

OF NOTE



How big can they go?

For the first half of 2014, a period that saw overall television sales drop, the great big guys — 65 inches and above — had a 50 percent increase in the number of consumers taking them home.

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Javier Palomarez, president and chief executive officer of the United States Hispanic Chamber of Commerce, speaks to the crowd at a kickoff reception for the chamber's 2014 national convention, scheduled for Sept. 21-23 in Salt Lake City. The convention at the Grand America Hotel is expected to attract 6,000 attendees.

Salt Lake to host nation's largest Hispanic business leader confab

Brice Wallace
The Enterprise

The largest gathering of Hispanic business leaders in the nation will take place in September in Salt Lake City.

A kickoff reception for the 2014 national convention of the U.S. Hispanic Chamber of Commerce (USHCC) recently took place at the Grand America Hotel, with 350 attendees, including representatives from Wells Fargo, Zions Bank, Cosmo Latina, PepsiCo and NY Business Latino.

"The USHCC is proud to bring its 2014 National Convention to Salt Lake City," said Javier Palomarez, the chamber's president

and chief executive officer. "Utah is at the fortunate confluence of commerce and culture, arts and athletics, faith and fun. And, come September, Salt Lake City will open its doors to the largest gathering of Hispanic business leaders in America. We look forward to working with Utah's leaders in both the private and public sectors to make this year's convention the most productive and well attended in our association's history."

The convention, sponsored by Wells Fargo and Zions Bank, is scheduled for Sept. 21-23 at the Grand America, with an estimated 6,000 people attending. The USHCC officially announced its convention

see HISPANIC pg. 12

Utah companies expect to hire more IT staffers

More Salt Lake City companies are planning to hire tech help during the second half of 2014, according to results of a biannual survey of area chief information officers.

The survey, compiled in the Robert Half Technology IT Hiring Forecast and Local Trend Report, indicates that 14 percent of surveyed CIOs plan to expand their information technology teams during the second half of the year. That is up five points from projections for the first half of 2014.

The majority, 77 percent, plan to hire only for open IT roles, up from 74 percent in the first six months of the year. Seven percent plan to put IT hiring plans on hold, down from 16 percent. Only 2 percent plan to cut IT staff, compared with zero in the first half of the year.

"The market for IT talent in Salt Lake City is highly competitive, especially in the healthcare, financial services and telecommunications sectors," Justin Rohatinsky, Salt Lake City branch manager of Robert Half Technology, said in announcing the results. "Companies are hiring IT professionals to help them implement high-priority projects such as mobile and web development, cloud migration, and big data intelligence."

The hiring projections are based on interviews with 100 CIOs who were asked to provide a six-month hiring outlook. The surveys were developed by Robert Half Tech-

see HIRING pg. 12

CEOs agree that *Tribune* is not going away

John Rogers
The Enterprise

The chief executive officers of Salt Lake City's rival daily newspapers can agree on at least one thing: Utah is better off with a diversity of editorial voices.

In separate filings in U.S. District Court, John Paton, CEO of Digital First Media that publishes *The Salt Lake Tribune*, and Deseret News Publishing Corp. CEO

Clark Gilbert agreed that the revisions made to the joint operating agreement (JOA) between the two papers are designed to help the *Tribune* survive. The declarations came in response to a suit filed in June by Utah Newspaper Project, also known as Citizens for Two Voices, that seeks to undo last October's adjustment to the JOA made by Kearns-Tribune; its owner, Digital First Media and New York-based Alden Global Capital LLC; and the *Deseret News*. The complaint contends that the changes leave

the *Tribune* "in imminent danger of ceasing publication.

"There are no plans to cease publication of the *Tribune* today, tomorrow, next week, next month, next year or ever," Paton wrote in his declaration filed just before midnight last Monday. The 52-page response makes the case that Digital First Media has never contemplated closing the paper. "Nor would I ever have agreed to the 2013 amend-

see TRIBUNE pg. 12



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Report: Mountain West no longer immune to national economic trends

According to statistics compiled by *The Mountain Monitor*, a quarterly report produced by Brookings Mountain West, the rate of economic recovery in the major metropolitan areas of the Mountain West is no longer impervious to national trends.

The rate of economic recovery broadly slowed across the region from the fourth quarter of 2013 to the first quarter of 2014, just as it did nationally. However, the report notes that Ogden was one of four metro areas that did see small output gains in the first quarter.

Furthermore, the region's robust housing recovery slowed dramatically, even reversing course in Ogden and Provo.

Mountain metro areas performed better than the national economy on employment growth, however, with eight of the region's 10 major metro areas posting quar-

terly growth rates above the national average. As a whole in the region, employment increased by 0.6 percent over the quarter, compared to 0.2 percent nationwide.

Output stagnated across the region, and the rate of increase in house prices fell to 1.2 percent — the slowest rate since the housing recovery took hold.

In Ogden, employment levels increased by a modest 0.2 percent in the first quarter of the year, reflecting a slight slowdown over the previous quarter. The unemploy-

ment rate remained unchanged at 4.1 percent — the third lowest in the region behind Provo and Salt Lake City and well below the national average of 6.5 percent. Output increased by 0.1 percent, which was sufficient to make Ogden one of the top performers nationally on this metric. Home prices, meanwhile, fell by 0.5 percent in the first three months of the year after having increased steadily in previous quarters.

Provo posted the second-fastest rate of job growth in the region

in the fourth quarter as employment expanded by 0.9 percent, behind only Las Vegas. The unemployment rate remained unchanged at 3.9 percent, the lowest among all large metro areas in the country. The rate of output growth swung sharply negative, however, as metro area GDP contracted by 0.4 percent — compared to the more modest 0.1 percent fall nationally. House price growth turned negative as well. Home prices fell by 0.8 percent in Provo in the first quarter, more than any other metro

area in the region.

In Salt Lake City, the rate of employment growth revived to 0.5 percent in the first quarter of 2014 after having slackened at the end of the year. The unemployment rate ticked up slightly, however, to a still-low 4.0 percent. Output contracted by 0.2 percent as the national slowdown made its effects felt. Finally, the rate of house price growth fell to the national large metro average of 0.2 percent after several quarters of solid increases.

Contest will help jump-start recreation businesses

Grow Utah has announced its sixth annual "Concept to Company" outdoor recreation contest to award local outdoor recreation innovators with cash and services to get their ideas off the ground.

The outdoor recreation Concept to Company contest is open to all new product or service innovations in the outdoor activities of hiking, camping, biking, paddle sports, snow sports and more. Innovations will be judged by industry experts and three winners will be awarded a share of \$40,000 in cash and services to help them advance their ideas.

"We are thrilled with the results of the last several outdoor recreation contests, both in terms of the number of applications we received and the quality of the

concepts being proposed," said T. Craig Bott, president and CEO of Grow Utah. "We're confident that this year's contest will yield similar results and will lead to the creation of high-value jobs and a boost to Utah's growing recreation industry."

The cash prizes will be funded by the Grow Utah NorthFront Business Resource Center and SEED Weber-Davis-Morgan. The service prizes will be offered by Weber State University, UCAID, USTAR and internationalfulfillment.com.

"The winners of this contest are going to be surrounded with money and fantastic services to help get their idea off the ground," said Jeff Jackson, USTAR North director. "Entrepreneurs often

need that extra little push to get them started and this contest will provide just that. We're excited to be a part of it."

The Concept to Company competitions are held in various regions across the state with each contest focusing on a different industry. Winning entrepreneurs receive significant cash awards as

well as mentoring services from leading professional service partners. To date, the contests have distributed more than \$750,000 in prize money and services in 19 contests and have helped launch over 100 companies.

Applications are available at www.ConceptToCompany.org.

CORRECTION

Salt Lake County led the state with 2,833 technology companies and Utah County was second with 976 tech companies in recent statistics provided by the Utah Technology Council. A story in the June 23-29 edition incorrectly indicated the figures were for a different industry gauge.

McKay-Dee tabbed 'most beautiful'

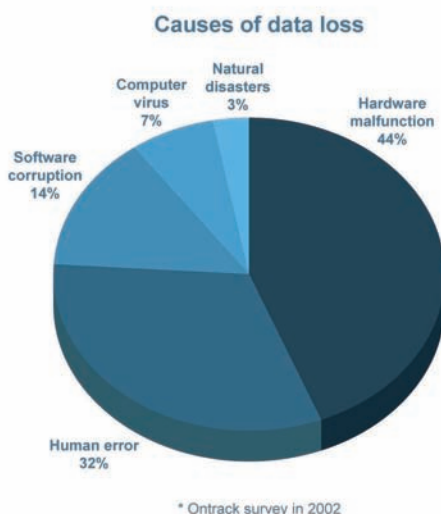
Ogden's McKay-Dee Hospital has been named the most beautiful hospital in America by Soliant Healthcare. In a poll of hospital staff, patients and supporters, McKay-Dee received a record 39,624 of 248,116 votes cast in the company's sixth annual "Most Beautiful Hospital in the U.S." contest.

In announcing the award Soliant said, "Set apart by its gor-

geous Wasatch Mountain Range views, visible from many corners of its impressively designed parallel-corridor system, the winner took our rankings by storm with an astonishing 39,624 votes."

Salt Lake's Huntsman Cancer Institute finished fourth in the polling and Dixie Regional Medical Center came in 11th.

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Group wants new law against abusive conduct in the workplace

Brice Wallace
The Enterprise

A group of Utahns is pushing for a law to ban abusive conduct in the workplace, and a legislative committee is open to the idea.

The Economic Development and Workforce Services Interim Committee heard testimony about the issue at its June meeting. Following emotional, sometimes-tearful testimony from several witnesses who said they were abused in the workplace — two in state agencies and one in the private sector — Rep. Keven J. Stratton, R-Orem, said a bill is needed.

“We really need to recognize and illuminate what’s taking place and then see if we can come up together with a course of action to create greater workplace productivity and [a] healthy environment that I’m sure we can all appreciate is desirable results,” he said.

The committee’s co-chair, Rep. Rebecca Edwards, R-North Salt Lake, said the group would continue to discuss the matter and would consider a bill draft.

Utah is part of a national effort to pass state laws prohibiting workplace abuse under the title “Healthy Workplace Bill.” Supporters say that current harassment laws are insufficient because the bullying target must be a member of a protected status group in order for the harassment to be illegal.

“Current discrimination and harassment laws rarely address bullying concerns,” says information at The Healthy Workplace Campaign website. “Bullying is four times more prevalent than illegal discrimination, but is still legal in the U.S. People deserve more protection against arbitrary cruelty that has nothing to do with work.”

The website indicates that 26 states and two U.S. territories have introduced the bill and that Utah employers would save \$5.4 billion annually by preventing employee turnover associated with workplace abuse.

People testifying to the committee about being abuse targets told of being abused by supervisors and directors through yelling, being the subject of rumors, being called derogatory nicknames, receiving written reprimands for insubordination, being transferred to other jobs, being unable to get raises or promotions, and suffering severe health problems.

“You may ask, ‘Why don’t these people just get another job? That would solve the problem,’” said Denise Halverson, Utah coordinator for the Healthy Workplace Bill campaign. “The reason why is that they have been compromised,

not only personally but professionally, and their confidence has been completely undermined. They are humiliated by the experience, and it’s also a very isolated experience. ... And abusers also shut down escape routes. It’s very analogous to spousal abuse.”

Halverson said her sister was a target of workplace abuse after being pressured to act unethically. Since then, she has heard stories about many other examples.

“These [targets] are people that are highly ethical and want to do the right thing,” she said. “They want to serve others but they’re not supported and are targeted for workplace abuse, and then they’re not supported by society because we don’t have laws that support them and we don’t have a social system to support them.”

The campaign defines workplace abuse as “malicious, repeated, health-harming mistreatment” that can take on many forms. Abusers, it says, act with intent to cause physical or psychological harm.

“One thing I want you to understand is when we address this issue, there’s a whole spectrum of behaviors on one side as ‘civility,’” Halverson said. “That’s what we’re not trying to address, [although] it’s not appropriate either. But we are trying to address the very severe abusive conduct that leads to health harm and violence and often death.”

She acknowledged that discussing the issue makes people nervous because putting pressure

on workers to perform is considered good management. But she said there is a difference between pressure and stress, with the latter undermining productivity.

“Abusive work conduct is about satisfying the personal agenda of the perpetrator and it is never in the interest of an organization,” she said.

Halverson said the 2013 version of the Healthy Workplace Bill has been “worked over” repeatedly and tries to protect abuse targets and the interests of organizations

where abuse is occurring. She said a national survey has indicated that 93 percent of respondents support a healthy workplace bill.

“I have been wrestling with this [issue] for two years,” Stratton said. “There’s been legislation in past but maybe the environment wasn’t ripe. But I have really struggled with what to do. Frankly, for us to say this is not a problem is completely uninformed and would be inappropriate. ... And to have a healthy workplace environment has a benefit, an economic

benefit, to our economic vitality.”

But he emphasized that a committee-endorsed bill would be the goal.

“We need to vet this out,” he said. “If nothing else, it will make greater awareness of what’s taking place. But what we don’t want to do, one of the worst things we could do, is to begin the process and create the bill and have it fail. That would give a license to all of those that are involved in this sort of behavior to continue ... to do so.”

Integrated purchases Salt Lake's Aspen Logistics

Integrated Distribution Services Inc. (IDS) has acquired Aspen Logistics Inc., a Salt Lake City third party logistics company that has been providing supply chain services in the areas of warehousing, fulfillment and transportation services for Fortune 500 companies for over 30 years.

The purchase of Aspen builds on the IDS strategy in e-fulfillment to serve 90 percent of the U.S. with two-day ground service. The purchase of Aspen also expands the IDS Transportation Services LLC division by adding LTL temperature controlled trucking assets to the Intermountain region along with providing a hub to build on its intermodal consolidation services.

“The acquisition of Aspen Logistics enhances our overall

e-fulfillment and transportation strategies. Salt Lake City continues to grow as a key logistics hub and the combination of IDS and Aspen opens up a larger customer base for both locations to serve and provides geographic flexibility to meet the needs of both current and new customers. This is a great opportunity to add a well-respected and well-run group to the IDS family where both companies complement each other and provide a springboard for greater successes in the future” said Mark DeFabis, president and CEO of IDS.

Connie Anderson, CEO of Aspen Logistics, said, “This is a great opportunity for the company my family started to become part of a larger organization that holds the same values and culture as As-

pen. We continue to see consolidation in this industry and felt this was the best fit for our employees and customers. There were three critical areas I evaluated: culture, a people-first mentality and customer-centric business focus. In all cases IDS made this an easy choice.”

The transaction was initiated by Republic Partners, who acted as financial advisor to IDS.



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Report details infrastructure needs

Utah Foundation has released a report analyzing Utah's future infrastructure needs resulting from the state's projected population changes through 2050. The report examines three important processes required for growth to continue: community development, expansion of transportation options and distribution of energy.

The report is the second in a series that examines the long-range impacts of Utah's expected population growth.

Highlights of the report include:

- Utah's development pattern has been noted as moderate to high urban sprawl by several different studies.

- Infill and redevelopment in the Wasatch Front is already higher than in peer regions and expected population growth will increase the need for this type of development.

- 85.5 percent of Utah homes are heated by natural gas, significantly higher than the national average of 49.4 percent.

- Utah's renewable portfolio goal strives for renewable utilities to account for 20 percent of retail electric sales by 2025 – the goal is attainable under current projections.

- Wind power from Wyoming may be a reasonable, low-cost energy supply option to help Utah meet the 2025 goal.

- The American Society of Civil Engineer's 2013 Infrastructure Report Card states that 25 percent of Utah's roads are poor or mediocre quality.

- National annual vehicle miles traveled decreased by nearly 30 billion miles over a seven-year span.

- Households along the Wasatch Front spend 26 percent of annual income on transportation, 7 percent more than the national average.

- Driving on roads in need of repair cost \$197 per motorist in extra vehicle repairs and operating costs.

- Expanding communities in outlying areas will create trans-

portation challenges by increasing the number and distance of household trips, reducing the viability of transit systems while increasing environmental impacts and the risk of wildfire damage.

"In the past, our population growth has led to a fair amount of urban sprawl. Continued trends toward sprawl will increase transportation burdens, environmental impacts and wildfire risks," said Mallory Bateman, Utah Foundation's research analyst.

"Utah's growing infrastructure needs during the next several decades will pose a serious challenge for the state," said Utah Foundation president Stephen Kroes. "Investing in our infrastructure today will benefit Utah's quality of life in the future. We look forward to examining more key issues surrounding Utah's expected population growth in upcoming reports this year."

The entire research report is available at www.utahfoundation.org.

UVU doubles Utah Co. footprint with @geneva land purchase

Utah Valley University has purchased 125 acres from Anderson-Geneva Development at the master-planned development on the former Geneva Steel site along the shores of Utah Lake in northern Utah County. The land, which is part of the 1,700-acre development called @geneva in Vineyard, will be used for future buildings and to help accommodate future growth for UVU.

The acquisition, along with the 100 acres the university currently owns at the site, will effectively double the university's footprint in Utah County. The Orem campus currently sits on 235 acres.

"In the years to come, UVU will need to look at a variety of options to accommodate our growth," said UVU president Matthew S. Holland. "Given our growth projections, we are always looking for new ways to educate more students and fulfill our state-mandated mission of open access, and we have a responsibility to do that for both the current generation and future generations. This will open up a whole new set of possibilities for this institution as it grows."

In September 2011, UVU purchased 100 acres of @geneva land located 2.3 miles from UVU's main Orem campus. Two years later, half that property is the site of four regulation-size intramural fields used by UVU's intramural and club sports. The UVU administration will be identifying how to best accommodate the institution's

future growth and use of the @geneva development, but potential future uses include additional academic facilities, space for public/private partnerships, parking and various athletics facilities.

"There isn't a lot of land left near our campus," said Val L. Peterson, vice president for finance and administration at UVU. "We only have three building sites left on our Orem campus. This is an excellent investment in the future of UVU and Utah County. The @geneva site offers tremendous advantages for the future of UVU and its students."

The @geneva development continues to grow with the construction of 2,000 housing units, a new Larry Miller Megaplex 13-screen theater complex and the new Vineyard Connector roadway that extends 800 North west of Geneva Road. The @geneva site will also eventually feature a Utah Transit Authority intermodal hub. The site is already serviced by Geneva Road and three freeway interchanges that connect to Interstate-15, which will allow for easy travel between UVU campuses.

"We're excited to have UVU choose our project for their future expansion. This agreement is a great example of a public-private partnership. It will make UVU the centerpiece of the @geneva master-planned community, the next urban center of Utah Valley," said Gerald Anderson, president of Anderson-Geneva.

Mindshare joins Empathica to rebrand as InMoment

Mindshare Technologies, which acquired Empathica in September 2013, has announced that the two companies have united under a new corporate entity dubbed InMoment. The company now provides a cloud-based customer experience optimization platform called the Experience Hub.

The InMoment Experience Hub centralizes experience data

regardless of source or format, connects it with technology to surface critical customer stories and then channels timely, actionable insights to the right people and places to drive targeted decisions across the entire enterprise.

"The days of siloed information, long surveys and simple scores are over," said InMoment CEO John Sperry. "Consumers


hold all the cards. They are more engaged with brands than ever before, have bigger platforms through which they can voice their displeasure and delight, and want to share their stories. It's a race, and the companies that win will be the ones willing to invest the time, resources and shift in mindset required to create a culture that is truly customer-centric."

Zrii opens Down Under

Zrii LLC has announced the opening of a new office in Auckland, New Zealand, as the company begins its announced expansion into the Asia Pacific.

"With over 700 percent growth since this month last year we have now officially finished the month of May with over \$8 million in sales, making this the single greatest month in the company's history," said Zrii president A. K. Khalil. "Our focus is now set on massive global expansion and the biggest product launch in Zrii's history, which took place on June 19th at our Latin American Leadership Academy in Guatemala."

The New Zealand office will serve company agents with a meeting room, product warehouse and will-call center where customers and business partners can pick up Zrii's nutritional and wellness products.



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- 1- Mountain America 8 & 1 Shotgun
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July 2014

THURS	FRI	SAT
3	POW WOW UBIC 8am Shotgun	Utah Chapter 5 8am Shotgun Pow Wow (July 5) 2pm (July 6) 8am Couples
10	JR API 4pm Shotgun	Kids in Crisis 12 8am Shotgun
17	UPA 8am and 2pm Shotgun	Union High Football 19 1pm Shotgun
24	JR UBIC 8am Shotgun	UBIC Mixed 2-Man 26 Tee Times All Day

Industry Briefs

ARTS/ENTERTAINMENT

• **Ballet West** has appointed **Thomas Michel** as director of advancement and external affairs. Michel has three decades of experience in media and the performing arts. He formerly was director of development for the Film Society of Lincoln Center, producer of the New York Film Festival. He also was head of marketing for a number of arts organizations, vice president with MTV Networks for 10 years and ran the West Coast office for Bravo.

ASSOCIATIONS

• The **Salt Lake Chamber** has named **Terry Buckner** as the 106th person to serve as chairman



Terry Buckner



Lori Chillingworth

of its Board of Governors. His one-year term began July 1. Buckner is president and chief executive officer of The Buckner Co. He succeeds **Rob Jibson**, chairman, president and CEO of Questar Corp. As immediate past chair, Jibson will continue to play an active role on the chamber's Executive Board. **Lori Chillingworth**, executive vice president of Zions Bank's Small Business Division, will take over as vice chair on the Board of Governors. This past year, she served as the policy committee chair.

• **Entrepreneurs Organization (EO) Utah** has named **Julie Jakob** as president. She is the first female president in the chapter's 20-year history. She took over July 1. Jakob has been a member of the organization just over two years. EO is an offshoot of World Presidents' Organization (WPO) and Young Presidents' Organization (YPO).

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It started as Young Entrepreneurs' Organization (YEO) but dropped the "Y" as its membership population aged.

BANKING

• **Chad Waddoups** was recently named to the **2014 Top 20 Program Managers** list by *Bank Investment Consultant* magazine. The list acknowledges the managers of the most productive bank and credit union-based advisors. The ranking is based upon five main factors. Waddoups is the vice president of investment and insurance services for Mountain America Credit Union, where its investment program is associated with LPL Financial Institution Services.



Chad Waddoups

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ECONOMIC INDICATORS

• **Utah** saw the number of jobs in foreign-owned establishments (FOEs, or the U.S. operations of foreign companies) grow from 18,980 in 1991 to 32,770 in 2011, according to a report from Global Cities Initiative, a joint project of Brookings and JPMorgan Chase. Utah was 35th among states in 2011, up from 37th in 1991. The share of total private employment in FOEs was 3.3 percent in 2011 (44th among states), up from 3.1 percent in 1991 (35th). In **Salt Lake City**, FOE employment in 2011 totaled 23,870, up from 13,490 in 1991. The share grew from 4.2 percent to 4.6 percent during that time. **Ogden** had 4,120 FOE jobs in 2011, up from 1,350 in 1991, and its share grew from 1.5 percent to 2.7 percent. **Provo's** job total was 2,430, down from 2,690 in 1991. Its share shrank from 2.9 percent to 1.5 percent.

• **NerdWallet**, a consumer advocacy website, recently con-

ducted a study to find Utah's fastest-growing cities. The top 10 includes **Holladay, Provo, Clearfield, Riverton, Roy, Springville, Lehi, Clinton, Spanish Fork and South Salt Lake**. NerdWallet evaluated towns and census-designated places using population growth, employment growth and income growth. Lehi and South Jordan are among the 10 fastest-growing cities in the nation, according to the U.S. Census Bureau. Maggie Clark, an analyst with NerdWallet, said Utah's growing technology sector in the Silicon Slopes region, combined with having the nation's lowest median age (30.2 years old) and high birth rates will keep Utah among the nation's fastest-growing states for years to come.

ENERGY/NATURAL RESOURCES

• **Rocky Mountain Power's Blue Sky** renewable energy program has again received national recognition. PacifiCorp, which includes Rocky Mountain Power and Pacific Power, has been named, for the 11th year, in the top five utility green power programs in the nation by the **Energy Department's National Renewable Energy Laboratory**. For 2013, Blue Sky ranks second for participating customers and third for renewable energy sales through a voluntary program. At year-end, there were 94,787 Blue Sky customers in six states, supporting more than 634 million kilowatt-hours of renewable energy. That translates into avoiding 395,844 tons of carbon dioxide, or like taking 74,169 cars off the road or planting 9.3 million trees. Rocky Mountain Power's Blue Sky participation rate in 2013 grew by nearly 6 percent. Currently, more than 44,000 Blue Sky customers are in Rocky Mountain Power's service area in Utah, Wyoming and Idaho.

NONPROFITS

• **CharityVision International**, Salt Lake City, has appointed **Josh Romney** as president, effective July 1. CharityVision has operations in more than 25 countries and partners with local doctors to create sustainable eye care systems in developing nations. Romney has served on the organization's board of directors for more than five years. He is the founder of The Romney Group, which owns and operates multifamily, office



Josh Romney

and industrial properties throughout the U.S. He currently serves as an executive board member at the Romney Institute at Brigham Young University and as a board member of the Utah Governor's Office of Economic Development. His education includes an undergraduate degree in English from Brigham Young University in 2000.

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CONSTRUCTION

RECOGNITIONS

• **Callister Nebeker & McCullough** has received a **Beacon of Justice Award**, sponsored by the **National Legal Aid and Defender Association (NLADA)**. The award is presented annually to firms that demonstrate commitment to providing pro bono service to low-income individuals. Callister Nebeker & McCullough is one of the 25 firms nationwide to receive the award for 2014. The firm was nominated for this award in part because of its involvement in the Debt Collection Law and Motion Calendar pro bono project. The project was created to provide legal representation for indigent debtors at weekly collection hearings in the Salt Lake Department of the 3rd District Court and is being undertaken jointly by the Utah Attorney General's Office and Callister Nebeker & McCullough. More than 20 of the firm's attorneys have taken part in this project since its inception a year ago. Also, the firm is on the list used by both federal and state courts to appoint representation to those who can't afford it, for both civil and criminal cases, some of which might last months or even years. The firm's attorneys also have provided legal advice to nonprofit charitable organizations on several topics.

• **Girl Scouts of Utah** recently presented **Jennifer M. Seelig** with its **2014 Distinguished Alumnae Award** at the third annual S'more Soirée Girl Scout alumnae event. Seelig, a state representative,

has been involved in politics and public service for more than a decade at a policy-making and leadership level. In 2006, she was appointed to the State House of Representatives and in the last eight years has fought to empower women and to help victims of domestic violence. This year alone she sponsored bills aimed at expediting the processing of the backlog of rape kits, revising a bill she sponsored last year to crack down on human trafficking and also created a commission to explore and enhance women's role in the Utah economy. Outside of politics, she has supported many causes, including serving on the boards of Project CARES and the Literacy Action Center and volunteering for Meals on Wheels and the Rose Park Community Council. She is a member of Girl Scout Troop 1920, an honorary troop on Capitol Hill.



Jennifer Seelig

SERVICES

• **Bellaroma**, Woods Cross, announced that **Christina Robledo** is the entrepreneurial home decorating sales consultant's new regional vice president of field development. Robledo has more than 18 years of experience in consultant recruiting and training, motivational speaking and sales leadership. She formerly held district sales and training positions with Avon.



Christina Robledo

TECHNOLOGY/LIFE SCIENCES

• **Allegiance**, Salt Lake City, has appointed **Steve Baxter** as senior vice president of EMEA (Europe, Middle East and Asia) and global mid-market sales. He will be responsible for launching EMEA operations and for executing the company's global mid-market strategy. Baxter joins Allegiance with more than 25 years of experience in the enterprise software industry, of which more than eight were in the customer feedback/experience market. Prior to Allegiance, he served as senior vice president of worldwide sales at Satmetrix, and he held other senior sales and operational management roles, including CEO and founder of Systino Inc. and managing director of EMEA for CDC Software.

Healthy Workplace recognition given to Utah companies, organizations

The Utah Council for Worksite Health Promotion has announced the 2014 recipients of its Healthy Worksite Award Program. The program recognizes the achievements of businesses and organizations in implementing employee health promotion and well-

ness programs. It acknowledges efforts to facilitate and encourage employee health, enhance productivity and ensure healthy work environments.

Awards are given at platinum, gold, silver and bronze levels.

The 2014 recipients in the platinum level are 1-800 Contacts, American Express, ARUP Laboratories, BD Medical, Box Elder

County, Brigham Young University, Davis County, Deseret Mutual Benefit Administrators, Futura Industries/Onsite Care, Harmons, Intermountain Power Service Corp., Nature's Sunshine Products, Nicholas & Co., Nucor Steel/OnSite Care, Orriant, Regence BlueCross BlueShield, Security Service Federal Credit Union, SelectHealth and Intermountain Healthcare,

Ultradent Products, Usana Health Sciences, Utah County Government, Utah State University, Utah Valley University, Weber School District, Weber State University, Workers Compensation Fund and Zions Bank.

Gold level winners include Blendtec/OnSite Care, Corporate Wellness by Gold's Gym, CHG

Healthcare Services Inc., Clearlink, FJMGT/OnSite Care, Ken Garff Automotive Group, Provo City, Salt Lake County and Uintah School District.

Recipients at the silver level are AlSCO, Basic Research LLC, Salt Lake Corp./OnSite Care and Stampin' Up. Corporate Alliance won a bronze award.

SanDisk Corp.

plans to acquire Utah's Fusion-io

SanDisk Corp., a global provider of storage products, has announced plans to acquire Salt Lake City-based Fusion-io, a developer of flash-based hardware and software solutions for enterprise and hyperscale datacenters. The acquisition will be an all-cash transaction valued at approximately \$1.1 billion.

"Fusion-io will accelerate our efforts to enable the flash-transformed data center, helping companies better manage increasingly heavy data workloads at a lower total cost of ownership," said Sanjay Mehrotra, SanDisk president and CEO. "Customers will benefit from the addition of Fusion-io's leading PCIe solutions to SanDisk's vertically integrated business model. We look forward to working with the world-class engineering and go-to-market teams from Fusion-io to provide high-value solutions to customers around the world."

Under the terms of the agreement, SanDisk will commence a tender offer for all outstanding shares of Fusion-io for \$11.25 per share in cash. SanDisk will fund the acquisition with cash available on its balance sheet. The transaction, which has been approved by the boards of directors of both companies, is expected to close in the third quarter of SanDisk's fiscal 2014.

"This transaction represents a compelling opportunity for Fusion-io's employees, customers and shareholders," said Shane Robison, chairman and CEO of Fusion-io. "Fusion-io's innovative hardware and software solutions will be augmented by SanDisk's worldwide scale and vertical integration, enabling a combined company that can offer an even more compelling value proposition for customers and partners."

Goldman, Sachs & Co. acted as financial advisor and Skadden, Arps, Slate, Meagher & Flom LLP acted as legal advisor to SanDisk. Qatalyst Partners acted as financial advisor and Wilson Sonsini Goodrich & Rosati acted as legal advisor to Fusion-io.

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Calendar

July 9, 11:30 a.m.-1 p.m.

“Power Connections Luncheon,” a Sandy Area Chamber of Commerce event. Location is Brick Oven, 10622 S. Riverfront Parkway, South Jordan. Cost is \$15 for chamber members, \$20 for guests. Details are at sandychamber.com.

July 9, 3-5 p.m.

“Understanding Financial Statements to Develop a Business Strategy,” a Salt Lake Chamber event. Course will provide basic how-to steps for creating and using financial statements. Presenter will be Jenni Gudmundson, internal audit manager for Unisys Corp. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room B/C, Salt Lake City. Cost is \$10. Details are at slchamber.com.

July 9, 5-7 p.m.

Business After Hours Mixer, an Ogden Weber Chamber of Commerce event. Location is Ogden Pioneer Stadium, 668 17th St., Ogden. Cost is \$7 for members, \$15 for nonmembers with no RSVP. Details are at www.ogdenweberchamber.com.

July 10, 10-11 a.m.

Public Forum About Daylight-Saving Time (DST), hosted by the Governor’s Office of Economic Development. Meeting will provide the public with the opportunity to explore all sides of and to comment on the DST argument, which could be subject to possible action in the next legislative general session. Options include retaining the existing daylight-saving time schedule, aligning with Arizona to have Mountain Standard Time throughout the year, and having daylight-saving time throughout the year. Location is Clark Planetarium, 110 S. 400 W., Salt Lake City. Rural residents will be able to comment through surveys to be taken at the rural summit in Cedar City in August. People unable to attend public forums may comment at business.utah.gov/time. Comments and votes will be forwarded to the legislature for possible action.

July 10, 11:30 a.m.-1 p.m.

Monthly Luncheon of the Murray Area Chamber of Commerce. Location is 1780 Lakewood Drive, Holladay. Cost is \$20 with an RSVP or paid online, \$25 at the door. Details are available at murraychamber.org.

July 14

UTC Golf Invitational, a Utah Technology Council event. Location is Salt Lake Country Club, 2400 Country Club Drive,

Salt Lake City. Sponsorships are available. Details are available by calling (801) 568-3500 or at utahtech.org.

July 15, 11:30 a.m.-1 p.m.

“Success Strategies with Email Marketing,” a Sandy Area Chamber of Commerce “Build Your Business” workshop. Presenter Lisa Smith, founder of 7-Touch Marketing, will discuss why email marketing works, how to know whether your emails are successful, how to get people to open and act on your emails, best practices and expert tips, how to never be considered spam, and best tools and shortcuts. Location is Salt Lake Community College’s Miller Campus, Miller Free Enterprise Center Building, Room 223, 9750 S. 300 W., Sandy. Free. Details are at sandychamber.com.

July 15, 11:30 a.m.-1 p.m.

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Northfront Business Resource Center, 450 S. Simmons Way, Kaysville. Cost is \$13 with lunch. Details are available at www.davischamberofcommerce.com.

July 16, 8:30-10 a.m.

Morning Jump Start, a Salt Lake Chamber Women’s Business Center (WBC) event. Seminar is designed for all entrepreneurs: those looking to go into business, in early start-up stage or looking to improve an existing business. Seminar is presented by Deb Bilbao, business consultant at the WBC. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake City. Free. Details are at slchamber.com.

July 17, 11:30 a.m.-1 p.m.

Davis Chamber Luncheon. Location and other details to be announced.

July 23, 7:30-9 a.m.

“Breakfast of Champions,” a Sandy Area Chamber of Commerce event. Location and other details to be announced.

July 28-August 1

Fifth Annual Extraordinary Leadership Summit. Event will feature best practice presentations by leadership development executives from Celgene, Deloitte, DirecTV, Renault, Sony PlayStation and the state of Minnesota. Zenger Folkman’s leadership development programs will also have a featured role. Location is The Chateaux Resort Deer Valley, 7815 Royal St., Park City. Details are at http://zenger-

folkman.com/extraordinary-leadership-summit/.

July 29, 11:30 a.m.-1 p.m.

Women in Business (WIB) Luncheon, an Ogden Weber Chamber of Commerce event. Cost is \$18 for WIB members, \$23 for nonmembers. Location is MTC Learning Park, 1750 Monroe Blvd., Ogden. Details are at www.ogdenweberchamber.com.

July 30, 2-5 p.m.

“I Have My WOSB Certification, Now What?” a Salt Lake Chamber event. Event features an overview of WOSB and EDWOSB. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake City. Cost is \$10. Details are at slchamber.com.

Aug. 5, 11:30 a.m.-1 p.m.

“Developing and Optimizing a Digital Marketing Plan,” a Sandy Area Chamber of Commerce “Build Your Business” workshop. Event will feature information about learning about new platforms and technology available to businesses of all sizes and will address search engine marketing, display advertising, email marketing and content publication techniques. Presenter will be Tony Passey, an assistant professor and lecturer in the marketing department of the David Eccles School of Business at the University of Utah and co-founder and managing director of PoleVault Media. Location is Salt Lake Community College’s Miller Campus, Miller Free Enterprise Center Building, Room 223, 9750 S. 300 W., Sandy. Free. Details are at sandychamber.com.

Aug. 6, 11:30 a.m.-1 p.m.

“Water is Your Business,” a Salt Lake Chamber luncheon event. Water Committee will discuss water’s impact on Utah’s business environment and economic development efforts, as well as how Utah businesses are already leading out on making a difference. Location is Jordan Valley Conservation Gardens Park, 8275 S. 1300 W., West Jordan. Cost is \$25 for chamber members, \$35 for nonmembers.

Aug. 13, 11:30 a.m.-1 p.m.

Power Connections Luncheon, a Sandy Area Chamber of Commerce event. Location is Red Corner China Diner, 46 W. 7200 S., Midvale. Cost is \$15 for members, \$20 for guests. Details are at sandychamber.com.

August 14, 5:30-8 p.m.

14th Annual Women in Business Summer Social, a Salt Lake Chamber event. Social will include food, beverages, entertainment, a silent auction and vendor tables. Proceeds will support women’s programs at the Salt Lake Chamber through the chamber’s 501(c)(3) nonprofit organization, the Women’s Business Center (donations are tax-deductible). Location is Bill and Pat Community Hall, Spencer Fox Eccles Business Building, University of Utah, 1655 East Campus Center Drive, seventh floor, Salt Lake City. Cost is \$55 (sponsorships are available). Details are at slchamber.com.

August 15-16

• 25th Annual Great Salt Lake Kidney Kamp Truck Show.

Event is organized by a nonprofit organization benefiting the Kidney Foundation of Utah and Idaho and working to improve the public image of the trucking industry. Donations enable more than 200 children who have kidney failure, are on dialysis or are awaiting a transplant to have a camping experience in the Utah mountains. Location is Thanksgiving Point, Lehi. Details are at www.saltlaketruckshow.com.

August 21, noon-1:30 p.m.

“Success is an Inside Job: Discovering the Proven Success Disciplines of High Achievers,” a Utah Technology Council (UTC) event. Speaker will be Tiffany Peterson, speaker, international coach and founder of The Lighthouse Principles. Location is Thanksgiving Point, Garden Room, 3003 N. Thanksgiving Way, Lehi. Cost is \$45. Details are at www.utahtech.org.

Aug. 26, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Peter Pillman, a partner with IBI Group, and Nick Duerksen, Sandy’s economic and redevelopment director, will present the Sandy City Master Plan. Location is Hyatt House, 9685 S Monroe St., Sandy. Cost is \$20 for members, \$25 for guests. Details are at sandychamber.com.

September 15, 1-3 p.m.

“Academia and Related Export Controls: The Impact & Implications of Compliance and Non-Compliance,” presented in conjunction with the World Trade Center Utah, Salt Lake Chamber, U.S. Commercial Service and Governor’s Office of Economic Development. Event is designed for academic institutions, labs, federally funded research and development centers and any enti-

ty doing work that involves foreign nationals and/or foreign persons. It will address key aspects of trade compliance and the consequences and costs of getting it right or wrong in the context of the research community and evolving export control reform. Facilitators are John Priecko, president and managing partner at Trade Compliance Solutions, and David Glynn, of counsel at Holland & Hart LLP. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Free. Registration deadline is Sept. 12. Registration can be completed by emailing agiama@wtcut.com. Details are available by calling Alia Giama at (801) 532-8080.

Sept. 16, 7 a.m.-5 p.m.

“Hot Topics for Export Compliance Professionals,” a World Trade Center Utah event. Program will focus on evolving regulatory requirements in the context of export control reform (ECR), with a focus on the export administration regulations and international traffic in arms regulations; dramatic changes as a result of the migration and transfer of items from the U.S. Munitions List to the Commerce Control List; key areas for managing export compliance, exposure, liability and risk; the potential and sometimes devastating consequences of non-compliance and “What Happens When You Are Not Where You Need to Be on ECR”; references, resources and real-world case study lessons learned; and best practices, recommended approaches, ECR and proven solutions for a variety of real-world export compliance challenges and opportunities. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Cost is \$160 until Aug. 15, \$195 thereafter. Registration deadline is Sept. 12. Registration can be completed at wtcutah.com. Details are available by contacting Alia Giama at (801) 532-8080 or agiama@wtcut.com.

September 24

Utah Global Forum. Event will feature presentations titled “Building a Global Brand,” “Why Europe, Why Mexico, Why Canada, and Why China Matters to Your Company’s Future,” “Shared Stories of Success: Striking Gold in Europe, Mexico, Canada and China,” “Financing Your Global Expansion” and “Global Operational Efficiency Through Sound Legal, Tax and Accounting Practices.” Other details will be announced later. Website is utah-globalforum.com.

Have an end in mind before you start employee training

The reader of my last several articles may well wonder how far I intend to extend open-book management (OBM). To date, I have suggested that OBM should encompass financial, customer and operating metrics. The operations, processes and/or systems of any business drive the outcomes experienced by customers — and customer satisfaction (or the lack thereof) drives financial outcomes.



RICH TYSON

The question I now raise is what drives operational effectiveness and efficiency? Since in almost all cases, people run the operations of business ventures, it is safe to say that people are responsible for the success or failure of any system or process. It is imperative, then, to thoroughly train employees to perform the operational tasks of the business in an exemplary way.

Operational competencies of an enterprise's staff are leading indicators which create the lagging

indicators embodied in operational metrics. OBM should, therefore, include "competency measures" that demonstrate each employee's ability to perform the tasks that will effectively and efficiently deliver the outcomes desired by customers, who will, in turn, spend their cash for those outcomes.

Unfortunately, most small businesses (and many larger ones) do not adequately train their employees, much less test for and measure their competencies. The most common training method is what I call "training by osmosis." This approach places new hires with experienced individuals to whom they are to "pay attention." After a day or two of being exposed to this expert, they are deemed ready for prime time. Sadly, too often this newbie is set up for failure, having little or no sense of real competency.

For manual tasks, I recommend

a substantially modified version of osmosis training. It is referred to as "see-hear-say-do." The first step is simply to observe the experienced employee performing the task. Questions may or may not be asked by the newcomer at this point. Next, the trainer repeats performing the task, this time stating aloud each specific element that constitutes the full process. The new employee listens and observes with an intense focus on what is being done. The third step engages the learner by having him/her tell the experienced employee what to do, step by step. The trainer will proceed to perform the task only when the instructions given are correct. The trainer will prompt the learner where necessary to assure that understanding has been achieved. The final step requires the newcomer to actually perform the task, while repeating aloud each step.

The process of seeing, hearing, saying and doing exposes the learner four times to the task and its inherent processes — and

engages the senses of sight, hearing and speech, thus increasing recall and competency. This process should be repeated on at least a daily basis over a period of time until all measures of effective and efficient competency are assured.

For cognitive tasks, the principles that drive operational tasks must first be understood. Interactive teaching that engages the learner and allows them to paraphrase what they have learned is best here. Once this understanding is achieved, training should focus on the specific application of the principles taught in the context of the business. This can often be best accomplished using case studies of real experiences in the business. Having shared these applications of key business principles, learners should make a firm commitment to applying what they have learned, followed by a series of training experiences, which may be administered through case studies or real job situations. These experiences should then be followed by a careful review and

critique by trainers regarding the new employee's ability to perform the cognitive tasks desired. The process should be repeated until competency is assured.

In all cases, training should begin with the end in mind. All employees should understand — and be able to discuss in their own words — the linkage between financial, customer and operating outcomes and their own competencies. Owners, CEOs and other executives must recognize that the metrics which assure employee competencies are among the most important key performance indicators in any company. When these recognitions are firmly in place, the probability of business success increases considerably.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.

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You no longer 'close' the sale; you have to 'earn' it

It never ceases to amaze me how many people still ask me, "What's the best way to close a sale?"

Other than cold calling and finding the pain, this is one of the biggest misconceptions in sales. It's not a technique. It's not a manipulation. It's not something that you wait until the end of your presentation to do. It's not something that requires intimate timing. You don't have to be afraid of being rejected.

What you have to do is have an intelligent and engaging conversation with someone who is looking to buy your product or service — a conversation that involves value, a win for them, a visualized outcome and an understanding that the sale is made emotionally and then justified logically.

That's a far cry from "closing."

MAJOR AHA. If the sale doesn't start right, it will never end right.

"Close the sale" is the wrong thought process. The prospective

customer is making his or her decision AS the sales call progresses.

If you're really wanting to complete the sale — also known as getting the order and also known as creating an atmosphere in which the customer will buy — there are questions you must answer for yourself in order to increase the chances the sale can be yours.

CAUTION: When you ask yourself these questions and your own answers come up short of mastery, it's an indication of why you lose sales. The better and stronger you answer each one, the more likely you are to make the sale.

Think about your last 10 sales calls, and ask yourself:

- How prepared were you in terms of the customer?
- How ready were you to make a sale?
- How friendly were you?
- How enthusiastic were you?
- How emotionally engaging were you?
- How intellectually engaging were you?
- How self-confident were

you?

- How relatable were you?
- How compelling was your presentation?
- How different were you perceived to be?
- How valuable were you perceived to be?
- How believable were you?
- How trustworthy were you perceived to be?

Close the sale? No. It's not an action. It's a culmination and sum total of the elements that make a favorable decision possible.

The close of a sale is a delicate balance between your words and deeds and their thoughts and perceptions. And a sale is ALWAYS made — either you sell them on "yes" or they sell you on "no."

SECRET: You give me a prepared, friendly, enthusiastic, emotionally engaging, intellectually engaging, unique, valuable, compelling, believable, self-confident, relatable, trustworthy salesperson — and I'LL GIVE YOU A SALE! No close needed.

It is NOT the responsibility of the salesperson to CLOSE the sale. It is the responsibility of the salesperson to engage the prospect.

It is not the responsibility of the salesperson to CLOSE the sale. It is the responsibility of the salesperson to prove value to the prospect.

It is not the responsibility of the salesperson to CLOSE the sale. It is the responsibility of the salesperson to prove differentiation to the prospect.

It is not the responsibility of the salesperson to CLOSE the sale. It is the responsibility of the salesperson to EARN the sale.

There have been more words written about closing the sale than any other aspect of the selling process or the sales cycle. Most of it is manipulative rubbish. Most of it centers on your ability to push the prospect into a corner and make them feel pressured to make a decision. That pressure will often result in a "no" or some kind of stall that will ultimately result in a "no."

I've just given you an accurate dose of just who is responsible for making a sale and how it should be completed.

NOTE WELL: By using this approach to selling you have just eliminated all of the silly objections and stalls. Price too high, need to think it over, we all meet next week and will decide then,

call me next Tuesday, send me a proposal, yada, yada, yada.

Yes, I too have written a ton of information on "closing the sale." You can find it in *The Sales Bible*, *The Little Red Book of Selling*, *The 21.5 Unbreakable Laws of Selling*, and various blog posts and webinars. All of that information is in harmony with my philosophy: zero manipulation and building a trusting relationship.

THE KEY: Be comfortable with yourself. If you're in a selling situation and you aren't feeling the love, or feeling the comfort, or feeling the relationship, or feeling the mutual communication, then the best thing to do is back off and be truthful. Truth will win you more sales than manipulation. All you have to do to change and improve your outcome is change your mindset from "close" to "earn."

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible* and *The Little Red Book of Selling*. His best-selling *21.5 Unbreakable Laws of Selling* is now available as a book and an online course at www.gitomerVT.com.

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Opinion

A birthday present for America: The spirit of 'fighting back'

Birthdays are supposed to be times for celebration and gift-giving. But America's birthday on the Fourth of July is a time when the gift most needed is an urgent warning about the dangers of losing the things that have made this country America — and have long made "America" a ringing word of freedom, not only in this country but to people around the world.

All is not lost. But all could be lost — especially if too many of us take freedom for granted and focus our attention on other things, like electronic gadgets and the antics of celebrities, while ignoring such dangers as nuclear weapons in the hands of suicidal fanatics with a track record of savagery, whom we are too squeamish to call anything stronger than "militants."

Nor are all the dangers abroad. Within our own country there are all too many signs of people blithely ready to sacrifice the interests or freedom of Americans for the sake of symbolism or passing fashions.

When a former speaker of the House of Representatives announces that she is going down to our border to greet and

welcome masses of people crossing that border illegally, you know that something is fundamentally wrong. No one knows, or apparently cares, what diseases these floods of illegals are bringing into the country, including diseases that have been largely stamped out in the United States, and which American doctors have seldom seen enough to know how to spot or treat them.

No one knows, or apparently cares, how many of these "children" include teenage criminal gangs to whom murder is no big deal. Worst of all, no one knows, or apparently cares, that the elected representatives of the American people were cut out of the loop when it came to making these decisions.

All that matters to people like Nancy Pelosi is the symbolism of welcoming the oppressed, especially if they represent more votes for Democrats, who will shower the taxpayers' money on them.

As if to make clear the elite's contempt for ordinary Americans' intelligence, Pres. Obama tells us that the people crossing the border "love" America. How could he possibly know that, any more than he could

know how to "invest" the taxpayers' money in "the industries of the future," which have in fact gone bankrupt?

What is involved are not just bad policy choices. What is involved are policies imposed unilaterally by the president, in defiance of Congress' authority to legislate and in contempt of the Constitution's separation of powers — on which all our freedoms ultimately depend. The people who wrote the Constitution of the United States understood what dangers there are to the freedom of the people — and that freedom can be quietly eroded by degrees, rather than taken all at once.

Too many people today seem oblivious to such dangers. So what if the government used the muscle of the Internal Revenue Service to keep groups opposed to the Obama administration tied up in red tape or litigation in an election year? Enough games like that can make our elections meaningless.

This arrogant abuse of power does not end with the federal government. In Massachusetts, teenager Justina Pelletier was taken from her parents' custody and held virtually incommunicado for over a year because her parents preferred to con-

tinue to have her treated as the physicians at a medical facility associated with Tufts University had treated her, even though shrinks at Children's Hospital in Boston said her problems were in her head and took her off some of her medications.

This difference of opinion as to the best medical treatment for Justina Pelletier was enough to get a judge to side with headstrong bureaucrats and override her parents' rights. So a girl who was ice skating before ended up in a wheelchair under the "care" of shrinks.

Fortunately, enough media attention, especially by former Gov. Mike Huckabee on Fox News Channel, finally got this child freed. Perhaps we can hope that all is not lost — yet. But if this case is a symbol of Americans fighting back, it is also a symbol of why it is desperately important to fight back.

That spirit is the best birthday present for America.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University. His website is www.tsowell.com.

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THOMAS SOWELL

Hillary's really hard choice between continuity and change

Hillary Clinton's problem is not her money. Despite the media flurry over a couple of awkward remarks she made, most people will understand her situation pretty quickly — she wasn't born rich but has become very rich — and are unlikely to hold it against her. Mitt Romney did not lose the last election because of his wealth. Hispanics and Asians did not vote against him in record numbers because he was a successful businessman. Clinton's great challenge will be to decide whether she represents change or continuity.



FAREED ZAKARIA

Clinton will make history in a big and dramatic way if she is elected — as the first woman president. But she will make history in a smaller, more complicated sense as well. She would join just three other non-incumbents since 1900 to win the White House after their party had been in power for eight years. She would be the first to win who was not the vice president or the clear protege of the incumbent president.

The examples will clarify. Since 1900, the three were William Howard Taft, Herbert Hoover and George H.W. Bush. Six others tried and lost: James Cox, Adlai Stevenson, Richard Nixon, Hubert Humphrey, Al Gore and John McCain. Interestingly, even the three successful ones had only one term in office.

A caveat: Beware of any grand pronouncements about the presidency because, in statistical terms there have not been enough examples and if you vary the criteria, you can always find an interesting pattern. The Republican Party broke almost every rule between 1861 and 1933, during

which it held the presidency for 52 of the 72 years.

But the challenge for Clinton can be seen through the prism of her predecessors — should she run on change or continuity?

The three who won all pledged to extend the president's policies. They also ran in economic good times with popular presidents. That's not always a guarantee, of course. Cox promised to be "a million percent" behind Woodrow Wilson's policies but since Wilson was by then wildly unpopular for his signature policy, the League of Nations, Cox received the most resounding drubbing (in the popular vote) in history.

Some of the candidates had an easier time distancing themselves from unpopular presidents. McCain was clearly a rival and opponent of George W. Bush. Stevenson was very different from Harry Truman but he was, in effect, asking for not a third term for the Democrats but a sixth term — after 20 years of FDR and Truman. Shortly before the 1952 election, Stevenson wrote to the *Oregon Journal* that "the thesis 'time for a change' is the principal obstacle ahead" for his campaign. After all, if the country wants change, it will likely vote for the other party. "It's time for a change" was Dwight Eisenhower's official campaign slogan in 1952.

The most awkward circumstance has been for vice presidents trying to distance themselves from their bosses. Humphrey tried mightily to explain that he was different from Lyndon Johnson without criticizing the latter. "One does not repudiate his family in order to establish his own identity," he

would say. Gore faced the same problem in 2000, though many believe that he should not have tried to distance himself so much from a popular president who had presided over good times. As Michael Kinsley noted, Gore's often fiery and populist campaign seemed to have as its slogan: "You've never had it so good, and I'm mad as hell about it."

Today the country is in a slow recovery and Pres. Obama's approval ratings are low. This might suggest that the best course would be for Clinton to distance herself from her former boss. But Obamacare and other policies of this president are very popular among many Democratic groups. Again, the three people in her shoes who

have won all ran on continuity.

Clinton's recent memoir suggests that she has not yet made up her mind as to what course she will follow. The book is a carefully calibrated mixture of praise and criticism, loyalty and voice, such that she can plausibly go in whatever direction she chooses.

The world today is different. And Clinton is in a unique position, especially if she can truly mobilize women voters. But history suggests that choosing change or continuity will truly be her hard choice.

Fareed Zakaria's email address is comments@fareedzakaria.com.

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Opinion

Bitcoin - the future or a fad?

Mention "bitcoin" to assorted economists or investors and you may trigger all kinds of associations. To some, it signifies an exciting new reality — a digital currency with a payment system that could revolutionize finance. To others, it is a volatile commodity, propped up by hype and fraught with risk. It also refers to an open source software system and a financially startling concept — currency production through the Internet.

You can't talk about Bitcoin without talking about bitcoin. Bitcoin with a capital "B" references the Bitcoin network that

creates the digital currency. Bitcoin with a lower-case "b" refers to the currency itself.

Where is bitcoin made? Online. All bitcoin is generated in cyberspace and the process is interesting, to say the least. The first step in making bitcoin is "mining," and mining takes math skills. A bitcoin "miner" (a computer user) tries to solve one or more math problems, with success resulting in shares of bitcoin. The more miners there are, however, the smaller fractional bitcoin shares become as no more than 21 million bitcoins will ever be created.

Once mined, a bitcoin can be sent to a miner's password-protected digital wallet. (If the digital wallet is hacked, the bitcoin is irrevocably lost.) A miner can use bitcoin to pay for goods and services at a small but growing network of online and brick-and-mortar merchants.

What is a bitcoin worth? Ask the free market — specifically, the commodities market. Look at the bitcoin charts at Coinbase.com, one of a few sites tracking historical daily settlement prices for bitcoin across various bitcoin exchanges.

On July 6, 2013, a single bitcoin was worth \$69.31; on Nov. 30, 2013, a bitcoin was worth \$1,126.82; on April 16, 2014, a lone bitcoin was worth \$516.61.

Volatility and bitcoin go hand in hand. Since no central bank in the world issues bitcoin, it is only worth what investors are willing to pay for it. In the worst-case scenario, bitcoin plays out like the tulip bulb mania of the 1600s and investors eventually pay little or nothing for it. In the blue-sky scenario, bitcoin becomes a part of everyday life.

University of Virginia economist Peter Rodriguez neatly summed up the emergence of bitcoin in the *Wall Street Journal*: "It's as if there was an effort to create gold that wasn't gold. The longer [bitcoins] persist, the more that people will have faith in them as a legitimate store of value."

Who dreamed up bitcoin? A mysterious person or entity going by the name of Satoshi Nakamoto. A white paper under that authorship floated the idea of a virtual currency and a network to create it in 2008.

In 2009, "Satoshi Nakamoto" created the open source software system to generate bitcoin.

In March, *Newsweek* claimed it had found Nakamoto hiding in plain sight, living quietly in a middle-class Southern California suburb — but the man they profiled, Dorian Satoshi Nakamoto, told the Associated Press that he had never heard of bitcoin until February 2014. Students and researchers at Great Britain's Aston University claim that the author of the 2008 white paper is Nick Szabo, a respected academic theorist and George Washington University law school graduate who invented Bit Gold, a conceptual forerunner of the Bitcoin network.

For bitcoin to steal gold's shine, it has to lose its dark side. If all of this sounds like something out of a dystopian science fiction novel, you aren't alone in your skepticism. There is much that is exciting about bitcoin and its potential to streamline global finance, but there are also big question marks. As *Entrepreneur* notes, about 90 percent of bitcoin buyers are speculators. That is not the only detail about bitcoin that unnerves investors. The digitized anonymity of bitcoin transactions beckons to cybercriminals, who undoubtedly see bitcoin exchanges as upcoming grand prizes when it comes to hacking, phishing and malware.

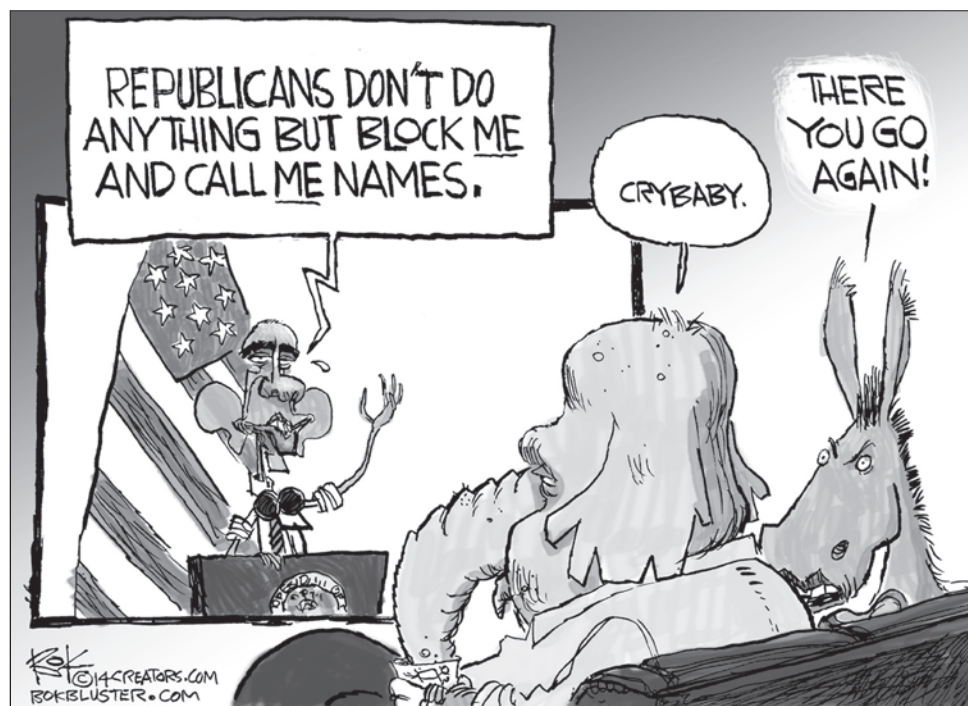
Where bitcoin has really taken off is China — in fact, that is where about half of daily global bitcoin trading occurred in 2013. But when the People's Bank of China stated that bitcoin was dangerous, bitcoin values on the Mt. Gox exchange fell from \$1,300 to \$700 in 24 hours. (That exchange later filed for bankruptcy.) The PBOC maintains that it will not ban bitcoin.

Bitcoin prices skyrocketed in 2013 and they could fall just as dramatically through a variety of factors (hackers raiding exchanges, crackdowns in the PRC, imitators rising to steal its thunder). At this point, it is little wonder that many regard bitcoin as a speculative play for the long run.

Mark Lund provides 401(k) consulting for small businesses and investment advisory services for professional athletes and select individuals through Stonecreek Wealth Advisors Inc. in Utah.



MARK LUND



Are your 'assets' in balance?

When you hear the term "assets," what is the first thing that comes to mind? As a business leader, you're probably thinking along the lines of cash, stocks, bonds and real estate. And, yes, these are important assets, but are they all?

Let me ask you another question: What are the most important assets that you value, cherish and possess on this earth? Are you still thinking exclusively about money or finances? My guess is you're like most people who say the assets they cherish most on this Earth are their family and meaningful relationships.

You may also be thinking that your health is an asset — and indeed it is. When we have our health, we're able to focus on maximizing all our other assets. But unfortunately, all too often health is one of those assets that we take for granted until we lose it. In fact, too many of us chase wealth at the expense of health, then we have to spend our wealth trying to regain our health. (Avoid this mistake and preserve your health now — eat well, exercise well, live well.)

Another common response to the most important asset question is values and beliefs. Why? These provide the backbone and navigation for our decisions.

All of these — family, health, values, spirituality, talents, charitable efforts — they all comprise what we call foundational assets, as they provide a critical base for our lives.

Now what about your intellectual assets? These include the knowledge you've gained, your experiences (the good and bad experiences, because even our failures can be transformed into positive gains), your wisdom, systems, methods, traditions, alliances, ideas and skills.

You see, as a financial strategist and retirement planning specialist for more than four decades, I've come to see wealth is about more than money. It's a combination of financial assets, foundational assets and intellectual assets — what I call the three dimensions of authentic wealth.

Here's a defining question: If you had no choice and had to let go of, or bankrupt,

one of the three categories of assets (and keep the other two), which one would you keep? Most people usually say they would bankrupt their financial category. If you think about it, you can rebuild your money and financial assets with the other two — your intellectual and foundational assets. Plus, why hold on to the money, because when you go you can't take it with you! (Have you ever seen a luggage rack on a hearse?)

As you look at your own dimensions of authentic wealth, how would you analyze your assets? Is your "balance sheet" balanced? Are you investing as much in your foundational and intellectual assets as your financial? Or do you find that you may be one- or two-dimensional right now?

Take time to assess your progress honestly because we can only get where we're going by taking a real look at where we are. And then you've got to make a plan for how you'll get there. Could you add to your foundational assets? Can you put more resources into growing your relationships? Are you nurturing your health? What about your intellectual assets? Are you a lifelong learner? Do you have a strategy for passing along your intellectual assets to your children and grandchildren?

A lot of what I've spent my career doing is helping people live a more abundant life — a life that encompasses all dimensions of authentic wealth. I've seen people who were considered "highly successful" in terms of finances, but they felt they were lacking in other areas. Their lives have blossomed by making consistent, persistent changes and those changes have gone on to bless their families, friends and charities.

So make sure to nurture, harness and pass on to your posterity all three categories of your assets: financial, foundational and intellectual. Because a fuller, more balanced life will pay even greater dividends for you, and those you care about.

Douglas R. Andrew is a best-selling author, radio talk show host and abundant living coach.



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TRIBUNE

from page 1

ments had I thought they would adversely affect the quality of our journalism or the independence of our journalists," Paton's response said.

Gilbert also filed a declaration last week that denies any intent by *Deseret News* executives or ownership to put the *Tribune* out of business. "Deseret News Publishing believes that the Salt Lake City community is benefited by the presence of diverse editorial voices, including *The Salt Lake Tribune*," he wrote in this response. The *Deseret News* is owned by the for-profit arm of the The Church of Jesus Christ of Latter-day Saints.

Utah Newspaper Project is composed of interested parties — including former *Tribune* employees — that take issue with revised JOA, which included the sale of assets, namely the printing facilities and real estate, by the *Tribune's* owner to the *Deseret News* and a substantial change in the distribution of shared revenues. The plaintiffs argue that the changes are designed to leave Salt Lake with a single daily newspaper and wants a judge to find that the revised JOA violates interstate trade and various antitrust laws, decree that it is illegal, stop its implementation and award relief

to "restore effective competition."

The suit claims that the *Tribune* was profitable before the new JOA went into effect in January, but that it is now "hemorrhaging and is no longer self-sustaining."

Lawyers for Digital First Media and the *Deseret News* argue that simply isn't true and that the plaintiffs have produced no evidence to support that claim. "Plaintiff's claim is based on little more than conjecture and deep suspicions of the motives of Kearns-Tribune, and its parent, MediaNews Group Inc. (which does business as Digital First Media) and of The Church of Jesus Christ of Latter-day Saints, which controls the *News*," wrote Richard Burbidge, an attorney for Kearns-Tribune.

Burbidge said that undoing the agreement would, in fact, do "serious damage" to the *Tribune*. It would prevent the paper from competing directly with the *Deseret News* in the sale of digital advertising and would lead to the layoff of employees the *Tribune* has hired to sell that advertising, his filing said.

Paton wrote further that undoing the deal would cause confusion in the marketplace and damage both the *Tribune* and Digital First Media. "This damage is not quantifiable, but is potentially fatal to the *Tribune*," he wrote.

Part of the claim presented by Utah Newspaper Project cited

recent layoffs at the *Tribune* as evidence of new financial difficulties. Paton wrote that the layoffs had nothing to do with the new agreement as former *Tribune* editors Nancy Conway and Joan O'Brien — among the organizers of Utah Newspaper Project — have claimed. He said the cuts would have still been necessary due to "ever-shrinking" revenues available for distribution between the two publications.

Utah state Sen. Jim Debakis, D-Salt Lake City, recently led a delegation of people interested in the JOA issue to Washington, D.C., to drum up support for the Utah Newspaper Project suit among lawmakers and the U.S. Department of Justice. Upon his return, and in response to last week's filings, he issued a statement that read, in part, "Talk is cheap. Say what they might, the document the *Tribune* hedge fund owner and the *Deseret News* signed speaks very loudly. The new agreement cuts the *Tribune's* share of the profit in half and it gives the *Deseret News* a veto power over a new *Tribune* owner."

Debakis continued, "There are several qualified Utahns who are interested in buying the *Tribune* but apparently the *Deseret News* is annoyed that its anointed new owner of its competitor has been delayed. Imagine if Ford had a veto power over a General Motors buyer."

HISPANIC

from page 1

site earlier this year.

At the kickoff reception, Palomarez said the chamber has had the national convention in metropolitan areas renowned for their economic power, pro-business climate and "welcoming embrace of all those who come to work, engage and contribute."

He described Utah as being "at the confluence of commerce and culture, arts and athletics, fun and faith," with an "open and accepting culture" that values the diversity of thought and heart.

Greg Winegardner, regional president of Wells Fargo and USHCC board of directors member, said the national convention's path to Salt Lake began two and a half years ago when he met with Palomarez and made the case for why he should bring his national convention to the city. Gov. Gary R. Herbert, along with Zions Bank representatives, Utah Hispanic business leaders and Winegardner, highlighted the state's economic prowess, rapid Hispanic population growth and embrace of diversity during the meeting.

Utah's Hispanic population has grown by more than 80 percent in the past decade. Utah is also a growing international business center, with one-third of its population being bilingual.

"Utah is home to more than 10,000 Hispanic-owned business-

es that together contribute over \$1.3 billion to the state's economy every year," said Don Salazar, national convention board chairman and founder and CEO of CTI Construction, based in Ogden. He said Utah's strong economic record, together with its natural beauty and powerful, cohesive Hispanic business community, made Salt Lake City the ideal destination for the national convention.

"The Salt Lake City business community is thrilled to welcome the USHCC to the state's capital, and celebrate the unprecedented accomplishments of local Hispanic entrepreneurs."

The USHCC promotes the economic growth and development of entrepreneurs and advocates on behalf of nearly 3.2 million Hispanic-owned businesses that contribute more than \$468 billion to the U.S. economy each year. The chamber serves as an umbrella to more than 200 local chambers and business associations across the nation and partners with more than 220 major corporations.

"On behalf of the USHCC board of directors, we are very excited to bring our national convention to Salt Lake City," said Marc Rodriguez, the chamber's board chairman. "We look forward to a full house at the convention in September. We are thrilled to work with the wide variety of leaders from Utah's vibrant public and private sectors to make the convention a success."

HIRING

from page 1

nology and conducted by an independent research firm. In order to ensure that companies from all segments were represented, the sample was stratified by number of employees. The results were then weighted to reflect the proper number of employees in the greater metropolitan Salt Lake City area.

In terms of recruiting, 65 percent of Salt Lake City CIOs said

it is somewhat or very challenging to find skilled IT professionals today. It is most challenging to find skilled talent in the functional areas of security (23 percent), networking (20 percent) and data/database management (13 percent).

The survey results suggest that Salt Lake City CIOs are optimistic about their companies' growth and IT investments. Ninety percent reported being somewhat or very confident in their companies' prospects for growth in the second half of 2014. That compares to 92 percent in the first half of the year.

Seventy-five percent of CIOs also said they are confident that their firms will invest in IT projects in the second half of 2014, a figure unchanged from the first six months of the year.

Sixty-five percent of Salt Lake City technology executives surveyed said that network administration is among the skill sets in greatest demand within their IT departments. Data/database management and desktop support followed, with 59 percent and 54 percent of the response, respectively.

CORPORATE FINANCIAL REPORTS

The following are recent financial reports as posted by selected Utah corporations:

Franklin Covey

Franklin Covey Co., based in Salt Lake City, reported net income of \$1.9 million, or 11 cents per share, for the fiscal third quarter ended May 31. That compares with \$2.1 million, or 13 cents per share, for the same quarter a year earlier.

Revenue for the most recent quarter totaled \$47.1 million, up from \$44.9 million in the year-earlier quarter and the highest amount for a third quarter for the company.

The company said its overall revenue growth "was somewhat less than expected" because of approximately \$2.4 million of

revenue that had been expected to be recognized in the third quarter which shifted and either has already been realized or is expected to be realized during the fourth quarter of fiscal 2014.

Franklin Covey provides training and consulting services.

"Given the strength of the company's pipelines, its strong booking momentum, the expectation of a renewal of a large government agency contract in the fourth quarter, and its expectation of significant sales growth in the fourth quarter of fiscal 2014, the company is confident that its fiscal fourth quarter will be its strongest ever, and that the company is well-positioned for continued and accelerated growth in fiscal 2015 and beyond," the company said in announcing the most recent quar-

ter's results.

Bob Whitman, chairman and chief executive officer, said a strong fourth quarter is expected to result in the company's highest-ever annual results for revenue; adjusted earnings before interest, taxes, depreciation and amortization (EBITDA); operating income and net income.

Pioneer Oil and Gas

Pioneer Oil and Gas, based in South Jordan, reported a net loss of \$264,169 for the second quarter ended March 31. That compares with a net loss of \$261,704 for the same quarter a year earlier.

Revenues totaled \$327,546, which compares with \$174,630 for the second quarter of fiscal 2013.

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As a Senior Interior Designer for FFKR Architects, Jenna Ayre works to share her passion for designing spaces that inspire and motivate those within. Her belief that our working environments are an extension of who we are allows her to help her clients to envision the possibilities of what their surroundings can be and how to generate maximum impact from them. Because she has a passion for traveling and has visited over 25 countries around the world, Jenna brings her real world experience to life in every design she undertakes.

Jenna joined FFKR in 2012 as the lead designer for their Interior Architecture Studio, which focuses on corporate office and retail design. In this position, she manages a number of clientele from across the United States, as well as locally here in Utah. Her expertise includes firsthand knowledge of how to take clients through a completed design process from programming through construction build out or any stage in between. Her specialties also include direct knowledge of the permitting process as well as the furniture industry, both of which can seem daunting for those who are less familiar. Jenna is LEED Commercial Interior accredited and serves to bring her knowledge of sustainable and environmentally conscious design to those she works with. She is BOMA Certified and an active member of the local IIDA and NAIOP chapters, recently serving as a committee member for the 2013 Municipality Report Card, a survey and research project that was nationally recognized. Jenna graduated Magna Cum Laude from Marymount University in Arlington Virginia, a CIDA accredited program, with a Bachelor of Arts in Interior Design.

Jenna would love to help you, help your clients, by finding and envisioning that perfect space!

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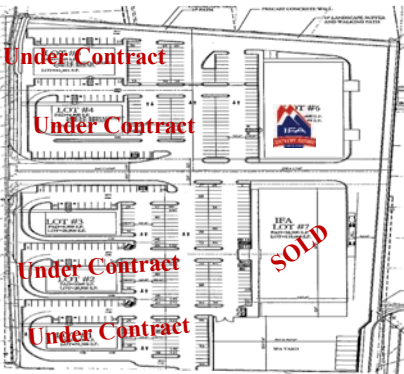
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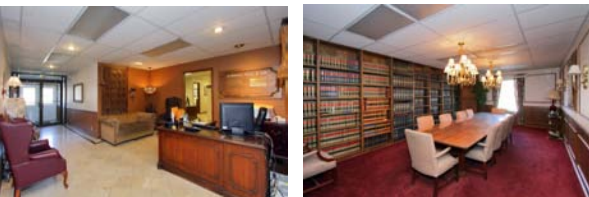
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