

THIRD QUARTER 2014

INDIANA

MINORITY BUSINESS

MAGAZINE

BUSINESS ■ LIFESTYLE ■ DIVERSITY



KELVIN J. PENNINGTON
SMITH BIZZELL & WARNER FUNERAL HOME

Buying the Farm

Business succession planning ■ Hospice care in the Hoosier state ■ Nation's obesity problem keeps casket manufacturer Goliath in business

Also inside

Celebrating 50 years of the Civil Rights Act of 1964
Indiana's utopia New Harmony, at 200 years

10th Anniversary

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On the Cover:

Hammond native Kelvin J. Pennington, owner of Smith Bizzell & Warner, looks to the Gary-based funeral home to connect socially with the Black community and help with the rebirth of this once-thriving city. Discover how the mentorship of the late Dr. Cornell A. Bell, director of Purdue University's Business Opportunity Program propelled him to success. Also, learn what the former director of Popeye's Louisiana Kitchen thinks is necessary for more African Americans to serve on boards of major national corporations.

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Mortality provides life's deadline

When my team and I began discussion about the cover theme for this issue, the thought of funeral homes and anything pertaining to death seemed, well...a bit ghastly.

"That's so morbid." "No one wants to talk about death." "Will there be any interest," were some of the statements and questions that arose during our lively (pun intended) discussion.

And even as I prepared to write this column, there was heaviness in my mood. I tried repeatedly to write something – never fully formulating my thoughts. So time after time, I'd sit down to begin typing and I would find myself easily distracted by an email, a phone call, and even my own thoughts.

Writing is a creative process. Sometimes the creativity can flow as fast and free as an ocean stream, and other times, creativity can slowly drip, drip, drip like a leaking faucet. Neither applied to me the numerous times I attempted to conjure up an angle for this column.

Part of the reason I struggled in writing this particular column is because I didn't want to sound overly ethereal by offering those same comments that we've all heard a million times. You know, phrases like "Death is a part of life." "Everything comes full circle." "We are here but for a season."

The other reason I struggled with this column is because I didn't want to make light or offer "fluff," for what is a very serious matter. I did not want my words to be inconsequential.

And so here you are; reading several paragraphs later and still not much in terms of substance. So much for that whole inconsequential thing, huh?

OK...here's my best shot.

Death is a reality. It's something that we all have to endure

at some point or another. Knowing that death is imminent, we should look at it as a deadline of sorts. But not in a negative way. We should view death as a different way to live our lives on a day-to-day basis.

This thing called time that we all have right now, won't always be available to us...it will eventually run out. So that's why we should give life our best shot. We should make the most of the time we have.

Remember how I said death is kind of like a deadline?

In knowing that it is coming, there is no need to procrastinate. We can all use our deadline as an incentive to do more now: professionally and personally.

But doing more doesn't always have to translate into acquiring more things. Doing more can also be in your experiences and even the legacy you leave behind.

I have had my fair share of conversations with people whose deadline was rapidly approaching. Most of them had a terminal illness and doctors had pursued all options until there were none left. When I had those very insightful conversations, not once did someone tell me they wish they had more money, or they'd like to live in a mansion before they die. Instead, they talked about meaningful things such as wanting more time to spend with loved ones, being a better employee simply because they knew they had the capacity to do greater things, taking time to relax, arguing less, laughing more.

Sometimes we take life for granted. We think there is an infinite amount of time between now and our deadline. But reality speaks a different truth. Reality tells us that our days are numbered.

A wise woman who is currently in her 80s once told me to love hard – as long as I get the same kind of love in return, seek peace in life, strive to always be my best me, and realize when enough is enough.

As I get older, wiser and inadvertently closer to whatever deadline God has assigned me, I am taking that woman's words to heart even more than before.

I hope you do too.



Shannon Williams
President and General Manager

Shannon's Faves

Succession Planning — Page 32



In business, there should always be a clear understanding of "what's next" to eliminate confusion and present a solid plan upon your departure.

This article shares an Indiana woman's experience after her husband's unexpected death.

Hoosier Marketplace — Page 44



Unfortunately for my hips, eating is one of my favorite pastimes. Hoosier Marketplace details some tasty eateries that you will definitely want to check

out this summer. From delicious BBQ to sweet bakery treats you are sure to find something that interests your palate.

New Website



It's not technically in the magazine, but it is about the magazine. IMBM has a newly-redesigned website that is fresh, vibrant and informative! Check out our new look at IndianaMinorityBusinessMagazine.com.



Angela Ahrendts

Apple executive from Indiana assumes title 'Dame of the British Empire'

New Palestine native Angela Ahrendts, 54, senior vice president of retail and online stores for Apple, has been awarded Dame Commander of The Most Excellent Order of the British Empire, the equivalent of knighthood for women. Though Queen Elizabeth II was said to have approved of the honor, Ahrendts received the honor from business secretary Vince Cable rather than the queen because she was not born a British citizen.

Ahrendts, who has said she's "hugely proud" of her Midwestern roots, was ranked 53rd on Forbes' 2013 list of the most powerful women in the world. As CEO of the luxury British fashion house Burberry, she was named the ninth most powerful woman in Great Britain on the BBC Radio 4 Woman's Hour 100 Power List.

Ahrendts earned her undergraduate degree in Merchandising and Marketing from Ball State University and in 2010 was given an Honorary Doctorate of Humane Letters from her alma mater.

Report confirms same-sex marriage will bring windfall to Indiana

The Williams Institute at the University of California at Los Angeles School of Law confirmed what gay and lesbian marriage advocates have long suggested: same-sex marriage is likely to boost Indiana's economy, at least temporarily, and generate significant sales tax revenue for the state.

A federal judge ruled in June that Indiana's same-sex marriage ban was unconstitutional, opening the doors for hundreds of couples to marry over three days before a stay was put in place by an appeals judge. The matter remains under judicial review.

According to the report, wedding-related and hospitality expenditures for out-of-state or out-of-town visitors could top \$39 million over the first three years of legalization. About \$25 million would be generated in the first year, and \$2.7 million would flow into the state's coffers.

In addition, the need for wedding-related and hospitality services could create 750 full-time and part-time jobs.

According to the U.S. Census Bureau, more than 11,000 same-sex couples reside in Indiana. Based on patterns in other states that have legalized same-sex marriage, The Williams Institute estimates about half of gay and lesbian Hoosiers would seek to marry within three years.



Marlon Mitchell

Ivy Tech names Marlon Mitchell vice chancellor and Gary campus president

Dr. Marlon Mitchell has been named vice chancellor and campus president for Ivy Tech Community College's Northwest Region campus in Gary. He previously served as regional dean for Indiana Wesleyan University, and as director of information and instructional technology with the Gary Community School Corp.

Prior to that, the Gary native and Indiana University graduate, who has run a successful bed and breakfast and East Bank Development in Albany, Ga., served as dean of academic affairs at Atlanta Technical College.

Mitchell said his priorities for the campus are to improve student morale, develop initiatives that will prepare students to compete in a global 21st century society and enhance or expand two-year programs, such as aviation, manufacturing and technology. Additionally, Mitchell said he would like to strengthen relationships between the Ivy Tech campus and the business community, which will help with the development of new education programs to support emerging industries.

To have your news or information considered for inclusion in "Boardroom Briefs," please email info@indianapolisrecorder.com with the name of your company, contact information and the information to be included.

Hoy takes on strategic role for Nina Mason Pulliam Charitable Trust

Lee Ann Hoy, a longtime grant officer with the Indianapolis-based Nina Mason Pulliam Charitable Trust, has been promoted to program director. In that capacity, she will take on a more strategic role for the trust's charitable giving, which since 1998 has totaled more than \$224 million to nearly 900 Indiana and Arizona non-profit organizations.

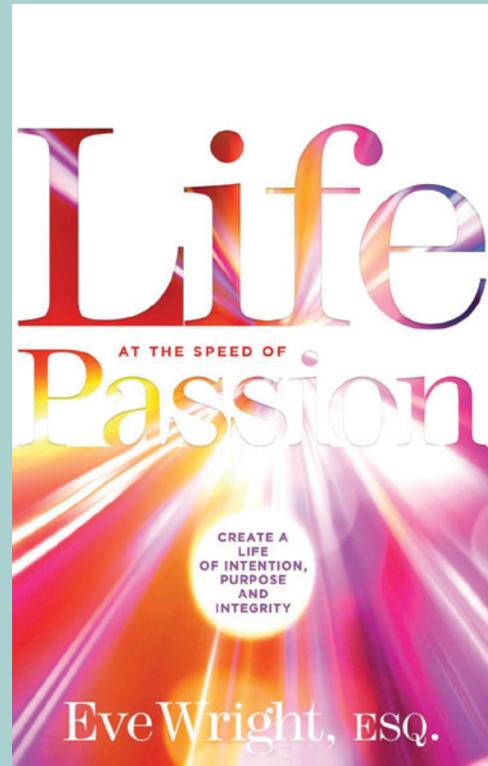
After many years as director of contributions for Ameritech (now AT&T) Hoy joined the charitable trust in 2000, concentrating on the Helping People in Need, Helping Animals and Nature and Enriching Community Life areas of giving. A graduate of the Stanley K. Lacy Leadership program, she also serves on the Nina Scholars Advisory Councils for Indiana University-Purdue University at Indianapolis and Ivy Tech Community College.

Additionally, Hoy is a member of the Indiana Philanthropy Alliance Board of Directors and the United Way of Central Indiana's Human Services Committee, and she serves on the Youth Philanthropy Initiative of Indiana Advisory Committee.



Lee Ann Hoy

BOOK NOOK



Life at the Speed of Passion: Create a Life of Intention, Purpose, and Integrity

If you ask NBA executive and Indianapolis native Eve Wright Taylor, it's never too late to find job satisfaction, no matter what field you're in.

To help others balance the need for high performance with personal satisfaction, the Miami Heat's vice president and associate general counsel has written *Life at the Speed of Passion: Create a Life of Intention, Purpose, and Integrity*.

Many people find themselves stuck in a rut when their personal obligations, such as mortgages and family, force them to stay in jobs that are unfulfilling. Though most don't have the luxury to give up their current jobs to follow their bliss, Taylor said, small changes can help enrich one's professional and personal lives.

Anyone can make it to the finish line, but everyone should be able to do it with dignity and integrity, insists the founder of Spark, an executive development program for women.

Life at the Speed of Passion: Create a Life of Intention, Purpose, and Integrity is available in paperback for \$11.61 from Amazon.com and Barnes and Noble and on Kindle for \$10.49 from Amazon.com.





Lilly and Cummins put Hoosier hospitality to work for immigrants

Eli Lilly and Co. Foundation and Cummins Inc. are rolling out the welcome mat by throwing their resources behind the Immigrant Welcome Center (IWC) of Indianapolis' Natural Helper program and its Welcoming Indianapolis Initiative. Both companies rely heavily on the global market for talent.

Lilly and Cummins will help strengthen the assistance network for foreign-born workers by training additional Natural Helpers – established immigrant mentors paired with immigrant newcomers – and engaging their employees in address-

ing the needs of new residents. In addition, they will provide employee resources and support to expand the Welcoming Indianapolis Initiative to the city's Near Eastside.

Working with these two large employers will take IWC's mission to the next level, possibly allowing it to open a sixth branch on the city's Near Eastside. Branch volunteers provide information and referrals to immigrants and refugees for employment, health care, housing and language assistance.



Norma Serrano-Williams

Northwest Indiana Urban League honors business, education leaders

The Urban League of Northwest Indiana recently recognized several businesses for their commitment to diversity.

Calumet College of St. Joseph received the Urban League's Leadership Award. The only college or university in the state recognized as a Hispanic-serving institution of higher learning, it was honored for hiring Spanish-speaking staff in each department to better serve students. It also is recognized as a military-friendly institution.

Norma Serrano-Williams, owner of Crown Point-based Excellence by Design, received the Urban League's Workforce Award. The Gary native, whose painting contracting company has employed about 20 women since 2005, has overseen the growth of her business by 300 percent over the past year.

Horizon Bank received the Urban League's Community Relations Award for its sponsorship of an annual Martin Luther King Jr. Day breakfast and its hosting of a breakfast on Veterans Day.

Governor names Carol Stephan first woman to chair utility regulatory commission

Gov. Mike Pence has named Carol Stephan the first woman to chair the Indiana Utility Regulatory Commission. She replaces former Chairman Jim Atterholt, who stepped down to serve as the governor's chief of staff.

Pence also crossed the aisle and named as vice president of the commission Carolene Mays, former Democratic lawmaker and former president and publisher of the Indianapolis Recorder Media Group, owner of IMBM.

The IURC regulates \$14 billion in residential and business utility rates for electric, natural gas, sewer, steam, telecommunications and water utilities.

Previously assistant general counsel of the IURC, Stephan had been a voting member of the five-person commission for only two months prior to the governor's appointment. The Carmel resident also previously served as general counsel for the Indiana Office of Utility Consumer Counselor; as interim deputy commissioner and director of partner Services for the Indiana Department of Workforce Development; and as deputy attorney general in the Bankruptcy/Inheritance Tax Division of the attorney general's office.

Stephan is a graduate of Indiana University and its McKinney School of Law.



Carol Stephan

Various organizations honor Harmon brothers' achievements



Tom Harmon



William Harmon

Brothers Tom and William Harmon, owners of family owned Harmon Construction Inc., have been recognized several times this year for their long-running success.

The North Vernon-based company recently was honored with the Metro Indianapolis Coalition of Construction Safety's (MICCS) Outstanding Project Safety award.

In March, Tom Harmon was awarded the William R. Laws Human Rights Award by the Human Rights Commission of Columbus for his leadership of the Columbus Area Multi-Ethnic Organization (CAM-EO) and his work with the Columbus Young Professionals organization.

In addition, William Harmon was inducted into the prestigious Indiana Basketball Hall of Fame for his record on the 1973 Jennings County High School Panthers, including his historical 1,537 points, 1,001 rebounds and 392 assists.

Southwest Indiana

VARIOUS GROWTH INDUSTRIES CONTRIBUTE TO REGION'S HEALTHY ECONOMIC OUTLOOK

By Michael Dabney

IN MANY WAYS, SOUTHWESTERN Indiana gets a bad rap.

It's in a different time zone from most of Indiana and traditionally has been hard to reach by highway from virtually every other part of the state.

In addition, 20 years ago Evansville was the object of extremely unfair and unjustified criticism from rock icon Madonna after filming of the movie, *A League of Their Own*. She reportedly told *TV Guide* magazine that during her three months in the city, she "may as well have been in Prague. For the first time in my life I felt very disconnected."

But Southwest Indiana, part of a tri-state area that includes northwestern Kentucky and southeastern Illinois, has much more going for it than naysayers think.

Though the four Indiana counties—Gibson, Posey, Vanderburgh and Warrick—that make up the Evansville metropolitan region are predominantly rural, the area is bustling with manufacturing might and potential. And it is the home of several top-flight universities.

"People underestimate the value of Southwest Indiana," said Greg Wathen, president and CEO of Economic Development Coalition of Southwest Indiana.

As a result of all its manufacturing might, and because of the availability of trucking, rail freight service and port operations, Wathen said it probably would surprise a lot of people to know the Evansville metro area ranks 66th in the nation in the value of merchandise

exported.

"We make a lot of stuff and we export a lot of stuff," he said.

The automotive sector also is doing quite well in the southwest Indiana region, Wathen noted.

"It has impacted the supply chain and created a secondary uptick in other businesses," he said.

Yet, despite a hopeful future, small business owners point out that challenges remain. Since

include Spencer County in Indiana and Henderson County across the Ohio River in Kentucky.

Cutting across the region is Interstate 64, which reaches all the way back to Chesapeake, Va., in the east and out to Wentzville, Mo., to the west. U.S. Route 41 crosses the Ohio River and enters Evansville heading north, all the way to the Upper Peninsula of Michigan, while I-69 will one day reach from Evansville through Indianapolis, Fort Wayne and into Michigan and then up to Canada.

With a total population of 361,000, the four counties



make up just under 6 percent

of the state's total population, and Evansville is the area's largest city. Population growth in the region has

nearly three-quarters of the employees in the area have fewer than 25 workers, access to working capital for continuing operations and for expansion remains crucial to success.

The Southwest Indiana region covers more than 1,500 square miles. Some economic development studies of the Evansville metropolitan region also

remained steady but unimpressive, up 36,486 people, or 11.2 percent, since 1990, according to data posted on the economic development coalition's website.

The unemployment rate in the region was 7.3 percent in 2013, down from its peak of 8.5 percent in 2009 and 2010, but

SOUTHWEST INDIANA HIGHLIGHTS

Though its accessibility to the remainder of the state has been challenging, Southwest Indiana has many bright spots on its horizon:

- Virtually every 2014 Toyota Highlander sold will have been made in Princeton, Gibson County.
- In the immediate future, Posey County will witness billion-dollar investments in fertilizer and plastics manufacturing projects, resulting in thousands of jobs.
- In the next three years, Evansville will see convention center, hotel and medical school projects that will transform a six-block area of downtown, just as American Airlines is adding more seats on daily flights into and out of Evansville Regional Airport.
- By early next year, Interstate 69 will stretch from Evansville all the way to Bloomington, thus moving the highway one step closer to connecting the southwest to the rest of the state.

up more than 128 percent since 2000.

Among its largest industries are automotive, plastics and aluminum manufacturing.

REIMAGINING EVANSVILLE

Evansville on the Ohio River serves as the commercial and cultural hub of the region and is the engine that drives the regional economy. The region's total population in 2013 was estimated at 361,344, with 120,235 — or about one-third — in Evansville in Vanderburgh County. It is the state's third largest city and was founded in 1812.

The city has the region's two largest universities: the University of Southern Indiana, known for its healthcare and education programs, and the University of Evansville, nationally known for its engineering program and its theater program. Ivy Tech Community College also has an Evansville campus with roughly 6,000 students.

And downtown Evansville is about to be transformed, Wathen said.

Indiana University, which already has a medical school in Evansville, will build a \$69.5 million, 170,000 square foot multidiscipline academic medical education and research center. When completed in 2017, the center will house IU medical and dental school students, as well as health programs for students from USI, Evansville and Ivy Tech.

"We are very excited about this project," said Wathen. "It will serve between 1,800 and 2,000 students."

"While the academic quality of the programs created by this expansion is our paramount concern, it is our hope that this project also will play an important role in the continued economic development of Evansville's downtown," I.U. President Michael McRobbie said in a statement in April.

City officials estimated that the annual economic impact of the project will reach \$340 million by 2020.

The medical research center will be adjacent to a \$71.3 million convention center/hotel complex. The hotel will have 257 rooms. The project also will include 78 residential units and a 330-space parking garage. The hotel and convention center are expected to open in the fall of 2015.

"All told, there will be \$150 million in investments in a two-and-a-half year

period in a six-block area of downtown," Wathen said. "We're reimagining downtown Evansville. But the project serves a much broader base than just downtown Evansville."

CHALLENGES AHEAD

Fulfilling the region's economic potential will depend on working capital and a well-trained workforce, business leaders said.

"Finding people for those high-paying positions will be important for the future," said business consultant Maura Robinson. However, thousands of positions could remain unfilled in the next five to seven years unless there is better training and recruitment.

"I have never seen the demand for the workforce as we see now," she said, adding that she has sponsored a Latino summit to help Hispanics better prepare for the jobs of the future.

"What's happening is we are under pressure to find skilled workers," the EDCSI's Wathen said, adding he can pinpoint "a couple thousand positions that could be filled today."

"I'm not sure of one solution to fit all (situations) but it's on everyone's radar screen. It's an issue everyone is trying to address," he said.

Another concern is working capital, said small business owner Jerry Clark.

"Capital to start a business is always going to be an issue. That's not going away," said Clark, founder and president of Evacus Technologies, a social media support company.

But it's a Catch-22 situation, he added.

"You need capital to get going but they (creditors) want you to have capital in order to give you capital," said Clark, who started his IT business in 2009 after working 18 years in corporate America.

Clark said small business development centers are part of the solution, helping get businesses off the ground. And that is vitally important, Wathen said, because it is small business that creates the most jobs.

The Southwest Indiana Chamber of Commerce says 71 percent of its members have fewer than 25 employees. And it is a trend that will continue even as the economic development engine churns on in southwest Indiana. **I**

ECONOMIC DRIVERS

Here's a glance of the region's major employers:

Alcoa Warrick Operations: One of the largest aluminum smelting and fabricating facilities in the world, the plant produces aluminum sheet for beverage and food cans, along with other applications.

Midwest Fertilizer Corp.: They and the Fatima Group plan to build a \$2.4 billion fertilizer plant in Posey County, creating approximately 2,500 construction jobs and more than 200 high-paying permanent jobs to operate the plant.

Though Gov. Mike Pence withdrew state support for the project last year, citing U.S. Defense Department concerns, the state this spring re-opened discussions regarding its unspecified economic incentives for the project. Groundbreaking for the Mount Vernon plant, which will produce nitrogen fertilizer, is set for this summer. The nitrogen fertilizer is not the same type that the Fatima Group produces in Pakistan, officials said.

SABIC Innovative Plastics: Owners of the Posey County plant, employer of 1,200 and producer of specialty plastics for the automotive industry and other businesses, plans to make a major financial investment in the facility. Late last year the company announced plans to start generating some of its own electrical power by 2017.

Toyota Motor Manufacturing, Indiana: Based in Princeton in Gibson County, TMMI employs more than 4,700 workers, making it the largest employer in the county and one of the largest private employers in the southwest region. The plant makes the 2014 gasoline-powered Highlander, with a hybrid version planned for this year; the Sequoia full-size SUV; and Sienna minivan. In May, President Norm Bafunno said the company demonstrated its commitment to the environment by planting more than 100,000 trees as part of a six-year project.

Valero Energy Corp.: The San Antonio, Texas-based company announced an agreement this year to purchase a 110-million-gallon a year ethanol plant in Mount Vernon from Aventine Renewable Energy Holdings. The deal was valued at \$61 million, with Valero planning to reopen the plant and add 61 high-paying jobs by 2015.

City Close-Up

NEW HARMONY CELEBRATES ITS BICENTENNIAL THANKS TO TEXAS OIL HEIRESS

By Michael Dabney

IN 1941, TEXAS OIL HEIRESS Jane Blaffer Owen visited sleepy New Harmony, Ind., while on her honeymoon with Kenneth Owen, great-grandson to Robert Owen, a wealthy industrialist who had bought the 30,000-acre former utopia in 1825 for \$135,000.

Though it was largely in disrepair, Owen fell in love with the town, nestled along the banks of the Wabash River, spending the remainder of her life and much of her fortune restoring it.

“I think she came at an important time in the town’s history,” said Connie Weinzapfel, director of Historic New Harmony.

“She was the driving force behind the preservation of this beautiful place.”

The quiet, serene southwestern Indiana town this year celebrates its bicentennial with festivals, special tours, a 5K run, music and a host of other events throughout the year. The highlight is its Capstone Week, which actually is spread over two weekends, from Aug. 1-10.

Jane Blaffer Owen, whose father helped start the Humble Oil Co., which later became Exxon, started buying and preserving property in town, ultimately starting the Robert Lee Blaffer Foundation, which is named for her father. According to its website, the foundation was created to preserve, promote and support the various historic and educational attributes of New Harmony.

But Jane Blaffer Owen, who died four years ago and whom Weinzapfel said



Courtesy of Timothy K Hamilton Creativity+ Photography

spent about half a year in New Harmony each year, did more than just help preserve what was already there. She was instrumental in adding contemporary touches to New Harmony, such as the Roofless Church and the Chapel of the Little Portion.

“People come here for the spiritual aspect and just the ability to be in such a beautiful, nature-inspired place,” Weinzapfel said.

She said the town’s population of 900 hasn’t changed much in the 200 years since its founding in 1814 by the Harmony Society, under the leadership of German immigrant George Rapp, as a perfect, utopian community.

“They were waiting for the second coming of Christ,” she said. But in the meantime, they constructed more than 180 buildings, including two massive

churches, as well as mills, storehouses and virtually everything else necessary for a self-sustaining town. “They made everything for themselves, except cast iron stoves,” Weinzapfel said.

Socially progressive for his time, Robert Owen believed education should be accessible to all people, Weinzapfel said. He established pre-kindergarten, adult education and trade schools, although the town remained a largely agriculturally based community. And after a visit by William Maclure, president of the Academy of Natural Sciences of Philadelphia, who also invited other scientists and artists to New Harmony, the town grew to national significance in the natural sciences, particularly in geology, a field of study in which Owen’s sons grew to national prominence.

ATTRACTIONS

There are numerous attractions in New Harmony, and the best place to start is at the town’s visitors’ center, the Athenaeum, which receives 18,000 visitors a year and conducts historic tours at 10 a.m. and 2 p.m. each day.

New Harmony Music Festival: The event, now in its third year, features concerts of non-amplified traditional, improvisational and classical music from July 6-13.





The Roofless Church: An architectural monument for which the ceiling is the sky, the non-denominational church was dedicated in 1960 and is a popular site for weddings and other ceremonies.

The Working Men's Institute Museum and Library: Established in 1838, this is Indiana's oldest continuously operating public library.

ACCOMODATIONS

New Harmony Inn Resort and Conference Center: Located at 504 North St., it has 90 rooms, including 18 premium rooms with fireplaces. Some rooms have balconies or walk-out patios.

The Old Rooming House: Originally built in 1896 at 916 E. Church St., it has offered affordable and comfortable accommodations since the late 1940s.



Rooms cost \$60 or less a night.

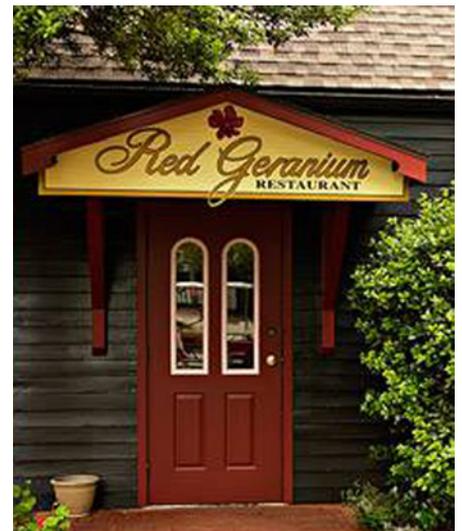
DINING

Red Geranium Restaurant: Celebrating its 50th year in 2014, the Red Geranium is connected to the New Harmony Inn. Open for lunch, dinner and weekend brunch, it offers American cuisine and Midwest favorites, including beef carpaccio, lavender-marinated duck breast and Mrs. Owen's black bean soup. It also offers regional and international wines.

Pop's Grill: Located at 516 S. Main St., this Route 66-themed restaurant and ice cream parlor features the Beltch, a BLT that goes one step further with an egg and cheese. Top it off with an old-fashioned phosphate or grasshopper sundae.

The Yellow Tavern: Known for its

pizza, grilled tenderloin and bread pudding, The Yellow Tavern originally was built in 1815 at the southwest corner of Main and Tavern streets. After a fire in 1908, it was rebuilt at 521 Church St. **I**



SEAL THE DEAL

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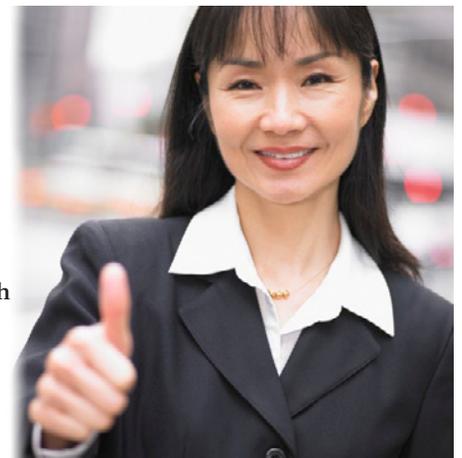
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Buying *the* FARM

DEATH IS THE GREAT EQUALIZER. It strikes 100 percent of the population – albeit in different ways – without regard to considerations of race, gender or class. It is a certainty that every Black, white or Hispanic person will die; every man and woman will meet his or her maker; and every penniless widow and powerful billionaire will pass away.

Cultural factors may hasten mortality for some, such as

Black men lynched at the hands of an angry mob, a Muslim woman stoned in a honor killing for being raped or a Japanese businessman who commits hara-kiri to save face. And some, like Apple's storied CEO Steve Jobs, may be able to pay to delay the inevitable with experimental medical treatments.

But eventually, we each have a date with the Grim Reaper.

So what does that have to do with "buying the farm"? This expression came about to describe how the death of a farmer who had a mortgage paid off on behalf of his heirs through life insurance.

Though historically, those whose work involved end-of-life, death and afterlife issues often have operated at the fringes of society, bereavement-related industries, from hospices to cemeteries, are a vital part of the economy. According to the U.S. Census Bureau's Economic Census, for instance, funeral homes alone contributed \$15 billion to the national economy.

Join IMBM as over the next several pages we examine this complex industry and journey into what is truly the Final Frontier. **I**





Beyond the Grave

By Leslie L. Fuller

KELVIN J. PENNINGTON steps through the doors of Smith Bizzell & Warner Funeral Home in Gary, as he has done hundreds if not thousands of times before, to help family, friends and coworkers say their

final farewells.

As owner of the single-story funeral home with the pillared portico and immaculately manicured lawn at 4209 Grant St., death was a fact of life for Pennington. But from the 20-page com-

**SMITH BIZZELL & WARNER'S
KELVIN J. PENNINGTON
BREATHES LIFE INTO
STRUGGLING GARY COMMUNITY**

memorative program to the remarks from Purdue University Trustee Mamon Powers Jr., this emotional “home-going celebration” in March 2009, was no typical day for Pennington or Smith Bizzell & Warner.

“There were tons of floral arrangements; I couldn’t even describe the number,” he recalled. “It was comparable to the passing of the mayor of Gary in terms of the scale and presence of it. It was also a family coming out to pay respect to a great leader and family member.”

The deceased was Pennington’s mentor – the man he, like countless others, came to view as a father figure – Dr. Cornell A. Bell, retired director of Purdue University’s Business Opportunity Program.

Perhaps ironically, it was his close association with Bell, an Evansville native and Sagamore of the Wabash, that led Pennington to that day, to his ownership of that funeral home. But that close association also meant he was less involved than usual in the planning of this grand event.

“My role would normally be there for the family and being the service pro-

vider. But when it’s someone you care about, someone else has to handle that role because you’re more of the family,” he said.

As a business leader who owns a variety of enterprises, Pennington’s Concord Family Services Inc., chain is considered among the top five largest African-American-owned funeral management services in the United States.

AT THE ROOT OF THINGS

Growing up, the Hammond native, 56, knew he wasn’t a true Pennington. His mother Clara had married and divorced a man named Melvin Pennington, yet his father remained unknown to him.

Then one day, he and his older brother, Melvin Pennington Jr., walked into an area barbershop, Pennington recalled.

“There’s this guy in there that looked just like me, and I thought, ‘Isn’t that

amazing?’” he said. Later, Pennington asked his mother about the man.

“She said, ‘He’s nobody. Don’t worry about it.’ Five years later, I found out that was my father,” he said.

By age 12, Pennington was riding his bicycle secretly from his mother and stepfather’s home in Hammond, to his father’s Gary residence, more or less 10 miles away.

Meeting his biological father Willie James Davis filled a void, Pennington said. He also found encouragement from male schoolteachers, first at Lafayette Elementary School in Hammond, and later, Hammond High.

“I was spending more time in school and liking it, because this is where the encouragement is coming from,” he said.

In high school, Pennington found he could flourish on little sleep.

“I’d go to school, then work 4 to 10, go by my girlfriend’s house to 10:30 p.m.,



go home, study until 1:30 in the morning, sleep five hours and get up and go to school," he said.

MEETING A MENTOR

Upon graduating in 1976, Pennington knew he wouldn't be content working in a steel mill and wanted "some executive-type" job. He planned to attend Indiana University.

Then came a knock at the door from Dr. Cornell A. Bell. The former Gary high school administrator wanted young Kelvin to join other talented minority students in the Business Opportunity Program (BOP) of Purdue's Krannert School of Management.

"I wasn't interested," Pennington recalled. "I was highly confident, I'd graduated summa cum laude; there was nothing you could tell me.

"Then Dr. Bell told me, 'You probably couldn't handle it at Purdue, you're just going to Indiana University because it's easy.'"

The perceived insult spurred Pennington to change course.

"I went to Purdue, got into the BOP program, and at the end of the first semester, I wanted to show Dr. Bell how well I had done," he said.

However, Bell employed a different motivational technique on Pennington's half-brother Clinton Wilhight, Pennington noted.

"Dr. Bell always got under my skin to bring out the best in me, but my younger brother got more nurturing; he'd respond to that," he explained.

Pennington describes his Purdue years as a stirring time.

"(Bell) started bringing those successful African-American kids back to campus, so you could see it. Then we were learning about networking, making sure you got that great summer job, leading to the next summer job. Once you got in, you just kept growing from there," he said.

During his sophomore year, Pennington's first child, daughter Tenesha Franks, was born.

"Again, there were various meetings and advice from Dr. Bell," he said.

Embracing parental responsibility benefitted his work ethic and career, Pennington added.

"I'd probably say my daughter made



Dr. Cornell A. Bell

me sharpen my focus," he said. "I've got to first have enough money to pay child support for a year, to save enough money to pay for tuition. I had someone to take care of."

Today, Pennington notes proudly, Franks is a Purdue alumna herself, married with children and employed by the Veterans Administration. "She is studious. She's got the studious focus like me," he said.

EVOLUTION

Even after Pennington graduated from Purdue's Krannert School of Management in 1980, he found that his college mentor continued to show up in his life.

"I was working my first job at Prudential Capital Corp. in New York. Guess who checked up on me: Dr. Bell. Just because you graduate, doesn't mean you're not still one of his kids," he said.

In 1982, Pennington earned an M.B.A. degree from the University of Chicago Booth School of Business.

In 1990, Pennington left Prudential, where he had held positions, including vice president of corporate finance. But there was one glaring void.

"I had no opportunity to work with African-Americans at all," he says. "Corporate finance? We weren't there."

Pennington's decision to strike out on his own was difficult for some to

understand.

"At the time, everyone said, 'Don't leave,'" he said. "They wanted me to stay. I'd done an excellent job."

But entrepreneurship proved too compelling.

"It's the challenge of starting something, being in the marketplace, creating a business. You train for it; you're ready for it. It was one of the things, from this point in my career, that I wanted to do," he said.

He formed the investment management and financial consulting firm, Pennington Partners & Co, headquartered in Chicago, where he serves as managing principal. Pennington also has served as general partner of PENMAN Asset Management, L.P., the general partner for the PENMAN Fund, since 1991.

After a five-year courtship, Pennington married Audrey J. Anewishki on June 21, 2002, in Las Vegas.

"I dated a lot of women who aren't comfortable with the long hours that go with being an entrepreneur and starting your own business," he said. "But Audrey understood."

As with previous milestones in his life, Pennington noted, at the wedding, "there was Dr. Bell with his dark suit on."

Today, the Penningtons have a 10-year-old son, Brent, who attends the University of Chicago Lab School.

BROADENING HIS REACH

In 1996, Pennington began serving as a director of Atlanta, Ga.-based Popeyes Louisiana Kitchen, a post he recently resigned.

"All boards have to continue to evolve, and I felt at 18 years, it was time to transition off and get new blood involved," he explained.

Though about one-third of Popeyes' board included people of color, the participation of an African-American on a major corporate board is a rarity. The Alliance for Board Diversity reported in 2010 only 5.7 percent of board seats at the nation's 500 largest publicly traded companies were held by African-American men, and only 1.9 percent were held by African-American women.

"That's a public, big brand, a \$2 billion system, with stores all over the world,"

Pennington said. "When you're getting ready for something like that, you need a certain type of academic experience, business background. Start by serving on a nonprofit board, or community or charity type board so that you get into the activity of being a board member."

Also in 1996, Pennington learned that Smith Bizzell & Warner Funeral Home was for sale and moved to acquire the historic business. Though most mortuary service providers inherit their funeral homes, he saw the buy as good business and as a chance for involvement within his childhood community.

"It was my first opportunity to work with African-Americans, Black people, to get involved in community activities. I didn't have that avenue in what I was doing," he said.

Pennington soon acquired several other community funeral homes: Golden Gate Funeral Home in Chicago; Wilson Funeral Home in Tampa Bay, Fla.; the Thomas T. Edwards Funeral Home in Buffalo, N.Y.; the Stinson Funeral Home in Detroit; Williams & Williams in Savannah, Ga.; Tunsil Funeral Home in Palmyra, N.J.; and Henry L. Fuqua Funeral Service in Bloomfield, Conn. While Pennington has a plethora

of companies in the industry, he has no current plans for expansion.

GIVING BACK

"We care about what you're doing, we care about your health, we care about your kids' education, we care about you as a citizen, and we enjoy doing it. We enjoy doing that to be part of the community. It's part of who we are," he said.

"Social good is just a big aspect of what we do. We look for opportunities to display it, enjoy it," he said. "It's a two-way street. We're getting a good feeling."

Darren L. Henry, managing director of Purdue's Dr. Cornell A. Bell Business Opportunity Program, said Pennington emulates his mentor's legacy by giving his time and finances to the BOP program.

"To date, no one has given more to the BOP program than Kelvin Pennington; no one," Henry said. "It's in the six figures, and he is not seeking credit. He gives back all the time, and he is a great person for Purdue, not just BOP."

Giving back is good business, Pennington said.

"In business, there is competition," he

said. "You have to think about, 'How do you compare with the competition?' I'd say for our funeral homes, doing good is our strategic advantage. You can make money, do strategic good and be a better organization."

Although "social good" may sound abstract, it's a concept that assumes tangible form when businesses make it a priority, said Pennington, who received the Distinguished Hoosier Award in 2008.

"We look at how should we focus on community. Where do we get involved; how do we give back? When you make social good part of your budget, part of your activities, you dedicate the resources to it, then you'll have it," he said.

COMMUNITY OUTREACH

Those company resources, Pennington said, include the right hires.

"I hire a dedicated, full-time person like Sandi Cogan to lead up an effort to do social good," he said.

Cogan is director of Community Affairs and Public Relations for Smith Bizzell & Warner. She's a former director of public information and a director of special events for the City of Gary, as well as being the former mayoral press secretary.

Under Cogan's direction, throughout the calendar year, the funeral home hires Krackerjack the Clown to entertain children with her antics at area events, and donates sheet cakes to Bible Bowl and the veterans home. In the summer, Cogan dispatches "Ice Cream on Wheels," a program to donate Blue Bunny frozen treats to families attending the Annual City Wide Health Fair at the First AME Church, 2001 Massachusetts Ave., in Gary.

In 2010, the Gary Public Library sponsored author Sapphire to discuss her book and the resulting film, "Precious," as part of its African-American History Program. Cogan was there to present the visiting literary celebrity with a bouquet of flowers on behalf of Smith Bizzell & Warner.

When Dr. Evelyn Idell Bethune, granddaughter of famed African-American educator Dr. Mary McLeod Bethune, flew in from Florida to speak at the Gary Library, funeral home staff arranged her transportation.



Krackerjack the Clown



Boston Celtics basketball star E'Twaun Moore, who previously played for East Chicago and Purdue, conducted a Skills Camp at East Chicago Central High School. Cogan arranged for a photographer to shoot photos of students with "No. 55."

Each event represents the potential for community outreach, Pennington said.

"This is a community-based business. You need to provide good community support," he said.

Pennington also serves on the advisory board of Learning Enhancement Corp., a business run by CEO Roger Stark, and has sponsored the educational software BrainWare SAFARI in the local public schools. "Kelvin can run with the best and brightest regardless of their cultural background," said Stark. "Quite a few people leave a disenfranchised community – leave and never come back. Kelvin wants to help others and help them get a leg up."

HONORING VETERANS

Smith Bizzell & Warner also is qualified to conduct military funerals, and has helped area vets, Cogan said. At

the funeral home, veterans can receive traditional military honors including the playing of "Taps" and a gun salute during their funeral services, and can be buried within the grounds of Abraham Lincoln National Cemetery in Elwood, Ill.

U.S. Army Retired Lt. Col. Antonio Daggett praised the business for recently sponsoring 50 student JROTC cadets on their trip to Washington, D.C.

"It was the first time many of the Gary students had even been out of the neighborhood, and we were in the White House," he said. "Without Smith Bizzell & Warner, I don't think I would have been able to do it because the resources we were receiving from ROTC were just not enough."

The cadets also received the opportunity to give back by assuming honor guard duties during veteran funeral ceremonies, Daggett says.

"It really impacted them in such a way, they saw value in doing something positive," he said. "The conversation used to be who got shot, how many drugs were being found, and now it was about how to assist grieving families even after the service was over. It changed the conversation; it elevated

their thinking."

Karyn DuBose said she was surprised by the outcome of her recent trip to Smith Bizzell & Warner to pick up a check supporting the 15th annual Walk for Sojourner Truth House.

"I walked inside and heard gospel music playing," the director of development for Ancilla Systems Inc. said. "I was thinking, 'I don't want to be putting my head in different places in a funeral home.' Then Sandi greeted me with a hug, and instantly, I knew this would be something different."

The expected quick errand to pick up a check turned into a two-hour coaching session, DuBose recalled.

Cogan arranged for the event to be featured on the Saturday morning Gospel Express radio show on Gary-based WLTH-1370 AM and provided suggestions on promoting the charitable event.

"Why is a funeral home doing all this?" DuBose asked. "Why are they the best kept secret on Grant Street?"

"They've engaged in the life of the community," she said. "They care about you, not just when you've passed away, but also about the living." **I**

The Last Train to Glory

CULTURE, RELIGION AND STATUS INFLUENCE DEATH PRACTICES IN INDIANA AND WORLDWIDE

By Sonia Ahuja and Rebecca R. Bibbs

A NEANDERTHAL, A DISTANT ANCESTOR of today's Eurasians, carefully places stone tools and animal bones alongside the lifeless body of his prehistoric companion 33,000 years ago in Croatia's Vindija Cave.

A craftsman assembles one of the 8,000 terra cotta warriors in 240 BCE intended to protect the 17-year-old Qin Shi Huang, first emperor of China, when he dies nearly four decades later.

In 1492, an Inca nobleman is placed in a sitting position, mummified and swaddled in to a bundle of cotton cloth tied with ropes before being left in a Peruvian *huaca*, a burial chamber, to be venerated by his or her family, possibly for generations.

"Since death is something every society has to deal with, how they choose to deal with it reflects their cultural values and social structures," said Anya Peterson Royce, professor of anthropology at

Indiana University-Bloomington, in an email from Ireland where she conducted research over the summer.

"In societies that are oriented toward community and relationship as opposed to focus on individual concerns—Mexico, Ireland, Spain, Greece, Romania, most indigenous peoples of the Americas—death is an opportunity to honor individuals who were important members of families and communities, and that extends to individuals who have become ancestors. They are respected for their contributions and wisdom and loved as part of a larger group."

It's nearly impossible to pinpoint when the ritual acts of death became commercial ones. However, since the dawn of humanity, death has been an important means of redistributing resources through communities by way of the heirs and service providers, from priests to executioners to estate lawyers.

But not all who reap benefits from death are directly involved in bereavement-related industries. Museums, for instance, benefit from the death of civilizations and individuals whose artifacts they display. Gallery owners benefit from the death of artists whose works increase in monetary value. Indeed, one field of study, archaeology, relies on the dead to paint a portrait of life at a given time.

DEATH EGYPTIAN STYLE

The level of reverence given the deceased for most of recorded history has been tied to his or her ability to pay or coerce others to make final arrangements a reality.

The "Father of History" Herodotus, described in the fifth century BCE the three levels of sendoff into the Field of Reeds available to ancient Egyptians, according to their ability to pay. Much like today, an individual's resources determined how elaborate his or her coffin, funerary rites and level of bodily preservation could be.

For instance, a wealthy man's major organs were removed and abdominal cavity was washed out with palm wine and ground spices, filled with myrrh and other fragrant substances and sewn up before the entire body was placed in natron, a special salt mixture, for 70 days. A person of more modest means likely did not have organs removed but was infused with oil of cedar that dissolved the viscera before being placed in natron. The poorest people were simply washed before being placed in natron.

"The best and most expensive kind is said to represent (Osiris), the next best is somewhat inferior and cheaper, while the third is cheapest of all," the Greek historian wrote.

Royce, author of *Becoming an Ancestor: The Isthmus Zapotec Way of Death*, said in many cultures, there are strong ties between the treatment of living elders and the veneration of ancestors when they're gone.

"I did see a funeral here in County Kerry Ireland yesterday reminding me once again of the importance of generations of family mourners from small children to seniors in wheelchairs. Very much like my work in southern Oaxaca with the Zapotec and quite different from most customs in the states," she said. "I think that respect for the senior generations and the ancestors is key to how death is treated and remembered (every week for the Isthmus Zapotec) and how grieving is a process of knitting community back together after the death of a loved one—making a larger community of the living and



the dead.”

However, in some societies, Royce said, death and its rituals aren't always about the end of life but about a break in relationships.

“During the famine times (1846-50) when Irish emigrated in great numbers because to stay was to die from illness or famine, families of those who were leaving on ships for America would hold a wake (celebration of death) for them because they knew they would probably not see them again,” she said.

Though they initially settled in the eastern United States, many Irish found their way to Indiana, where they continued to face ethnic prejudice and anti-Catholic attitudes. The Indiana Historical Society reported about 29,000 Irish-born immigrants lived in Indiana at the height of migration to the state in 1870, where they settled in Madison on the Ohio River, Indianapolis in the center part of the state, and South Bend and Lake County in the north.

“It is so hard for people to come to grips with the death of a loved one when they are not there where the person died,” Royce said. “Being with other mourners makes the grief lighter. You are held in the love and grief of others. When friends in Oaxaca die and I am not there, it is very hard, especially knowing how I would be comforted there by my family.”

THE ICONOGRAPHY OF DEATH

The symbolism of death and grief, from the colors of mourning to how soon a body must be in its final disposition and how long a grieving period is, are deeply rooted in time and place. For instance, in the United States, we have adopted black as a color of mourning, a tradition rooted in the Victori-



an era of the 1800s when grieving was a prolonged event that included gathering mementoes by photographing the dead and braiding the deceased's hair into bracelets. However, in other parts of the world, such as Asia, white is the traditional color of mourning.

Some symbols, such as the specially decorated skeletons and skulls from the Mexican *Dia de los Muertos* or Day of the Dead, or the burning wooden ship of a Viking chieftain, come to symbolize specific cultures.

Women, in particular appear to have had more responsibilities toward the dead in many cultures. In India, for instance, widows often were expected to throw themselves onto their deceased husbands' funeral pyres in a now-outlawed ritual known as Sati. In West Papua, New Guinea, any woman related to the deceased was expected to amputate a finger, the removed digit dried and burned to ashes as a symbol of sorrow and suffering.

In the Jewish tradition, the deceased's feet are placed toward the door, and mirrors in the home are covered in black cloth.

Jennifer Nelson Williams, president of Zionsville-based Aaron-Ruben-Nelson Funeral Homes, works in a family-owned business that is uniquely equipped and qualified to adhere to Jewish law, “from the most Traditional Orthodox Jewish to the more contemporary ceremony.” Aaron-Ruben-Nelson also can help those of the faith who do not have a Jewish funeral home in their city.

“In the Jewish and Muslim cultures, it is seen as respectful to bury the body within a day or two,” Williams said. “This may not be possible due to medical reasons, need for autopsy, etc. Then the body may have to be embalmed to comply with health department, but these are very few cases.”

Funerals tend to attract diverse people who have had contact with the deceased over a lifetime and often are the first time outsiders come in contact with specific cultural or religious rituals.

“Sometimes people not familiar with a Jewish service feel weird that no or few flowers are at a service,” Williams said. “But it doesn't mean the person was not liked. It is just that Jews emphasize supporting causes, focus on living and what we can do here for the living.”

Jewish people usually are not embalmed because it is considered “humiliation of the dead.”

“Also a sign of respect [is] to keep the casket closed. Always the casket is closed,” Williams said.

Similarly, Muslims do not believe in embalming the deceased. Rather, they are called upon to quickly shroud and bury the body.

With significant populations on the Eastside and Westside of Indianapolis and in Plainfield, home of the Islamic Society of North America, Crown Hill Cemetery in Indianapolis is now the site of a number of Muslim burials.

Traditionally, according to the cemetery's website, the deceased is ceremonially washed—usually by a member of the community of the same gender—and wrapped in a shroud. About a foot of earth is spread over the floor of the concrete vault, and the body is placed on top so there is direct contact with the earth. **I**

Pet Cemeteries and Crematories

FINAL ARRANGEMENTS FOR FIDO BECOME PART OF \$50 BILLION PET CARE INDUSTRY

By Sonia Ahuja and Rebecca R. Bibbs

SOON AFTER DAVID LEE partially retired from the police force in Clark County in 1970, a cousin asked what he planned to do with the five acres of property he had recently acquired in Sellersburg. Lee had no idea, but his cousin, who worked in the mortuary business, told Lee what he would do if he owned the land. It sounded like a great idea to Lee.

Since 1972, those five acres, now known as Ohio Valley Pet Cemetery and Crematorium, have become the final resting place for more than 3,000 pets. The family-owned business, near Jeffersonville and Louisville, Ky., offers not only burial and cremations but also pet caskets, urns and memorial stones.

"More people are requesting services after their dog or cat passes," Lee said.

National Pet Memorial Day on the second Sunday in September was started by the International Association of Pet Cemeteries and Crematories as a way to honor pets, both past and present.

No one appears to track demographics or industry financials, but with an estimated 200 million pets in the United States and an overall pet care industry worth more than an estimated \$50 billion a year nationally, pet burials and cremations are a steadily growing business.

With more than 750 pet cemeteries and crematories in the United States, keeping a reminder of a pet no longer is uncommon. In some instances, these are stand alone businesses, but they increasingly are becoming part of human funeral service businesses.

"Depending upon the region, approximately 70 percent of pet owners

are choosing cremation now over burial in a cemetery, representing a drastic increase over the past decade," said Donna Shugart Bethune, executive administrator of Atlanta, Ga.-based International Association of Pet Cemeteries and Crematories.

According to a 2012 survey of service providers by the Pet Loss Professionals Alliance, more than 1.8 million, or 99 percent, of pets were cremated. A little fewer than 21,000 were buried.

About 4 percent even offer pet hospice services.

In addition to cremating or burying their four-legged or feathered friends, many choose to memorialize their pets through a number of memorial products, including personalized urns, paw print impressions and cremains jewelry, she said.

Ohio Valley started as a cemetery but expanded in 1991 to include a crema-

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torium when the Lees started offering cremation services. When Lee first started cremating pets, he did only a few.

“It peaked about eight or 10 years ago. We were doing over a thousand a year,” Lee said. “I am not sure what it is now, but it is less than that.”

Pet Rest Inc. in Ossian also offers cremation services for those who want to have their pet’s remains sent to them or interred on a five-acre site south of Fort Wayne. They offer individual cremation and cremation with a garden

burial.

Leon Gerber started Pet Rest in 1984. By the time he was ready to retire, it had grown so large, his niece LaNae Tonner and his four nephews had to take over. Since then, Tonner said, it’s grown even larger, requiring more hired help.

“He wanted to keep it in the family,” Tonner said. “We just kept doing the same idea that he’s come up with.”

Pet parents have a variety of wishes and options when it comes to final arrangements for their pets – often as imaginative as arrangements for them-

selves, Tonner said.

“They can do as they wish pretty much. Some people will come for a graveside service and some people will leave their pets with us and we can place them in our gardens,” she said.

More recently, an increasing number of pet parents have asked for their pets to be cremated and kept in an urn until they pass away.

“Some pet owners want the pets in the casket with them. We cremate them, then keep the remains in an urn until the owner passes away,” she said. **I**

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After-Life

GRIEF-STRICKEN HELP PSYCHICS BUILD \$2 BILLION RECESSION-PROOF INDUSTRY

By Sonia Ahuja and Rebecca R. Bibbs

TERRI CODDINGTON, a certified hypnotist, begins the session with Linda Eickleberry the same way she does with all her clients: by saying a prayer with her then engaging in a brief conversation. Eickleberry sits in a comfortable chair and listens to the music coming through her headphones, becoming very relaxed.

“Hypnosis helps make the client more relaxed,” explained Coddington, who was raised in the Catholic tradition. “It’s not done by watching a pocket watch swing back and forth but through listening to my voice. A person who is hypnotized is not asleep but in an altered state of consciousness on the edge of sleep.”

Coddington is one of nearly 83,000 people in the nation identified by the U.S. Census Bureau as psychics or spiritual advisers and who help people like Eickleberry find closure following the death of a loved one.

Though only those who call themselves psychics know whether their powers are genuine, what is real are the billions of dollars they rake in through private in-person sessions, web readings and phone consultations. According to IBISWorld’s market research report on psychic services, the recession-proof industry earns about \$2 billion a year nationally and grew about 2 percent annually between 2007 and 2012.

The American Federation of Certified Psychics and Mediums Inc., reports about 39 percent of men and 69 percent of women admit having contacted a psychic. In addition, the federation reports, men are willing to spend up to \$2,000 on mediums, and women are willing to spend up to \$5,000.

After Eickleberry’s father died last year, she struggled not only with grief but also with feelings of guilt. The Indianapolis-area resident spent only very limited time with her 85-year-old father while he was seriously ill and on dialysis in an intensive care unit at an area hospital. During her father’s hospitalization, Eickleberry’s husband, a cancer patient, was at a different hospital where he was breathing with the help of a ventilator.

Eickleberry sought the services of Coddington, whose Greenwood shop and healing center, Heartspace, is across the street from the Aveda salon Eickleberry co-owns.

Coddington said her clients are able to get to the feelings they hold deep within themselves, allowing them to feel their loved one, and to sense them as if they were standing there.

“Sometimes they feel their loved one standing right there and hugging them,” she said. “The relaxed state hypnosis allows for change to happen. It allows closure to happen.”

Since her session with Coddington, Eickleberry said, “I feel my dad’s presence often, and know that he understood why I couldn’t be with him as much as I wanted to.”

At Camp Chesterfield in Madison County, a team of mediums are available to provide readings for people who want to



Terri Coddington



Rev. Suzanne Greer



communicate with their loved ones after death.

Rev. Suzanne Greer, a medium at the camp in Chesterfield, said a large part of her practice involves doing readings for people who want reassurance.

“People who come after the death of a loved one, they want to talk with him or her and know they are OK,” she said. “Especially with suicide. They want to make sure they are not in hell.”

Greer knew she had psychic abilities since she was a little girl and has been a professional psychic since she was 25.

“Some people have been taking care of their loved ones for years. They feel relief that they are no longer suffering when he or she dies and may feel guilty about this,” she said. “I tell them they will meet other people in the after world. I hope to help them realize they are in the world of spirit and so they can move on.” **T**

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Brush With Death

COSMETOLOGIST SPECIALIZES IN TRYING TO HELP DEAD LOOK AS THEY DID IN LIFE

By Victoria Davis

ALTHOUGH MOST of her closest acquaintances have no idea of her eccentric part-time profession, Lori Hobbs has grown up in a family that is well acquainted with the funeral industry. She has received every sort of reaction one would expect once people realize what she truly does: makeup for the deceased.

“A lot of people are freaked out and say that they couldn’t handle it, but I’m truly comfortable. I always say it’s not the deceased folks you need to worry about it’s the alive ones,” said Hobbs, giggling.

Hobbs is in an unusual position as a trained cosmetologist who works in a funeral home. Because most learn the specialty of cosmetology and restoration as part of their mortuary science training, there aren’t any statistics specifically for funeral service cosmetologists.

For many years Hobbs has been involved in the cosmetology business and even ran her own salon, shortly after finishing the required courses to become certified.

Once she became aware of the opportunities at Craig Funeral Home, whose owners were looking for a hairstylist, she jumped right in. She now does work for both Craig Funeral Home and Grundy Memorial Chapel on a need basis in between her full-time job as vice president of Black and White Investments LLC.

Hobbs is hired to complete the client’s hair, nails and makeup during her time with them.

“Depending on what the family wants, I first go in and style the hair,” Hobbs said. “I usually have a picture, but if not, I just do something that fits that person’s face.”

Hobbs said she does use special techniques to help work on her clients, especially if they had been sick, but it first starts with the embalmer who artificially rebuilds tissue in the body for an outward healthier look. After that process a number of things can happen.

“I use the basic tools such as my marcel irons and primarily Mary Kay makeup or the makeup the client previously used,” she said.

Some would think that dressing the dead versus the living would be easier, but Hobbs thinks differently.

“After the embalming process, the skin is very firm so you don’t have that pliable skin to work with so you must be very careful,” she said.

Depending on the requests of the family, the task can become more difficult. Hobbs has had requests to add hair color, extensions and even relaxers to clients, which of course cost extra.

According to the Federal Trade Commission, the average funeral cost runs between \$6,000 and \$7,000. Hobbs said the family of the deceased is offered a package that includes her services valued at about \$250, and she receives a little more than \$60 per client.

While Hobbs says her employers don’t require any formal training, there are schools where one can earn a degree in



Lori Hobbs

mortuary science. Bigfuture.com a site sponsored by College Board, listed only 69 schools in the U.S. that offer this program, one being Ivy Tech. From now until 2022, the job outlook in this field is expected to grow 12 percent, according to the National Funeral Directors Association.

“The biggest thrill of my job is interacting with the families,” said Hobbs, smiling. “They come in and are just completely blown away by how their loved one looks, compared to how they did when they left the hospital.” **I**

Grief Counseling

HELPING THOSE COPING WITH LOSS CONTRIBUTES TO NATION'S HEALTH CARE GDP

By Sonia Ahuja and Rebecca R. Bibbs

ARLINDA LINDSAY RECALLS WORKING WITH a client who had been depressed for a long time, and after multiple therapy sessions to treat her depression, it was discovered that she had lost her sister, and her depression was stemming from the loss.

"There is uncomplicated grief, and complicated grief," said Lindsay, a licensed clinical social worker/therapist who owns Indianapolis-based Agape Empowerment Counseling Services (AECS).

Counseling helps individuals navigate uncomplicated grief toward resolution. However, those with complicated grief reactions – those that are unusually prolonged or result in bodily or behavioral symptoms considered by the profession to be out of the ordinary – may require clinical therapy.

Because of the multi-disciplinary nature of grief counseling and the number of professions in which it may be practiced, including social work, mental health and even pet bereavement counseling, no one really has quantified how many work in this specialty. Though many offer bereavement counseling with specialized credentials, obtaining them can cost between \$500-\$3,000, depending on trainers, level of training and location.

The human lifespan has expanded to an average of 78.7 years, according to the National Vital Statistics System. With a reported 2.5 million deaths annually, many find themselves with several opportunities to grieve, including their own impending deaths as well as the deaths of parents, siblings, spouses, even children throughout the course of their lifetime.

And not everyone needing counseling has experienced the direct loss of a loved one. Those who work in end of life industries, such as crisis response teams, including police officers and firefighters; physicians, who may interpret death as a professional failure; and clergy may need assistance reconciling their work with the outcomes of those they try to help.

Some may seek help moving past this series of loss through

free support groups while others may pay for private counseling.

According to a 2008 study published in *The American Journal of Psychiatry*, mental health treatment makes up 6.2 percent of the nation's health care spending. Health care spending is expected to reach 20 percent of the nation's gross domestic product by 2016.

Unchana Thamasak, a licensed mental health counselor also practicing in Indianapolis, said the way grief manifests itself is as individualized as the person grieving.

"There is no uniform response to loss, and no two losses are alike," she said.

As serious an issue as grief is, not everyone seeks counseling. The people most likely to receive grief counseling are those whose level of functioning has become so impaired that there are significant changes in sleep and eating habits, as well as the inability to concentrate.

Part of the reason not everyone seeks therapy could be the stigma associated with it. Thamasak said stigma is less pronounced than in the past, but it remains an issue.

Cost is another barrier, she said, noting that even new health care plans don't always cover mental services.

Interestingly, some cultural groups, like African-Americans and Asians, may not feel they need therapy. This could be because they have larger support groups within their churches or community, Thamasak said.

Kimberly Boone, who opened a private practice in Merrillville earlier this year after a decade of providing therapy through local agencies, said for many it's not that they never seek treatment, only that they delay it.

"I do think initially, one may believe they don't need professional help dealing with loss, but when it becomes so much they can't function they realize they needed help dealing with their grief," she said.

Talking to a counselor about grief "gives them (the client) more power to change it." ■

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Arlinda Lindsay



Unchana Thamasak



Kimberly Boone

Pine Overcoats

GOLIATH CONTRIBUTES TO STATE'S REPUTATION AS NO. 1 CASKET MANUFACTURER

By Rebecca R. Bibbs

IN 1985, AFTER 30 YEARS AS A welder at now-defunct Spartan Casket, Forrest "Pee Wee" Davis sat at his dining table and drew a design for an oversized casket on a piece of wallpaper. He got the idea from the occasional special requests his former employer received.

"They would build a pretty big metal box with a lid on it like a shoe box," his son Keith Davis said. "It didn't give the families a sense of closure."

Forrest Davis' hope was to fill a need by building three or four oversized caskets a week and spending the rest of the time fishing. But as the staples of the American diet grew to include more and more fast food and junk food, he soon found himself building as many as 15 a week.

Most of Lynn-based Goliath's competitors nationally, including Batesville Casket and Aurora Casket Co., can be found within a 60-mile radius in Southeast Indiana. Owned by Hillenbrand Inc., Batesville Casket alone reportedly manufactures about 50 percent of the nation's supply, earning \$397 million for the first quarter of this year.

"We're like the Detroit of caskets," quipped Davis, who now runs the company founded by his father.

Even so, casket manufacturers lament that their businesses are shrinking as more people opt for cremation, for which they can rent rather than buy a fancy shell or simply buy a less expensive casket.

When Goliath entered the business, the average width of a casket was about 24 inches but now is between 27 and 30 inches, depending on the company, Davis said. Though the company will build any size casket, Goliath stocks sizes between 36 and 52 inches but has built as large as 65 inches.

However, the caskets don't only need to be wider but also higher, Davis said.

"They also need to be deeper because of the belly issue," he said. "You could put your whole desk inside and close the lid."

The problems associated with the

obese aren't reduced only to weight, Davis said.

"Obesity is not weight-related – at least for the funeral home industry. It's shape-related," he said. In his experience, he noted, women are shaped like Bartlett pears, requiring an average 47-inch-wide casket, while men are shaped more like apples and require an average 40-inch-wide casket.

Even so, Davis said, a great deal of engineering and testing has gone into the development of Goliath's steel-trussed caskets to ensure they won't buckle under the weight.

"We kind of redistribute the weight load across the bottom of the casket almost like a suspension bridge redistributes the weight of cars," he said.

Though nearly 66 percent of adult Hoosiers are overweight, according to the Centers for Disease Control and Prevention, Goliath actually finds most of its clients in the southeastern United States, Davis said.

Surprisingly, however, the average cost of an oversized casket is about the

same as most other caskets, he said.

However, what makes funerals for unusually large people more expensive are all the adjustments that must be made. These include the purchase of additional plots and vaults, arranging for additional equipment or transportation, and making sure there is enough room to maneuver the casket into the funeral home or other venue.

"Many funeral homes still today have never encountered a 600-pound body before and don't know what to do," said Davis, who added much of his business is consulting with funeral directors on these additional matters.

Unlike his father, however, Davis said he hopes to be put out of business as Americans trim down by adopting healthier habits.

"I'd start making pet caskets instead of caskets for large people, which I may do anyway." **I**



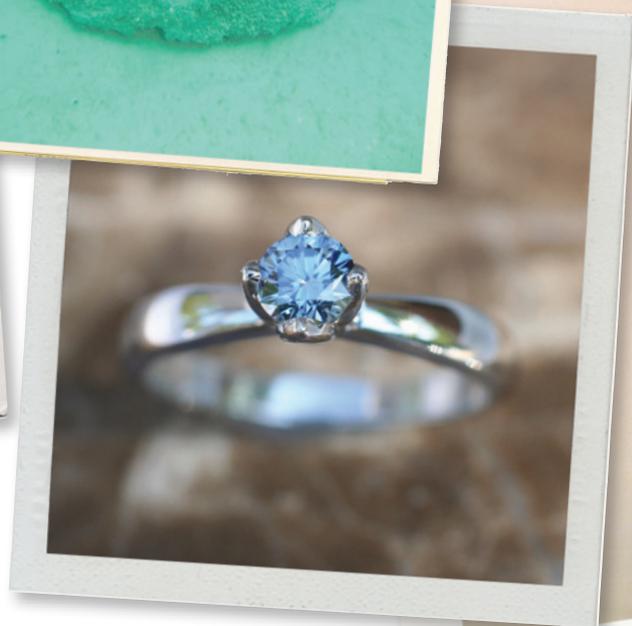
Keith Davis of Goliath Casket

In Perpetuity

WAYS TO SPEND ETERNITY CAN REFLECT PERSONAL INTERESTS OF THE DECEASED

By Rebecca R. Bibbs

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Though most will opt for a traditional casket and grave in a cemetery or urn in a place of honor with their loved ones, some people will want to spend eternity more like they spend their lives. Here are some creative ways Hoosiers may want to consider for the disposal of their remains.

EternaTrees: Those who are environmentally conscious may want to return themselves to the earth in a more direct way with a memorial tree urn from a selection of 16 trees that literally keep the memory of a loved one alive. Options include flowering cherry, oak and giant redwood, and the average person's ashes fit into about seven urns so they can be distributed to multiple loved ones. These biodegradable urns are available for about \$100 each at urnsnw.com.

Eternal Reefs: Those who prefer water to the woods can instead opt to restore fragile, dying ecosystems by becoming part of a concrete reef ball made from a patented mold system that encourages sea life to attach and grow. Prices range between \$3,995 and \$6,995. eternalreefs.com

LifeGem: Some people prefer to keep their loved ones close to their hearts, and they can do that through a process that transforms either a lock of hair or ashes into a diamond that is molecularly identical to those found in nature. As with any natural gem, the loved one can be mounted into a pendant or a ring. Prices start at about \$15,000 for a one-carat yellow diamond. Family plans also are available so the remains can be made into mountable diamonds for more than one family member. lifegem.com



Summum Mummification:

If you've got a minimum of \$67,000 to spend on the preparation of your remains, you may want to turn to the ancient ritual of mummification. The costs don't include the burial casket, which can either be a specially made Egyptian-style casket, complete with inscriptions of your choosing, or a full-couch 48-oz bronze or stainless steel casket. summum.org

Cremation Solutions:

If becoming a diamond is a little too rich for your blood, there are a variety of jewelry options, including having the ashes mixed into colored or uncolored crystal glass gems starting at \$626; the Circle of Eternity dichroic glass pendant with an option to have the ashes visible from the back, \$255; or have your loved ones carry around a little bit of the ashes in an "Our Glass" pendant \$252. cremationsolutions.com

Celestis Memorial Spaceflights:

Sci-fi fans with some extra cash to spare may want to have a small portion of their cremains launched to orbit the moon or land on its surface, or go farther into deep space. Cost for either is \$12,500. A more economical space flight with return to Earth is available for \$995. Whichever the deceased or his family chooses, a professionally produced video of related events is presented to the family post-launch. celestis.com

Cryonics Institute: Some people still hold out hope of reuniting with loved ones and curing the ailments that caused their demise through cryonics, or freezing. Though Michigan-based Cryonics Institute insists "life is priceless," many people may think the one-time price tag of \$28,000 for a whole-body suspension is too rich for their blood. cryonics.org **1**

Pre-planning

DIFFICULT DISCUSSIONS ENSURE LAST WISHES, RELIEVE BURDEN FOR THOSE LEFT BEHIND

By Michael Dabney

BRENDA STEWART WAS at home when she got the call from the wife of her husband's snowmobile buddy. Stewart's husband, Dewey, had suffered a massive heart attack and died while on a snowmobile vacation in the mountains in Wyoming.

He was 73.

Not surprisingly, that call last February altered the direction of Stewart's life.

Suddenly, she had to make decisions on issues she and her husband had not totally discussed. The Mooresville couple had only three months earlier purchased burial plots in Bloomington, where they

had family. They already had established trusts in their names and had individual banking accounts in addition to their joint accounts.

But they had not pre-planned any of

their final arrangements.

"I think I did what he would have wanted," said Stewart, who had Dewey's body cremated before the remains were shipped back to Indiana. "But we hadn't talked about it."

Stewart did not share the exact costs for her husband's arrangements but said they probably were higher than they would have been had he not died 1,000 miles away and needed to be transported back.

Since some of their assets were frozen following Dewey's death, Stewart said she was glad she maintained separate banking and credit card accounts, which made it easier covering some of the costs upfront.

SHIFTING THE BURDEN

Everyone – from funeral directors to estate attorneys, from insurance agents

to funeral bloggers on the Internet – agree that the death of a loved one is an emotionally difficult time, and one of the best ways to alleviate some of the stress is to plan final arrangements beforehand. It's more than just deciding who gets Aunt Millie's prized gravy boat. It's about decision-making made easier during a time when making any decision is difficult.

"It takes the burden off the family to make all those decisions when they may be emotionally compromised," said Mara Stuart, co-owner with her mother of Stuart Mortuary in Indianapolis. "It's a blessing to have a plan. It's a gift to the family."

The low to medium average cost for a funeral today is in the \$6,000 to \$8,000 range, though it's not uncommon for a funeral to top \$30,000, she said.

Stuart said the family should decide on how to pay for what is expected. There are many options, starting with



PRE-PLANNING BURIAL INSURANCE OK FOR SOME

By Michael Dabney

When Worthy L. Riley's husband died 13 years ago and there wasn't enough money for all the funeral expenses, Riley made a decision. She would cash in her small insurance policy and purchase pre-paid burial insurance.

"I have no children. I have no husband, and I have little family. So I decided to get it all done so that my niece won't have to pay for anything," said the 85-year-old Indianapolis resident.

Pre-paid burial insurance is a sub-category life insurance. It not only covers the necessary funeral expenses, but any extra money also is left for the family. And it's tax-free.

The face value of a pre-paid burial policy is generally less than a life insurance policy, ranging from about \$1,000 to around \$50,000, although some are higher. The premiums, which can be as low as \$5.50 a month, don't go up, and the benefit never decreases. And the policyholder can choose which funeral home to use.

Plans through insurance companies differ from private plans offered at funeral homes in several important respects.

Many funeral homes, like Stuart's Mortuary in India-

napolis, offer pre-paid plans. Owner Mara Stuart said money paid into plans at her business are placed in an interest-bearing escrow account. The funeral home's prices are fixed, and any interest accrued can be applied to items whose costs are not fixed, such as opening and closing the grave or the cost for death certificates, which have risen nearly sevenfold in 30 years.

Opponents of pre-paid arrangements at funeral homes also point out that those plans lock customers into doing business with one funeral home. Pre-paid burial insurance allows customers to use whatever funeral home they choose.

Though Riley said the insurance agent who sold her policy worked out of Lavenia and Summers Home for Funerals in Indianapolis, she said the policy does not require that her burial arrangements are through Lavenia's.

"I can choose any funeral home," Riley said.

It may be a while before that decision is made. Longevity is on Riley's side. Her mother is still alive at age 103. And she also has a pre-paid plan.

HOW TO PROCEED

Most people make final arrangements at the last moment and when they are under a lot of emotional stress. But there are ways to reduce the stress, and the likelihood of being taken advantage of.

Here are a few suggestions from funeral service professionals:

- Take responsibility for your arrangements by planning in advance. Talk to funeral service professionals about all facets of your wishes, such as whether you wish to be buried or cremated and interred.
- Eliminate the guesswork by having a conversation with family members early. Discuss your wishes, including personal items, such as where you want your final arrangements to be and the type of funeral or memorial service you want (assuming you want any service at all).
- Speak with your attorney, financial planner, insurance agent or funeral service provider to finalize how your arrangements will be financed.
- If possible, lock in today's prices in your plans. If not, consider that prices may increase in the future. And avoid emotional over-spending.
- Keep in mind these are your wishes, but others will have to implement them. And ultimately, any service will be more for the survivors than for the deceased.



Stacia Christian-Osborne

life insurance or with pre-paid plans.

"We will work with the family to provide what they need," Stuart said. "Stuart's started (in 1948) because my grandmother didn't like the services for her (deceased) son. So we try to serve people in the way we would want to be served."

There's often no easy way to bring up the subject. Stacia Christian-Osborne, owner of the Osborne Funeral Home in Evansville, said the conversation should start within the family on what their expectations are, then follow it up with research on funeral homes on prices and options.

"It's not good dinner conversation,

but we talk about everything else," she said. "I think families should pre-plan (final arrangements), but I'm not a big proponent of pre-paid plans (through funeral homes). But it depends on the family and what they are expecting the final care to be."

Though estate financial planners offer clients advice on a variety of issues, often people don't ask them about funeral expenses.

"We haven't had anyone asking for that, but we would help them," said Ann Pendley, a financial planner at Payne Wealth Partners in Evansville, echoing comments of other planners in central Indiana. **I**

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Succession Planning

IT'S NEVER TOO EARLY TO PLOT THE COURSE OF ACTION FOR A BUSINESS TRANSFER

By Rebecca R. Bibbs

MIKE FRY, owner of Indianapolis-based Fancy Fortune Cookies, probably didn't think his day could get any worse when his mother died in 2011. But that was the day he also received a lymphoma diagnosis.

Like many small business owners, on the day he was diagnosed, Fry didn't have a succession plan for the transfer of knowledge and wealth in place for the company he started in 1989.

"I think for a lot of people it doesn't occur to them until they are diagnosed," said his widow Erin Jump Fry, who

eight years ago took over operation of the company, which produces colored and flavored fortune cookies. "Unfortunately, death is a brutal teacher.

"We would have been in a really tough situation if it had been a car accident and he had been hit and killed."

According to a 2012 survey conducted by LegalZoom, a do-it-yourself legal website, 75 percent of small businesses have no succession plan in place.

Though the cancer wasn't considered terminal, Fry never really returned to work at his gourmet cookie company. He found himself making final arrangements – including a succession plan – with his lawyer a few months later in the hospital room where in addition to lymphoma, he was being treated for the rare autoimmune disease that killed him.

Jump Fry, who met her husband in 2000 and married him in 2004, said she's learned her lesson.

"I purchased a hefty life insurance plan as soon as he was diagnosed because we have a daughter and a business," she said. "Those are things I am putting in place now based on my experience with this. You hope for the best and prepare for the worst."

Disability can have the same financial effect on a business as death, Jump Fry added. That's why she also has taken steps to get disability insurance for



Erin Jump Fry



Elizabeth A. Justice

herself and her 12 employees.

"If you take care of yourself, you should consider taking care of them also," she said.

Being the owner of a business also meant Jump Fry didn't have the luxury to stay home and grieve.

"How do you go to work yourself after that happens? You can't take time off," she said. "It's good to stay distracted, but in another way, you don't want to get out of bed."

And as the cultural leader of her business, Jump Fry also had to manage the grief of her employees, some of whom

FACTORS TO CONSIDER

- Establish cross-purchase agreements funded with life insurance so each business owner is able to buy out the other's heirs.
- Understand the interests of all potential heirs, identify their active and non-active roles, and align the interests of the business and its partners accordingly.
- Review possible tax implications for the transfer of interest in the company, and develop an estate plan that minimizes tax burdens and transfer delays.
- Call on professionals to appraise the worth of your business and to help you draft and execute a succession plan.

chose to leave the company because the memories were too difficult.

Crawfordsville-based estate lawyer Elizabeth A. Justice said whether or not business partners are related, succession planning ideally should start when a company is in its infancy.

"It can be difficult because the two partners each may have different interests, so they each may want to hire their own attorneys to look over the documents," she said. "That's why when people start a business, they need to sit down and make a plan, both for building the business and for what will happen when it unwinds."

For those who don't have a will or trust in place, the state of Indiana has created one for them through its laws, Justice said. And the resulting division of property may not reflect the intent of the deceased, she added.

"If they haven't talked about it and don't have anything in writing, what happens the next day is a disaster," she said. **I**

Life-Affirming

CEMETERIES, FUNERAL HOMES CAPITALIZE ON FACILITIES BY OPENING DOORS TO LIVING

By Lisa Terrell

ANDREW BOWMAN recounts the life of Colored Sergeant Andrew Jackson Smith, a Civil War hero who saved the flag at the Battle of Honey Hill in South Carolina. A cannon booms nearby, signaling 1,500 Indianapolis Public Schools students to switch stations and hear about other Black Civil War soldiers during the 18th annual Spirit of Freedom Memorial Day.

Meanwhile, Harriet Tubman, played by Portia Scholar-Jackson, explains how she spied for the United States military and was the first woman to lead a regiment of soldiers, while Khabir Shareef showcases Major Martin R. Delaney, the war's highest ranking Black officer.

And finally, Nikki Schofield's Helen Pitts-Douglass, Frederick Douglass' second wife, and Black Pearl, played by Keisha Nixon, applaud abolition and hawk home remedies over hospitalization as Captain Garland White tends to Civil War graves.

Though the logical site for this lively re-enactment would have been the Battle of Corydon, Indiana's only Civil War site, it occurred at the most unlikely of spots: historical Crown Hill Cemetery on West 38th Street in Indianapolis, the final resting place for veterans, poets and gangsters, as well as general members of the community.

"Some people have reservations about entering a cemetery and find it disrespectful to step on the graves, so our program takes place in a clear area that is more like a park where they can have programs or lunch. It gives us the room that we need to have stations and not bleed over onto the graves," explained Shareef. He founded the event in collaboration with the Crown Hill Heritage Foundation and the IPS Department of Multicultural Education.

Crown Hill is one of many cemeteries and funeral homes that open its doors not only to the deceased and grieving, but also to life-affirming events, such as dance programs, birthday parties and history tours. Crown Hill, with its 550 acres and 25-plus miles of paved roads, is the nation's third largest cemetery, and hosts outdoor events from April to October.

"The push is to get more people aware of our facilities in terms of what we offer," said Michael Moffitt, director of funeral opera-

tions. Events hosted by the CHHF, include concerts, walking tours, ghost stories, weddings at the Gothic Chapel and President Benjamin Harrison's birthday event every Aug. 15. Moffitt said the 150-year-old site has always beckoned visitors to come and enjoy.

"Plus, it brings in money for us," Moffitt added.

According to *The Economics of the Funeral Industry*, the U.S. funeral market is an annual \$20.7 billion industry, with 2.4 million funerals – and now an unknown number of events – each year.

"Funeral home and cemetery sales are separate funds," Moffitt explained. Donations and event revenue fund the non-profit CHHF, which helps repair roads, clean monuments and maintain the cemetery's history.

"We need that money because it's such a large, old facility and we need that to maintain the grounds," he said.

And though some events are open to the public, others are only for the cemetery's natural feeder source: hospice groups, nursing homes or grieving families.

Indianapolis-based Flanner and Buchanan's Washington Park North and East, Floral Park, Memorial Park, Broad Ripple and Geist facilities also have flourished in this non-traditional space.

"Those are the locations that are really suited for this," said owner Bruce Buchanan. "They don't feel like funeral homes when you go into them. It's more of a hotel/hospitality setup."

These sites have catering venues, liquor licenses and bartenders.

"We realized that we're 'event specialists' and had the facilities," Buchanan said. "It's natural to have other events there. Many of our funeral families want to have more of a celebration-style event, so this works for them, as well."

And while the 133-year-old F&B still has traditional funeral homes, they're now into the second year of re-branding themselves as "community events centers."

"We see it as a very important impact on our revenue in the future," Buchanan said. **I**



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HOSPICE AND HOME HEALTH CARE GENERATE MORE THAN \$500 MILLION FOR INDIANA

By Lisa Terrell

WHEN SIBLINGS Annette and Michael Ivory Sr., Elkhart, Ind., natives living in Indianapolis, received the call in February 2013 that their mother, Betty Ivory, had made a turn for the worse, decisions about her end-of-life care weren't clear, but necessary.

"I had talked to her that Wednesday, and that Thursday, they called and said we needed to get there to the hospital.

I had talked to her one day, and the next, she was in a coma," explained Michael, recalling his mother's decline.

"She was in Elkhart General Hospital, but when we went and talked to the doctors, they advised us that her kidneys were failing and that at that particular time, she probably would never regain consciousness. They recommended hospice for her so that we, the family, could have 24-hour access to her as she transitioned."

The Ivories, who admitted that this was something they hadn't discussed beforehand, talked it over, and together with brothers Jeff of Indianapolis and Jerome of Elkhart, took heed of the doctor's orders.

"It proved to be a good choice," Michael confirmed.

Though families and patients often feel the sting of death and illness, the hospice and home health care industries offer a powerful shot in the arm to Indiana's economy. According to a 2012 report published by Ball State University's Center for Business and Economic Research and sponsored by the Indiana Association for Home and Hospice Care, the home health care industry, for instance, contributed more than \$1.3 billion.

That includes more than \$800 million in direct services and more than \$521 million in indirect goods and services. For instance, Ball State reported that in 2006 the latest year for which figures are available, the need for accounting and bookkeeping contributed, \$4.28 million; surgical and medical instrument manufacturing contributed \$6.39 million and office administration contributed \$13.19 million.

According to the Mayo Clinic, hospice care is for people nearing the end of life. Unlike other medical practices, hospice focuses on caring for, not curing, terminally ill patients and providing the highest quality of life for whatever time remains. Patients can transition in a hospital, nursing home or, preferably, at home.

"Hospice is wherever your time is," explained Neta Norkus, a nursing case manager with Heartland Hospice of Indianapolis. "We like to keep our patients at home, if we can."

In fact, most hospice care is provided at home, with a family member acting as the primary caregiver and a hospice team providing support.

That is evidenced by the jump in Indiana's home health care in the last decade. Statewide, home health care jobs increased nearly 31 percent from 2000 to 2009, the latest year for which figures are available, totaling more than 19,560,

according to Ball State's economic research center. Marion County tops the list with nearly 2,800 jobs and 70 establishments providing hospice and home health care, followed by Lake County with 1,600 jobs and 51 centers, and Allen County with 1,300 jobs and 31 sites.

Though home health aide workers rank 14th in wages among health care professionals in Indiana, earning an average of \$10.10 an hour, or \$21,030 a year, health care professionals can make upwards of \$58,000 annually, according to Ball State's economic research center.

Nationally, hospice also has increased. According to the National Hospice and Palliative Care Organization's 2012 report, nearly 1.65 million patients received services in 2011, and nearly 44 percent, or more than 1 million of the 2.5 million U.S. deaths, occurred under hospice care.

When hospice was first introduced in the U.S. in the 1970s, cancer patients made up the largest percentage of admissions. Today, cancer diagnoses make up only 38 percent of all hospice care.

"There's so many types of care that we give – Alzheimer's, AIDS, liver patients – it's not just for people with cancer anymore," Norkus said.

There are very specific guidelines to be eligible for hospice, she added. Patients typically must have diagnoses of six months or less to live.

"We typically don't do aggressive therapies that are curable. If it goes beyond six months but the patient is still declining, they can remain in hospice," Norkus said.

The hospice "team" typically consists of the family, volunteers, physicians, nurses, therapists, home health aides, bereavement counselors, social workers and spiritual coun-



selors. Norkus said one role is just as important as another. A normal patient caseload is usually 15 to 17 patients who are seen one to two times a week.

"We're as much here for the family as the patient, and we spend hours and hours on end with them," she continued. "We are on call 24 hours a day, no matter what, and the patient's family is never alone."

Death and dying are both complex issues, explained Norkus.

"A lot of doctors don't even feel comfortable with death and dying, and they're uncomfortable prescribing medicines," she said. "Nurses are the experts in assessing pain, and in making sure that our patients aren't clinically depressed. We help the family to recognize the signs and symptoms of dying, and we help the family and patient make all the final decisions, even before calling the doctor. We're there to provide every aspect of their care, or to try to resolve any last wishes, like trying to see their families. A lot of times, it's about clarity, not quantity, of time."

For those involved in the dying process, hospice isn't just a job, but a calling as they try to help others understand that death and dying are natural parts of life.

"To me, it's not a terribly sad thing. It's almost a privilege. It's a gift that they give to us, to be able to comfort a person that needs us," Norkus said. "The reason why I can deal with it is because I know if somebody is comfortable when they are dying, then I have done my job."

For many, like Tammy Anzola Shaw, a certified nursing assistant on Norkus' team, the payoff is more than monetary.

"I love the one-on-one interaction with my patients," she said. "Those who are able to communicate have such stories to tell. What's rewarding for me is to be able to take care of them and getting to know some really interesting people."

Shaw's job not only consists of caring for her patients medically, but also in helping them physically as she grooms and pampers them.

"It's rewarding as they get near the time of death and they know. I give them that reassurance that I will take care of them and have them looking gorgeous to the very end as they enter into the other side," Shaw said.

Betty Ivory passed away peacefully surrounded by friends and family at Hospice of Elkhart County around 4 a.m. on Feb. 10, 2013.

"For us, it was just all about compassion," her son Michael said. "Even at the time when you know you're going to lose your loved one, they help you to be at peace with it." **I**



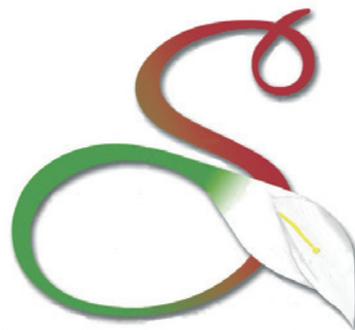
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Education and Training

BEREAVEMENT INDUSTRIES INVOLVE MORE THAN MEETS THE EYE

By Ebony Chappel

SHELBY CHISM, unlike many in the tight-knit mortuary science community, wasn't born an heiress to a family-owned funeral home.

Instead, she got her start when she was called upon to complete a full hair restoration and make-up application on her mother's friend, who had died of cancer. That sparked in her a passion leading to a strong reputation for her impeccable restorative skills.

"We do something that helps the public – not just their health and safety but also their sanity. By seeing the body and celebrating that life, it gives us closure. It has nothing to do with that body," said Chism, now an instructor at Mid-America College of Funeral Services in Jeffersonville. "So often, we're scared to tell people too much because we already have that reputation of being weird, when in reality this is one of the most rewarding and life-fulfilling careers in the world."

Mortuary science, grief counseling and hospice care are among the many careers dealing with end-of-life issues. Many post-secondary institutions in Indiana can provide a path to these fulfilling careers.

Chism, who initially became interested in the funeral world at age 5, jokingly refers to her keen interest in her occupation as "the curse."

"I was born with it. I love it. For some reason, I was drawn to the science, the art and the psychology of it," the Brandenburg, Ky., native said.

According to the National Funeral Directors Association, statewide licensure standards require a yearlong apprenticeship and 10 hours of continuing education courses, to be reported to the state board every two years, in addition to the foundational two-year degree.

Because Indiana offers only one type of license applying to both funeral directors and embalmers, Chism said it is imperative to learn as much as possible about every aspect of the business.

"I think you need to be well versed in all aspects of the field because that's only going to make you more marketable," she said.

Because of the difficulty in gauging consumer demand of this particular line of work, it can be pretty competitive, Chism said.

"Today's classes are 60 to 70 percent non-funeral home families. They're all first generation, and they have to get a start somewhere. It's very difficult if you don't know people because it's such a tight little world," she said.

Another element that adds to the difficulty of entry, Chism said, is the increase in cremation-only choices by family members. According to a 2011 report from the National Association of Funeral Directors, 42 percent of the deceased were cremated, double the rate 15 years prior.

"It's a lost art, when I say that I mean that more and more



Nhemya Ward

people are straying away from the full funeral service. More and more are straying away from seeing the body," said Chism. "Cremation is a great option for a lot of people. However, people aren't getting the option of an open casket and then cremation; they're going straight for cremation, so they're not seeing the body. They're not being educated."

Chism, who sees her instructor role as a very rewarding experience, said she loves not only working with families but having the opportunity to "mold them (students) into what I hope to be the best funeral directors of all time."

"When I'm at a college fair or career fair and they come up to me I ask them a simple question," said Chism. "Are you looking for a job, or are you looking for a career?" If you're looking for a meaningful passionate career, it's right here in funeral service. You devote your life to it and in return it will be good to you."

MORE LIKE EVENT PLANNING

Like Chism, Nhemya Ward, program chair of the mortuary science department at Ivy Tech's Northwest campus in East Chicago, also caught the fever for funeral service at a very young age.

"It was kind of inadvertent; my grandmother was very active in church as an usher. That required her to attend a lot of funerals and I would tag along"

She knew at age 9 she wanted to pursue a career in something death related. Sometime later, she would attend a high school that offered technical courses in mortuary science, thus preparing her for a decade-long career in funeral service.

"What attracts me most to funeral service is that it is more importantly a service rendered to surviving family members, helping them get through the loss of their loved ones and



helping them take care of the business aspect of it so that they can have time to properly grieve," she said.

Though it's commonly assumed those whose work involves the dead complete their tasks mostly in the dark, others describe funeral service as something more akin to event planning, which usually has a happier connotation.

Ward said her program draws in a fair number of students who identify as members of the 'Gothic' subculture.

"We attract those that are just sensationalized by the idea of working in funeral services; they enjoy the type of reaction they receive from the public," she said. "Then we have kind of a Goth attraction, and just because its funeral related and people associate it with that community, they initially check out funeral services."

But in the end, Ward said, it's the students with an interest in serving the public who successfully complete the program.

"They're not too concerned with financial gain because they realize there's not much financial gain, but they do it because they want to be a service to the community and families," she said.

Ward explained what a job in funeral service entails on a daily basis is task oriented and business related, and could cover anything from financial consulting to event planning

and grief counseling.

"A lot of people when you say funeral service or mortuary science education they automatically think that you're dealing with actual human bodies all day. Our interaction with the deceased human remains is quite minimal compared with what we do with live human interaction," she said.

In addition to the daily work expectations, Ward said, many interested students underestimate the amount of work it takes to even complete the degree and licensure process. In addition to completing general education classes and field specific course work, Ward shared that Ivy Tech's program places a special emphasis on integrating interpersonal skills, management and merchandising into all the courses with the goal of presenting a learning environment that is set up to reflect the realistic expectations of the industry.

"A lot of students don't realize that we are accredited through the ABFSE (The American Board of Funeral Service and Education), and with having that accreditation, we must maintain a minimum pass rate, which in turn, requires students to take and pass a state board exam," she said.

Despite the challenges, Ward shared that her program has a 20 percent minority demographic and a large influx of non-traditional students. **I**

WHERE TO GO

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This typically is part of a mortuary science education.

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Sharon Bowman

Chair, Department of Counseling Psychology & Guidance Services

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Mishawaka, IN 46545

Telephone: (574) 222-1452

MORTUARY SCIENCE

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Mortuary Science Program

410 E. Columbus Dr.

East Chicago, IN 46312

Nhemya Ward, Program Chair

Degree Offered: Associate of Applied Science

Website: www.ivytech.edu/northwest

Ivy Tech Community College of Indiana - Central Indiana

Mortuary Science Program

9301 E. 59th St., Suite 147

Indianapolis, IN 46216

Brian D. Miller, Program Chair

Degree Offered: Associate of Applied Science

Website: www.ivytech.edu/indianapolis

Mid-America College of Funeral Service

3111 Hamburg Pike

Jeffersonville, IN 47130

Degrees Offered: Associate of Applied Science; Bachelor of Science

Website: www.mid-america.edu

Vincennes University

Funeral Service Education Program

1002 N. First St.

Vincennes, IN 47591

Jonathon E. DeHart, Chairman

Degrees Offered: Associate of Applied Science; Associate of Science

Website: www.vinu.edu

**This is intended only as a representative sample of schools, campuses and fields of study.*



President Lyndon B. Johnson signs the Civil Rights Act of 1964. Among the guests behind him is Martin Luther King, Jr.

Civil Rights Act of 1964

LANDMARK LEGISLATION MARKS 50 YEARS OF AIDING THE DISENFRANCHISED

By Michael Dabney and Rebecca R. Bibbs

In the mid-1960s there were no licensed Black plumbers in Indianapolis admitted to the Plumbers Union Local 73 in Central Indiana. Therefore, Black plumbers were denied work on union-contracted jobs.

In 1969, U.S. District Court Judge S. Hugh Dillin (the same judge who handed down Indianapolis Public Schools' desegregation order a couple of years later) found the union and the United States Association of Journeyman and Apprentices had engaged in a "policy and practice of discrimination . . . against Negro applicants." Though there was nothing in writing, the judge's opinion said it was clear to Black plumbers, who mostly lived in Indianapolis, that the union was "whites only" and there was "intentional and illegal practices of racial discrimination." The court ordered that such practices cease.

For much of the history of racial and religious minorities, women, and members of other protected classes in Indiana, judges did not have legal tools or mandates to arrive at the conclusion Dillin did.

That changed 50 years ago on July 2, 1964, when Congress passed Public Law 88-352 (78 Stat. 241), commonly known as the Civil Rights Act of 1964.

Joined with the U.S. Supreme Court's landmark decision in *Brown vs. Board of Education of Topeka, Kan.*, 10 years earlier and the federal Voting Rights Act the following year, the Civil Rights Act of 1964 was a game-changer – publicly and privately.

Title VII of the federal law prohibited employer discrimination on the basis of race, color, religion, sex or national origin, and later legislation added prohibitions against pregnancy, age and disability discrimination in hiring, promoting and firing employees. The federal Equal Employment Opportunity Commission was established in July 1965 to investigate, enforce, and when necessary, file suit under Title VII.

The federal civil rights law gave rise to Indiana's Civil Rights law and the Indiana Civil Rights Commission that helps enforce it.

"We have encouraged businesses to look at themselves . . . and see how diversity drives revenues and revenues drive the bottom line," said ICRC Executive Director Jamal Smith.

Even with the Civil Rights Act in place, change hasn't come easily, quickly or completely. There is still progress to be made: some of it through legislation, some through court rul-

ings and some through changing cultural attitudes.

"We are working to put ourselves out of business," Smith said.

SLAVERY AND MIGRATION

Relying primarily on an agricultural economy, as most slave states did, Indiana has sometimes been called the northern-most southern state, where slavery was recorded as late as 1840.

The two Great Migrations, one from 1910 to 1930 and the other from 1940 to 1970, brought an estimated 6.6 million African-Americans from the fields of the Deep South to the factories of the North, including Gary and Indianapolis. The first Great Migration coincided with the political rise of the Ku Klux Klan in the 1920s.

However, unlike states throughout the South, the Hoosier state generally did not codify racial discrimination under law, although de facto segregation existed throughout Indiana for the first half of the 20th Century, and for some time afterwards.

"It was practiced, but there were no 'whites only' and 'colored only' signs," said former state Rep. William Crawford, speaking on the issue of social and economic justice in the state. "There was blatant racism on our state, but it was not codified by law."

Early in Indiana's history, the majority of immigrants who arrived here from overseas were German or Irish. But that changed around 1900 with the rise of the steel mills in the Northwest part of the state, where there was an increased need for workers.

Attracted by the prospect of jobs in the steel, meatpacking and automobile industries, Polish and other East European immigrants settled in East Chicago, Gary and South Bend. Though by today's standards these immigrants from Europe's seventh largest nation would be considered white, they often faced a great deal of discrimination. And in a nation founded in part to advance religious freedom for Protestants, Poles, most of whom were Catholic, were relatively unpopular because of their religion.

But as the needs for workers rose and Mexican laborers migrated to Northwest Indiana, the oppressed sometimes became the oppressor. Though Latinos now are the population majorities in East Chicago and Ligonier, they have faced resentment from other ethnic groups fearing a loss of their piece of the pie.

THE ACT'S IMPACT

The impact of the Civil Rights Act has been largely positive for Indiana, the ICRC's Smith said.

For example, in 1977, the state Supreme Court upheld a decision by the Vanderburgh Circuit Court invalidating the adoption of a separate actuarial table for men and women for determining the benefits to be paid by the state teacher's retirement fund.

Through commission citations and court rulings, employers have been held accountable for discriminatory actions of their employees against other employees, such as creating a

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MONDAYS:

"Finding Balance" by holistic therapeutic counselor LaVreen Hall provides tips on managing your work/personal life, relieving stress and maintaining the passion for your business.



TUESDAYS & FRIDAYS:

"Diversity Dialog" by IMBM's Associate Editor Rebecca R. Bibbs examines the issues behind recent business news.



THURSDAYS:

Let Denise Herd, principal at Herd Strategies, guide you toward crafting and positioning an effective communications and marketing blueprint with "Being Herd."

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hostile work environment due to racial or sexual harassment, even when such a violation was not the employer's intent.

In 1984, Susan Moffett, who was white, brought suit against the Gene B. Click Co. and several managers, alleging that she was harassed at work because she had a Black boyfriend.

A broader range of workers are demanding equality in the workplace. And in some instances, Indiana's employers are ahead of the curve. For instance, as conservative lawmakers try to prevent gay marriage even as most of the country is

giving in state by state, Hoosier employers have argued a ban on same-sex marriage is bad for business.

To combat such workplace problems today, most major employers in the state have diversity officers to help them handle issues that may arise related to the varying backgrounds of their workers, Smith said.

"The world we are living in is changing. The demographics of Indiana are changing," Smith said. "We are being forced to work with people who do not look like you, play like you, worship like you." ■

CIVIL RIGHTS GAME CELEBRATES HISTORY AND MOVEMENT TOWARD EQUAL RIGHTS

By Michael Dabney

With the crack of Jackie Robinson's bat for the Brooklyn Dodgers in 1947, Negro Leagues Baseball died, although at the time no one knew that for sure.

Within a few short years, as more and more Black players signed to play for teams in the Major Leagues, the Negro Baseball Leagues – which for three decades were some of the largest and most financially successful Black businesses in the nation – were decimated and faded into oblivion.

"With hundreds of employees and millions of dollars in revenue, the Negro Leagues, as Donn Rogosin notes, 'may rank among the highest achievements of Black enterprise during segregation,'" Jules Tygiel wrote in 1992 in the *Organization of American Historians Magazine of History*. "In addition, baseball provided an economic ripple effect, boosting business in hotels, cafes, restaurants, and bars."

Yet Black baseball left an incredible legacy for its high level of professional skill and sportsmanship, and for its entertainment value. It's a legacy the Indianapolis Indians will honor at 7:15 p.m. Aug. 22 when they take on Toledo at Victory Field during the team's third annual Civil Rights Game.

The game celebrates history and the progressive movement of all people toward equal rights, the Indiana Civil Rights Commission said in a media release.

"The partnership we have with the Indians has been amazing," said Jamal Smith, executive director of the Indiana Civil Rights Commission, which hosts the game with the Indians.

"First and foremost, the fight for civil rights is still current and on-going. And we look for venues for getting that point



across."

The Indianapolis Clowns, a team of the Negro American League, similar to basketball's Harlem Globetrotters, was one of the last African-American teams to play competitive baseball. In fact, the future Hall of Famer Hank Aaron, who went on to break Babe Ruth's homerun record, signed his first professional contract with the Indianapolis Clowns and played with the team for three months in 1952. The 18-year-old's contract was for \$200 a month, and he played shortstop and clean-up hitter before his contract was sold to the Boston Braves organization for \$10,000.

The American Brewing Co. originally sponsored an independent team in Indianapolis called the ABCs in the years leading up to the formation of the Negro National League in 1920, according to the website NegroLeagueBaseball.com. It was a powerhouse in the initial years of the league but fell into decline after the death of manager C.I. Taylor in 1922 and was disbanded in 1926.

Another team called the Indianapolis ABCs emerged in 1931 but it faltered financially and disbanded near the end of the decade.

The league of the 1920s also fell apart only to have another Negro National League created in 1933 with the Pittsburgh Crawfords as charter members. It was a strong team throughout the 1930s but was sold and moved to Toledo as the Toledo Crawfords for the 1939 season and moved to Indy as the Indianapolis Crawfords for the 1940 season. It folded after that.

Only four Hoosier Negro Leagues players – Junius "Rainey" Bibbs, Oscar Charleston, George Crowe and Charles "The Glove" Harmon – have been inducted into the Indiana Baseball Hall of Fame. Charleston also was inducted into the national Baseball Hall of Fame at Cooperstown, N.Y.

The civil rights game has been tremendously successful, Smith said. With roughly 14,000 people in the stands, "each game was a sellout and we expect to do the same this year," he said.

Though no former Indianapolis Clowns players have attended the civil rights game in the last two years, several former Negro Leagues players have attended and were honored. In addition, the Indianapolis Indians players paid tribute to the Clowns by wearing throwback jerseys.

Smith, who threw out the first pitch, said it is an honor to draw attention to the importance that Negro Leagues baseball had in the battle for civil rights. He also said he enjoyed the former players who have attended the game.

"They have been amazing," he said. "They are full of spirit, and they really know the game. And some of them still talk a lot of trash." ■

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Video Production

STEVEN MANNING ESTABLISHES COMPANY AFTER CONQUERING BIPOLAR DISORDER

By Rebecca R. Bibbs

IN 2002, FORT WAYNE VIDEOGRAPHER Steven Manning's life changed drastically when he was diagnosed with the mental illness, bipolar disorder. That threw him into a cycle of severe depression and manic episodes. In addition, Manning said, the illness led him to make "bad" choices that resulted in him becoming "unemployed, homeless, penniless and suicidal."

Manning managed to turn his life around after being placed on Social Security disability and being assigned a case manager with a local mental health agency.

He recovered enough to strike out on his own in 2013 to start Manning Video Productions.

Manning shares with us his triumphs as he expands his fledgling business.

IMBM: What inspired you to strike out on your own and start Manning Video Productions, LLC?

Manning: Actually, I was inspired to start MVP in a very unusual way. My case manager introduced me to the Carriage House Clubhouse. The Clubhouse movement focuses on a person's talents, skills and abilities as one of the core aspects of their successful rehab program. This movement started in 1948 in New York city and now has over 340 clubhouses all around the world with over 150 in the U.S. and the rest scattered throughout parts of Europe, Asia and Africa. After being involved with the Carriage House for several years, I eventually began to get better. In fact, my rehab was remarkable, so much so that among several accomplishments, I was able to obtain a master's degree in secondary education and began working at a Fort Wayne radio station, WFCV-AM1090-FM100.1.

The Carriage House started an in-house audio-visual

department called CHAV, which is an acronym for Carriage House Audio Visual. I became the lead producer for CHAV, which ended up producing two shows: one called "The Carriage House Report," which is tailored after a newscast and the other show called "Up Close," focuses on a member, staff member or an event. These shows became very popular, not only within the Carriage House, but they also became widely known at various other clubhouses.

Over a two-year period, I became very skilled at producing dozens of those CHAV shows – so much so that a few people asked me to produce shows for them for a fee, including the mental health facility that I was a client of.

After producing several other video projects for a fee, I decided to start my own video production business. That was one of the most exciting and fulfilling decisions that I've ever made. From that point on, Manning Video Productions became a bona fide, very successful small business. Back in September of 2013, I set up my office in the Northeast Indiana Innovation Center, which is a beautiful facility on Fort Wayne's Northeastside, close to IPFW and Ivy Tech. It houses close to 60 businesses of various sizes.

IMBM: How did you secure funding to start your business?

Manning: Thanks to the Carriage House clubhouse I started my business with their equipment. So I really didn't initially need funding to start up. To continue MVP without the Carriage House video camera and computer, I was fortunate to have a friend purchase a very nice high definition camera for me, and another friend purchased a laptop computer. With the current demands of a rapidly growing business, I'm now seeking funding from various sources, and

I'm optimistic that obtaining some kind of financial support will become a reality

IMBM: In less than a year, you made the decision to expand your business to New York. What factors went into your decision to expand, and how do you plan to juggle your current business in Fort Wayne with your new ventures in New York?

Manning: I love to dream big, so I have plans to build an international business. Since I travel often to New York, I plan to build a clientele there and hire a producer to work there to help me grow MVP there. I plan to do the same thing in Chicago, Indianapolis, Nashville and eventually in Europe.

IMBM: What has been your biggest challenge in starting your business, and how did you overcome it?

Manning: I've not had any huge challenges. However, I'm sure there are some just on the horizon. One challenge that I'm faced with today is that my car died several weeks ago. So I'm having to take the bus to various places. One great thing, though, is here in the Innovation Center, not only is my office located here but there are conference rooms available for me to meet with my clients, and there are nice spaces here where I can shoot video for my productions.

Funding is also currently a challenge. However, over the years, probably due to the hardships I've encountered, I've learned to embrace change and take on the challenge, to also find out what could be learned during the process of the chal-

lenge.

IMBM: What is the most important lesson you've learned while getting your business off the ground?

Manning: I think the most important lesson that I've learned is no matter what challenge you're faced with, always have a positive attitude; a positive attitude about myself, my decisions, my talents skills and abilities ... Through this whole experience of owning a business, I'm learning to love myself and the wonderful gifts and talents I can contribute for God and mankind. **I**

Follow Steven Manning's experiences as a business owner in our new blog, "Diary of an Entrepreneur," appearing each Wednesday, by visiting www.indianaminoritybusinessmagazine.com or scanning this QR code with the camera on your smartphone or tablet.



Startup features companies that have been in operation for one to three years. To have your company considered for this feature, email info@indianapolisrecorder.com with the name of your company, contact information, a short description of your product or service and a link to your Website.

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Backyard Barbecue

GET A TASTE OF INDIANA WITH MEAT, PRODUCE AND REFRESHING BEVERAGES

By Rebecca R. Bibbs



Summertime means breaking out the grill and having family and friends over for a backyard barbecue. Many minority- and women-owned Indiana companies provide products that are great at cookouts.

THIS OLD FARM INC. Let's face it; it's not a barbecue without the grilled meats. Colfax-based This Old Farm Inc., owned by Jessica Smith and her husband Erick, can set you up with certified organic ground beef, pork sausage and rib chops and boneless chicken breast. Local pick-up is provided at several sites throughout the state. thisoldfarminc.com

PA AND MA'S BAR-B-QUE SAUCE

Impress your guests by slathering your ribs and chicken with the tangy flavor of one of Indianapolis' longest-running establishments, Pa and Ma's. Available at supermarkets throughout Central Indiana.

SIMONTON LAKE DRIVE-IN Opting for a family-friendly event? Pick up a gallon, \$4.91, or party keg, \$23.99,

of homemade root beer at Elkhart's Simonton Lake Drive-In, owned by Rick and Roni Hoff. simontonlakedrivein.com



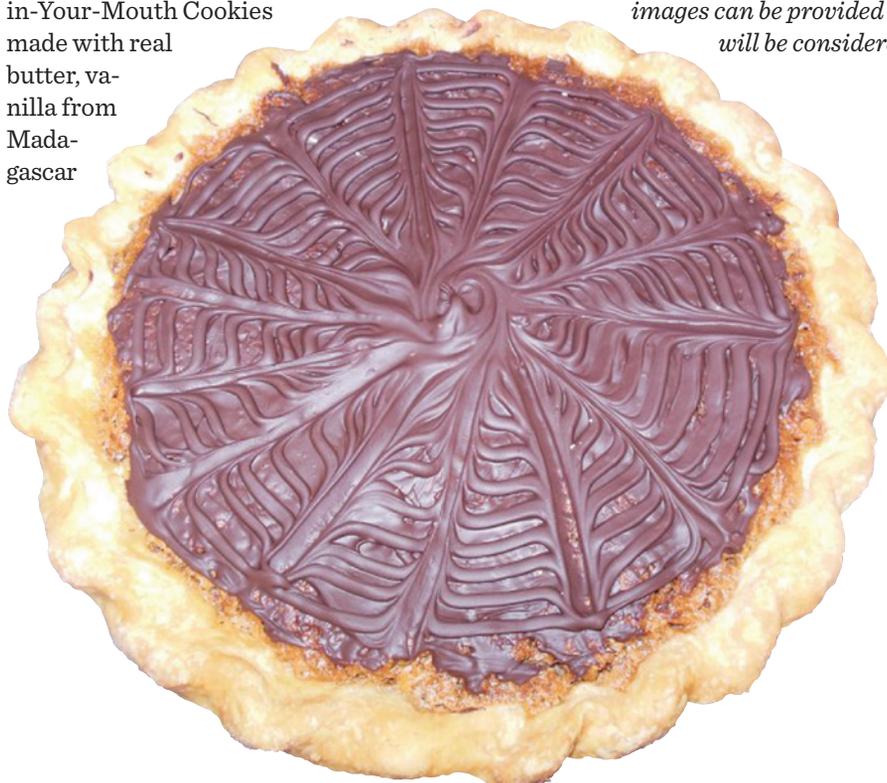
ROYER FARM FRESH What is a cookout without deviled eggs? Nikki Royer and her husband provide fresh pastured eggs on the farm started by her great-grandfather near Clinton. Visit the store, farmer's markets in Indianapolis' Broad Ripple neighborhood, Fishers or Terre Haute. royerfarmfresh.com





MELON ACRES FARMS Indiana countryside stands and local farmer's markets are the perfect place to find fresh produce to accompany grilled delicacies. Pick up fresh corn for roasting and a juicy seeded or unseeded watermelon or cantaloupe at Melon Acres owned by Mike and Vicki Horrall outside of Oaktown. melonacres.com

PIE FIRST BAKERY Finish off your meal with Old-Fashioned Hoosier Sugar Cream Pie, a Chocolate Cheesecake with Almond Crust or Amish Melt-in-Your-Mouth Cookies made with real butter, vanilla from Madagascar



and freshly grated nutmeg from Pie First Bakery. Pick up the treats baked by Louise and Rick Miracle at the bright pink tent from 9 a.m. to 1 p.m. Saturdays at the Owen County Farmers' Market in Spencer. piefirstbakery.biz

To have your product or service considered for inclusion in "Hoosier Marketplace," email info@indianapolisrecorder.com with the name of your company, contact information, a short description and a link to your website. Only products and services for which images can be provided will be considered.

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Digital Marketing Technology

EVEN SMALL BUSINESSES CAN AFFORD TO COMPETE AGAINST THE BIG BOYS

By James Travis Turner

MOST OF THE BUZZ WORDS in digital marketing didn't exist 10 years ago. It presents the question of how smaller businesses can create "engaging multi-screen campaigns," and "gain integrated insights from all the data gathered online," while managing the day-to-day of their businesses.

These questions must be answered, as sticking to traditional forms of marketing will come at the cost of communicating in channels your customers ignore. At the same time, pursuing other forms of marketing requires investing in the unknown for most small business owners.

With minimal investment, digital marketing technology can enable even small businesses to compete online against corporations.

The Internet, which has transformed over the past decade, plays an important role in consumers' lives. We use the Internet to share our most memorable moments, connect with friends and family and tell our own personalized stories. This interactivity creates increased engagement, which is the first characteristic of digital marketing that allows small and medium business (SMBs) to compete.

While the traditional marketing tools — a mixture of fliers, billboards, commercials and other materials — have historically been effective, new tools directly interact with consumers. The most common tools used online include blogs and social media like Facebook, Twitter and YouTube.

Not only are these tools more interactive, but also consumers are using them more than ever. The Nielsen Co. reports Americans spend a quarter of their time online, using dynamic social networks and blogs. This is up from 16 percent in previous years.

In addition, many SMBs already enjoy the luxury of having a close relationship with their consumers. When you combine this level of online engagement with the personal connection smaller businesses enjoy, it's possible to present a compelling story larger companies envy.

INTEGRATED INSIGHTS

Online content produces hundreds of data points that can be analyzed and used to drive business results. At Microsoft, a company that's making use of this, support staff monitor social media sites to cross-reference social chatter with technical support incidents to provide proactive services across their product line.

Traditionally, social media was used to inform and engage consumers, but it has developed into a listening tool that benchmarks customer satisfaction. Tools such as Sprout Social unlock this capability for SMBs. These tools allow busi-

nesses to drive their customer satisfaction and audit their progress, while listening to feedback in real time.

The previous example shows how customer satisfaction can be impacted, but integrated insight can affect operations, sales and overall consumer behavior as well. These insights cannot be measured as effectively using traditional forms of marketing, but by using digital marketing tools, real-time data can be leveraged to drive results and impact revenue.

As SMBs uncover opportunities to integrate data gathered from these marketing tools, insights will allow them to fill the gap that exists between them and larger corporations.

AFFORDABLE SOLUTIONS

The final characteristic of digital marketing that allows SMBs to compete with large businesses is the cost to deploy digital marketing technology. Marketing often becomes an afterthought as budgets focus on products and/or company operations.

With both of these factors weighing heavily on decision-makers, competing with national brands may appear to be a daunting task when, in fact, the most common tools, mentioned previously, are low cost or free.

For example, Waterford Institute of Technology Libraries (WIT) adopted these tools to increase its exposure and the services it offers. Library officials discovered these initiatives do not require a significant financial investment and can be implemented using their current resources. Investments in digital marketing will not only limit the financial risk of the business, they can also be easily quantified to calculate the exact return on investment.

Small businesses that deploy digital marketing tools can realize a new level of customer engagement and use integrated insights to help close the gap between larger organizations while requiring minimal investment. Adopting these tools will allow them to retain their current mindshare while presenting their brand to new customers.

Michael E. Porter, a leading company strategist and professor at Harvard Business School, once said, "The key question is not whether to deploy Internet technology — companies have no choice if they want to stay competitive — but how to deploy it." **I**



South Bend, Ind., native James Travis Turner works in Microsoft's Advertising and Online Division where he now oversees advertiser satisfaction and revenue within emerging brands. Follow his blog at www.jamestravisturner.com.

Practice What You Preach

7 REASONS WHY SENSITIVITY TRAINING SHOULD BE A PRIORITY FOR YOUR BUSINESS

By Ebony Chappel

UNCONVENTIONAL METHODS of promoting diversity fell way short of their intended target earlier this year as Park Tudor School in Indianapolis came under fire for its Black History Month menu consisting of fried chicken and collard greens.

Popular Indianapolis eatery Papa Roux received quite a bit of backlash a month later for an Instagram post depicting a white man dressed in blackface promoting the restaurant's new chocolate soda.

Sensitivity training, also known as diversity or inclusion training, for some, is one of the most uncomfortable mandatory training sessions to endure as a result of an employer's attempt to remain compliant with federal standards regarding discrimination. Images of long drawn-out lectures on the do's and don'ts of workplace interactions – or worse, a cringe-worthy attempt at lightening things up *a la* Michael Scott, of NBC's hit comedy series "The Office," and his infamous Diversity Day imitation of an n-word-laden Chris Rock routine – often come to mind.

Although most businesses offer some sort of sensitivity training, it often is an informal and rushed part of the employment process.

LaJuana Warren, a certified diversity practitioner and owner of diversity consulting firm Tapestry Solutions, said that during her 20 years in corporate America as an employee of Xerox, sensitivity training was the norm. When she left, she realized those values were not the same elsewhere.

"The way to make the training the most effective is to come from the top down. It has to be something that management endorses and sees as important," she said. "People who really get it know that it makes their company better."

Here are seven reasons your company still should require and offer sensitivity training:

1 PROMOTES TOLERANCE: Effective inclusion-based training helps employees learn to appreciate one another's differences through education and understanding.

2 ENHANCES GLOBAL PRESENCE: In our growing worldwide economy, it is essential companies prepare their employees for interacting across different cultural barriers. Committing a social faux pas out of sheer ignorance could seriously damage a potentially lucrative client relationship.

3 PREVENTS LAWSUITS: Fully equipped human resources managers may save your company tons of dollars and hours by making it a point to brief all employees on the organization's standards when it comes to discrimination.

4 INCREASES TEAMWORK: When employees feel included and accepted, it can positively affect their morale and productivity. Also, providing a safe haven for employees may reduce the number of harassment complaints.



This Instagram meme, featuring a man in blackface, resulted in unwelcome attention for Papa Roux restaurant.

5 BOOSTS THE BOTTOM LINE: Recently, companies like Barilla pasta have come under fire due to their CEO's remarks against same sex marriage. In an Italian radio interview he shared that his brand would never feature homosexual couples and anyone who opposed his point of view could just buy different pasta. According to Nielsen, same-sex-partnered households make up 16 percent more shopping trips than heterosexual households, and average annual spending on consumer-packaged goods is 25 percent higher than the average U.S. household. Barilla has since offered an apology and created an advisory board specifically focused on inclusion efforts.

6 REDUCES TURNOVER: According to the Center for American Progress, businesses that fail to encourage inclusiveness see higher turnover rates than businesses that value a diverse workforce. The high turnover rate has a direct effect on profit as the failure to retain qualified employees results in preventable labor-related costs.

7 FUELS INNOVATION: A report done by the Deloitte Review said retailers who deliberately attract a diverse workforce and directly involve them in key decision-making scenarios benefit as "diverse employees provide access to better consumer insights because they understand the cultural nuances firsthand." The report went on to say companies may experience increased shopper loyalty as a result. **1**

**Ditch the
black and
celebrate
life with
colorful,
respectful
vestments**



DROP DEAD GORGEOUS

By Jessica R. Key

When life's course ends, families must deal with the necessary arrangements to ensure their loved one is laid to rest properly. Funeral directors have a tall task on their hands making sure every last detail is to the family's liking.

Those in the funeral home and other death-related industries must maintain



an air of propriety. However, gone are the days of stuffy funeral directors with boring black suits and stuffy attitudes.

Many are celebrating life with bright colors and bold patterns during the day and opting for clothing that's fun on more casual days and for after-work gatherings.

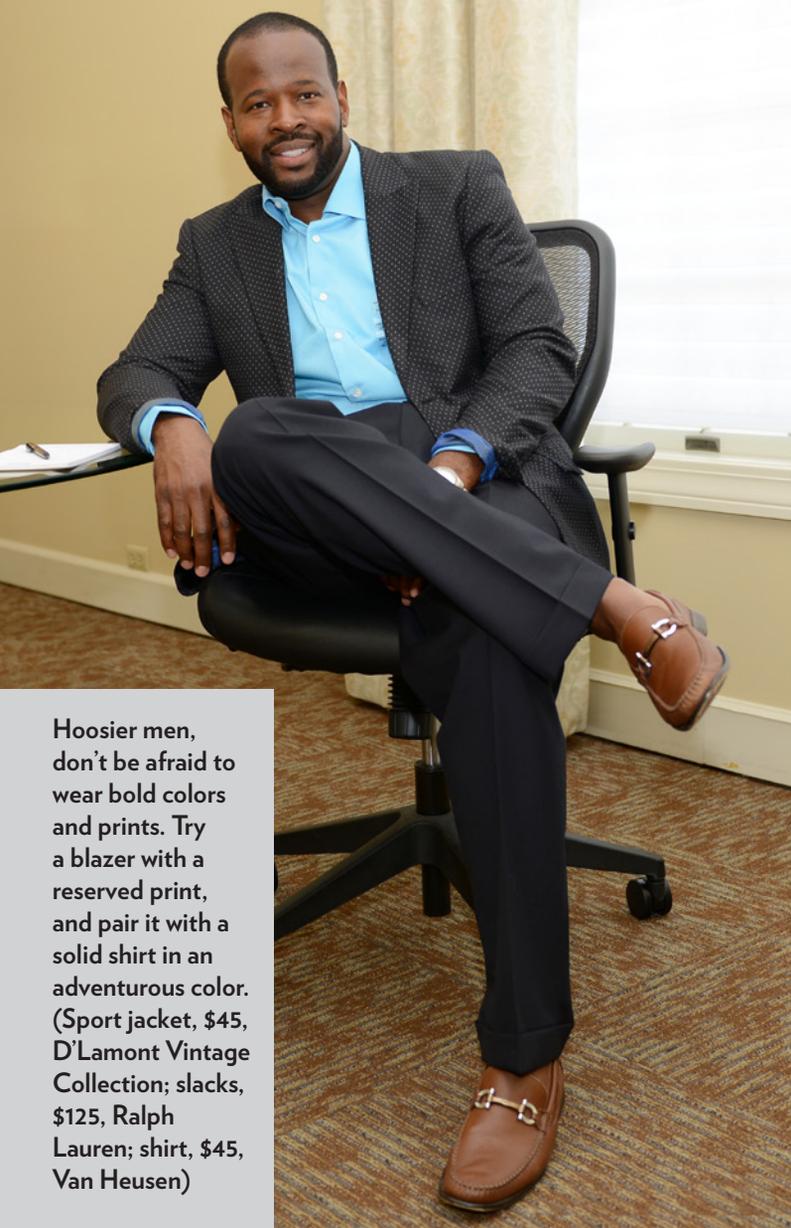
Here are two funeral home professionals who dare their peers to be bold and choose clothing that's full of life.

Emanuel C. Smith Jr.
Managing Director
Washington Park North
Flanner and Buchanan

Sarah Cline
Event Manager
Community Life Center
at Washington Park East
Flanner and Buchanan

Be cool as a cucumber in a light-weight suit. Be sure to choose stylish colors for the summer season that complement skin tone. (Suit, \$500, Catou; plaid shirt, \$79.50, Tommy Hilfiger; pocket square, \$35, Catou)

Jumpsuits are all the rage this season. To ensure you don't look like a clone from all the others donning jumpsuits, choose one with interesting detail, and pair it with a fun, sheer jacket. (Jumpsuit, \$70, sheer blazer, \$50, Runway Diva Boutique; necklace, \$18, Jazzy Jewelry; bracelet, \$50 Nikki Blaine)



Hoosier men, don't be afraid to wear bold colors and prints. Try a blazer with a reserved print, and pair it with a solid shirt in an adventurous color. (Sport jacket, \$45, D'Lamont Vintage Collection; slacks, \$125, Ralph Lauren; shirt, \$45, Van Heusen)



For casual Friday, break up a standard suit by mixing and matching pieces that work well together. (Sport jacket, \$295, Ralph Lauren; slacks, \$120, D'Lamont; shirt, \$69.50, Eagle; pocket square \$25, Catou)



Add a little romance to after-work engagements this summer with a whimsical dress and a daring trench. (Tulle dress, \$40, Runway Diva Boutique; patterned blazer, \$80, Runway Diva Boutique; bracelet, \$55, Nikki Blaine; earrings, \$10, Burlington Coat Factory)

Want to boost an otherwise boring suit? Add a fun, vintage-inspired top. (Color-block blazer, \$60, top, \$70, Runway Diva Boutique; pencil skirt, \$95, necklace, \$24, bracelet, \$50, Nikki Blaine)



A special thanks to:

- DaNisha Greene, stylist
- Flanner and Buchanan Washington Park East
- Keondra, makeup artist



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Michelle Obama presents medal to Children's Museum

First Lady Michelle Obama presents the National Medal for Museum and Library Service to The Children's Museum of Indianapolis in a White House ceremony. Accepting the award are (left to right) The Children's Museum of Indianapolis community member's mother Erica Hahn-Cunningham, community member Spencer Hahn, and President and CEO Dr. Jeffrey Patchen. The National Medal is the nation's highest honor given to museums and libraries for service to the community and celebrates institutions that make a difference for individuals, families, and communities.



Inaugural Jordan College event honors arts legends

Poet and musician Mari Evans, jazz vocalist Everett Greene, and attorney and arts advocate Fay H. Williams received the Jordan College of the Arts' inaugural Legend Awards during ceremonies at Butler University's Howard L. Schrott Center for the Arts. Prior to the awards presentation, school Dean Ronald Caltabiano announced the launch of an Audience Development Task Force that will make recommendations to the dean on expanding JCA audience diversity in areas including age, ethnicity and religion. Pictured (left to right) are: Congressman Andre Carson, Williams, Greene, Evans, and Caltabiano.



La Plaza marks 10th anniversary of service to Latinos

La Plaza, a United Way agency based in Indianapolis, celebrates its 10th anniversary with its annual "Night of the Americas" dinner. Each year, a Latin country is highlighted. This year, Brazil, site of the 2014 FIFA World Cup, is the featured country. The program included dinner, the Hispanic American Service Awards and the La Plaza Scholarship fund ceremony. La Plaza's goal is to be the trusted liaison between Latinos and the larger community. La Plaza also exists to serve, empower and integrate the Latino community of Central Indiana.





Indianapolis-Hyderabad celebrate sister city relationship

Indiana dignitaries and Consul General Dr. Ausaf Sayeed of the Indian Consulate in Chicago gather at the fourth anniversary celebration of the Indianapolis-Hyderabad sister city relationship. Hyderabad, India — also called Cyberabad due to its heavy IT presence — entered into a sister city pact, its first in the U.S., with the City of Indianapolis in 2010. Indianapolis Mayor Greg Ballard and Hyderabad Mayor Banda Karthika Reddy formed the partnership to strengthen social, cultural, economic and educational ties between these two cities, which also share a common interest in biotechnology and agriculture. Pictured (left to right) are: Indianapolis City County Council President, Maggie Lewis, Sayeed, IMPD Chief Rick Hite, and event organizer Raju Chinthala.



Photo courtesy of Marion Garmel

Photojournalist Ruth Chin inducted in Indiana Journalism Hall of Fame

Photographer Ruth Chin, 90, Indiana's first female Chinese-American photojournalist, was inducted into the Indiana Journalism Hall of Fame in Bloomington. A 62-year member of Woman's Press Club of Indiana, she was born in Chicago but lived most of her life in Muncie. Chin's interest in photography was nurtured by her father who loaned her his camera for a Girl Scouts project at age 8. Chin landed a job straight out of college in 1946 as the first female photographer at the Muncie Star and Press. She was the first female photographer to cover the Indiana High School State Basketball Championship in Butler University's Hinkle Fieldhouse. In 1954, Chin opened her own studio, Ruth Chin Photography, in downtown Muncie.



Governor observes annual Holocaust remembrance

Indiana Gov. Mike Pence and other dignitaries offer remarks at the 16th Annual Holocaust Observance: Honoring Our Families at the Indiana Statehouse Rotunda. Observers also heard the story of one Holocaust survivor through the words of his son Tibor Klopfer. This year for the first time, there was a ceremony reading the names of some of the men, women and children killed in Nazi Germany.



Restoring Hope

PARTNERSHIPS HELP GARY TRANSFORM FROM GHOST TOWN TO REGIONAL ECONOMIC ENGINE

By Chelsea L. Whittington

The mid-sized city that could, is. In case you haven't heard, Gary is open for business. For the past two years, the once-famed steel town has been in makeover mode under the leadership of its first-ever female mayor, Karen Freeman-Wilson.

No sooner than the final ballots were cast in November 2011, a landslide win for Freeman-Wilson, than she began assembling a team of ambitious, hungry, innovative young leaders who shared her quest of being the catalyst for Gary's turnaround.

Most are Gary natives who were gainfully employed in other parts of the country. Others recognized Freeman-Wilson's passion for her hometown and decided to take the plunge into uncertainty with her. From as far as Las Vegas to as close as Chicago, they heeded the mayor's call, and are now starting to see the wheels of change turn in the city's favor.

For decades, the City of Gary has battled against a reputation of being a crime-ridden, drug-infested, economically dormant ghost town.

"I can't wait to prove them wrong," said an optimistic Freeman-Wilson.

The key to Gary's turnaround can be summed up in one word: partnerships. So often the impulse is to throw money at a problem, and it will go away. Since the city's coffers dried up with the property tax caps, paying its way out of turmoil was not an option. Freeman-Wilson had no problem asking for help, and since doing so, federal, state and local government have shown up in a significant way.

"We weren't asking for handouts, we were looking for opportunities to work together with government agencies and

other organizations to bring jobs and eliminate blight," said Freeman-Wilson.

One clear example is the demolition project under way at one of the city's tallest most derelict structures, formerly known as the Sheraton Hotel. Positioned right next to City Hall, the shuttered structure has remained boarded up for decades and is a visible eyesore to those who travel the toll road daily and catch a glimpse of the city as they pass through.

Thanks to community development dollars, and grant dollars from the Environmental Protection Agency, the Department of Housing and Urban Development and the Regional Development Authority, the Sheraton will be no more by summer's end. To a major metropolitan city, this may seem insignificant, but to a city striving for revitalization and a new identity, this is huge.

Approximately eight months ago, the city hosted a community forum alongside state legislators and representatives from Indiana Housing and Community Development Authority (IHCDA). Scores of Gary residents showed up to discuss the problem of abandoned buildings scattered about the city. They shared how these homes detracted from their neighborhoods and brought their property values down. They complained of the criminal activity that takes place in these structures and how some pose danger to children as they are trying to walk to school.

Mayor Freeman-Wilson heard their concerns and pledged on site that the city would be applying for the State's Hardest Hit Funds, which is operated out of the lieutenant governor's office. After spending months of putting together a comprehensive application,

surveying vacant properties and gathering community feedback, Gary was recently notified that it would receive \$6.6 million to demolish and deconstruct nearly 400 structures.

"While this is just a drop in the bucket for the demolition we need here, this is the shot in the arm we needed so that our residents can see visible progress," said Freeman-Wilson.

Transportation is another key focus in Gary. In 2013, the Gary/Chicago International Airport entered into a public private partnership (P3) with AFCO Avports Airport Management LLC where \$100 million will be invested toward development at the airport and its surrounding industrial footprint. The P3 deal was the only one of its kind inked in 2013, and represents training and job creation for citizens while extending an open invitation to businesses of all kinds to relocate to Gary.

Another well-kept secret is that Gary is nestled on the shores of Lake Michigan with parks, beaches and dunes that are ripe for visitors and lakefront development. A recent \$28 million investment has turned this area into a destination spot complete with a renovated pavilion, bike trails, wild life and nature – a far cry from the negative stereotypes that outsiders try to make stick.

A brief conversation with the mayor immediately reveals there is far more in store for the city by the lake. The revitalization of the downtown area, expansion of University Park and development of affordable homes are all on the horizon, but the most important goal is the restoration of hope.

Chelsea L. Whittington is director of communications for the City of Gary.



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The Power of Prevention

BUSINESSES CAN COMBAT LABOR SHORTAGE BY DEVOTING RESOURCES TO THE FATHERLESS

By Kelly Perri

Many people believe family structure doesn't really matter as long as children have someone – anyone – to love and care for them.

However, ongoing research and studies reveal something different. New evidence can be boiled down to one undeniable truth: Fatherlessness is the No. 1 social illness facing America. Not substance abuse, nor gangs, nor high-school delinquency nor teen pregnancy, but fatherlessness – kids growing up without a father or male figure in the home.

It's not to say those other issues are not important and need to be addressed with 100 percent of our effort, but all of those issues statistically share the same common denominator: a father's absence in the home.

However, fatherlessness is now giving way to another sort of crisis: the shortage of unskilled laborers entering the workforce. The old saying "good help is hard to find" has never been more true. Sadly, most people are aware of this, yet they choose to carry on ignoring the facts and tend to treat the symptoms of fatherlessness instead of the disease itself – all while workers are fewer and farther between.

But there's hope. Heroes Camp, an organization in Northern Indiana, has made it its mission to combat America's No. 1 social cancer.

Heroes Camp Inc. is a faith-based outreach serving young men ages 6 and older who are growing up without a father in the home. It does this by stepping in the gap and providing all that a father would: identity, guidance, faith, clothes, meals, hygiene support, job-readiness training and unconditional love – all within a beautiful facility equipped with basketball courts, a barber shop, kitchen and locker-room facilities.

Heroes Camp uses preventative measures to create an environment where young men are fathered, their potential is uncovered and they are developed into outstanding contributors back into their communities.

Founder and native Hoosier Patrick Magley, has made it his life's work to be a father to the fatherless. His dedication over the past 25 years has led to more than 10,000 young men who call him "Dad" and look to him as the father they've never had.

"Through prayer, God's word and meeting their tangible needs, we are breaking the cycle of generational fatherlessness in their lives," he said. "These kids are not the kids who have it all together. We consider ourselves the court of last appeals. These kids are the underdogs. They're the impoverished. They're the overlooked. They're the invisible. They're the fatherless."

You might read this thinking, 'But what does this have to do with me?' Perhaps you're a small business owner or maybe the

CEO of a large company. Allow me to connect the dots between fatherlessness, Heroes Camp and yourself. For 25 years, Heroes Camp has offered all their preventative services to Hoosier families without any government funding, assistance or taxpayers' dollars and have fed, clothed and cared for boys growing up without a father *free of charge!*

Allow me to further explain what this means for Indiana business owners, communities and families. When fatherless children continue to go overlooked, who statistically speaking, are more likely to commit crime, be involved in gangs, drop out of school, become homeless, fall prey to street life and ultimately a life behind bars? When these kids are ignored, it costs tax payers/communities/states hundreds of thousands of dollars in correctional facilities, juvenile justice facilities and law enforcement.

By partnering with preventative initiatives like Heroes Camp, Indiana businesses can help change the crisis of a diminishing workforce and grow the percentage of healthy youngsters who are contributors back into their communities. In addition they can help break the cycle of families lost to fatherlessness, drugs and violence.

So how can businesses partner to make a difference? First, build relationships through volunteerism. Lend your expertise, raising awareness and being available to share your experiences with younger ones who need guidance.

Second, give back. A monetary or in-kind donation to a preventative organization may not seem like much, but in the end will save Indiana taxpayers thousands of dollars from being poured into a correctional facility.

Lastly, commit to the long haul. Instead of a mindset that seeks to temporarily treat the symptoms, commit to an intentional investment that eradicates the disease. The power of prevention is difficult to measure, but the results are impossible to miss.

Together, businesses and preventative nonprofits can break the cycle of fatherlessness making Indiana a socially healthier place to do business, raise families and live.

Kelly Perri is director of Fund Development and Expansion for Heroes Camp Inc.

For more information on how you can help, visit www.heroescamp.com, or scan this QR code with the camera on your smartphone or tablet.



A portrait of Shaun Hawkins, a man with short, dark, curly hair, smiling warmly. He is wearing a dark pinstriped suit jacket over a light purple shirt and a patterned tie. The background is a blurred office setting with colorful lights.

Shaun Hawkins
Vice President,
Lilly New Ventures,
Eli Lilly and Company

Graduated magna cum laude with a degree
in business from University of Tennessee

MBA from Kellogg School of Management,
Northwestern University

Joined Lilly in 2001 in licensing and
corporate business development

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Our purpose is to improve lives.

I grew up in the South during a time that wasn't so inclusive. From the age of seven, I was made aware I was different from other people. But I had as much to offer as anyone else, and I was going to figure out a way I could contribute.

My father worked for the Equal Employment Opportunity Commission. At the dinner table, he'd talk about his work and about the people who were trying to drive change. So I look at my work as a natural extension of his.

At Lilly, our purpose is to improve the lives of our patients — who by their very nature are diverse. A diverse workforce helps us deliver on that. Plus, an inclusive environment fuels creativity, which, in turn, drives innovation. And innovation benefits our patients. It makes absolute business sense.

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Guidance and Mentoring

SBA PROGRAM ALLOWS CMS TO SERVICE 300 FEDERAL GOVERNMENT PROJECTS

By Mercedes O. Enrique

When Custom Mechanical Systems Corp. (CMS) entered into the U.S. Small Business Administration's 8(a) Program in 2005, it marked a turning point in the company's development. Until that time, the company had been solely involved in commercial pursuits, providing mechanical fabrication and installation services to a variety of industrial and manufacturing customers throughout the Midwest.

By virtue of the SBA's 8(a) Program, a business assistance program for small, disadvantaged businesses, CMS received guidance and mentoring to become a strong federal government contractor.

Today, CMS is an award-winning company specializing in design/build (D/B) and traditional construction, with a strong self-performance capability in D/B, new construction, renovation, energy, and mechanical construction, including steel and process piping fabrication capabilities. The company remains a SDB and MBE, with a resume of specialized federal work spanning the U.S. and Guam.

In the past nine years, CMS has been awarded more than 300 projects valued at more than \$225 million in 33 states and Guam. Projects have ranged from the \$714,000 repair of HVAC systems at the U.S. Army Reserve Center in Scottsburg to the D/B of a \$13.4 million Combat Support Vehicle Maintenance Facility (CSVMF) at Andersen Air Force Base in Guam. The CSVMF was certified LEED Silver and received numerous awards and client accolades. Most recently, the company has started

work on the \$24 million D/B of Wharf Charlie C-2 at Naval Station Mayport, FL.

The key to CMS's success to date is simple: Safety and efficient project execution – on time and within budget – with delivery of a high quality project. It is what clients expect and what CMS consistently delivers. It is the work we do and our reputation that allows us both to compete in new markets and with new clients, and brings us the repeat business that has been essential to our continued growth to date.

The company attributes 89 percent of company revenues over the past nine years to repeat business.

CMS is based in Bargersville a Southside suburb of Indianapolis. It also has offices in Bloomington; Libertyville, Ill.; Fairborn, Ohio; Maumee, Ohio; Jacksonville, Fla.; Kapolei, Hawaii; and Tamuning, Guam. In addition to office space, the Bargersville location also has more than 11,200 square feet of steel and process piping fabrication space.

We remain a general contractor, providing design/build and traditional construction services. We also bring a strong self-performance capability in mechanical, with steel and process piping fabrication capabilities.

Roughly 80 percent of our work is now for the federal government, primarily the Department of Defense. At the time, it was essential that we brought most of our focus to learning how to do work with this client. We had a steep learning curve and needed to ramp up quickly to meet the expectations of our federal clients.

While most of the business has been in the federal market, the company still maintains a strong commercial client base, with such firms as Reynolds Inc. (www.layne.com) and Praxair Inc. (www.praxair.com) and institutions, such as Purdue University (www.purdue.edu) and Indiana University (www.indiana.edu). Commercial sector work has ranged from a steam piping replacement project at Indiana University (Bloomington Campus) to mechanical and instrumentation work at Praxair's VS100M Vacuum Pressure Swing Absorption (VPSA) Plant, part of the Southport Wastewater Treatment Plant, in Indianapolis.

What's next for CMS? In April of this year, the company graduated from the SBA's 8(a) Program, marking another key milestone in its evolution, and is now positioned to expand its markets and client base around the world. CMS is eager to not only continue to grow as a federal contractor but also bring the specialized experience and lessons learned on its federal work to its existing and newer commercial and industrial clients.

Our focus on the federal market has taken us all over the U.S. and Guam. We are anxious to bring the experience and lessons learned we have gained over the past nine years to our commercial and industrial clients. With our expanded services, we now offer considerably more to our clients.

Mercedes O. Enrique is president of CMS.

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