

The Chamber

A publication of The Chamber of Commerce of St. Joseph County



fighting brain drain

how your community plans to take on the growing epidemic

There is a phrase sweeping the country. If you've watched local news, you've heard the term. You've read it in local papers, and heard versions of other communities struggling against the same foe. That enemy is **Brain Drain**, the steady exodus of young, college-educated professionals from a community. It is a problem that has hit our county, state and the Midwest particularly hard.



Young, educated professionals are something that every community wants and needs to enrich and enhance the quality and potential of the area. Yet according to "Migration of the Young, Single and College Educated," while 17,379 college-educated young adults moved to Indiana from 1995-2000, a shocking 31,713 young professionals left the state. And while not retaining out-of-state students is common in every state and is not typically included in Brain Drain statistics, it still leaves a net loss of 14,334 students from in-state. As a percentage of the population, only seven states fared worse.

During the school year, South Bend/Mishawaka is home to more than 22,000 young adults enrolled in area universities and colleges. St. Joseph County ranks second in the state in number of institutions of higher learning.

Continued on Page 5 ▶

W
O
R
K

sept
04
oct

INSIDE ●●●●

4 ask the expert

7 upcoming Chamber events

9 public policy

The Chamber
Chamber of Commerce of St. Joseph County

www.sjchamber.org

We Love Trash!



Junoll Industries

(574) 231-9844
Toll Free (877) 558-6655

Who is Junoll Industries?

Junoll Industries is a **locally owned and operated** clean-up and waste removal company providing disposal and transportation solutions for small businesses and residential customers.

Wee Haul

Dumpster Rentals
Clean-Up Solutions
Fall Leaf Disposal
Demolition & Excavation
Commercial Container Service
Residential Trash Service
Transportation Services



Mobile Storage and Moving

Roll-off flat beds available for transportation of equipment and materials.

Enclosed storage boxes available for local moves, mobile storage and on site job security containers.

how we see it

more in-depth coverage highlights new business publication

Like any new product or service, you can't wait until you can unveil it to the world. After all the planning and production, you want to show it off. That's exactly how we feel with the introduction of *The Chamber@Work*. Part of our marketing plan is to utilize creative strategy and introduce new marketing vehicles to solidify our identity, but more importantly to use these vehicles to provide greater impact, information and visibility for our members.

This newsletter provides The Chamber the platform to delve more deeply into issues important to the area's business community. Each issue will feature a cover story that will provide focus on a particular topic with companion articles to explore additional angles on the topic. With

the new format, we have the ability to tap into the many resources and expertise of our membership. We're able to provide more information to our members.

Each bi-monthly issue will also feature Chamber events and news, business trends, member news, economic data and a member spotlight.

Six times a year *The Chamber@Work* will be mailed directly to our 3,000 main and secondary contacts for our member businesses, as well as to area elected officials. Because the newsletter is also a great business-to-business marketing tool, we have allocated advertising space for Chamber member companies.

and resources to help you operate your business more efficiently. We are anxious to receive feedback. I encourage you to email me at eagan@sjchamber.org with your comments and suggestions.

In addition, we will retain a presence in *Tribune Business Weekly* with *The Chamber in Brief* in the first issue of each month.




Mark N. Eagan, CCE
President and CEO

We hope that you enjoy the debut issue of *The Chamber@Work*. This demonstrates our commitment to providing you with additional information



Chamber Chairman of the Board Carl Bossung (right) with Dr. Stephen Covey after Covey presented live at an August 10 conference co-sponsored by The Chamber.

THE CHAMBER@WORK

**Executive Editor
Editor**

*Shari Carroll
Nick Johnson*

Contributing Writer

Nina Kauffman

**Chamber President and CEO
Chairman of the Board
Chair-Elect**

*Mark N. Eagan, CCE
Carl L. Bossung
Charles J. Viater*

The Chamber@Work is published bi-monthly by The Chamber of Commerce of St. Joseph County, 401 E. Colfax Ave., Suite 310, South Bend, IN 46617. Not all opinions expressed in *The Chamber@Work* necessarily reflect the views of The Chamber of Commerce of St. Joseph County. To change your address or for other questions or concerns, call The Chamber at 574.234.0051, ext. 274.

ask the expert

Q & A with Christine Richardson

How serious of a problem is Brain Drain in our area?

If we look at the "Brain Drain" statewide, this is what we know. Indiana ranks 14th in the nation in the producers of college graduates and 44th in the nation for its adult population having college degrees. Our area has a number of higher education institutions serving a variety of students. In the three-county area of St. Joseph, Elkhart and Marshall counties, we have more than 10 post-secondary education institutions.

Indiana University South Bend graduates approximately 1,000 students per year and approximately two-thirds of our graduates stay in the Michiana area. This is fairly consistent with each graduating class.

So for us migration is not an issue. However, if we look at the University of Notre Dame and Saint Mary's College, many students come from all corners of the country and around the world. These students are less likely to stay in the area.

How much will the Lilly Grant impact local Brain Drain?

The Lilly Foundation identified several areas to begin to fight the Brain Drain. These areas are internships, economic incentives, entrepreneurial development, community outreach, service learning and high technology. The consortium (see cover story) being proposed will centralize programs and services with the colleges and universities as well as the community to maximize the Lilly funding.



Christine Richardson
Director of the Career Services Office
Indiana University South Bend

Why should area companies get involved in internships?

Research prepared by the Indiana Fiscal Policy Institute points out that human capital loss is an economic loss. The community as a whole stands to gain by participating in efforts created by the individual schools. Economic growth is everyone's responsibility in any community and/or state. Without economic growth and industry growth, the best and brightest stand a good chance of leaving our area for better economic opportunities. I believe that The Chamber and the area higher education institutions can forge a partnership that can fully address and stem the tide of Brain Drain in the region.

What are key considerations for companies wanting to establish an internship program?

Companies often wonder how interns can add value to their company's bottom line. Interns can be used as a recruiting tool and as assistants on special projects. Interns can also hit the ground running as new employees once the internship is over. The task of setting up an internship program often seems daunting. Several universities are ready to assist employers with the nuts and bolts of establishing internship programs. See the list of internship coordinators at local colleges on page 5.

ConSpecT

**Professional Roof Consultants
= Roof Value Assurance**

ConSpecT Services, Inc. • South Bend, Indiana since 1995 • 574.234.2198

www.conspectservices.com



Your Complete Communication Contractor!

- Phone Systems
- Paging Systems
- Nextel Authorized Rep
- Structured Cabling Solutions
- Network Design / Support
- Network Security / Backup
- Web Page Support
- Video Surveillance

(574) 272-9814 or www.dlci.net

FIGHTING BRAIN DRAIN *continued from page 1*

an opportunity

The Lilly Endowment, a private philanthropic foundation, has allocated millions of dollars helping Indiana's self-improvement projects. A recent Lilly grant provided Indiana colleges and universities nearly \$40 million to combat brain drain.

The Chamber has assembled area schools together to share objectives of their brain drain initiatives in hope of forming a consortium.

"The Chamber is a natural partner," said David Ray, member of The Chamber Executive Committee and active participant at consortium meetings. "Our region is blessed with many higher education institutions. A consortium of schools working

with the business community has the potential to become a strong partnership to retain more talent within our community."

Part of the puzzle is to better demonstrate to students that there are meaningful job opportunities within the state. Internship programs are vital in connecting students with the local business world. For more information on internships, take a look at our Ask the Expert Q&A on page 4, or contact one of the schools listed in the box to the right of this article.

For more information, or to ask questions about how your business can become further involved in the fight against Brain Drain, contact Paul Laskowski at The Chamber at 574.234.0051, ext. 313.

contact the following colleges and universities with questions about internship programs

Ancilla College
Jim Cawthon
574.936.8898

IUSB
Christine Richardson
574.237.4436

Bethel College
Michelle Yager
574.257.2642

Ivy Tech
Tom Beaven
574.289.7001,
ext. 5447

Goshen College
Melissa Kinsey
574.535.7192

Notre Dame
LoriAnn Edinborough
574.631.0960

Grace College
Steve Carlson
574.372.5131

Saint Mary's College
Mike Sanders
574.284.4499

Holy Cross College
Tim Ryan
574.239.8318

207 Dixie Way N. S 300 • South Bend, IN 46637

We're looking for a Few
Businesses that
Want to Grow

We are now leasing
affordable, professional
business suites.

Call Roseland Square at
574.271.8961 for more
information, or visit
www.roselandtech.com



economic news

National

CPI:	+0.3% June 2004
Unemployment Rate:	5.5% July 2004
Payroll Employment:	+32,000(p) July 2004
Average Hourly Earnings:	+\$0.05(p) July 2004
PPI:	-0.3%(p) June 2004
ECI:	+0.9% 2nd Quarter 2004
Productivity:	+3.8% 1st Quarter 2004
U.S. Import Price Index:	-0.2% June 2004

Indiana June 2004

Unemployment Rate: 4.7%

St. Joseph County June 2004

Labor Force:	139,470
Employed:	133,690
Unemployed:	5,780
Unemployment Rate:	4.1%
Ranking in State: (unemployment)	#56 out of 92 counties

CPI: Consumer Price Index PPI: Producer Price Index
ECI: Employment Cost Index (p): Pending

Information taken from the Bureau of Labor Statistics

welcome new chamber members

Avatron Computer Services, Inc.
David Munger
PO Box 1024
Mishawaka, IN 46546
574.256.7201
Computer Consultants

Clover Ridge Apartments
Kristie Nozykowski
1801 Irish Way
South Bend, IN 46637
574.272.1441
Apartments

Enterprise Rent-A-Car
Brandon Shiflett
703 West Edison Road
Mishawaka, IN 46545
574.256.6900
Rental/Leasing

Feast Banquets & Catering
Brent Spring
1001 North Michigan Street
Lakeville, IN 46536
574.255.4331
Catering

Hogan Consulting Group, Inc
Michael Hogan
709-2 Plaza Drive #142
Chesterton, IN 46304
219.921.1141
Computer Consultants

Innisfree-a-celtic-b and b
Cindy Lewis
702 West Colfax Avenue
South Bend, IN 46601
574.283.0740
Bed & Breakfasts

Pasou Foods, Inc.
John Pangani
1103 South Huntington Street
Syracuse, IN 46567
574.457.4092
Food Processing


Plastic Surgery Center, P.C.
Bobbi Pennington
621 Memorial Drive
Centennial Building – Suite 511
South Bend, IN 46601
574.232.3919
Physicians Groups

Purdue University School of Technology
Dr. Mark Curtis
1733 Northside Boulevard
South Bend, IN 46615
574.520.4180
Colleges & Universities


Schooley Mitchell Telecom Consultants
Frank Smith
51879 Saddle Ridge Lane
Granger, IN 46530
574.273.1218
Telecommunications

Youth Service Bureau of St. Joseph County
Bonnie Strycker
2222 Lincolnway West
South Bend, IN 46628
574.235.9231
Social Services


For membership details, contact Lori Vanslager, Member Representative, at 234.0051, ext. 312.




Benefits




Employee Self-Service




Time & Labor Management



Recruitment



HR




Payroll

ASP Hosted Solution Payroll Processing • Human Resources Management • EMPOWER • Manager Self Service • Employee Self Service • Applicant and Recruitment • Mass Change Capabilities • EMPOWER • Payroll Processing • Human Resources Management • Benefits Management • Manager Self Service • Employee Self Service • Applicant and Recruitment • Mass Change Capabilities • Unlimited Direct Deposits • Check Printing and Distributing • EMPOWER • Secure Tax Service • Custom Report Generation • EMPOWER • ASP-Hosted Solution • Integrated Work Flows • Implementation Management • Best Practices • One-on-One Customer Service • Full Integration • Inexpensive • EMPOWER • Payroll Processing • Human Resources Management • Benefits Management • EMPOWER • Payroll Processing • Human Resources Management • Benefits Management • Manager Self Service • Employee Self Service • EMPOWER • Inexpensive • Applicant and Recruitment • Mass Change Capabilities • Unlimited Direct Deposits • Check Printing and Distributing • EMPOWER • Unlimited Direct Deposits • Check Printing and Distributing • Secure Tax Service • Custom Report Generation • ASP-Hosted Solution • Integrated Work Flows • Implementation Management • Best Practices • One-on-One Customer Service • EMPOWER • Best Practices

EMPOWER

Simplify business management
with one easy system.

*All the benefits of outsourcing in an ASP-hosted environment.
Call ECI today to arrange your no-obligation Web demonstration.*



800.320.9530 • www.ECipay.com

chamber events sept. - oct. 2004

september

s	m	t	w	t	f	s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

october

s	m	t	w	t	f	s
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

www.sjchamber.org

Register for Chamber events quickly and easily online. Email events@sjchamber.org or call Shari Carroll at 574.234.0051, ext. 311 for more event information.

The 7 Habits of Highly Effective People Workshop Series

September
7th, 14th and 21st
8 a.m. - 4:30 p.m.
The Inn at Saint Mary's

October
5th, 12th and 19th
8 a.m. - 4:30 p.m.

Cost is \$395 per person including materials. Contact Julie Stabrowski at 574.234.0051, ext. 315 for more information.

Wednesday, September 8 Michiana World Trade Council Golf Outing (MWTC)

Juday Creek Golf Course
11:30 a.m. registration
\$85 per person
Contact: Paul Laskowski
574.234.0051, ext. 313

Friday, September 10 Notre Dame Kick-Off Luncheon

Joyce Center
11:30 a.m. - 1 p.m.
\$18 per person
Contact: Jeff Stesiak
574.277.0501

Thursday, September 16 Business Expo After Hours

Century Center
4 - 8 p.m.
Admission: business card
Contact: Shari Carroll
574.234.0051, ext. 311

Tuesday, September 28 Coffee & Conversation

Chamber Briefing Center
7:30 - 8:45 a.m.
Complimentary
Contact: Patty Palman
574.234.0051, ext. 301

Tuesday, October 12 The China Challenge (MWTC)

IUSB
7:45 - 11:30 a.m.
\$49 per person
Contact: Paul Laskowski
574.234.0051, ext. 313

Tuesday, October 19 HR Toolkit: Building a Foundation for your Organization Conference

Windsor Park Conference Center
8 a.m. - 4:30 p.m.
Contact: Deborah Harrison
574.232.7474

Friday, October 29 Seminar: "Creating a Business Disaster Plan/Response"

Chamber Briefing Center
8 - 9:30 a.m.
\$25 per person
Contact: Patty Palman
574.234.0051, ext. 301

Office SUPPLY DISCOUNT PROGRAM SAVE AS MUCH AS 88%

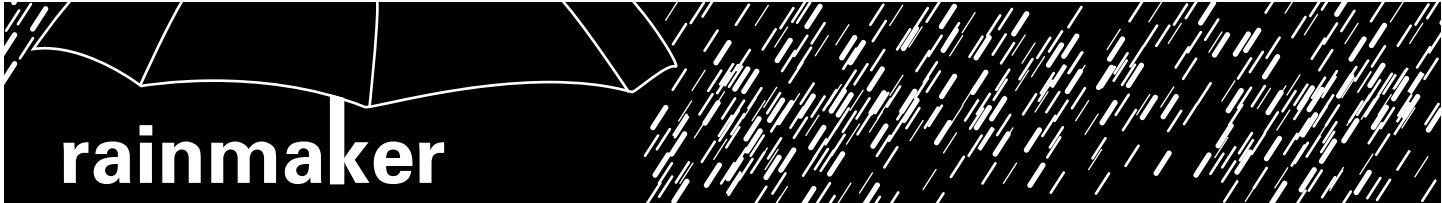
Impact your bottom line by taking advantage of The Chamber's new Office Supply Discount Program through Office Depot. This member benefit puts the power of purchasing in your control. Using the buying power of our 1,200 members, we are able to provide you with substantial discounts on a variety of office products and supplies from Office Depot.

Go to www.sjchamber.org for more information, or contact Julie Stabrowski at 574.234.0051, ext. 315.



Expo will have an energy and buzz unequalled by other local trade shows. It is the premiere business-to-business event of the year. Don't let this important business networking event pass you by. All you need is a business card to enter and enjoy the exhibits, live jazz music, good food and drink and all the networking you can handle.

**Thursday, September 16
4 - 8 p.m.
Century Center**



A rainmaker is an innovator, a company that provides a unique product or service, works in unconventional business models or uses creativity to solve challenges. This feature highlights companies that make our community prosper.

local business partnership improves national health & safety

Environmental Health Laboratories (EHL), a division of Underwriters Laboratories, Inc. (UL), and Memorial Health System, both of South Bend, are part of an innovative and socially-conscious effort to clean up private water-wells.

Because federal laws don't regulate private wells, the 53 million Americans that get their water from

private wells are responsible for making sure that their water is safe to drink. Yet only about five percent of private wells are tested each year. With UL's new DrinkWell program, customers can ensure the quality of their drinking water and the health of their family.

After ordering the test online at www.uldrinkwell.com, the customer follows the kit's sampling instructions and then returns their water samples. The water is tested at EHL, and the results are then returned to the customer.

Dan Carter, marketing manager of Environmental Health Sciences at EHL, says that their facility is the only one in the nation that UL uses. Carter is hopeful about their efforts to reach out to residential customers. "We still do most of our testing on city water,

but we hope to grow our residential testing to equal size," he says. Since the July launch of the Web site, EHL has more than tripled their sales, and the use of the DrinkWell Web site has grown substantially.

"EHL offers detailed testing for up to 93 contaminants, and issues a user-friendly, color-coded report to let customers know if there is a problem or not," said Carter. That's where Memorial Health System comes into the equation. They provide resources that help customers find out about the health effects of water contaminants.

Through the partnership, Memorial staffs a nurse call center to respond to concerns about water contaminants. UL believes a nurse call center will offer a human touch to the data-filled report.



The Small Business Development Center, in cooperation with The Chamber, recently hosted U.S. Congressman Chris Chocola, seen above, and area small business owners to discuss relevant issues. A similar forum with representatives from U.S. Senator Evan Bayh's office was also recently held.

member milestone anniversaries • • • •

Congratulations to the following Chamber members celebrating milestone anniversaries in recent months.

- | | |
|---|---|
| <p>1 year
 Armstrong & Reist CPAs, LLP
 Hampton Inn of Mishawaka
 Ind. Order of Odd Fellows
 Insight Strategic Concepts
 Michiana Truck Center
 Notre Dame Sports Properties</p> <p>5 years
 Wal-Mart Supercenter-South Bend</p> <p>10 years
 The Executive Suite at Jefferson Centre
 March of Dimes Birth Defects Foundation
 Michiana Carpet Supplies
 Clean Seal, Inc.
 Swan Lake Resort and Conference Center</p> | <p>15 years
 Browning Ferris Industries
 Environmental Health Laboratories
 Hill's True Value Hardware
 Medical Education Foundation, Inc.
 Memorial Health System
 St. Joseph Paper & Packaging</p> <p>25 years
 Bank One, Indiana
 Cohn Golden Insurance Consultants</p> <p>70 Years
 Christianson's Furniture Corp.</p> |
|---|---|

government searches for the best way to COMPETE

To spur discussion on efficiency in local government, The Chamber's Legislative Affairs Committee sponsored a forum that outlined the findings of the Efficiency of Local Government Study. Business leaders, community citizens and elected officials were on hand to review the latest findings and discuss possible next steps.

Cris Johnston, a consultant for the Indiana Project for Efficient Local Government (COMPETE) from Crowe Chizek, noted that Indiana's local government structure parallels that outlined in the 1851 state constitution when the structure of local government was based on its accessibility by a day's horseback ride to the county seat. The original government structure was created during the agricultural age, in which county uniformity was common.

Local Government Units

	Indiana	U.S. Average
Counties	92	63
Cities/Towns	566	385
Townships	1,008	833

The "one size fits all" approach to county, municipal and township administration is still carried out today yet is no longer applicable in today's knowledge-based economy.

The recent report, a follow-up to a study conducted in 1999, quantifies the original analysis and defines benefits of implementing the recommendations. The Indiana Project reaffirms the following concepts:

- Indiana's local government structure, established in 1851, needs to be updated. Diversity within the state requires the ability to formulate, ap-

prove and implement local solutions.

- Duplication of services and unproductive operations increase property tax rates.
- The administration of Poor Relief Services is inefficient, with approximately 90 cents appropriated to deliver \$1 of assistance.
- Centralizing property assessment will improve effectiveness and provide cost-savings.

There was agreement that St. Joseph County needed to review the recommendations to explore efficiencies in local government. The Chamber recommends that a working task force of government and business leaders be formed to seek opportunities for increased efficiencies. For more information on the study, contact Terry Miller at 574.234.0051, ext. 303 or email tmiller@sjchamber.org.

TUESLEY & HALL LLP

ATTORNEYS

COME SEE WHY WE CALL OURSELVES

"MICHIANA'S SMALL BUSINESS LAW FIRM"

AT BUSINESS EXPO AFTER HOURS, SEPTEMBER 16

SERVING BUSINESSES AND INDIVIDUALS

- ◆ STARTING, ACQUIRING OR SELLING A BUSINESS
- ◆ SERVING AS GENERAL LEGAL COUNSEL
- ◆ ESTATE PLANNING AND SUCCESSION ISSUES
- ◆ LITIGATION ◆ DISPUTE RESOLUTION

IN A BROAD RANGE OF INDUSTRIES

- ◆ MANUFACTURING ◆ PROFESSIONAL SERVICES
- ◆ DISTRIBUTION ◆ TECHNOLOGY ◆ ENVIRONMENTAL
- ◆ FINANCE/INSURANCE ◆ REAL ESTATE AND CONSTRUCTION
- ◆ AGRIBUSINESS ◆ FOOD SERVICE



212 E. LASALLE AVE., SOUTH BEND ◆ (574)232-3538 ◆ WWW.TUESLEY-HALL.COM

TRUST

QUALITY

VALUE

Whatever the data network requirements
your business demands,

get the job done
with US Signal.

US SIGNAL
866.2.SIGNAL

20 Monroe Ave NW Suite 450 Grand Rapids, MI 49503
Phone: 866.2.SIGNAL Fax: 616.988.0414 www.ussignal.com

chamber member news

The Alternative Board (TAB) is expanding its business in North Central Indiana. TAB is an international provider of peer advisory and coaching solutions to leaders of privately held businesses, and hopes to offer its services to more businesses in the local area.

The Center for Hospice and Palliative Care, Inc. invites individuals to attend its patient volunteer training program. The training will take place at the Center's South Bend offices on September 14, 15, 16 and 21 from 6 p.m. to 9 p.m. For further information, contact Jackie at 574.243.3100.

ConSpecT Services, Inc. was recently awarded a contract by the University of Notre Dame to perform quality assurance monitoring services for the Hesburgh Library reroofing project.

Daman Products Co., Inc. announced that Gordon Weiler recently was given the new responsibility of increasing sales with a focus on customer needs and priority markets. He previously contributed to manufacturing management, design engineering and technical sales at Daman.

The Gibson Insurance Group announced the move of their offices to Leighton Plaza in downtown South Bend. The move provided much needed office space, as well as future expansion opportunities.

The Michiana Chapter of the Society of Human Resource Management (SHRM) announces a luncheon meeting for human resource professionals on Tuesday, September 21, 2004 from 11:30 a.m. to 1 p.m. at the Windsor Park Conference Center at

Edison Lakes Parkway in Mishawaka. Joyce Davis from the Keller Graduate School of Management of DeVry University will present "Press Any Key...How Technology is Changing the HR Field." Reservations are required by September 17 at noon, and can be made by contacting Deborah Harrison at 574.232.7474.

Office Interiors is pleased to announce the firm's acceptance by the Indiana Department of Administration for certification as a Minority and Women's Business Enterprise (WBE). The firm has received certification in the following areas: interior design services, office furniture wholesaler, medical lab furniture wholesaler and audio visual equipment.

River Bend Chorus, the South Bend Chapter of Sweet Adelines, will present their annual fall show on Saturday, October 16, 2004 at 7:30 p.m. at the Battell Center in Mishawaka. In addition to River Bend, the show will feature silver medalist quartet Crossfire. For more information, call 574.293.7460.

Villing & Company recently received a Telly award for a commercial created for RiverBend Cancer Services. The Telly Awards honor local, regional and cable TV commercials and programs, as well as video and film productions.

prepare for emergency situations

The Chamber is presenting a first aid and emergency preparedness training session called *Together We Prepare: Workplace*. Training for emergency situations involves challenging each person to take five steps to help make their workplace safer. The steps include developing and practicing an emergency plan, creating a disaster supply kit, getting trained for emergency situations, volunteering and giving

blood. The seminar will be held Friday, October 29 from 8 a.m. - 9:30 a.m. in The Chamber Briefing Center. Jeanette Simon, executive director of the American Red Cross of St. Joseph County will present. Cost is \$25 for members and includes a continental breakfast. To register, go online at www.sjchamber.org, email events@sjchamber.org, or call 574.234.0051 x 301.



Public Relations

Available for private consulting
in protocol and international
business etiquette

Jacqueline W. Bingham
Protocol Counselor
574.289.0788
jbpr@sbcglobal.net

to submit

To submit your company's press releases for *The Chamber@Work's* member news section, send an email or fax to Nick Johnson at njohnson@sjchamber.org, or 574.289.0358. The Chamber has the right to refuse or edit any material.

conference to focus on latest HR issues

HR Toolkit: Building a Foundation for Your Organization will supply your company with the resources to make your HR department effective and proactive. The conference takes place Tuesday, October 19 from 8 a.m. – 4:30 p.m. at the Windsor Park Conference Center in Mishawaka.

The conference, presented by the Michiana Chapter of the Society for Human Resource Management (SHRM), The Chamber and AFLAC—Team Blacketor, will provide an excellent medium for exploring HR issues and networking with others in the HR field. Frank Basile of the Gene B. Glick Company, Inc. will give the opening keynote presentation *Tools of the Trade*, and Nancy Ahlrichs Raichart, SPHR of EOC Strategies will present *Becoming a Manager of Choice—Adding 5 Competencies to your Toolkit*.

Other experts will speak on HR topics throughout the day, including health care benefits, an update on labor regulations, recruitment, training and development, labor shortages, performance management and legal aspects. These issues provide a comprehensive foundation for strengthening your own HR operations.

The fee to participate in the conference for those who register before September 12 is \$50 for Michiana SHRM and Chamber members, \$75 for non-members and \$25 for students. For those who register after September 12, the fee is \$75 for members, \$100 for non-members and \$50 for students. A continental breakfast and lunch are included in the registration fee. To register, please contact Deborah Harrison at 574.232.7474 or email at Debbie@containerservicecorp.com. Registration forms are also available at The Chamber office.

know how



The rise of a global economy has caused industrial science and technology in the United States to undergo a dramatic change, from closed innovation to open innovation. In the old closed-innovation model, companies were vertically integrated, that is, every step of the development of a new product was done in-house. A company would conceive, design, manufacture, and deliver the product, as well as support its customers.

The whole value chain—from idea to product—occurred within the company. The value chain is the demanding step-by-step process by which a concept is converted into a profitable product or service. Basic research was the first step in the value chain.

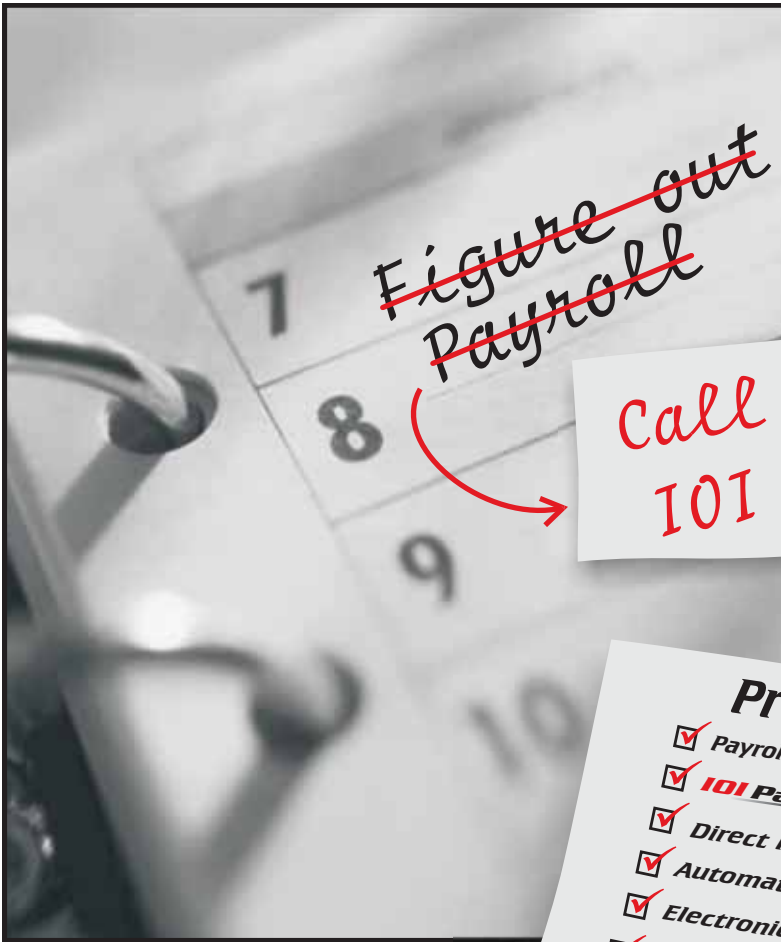
Open innovation is the new business paradigm in American industry. Under open innovation, a company's value chain no longer exists fully within the company. Ideas, people and products flow across company boundaries, to and from other companies, universities and countries. Innovation is now a global game characterized by both cooperation and competition among firms and nations.

As a consequence of this free flow of ideas, people and products, in-house basic research is dying out in industry. A problem with closed innovation in a global economy is the inability of companies to capitalize on their research discoveries. Research sometimes creates concepts that have no obvious fit with a company's business model.

Eventually, perhaps soon, today's arrangements will have to be replaced with new ones, or the nation's economic prosperity will falter. Critical skills in this new arena include the ability to assemble and manage complete value chains to transform the fruits of research into economic value. The creation of new knowledge per se is, at best, only one input among many. Firms pursue new knowledge for themselves only if they cannot outsource this task to a more competent supplier such as a university, a national laboratory or a specialized start-up firm.

This profound change is engulfing us all as the information era matures, bringing with it the globalization of science and technology as well as business and industry. Nations that lead technological revolutions acquire the power and influence to create strong defense and economic prosperity for their peoples. Those that lose their nerve or make the wrong investments fall by the wayside. The challenge for the United States is to orchestrate its academic, governmental and industrial research into a new and improved engine of innovation that will ensure that we lead the next technological revolution.

From "The Industrial Physicist" a Web site for applied research and product development.



Let **IOI**
put your
payroll
on **our**
'To-Do List'.

Toll Free: (888) 697-0021
www.ioipay.com

- Products & Services**
- Payroll Processing
 - IOI Pay™** - Internet Payroll Solution
 - Direct PayChek Card™
 - Automatic Tax Depositing & Filing
 - Electronic Time & Attendance Solutions
 - Human Resource Administration
 - Direct Deposit to Multiple Accounts
 - Testing, Assessment, Profiling & Development Programs

IOI
INTERLOGIC OUTSOURCING, INC.
AN EMPLOYER SERVICES COMPANY

25325 Leer Drive, Elkhart, IN 46514

Branches: Fort Wayne, IN ■ Grand Rapids, MI ■ Oak Brook, IL

The Chamber
Chamber of Commerce of St. Joseph County

www.sjchamber.org
The Champion of Business

401 E. Colfax Ave., Suite 310
South Bend, IN 46617
574.234.0051

PRESORTED
STANDARD
US POSTAGE
PAID
SOUTH BEND IN
PERMIT NO 352