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Deal will bring 1,200 jobs to Cedar City

Brice Wallace

The Enterprise

MSC Aerospace will make Cedar City the headquarters and a manufacturing site for subsidiary SyberJet Aircraft and also expand its subsidiary Metalcraft Technologies Inc. (MTI) there, resulting in 1,200 new jobs over the next two decades.

The announcement came Thursday, one day after the Governor's Office of Economic Development (GOED) board approved a pair of tax credit incentives to land the projects in Utah. GOED approved incentives of \$16.8 million for SyberJet and \$15 million for MTI.

MTI, an aircraft parts maker, acquired light business jet company SyberJet in 2011. MSC Aerospace had been considering placing the SyberJet plant at existing facilities near San Antonio, Texas. The new SyberJet facility will be an assembly plant for its SJ30 aircraft and be adjacent to the Cedar City Municipal Airport.

The \$380 million SyberJet facility is



Development incentives from the Governor's Office of Economic Development have cleared the way for a Cedar City firm to continue manufacturing parts for the SyberJet SJ30 and hire as many as 1,200 employees over the next 20 years.

expect to result in 240 new full-time jobs paying an average of twice the Iron County average wage. The \$20 million expansion at MTI will result in 960 new jobs paying an average of at least 40 percent above the county average.

"MSC is excited to continue its long-

standing relationships with Cedar City, Iron County and the state of Utah," David J. Grant, MSC chairman, said. "We are proud of our track record of success in the aerospace industry and hope for a bright future

see GOED pg. 17

Report: STEM job impact larger than thought

John M. Rogers

The Enterprise

Aquiring knowledge in the fields of science, technology, engineering and math are a much greater part of the economy



Over 20 percent of Utah workers have STEM jobs classified as STEM according to a report by the Brookings Institute.

than previously thought, according to a report released Monday by the Brookings Institute's Metropolitan Policy Program. Almost half of these positions, commonly dubbed STEM jobs, are filled with workers by an associate's degree or less education.

According to the report, 20.1 percent of Utah jobs are now considered STEM positions. This figure is in stark contrast to previous estimates of 4 to 5 percent by the National Science Foundation and others.

In Utah, 116,200 jobs now fit the qualifications to be considered STEM positions and command an average annual salary of \$65,481, compared to non-STEM earnings of \$37,658. Those with STEM jobs requiring a bachelor's degree in the state earn an average of \$80,269 while their counterparts with an associate's degree or less earn an average of \$48,588. One of the surprises re-

see BROOKINGS pg. 20

GOED creates STEM Action Center board, names chair

The Utah Governor's Office of Economic Development has announced the formation of the Science Technology Engineering and Math Action Center board and selection of its chairperson. With the board in place, specific goals for STEM education are being prioritized and long-term execution of those goals will drive statewide coordination of STEM-related activities and the alignment of industry needs with higher education.

"Education is a top priority of mine and is one of the most important investments Utah can make," said Gov. Gary R. Herbert. "STEM education is an essential part of this investment and is critical in developing Utah's workforce for the future."

Herbert appointed Jeffery Nelson, president and CEO of Nelson Laboratories, as the chair of the STEM Action Center Board.

see STEM CENTER pg. 20



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TRAX stations producing their own solar power

All four of the Utah Transit Authority TRAX stations on the newly-opened airport line have solar energy systems in place to generate enough electricity to completely operate each stop. Salt Lake City-based Sunlight Solar has completed a 68 kW project on the four stations from downtown to Salt Lake City International Airport. Each station rooftop has 72 microinverters and generates enough power to fully operate all functions of the stop, including lighting, ticket machines and electrical outlets. The project is estimated to generate 90,000 kWh of electricity annually.

"We are proud to partner with Sunlight Solar, and pleased to offer the Enphase Microinverter System to energize a Light Rail transit system supporting a major international airport" said Paul Nahi, CEO of Enphase Energy. "Having provided our microinverter system to Sunlight Solar since 2008, we are excited to see Sunlight expand into commercial projects and look forward to participating in their future success."

During the first week of operation, approximately 27,000 passengers boarded the Green Line extension that now ends at airport, according to UTA. Passengers at North Temple Bridge/Guadalupe,

Jackson/Euclid, Fairpark and 1940 W. North Temple stations can observe total solar energy generation on 32-inch outdoor screens set to display the Enphase Enlighten monitoring website.

"We continue to choose the Enphase microinverter system for its performance, safety and moni-

toring software," said Marc Staker, project manager at Sunlight Solar. "Safety was a primary concern for this project, given the number of passengers who will have access to the stations and having the AC come off the roof instead of high voltage DC lines was key in decreasing risk.

"UTA also required an accurate monitoring system to display to the public how much power the solar system is providing and saving," added Staker. Passengers may view the solar energy generation and savings on the UTA website.



The new TRAX airport line station on North Temple nearest the airport along with three other stations, are fully self-powered through solar microinverters installed on the roofs of the stations.

SkyWest gets award for reliability

SkyWest Airlines has once again been recognized by airplane manufacturer Bombardier for delivering exceptional reliability with the its top honor, the 2012 annual Airline Reliability Performance Award. SkyWest has received Bombardier's Airline Reliability Performance Award for the third year running its CRJ200 model aircraft and was newly awarded for the CRJ700 and CRJ900 this year, sweeping all product categories.

"The CRJ Reliability Performance Award is a fantastic recognition of the hard work our teams are doing to complete more than 1,800 flights every day across North America," said SkyWest Airlines president and COO Chip Childs. "SkyWest Airlines has a long track record of solid operational performance and I couldn't be more proud of our more than 10,000 aviation professionals who consistently deliver reliable results."

Todd Young, vice president of customer services and support for Bombardier Commercial Aircraft congratulated SkyWest upon delivery of the award.

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Medtechs facing loss of competitive edge, speaker says

Brice Wallace
The Enterprise

Medical technology manufacturing companies are facing macroeconomic pressures and that is causing the U.S. to lose its competitive advantage, according to a speaker at a recent industry gathering.

Speaking at the MPO Summit in Salt Lake City, Christopher Velis, chairman and chief executive officer of MedCap Advisors, said investment, regulation, innovation, reimbursement and patient demand are combining to thwart U.S. industry growth.

"We observe things all day long," Velis said at the event, produced by *Medical Product Outsourcing* and *Orthopedic Design & Technology* magazines. He added that companies get so busy with

certain activities "that we miss important factors, repeatedly."

"So the first thing I want to say to you is, you need to think about what it is you're missing. You have to stand back and look at the big picture. ... There are economic pressures that are unfolding where no single one of them is important. And the problem is, when we're evaluating them, we're evaluating them one at a time."

Investment is flagging in all the main sources. Venture funding is moving toward late-stage companies. Government investment is experiencing cuts while China is actually creating a city to foster medical-company growth. And research and development spending among large companies has dwindled.

"In the United States, the amount of capital available to invest in innovation is dropping.

It's dropping dramatically. It's dropping from absolutely every source," Velis said. "And I'm also telling you [that] other parts of the world — we only have enough time to mention quickly China — are ramping up."

Meanwhile, regulatory policy at the U.S. Food & Drug Administration (FDA) is unclear, complicated and reactive, he said. And that "is killing us," he added.

"The problem is that the reactive policy that the FDA currently has is unacceptable for economic purposes. Investors need to know where their money is going and what's going to be accomplished with it.

"Nobody in their right mind is going to put money into a company anymore unless they know what the path and time to market is. So a reactive policy that says, 'We'll look at each one of these

one-off' is not an acceptable policy. It needs to change."

Another element hurting U.S. innovation is that foreign students are coming to U.S. universities, learning and being paid to go back home afterward. This "outflow of knowledge," however, is something Velis said won't change.

Other factors are reimbursement policies that cripple innovation, and patient demand. Because of high treatment costs, patients have made a habit of deferring health care activities. In 2011, 46 percent did so, including many who did it multiple times.

Making things worse, many companies, even if they are aware of this mix of troubles, tend to deny them. Instead, they tend to believe everything will be OK, Velis said.

"We need to take all of these factors into consideration ... because all of those things are put-

ting pressure on your company, your suppliers, your customers and your clients. ... All of those things need to work in concert to have an environment where innovation and growth happens. You cannot kill one of them and have the other just carry the ball. What we're doing in the United States is affecting, impacting and killing each one of them sequentially and we're doing absolutely nothing to repair it," he said.

Velis acknowledged that it is difficult to know what to do in order to change those factors. Among his suggestions are focusing on reducing health care costs; reducing suffering and saving lives of patients; working to increase value; and turning to overseas markets for quicker product approvals, lower-cost product trials and different distribution models.

"We are not standing in the same river we were a month ago or a year ago or five years ago. At the moment, fundamentals in our industry and the industry of innovation have changed forever," he said. "Whatever you were relying on in the past is not the case today."

To grow abroad, seek partners abroad, confab hears

Companies wanting to expand globally will need partners in other countries rather than trying to do everything on their own, speakers at a recent Women in International Business Conference said.

"Positioning yourself with a local partner is critical because you can't be everywhere," said Natalie Kaddas, general manager of Kaddas Enterprises Inc.

Sarah Lehman, president and CEO of ENVE Composites, said her company first looks at a country's regulations and then sets up distributor agreements. ENVE manufactures carbon fiber bicycle parts.

"I'm not a world traveler. I don't speak other languages, and every country has different rules and regulations and employment laws," Lehman said. "We really approach [expansion] very thoughtfully and slowly. In the beginning of the company, we rushed into a lot of arrangements and it cost us a lot of money to get out of as we realized they weren't the right partners for us, and so now we take it very slowly."

ENVE also is thorough. Not only do its officials meet with international partners, but the tour their facilities. "Do reference checks as though you're hiring someone to work for you at your company," she suggested.

ENVE once discovered a distribution center that was a warehouse filled with products bought two years earlier. It was tying up cash, wasn't having sell-through and later went bankrupt. ENVE also nearly signed up with what the company was told was a distributor but turned out to be just a bike shop.

"Going to those facilities and hiring them as though they're an

employee of your company, because they're essentially an extension of your company, is really important," she said.

Small companies like hers rely on "local ambassadors," Lehman said. "We're just too small and growing too fast to be able to walk into every market and every region and regionalize our message," she said. "So I'm looking for partners that understand it and really internalize it and can communicate it in their region."

Kaddas said her company, a

thermoplastic manufacturer primarily making products for the utility industry and shipping to 12 countries, has faced challenges regarding payment terms. Companies can't use payment and conditions strategies they normally would use in the U.S.

Both Kaddas and Lehman also said trademarking can be an issue when a company expands internationally. Lehman said her company eventually had to change its name in order to market globally after it discovered that a European

company had the same name and they couldn't resolve the dispute.

Several panelists said that despite the challenges, the outlook for women in international business is bright.

Kaddas said "it's almost novel" to have a woman running a company working in a male-dominated industry like utilities. "Internationally, there's a large opportunity for us and other companies. It's wide open," she said.

see GLOBAL pg. 17



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International dealing tricky business

Negotiating international business transactions is a tricky business, with differences in culture, language, policies and laws serving as potential barriers.

Barbara Bagnasacco, a partner at law firm Ballard Spahr LLP, said flexibility is needed when working in different countries. Part of a panel at a recent Women in International Business Conference, she noted that government roles can vary, leading to bureaucracies and delays. Currency values fluctuate. In some countries, the specific terms of a contract are not as important as establishing relationships with the people there.

"A lot of people think you can apply what you do domestically to international transactions, and that is true to some extent, but I would say that probably domestic transactions relate to international transactions just as domestic politics relate to international diplomacy," said Bagnasacco, a native of Italy. "There is another level of sophistication and preparation that you need as you negotiate your transactions in different parts of the world [and] dealing with other cultures."

Amy Rees Anderson, founder and managing partner of Rees Capital and former CEO of MediConnect Global, started Medi-

Connect in India. The company had 1,800 employees, half in India, when it was sold last year. But running operations in India was a challenge because of cultural differences. While men there won't ask women for a bribe, they will ask other men, and the company eventually was able to determine where fraud and abuse were occurring, she said.

"The people are amazing if you knew how to manage the business without being taken advantage of," she said. "But that was really hard and it was very, very expensive."

Judy Robinett of Crowdfund Capital Advisors said being CEO of a public company required many trips to Europe, where getting things done would usually take three times longer than expected. "Culture is a big deal," she said.

In many countries, business is based on relationships and trust. To succeed, executives need to build relationships with "people who have known people who have known people," she said.

The panelists said protecting intellectual property overseas is a major headache. Even when getting a favorable court ruling, enforcement can be difficult. "There really isn't protection in some of these other countries," Anderson said. "There isn't. You could put all the keys in place and have all the contracts in the world, but the court systems in other countries do not run like the U.S. court system does."

Anderson also said the inability to control individual employees leaves companies vulnerable to a staffer stealing computer code and rebranding it. "Don't give any one person the 'secret sauce,'" she said, suggesting code be spread among employees.

Vail Resorts inks deal to take over operations at Park City's Canyons

Vail Resorts, the nation's top operator of ski locations has entered into a long-term lease with affiliate companies of Talisker Corp. for Canyons Resort in Park City. Under the lease, Vail has assumed all of the resort operations of Canyons while Talisker has retained its development rights for 4 million square feet of real estate at the resort.

"With 4,000 skiable acres, easy access to the town of Park City and \$75 million in recent resort improvements, Canyons is a perfect complement to our collection of world-class mountain resorts," said Rob Katz, chairman and chief executive officer of Vail Resorts. "I commend the Talisker and Canyons team for the outstanding work they have done to redevelop the resort."

Canyons has received a top 10 ranking by SKI Magazine and number four ranking by Outside Magazine. "We look forward to building on that momentum and including Canyons in our industry-leading season pass products, which next season will offer guests access to Colorado, Tahoe and Utah on one season pass, a first in ski industry history. We will also leverage our guest database and domestic and international sales and marketing efforts to continue to drive Canyons' growth," said Katz.

The transaction also incorporates the potential for the lease, without additional consideration, to include the land under the ski terrain of Park City Mountain Resort that is adjacent to Canyons and is currently owned by Talisker and is subject to pending litigation. "We look forward to the litigation being resolved and hope that Vail Resorts can play a con-

structive role in helping to arrive at a solution that offers the best outcome for guests of both resorts," Katz added.

"We are thrilled to be able to bring in Vail Resorts to partner with us on our vision for Canyons," said Jack Bistricher, chief executive officer of Talisker. "Vail Resorts is the clear leader in the mountain resort industry and I am confident that they can replicate at Canyons the success they have delivered at resorts such as Vail, Beaver Creek, Breckenridge and Northstar. I am incredibly proud of all that our team has accomplished at Canyons over the past five years and am confident that together with Vail Resorts, we can create one of the greatest mountain resorts in the world."

Vail Resorts also announced the availability of the Epic Pass for the 2013-2014 winter season. Purchasers will receive unlimited and unrestricted access to Canyons, as well as to Vail, Beaver Creek, Breckenridge, Keystone, Northstar, Heavenly and Kirkwood. The Epic Pass costs \$689 for adults, compared to the season pass price of \$849 for just Canyons this past year.

The lease has an initial term of 50 years with six 50-year renewal options. The lease provides for \$25 million in annual fixed payments, which increase each year by an inflation-linked index.

Emeritus is among best in country

Emeritus at Salt Lake City, a senior living community, has been chosen by U.S. News & World Report as one of America's best nursing homes.

The Centers for Medicare and Medicaid Services (CMS) has highlighted top performers through a star ranking system available for public viewing on its website and the U.S. News developed its "best-of" nursing homes rankings based upon this scoring.

In the report, tiers are developed within each star rating based on the total number of stars in all three of the categories that CMS uses as a yardstick: health inspections, nurse staffing and individual quality measures. Emeritus has earned the top five-star ranking for over five years.

"The fact that we have achieved this result for so many years is a direct reflection of the passion and caring dedication of our staff," said Bryan Culliton, executive director of Emeritus.

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Miller reorganizes sports group

Jim Olson has been named chief operating officer and Don Stirling has been named chief revenue officer for Miller Sports Properties, according to an announcement from Steve Miller, president. The Miller sports entities include the Utah Jazz, Salt Lake Bees, Miller Performance, Larry H. Miller Tour of Utah, EnergySolutions Arena, KJZZ-TV, 1280 Sports Radio and All-Star Catering.

Olson has been with the Larry H. Miller Group of Companies for nearly 19 years and Stirling has been with the firm since December 2012. Both report directly to Steve Miller.

Miller was appointed to his current position in January 2013 and has had the opportunity to actively observe and review the history of each functional area of the sports properties, allowing him to determine the most advantageous structure for moving the properties forward in terms of growth, efficiency and new revenue opportunities.

“Working with our sports properties staff over the past several years while developing the Tour of Utah gave me the opportunity to understand how they operate. Now overseeing them on a daily basis has given me a sol-

id understanding of the resources needed to take the properties to the next level and reaffirm our standing as a leader in this market,” said Miller. “I believe we have very talented people working on our behalf and I look forward to helping them grow individually and as a team.”

In his new role, Olson will be responsible for strategic planning and overseeing the day-to-day business operations of all Miller Sports Properties. This includes management of the legal, human resources, finance, accounting, facilities, information technology, public safety and employee training functions.

Olson started his career with the Utah Jazz as a telephone room manager overseeing ticket sales. He then moved to the position of director of ticket sales/ticket office manager for the Jazz and EnergySolutions Arena. Olson’s success earned him the position of vice president of ticket sales for the Utah Jazz, EnergySolutions Arena and Salt Lake Bees which was followed by a promotion to senior vice president. This position then transitioned to senior vice president of sales and marketing and also included the role of overseeing all functions related to the operation of the Salt Lake Bees.

Stirling will now oversee revenue generation for all Miller Sports Properties. In this role, he will be responsible for management of the marketing, corporate partnerships, tickets, suites and clubs and public and community relations functions.

Prior to joining the LHM Group, Stirling spent six years playing a key role in the national fundraising efforts for Gov. Mitt Romney and brings more than two decades of marketing, sponsorship, sports industry and development experience to Miller Sports Properties. He held strategic sales and marketing positions with NBA Properties, Ladies Professional Golf Association, Salt Lake Organizing Committee for the 2002 Olympic Winter Games, IMG and Massachusetts Sports Commission. Stirling has most recently been serving as a vice president of special projects for Miller Management Corp.

“Jim and Don both bring a wealth of experience to the table in terms of leadership skills, long-term vision and sports property management. They will be instrumental in helping to launch our efforts to the next level by creating an outstanding product offering and guest experience for our fans,” said Miller.

WCF announces safety recognitions

Workers Compensation Fund of Utah (WCF) has honored state Sen. Karen Mayne with its annual President’s Award for her efforts in promoting and advocating workplace safety.

Dennis Lloyd, WCF senior vice president and general counsel of WCF said, “Sen. Mayne is a tireless champion of workplace safety who has advocated safety on road construction sites and railroad crossings. She has worked to improve Utah’s workers’ compensation system, advocating changes to better protect workers and promote fairness to employers. She has been especially involved in passing groundbreaking legislation to curtail the misclassification of workers which denies such individuals proper insurance coverage and robs the state of appropriate employment taxes.”

Mayne is also involved with the Rocky Mountain Center for Occupational and Environmental Health at the University of Utah. During the last legislative session she passed a resolution making the week of June 23-29 Workplace Safety Week in the state.

Every year WCF recognizes a group of outstanding companies for their efforts in keeping workers safe by awarding the Charles A. Caine Workplace Safety Awards.

“Workplace safety must become a primary goal for every company,” said Ray Pickup, CEO and president of WCF. “The award winners are leading the way in investing the time, resources and energy necessary to protect workers. We applaud their efforts and urge other Utah companies to focus on workplace safety.”

Recipients of the safety awards include Central Utah Water Conservancy, Salt Lake Community College, Herm Hughes & Sons, J&S Mechanical Contractors, Rocky Mountain Masonry, D&A McRae, Kellerstrass Enterprises, Fetzer Architectural Woodwork, Juniper Systems, Crawford Door Sales and Snowbird Corp.

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Calendar

• June 11, 9-10:30 a.m.: **ReferenceUSA seminar**, sponsored by the Salt Lake Chamber's Women's Business Center. The Salt Lake Public Library has ReferenceUSA, an online research and reference tool for area business professionals, job seekers, students and others. The tool can be used to find sales leads; conduct market research; locate and research companies you want to work for; and find housing, schools, child care, churches and doctors in your area. Presenter is Nancy Spidle, a Nebraska-based entrepreneur and business relationship expert. Location is Salt Lake City Public Library, Meeting Rooms B and C in the lower Urban Room, 210 E. 400 South, Salt Lake City. Free. Details are at slchamber.com or (801) 364-3631.

• June 11, 7:45-9 a.m.: **"Xtreme Business: Jumping the X Curve" Association for Corporate Growth (ACG) Utah Chapter breakfast** program series. Speaker will be Mark Soelberg, executive vice president of professional employer organization Resource Management Inc. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$30 for non-ACG members. Registration and networking begin at 7:15 a.m. Registration and details are available at (801) 359-8613 or www.ACGUtah.org.

• June 11, 11:30 a.m.: **Women in Business summer picnic**, presented by ChamberWest. Location is the Kearns Oquirrh Park Fitness Center, 5624 S. 4800 W., Kearns.

Cost is \$20 with RSVP, \$30 without. RSVPs can be completed at www.chamberwest.org/rsvp or emailing rsvp@chamberwest.org.

• June 11, 4-6:30 p.m.: **Sustainability Tour and Summer Social**, presented by Net Impact Utah. Event will include information about some of Utah's greatest accomplishments in recycling, a local-only employment program, and other workforce and workplace enhancement initiatives. Location is Treasure Mountain Inn, with social hour at High West Distillery. Pricing varies. Details are at <http://netimpactutah.org/>.

• June 11, 6-9 p.m.: **Nerdapalooza v.1**, presented by SLC Tech Startups. Event is a cross between a tradeshow, a demo day and a casual networking event, designed for people to demo their latest project, product or startup to a diverse group of tech execs, angels, developers, designers, inventors, venture capitalists, job hunters, businesspeople and others. Location is Salt Lake City Community College, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Free. Details are available at www.slctechstartups.com. Registration is at <http://nerdapalooza.eventbrite.com>.

• June 12, 7:30-9 a.m.: **Certified Commercial Investment Member (CCIM) Monthly Chapter Meeting**. Guest speaker Michael Morris of Zions Bank will discuss Utah's real estate lending environment, including the real estate capital cycle, the debt markets and "the new normal." Location is the

Zions Bank Founders Room, 200 S. Main St., 18th floor, Salt Lake City. Cost is \$25 for CCIM members and \$35 for guests, breakfast included. Register at www.utahccimchapter.com.

• June 12, 8-9:30 a.m.: **"What in the World is Going On at the NLRB?" briefing** hosted by The Employers Council. John Chindlund, an attorney at Prince Yeates, a former attorney for the National Labor Relations Board and a lawyer who has represented clients before the NLRB, will discuss recent activities related to the board. He also will offer predictions about how the 2012 presidential election could affect the NLRB. Location is the Radisson Hotel, 215 W. South Temple, Salt Lake City. Cost is \$89 for council members, \$129 for nonmembers. Registration and breakfast buffet begins at 7:30 a.m. Information and registration are available at <http://ecutah.org/briefings.htm>, by emailing info@ecutah.org or calling (801) 364-8915.

• June 12, 3-5 p.m.: **"SEO: Today's and Tomorrows Do's and Don'ts,"** sponsored by the Salt Lake Chamber's Women's Business Center. Presenter Clifton Talboe of ThoughtLab will discuss best practices related to search engine optimization. The presentation will include examples of on-site optimizations, including screen shots, strategy, analysis and results; and off-site optimization, best practices, link building strategies and distribution techniques. Location is the Salt Lake Chamber, 175 E. University

Blvd. (400 South), Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com or (801) 364-3631.

• June 18, 8-10 a.m.: **"Listening to Increase Profitability" workshop**, presented by The Employers Council. Attendees will learn to recognize barriers that can affect communication; learn about Level I, II and III listening skills; discover how to deliver effective feedback; and practice new listening skills to increase trust and rapport with team members. Location is The Employers Council office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$85 for council members, \$99 for nonmembers. Registration is available by calling Terri at (801) 364-8479. Registration forms with details can be obtained at <http://ecutah.org/2013springsgwcoaching.pdf>.

• June 18, 11:30 a.m.-1 p.m.: **Salt Lake Chamber Business Women's Forum (BWF) June luncheon**. Event will focus on "Buy Fresh, Buy Local, Support Local Communities." Kim Angeli-Selin, Downtown Alliance director of special events, and Nan Seymour, Buy Local First Utah executive director, will discuss the impact of buying local and buying fresh. Location to be determined. Cost is \$30 for BWF members, \$40 for nonmembers.

• June 18-20: **InstructureCon 2013**, presented by Instructure. Designed for people using Canvas by Instructure. Includes pre-conference workshops, keynote presentation and general sessions. Location is The Canyons, 4000 Canyons Resort Drive, Park City. Cost is \$575. Details are at instructurecon@instructure.com. Registration is at <http://instructurecon2013.eventbrite.com/#>.

• June 19, 11:45 a.m.: **Business Matters Luncheon**, presented by ChamberWest. Speaker Laura Arellano will discuss "Activate Your Brain: Creative Problem Solving." Location is the Gathering Place in Gardner Village. Cost is \$20 with RSVP, \$30 without. RSVPs can be completed at www.chamberwest.org/rsvp or emailing rsvp@chamberwest.org.

• June 19, 5:30-8:30 p.m.: **Women Business Owner of the Year and Rising Star Awards Banquet**, presented by the National Association of Women Business Owners (NAWBO) Salt Lake City Chapter. Featured speaker will be Nikki Stone, Olympic gold medalist for aerial skiing. Location is Pierpont Place, 163 W. Pierpont Ave., Salt Lake City. Cost is \$50, with table sponsorships available. Details are at <http://nawboslc.org/events/>.

• June 20, 5:30-9:30 p.m.: **Ernst & Young Entrepreneur Of**

The Year Awards Gala, a black-tie event honoring the top entrepreneurs in the Utah region. Event includes 5:30 p.m. reception, followed by dinner and awards program from 6:30-9:30 p.m. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$200, with tables of 10 costing \$2,000. Tickets are available by contacting Teresa Michel at teresa.michel@ey.com or (801) 933-8407.

• June 26, 3-5 p.m.: **"Going Beyond the Numbers: Building Effective Long Term Client Relationships,"** sponsored by the Salt Lake Chamber's Women's Business Center. Presenter Rick Hepner of Next Level Consulting will show sales professionals how to acquire vital information in every appointment in order to boost repeat and referral business. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Cost is \$10 (\$5 before June 12). Details are at slchamber.com or (801) 364-3631.

• Aug. 15, 5:30-8 p.m.: **13th Annual Women in Business Summer Social**, presented by the Salt Lake Chamber Business Women's Forum and Questar Corp. There will be hors d'oeuvres, a hosted bar and silent auction, networking and entertainment and vendor exhibits. Location is Upstairs at the Gallivan, 50 E. 200 S., Salt Lake City. Registration is \$50 until July 15, \$65 thereafter. Event silent auction donations are being accepted, as well as sponsorships. Learn more at www.slchamber.com/summersocial.

• Sept. 8-11: **2013 Material Handling & Logistics Conference**, sponsored by engineering company Dematic. Conference is designed to educate participants on how to benchmark their own supply chain goals, quantify gaps and help them build their own actionable 100-day plan to start closing those gaps. Keynote speaker will be Jay Leno. Location is Grand Summit, Park City. Cost is \$700 (\$900 after Aug. 24). Details are available at www.mhlc.com or by contacting Cheryl Falk at cheryl.falk@dematic.com or (262) 860-6715.

• Oct. 11, 6 p.m.: **Utah Technology Council Hall of Fame Gala**, a black-tie event honoring accomplishments of the Utah technology industry. Networking reception begins at 6 p.m., following by 7 p.m. dinner and program. Keynote speaker will be Shantanu Narayen, president and CEO of Adobe Systems Inc. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Details are available at (801) 568-3500.

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Legal Matters

Do expanded prior user rights under AIA even the playing field?

The most sweeping patent reform legislation in 50 years — the Leahy-Smith America Invents Act (“AIA”) — went into full effect on March 16. Among the most significant changes brought about by the AIA — and one that is most concerning to small businesses, solo inventors, and universities — is the transition from a “first-to-invent” to a “first-inventor-to-file” system.



Kory D. Christensen

Since its inception, the U.S. Patent and Trademark Office (USPTO) has awarded patents to the first inventor. Before the AIA, with few exceptions, such as when an invention has been abandoned, suppressed or concealed, if two patent applications covering the same invention were pending at the same time, the USPTO would determine which inventor conceived and reduced the invention to practice first.

After the AIA, the USPTO will award the patent to the first inventor to file a patent application, assuming the invention described in the patent application was not de-

rived from another person. Thus, it is entirely possible that the first inventor may lose in a contest of priority to a subsequent inventor. Most foreign countries have a first-to-file system, and one of the driving forces behind the AIA was to harmonize U.S. patent law with the rest of the world's.

Small businesses are right to worry that a likely effect of the new legislation will be to create a race to the USPTO, and the recent upsurge in patent filings appears to bear this out. Large companies with comparatively greater resources should be able to more easily win the patent race, putting smaller entities at a disadvantage. Considering that Microsoft and IBM file thousands of patent applications each year, how can a start-up on a shoe-string budget compete?

One can imagine a worst-case scenario for a start-up that invents a better mousetrap, but delays filing a patent application in order to focus its limited resources on R&D. In the meantime, a larger competi-

tor independently conceives of the same idea and files its own application. When the small company finally gets around to filing a patent application, it is dismayed to learn that the patent will be awarded to the larger competitor, which may decide to immediately start enforcing its rights against the start-up. This strikes many as counterintuitive and unfair, but it does reflect the USPTO's policy of encouraging early disclosure of inventions.

To lessen the impact of the strict first-inventor-to-file rule, the AIA expands the scope of Prior User Rights (PUR). Before the AIA, a limited form of PUR existed for inventions involving methods for doing or conducting business: So long as a prior user could show it had acted in good faith and had actually reduced the subject matter to practice and used it internally or in an actual arm's length sale at least one year before the effective date of the patent, it had a defense to infringement. Post-AIA, PUR are expanded to include not just business methods, but any process, machine, manufacture, or composition of matter used in manufacturing or other commer-

cial processes.

PUR are not a panacea, however, and there are important limitations to keep in mind. First, the PUR defense is personal to the one who performed the prior use and cannot be licensed or assigned except for assignment or transfer of the entire enterprise or line of business to which the defense relates. After the transfer, PUR are limited to sites where the prior use occurred. Limits on transferability and growth significantly undercut the value of PUR.

Second, for obvious reasons, PUR are not available to a person who derived the invention from the patentee or persons associated with the patentee. One can imagine a scenario in which a company steals an invention through industrial espionage and starts using the technique internally. In such a case, PUR would not be available.

Third, PUR only apply to the subject matter of the patent claims that were actually used. Patents typically include many claims covering different aspects of an invention. The idea that prior users should be able to continue to use what they invented does not

mean that they are free to infringe other aspects of the patent. In other words, PUR do not amount to a general license under the patent.

Fourth, one cannot rely on a prior commercial use that was abandoned. The intent of the law is to protect companies that have been continuously using an idea that they invented before the competitor's patent application was filed. If a company briefly dabbled with an invention and then stopped using it for a considerable period of time, it would be unfair to claim PUR.

Finally, the PUR defense does not apply to any invention that was owned or subject to an obligation of assignment to an institution of higher education. In other words, if a university wins the race to the USPTO, any prior user is out of luck. This is a huge nod to universities and a testament to good lobbying.

While PUR do somewhat mitigate the harshness of the new first-inventor-to-file rules, in view of the limitations discussed above, they are not a substitute for filing

see **CHRISTENSEN** pg. 20

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Industry Briefs

ACCOUNTING

Accounting and consulting firm **Tanner LLC** has appointed **Dan Griffiths** as director of strategic planning for the firm's Leadership Solutions Practice. Previously, Griffiths was a founding partner of Proficio Services Group, a firm specializing in solving strategy and process challenges for businesses. He is a CPA and is a graduate of the Leadership Academy of the American Institute of Certified Public Accountants.

Certified public accounting firm **Mantyla McReynolds** has promoted three people to manager positions in its tax and assurance department: **Jason Hunter**, **Garrett Behling** and **Steve Clegg**. Hunter started with the firm in 2007 and was recently promoted to senior tax manager. He specializes

in tax planning and strategy for small and medium size companies and their owners as well as high net worth individuals. He received a bachelor's degree from Utah Valley University and a Master's of Accountancy from the University of Utah in 2010. Behling started with Mantyla McReynolds in January after receiving his Master's of Science in Accountancy from the University of Notre Dame. He obtained his Bachelor's in Accounting from the University of Utah and was a senior accountant with Pricewaterhousecoopers in Chicago as well as being part of a full-contact martial arts group. He was recently promoted to senior assurance manager. Clegg has been with Mantyla McReynolds since December 2011. He graduated from the University of Utah with a bachelor's degree in Accounting

and International Studies in 2007. He originally joined the firm in 2007 and left to continue his education and received his MBA from Thunderbird School of Global Management in 2008. Clegg was recently promoted to senior assurance manager.

BANKING

The board of directors of **Zions Bancorp.**, Salt Lake City, has **declared a regular quarterly cash dividend** of 17.17 cents per share on the company's Series H preferred stock. The dividend is payable June 15 to shareholders of record June 1.

America First Credit Union has **opened a new full-service location** in the City Creek Center in downtown Salt Lake City. The branch, on South Temple on the ground floor of Utah's World Trade Center, replaces an existing branch at 268 S. State St. Fourteen America First employees relocated to the new branch.

The **Zions Bank** 23rd annual Paint-a-Thon service project included more than 3,500 volunteers cleaning, scraping, painting and helping landscape 52 projects for elderly and disabled residents in Utah and Idaho. Homes were recommended by Salt Lake County Aging Services, community organizations and local churches. The cost for all paint and supplies was contributed by Zions Bank. Since the program began, volunteers

have painted a total of 888 homes in Utah and Idaho through volunteer efforts and bank donations of more than \$973,000.

Credit Union Direct Corp. (CU Direct), a national lending service provider, recently elected **John B. Lund** as chairman. Lund is president and chief executive officer of America First Credit Union, Salt Lake City. Lund has served on the CU Direct board since 2005. His career in the financial services industry started at America First in 1975, and he has held many leadership positions there, including cashier department manager, vice president of lending and executive vice president. He was named president and CEO in 2012. Lund holds a Bachelor of Science in business management from Weber State University and a Master of Business Administration from the University of Phoenix.

CONSTRUCTION

Nicholas & Co., a foodservice distribution company based in Salt Lake City, has announced plans to **open a distribution center** in North Las Vegas, Nev. The company recently was approved for a Nevada Catalyst Fund, which provides economic incentives for companies considering development in the state of Nevada. Nicholas & Co. has conducted business in and around the Las Vegas area for more than a decade. The company serves customers in eight states and has more than 500 employees.

EDUCATION/TRAINING

Weber State University is included in the Sales Education Foundation (SEF) **2013 list of top university sales programs** in

North America. It is the only Utah university in the list of 68 schools. Programs listed by SEF as top universities for professional sales offer a minimum requirement of three sales-specific courses, university recognition for people completing their program and the opportunity for internships. Most provide sales in the form of a certificate program, concentration or minor to students from a diverse list of majors. Weber State students can earn a bachelor's degree in technical sales. The major requires 16 courses, including negotiation, forecasting and proposal writing. Vel Casler, WSU's technical sales program chairman, said the school's graduate placement rate in the program is 100 percent, with starting salaries as high as the mid-\$70,000s. Weber State's sales program began in 1985 and graduates approximately 150 students per year.

FINANCE

Pelion Venture Partners, Salt Lake City, has closed its \$194 million **Pelion Venture**

see **BRIEFS** next page



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Industry Briefs

BRIEFS from previous page

Partners V fund, exceeding its \$175 million target. The Pelion team invests nationwide in early-stage technology companies that are applying sophisticated software solutions to various enterprise needs in cloud, Internet, mobile, analytics and networking. Pelion Venture Partners V has a diverse set of limited partners, including sovereign wealth funds, public pension funds, endowments, funds of funds and foundations, with investors from around the world.

HEALTH CARE

• For the fourth consecutive year, **SelectHealth** tops the rankings for member satisfaction among health plans in the Mountain region, according to the **J.D. Power and Associates 2013 Member Health Plan Study**. The study measures satisfaction

among members of 136 health plans in 17 regions throughout the United States. In the Power Circle Ratings on JDPower.com, SelectHealth, a nonprofit health insurance organization that is a subsidiary of Intermountain Healthcare, received the highest rating of "among the best" in each of the study's categories: coverage and benefits, provider choice, information and communication, claims processing, statements, customer service and approval processes. SelectHealth received a total member satisfaction score of 745 (out of 1,000), compared to the Mountain region average of 687 and the study-wide average of 701.

HOSPITALITY/FOOD SERVICE

• **Kimpton's Hotel Monaco** Salt Lake City has added smoothie bars and trail mix stations to its banquet menu offer-

ings. Groups that book events at the hotel can select from five smoothie options and blends of dried fruits and nuts provided by Bambara, a Kimpton restaurant. Guests will also have the option to "build their own" trail mix. The additions are available as an add-on to breakfast, lunch or a

mid-meeting break.

INSURANCE

• **SterlingRisk** has named **Michael Thomson** as vice

president of employee benefits for the Utah division of SterlingRisk Insurance Services.

see **BRIEFS** next page

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| Bar-B-Que Boneless | |

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- Tri Tip Roast/Marinated
Grilled Chicken Breast
Grilled on site
- Pork Back Ribs
Smoked with Applewood
Marinated Grilled Chicken Breast

- Hamburger/Grilled Chicken
Meier's own quarter pound
Hamburger w/all the condiments
Marinated Chicken Breasts
Grilled on site
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Boneless Ribeye Steak
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Industry Briefs

BRIEFS from previous page

Thomson has over 20 years' experience in employee benefits insurances, having provided employee and risk management programs for small, mid-sized and large national companies. He also provides expertise in health care reform. SterlingRisk is ranked in the nation's top 40 independently owned insurance brokerages, with annual premiums topping \$650 million. It has more than 190 insurance professionals in offices in New York, New Jersey, Connecticut, Florida, Utah and California.

product line and online catalog.

• Nutritional foods company **ForeverGreen Worldwide Corp.**, Orem, has announced that **Bob Mower Steed** has joined the company. He has 25 years' experience in product development, product branding, marketing and sales.

SERVICES

• **Needle**, Salt Lake City, has announced that **Scott Pulsipher** has joined the company as president and chief operating officer. Needle provides guided shopping by connecting online shoppers in real-time with product experts and

brand fans. Pulsipher had served as the general manager of Amazon Webstore since 2009. The current iteration of Amazon Webstore was launched in the U.S., the U.K. and Germany under his direction and scaled to support the e-commerce business of tens of thousands of companies. Prior to Amazon, Pulsipher was the senior vice president of products and marketing at Sterling Commerce (acquired by IBM in 2010), and had joined Sterling via its acquisition of Yantra in 2005, where he led product strategy.

TECHNOLOGY/LIFE SCIENCES

• **Qualstar Corp.**, a California-based manufacturer of data storage products and high-efficiency power supplies, has signed three new distribution partners, including **Ramsey Storage**, based in Utah. Ramsey Storage is now an authorized reseller of Qualstar's tape library products for government, education and business industries. Ramsey Storage has experience in server storage and VMware integration services.

• **Blu**, has opened a **liquefied and compressed natural gas fueling station** in Myton. The station also offers diesel and gasoline fuels. It has two liquefied natural gas (LNG) dispensers and four compressed natural gas (CNG) fueling positions. At full build-out, the station will have six LNG dispensers and 12 CNG fueling positions, making it one of the largest LNG/CNG stations in North America. It will serve trucks traveling along the Highway 40 corridor as well as trucks supporting oil and gas production companies in the Uintah Basin.

TRANSPORTATION

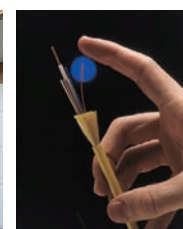
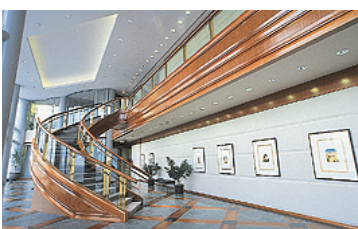
LAW

• Litigator **Brett Foster** and patent prosecutor **Grant Foster** of Holland & Hart LLP have been named to the "IAM Patent 1000: The World's Leading Patent Practitioners 2013" list. Holland & Hart also was ranked among the top firms for patent law, one of six in Utah.

• **Clyde Snow & Sessions** has hired **Brian C. Webber** as a shareholder and director in its Salt Lake City office. Webber is the chairman of firm's Health Care Practice Group. In over 15 years of practice, he has represented a wide range of health care professionals, entities, and facilities in both regulatory proceedings and civil litigation. He also represents clients in complex commercial litigation, products liability, and other areas in both state and federal courts. Webber received a Juris Doctor from University of Utah College of Law and a Bachelor of Science from University of Utah. Prior to joining Clyde Snow, he was a shareholder at another Salt Lake City law firm.

MANUFACTURING

• Medical equipment company **ProHealthcareProducts.com**, Lehi, has appointed **Rob Blair** its new vice president of operations. Blair, formerly with Patterson Medical, will manage the company's sales and customer support division beginning in July. He has more than 15 years' experience in healthcare products sales and support. Blair will take over the responsibilities formerly held by Richard Robbins, the founder of the Internet-based medical products retailer and the company's current president. Blair will oversee daily management of the company's sales and support team in addition to developing ProHealthcareProducts.com's



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Speakers: Executive slots open to women but boardroom still a challenge

Brice Wallace
The Enterprise

Women are rising to top executive positions at their companies, but making it onto other companies' boards of directors remains a challenge, panelists at a recent Women in International Business Conference said.

But, they said, when women gain board membership, they can bring a fresh perspective to issues.

"Companies have boards to help them see the world in a way they wouldn't without the board and to try to nudge them in [certain] directions," said Susan Mooney Johnson, president and CEO of Futura Industries Corp. "So as long as you bring valuable content to your board position, I think there's a place for everyone at the table. ... Everybody has something to bring to the table in board membership, and I think it's important that more of us start moving onto boards."

Mary Beckerle, CEO and director of the Huntsman Cancer Institute, said boards function best when "real diversity of opinion" exists among members. People from different disciplines or dif-

ferent parts of the world can ask different questions and "open up new areas" for companies.

"I've found that it's extremely interesting that the perspective I bring as somebody trained in science — with a lot of experience in talent management, human resources, and environmental health and safety issues — is very different from the folks who have served as CEOs in large corporations," Beckerle said. "So it's been a valuable learning experience for me and hopefully an opportunity to contribute as well."

But that opportunity can be rare. Susan Madsen, professor of leadership and ethics at Utah Valley University's Woodbury School of Business, said that while diversity on boards, especially those of publicly held companies, are "becoming more an expectation rather than an option," other countries' companies are more proactive. In several European countries, laws require at least 40 percent of publicly held company boards be women.

"So we're kind of racing to catch up with our international colleagues in terms of making major headway there," Madsen said.

Currently, 73 percent of U.S. public company boards have at

least one woman board member but only 12 percent have more than three women (the average board size is nine members).

Companies typically look in the same places for board members, with 64 percent being CEOs. "To the extent that women aren't in CEO positions of publicly held companies, they are pretty quickly excluded as candidates for board positions," she said. However, she added, companies and their stockholders "are really starting to set an expectation for greater diversity because there's a wealth of scientific evidence that diversity improves board function."

But Lorena Riffo Jensen, president and cofounder of Vox-Creative, said being the only woman in the room during board meetings can be challenging, especially trying to decide whether "to speak out or hold back."

She said she has occasionally said things no one wanted to hear. "But because of my honesty and how candid I have been, I earned respect from my peers," she said. "But, they did not love me."

Madsen said that many women "feel they need to know everything before they put their name forward" for board membership. That's accentuated in Utah, where

women get confused between confidence and humility and often don't realize their own strengths, she added.

But what's the best path to getting on a board? Panelists said candidates should graduate from college, focus on their accom-

plishments, demonstrate innovative leadership and "do something special." Beckerle said women can start on boards of not-for-profit organizations, where they can gain confidence and learn about boardroom culture and the "complex dynamics" of board discussions.

Labor Commission, UOSH sign safety pact with builders and contractors

The Utah Labor Commission, Utah Occupational Safety and Health Division and the Utah Chapter of Associated Builders and Contractors recently signed a partnership agreement to promote occupational safety and health in Utah workplaces. The official signing took place at ABC's annual safety convention held at the Farmington Legacy Center.

The partnership agreement between UOSH and ABC is an industry first in Utah that recognizes the value of establishing a collaborative relationship to promote occupational safety and health in Utah workplaces. The agreement will raise awareness and demonstrate commitment to workplace safety while continuing to promote the national dialogue on safety. The agreement recog-

nizes the commitment to worker protection and the importance of providing a safe and healthful work environment for employees of Utah's construction workforce. In addition, UOSH and ABC are committed to work as partners to achieve construction workplace safety through shared strategies and objectives.

Implementation of this agreement is expected to result in improved safety performance through implementation of best safety practices and a decrease in workplace injuries, illnesses and fatalities for participant contractors. In addition, the implementation of a sustained partnership program will also result in a decrease in worker compensation costs as well as other direct or indirect costs.

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Twitter thoughts and Twitter thinking — tweet and retweet

Most people reading this have never tweeted. (You included?) On the off chance that you have tweeted, my guess is you have less than 5,000 Twitter followers — maybe less than 500.

Whatever your situation is, there's no denying that Twitter is a major force in business social media. The next few paragraphs will challenge your thinking in regards to participation, specifically *why you need to begin to take advantage of it today.*

This is not simply a lesson. It's also a perspective and a business building challenge. Or to put it into your language, *more sales NOW!*

I began tweeting several years ago, but I didn't really understand the impact it could make or the opportunity it presented. I just took quotes from my books and began to post them.

What happened was very surprising to me. Not only did I gain more followers, but people also began to retweet my tweets to their followers. Cool.

That put my message in front of the followers of my followers. For free. Many of their followers then became my followers. For free. Is that cool, or what?

That was 50,000 followers ago. I now have a much more sophisticated strategy to distribute my message, to add to my followers, and to gain new customers. For free.

Here are my Twitter actions and the thoughts behind them:

- I tweet several times a day. I'm consistent. Never miss.
- I include links to my videos or promotions on less than 30 percent of my tweets. Some days none.
- I tweet my own thoughts 95 percent of the time. The other tweets are profound quotes of others, or people I believe are worth following.
- I only tweet what I believe my followers will benefit from.
- I tweet what I believe is valuable enough to pass along.

Here are several actual examples of my tweets:

- Fear of being wrong is more powerful than risk of being right. Leaders emerge as they become fearless. #gitomer #fear #power
- Social media is everywhere, you may not like it, but you can't ignore it. #gitomer
- In a nuts and bolts world, there are far too many nuts, and an extreme shortage of bolts. #gitomer #greatquote
- Are you a thinker beyond your business? If not you'll wallow in mediocrity. #gitomer #think

Two hours ago I tweeted: *It's no sin not to tweet or use Twitter, it's just a tremendous lost opportunity to sell and become known.* #gitomer #twitter #opportunity. So far this tweet has been retweeted 15 times and seven people favored

it. It has already reached more than 20,000 followers of other people. With my name on it. For free!

Two days ago, this tweet: *The key to selling is to ask for the sale in a sincere, friendly manner. Don't push or use high pressure.* I had 24 retweets and



Jeffrey Gitomer

13 "favorites" within 24 hours (on a SUNDAY). This tweet reached another 20,000 people. With my name on it. For free!

Three days ago, this tweet: *If you lose, ask yourself this all powerful question. Did I do my BEST? If you didn't, you'll blame the world for your own lack of effort* got

56 retweets and 24 favorites. ON A HOLIDAY. This tweet reached another 50,000 people. With my name on it. For free.

DESIRED OUTCOME: My Twitter goals are to be re-tweeted 100 times a day, be "favored" 50 times a day, and pick up 250 new followers a week. I usually tweet three or four times a day.

CAUTION: I have been tweeting for four years. In that time I have learned what to do and what not to do. I am far from an expert, but I have more followers than most people who claim they are.

The advice I'm offering is based on my own experience and my own strategy. The best advice that I can give you is to create your own strategy focused around what you believe will help *your* customers the most. Then follow that strategy consistently. Daily.

Jeffrey Gitomer is the author of 12 best-selling books including The Sales Bible and The Little Red Book of Selling. His website, www.gitomer.com, will lead you to more information about training and seminars, or email him personally at salesman@gitomer.com.

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Garff adds two luxury brand dealerships

Ken Garff Automotive Group has acquired Maserati of Salt Lake City and Ferrari of Salt Lake City from the Steve Harris Motors group. The move gives Garff area leadership in luxury car brand retailing.

"We are excited to add the Maserati and Ferrari stores to provide a wider range of luxury vehicles for our customers. These are quality brands that we know our customers will appreciate," said John Garff, CEO of Ken Garff Enterprises.

Current general manager Sean Harris will continue to manage the stores under the direction of the Garff.

The additional dealerships bring Garff's total to 39. The company was founded in 1932.

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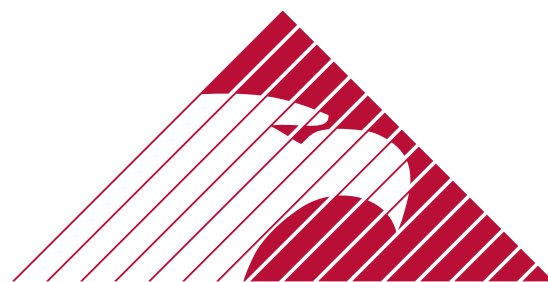
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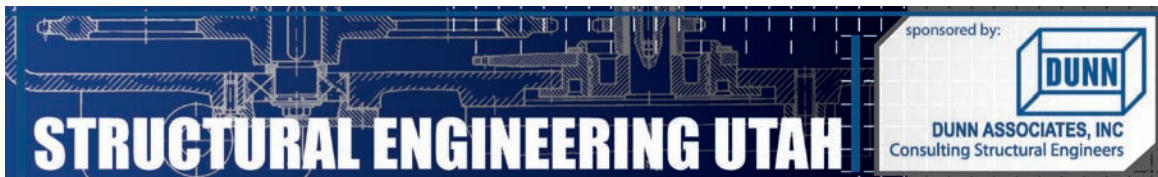


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Exact vs. best

After 25 years of professional practice in the field of structural engineering I had the opportunity to teach structural engineering at the college level. For many years I have helped younger engineers transition from the rigors of academia to the reality of the world in which we function. School textbooks generally provide the questions in a clear and understandable format. In our practice we must come up with the questions first, then utilize our talents to find a solution. These answers are never found in the back of the book.

Questions found in textbooks are typically looking for the one "exact" answer. After all, isn't there only one correct answer and other solutions are either partially correct or wrong? For young engineers, finding the best solution always seems so much more difficult than the exact one.

Structural engineers utilize math at its highest level and de-

pend upon the laws of physics and cannot afford to be wrong. The buildings we design are products of this rigorous analysis. Buildings are often constructed in adverse weather conditions and with a variety of skill level from constructors using tape measures and pencil marks that provide significantly less accurate results than our computer output.



Ronald Dunn

Returning to the classroom and engaging in this conversation with my students resulted in a slight conflict with their other professors. Where did the exact answer go? How do I know if I am right or wrong? What do you mean there is more than one correct answer? Let me be clear, the best solution must be correct, not necessarily exact. What I did find out, the hard way, is that correcting papers is much more difficult when there is more than one acceptable solution.

Extrapolating this understanding to a common fallacy I frequent-

ly encounter is that some clients don't understand the difference between exact and best. Sometimes we are viewed as an extension of a computer program. If the drawings are produced by a structural engineer they must be relatively similar to every other engineer's because there is really only one correct answer. It is therefore logical to assume that those structural engineers who can provide this exact answer for the lowest price should be selected for the job.

With that same logic it can be assumed that a recent graduate in accounting should know as much math as an experienced CPA. My accountant provides me the best solutions at a high fee which results in the most overall tax savings. Structural engineering is an art. Math makes it beautiful. Don't be afraid to pay a structural engineer higher professional fees for the best solutions to get a similar return on your investment.

Ronald Dunn is the owner and founder of Dunn Associates Inc., a structural engineering firm in Salt Lake City.

GEOD names George state science advisor

The Governor's Office and the Governor's Office of Economic Development (GOED) has named Dr. Carol Lynn George as state science advisor. She will transition into her new role immediately.

"We're extremely excited to welcome Carol to our team. Carol's skill set, combining cutting edge science and business, is exactly what Utah needs in a state science advisor," GOED executive director Spencer Eccles said.

George brings with her a diverse portfolio of research and management experience as well as community service. She has mentored students and young professionals in science, technology, engineering and math (STEM) programs.

Most recently in the business community, George was the founder and principal consultant of 32ATPs, an international scientific consulting firm. 32ATPs takes its name from one of the most efficient biochemical reactions found in nature: the generation of

32 units of energy, called adenosine triphosphates (ATPs), from a single precursor molecule. ATP transports chemical energy within cells for metabolism and is often called the "molecular unit of currency" of intracellular energy transfer.

George served as the scientific manager for the Office of Collaborative Science at the NYU Langone Medical Center in New York City. Her academic credentials include a postdoctoral fellowship in the field of human embryonic stem cell research and neurobiology, performed at the Sanford Burnham Institute in San Diego and doctoral course of study performed at the University of Connecticut in the fields of biotechnology, reprogramming and nuclear transfer.

She obtained her Ph.D. from University of Connecticut, Storrs, Conn., in the Physiology of Reproduction and her post doctoral degree at The Burnham Institute for Medical Research, San Diego, Cal. in Neurobiology.

PRMI is top 10 lender

Salt Lake City-based Primary Residential Mortgage Inc. (PRMI) has been ranked as the ninth highest producing retail mortgage lender in the U.S., according to Scotsman Guide, a national media provider to the mortgage origination industry.

As a 100 percent retail lender, PRMI ranked 17th overall for lenders doing retail loans, wholesale or both.

"This distinction is significant," said president and CEO Dave Zitting. "To be one of the top 10 lenders in the retail business after all the mortgage indus-

try has undergone is a real honor. I celebrate the strategic and cautious choices my team has made while helping people make their dreams of homeownership a reality."

Headquartered in Salt Lake City, PRMI was founded in 1998 by Dave Zitting, Jeff Zitting and Steve Chapman and is still privately held. Since it started, PRMI has evolved into a nationwide, multi-billion-dollar operation licensed in 49 states, with more than 1,500 employees and more than 200 branches.

Canyons launches injury app

Park City-based Canyons Software has launched Athletic Injury Tracker (AIT), an injury recovery and rehabilitation application.

Utilized by coaches, athletic trainers and other sports medicine professionals, AIT's stand-alone capability enables users to record injury and recovery information, generate customized reports and access previously downloaded data without an Internet connection. With an Internet connection, AIT's "one click" functionality allows users to transfer information to desktops and other platforms.

"AIT is the most affordable and effective rehabilitation tool for our nation's 42,000 athletic trainers and other sports medicine

professionals, who help protect the health of our country's athletes," said Gordon Craig, CEO of Canyons Software.

"Our aggressive pricing structure means that thousands of sports, health and fitness professionals now have access to the most innovative technology that's strengthening sports safety and injury recovery," Craig said.

Working with its affiliates, Deep Powder Software and Deep Powder Consulting, Canyons has created 1,243 applications for the law enforcement, municipalities, legal and academic sectors. "Our goal was to make AIT the dominating, disruptive solution for the sports medicine market and we've definitely succeeded."

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WORD ON THE STREET

As a family owned and operated business here in Utah, we know the importance of value, trust and dependability. There are few things you lean on more than your good old family vehicle. So we've put together some tips and money saving ideas to care for that car or truck you depend on. For more tips visit BurtBrothers.com today!

CAR CARE TIP 1

WHEEL ALIGNMENT CHECK

Have your car's wheel alignment checked every 30,000 miles (48,000 km), or as recommended in your owner's manual. Also have it checked after buying new tires and when you replace a rack-and-pinion steering unit or other steering parts. Improper tire alignment will shorten the life of your tires as well as cause poor handling.

CAR CARE TIP 2

CHANGE OIL REGULARLY

Your dad knew that frequent oil changes were key to keeping his Ford on the road another year. And that fact remains — frequent changes flush abrasive dirt and metal particles out of the engine, prolonging its life. Most owner's manuals recommend a more frequent interval for "severe conditions." To maximize the life of your engine, follow the severe intervals recommendations, especially if drive regularly in stop-and-go traffic.

CAR CARE TIP 3

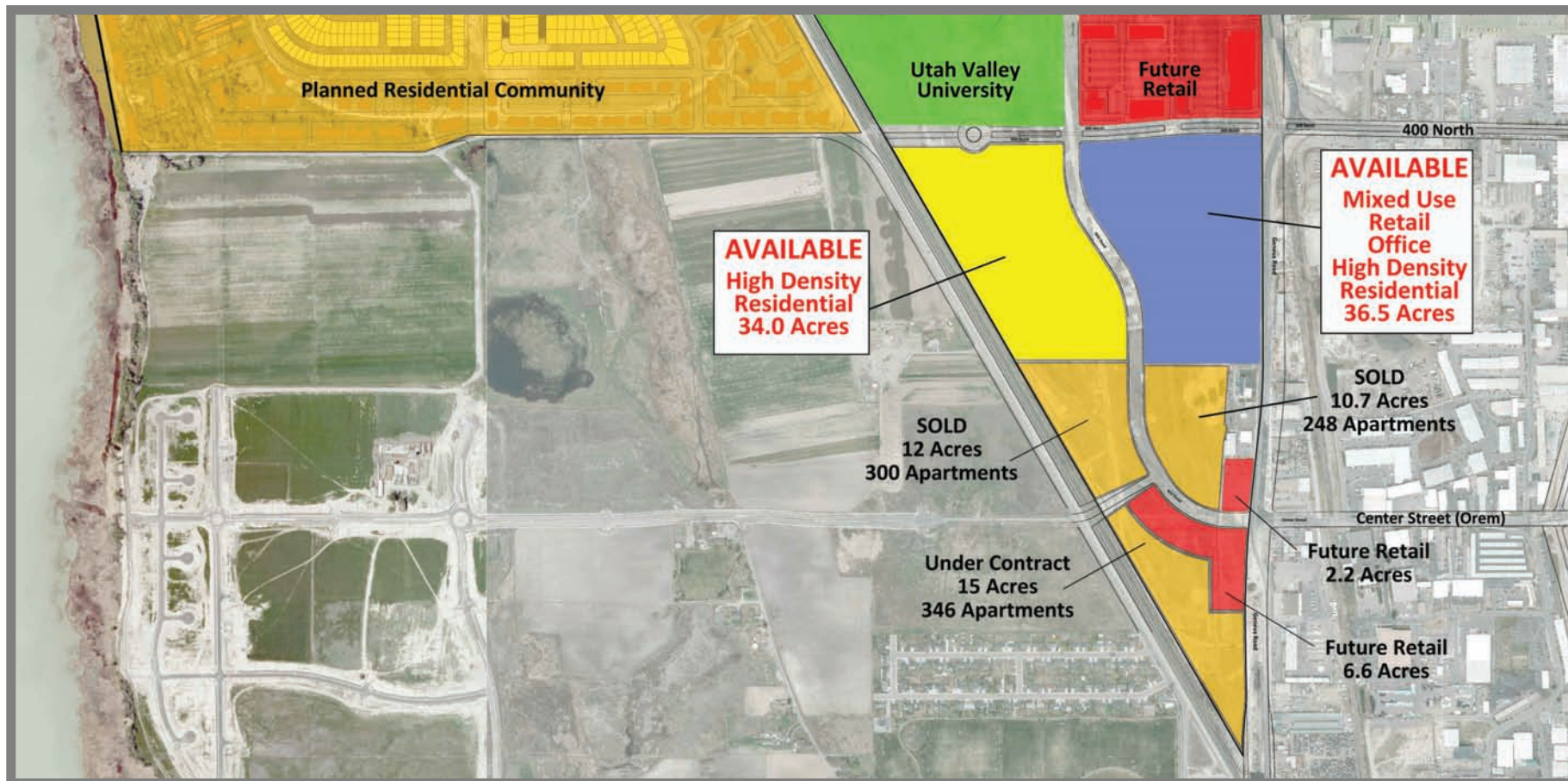
MAINTAIN PROPER INFLATION

Under-inflated tires are a tire salesman's best friend. They create excessive heat and stress that can lead to tire failure. If you want to get every last mile out of your tires, get yourself a tire pressure gauge and use it at least once a month (more in hot weather) to keep your tires inflated to the recommendation in the vehicle's owner's manual. Check tires when they are cold (driven for less than one mile) for an accurate reading. Stop by any Burt Brother's location for FREE rotation and pressure check anytime!

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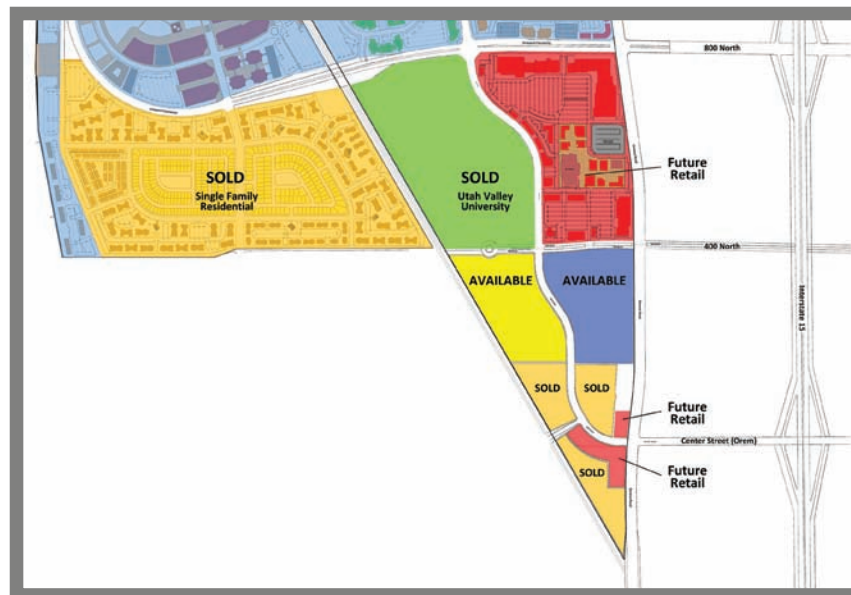
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The corresponding map shows property immediately available for construction of office and apartments/townhouses. These parcels are directly off of the I-15 Center Street Interchange and adjacent to Utah Valley University's 250-acre expansion campus.

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GOED

from p. 1

southern Utah.”

MTI currently has 400 employees at a facility that houses corporate and staff offices, sheet metal fabrication, machining, heat treatment, inspection, and shipping and receiving operations. Its customers include Boeing, Bombardier’s Learjet, General Electric, Gulfstream, Lockheed, Northrop Grumman, SyberJet and Vought.

MTI acquired SyberJet in 2011 after one of its investors, Emivest Aerospace, went bankrupt following a dip in light aircraft demand. The SJ30 program once had the financial backing of several individuals and entities, including Gulfstream Aerospace, General Dynamics (now Lockheed-Martin), a collection of Taiwanese financial investors and Emirate Investment Development Corp. PDC (Emivest Aerospace).

Before acquiring SyberJet for \$3.5 million, MTI did wing and fuselage manufacturing for the company and MTI will continue to be a major SyberJet subcontractor by manufacturing and assembling the majority of the SJ30 airframe structure. SyberJet’s website describes its SJ30 model as the world’s fastest and longest-range seven-seat light business jet and “the first new concept business jet to come onto the market since 1963.”

GOED board officials were excited for a chance to get the project. “These are very, very high paying jobs in a rural community,” said Jerry Oldroyd, chairman of the GOED board’s incentives committee. “It is in an aerospace cluster — right at the heart of the aerospace cluster. ...”

“This is really a big deal for Cedar City,” said board chairman

Mel Lavitt.

Oldroyd quickly agreed. “It’s not very often that we have a rural incentive of a \$400 million capital investment that employs 1,200 people,” he said. “This is a huge deal not only for Cedar City but for the state of Utah.”

In addition to the incentives approved for SyberJet and MTI, the GOED board also approved up to \$350,000 to be used to make up any shortfall for work to provide direct access between the SyberJet facility and the airport, estimated at \$1 million and to be funded primarily with a federal grant and a Cedar City incentive. SyberJet said that the combined incentives from state and local governments total more than \$43 million.

GOED officials said the SyberJet incentive project will result in wages of \$280 million and new state tax revenues of \$67 million over 20 years. The MTI expansion will mean total new wages of \$740 million and state tax revenue of \$60 million over 20 years.

“For nearly 25 years, MTI has been a valuable member of our community and operates two manufacturing facilities with over 250,000 square feet in Cedar City,” Cedar City Mayor Joe Burgess said. “MTI and its parent company, MSC, are cornerstones of our manufacturing community, providing our residents with good jobs and supplying the nation’s aerospace industry with top-quality products.”

“Utah’s aerospace industry is rapidly growing. We have the physical space, the technology and the workforce for aerospace companies to rapidly grow operations in Utah,” Gov. Gary R. Herbert said in a prepared statement. “I’m confident the MSC expansion will attract additional support vendors and other aerospace companies.”

GLOBAL

from p. 3

Lehman said women are “on the cusp of changing the world, if we haven’t already.” Their inroads in international business have come through adaptability and alliance-building, she said.

“When I graduated from business school, I wore a pin-striped suit [and] I wore my hair back because I was concerned ... that people wouldn’t take me seriously if I didn’t look like a man,” she said. “Now I actually embrace everything I am with respect to being a female leader of a company because I think the assets that we bring to the table are exactly what’s needed to expand globally.”

Nikki Curtis Eberhardt, co-founder and president of the Utah

chapter of United Nations Women, said women have “never had more opportunities,” including those beyond business.

“I also think that things have never been worse for many of the world’s poor, from child brides to human trafficking ... so I feel like it’s a huge opportunity that we have as women in powerful situations to champion the cause for our sisters around the world who have less than we do,” she said.

The conference was presented by the law firm Ballard Spahr, the U.S. Small Business Administration and the Governor’s Office of Economic Development and supported by the World Trade Center Utah, Salt Lake Community College’s Miller Business Resource Center, the Salt Lake Chamber’s Women’s Business Center and the Women Tech Council.

Transportation in Utah

Burton, Golden tabbed to co-chair Utah Transportation Coalition

The Utah Transportation Coalition has named two prominent business leaders as co-chairs. H. David Burton and David R. Golden will champion the business community’s support for Utah’s Unified Transportation Plan.

The Utah Transportation Coalition is a broad-based, business-led collaboration to advocate and support strategic investments in Utah’s transportation infrastructure

Utah’s population is projected to increase by more than 60 percent over the next 30 years, requiring a significant investment in transportation infrastructure.

“We have made a substantial investment in our transportation infrastructure,” said Lane Beattie, president and CEO of the Salt Lake Chamber. “With one of the fastest growing populations in the nation, our challenge is to capitalize on past investments and continue to invest for the future so we can keep the commerce of one of the nation’s strongest economies flowing through our state. With David Golden and David Burton we have

two experienced business leaders who understand the value of investment and the important role transportation plays in our economy. We could not be in better hands.”

Burton served most recent-

process in Utah has been our ability to bring people together to make important things happen,” said Burton. “Utah’s Unified Transportation Plan is the roadmap we can follow to ensure the steady flow of goods and services in our growing state for decades to come.”

Golden is the executive vice president and manager of Wells Fargo Commercial Banking’s Mountain Division. He has responsibility for the group’s commercial banking activities throughout the eight mountain states. He also served as chair of the Salt Lake Chamber Board of Governors in 2011-12.

“We have a tremendous opportunity in our state, because of our history of investment and fiscal prudence, to make our transportation system an even greater economic advantage,” said Golden. “We have proven that continued investment in our roads and rails will pay off in a significant way.”

“One of the keys to our suc-



H. David Burton



David R. Golden



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Opinion

If you 'friend' my column, I can get a lot of 'likes'

NEWS FLASH: Researchers at the National Institute for That Sort of Thing (NIT-SOT) have discovered the real cause of the just-concluding recession. It turns out that workers spending time on social media when the boss wasn't looking accounted for a loss of productivity that more than accounts for the downturn in the economy.

Sound like a gross exaggeration? Check out the following facts. Facebook has nearly 170 million unique users in the U.S. — that's more than half of every man, woman and child in American with a Facebook page. Worldwide the



John M. Rogers

number grows to a staggering 1.11 billion people. Twitter's numbers aren't as big but there are still a lot of those folks, too. President Obama's Twitter account shows over 20 million followers — up from just over 100,000 during his first run for the White House.

Nobody can put a number on office use (or abuse) of social media but Forbes magazine made the bold statement about employees with a desk and a computer that, "Most employees keep Facebook or Twitter open

in the background while they're at work, like email." I, for one, would worry a little about an employee with sensitive company documents open on the same computer screen as a direct link to hundreds of "friends."

And you had better believe it's happening in your office. Just wander up behind a few of your coworkers and see what's on the screen in addition to the spreadsheet that needs to be done by day's end.

By the way, when did "friend" turn from a noun into a verb and "like" from a verb into a noun?

In the world of social media, we are known by the things we "like" and the number of "likes" we garner — or by the people that "friend" us. And if you really "like" it, you can click "share" and let all your "friends like" it too. You can "comment" if you really must, but if you don't, it doesn't matter. The only important thing is how many "likes" a post gets or how many times it is "retweeted." What a world. It's probably a good thing Mrs. Syphus, my high

school English teacher, is dead. This would kill her, anyway.

I have to confess that I may not be the best authority on social media. I wouldn't have a chance at sending a tweet and although I peek at my wife's Facebook page once in a while, I don't have one of my own. I know, "get with the program."

But I do have a bunch of Gen-X kids and a couple of Gen-Y grandkids so I decided to get myself up to speed. After some serious questioning I have come up with the "boomer's guide to social media." Let's take the top half-dozen or so popular social media toys and apply a simple-to-understand explanation as garnered from conversations with those users gathered around our kitchen counter.

Here's what I might say if I posted (or tweeted — or whatever) on each of these social media vehicles:

Facebook, "I like pizza and here's a picture of my family."

Twitter, "I am currently eating a pizza with my family."

LinkedIn, "I have significant pizza-eating skills — alone or with my family."

Foursquare, "This is where we eat Piz-

za."

You Tube, "This is a video of us eating pizza."

Instagram, "Here a photo of us eating pizza (notice the nice vintage effect)."

Pinterest, "Here's my favorite pizza recipe."

In all seriousness, social media usage in the workplace has become a major issue. The Utah State Legislature went so far as to pass HB100 during the last session which prohibits employers from requiring employees to furnish Internet account user names, passwords or other data to the boss. It did not, however, interfere with the company's right to limit what an employee may do with the company computer.

If your company hasn't dealt with this growing phenomenon and established a clear policy, may I suggest you put that on the "to do" list. I'll bet your employees would appreciate some clarification.

And if your company's marketing plan does not include a social media component, move that up the list, as well.

John M. Rogers is the managing editor of the Enterprise. He can be reached at john@slenterpsie.com.

Immigrants are not abstract people in an abstract world

One of the many sad signs of our times is the way current immigration issues are discussed. A hundred years ago, the immigration controversies of that era were discussed in the context of innumerable facts about particular immigrant groups. Many of those facts were published in a huge, multi-volume 1911 study by a commission headed by Sen. William P. Dillingham.

That and other studies of the time presented hard data on such things as which groups' children were doing well in school and which were not; which groups had high crime rates or high rates of alcoholism, and which groups were over-represented among people living on the dole.

Such data and such differences still exist today. Immigrants from some countries are seldom on welfare but immigrants from other countries often are. Immigrants from some countries are typically people with high levels of education and skills, while immigrants from other countries seldom have much schooling or skills.

Nevertheless, many of our current discussions of immigration issues talk about immigrants in general, as if they were abstract people in an abstract world. But the concrete differences between immigrants from different countries affect whether their coming here is good or bad for the American people.

The very thought of formulating immigration laws from the standpoint of what is best for the American people seems to have been forgotten by many who focus on how to solve the problems of illegal immigrants "living in the shadows."

A recent column in the Wall Street Journal titled "What Would Milton Friedman Say?" tried to derive what the late profes-

sor Friedman "would no doubt regard as the ideal outcome" as far as immigration laws were concerned.

Although I was once a student of Friedman, I would never presume to speak for him. However, he was a man with the rare combination of genius and common sense, and he published much empirical work as well as the analytical work that won him a Nobel Prize. In short, concrete facts mattered to him.

It is hard to imagine Friedman looking for "the ideal outcome" on immigration in the abstract. More than once he said, "the best is the enemy of the good," which to me meant that

attempts to achieve an unattainable ideal can prevent us from reaching good outcomes that are possible in practice.

Too much of our current immigration controversy is conducted in terms of abstract ideals, such as "We are a nation of immigrants." Of course we are a nation of immigrants. But we are also a nation of people who wear shoes. Does it follow that we should admit anybody who wears shoes?

The immigrants of today are very different in many ways from those who arrived here a hundred years ago. Moreover, the society in which they arrive is different. The Wall Street Journal column ends by quoting another economist who said, "Better to build a wall around the welfare state than the country."

But the welfare state is already here — and, far from having a wall built around it, the welfare state is expanding in all directions by leaps and bounds. We do not have a choice between the welfare state and open borders. Anything we try to do as regards immigration laws has to be done in the context of a huge welfare state that is already a

major, inescapable fact of life.

Among other facts of life utterly ignored by many advocates of de facto amnesty is that the free international movement of people is different from free international trade in goods.

Buying cars or cameras from other countries is not the same as admitting people from those countries or any other countries. Unlike inanimate objects, people have cultures and not all cultures are compatible with the culture in this country that has produced such benefits for the American people for so long.

Not only the United States, but the Western world in general, has been discovering the hard way that admitting people with incompatible cultures is an irreversible decision with incalculable consequences. If

we do not see that after recent terrorist attacks on the streets of Boston and London, when will we see it?

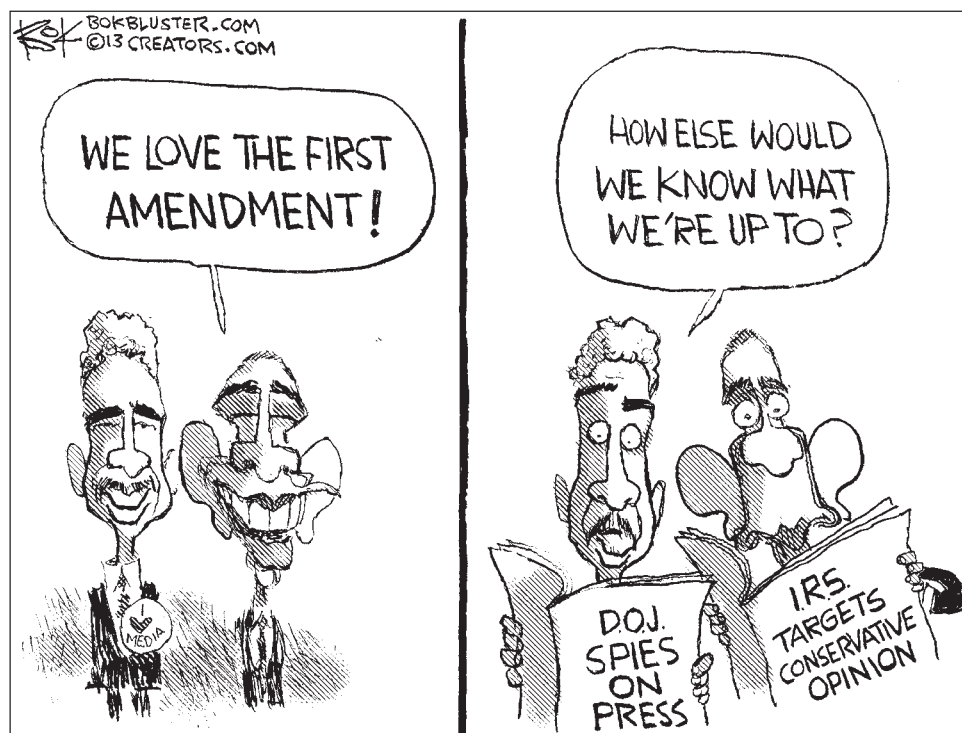
"Comprehensive immigration reform" means doing everything all together in a rush, without time to look before we leap, and basing ourselves on abstract notions about abstract people.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University, Stanford, CA 94305. His website is www.tsowell.com. To find out more about Thomas Sowell and read features by other Creators Syndicate columnists and cartoonists, visit the Creators Syndicate Web page at www.creators.com.

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Thomas Sowell



Opinion

Remember Watergate? This is not 'Nixonian'

Let's state this very simply, so everybody will understand. The notion that Barack Obama is "Nixonian" — or that his administration's recent troubles bear any resemblance to Watergate — is the biggest media lie since the phony "Whitewater scandal" crested during the Clinton presidency.



Joe Conason

Fraudulent as it is, we have listened repeatedly to versions of this bogus comparison uttered by figures as diverse as former Fox News commentator Dick Morris and Bob Woodward of the Washington Post, alongside a phalanx of Republican politicians, including Sen. Lindsey Graham and Senate Majority Leader Mitch McConnell — whose latest attack ad directly links Obama with Nixon.

Only in a country afflicted with chronic historical amnesia could they issue such accusations without shame or embarrassment. Only under those circumstances could the Republicans continue their fitful fabrication of a "Democratic Watergate" without fear of being laughed off the stage. It is a project that they will never grow tired of pursuing.

Coming from figures such as former White House political boss Karl Rove and Fox News chief Roger Ailes — both of whom worked for Nixon and defended him with vigor — the hypocrisy is stunning. They can only say words like "Watergate" or "Nixonian" because most Americans have forgotten who they really are behind the respectable masks — or never knew.

The last time we heard Obama mentioned in the same breath as Watergate was in 2009, when Rep. Darrell Issa — the same Issa who has labored for months to pump air into the Benghazi "scandal" — decided that a job offered to a potential political candidate had erupted into a Constitutional crisis. Is it necessary to note that nothing of consequence ever emerged from Issa's investigation back then? Yet somehow, he maintains credibility with the Washington media.

So does Graham, who slandered Susan Rice over the Benghazi talking points, which he deemed "worse than Watergate" — an assertion since proved entirely wrong, irresponsible and vicious. Nevertheless Graham is treated as someone worthy of air-time and quotation, rather than a discredited blowhard.

But certain liberals in the media have fretted loudly over Obama's "scandals," too. Is it reasonable to compare the Benghazi incident, the vetting of abused tax exemptions by the IRS, or the Justice Department's leak investigations with the Watergate crisis? Or is it all just trumped-up hysteria? To answer those questions, it helps to remember what Nixon and his gang actually did to America — and why they were driven out of Washington and, in many cases, sent to prison.

In these circumstances, a quick history lesson seems vital. For those who have forgotten or don't know, Watergate is the name of an apartment complex near the Potomac River in northwest Washington, D.C., where then-President Nixon's henchmen staged a "third-rate burglary" of the Democratic National Committee headquarters on a June night in 1972.

But Watergate came to stand for a vast agglomeration of gangster conspiracies based in the Nixon White House but spanning the nation. Watergate was a series of burglaries, warrantless domestic wiretaps, illegal spying, campaign dirty tricks, election tampering, money laundering and assorted thuggish schemes conceived by a large and lawless gang whose leaders included G. Gordon Liddy and the late E. Howard Hunt.

And Watergate grew into a cover-up of those initial felonies with still more felonies, committed by lawyers and bureaucrats who collected cash payoffs from major corporations and then handed out hush money and secret campaign slush funds.

Eventually, Watergate implicated scores of perpetrators, from the right-wing Cuban foot soldiers all the way up to the president, his closest advisors, and his crooked stooges at the highest levels of the Justice Department, the FBI and the CIA.

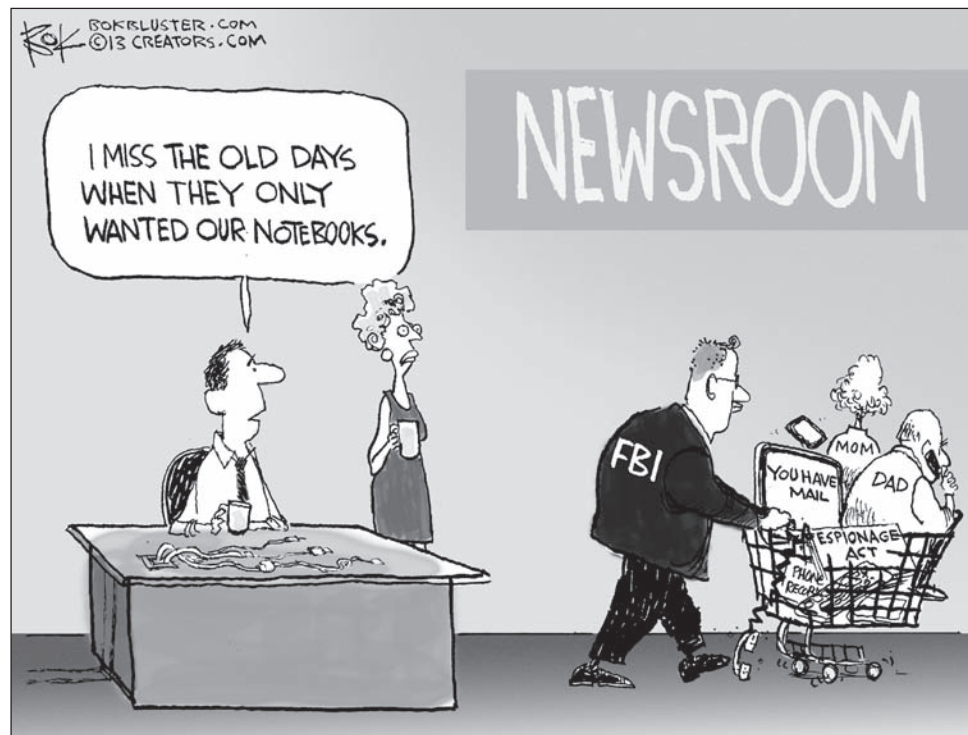
Again then, in what sense is the Benghazi tragedy — thoroughly investigated by an independent board, as provided by law — akin to Watergate? How is the IRS effort to vet the tax exemptions of Tea Party groups, which were violating their status brazenly, similar to Nixon's criminal abuse of the agency to punish his enemies with audits? What makes the Justice Department probe of national security leaks, conducted with valid subpoenas, resemble the secret Nixon White House war against "enemies" in the press, which went so far as trumped-up FCC license challenges and even threats of violence against the Washington Post?

The answers are fairly obvious: None. Not at all. Nothing whatsoever.

And so far as we know, Attorney General Eric Holder hasn't rung up any Fox News reporter drunkenly at midnight to warn that Roger Ailes is "going to get his t--caught in a big, fat wringer." But if and when that ever happens, the chance to roll out the Watergate clichés will arrive at last — starting with "Nixonian."

To find out more about Joe Conason, visit the Creators Syndicate website at www.creators.com.

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Estate planning: things to check and double-check before you leave this world

Estate planning is a task that people tend to put off, as any discussion of "the end" tends to be off-putting. However, those who leave this world without their financial affairs in good order risk leaving their heirs some significant problems along with their legacies.

No matter what your age, here are some things you may want to accomplish this year with regard to estate planning.

Create a will if you don't have one. Many people never get around to creating a will, even to the point of buying a will-in-a-box at a stationery store or setting one up online. A solid will drafted with the guidance of an estate planning attorney may cost you more than a will-in-a-box, and it may prove to be some of the best money you ever spend. A valid will may save your heirs from some expensive headaches linked to probate and ambiguity.

Complement your will with related documents. Depending on your estate planning needs, this could include some kind of trust (or multiple trusts), durable financial and medical powers of attorney, a living will and other items.

You should know that a living will is not the same thing as a durable medical power of attorney. A living will makes your wishes known when it comes to life-prolonging medical treatments, and it takes the form of a directive. A durable medical power of attorney authorizes another party to make medical decisions for you (including end-of-life decisions) if you become incapacitated or otherwise unable to make these decisions.

Review your beneficiary designations. Who is the beneficiary of your IRA? How about your 401(k)? How about your annu-

ity or life insurance policy? If your answer is along the lines of "Mm ... you know ... I'm pretty sure it's..." or "It's been a while since ...", then be sure to check the documents and verify who the designated beneficiary is.

When it comes to retirement accounts and life insurance, many people don't know that beneficiary designations take priority over bequests made in wills and living trusts. If you long ago named a child now estranged from you as the beneficiary of your life insurance policy, he or she will receive the death benefit when you die — regardless of what your will states.

Time has a way of altering our beneficiary decisions. This is why some estate planners recommend that you review your beneficiaries every two years. In some states, you can authorize transfer-on-death designations. This is a tactic against probate: TOD designations may permit the ownership transfer of securities (and in a few states, forms of real property, vehicles and other assets) immediately at your death to the person designated. TOD designations are sometimes referred to as "will substitutes" but they usually pertain only to securities.

Create asset and debt lists. Does this sound like a lot of work? It may not be. You should provide your heirs with an asset and debt "map" they can follow should you pass away, so that they will be aware of the little details of your wealth.

• One list should detail your real property and personal property assets. It should list any real estate you own, and its worth; it should also list personal property items in your home, garage, backyard, warehouse, storage unit or small business that have no-



Mark K. Lund

LUND
from p. 19

table monetary worth.

- Another list should detail your bank and brokerage accounts, your retirement accounts, and any other forms of investment plus any insurance policies.

- A third list should detail your credit card debts, your mortgage and/or HELOC, and any other outstanding consumer loans.

Think about consolidating your “stray” IRAs and bank accounts. This could make one of your lists a little shorter. Consolidation means fewer account statements, less paperwork for your heirs and fewer administrative fees to bear.

Let your heirs know the causes and charities that mean the most to you. Have you ever seen the phrase, “In lieu of flowers, donations may be made to ...” Well, perhaps you would like to suggest donations to this or that charity when you pass. Write down the associations you belong to and the organizations you support. Some non-profits do offer accidental life insurance benefits to heirs of members.

Select a reliable executor. Who have you chosen to administer your estate when the time comes? The choice may seem obvious, but consider a few factors. Is there a stark possibility that your named executor might die before you do? How well does he or she comprehend financial matters or the basic principles of estate law? What if you change your

mind about the way you want your assets distributed – can you easily communicate those wishes to that person?

Your executor should have copies of your will, forms of power of attorney, any kind of health-care proxy or living will, and any trusts you create. In fact, any of your loved ones referenced in these documents should also receive copies of them.

Talk to the professionals. Do-it-yourself estate planning is not recommended, especially if your estate is complex enough to trigger financial, legal and emotional issues among your heirs upon your passing.

Many people have the idea that they don’t need an estate plan because their net worth is less than X dollars. Keep in mind, money isn’t the only reason for an estate plan. You may not be a multimillionaire yet, but if you own a business, have a blended family, have kids with special needs, worry about dementia, or can’t stand the thought of probate delays plus probate fees whittling away at assets you have amassed ... well, these are all good reasons to create and maintain an estate planning strategy.

Mark Lund is an Independent Investment Advisor, Investor Coach and author of The Effective Investor. Mark has written articles for or been quoted in The Wall Street Journal, The Salt Lake Tribune, and The Enterprise to name a few. To get a free report, “9 Investing Mistakes To Avoid” go MarkLundonMoney.com.

CHRISTENSEN
from p. 7

patent applications early and often. Almost every small company is interested in the possibility of being acquired, and the limitations on PUR will make this less attractive to a potential buyer.

Small companies may find that provisional applications are a good tool for winning the race to the USPTO, since they are relatively less expensive to file than utility applications. However, care must be taken that provisional applications fully satisfy the written description and “enablement” requirements, i.e., the application must teach a person of skill in the art how to make and use the invention. Typically, including a well thought-out set of patent claims in the provisional application will be helpful in this respect, because only then can one know for certain if the description includes sufficient detail to support the claims. Still, because some of the formalities of a regular application are not required in a provisional application, this could save small businesses money while still establishing that all-important filing date in the USPTO.

Kory Christensen is a partner in Stoel Rives’ Intellectual Property group in Salt Lake City.

BROOKINGS
from p. 1

vealed by the Brookings report is that 46.7 percent of the STEM job holders in Utah have an education of an associate’s degree or less.

In the report, “The Hidden STEM Economy,” much of the change in the statistical evaluation of STEM jobs is due to a re-definition of these workers by the Brookings study. Previous studies classified workers as STEM only if they worked in a small number of professional occupations, but the Brookings definition classifies occupations according to the level of knowledge in STEM fields that workers need to perform their jobs. As a result, many non-professional jobs in manufacturing, healthcare, construction, and mining industries are now considered STEM jobs. One large difference is in the number of jobs requiring a bachelor’s degree, as experience and on-the-job training help fill the demand for STEM skills.

“University attendance is not the only path to a STEM career,” stated Jonathan Rothwell, Brookings associate fellow and author of the report. “While highly educated STEM professionals are a vital part of the economy, many STEM workers with less than a bachelor’s degree contribute to economic growth and innovation in a variety of ways.” The report notes, for example, that installation, maintenance and repair workers comprise 10 percent of all STEM jobs.

As expected, in Utah the majority of STEM jobs are held by those in the computer-related occupations. Of the 19,280 workers in this sector, 87.8 percent hold bachelors degrees or higher. Other STEM jobs with large numbers of employees include health diagnosing and treating professionals (16,530), financial specialists (9,780), construction trades

(9,600) and engineers (6,650).

STEM workers at all educational levels play a significant role in the invention, deployment and maintenance of technologies that drive economic growth, the report argues, and this can be seen at the metropolitan scale. “Job growth, employment rates, patenting, incomes and exports are all higher in metropolitan economies with high levels of STEM skills,” said Rothwell.

But surprising from the study is the Salt Lake City metropolitan area’s lower-than-expected ranking as to the percentage of total jobs that fit the Brookings STEM criteria. With a 20.1 percent STEM job share, metro Salt Lake ranks only 48th out of the 100 areas studied in the report.

Many of the usual-suspect metro economies with familiar technology hubs ranked higher on the list with the Silicon Valley area of northern California coming in highest with 33.2 percent of all jobs being classified as STEM.

Part of the significance of the change in the way STEM jobs are defined in the Brookings release is in regards to federal funding for STEM education. Of the \$4.3 billion spent by the federal government on STEM education, only one-fifth goes to support education or training below the bachelor’s degree level. Such limited funding makes it harder for young workers to receive training in STEM careers like technicians and craft trades and for older adults to sharpen their skills through continuing education.

“Policymakers should recognize the contributions of all workers with a high level of STEM knowledge. With modest training, many laid-off workers or those in low-paying jobs could embark on a more lucrative career path in a STEM field, while helping boost economic growth and competitiveness nationally and within regions,” stated Rothwell.

STEM BOARD
from p. 1

Nelson will oversee the STEM board’s decisions and STEM education’s progress throughout the state.

Nelson is a specialist microbiologist with the National Registry of Certified Microbiologists. He currently serves as the vice chairperson for BioUtah, a trustee on the Westminster College Board, and as an adjunct professor at Westminster College.

The STEM Board will be comprised of Bert VanderHeiden, vice president of Aerospace Structures, ATK; Blair Carruth, assistant commissioner for academic affairs, Utah System of Higher Education; Brad Rencher, senior vice president and general manager, Adobe; Christine Kearl, deputy for education, Office of the Governor; Gene Levinzon, man-

aging director, Goldman Sachs; Jeffery Nelson, Nelson; C. Mark Openshaw, State Board of Education.

Also on the board are Martell Menlove, superintendent, State Board of Education; Robert Brems, president, Utah College of Applied Technology; Stan Lockhart, government affairs manager, IM Flash Technologies; and Spencer P. Eccles, executive director, Governor’s Office of Economic Development and the STEM board’s vice chairperson.

The new center will help to increase the number and quality of STEM educators and professionals, and will drive research and implementation of STEM education best practices across Utah. It will leverage a \$10 million investment, appropriated by the state in HB139 to create a hub of collaboration to improve the effectiveness of STEM education in the state.

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2017 Projected	14,376	79,057	188,970
Households			
2012 Estimated	5,052	23,120	52,941
2017 Projected	5,545	25,169	57,842
Income			
2012 Med HHI	\$40,118	\$51,125	\$58,174
2012 Ave HHI	\$50,056	\$60,189	\$70,160
2012 Per Capita	\$19,824	\$19,641	\$21,763
Employment			
Total Businesses	584	2,563	4,539
Total Employees	7,977	33,060	54,833

Nearby:



Contact:

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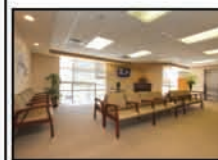


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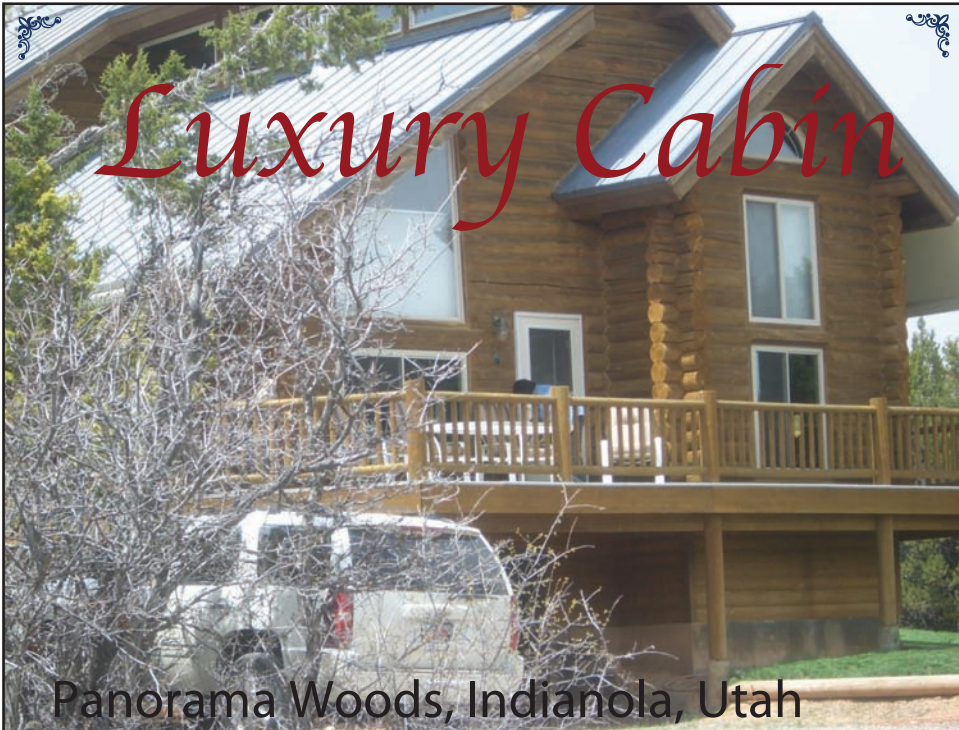
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Melissa Wallentine is the Director of Business Development at Sahara, Inc. Sahara is a commercial General Contractor and Construction Management Firm in Bountiful. She has spent 17 years working in the commercial construction industry and has been with Sahara for 9 of those years. She started her career in construction working in clerical positions and worked her way through the ranks including project coordinator, project engineer, project manager, estimator and business development. She has been involved in several large construction projects including the Jewish Community Center, Megaplex 20 in South Jordan, Megaplex 13 in Ogden, Daybreak Village Center, and several office and tenant improvement projects. In her position as Director of Business Development she oversees the day to day operations of the department including Marketing, Preconstruction Services, Estimating and Warranty. Melissa is very active in the community and serves as Board Chair of the Intermountain Cystic Fibrosis Parents' Advisory Council and as an Ex-Officio Member of the Board of Directors for the local chapter of the Cystic Fibrosis Foundation. She is also a committee member at SaharaCares Foundation and is very involved in the annual SaharaCares Autumn Carnival for Autism. Melissa is married and has two children and two dogs. She and her family reside in North Salt Lake. Melissa enjoys reading, watching movies, traveling and spending time with her family and friends.



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