areas of the commonwealth with greater pockets of affluence, lower unemployment and a substantial population covered by commercial health insurance.

Pursuit of financial return can lead to heightened levels of competitiveness in desirable areas, making it less likely one or two companies will wind up dominating a market to an extent that they can recoup their investment in a short timespan. It's far more likely, Cobb said, that the markets considered most desirable by entrepreneurs will get saturated with duplications of services beyond what they are capable of sustaining.

To recoup their investments, commercially driven providers usually first will try to charge commercial insurance payers more for services. Whatever charges insurers refuse to approve then get billed on to the customer, months removed from the time of service, Cobb said.

The same thing happens even in states with CONs, she added, and it is this tendency that led to the establishment of CON regulations to begin with, she said. The very preamble to the Certificate of Need page on the Kentucky.gov website asserts that belief, in language approved by the state's legislature: "The Kentucky certificate of need process prevents the proliferation of healthcare facilities, health services and major medical equipment that increase the cost of quality healthcare in the Commonwealth."

Controlling the proliferation of services into narrow markets of opportunity is a central goal of CON policies, Cobb said. Anyone associated with the healthcare industry knows how



Elizabeth Cobb, Vice President for Health Policy, Kentucky Hospital Association



Chris Thorn, CEO, Graves Gilbert Clinic

HEALTHCARE

expensive it is to purchase and maintain state-of-the-art equipment and technology, not to mention the salaries of a professional clinical and administrative staff. The costs of staying ahead of technological obsolescence, and recruiting and maintaining board-certified specialists and knowledgeable staffs are in addition to the initial investments.

Hospitals use profit centers to underwrite necessary but unprofitable services

There are many benefits from offering services on the free market, but a drawback in the model is its primary focus on profitable services delivered to those with the most efficient and reliable reimbursement. Proponents of the free-market model give much less consideration to providing medical services that are not profitable but do serve critical public needs. Nor does the model cover the needs of rural and underserved areas of the commonwealth that lack the income base to attract the interest of commercial investors, Cobb said.

Clinics that provide only specialty-care services are not obligated to provide a full range of fundamental medical services to anyone who needs them, she said. Small and regional hospitals throughout the state fund primary-care clinics, obstetrical and gynecological services, critical access, urgent care and emergency services. These are not generally very profitable, Cobb said, but they are necessary and people need access to them.

And considering that many hospitals and care providers depend a great deal on Medicare and Medicaid reimbursement, they are still only receiving a percentage of the total costs. The unreimbursed rest must be written off, she said.

Hospitals have an obligation to provide a full range of medical services regardless of whether they can turn a profit or not, Cobb continued. Rural hospitals of any size often depend on the narrow range of profitable services to underwrite those that meet a critical need. Without CONs to regulate how the broad menu of services meet the needs of the population, competitors can come in and cripple a hospital's ability to provide needed services.

"Hospitals treat all patients. They can't cherry pick from a menu of services or target a specific market population," Cobb said. "They need CON regulations to allow them a firm financial foundation to deliver quality healthcare."

But, Thorn responds, the argument that hospitals use profitable services to



underwrite unprofitable ones "is an old and one-sided argument."

When it comes to overall reimbursement for services, there are many ways hospitals are improving their earning potential, he said. And the field is not level for all providers. In general, Thorn asserts, hospitals tend to get paid better for providing the same services than a physician-owned clinic. When two imaging services sit across the street from one another, one hospital-owned and the other physician owned, Thorn said, "the hospital one gets paid a lot more for performing the very same service."

Hospitals enjoy other advantages over physician-owned practices, he continued, listing disproportionate share payments, tax exemptions on property and profits, and low-cost loans to expand services. Additionally, there is the recent Medicaid expansion in Kentucky providing coverage to people who once lacked any, thanks to the ACA, he said.

Thorn suggests that Kentucky look to the two examples sitting right across the state's border.

Neither Ohio nor Indiana state has a CON process. They have regulatory programs to ensure all providers and facilities meet or exceed the same high standards of healthcare quality. Both, he said, have a thriving healthcare system with as much a blend of collaboration and cooperation between providers and hospitals as Kentucky, but also a rich

competitive environment that better serves the needs of patients and each state's population.

The future for CON

Regarding the position of the new leadership in the CHFS and its Office of Health Policy, KHA is encouraged that the administration is open to conversation. In fact, according to Cobb, they seem to be more than willing to work with hospitals and providers across the board.

However, though the state is not yet willing to declare where it stands on the issue of Certificates of Need, it may not have the luxury of time on its side. According to an April news report from the *Cincinnati Enquirer*, The Christ Hospital Health Network based in Cincinnati purchased the former Drawbridge Inn site across the river in Fort Mitchell, Ky., for the purpose of providing "emergency department, primary and specialty care, and women's health services."

Northern Kentucky's healthcare services are largely provided by the Saint Elizabeth Health system, which merged with its rival health system, St. Luke's, about five years ago.

The only hurdle in Christ Hospital's way is approval of its Certificate of Need application, which falls to state officials in Frankfort. ■

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

HIGHER EDUCATION



The MBA graduating class at Eastern Kentucky University in 2012 included The Lane Report's former comptroller Alma Kajtazovic, third from right.

Your Guide to Kentucky MBA Programs

There are many programs and methods
for pursuing the most popular post-graduate degree

BY ESTHER ZUNKER

THE masters of business administration – the MBA – is the gold standard credential for a career in business. Developing valuable skills in

business management, it provides education in foundational business practices, such as accounting, finance, marketing and management, oftentimes with a focus in one of these areas or a

certain business sector. The MBA remains the most sought after post-graduate degree in the United States, according to the U.S. Department of Education.

There are many benefits of obtaining a MBA, the most significant being greater employment opportunities in business administration.

Luckily, in this day and age there are numerous ways to earn an MBA in Kentucky, from traditional full-time classroom instruction, to evening or weekend-only sessions, to completely online teaching and various hybrid programs.

Following is a list of MBA programs at public and private colleges and universities with details about each to help make the all-important decision of which program to choose.

PUBLIC UNIVERSITIES

Eastern Kentucky University

Location: Richmond

Type: State comprehensive university

Accreditation: AACSB

Base Program Cost: \$15,000

Minimum Credit Hours: 30

GMAT/GRE Required: Yes

Minimum Time Commitment:
18 months

Concentrations/Online Concentrations:
General, Accounting, Integrated Communications

Campus Requirements: Students will meet once a month in a traditional setting (6 p.m.-8:45 p.m.), and then have three online sessions for the rest of the month.

Why choose this program: Flexible scheduling allows students to take as many or as few courses a semester as they want. Small class sizes foster individual interaction between faculty and

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Professor Frank Scott, a faculty member in the University of Kentucky's Accelerated One-Year MBA Program, addresses a classroom of students.

students. The state-of-the-art Business and Technology Center provides students with an ideal environment in which to learn.

Kentucky State University

Location: Frankfort

Type: Public university

Accreditation: ACBSP

Base Program Cost: Not Available

Minimum Credit Hours: 30 hours with a bachelor's in Business; 42 hours without a Business bachelor's

GMAT/GRE Required: Yes

Minimum Time Commitment: Varies based on schedule preference

Concentrations/Online Concentrations: General, Marketing, Management and Accounting

Campus Requirements: On-campus classes

Why choose this program: The Master of Business Administration degree programs are designed to prepare strategically thinking business professionals for successful careers in the private and public sectors.

Morehead State University

Location: Morehead

Type: State comprehensive university

Accreditation: AACSB

Base Program Cost: \$579 per credit hour or \$1,737 per course; \$17,370 total.

Minimum Credit Hours: 30

GMAT/GRE Required: Yes

Minimum Time Commitment: Varies

Concentrations/Online Concentrations: General; Health Systems Management track requires 36 semester credit hours.

Campus Requirements: None

Why choose this program: MSU's MBA program is offered in a 100 percent online environment. Students may complete the program in as little as one year with no residency requirement. The program is designed for individuals seeking to improve their career success and is focused on working managers.

Murray State University

Location: Murray

Type: State comprehensive university

Accreditation: AACSB

Base Program Cost: \$19,725

Per Credit Hour: \$657.50

Minimum Credit Hours: 30

GMAT/GRE Required: Yes

Minimum Time Commitment: 12 months

Online Concentrations: General; Human Resource Management. Other concentrations in the pipeline.

Campus Requirements: No

Why choose this program: Murray launched one of the nation's first 100 percent online MBA programs in 2005 and thus has the depth and breadth of experience to advance the national and international business education needs of today's student, who need come to Murray only for their commencement. All faculty have traditional PhDs, international experience and the mindset that students invest in an MBA to get value for money; they go out of their way to be helpful.

Under a rolling admissions process, students may start in the fall, spring or summer and finish at their own pace, taking a minimum of one graduate course at a time. The Canvas platform used for instruction provides the opportunity for students to network.



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Northern Kentucky University

Location: Highland Heights

Type: State comprehensive university

Accreditation: AACSB

Base Program Cost: In-state: \$629 per credit hour; \$3,775 per semester for the six-semester program

Minimum Credit Hours: 36 credit hours

GMAT/GRE Required: Yes

Minimum Time Commitment: Two-year program; cohort-based; six straight semesters for completion

Concentrations/Online Concentrations: N/A

Campus Requirements: Two weekday evenings; classes are hybrid: two-thirds are in-class, one-third out of class (e.g. online lectures, group work, etc.)

Why choose this program: The MBA from NKU provides an integrated curriculum, hybrid courses and small cohort class sizes. The NKU MBA program has been nationally recognized and has achieved significant success in its four years in existence after having replaced the more traditional, discipline-specific course delivery format that had existed at NKU since the program's inception in 1979. The program offers a cohort-based, lock-step integrated curriculum, and in response to consumer and organizational changes, NKU is further adapting its program delivery and structure to offer more versatility and customization while still delivering quality outcomes. This program will be admitting students for the Fall 2017 semester.

The Western Kentucky University MBA program three options to meet the diverse needs of today's students with online, weekend and accelerated-delivery methods. WKU graduates score well on the MBA exit exam used nationally with its PMBA in the top 5 percent nationally; the online program in the top 10 percent; and the full-time program in the top 20 percent.

University of Kentucky One-Year Accelerated MBA Program

Location: Lexington

Type: State land grant, research university

Accreditation: AACSB and SACS

Base Program Cost: Tuition: \$12,428; plus program fee: \$10,982

Minimum Credit Hours: 51 credit hours

GMAT/GRE Required: Yes. (Waived if applicant has a professional degree.)

Minimum Time Commitment: 11-month program; June to May

Concentrations/Online Concentrations: General MBA, but a number of certificate programs are available with additional classroom work, including project management, global commerce and strategy, and a Green Belt in Lean Six Sigma. No MBA courses are online, but all prerequisites can be completed online, including options through IVY software.

Campus Requirements: On-campus classes

Why choose this program: Gatton College of Business and Economics' accelerated option is an intensive,

cross-disciplinary, hands-on experience to make graduates world ready for business. The teaching philosophy incorporates core business processes, including marketing, management and finance, as well as more technical courses in quantitative analysis, operations (supply chain) management, global management and data analysis. It includes corporate-critical areas such as leadership, communication and presentation skills, ethics, and strategic thinking. Some curriculum takes place in interactive corporate-setting learning laboratories through the Project Connect team internship program.

University of Kentucky Professional Evening MBA Program

Location: Lexington

Type: State land grant, research university

Accreditation: AACSB and SACS

Base Program Cost: Tuition: \$718 per credit hour; plus program fee: \$1,373 per semester

Minimum Credit Hours: 36 credit hours



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GMAT/GRE Required: Yes. (Waived if the applicant has a professional degree.)

Minimum Time Commitment: Two-year or three-year tracks; fall and spring semesters; start dates are August and January each year.

Concentrations/Online Concentrations: General MBA, but a number of certificate programs are available with additional classroom work, including project management, global commerce and strategy, and a Green Belt in Lean Six Sigma. Also, UK is launching this August 2016 a new MBA Healthcare concentration. No MBA courses are online, but all prerequisites can be completed online, including options through IVY software.

Campus Requirements: On-campus classes

Why choose this program: The UK Gatton College of Business and Economics Professional Evening track is designed for working professionals looking to succeed in a wide variety of professional contexts. Anchored by a series of rigorous foundation courses in economics, finance, marketing, management, accounting and information systems, the curriculum seeks to build upon the knowledge a working

professional has already attained during his/her career. During the program, the students will enhance their leadership, communication, problem-solving, critical-thinking and team-building skills.

University of Kentucky/ University of Louisville Joint Executive MBA Program

Location: Lexington and Louisville

Type: Public, research universities

Accreditation: AACSB and SACS

Base Program Cost: \$67,500 total cost, paid in four equal installments

Minimum Credit Hours: 46

GMAT Required: No

Minimum Time Commitment: 20 months

Concentration: Executive skills for mid-to C-level professional.

Campus Requirements: Classes on campus Fridays/Saturdays – half at UK, half at UofL

Why choose this program: The University of Kentucky and the University of Louisville have partnered to create an executive MBA program that will help students advance to the next stages of their professional careers.

Designed for mid-level to C-level executives from for-profit, nonprofit and government organizations, the UK/UofL Executive MBA presents the leadership skills and hands-on tools needed to propel their careers.

Designed with busy schedules in mind, the joint EMBA program is a cohorted program meeting every other Friday and Saturday over 20 months. The heart of the program allows students to study and network with other business leaders while learning from faculty at both institutions who are on the cutting edge in their respective fields. The program was designed to bring the best and most experienced faculty together to work collaboratively with an elite set of business talent.

University of Louisville Full-Time MBA

Location: Louisville

Type: Public, research university

Accreditation: AACSB and SACS

Base Program Cost: \$32,000 **Minimum**

Credit Hours: 45 or 48 (45 for non-internship track, 48 for internship track)

Minimum Time Commitment: 13 months



Big things are happening. Stay tuned.

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Why choose this program: The full-time MBA is a 13-month accelerated program ideal for recent college graduates and those seeking practical work experience. The competitive paid internship option allows students to gain work experience while offsetting the cost of tuition. The Class of 2015 saw a 94 percent job placement rate. Students attend classes in the evenings while working the internship during the day. An international trip is integrated into the program (excluding airfare), exposing students to businesses and cultures around the world.

GMAT Required: Yes

Campus Requirements: UofL Belknap Campus

University of Louisville Professional (Part-time) MBA

Location: Louisville

Type: Public, research university

Accreditation: AACSB and SACS

Base Program Cost: Tuition is \$32,000 and includes an international trip

Minimum Credit Hours: 45

Minimum Time Commitment: 20 months

Why choose this program: The Professional MBA is a 20-month program for working professionals, offering evening or weekend class schedules. Its cohort- and team-based learning environment allows students to complete the program with the same group from start to finish. Focused electives allow specialization in healthcare, marketing and business analytics. An international trip is integrated in the program (excluding airfare), exposing students to businesses and cultures around the world.

GMAT Required: Yes

Campus Requirements: UofL Belknap Campus

University of Louisville Entrepreneurship MBA

Location: Louisville

Type: Public, research university



Accreditation: AACSB and SACS

Base Program Cost: \$32,000

Minimum Credit Hours: 48 or 54 (48 for business consulting track, 54 for business plan competition track)

Minimum Time Commitment: 20 months

Why choose this program: The Entrepreneurship MBA was created to give students the skills needed to successfully launch a new business or provide innovative leadership within an existing organization. The cohort- and team-based learning environment offers energizing team-building and problem-solving experiences. A track is available for students who want to compete in business plan competitions for real start-up capital and business plan feedback. The business consulting track delivers learning experiences to students in real-world environments. An international trip is integrated into the program (excluding airfare), exposing students to businesses and cultures around the world.

GMAT Required: Yes

Murray State University launched one of the nation's first 100 percent online MBA programs in 2005. Students can progress at their own pace with the guidance of a faculty that all have Ph.Ds and international experience.

Campus Requirements: UofL Belknap Campus

Western Kentucky University

Location: Bowling Green

Type: State comprehensive university

Accreditation: AACSB

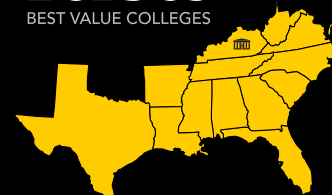
Base Program Cost: Full-time general MBA is \$16,995 tuition for Kentucky residents, \$22,803 for non-residents; Professional MBA is \$31,710; online MBA is \$20,394 (estimated 4 percent tuition increase for 2016-2017).

Minimum Credit Hours: 33 hours for full-time general and online MBA, 36 hours for PMBA

GMAT Required: Yes, for the full-time and online programs but not for the

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PMBA program, which requires five years of qualifying managerial or professional experience.

Minimum Time Commitment: One year for general MBA; two years for PMBA; 18 months to five years to complete online MBA.

Concentrations: General

Campus Requirements: Yes, for full-time general MBA and PMBA.

Why choose this program: WKU has flexibility with three separate programs to meet the diverse needs of today's students with online, weekend and accelerated-delivery methods. The quality of the programs is reflected in WKU graduates' scores on the MBA exit exam used nationally. The PMBA ranks in the top 5 percent nationally; the online program ranks in the top 10 percent; and the full-time program ranks in the top 20 percent.

PRIVATE FOR-PROFIT COLLEGES

Sullivan University

Location: Louisville

Type: Four-year, private

Accreditation: SACSCOC

Base Program Cost: \$26,160

Per Credit Hour: \$545

Minimum Credit Hours: 48

GMAT Required: No

Minimum Time Commitment: 18 months

Concentrations: Accounting, health-care management, hospitality management, public management, strategic human capital management

Campus Requirements: Offered on campus and online

Why choose this program: The masters in business program at Sullivan University is a career-focused program that enables students to individualize

University of the Cumberlands in Williamsburg has no on-campus requirement. Its long-time accounting concentration will be joined this summer and fall by strategic management, entrepreneurship, marketing, nonprofit administration and healthcare administration.

their educational interests. The curriculum is designed to develop skills in leadership, team-building, communications, decision-making, critical thinking, analysis, and research techniques. The program meets the marketplace need for professionals with managerial skills (both qualitative and quantitative) in the problem-solving realm. The commitment is to the student and their career through focused, hands-on education.

PRIVATE NON-PROFIT COLLEGES:

Asbury University

Location: Wilmore

Type: Private, Christian, Liberal Arts

Accreditation: SACSCOC

Program Cost: \$592 per credit hour

Minimum Credit Hours: 36

GMAT Required: Yes

Time Commitment: 20 months on traditional cohort track; 4+1 programs for bachelor's and MBA in five years and for MBA Accounting; at-own-pace track available

Campus Requirements: One week at end of program for capstone presentations and graduation.

Why choose this program: The Howard Dayton School of Business equips committed business leaders for the purpose of eliminating economic, social and spiritual poverty around the world. Asbury's mission is to provide a rigorous, student-centric education that emphasizes collaboration, critical and innovative thinking while curating and cultivating integrity and character. Asbury offers four different cohort



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Bellarmino University's MBA is taught on campus in Louisville and starting this fall will include concentrations in finance, healthcare leadership, marketing, strategic consulting, and taxation.

tracks, designed for working professionals down to incoming undergrads.

Bellarmino University

Location: Louisville

Type: Independent, private, Catholic university

Accreditation: AACSB

Base Program Cost: Tuition is subject to change on a yearly basis. Cost per credit hour: \$730 (beginning Fall 2016); additional costs: \$2,000 international trip; \$1,100 case fees

Minimum Credit Hours: 48

GMAT Required: Combination of GMAT and cumulative GPA taken

Time Commitment: Varies based on schedule preference

Concentrations/Online Concentrations: Beginning in Fall 2015: finance, healthcare leadership, marketing, strategic consulting, taxation

Campus Requirements: On-campus classes

Why choose this program: Bellarmine's MBA is taught by faculty with a combination of professional and academic experience, offering real-world perspectives on practical business solutions. With Bellarmine's flexible programs, students can earn an MBA on weeknights or weekends at the same cost as the state schools.

Brescia University

Location: Owensboro

Type: Private, faith-based

Accreditation: SACSCOC

Base Program Cost: N/A

Per Credit Hour: \$500/credit hour



Minimum Credit Hours: 33

GMAT Required: No. Undergraduate GPA of at least 2.5

Minimum Time Commitment: 18 months

Campus Requirements: Yes. Completion of pre-requisite courses if not already completed during undergraduate study

Why choose this program: The MBA program is designed to make furthering education manageable even with the busy schedule of work, family and daily life. This program typically takes about three semesters of full-time study to complete. Classes generally meet every other Saturday for eight weeks for a total of four class meetings.

Campbellsville University

Location: Campbellsville

Type: Private, faith-based

Accreditation: IACBE

Base Program Cost: \$17,568

Per Credit Hour: \$488 currently; \$499 after July 1

Minimum Credit Hours: 36 hours

GMAT/GRE Required: Yes

Minimum Time Commitment: 12 months

Concentrations: Church management, healthcare management, human resource management, information technology, international business, marketing

Campus Requirements: Campus requirements are the same as online.

Why choose this program: The MBA at Campbellsville University is affordable and customizable. Non-business students have the opportunity to work through an online primer to gain the knowledge needed to get started. Ethics is the common thread that is woven through the program and an aspect that is desired in today's global marketplace. It can be completed in two years or as little as one year depending on the student's graduation goals. The professors are professional and available. The courses are streamlined and student friendly.

McKendree University

Location: Louisville, Radcliff and Online

Type: Independent, private, nonprofit

Accreditation: IACBE

Base Program Cost: Tuition is subject to change on a yearly basis. Cost per credit hour: \$480 (beginning Fall 2016)

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Minimum Credit Hours: 36

GMAT Required: No

Time Commitment: 12-24 months.

Varies based on schedule preference

Campus Requirements: Both the Master of Business Administration (MBA) and the MBA with Human Resource Management Concentration programs focus on integrated learning experiences, which allow students to develop problem-solving and team-building skills in an environment where they can learn from both the faculty and each other. The format allows students to balance professional and personal schedules while completing the degree.

Midway University

Location: Midway

Type: Four-year, private

Accreditation: Overall institutional accreditation is from SACSCOC; no specific MBA program accreditation

Base Program Cost: \$16,380 (30 credit hours); with area of concentration \$19,656 (36 credit hours)

Per Credit Hour: \$546

Minimum Credit Hours: 30 hours – general MBA; 36 hours – MBA with specialization

GMAT Required: No

Minimum Time Commitment: The general MBA program can be completed in 12 to 15 months. An MBA with specialization can be completed in as little as 18 months. Most students complete the program in 24 months or less.

Concentrations: Four concentrations are offered completely online – equine studies, healthcare administration, tourism and event management, and sport management.

Campus Requirements: The tourism and event management area of concentration courses are offered on the Midway campus and provide hands-on training in the cultural aspects of Kentucky's bourbon industry.



None for the general MBA program, which can be completed 100 percent online, and none for the other three areas of concentrations, which also can be completed 100 percent online.

Why choose this program: The program offers students a high level of personal attention and is affordable, with a competitive credit-hour tuition rate in the market and many financial options for students. Midway's faculty supports students in the online learning environment, are responsive to their individualized needs and always available for in-person, phone or online chat sessions to answer questions. The unique areas of concentration allow students to all have the same foundation coursework but specialize in one of four workforce segments that are important to the regional economy of Kentucky: equine, healthcare, tourism and sports.

Spalding University

Program: Master of Science in Business Communication (MSBC) at Spalding University's School of Business. According to Spalding officials: "We have

Midway University's general MBA can be completed in 12 to 15 months. It offers MBA specializations in equine studies, healthcare administration, tourism and event management, and sports management; those usually take 18 to 24 months to complete.

learned over the 10-year tenure of this program that the MSBC is much more relevant for many as compared to the MBA, depending on the desired career path of the individual."

Location: Louisville

Type: Private, faith-based

Accreditation: SACSCOC

Base Program Cost: \$20,295

Per Credit Hour: \$615

Minimum Credit Hours: 33

GMAT Required: No

Minimum Time Commitment: 10 months

Concentrations: Organizational leadership (OL), nonprofit administration (NA), healthcare management (HM), or accounting concentrations.

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Campus Requirements: All courses can be taken face-to-face or online

Why choose this program: The MSBC curriculum prepares business professionals to communicate within and across disciplines and business functions of their organizations, as well as up and down organizational hierarchies. The role of communication in business decisions is the thread that runs through all courses and links them together. MSBC students have a unique opportunity to develop traditional business competencies while improving interpersonal, communication and leadership skills. Each course within the program is developed to incorporate all of these aspects, as well as critical and strategic thinking skills. The result is graduates with strong capabilities in problem solving, prioritizing, making the right/ethical decisions and managing self and others. Employers continually express their desire to have a labor pool with this skillset. Graduates of the MSBC program fulfill this need.

Thomas More College

Location: Crestview Hills

Type: Private

Accreditation: SACSCOC and ACBSP

Base Program Cost: \$20,280

Per Credit Hour: \$520

Minimum Credit Hours: 39

GMAT Required: Yes, if applicant GPA below 2.7

Minimum Time Commitment: 18 months

Campus Requirements: Available online or in classroom

Why choose this program: Through the

use of the continuing case project, the Thomas More graduate program offers a comprehensive look at decision making from a broad-based perspective. The Masters Project in the Thomas More curriculum allows students to apply business research techniques in a very hands-on approach. Students find that this allows them to establish a critical link between academic theory and business application.

University of Pikeville (UPIKE)

Location: Pikeville

Type: Private

Accreditation: SACSCOC

Base Program Cost: \$14,796

Per Credit Hour: \$411

Minimum Credit Hours: 36

GMAT Required: No

Minimum Time Commitment: 16 months

Campus Requirements: Yes

Why choose this program: The Coleman College of Business at UPIKE offers two options in the MBA program: the MBA in management and an MBA in healthcare management. The program is delivered in the evenings and online, providing the flexibility to earn a degree while working.

University of the Cumberlands

Location: Williamsburg

Type: Private, faith-based

Accreditation: SACSCOC

Base Program Cost: \$9,450 (tuition); \$50 technology fee (per bi-term)

Per Credit Hour: \$315

Accreditation

AACSB: Association to Advance Collegiate Schools of Business International

ACBSP: Accreditation Council for Business Schools and Programs

IACBE: International Assembly for Collegiate Business Education

SACS: Southern Association of Colleges and Schools

SACSCOC: Southern Association of Colleges and Schools Commission on Colleges

Minimum Credit Hours: 30

GMAT Required: No

Minimum Time Commitment: 18 months

Concentrations/Online Concentrations:

Accounting. Other concentrations coming online this summer and fall: strategic management, entrepreneurship, marketing, nonprofit administration, and healthcare administration.

Campus Requirements: No

Why choose this program: The University of the Cumberlands' MBA program offers support and flexibility for working professionals while also providing students with a rich curriculum with challenging assignments, group projects, online courses and the most current and relevant case studies. Students will have instructors who are experts in their field and advisors who are knowledgeable and accessible, as well as unique networking opportunities and career preparation. ■

Esther Zunker is a correspondent for The Lane Report. She can be reached at editorial@lanereport.com.

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What's In, What's Out: A Look at Kentucky's 2016 Budget

2016 legislative session ends on a
productive note with a new budget

BY SEAN M. CUTTER AND ELLEN C. WILLIAMS

THE work of the 2016 Kentucky General Assembly concluded with Gov. Matt Bevin signing the commonwealth's two-year budget plan on April 27. His reaction to the passage of the budget was one of high praise, noting that the more than \$1 billion committed to the state's pension systems will help put the state on more solid financial footing.

The budget is not the total picture of the session, however, as many significant pieces of legislation passed during a productive legislative session.

SB 11 modernizes alcoholic beverage laws, allowing for by-the-drink sales at distilleries under certain circumstances and doubling production

caps for microbrewers and small farm wineries. The provisions of the bill should provide a boon to both Kentucky bourbon tourism and craft producers of all varieties.

SB 134 creates Kentucky's first pathway toward the substitution of upcoming, FDA-approved "biosimilar" drugs. Similar, but not identical, to their innovator equivalents, these large molecule pharmaceuticals are expected to cost 20-40 percent less than their brand name counterparts.

HB 10 was passed to fix some overlooked aspects of the budget. Highlights include \$12 million in emergency funding for state parks, \$1 million to relocate a boat dock at Rough River

Lake, and \$10 million in each fiscal year for general aviation airports. Some of its provisions were line-item vetoed.

HB 40 creates a process for some class D felonies to be vacated and expunged, creating opportunities for people who have paid their dues to re-enter the workforce.

Each budget session features what is referred to in Frankfort as the "revenue bill," which contains tax expenditures (commonly called "tax breaks"), changes to tax policy and revenue increases. It is the budget's companion piece. **HB 80** became the new revenue bill after the governor expectedly vetoed **HB 423**. **HB 80** updating the Internal Revenue Code contains provisions regarding capital projects at state universities and other items affecting primary and secondary schools. Notably, the bill also includes a quadrupling of the executive agency lobbying fee to \$500 from \$125.

The **Road Fund** package passed on the final day of session. The six-year program comes in the form of two bills, **HB 129** and **HJR 160**, the former making up the first two, funded years of the plan, and the latter comprising the four "out years." Legislators heard testimony throughout the session that the state-funded portion of the plan is "over programmed" – due in large part to the dramatic decline in gas prices – so many projects with committed dollars may not be realized by the end of the biennium. The governor notably vetoed the \$250 million state resurfacing plan from the Transportation Cabinet's budget.

HB 309 will allow government and private entities to enter into a variety of public-private partnerships to fund Kentucky's major infrastructure needs.

Lexington-Fayette Urban County Government was given the authority to add 2.5 cents to its transient room tax as part of the funding package for a \$250 million expansion of the Lexington Convention Center. That bill dovetails with a \$60 million line-item in the budget.

As for the budget, **HB 303**, multiple specific funding directives for programs in the budget were line-item vetoed through cabinets across state government. However, the money for these programs is kept in the cabinets' base funding; the vetoes strike language mandating how to spend money for these programs, leaving the cabinet total discretion on how to spend the money.

Primary and secondary education was mostly unharmed by the substantial cuts, although universities did receive 4.5 percent cuts. Current-year university cuts were not addressed by the General Assembly. Universities did

receive their top two agency bond priorities (projects that are bonded against the state's debt limit but financed by the universities).

The budget sets new parameters on the distribution of coal severance tax funds. The legislature has criticized the use of dollars for programs that do not contribute to the economic viability of the extraction region. This biennial budget intends to provide more operational cash for coal counties, and requires agreement among the legislature and local elected officials on county economic development projects. The state's general fund will shoulder a larger burden of the recurring line-itemed projects than in past budget cycles.

Gov. Bevin vetoed **HB 626**, which would have set up the guidance and framework for new "Work Ready" scholarships, performance-based higher education funding and the \$100 million Workforce Development Fund bonds. Although HB 626 received a veto, Bevin didn't kill the programs outright. The veto delays the scholarship funding for one year, leaving intact \$15.9 million for the program in the second year of the budget, and his administration will set up the parameters of the program. The same is true for the workforce develop-

ment bond fund. It is funded in the budget, and the governor now has programmatic discretion.

In total, the Senate filed 345 bills and binding resolutions. The House logged 705 bills and binding resolutions. Among those 1,050 pieces of legislation, only 160 made it to the governor's desk, of which:

- 132 were signed by the governor
- 14 became law without his signature
- Nine were vetoed
- Five were line-item vetoed

Lawmakers forfeited their right to override the vetoes by waiting until April 15, the final day they legally could convene for the 2016 session, to approve the budget and other legislation. All legislation passed without an emergency clause or delayed effective date becomes law 90 days after the conclusion of the session, which will be mid-July. The state's fiscal year begins July 1.

Local Investments for Transformation (LIFT), the local-option sales tax effort, failed to get a Senate vote after passing the House. Its demise was fueled, in part, by a preference to address it as part of a comprehensive tax-reform package. No such reform effort was put forth in 2016, and it might not ever occur

until one party controls both legislative chambers and the governor's mansion. Republicans had an outside chance of achieving that goal mid-session, as four special elections occurred to replace members who had either won statewide office or were appointed by the governor. A sweep would have split the House 50-50. However, the Democrats won three of those four races, and solidified a six-vote majority (53-47) for the most productive part of session.

Focus has quickly shifted toward May and November's elections. If the budget debates are any indication of an overall strategy, the Democrats will emphasize both funding and access to educational opportunities, while Republicans may tout fiscal responsibility in the face of a monumental pension crisis.

What remains to be seen is if, and how, the names at the top of the ticket will impact state legislative races. Repeated charges of ethical violations between the sitting and most recent governor may also play a factor. The primary election is Tuesday, May 17, and the general election is Tuesday, Nov. 8. ■

Sean M. Cutter is executive director of McBrayer, McGinnis, Leslie & Kirkland Government Solutions in Frankfort. Ellen C. Williams is a principal with the firm.

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THE LANE LIST

KENTUCKY'S LARGEST PUBLICLY HELD COMPANIES

Ranked by revenue, publicly traded corporations headquartered in Kentucky

It has been a momentous year for the Kentucky Blue Chip 25 as the biggest chip of them all, health insurance and wellness services provider Humana, is in the process of being acquired by Aetna, a Connecticut insurance giant. The deal valued at \$37 billion is expected to conclude successfully later this year.

Humana reported a very healthy 11.9 percent increase in revenue in its most recent year, growing from \$48.5 billion to \$54.29 billion.

Additionally, Lexmark International, the sixth-largest Kentucky public company recently announced it is being acquired and will be taken private by a Chinese consortium lead by Apex, also an imaging company.

Both companies expect to maintain virtually all their existing operations and personnel in the commonwealth.

International fast food restaurant operator and franchiser Yum! Brands saw a 1.4 percent decrease in revenue from \$13.28 billion to \$13.1 billion. That number easily kept it an number 2 on the Kentucky list, however.

After a series of sales and acquisitions of the hospitals it operates around the nation, Kindred Healthcare reported a 40 percent increase in revenue from \$5.03 billion to \$7.05 billion. This moved it from number 5 last year to number 3 in the latest Kentucky Blue Chip 25 list.

Ashland dropped from third to fourth after a 12 percent drop in revenue for the 2015 fiscal year, and General Cable dropped from fourth to fifth with a 29.3 percent decrease in revenue.

Tempur-Sealy moved from eighth to seventh, swapping positions with Brown-Forman, after growing its revenue 5.3 percent.



	COMPANY NAME (TICKER) HEADQUARTERS	CEO/CHAIRMAN WEBSITE	REVENUE (FY 2015) NET INCOME	MARKET CAPITALIZATION (RANK IN KENTUCKY)	COMMENTS
1	Humana Inc. (HUM) Louisville	Bruce D. Broussard humana.com	\$54.29 billion \$1.28 billion	\$26.45 billion (2)	Humana is one of the nation's leading health and well-being companies.
2	Yum! Brands (YUM) Louisville	Greg Creed yum.com	\$13.10 billion \$1.29 billion	\$32.48 billion (1)	The company develops, operates, franchises and licenses an across the world system of restaurants, primarily through the three concepts of KFC, Pizza Hut and Taco Bell.
3	Kindred Healthcare (KND) Louisville	Benjamin Brier kindredhealthcare.com	\$7.05 billion -\$93.4 million	\$1.24 billion (10)	Kindred operates hospitals, nursing centers, home health, rehabilitation and hospice services in 2,700 locations across the U.S.
4	Ashland (ASH) Covington	William Wulfsohn ashland.com	\$5.39 billion \$309 million	\$7.03 billion (4)	The company is engaged in specialty chemicals and operates in three segments: Ashland Specialty Ingredients, Ashland Performance Materials and Valvoline.
5	General Cable (BGC) Highland Heights	Michael T. McDonnell generalcable.com	\$4.23 billion -\$121.9 million	\$794.18 million (11)	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	\$3.71 billion \$79.1 million	\$2.412 billion (6)	Since entering the market in 1991 as a spin-off of IBM, Lexmark has become an international leader in computer printers and peripherals.
7	Tempur-Sealy Int'l (TPX) Lexington	Scott L. Thompson tempursealy.com	\$3.15 billion \$73.5 million	\$3.67 billion (5)	Tempur-Sealy is the world's largest bedding provider.
8	Brown-Forman (BF-A) Louisville	Paul C. Varga brown-forman.com	\$3.13 billion \$684 million	\$19.83 billion (3)	Though Brown-Forman at one time owned product lines ranging from china to luggage, it is returning to its wine and spirits industry roots.
9	PharMerica (PMC) Louisville	Gregory S. Weishar pharmerica.com	\$2.03 billion \$35.1 million	\$766.09 million (12)	PharMerica provides pharmacy services to the long-term care, hospital, home infusion and oncology markets.

* Lexmark will become part of a privately held company once its acquisition by China-based Apex Technology Co. Ltd. is complete later this year.

	COMPANY NAME (TICKER) LOCATION	CEO WEBSITE	REVENUE NET INCOME	MARKET CAPITALIZATION (RANK IN KENTUCKY)	COMMENTS
10	Texas Roadhouse (TXRH) Louisville	Wayne Kent Taylor texasroadhouse.com	\$1.81 billion \$96.9 million	\$3.17 billion (7)	Texas Roadhouse opened its first restaurant in 1993 and now operates 460 restaurants in 49 states and five foreign countries.
11	Papa John's Int'l (PZZA) Louisville	John H. Schnatter papajohns.com	\$1.64 billion \$75.7 million	\$2.13 billion (8)	Papa John's operates and franchises more than 4,700 locations in 37 countries.
12	Churchill Downs (CHDN) Louisville	William Carstanjen churchilldowns incorporated.com	\$1.21 billion \$65.2 million	\$2.09 billion (9)	Churchill Downs has evolved into a racing, gaming and entertainment company with operations in 11 states.
13	Almost Family (AFAM) Louisville	William B. Yarmuth patientcare.com	\$532.21 million \$20.01 million	\$434.51 million (16)	Founded as Caretenders in 1976, the company changed its name in 2000 and has expanded to include home health operations in 14 states.
14	U.S. Computer Services Inc. (CSVI) Paducah	Steven A. Powless csiweb.com	\$221.38 million* \$27.84 million	\$517.84 million (15)	U.S. Computer Services Inc. provides data and transaction processing, e-business services and hardware to financial firms.
15	Rhino Resources (RNO) Lexington	Joe Funk rhinolp.com	\$206.75 million (-\$55.24 million)	\$24.55 million (22)	A diversified energy limited partnership focused on coal and energy-related assets and activities. Rhino produces metallurgical and steam coal in multiple U.S. basins.
16	Community Trust Bank (CTBI) Pikeville	Jean R. Hale ctbi.com	\$190.83 million \$46.43 million	\$630.87 million (13)	Community Trust operates 70 banking locations in eastern and central Kentucky, six banking offices in West Virginia, and four banking locations in Tennessee.
17	Republic Bancorp (RBCAA) Louisville	Steven Trager republicbank.com	\$190.43 million \$35.17 million	\$589.00 million (15)	The bank holding company for Republic Bank & Trust, which has locations in Kentucky, Indiana, Florida, Tennessee and Ohio.
18	Sypris Solutions (SYPR) Louisville	Jeffrey T. Gill sypris.com	\$145.32 million (-\$27.22 million)	\$23.17 million (23)	Sypris provides technology-based and specialty services, and is a major defense and government contractor.
19	S.Y. Bancorp (SYBT) Louisville	David P. Heintzman syb.com	\$133.12 million \$37.19 million	\$609.01 million (14)	S.Y. Bancorp is the holding company of Stock Yards Bank & Trust, with locations in Greater Louisville, Cincinnati and Indianapolis.
20	CafePress Inc. (PRSS) Louisville	Fred E. Durham III cafeexpress.com	\$104.51 million \$2.15 million	\$61.04 million (21)	Using CafePress' e-commerce platform, customers can create and sell customized and personalized products such as apparel, drinkware, home accents and stationery.
21	Delta Natural Gas Co. Inc. (DGAS) Winchester	Glenn R. Jennings deltagas.com	\$86.19 million** \$6.50 million	\$180.75 million (19)	Delta Natural Gas transports and distributes natural gas in central and southeastern Kentucky. It owns more than 2,600 miles of pipelines and serves 36,000 retail customers.
22	Farmers Capital Bank (FFKT) Frankfort	Lloyd C. Hillard Jr. farmerscapital.com	\$83.45 million \$14.60 million	\$208.99 million (17)	Farmers Capital Bank is a financial holding company, operating 34 banks in 21 communities throughout central and northern Kentucky, a data processing company, and an insurance company.
23	Investors Heritage Life Insurance Co. (IHRC) Frankfort	Harry Lee Waterfield II investorsheritage.com	\$68.18 million \$1.04 million	\$20.09 million (25)	Investors Heritage provides life insurance products and is licensed in 30 states.
24	Industrial Services of America (IDSA) Louisville	Orson Oliver isa-inc.com	\$46.18 million (-\$1.76 million)	\$21.09 million (24)	Industrial Services of America is a leader in scrap recycling and waste management.
25	Kentucky Bancshares (KTYB) Paris	Louis Prichard kybank.com	\$44.67 million \$6.83 million	\$79.49 billion (20)	Kentucky Bank operates 17 bank branches in 11 Kentucky communities.

EMERGING LANE

Kentucky's young professionals and creatives

A photo by Matt Hernandez of 2014-15 University of Kentucky basketball team member Karl-Anthony Towns, who became an NBA star in his rookie season.



Forging a path

Paducah photographer Matt Hernandez talks self-employment

ALTHOUGH he recalls the leap from full-time employment to self-employment as being “extremely scary,” Paducah-based photographer Matt Hernandez has managed to build a very successful business in a day and age when

just about anyone can become a photographer.

“There are times when I am off that I find it hard to keep from thinking about work,” he admits. “When you own your own business it can be very stressful, especially if you are the breadwinner for your family. Personally I can’t

stand the thought of not being able to provide for my wife and son, so not thinking about work can be a struggle.”

Forbes magazine predicts that by the year 2020, about half of the American workforce will be freelancers. More and

more young professionals are opting to forgo a traditional career path and venture out on their own. Hernandez managed to successfully turn his freelance work into a booming small business, Matt Hernandez Creative, and sees the pros and cons of not working full-time for someone else.

“The pros are that you can make your hours more flexible – you are your own boss – and that you can be as successful as you want to be if you put in the hard work,” he said. “The cons are that I definitely work more now. I do enjoy work, so that is not necessarily bad, but it does leave a lot less time for other things like family and friends.”

Hernandez didn’t necessarily get into it on his own purpose. His last full-time job was as a graphic designer with the University of Kentucky Athletics Department. He left so he could

move back to Paducah and marry his then-girlfriend.

“It was extremely scary. I really wasn’t sure what I was going to do at the time, but I knew I would figure it out,” he said. “I went to college to be a graphic designer, which I had done professionally for six years, but there aren’t many good design jobs in Paducah.”

So he stuck with the visual and taught himself photography and created a dramatic style that is uniquely his. Hernandez’s photography specializes in sports and high school students. Working with the schools in and around Paducah, he has developed a very loyal following.

The photography market “gets more saturated every day,” Hernandez said. “I am actually a product of that as I do not have any training and am 100 percent self taught. Fortunately the type of style I shoot was not really around in Paducah when I started my photography career, so that helped me get people to pay attention to what I was doing. That’s probably the best advice I could give to someone: It’s more important to be different than your competition than anything else.”

“To me, starting a business in an area like I am in has a lot of advantages,” Hernandez said. “Word travels fast in small towns, and if you develop good relationships with your clients they will be 100 percent loyal to you, which can include lots of referrals.”

Social media has also been an incredibly valuable resource for him.

“Once I put something out there on Instagram or Facebook, it reaches a large audience,” Hernandez said.

It’s obvious he’s doing something right. His business is just five years old, but the Western Kentucky University graduate already has made a mark on the photography business around the nation: Hernandez has been selected as one of the F.J. Westcott Top Endorsed Pros for the past two years.

For more information, visit matherhandezcreative.com. —Abby Laub



Matt Hernandez

Brass Band Festival Hits All the Right Notes

The Great American Brass Festival in Danville, scheduled from June 2-5, is a fabulous place to hear some of the best music that Kentucky has to offer, and this year it kicks off with a tour of regional bourbon distilleries. Enjoy a coach tour of the area, taking part in bourbon tours, delicious meals and festival activities on Thursday and Friday, June 2-3.

The music kicks off Thursday with Brasanova. The festival includes many other activities to complement the music. Many of the events are free. Visit gbaff.org.



Bring Your Own Appetite

Lexington’s third annual Restaurant Week is scheduled for July 21-30th and will showcase how important innovative local restaurants are to the quality of life and economy in Lexington. The 10-day festival aims to boost business and offer a chance for people to try out new, locally owned restaurants. During Lexington Restaurant Week, restaurants will have fixed price menus ranging from \$25 for two people to \$25 per person. For more information, visit lexingtonrestaurantweek.com.

SPOTLIGHT ON THE ARTS

Rachel R. Hagan/Kentucky Rural-Urban Exchange photo



Kentucky Rural-Urban Exchange members at Americana in Louisville, mapping rural and urban connections.

Developing a Culture of Creativity

Kentucky participating in Next Generation creative placemaking initiative

KENTUCKY is one of three states selected to participate in Next Generation: The Future of Arts & Culture Placemaking in Rural America, an initiative funded by a National Endowment for the Arts Our Town grant.

Next Generation engages artists, organizations and communities across public, private and philanthropic sectors to advance collaboration, innovative strategies and “Next Generation” leadership in rural creative placemaking.

Creative placemaking, as defined by economist Ann Markusen and arts consultant Anne Gadwa Nicodemus, is when “partners from public, private, nonprofit and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities.” It’s about community and economic development with the arts at the core.

Creative placemaking can be integral to community and economic development, and various Kentucky communities have benefited from NEA Our Town funding to promote the practice in their regions.

Last year, Berea College received an Our Town grant to support cultural asset mapping in the Kentucky Highlands Promise Zone. Via a series of community meetings and workshops, the college will lead a comprehensive asset-mapping process to identify local arts and cultural assets that can be leveraged to craft a rural revitalization strategy.

Partners on the project include eight rural towns, Berea College, the Kentucky Arts Council and Kentucky Highlands Investment Corp. The Arts Incubator of the Rockies will lend its expertise by providing artists, businesses and Kentuckians with curricula, tools and resources to support and connect their work.

Next Generation operates through three interlinked activities. The first is a trio of regional networks, of which Kentucky is one, that will set goals and design creative placemaking projects and forums that best serve those regions. The second is a digital learning

commons that offers an inclusive platform for storytelling, research and best practices, and fosters an inclusive environment for collaboration. This resource will include elements like videos, podcasts, case studies and policy briefs. The third activity will be the Rural Creative Placemaking Summit, which will take place Oct. 12-14 at the University of Iowa in Iowa City. This gathering will bring together the three regional working groups and will focus on the changing face of rural America.

Kentucky, Iowa and Minnesota form the three regional working groups that will implement strategies for energizing creative placemaking initiatives in their states’ respective communities. The Kentucky working group includes representatives from the Kentucky Arts Council; the Kentucky Tourism, Arts and Heritage Cabinet; Appalshop; the Kentucky Highlands Investment Corp.; the Kentucky Valley Educational Cooperative; the United States Department of Agriculture and many others. The group is co-chaired by Sandi Curd, Promise Zone coordinator for the Kentucky Highlands Investment Corp., and Lori Meadows, Kentucky Arts Council executive director.

The Kentucky working group for Next Generation will convene in Whitesburg, 9 a.m. to 6 p.m. May 20 in at Appalshop. The gathering is open to the public.

For information on Next Generation contact info@ruralgeneration.org or visit the website artoftherural.org/next-generation. ■



Lori Meadows is executive director of the Kentucky Arts Council.

Aron Conaway/Kentucky Rural-Urban Exchange photo



Kentucky Rural-Urban Exchange network members participate in a story circle led by Judi Jennings. The Rural-Urban Exchange is one partner in Kentucky’s working group, which is included in the initiative titled Next Generation: The Future of Arts & Culture Placemaking in Rural America.

EXPLORING KENTUCKY



Dutch (Re)Treat

Relax and recharge at Burkesville's Hidden Cave Ranch

BY KATHERINE TANDY BROWN

THERE'S nothing like spending time relaxing with Mother Nature to regenerate body and soul, and a lovely hideaway in the southern Kentucky hill country specializes in that very thing.

"A stay at our ranch is an opportunity to disconnect from your daily routine or hurried lifestyle and reconnect with yourself, a loved one, God or all three," says Jaro Huurman, who with his wife, Marion, owns the 156-acre Hidden Cave Ranch Bed and Breakfast in Burkesville.

A talented wood craftsman, Huurman has filled his 6,000-s.f. timber beam and log home with furniture he has made from trees he felled on the property. Guest rooms feature king-size cedar log beds, homemade rustic log furniture, mini-fridges, and Wi-Fi. The house is filled with a delightful combination of curios and family treasures from the Netherlands – the Huurmans' country of origin – and American antiques. Common areas sport comfy couches, TVs, DVD players, games such as chess, a pool table and dartboards. (Note: BYO darts.)

Sharing the farm are more than 60 animals, which Jaro calls their "menagerie." That includes 30 American Bashkir Curly horses, two donkeys, bunnies, potbelly pigs, cats and dogs. Marion tends to the horses, a rare and ancient breed once ridden by Native Americans, including Chief Sitting Bull. A calm, gentle type with great stamina, Curly horses have tightly curled, hypoallergenic coats, so even folks normally allergic to horses can saddle up for a guided trail ride or riding lessons. Before assigning a horse to a guest, Marion first tests a rider's skill level in an outdoor arena and then matches them to an appropriate horse.

On a different section of the property, the Huurmans board and/or train privately owned horses. Facilities include newly constructed stalls, a round pen, a 25-acre pasture, well-groomed trails, and double stalls for foaling mares with 24/7 watch.

Walking and riding trails wind throughout the property and rockers on a wide covered porch overlook a secluded hillside for a complete out-in-the-country experience.

Hidden Cave Bed and Breakfast near Burkesville is a 6,000-s.f. timber beam and log home with furniture made from trees felled on the property.

Rumor has it that the ranch's "hidden cave" is one of the largest privately owned caves in the state. Rich Wolff Cave is named for a man who in the late 1800s lived in a small cabin, which still stands nearby. Deep, wide and high, the cavern hides behind a creek and a waterfall. Guests who are staying at the ranch may explore the entrance area but hour-and-a-half guided tours inside the cave must be scheduled in advance. Be ready to wade.

Also skilled in the kitchen, Jaro whips up hearty country breakfasts that change daily. Lunch, dinner and catering are also available at extra charge for guests and the general public. A wide variety of supper choices include Italian, country steak, homemade pizza, a fish fry, and griddling, a Dutch special that involves guest participation and always commands rave reviews. There's a campfire for outdoor cooking and always, handmade ice cream.

Another special appetizer treat has just been added to the menu. Handmade Dutch Voorn croquettes are filled with beef (the classic Dutch croquette), chicken, shrimp or vegetables. All also can be ordered online from the bed and breakfast's website.

With a No. 1 Trip Advisor rating, this getaway hosts romantic rendezvous, family vacations – kids are welcome – and special events. Meeting planners can schedule a corporate retreat for up to 10 participants with a property buyout. A lovely alternative from the standard four-walls-in-a-motel-room



Jaro and Marion Huurman, owners of Hidden Cave Ranch

Set amid woods and wildlife, Hidden Cave Ranch is minutes from Dale Hollow Lake and Lake Cumberland. Bass and trout fishing abound, as do boating, kayaking, hiking and mountain biking. In Burkesville, Mutt E. Waters River Rentals can provide kayaks, canoes,

If you can bear to leave the ranch, other fascinating attractions lie fairly close by, including the Big South Fork Scenic Railway, Mammoth Cave National Park and Mammoth Cave

To find out more about the ranch, its owners and animals, and/or to make reservations for a getaway in Kentucky's rolling hills, check out hiddencaveranch.com or call (270) 433-3225. ■



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PASSING LANE

Commentary on Kentucky

Breeders' Cup Returning to Louisville in 2018

OFFICIALS with Breeders' Cup announced in April that Churchill Downs has been awarded the 35th World Championships in 2018.

The event, which will be held Nov. 2-3, 2018, is considered the world's most prestigious horse racing card, with some of the sport's largest payouts. The races held over two days will have a total purse of more than \$26 million and will be televised live by NBC Sports Group.

The announcement – which came just days before the iconic track's hosting of the 142nd running of the Kentucky Derby – follows Churchill's investment of more than \$67 million in facility upgrades.

It will be the ninth time Churchill Downs has held the Breeders' Cup, tying with Santa Anita in California, which will host for a ninth time this year. Churchill last played host to the Breeders' Cup in 2011. It also has held the races in 1988, 1991, 1994, 1998, 2000, 2006, 2010 and 2011. The 2018 event is



Churchill Downs photo

expected to have an economic impact of more than \$65 million, attracting 100,000 spectators, with more than 60 percent from outside of Louisville.

The Breeders' Cup return to Churchill Downs in 2018 will be the ninth time the track has hosted the event. It was last held in Louisville in 2011.

The Business Side of Bourbon Tourism

AS the craze for all things bourbon continues to grow, Midway University has recognized the important role bourbon plays in the state's economy by introducing a new MBA program with a concentration in tourism and event management that includes coursework specific to Kentucky's booming bourbon tourism industry.

"As the university looks to add new programs we look at several key indicators – what areas of job growth are increasing in our region, what needs are in the market that aren't being met and what segments of the workforce have staffing or specialized training needs," said Midway President Dr. John P. Marsden. "Tourism in Kentucky is a large industry, and tourism around



Jim Beam photo

Kentucky's bourbon industry is seeing phenomenal growth yet there really wasn't a degree program out there focused on the cultural aspects and tourism of bourbon, so we decided it was time to develop one."

According to the Kentucky Distillers' Association, Bourbon is a \$3 billion signature industry in Kentucky, generating 15,400 jobs with an annual payroll of \$700 million.

"Our goal is to take bourbon education to the next level," said Tricia Day, Tourism and Event Management program coordinator. "We want to bridge the gap between the manufacturing side of the industry and the enthusiasts' interest in bourbon as a craft. The program is designed to combine the two perspectives with a focus on education."

UK Biomedical Engineering Program Receives \$7M Gift

THE University of Kentucky last month announced a \$7 million gift from UK alumnus F. Joseph Halcomb and wife, Joani, to rename and transform the Department of Biomedical Engineering.

The Halcombs' \$7 million naming gift will add one endowed chair and two endowed fellowships to a faculty of eight – a 27 percent increase. Additionally, the Halcomb Family Graduate Fellowships in Biomedical Engineering will add fully funded graduate fellowships to attract top graduate students and support their research. Dean John Walz said this first-of-its-kind gift taps into one of the hottest engineering growth areas available to graduates.

"Engineering technology has been responsible for huge advances in modern medicine," Walz said. "From implanted devices to prosthetics to regenerative tissue, biomedical engineers improve the well-being of those with significant healthcare needs. The Halcombs' naming gift will ensure we provide the best education and training opportunities available."

"The possibilities for interdisciplinary research connected to biomedical engineering are unbelievable," said Halcomb, who earned his mechanical engineering degree in 1974 and his medical degree in 1978 from UK. "What I want to see more than anything else is that students in the biomedical engineering program make a difference in patients' lives."



A major gift from UK alumnus Joe Halcomb and his wife, Joani, will help grow UK's biomedical engineering program.

Morehead State, UofL Teams Win Alltech Innovation Competition

THEY say necessity is the mother of invention, and the seven Kentucky universities that competed at the fourth annual Alltech Innovation Competition went above and beyond with their innovative business plans for real-world issues on April 9 at Bluegrass Community and Technical College's Newtown Pike campus. Morehead State University's undergraduate team and University of Louisville's graduate team took home the top prizes of \$10,000 apiece, the same amount with which Pearse Lyons founded Nicholasville-based Alltech, now a more than \$2 billion global company.



Alltech President Pearse Lyons (left) with the Morehead State University team of Jordan Bach, Dalton Shepherd, Tessa Combs and Adam Lyon, who won in the undergraduate category with their company "Pollination Solutions" at the 2016 Alltech Innovation Competition.



Alltech President Pearse Lyons (left) with the University of Louisville team of Tedd Pollard, Aaron Searcy and Sanjay Singh, who won in the graduate category with their company "KYchen" at the 2016 Alltech Innovation Competition.

oil management solutions business that reduces fresh oil consumption, increases consistency in food preparation and increases productivity in a safe, clean, efficient and eco-friendly way. The comprehensive services and solutions, including "Whirl," a patent-protected oil filtration and transport device, are suitable for all restaurants that fry foods, which includes more than 70 percent of the 1.2 million restaurants in the United States.

"We recently contracted with a fabricator in Louisville, so we are waiting for our prototype, and we already have test kitchens lined up," said Pollard. "In the next few months, we should be able to start offering some of our services."

The winning teams' competition included the University of Kentucky, Asbury University, Eastern Kentucky University, Western Kentucky University and the University of Pikeville. A majority of the ventures featured business plans that focused on the local market.

"Entrepreneurial business is exciting, and Kentucky needs entrepreneurs and business," said Lyons. "I believe in, 'Don't get it right, get it going.' And enjoy the journey."

Morehead State University presented a joint effort between their agriculture and business students with a team including Jordan Bach, Tessa Combs, Adam Lyon, Dalton Shepherd and advisors Amy Poston Lentz and Janet Ratliff. The group captured first place in the undergraduate category with their company Pollination Solutions. The venture presented "The Pollinizer," a drone attachment designed to combat the effects of bee colony collapse by mimicking the natural process of honey-bee pollination throughout an orchard. The man-made alternative to bee pollination addresses the threat of the declining bee population to fruit production in Kentucky, providing a sustainable "Presence for Better Pollination."

The University of Louisville team, including students Tedd Pollard, Aaron Searcy, Sanjay Singh and advisor Suzanne Bergmeister, won in the graduate category with their company KYchen, a cooking

Couch Honored for Using Technology to Improve Education

DAVID Couch, the Kentucky Department of Education's (KDE) associate commissioner for the Office of Knowledge, Information and Data Services, has been selected as one of *Government Technology* magazine's 2016 Top 25 Doers, Dreamers & Drivers.

The award recognizes 25 individuals or teams who exemplify transformative use of technology that improves the way government does business and serves its citizens. Showcased in the April/May



David Couch, associate commissioner for the Kentucky Department of Education's Office of Knowledge, Information and Data Services.

issue of *Government Technology* magazine, this year's list includes public and private-sector technology leaders focused on customer-centric services, transparent operations, innovative processes and pioneering partnerships.

"This year's Top 25 have a record of using technology to solve problems, improve citizen services and transform internal operations," said Noelle Knell, editor of *Government Technology* magazine. "These are the people that have found ways to cut through the public sector's barriers to innovation – tight budgets, organizational inertia, politics as usual, etc. – to reshape government operations for the better."

Couch said he believes the award "is more of a recognition of what our KDE education technology team has done well over many years rather than about me. You don't get these types of things if your team is one win and 34 losses. You get them for a consecutive string of 34 and 1 seasons. I'm going to use this award to highlight all the cool things our education technology team has done for a long time for Kentucky K-12 schools."

KENTUCKY PEOPLE

LOUISVILLE: AREA REALTORS HOLD ANNUAL BOWL-A-THON TO SUPPORT LOCAL CHARITIES

GLAR photo



Members of the Greater Louisville Association of Realtors (GLAR) recently participated in their annual Bowl-a-Thon, a charity event that raised \$4,491 for three Greater Louisville charities: Community Clubhouse, St. Ignatius Helping Hand Center and the Kentucky & Southern Indiana Stroke Association. Pictured (left to right) are members of GLAR's Leadership Class: Kristen McNichols, Paula Barmore, Michelle Gammons, Dave Parks, Lisa Stephenson, Deborah Anderson, Kathryn Vaughn, Mike Mudd and Chawnte Williams.

FRANKFORT: GOV. BEVIN AND FIRST LADY UNVEIL 2016 COMMEMORATIVE KENTUCKY DERBY POSTER



In keeping with a 33-year old tradition, Gov. Matt Bevin and his wife, Glenna, hosted a luncheon in April for the board members of the Kentucky Derby Festival. As part of the event, the governor and first lady unveiled the 2016 Governor's Commemorative Poster, based on work created by Lexington artist Kelly Brewer. The poster depicts three colorful jockeys and their horses coming down the stretch at Churchill Downs with the iconic twin spires in the background. Pictured here at the unveiling are (left to right) Wes Rutledge, chair of the 2016 Kentucky Derby Festival; Kelly Brewer; Glenna Bevin; and Gov. Matt Bevin.

CLERMONT: BERNHEIM FOREST INVITES PUBLIC TO HELP BREAK WORLD TREE-HUGGING RECORD



On April 22, Bernheim Arboretum and Research Forest hosted preschoolers and their parents from Crocus Academy in Bardstown to celebrate Earth Day and practice hugging a tree with Bernheim's Education Manager Whitney Wurzel. To mark Earth Day, Bernheim officials announced plans to try to break the Guinness World Record for the most people hugging trees at the same time. The Bernheim Big Tree Hug Challenge will be held on June 4 and will require at least 1,201 tree huggers in order to break the current world record held by South Korea. For more information on how to participate in the free event, visit bernheimtreehug.org.

LEXINGTON: JUNIOR ACHIEVEMENT HONORS TEACHER OF THE YEAR



Junior Achievement of the Bluegrass recently presented the 2016 JA Teacher of the Year award to Mary Beth Olds, a teacher at Peaks Mill Elementary School in Frankfort. Olds, who was nominated for the award by JA volunteer John Hibbard, has had Junior Achievement programs in her classrooms for the past 10 years. Pictured here with Olds (center) are Ron Wigglesworth (left), senior program manager for Junior Achievement, and Todd Sallee, Junior Achievement board member.

MAYFIELD: DANIEL CARR'S SERVICE TO COMMUNITY EARNS NATIONAL AWARD



Daniel Carr, owner of Carr's Steakhouse in Mayfield, traveled to Washington, D.C. in April to accept the American Express Restaurant Neighbor Award from the National Restaurant Association Educational Foundation. Carr's, which has been a community pillar for more than 60 years, was one of only four restaurants in the nation to receive the award, which recognizes philanthropy, diversity and leadership. Carr's fundraising efforts – which have raised roughly \$50,000 – have allowed children in the community to enroll in youth sports and have kept a local movie theater in business.



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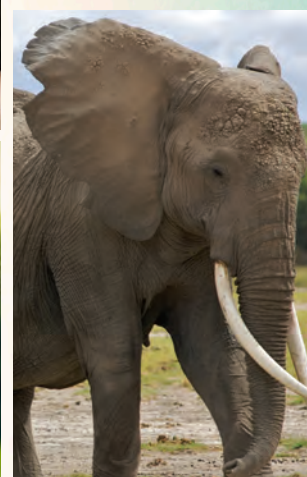
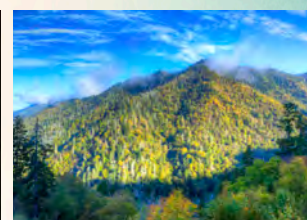
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