

Business Record

# IOWA



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*Iowa Association of  
Business and Industry*

January 2017

## REDISCOVERING **DUBUQUE** AND NORTHEAST IOWA



JACK HASKEN

*President and CEO, Jackson Manufacturing*



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## A VIEW FROM THE TOP



### Lori Schaefer-Weaton

*ABI Chair*  
Agri-Industrial Plastics Co.,  
Fairfield  
lori.schaefer@aipcompany.com

## It's time to reconnect with Dubuque

It is a pleasure to contribute to this month's edition of Business Record Iowa focusing on Dubuque. This great Iowa city is the site of ABI's 2017 Taking Care of Business Conference. I hope you will join me and 600 of your ABI colleagues in Dubuque in June.

Inside this edition of Business Record Iowa, you will learn that Dubuque has changed and grown, even in the few years since ABI last had its conference there in 2011. New venues, attractions and facilities dot the city. In addition, Dubuque continues to be one of Iowa's most philanthropic cities. This fits right in with an emphasis for the 2017 conference — giving back.

If you attended the conference six years ago, you know what a terrific city Dubuque was then. Dubuque is even better now! Much more than a location in which to hold ABI's best conference ever, it's a commercial juggernaut, with growing, world-class businesses. It's a place with some of Iowa's most innovative and productive business leaders and workers. Not forgetting, Dubuque is one of our state's most beautiful cities.

So enjoy reading about Dubuque and then finalize your plans now for ABI's premier annual event. The 2017 ABI Taking Care of Business Conference will have terrific keynote speakers, educational breakout sessions and the best networking all year — you do not want to miss it. I look forward to seeing you in Dubuque June 6-8.

In the meantime, and on another topic, on behalf of ABI members all over Iowa, I congratulate Gov. Terry Branstad upon his appointment as U.S. ambassador to China. I also congratulate Lt. Gov. Kim Reynolds, who will sometime soon become Iowa's governor. Both dedicated officials are and have been important to ABI, and we look forward to continuing to work together. Best wishes to them both as they assume new roles.

Finally, on behalf of the ABI Board of Directors, I wish you, your family and your company all the very best in 2017. Thank you for your support for ABI!

## EYE ON INDUSTRY

### Business, education leaders highlight partnership success

Sustained partnerships between Iowa's businesses and educators are key to creating a pipeline of qualified workers, said panelists at last month's Connecting Statewide Leaders forum.

Business leaders Lori Schaefer-Weaton, president of Agri-Industrial Plastics in Fairfield, and Mary Andringa, chair of the board at Vermeer Corp. in Pella, joined Pella Community High School Principal Eric Nelson to share best practices and lessons learned during the first forum of the 2016-17 series, which took place at Vermeer. The Iowa Association of Business and Industry holds its Connecting State Leaders events around the state in conjunction with sessions of Leadership Iowa.

"I really believe in the state of Iowa, with the kinds of partnerships and the willingness for educators and business and industry to work together to be able to create that future is really significant," Andringa said.

All three agreed working with students, parents and teachers is critical to helping introduce future employees to

valuable, in-demand careers, especially those in science, technology, engineering and math.

They use programs like Elevate Advanced Manufacturing, Project Lead the Way and Manufacturing Day to connect with all three sets of groups.

Vermeer regularly hosts teachers during the summer so they can better understand the skills students need and the jobs that are available.

"They go back to the classroom with a whole new understanding of today's manufacturing environment," Andringa said.

Pella Community Schools created a career academy three years ago to help introduce and educate students on high-quality, in-demand careers. Among other resources, the district installed 12 welding stations.

Nelson saw the payoff almost immediately. After taking 29 students on a field trip to see firsthand what a career in welding looks like, 26 of the students enrolled in a welding course.

One student in particular, who Nel-

son said had struggled to stay focused and had been in trouble in the past, showed up the day after the field trip prepared to learn.

"He found what he wanted to do in life," Nelson said. "Those are the students we're able to reach through programs like this."

Schaefer-Weaton and Andringa also go out of their way to bring groups of girls into their facilities to show them that careers in manufacturing are for men and women.

Vermeer's female engineers do projects with girls of all ages, even those who attend the company's child care center.

At Agri-Industrial Plastics, Schaefer-Weaton offers tours and activities to show off her facility.

"I love bringing girls into our plant and letting them see it and understand that there's so much opportunity," Schaefer-Weaton said. "We want every single kid in Fairfield to know what Agri-Industrial Plastics is, what we do, and that potentially they could work here a year from now or 20 years from now."



◀ EVENT REWIND

A CUSTOM PUBLICATION FOR ABI

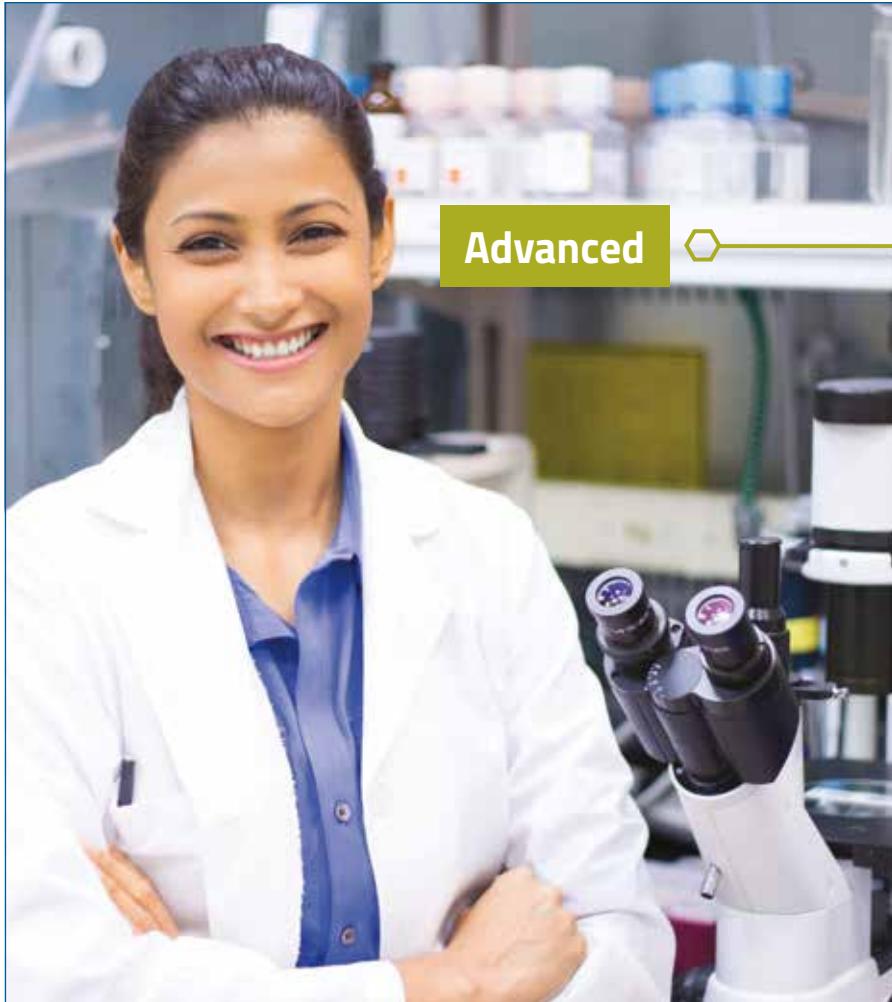
## Connecting Statewide Leaders

DECEMBER 8 | VERMEER CORPORATION

More than 75 people gathered for a Connecting Statewide Leaders discussion on business education partnerships.

Lori Schaefer-Weaton of Agri-Industrial Plastics, Mary Andringa of Vermeer and Eric Nelson of Pella Community High School shared their experiences with such partnerships and answered questions about best practices.

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◀ EVENT REWIND

## Leadership Iowa

DECEMBER 7-9 | PELLA



The 2016-17 Leadership Iowa class visited Pella in December to go back to school and learn about the state of education in Iowa. The class received a crash course on Iowa's various educational initiatives, issues facing schools throughout the state and the process behind how education is financed. Participants took part in a discussion on business and education partnerships, and got a first-hand look at career preparatory opportunities for students.

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Jack Hasken stands before a new 220-ton plastic injection press on the floor of his company, Jackson Manufacturing.

# REDISCOVERING DUBUQUE AND NORTHEAST IOWA

A focus on current businesses and strategic growth combined with increased educational opportunities and strong, dedicated private and public partnerships has created a vibrant and diverse Dubuque-area economy. The area has done a complete turnaround from the days in the 1980s when it had one of the highest unemployment rates in the nation with more than 20 percent of people out of work.

At the helm of some of these efforts has been the nonprofit Greater Dubuque Development Corp., which helped centralize the region's economic development efforts with its creation in 1984.

"Since that time, we've transformed from an organization that was dedicated to chasing smokestacks to community transformation through economic development," said Rick Dickinson, the president and chief executive officer of Greater Dubuque Development Corp. "We've gone from solely recruiting business to expanding business, renewable energy development and entrepreneurial development, and improving the community. Instead of just chasing companies, it's focusing on the product that is Dubuque."

Much of that improvement has taken place in the past decade. The Greater Dubuque Development Corp. board is composed of elected representatives from the local to state level, labor union representatives, the Dubuque manager and economic development employees, educational leaders, and the chief executives of private companies big and small. These individuals have joined to create five-year strategies for how to improve the northeast Iowa/Dubuque region.



**“**Our Dubuque economy is well balanced with higher ed, manufacturing, health care, housing, retail, and we continue to grow, maybe slowly, but we continue to grow all of those areas. It's good for the community, and with our type of business, our company. **”**

— TIM CONLON, *President, Conlon Construction*



**“**I like to think that our ‘conservative’ thinking, along with good decision-making by city leaders in the last 10 years is the major reason we're doing so well. It all comes down to planning and execution. **”**

— JACK HASKEN, *President and CEO, Jackson Manufacturing*

#### ATTENTION TO EXISTING BUSINESSES VITAL TO AREA'S SUCCESS, GROWTH

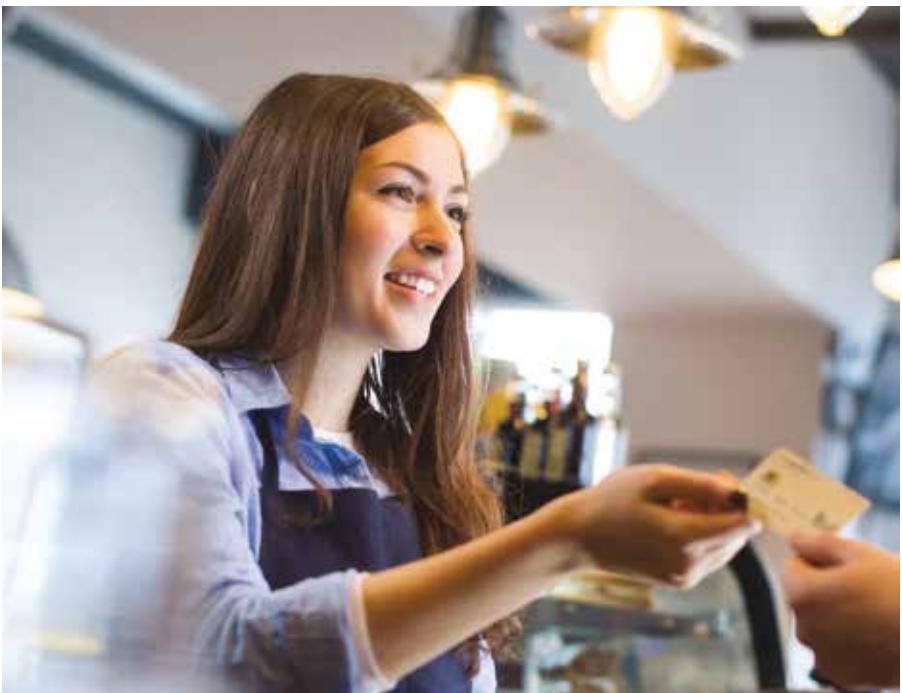
A big factor in the economic growth and success has been the business expansion and retention program, Dickinson said. Each year, the development corporation meets in person with more than 340 businesses to discuss the challenges the companies may face and what opportunities they have for the future.

As a result, between 8 percent and 10 percent of Iowa's job growth has taken place in the Dubuque area, and 85 percent of that growth has come from existing businesses. The community accounts for 3 percent of the state's population. There are 61,400 people working in Dubuque County as of December 2016. That's up from the economic slump in the mid-1980s when there were only 37,000 employed.

"Not only have we dramatically increased the number of opportunities in our market, but those opportunities are much more diverse," Dickinson said.

There's been growth in the financial services, insurance, information technology, customer services and health care industries that has brought new jobs. Unemployment is down to between 3 percent and 4 percent.

Conlon Construction is one of those companies that stayed in Dubuque even during the tough times. It was founded in 1903 and has called the city home since 1922. The company's longevity and its success are tied to its ability to create lasting business relationships with a variety of long-term clients and to be versatile and adaptable in its services.



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"The secret for us is to be flexible and work in a management capacity to develop projects early in the process through design, all the way through construction," company President Tim Conlon said.

The area is home to several century-old businesses that helped to serve as the backbone to keeping Dubuque alive.

"That really probably was the key to our success here," Conlon said.

Conlon was one of the companies that receive work through a Vision Iowa grant that helped revitalize the riverfront with several projects that included the catalyst project, the National Mississippi River Museum & Aquarium, along with a casino, a hotel and office buildings.

These projects were a combination of public and private partnerships that helped spark growth.

"It all cleaned up the riverfront, so tourism took off and became a major economic engine," Conlon said.

The area's strong leadership and partnerships between public government and the private sector have been crucial to the area receiving grants to mitigate flood issues and improve roadways. This, combined with a strong economic development group that is devoted to supporting and maintaining existing businesses, has led to continued growth and success in the region, Conlon said.

"I think success builds on itself, and I think people see that we in Dubuque have worked with the private and public sector to get great things done," he said. "Our Dubuque economy is well balanced with higher ed, manufacturing, health care, housing, retail, and we continue to grow all of those areas. It's good for the community, and with our type of business, our company, too."

The area's economic growth and success also have been important to companies such as Jackson Manufacturing in Maquoketa. The company does much of its business and recruits employees from within the Dubuque area, said Jack Hasken, the company's president and chief executive officer.

Hasken took over ownership of the company in 2013 to save his job and prevent others from losing theirs when the company was on the verge of closing. He's turned around the business and will report its best year for 2016.

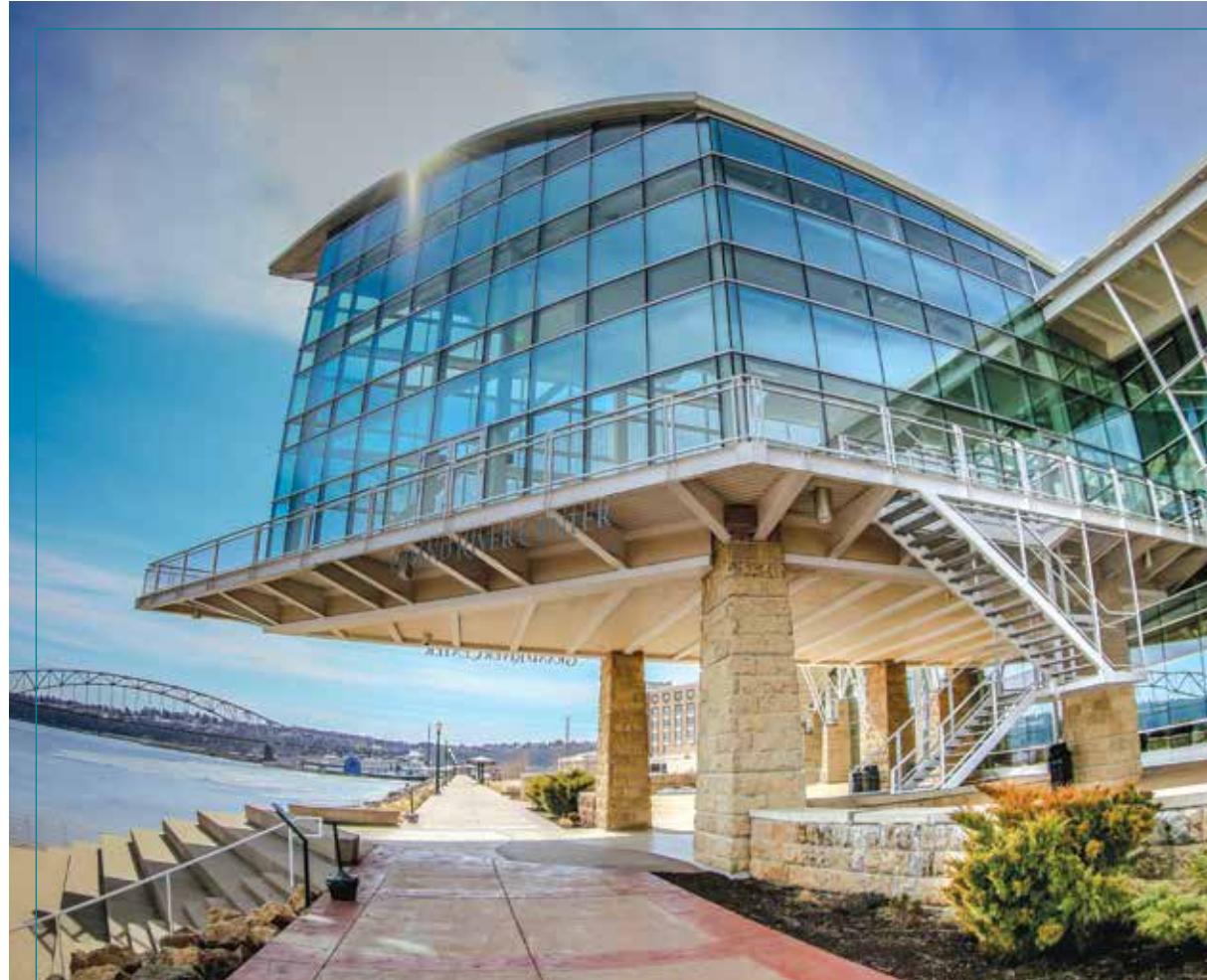
Hasken, who has been a lifelong resident of the area and is an adult undergraduate at the University of Dubuque through its LIFE program, said much of the growth and improvements in the area needs to be credited to city leaders who began to create a vision for the region and market its potential as a tourist attraction with more performing arts entertainment, a water park, hotels, casinos, more restaurants and a nice parks system.

He said leaders began to see the community was too dependent upon a handful of key large employers and sought out ways to diversify the job market and bring more white-collar jobs.

"I like to think that our 'conservative' thinking, along with good decision-making by city leaders in the last 10 years, is the major reason we are doing so well," Hasken said. "It all comes down to planning and execution."

In addition to business retention and expansion, there has been an increased focus on nationally marketing the area, working with local colleges and universities to find solutions to workforce shortages, creating sustainable opportunities that include solar energy and a cleansing of methane gas for reuse, and supporting new startup ventures.

In 2017, Dickinson said, the public and private sectors will turn their attention to transforming Dubuque's downtown by addressing areas of slum and blight, and entering the lowest-income U.S. Census tracts to make improvements such as working with families and educators in those areas to improve third-grade reading levels. Other improvements will come in the form of gateway development, streetscape improvements, the acquisition of flood-damaged or slum and blighted properties. Part of the plan is to give newly employed individuals the chance to acquire homes that have been reconverted back into single-family residences, he said.



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In 2017, the ABI Taking Care of Business Conference is headed back to Dubuque to enjoy Iowa's oldest city on the Mississippi River. In addition to incomparable programming and networking opportunities, attendees will get to experience the world-class facilities Dubuque has to offer.

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*Registration opens Feb. 22*

## GREATEST EMPHASIS PLACED ON CREATING SKILLED WORKFORCE

Dickinson said most of the development corporation's resources go toward workforce solutions because it's the greatest issue businesses in the Dubuque area face. They've worked with the Dubuque Telegraph-Herald to publicize employment opportunities through the website accessdubuque-jobs.com, and they conduct tours of the community for companies that are trying to recruit individuals to the area. They reach out to colleges and universities within 200 miles of Dubuque to inform students about career opportunities through college campus luncheons where the students are in direct contact with the chief executives of Dubuque companies.

Increasing the workforce is a three-pronged approach of recruiting individuals, retaining talent and creating talent. To create more workers, Opportunity Dubuque was formed. Through the program, unemployed or underemployed individuals receive training through community colleges. More than 500 individuals have graduated from the program, with a 94 percent placement rate in jobs that pay at least \$14 an hour.

Conlon said the increased emphasis placed on creating skilled workers to fill jobs has helped many companies, including his. Workforce development remains an issue as businesses want to grow but find a lack of skilled workers.

"My industry is focusing a lot of energy into craft and skilled worker development," he said. "Those areas where workers are in short supply these days."

The number of skilled workers has increased through education and training programs at local colleges and higher educational institutions including Northeast Iowa Community College, which has been supportive in creating career certificate training programs that meet the needs of area businesses.

"That's one of the reasons I think some of our companies are so successful," Conlon said. "We have the training and the programs."

Wendy Mihm-Herold, the vice president of business community solutions for Northeast Iowa Community College, said the growth of various employment sectors including manufacturing, IT, construction, transportation, retail and business professionals was a result of partnerships with a joint vision to improve economic development by ensuring diversity in employment opportunities.

"That's one of the great things about the northeast Iowa region is that we see growth in multiple sectors, not just one sector," she said. "That means we have a very diversified employment base."

Mihm-Herold said NICC has been instrumental in helping with the workforce shortage by working with employers to create career pathway certificates that train individuals for the jobs that are available. This program has grown from one pathway in 2011 to more than 20 in 2016. The greatest growth has come in the areas of manufacturing and health programs, she said.

## PUBLIC-PRIVATE INVESTMENT REQUIRED TO MAKE CHANGES HAPPEN

All of this hasn't happened without a will and the leadership to do it, Dickinson said. The first year, they operated with a \$180,000 budget. This year they have \$2 million and 2½ times the employees. Two-thirds of the money comes from the private sector.

"We work with existing businesses to let them know we're here for them," he said. "The capital investment in Greater Dubuque Development is significant. The private sector has bought in because they've seen the results and design what we do. They're not just asked to pony up. They're engaged in the economic development model we've created."

For the next five years, that model will be based upon goals of continued job growth, an increase in median household income, population growth, and commercial and residential property growth measured by the number of building permits that are issued, Dickinson said.



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The University of Dubuque has undergone more than \$250 million in new construction and renovations that have made it a focal point in the city.

# Education's Impact

Northeast Iowa's educational institutions have played a key role in the growth and redevelopment of Dubuque and northeast Iowa over the past two-plus decades. The area has a multitude of higher educational institutions that have proved to be integral partners with area businesses, and the area continues to grow. These institutes of learning not only develop the workforce of tomorrow, they provide important ongoing learning opportunities for current employers and employees and have reinvested millions of dollars in the community and region.

## UNIVERSITY OF DUBUQUE'S ECONOMIC IMPACT LIKELY TOPS \$130 MILLION

The University of Dubuque (UD) has grown dramatically over the past 20 years after implementing a plan for transformation in 1996 to address enrollment and financial challenges. Since then, the university has more than quadrupled in size — growing from approximately 550 students in 1996 to 2,300 students from 43 states and 22 countries.

In that same time period, the University of Dubuque invested more than \$250 million in new construction and renovations. The south campus and University Drive have become a focal point for those traveling U.S. Highway 20 through the city.

Calculating the economic impact UD has had on the city of Dubuque can be somewhat difficult. However, an economic multiplier formula developed by the University of California at Santa Cruz can provide some clarity. The formula found that every dollar spent by the university is returned 2.5 times to the community. For UD, with a budget of \$52 million, that means an economic impact of approximately \$130 million, not including new construction or renovation projects on campus, said Tom Hogan, senior director for university relations at UD.

"With the investments made to the campus over the last 20 years, estimates on the economic impact could quite possibly reach \$200 million," Hogan said.

## NORTHEAST IOWA COMMUNITY COLLEGE

Dubuque could not have made the recovery it has without a qualified workforce in place to help fill the jobs available at growing businesses. Northeast Iowa Community College (NICC) has been a strong partner when it comes to the area's economic development growth by providing training and retraining for thousands of area workers.

In 2016, NICC provided courses and educational options for nearly 30,000 students — from high school students getting a head start on college credits and workers seeking a new career path to real estate brokers looking to renew their licenses.

The community college, which celebrated its 50th anniversary last year, works closely with businesses to help ensure students receive the right training for the jobs employers need them to fill. NICC also provides training and upscaling for current employees.

Some of the most in-demand career tracks are manufacturing, health and information technology, said Wendy Mihm-Herold, vice president of business and community solutions at NICC.

"We have great relationships with businesses and work with them constantly to make sure we have the programs in place to meet their needs and help make certain our students and our area companies can be successful," Mihm-Herold said.

What does it mean to live and work in Dubuque? The Iowa Association of Business and Industry asked native Dubuquers and longtime business leaders what makes the area such a special place.

Visit [www.iowaabi.org](http://www.iowaabi.org) to learn more about Dubuque, northeast Iowa and the great ABI member businesses that call Dubuque home.

"I'm a lifelong Dubuquer and very proud to call it home. Dubuque and its amazing citizens epitomize an often repeated quote of Ronald Reagan: 'There is no limit to what can be accomplished if it doesn't matter who gets the credit.'

"Years ago Dubuque fell on hard times economically, with two of our largest employers scaling back their workforces. But Dubuquers refused to give up. The private sector, labor and government at all levels came together to lead a renaissance of the city that continues today."

"Today Dubuque has grown into an economically and culturally diverse All-American City with a "cool factor" of restaurants, music, art and entertainment — all beneficial to the city's entrepreneurial spirit."

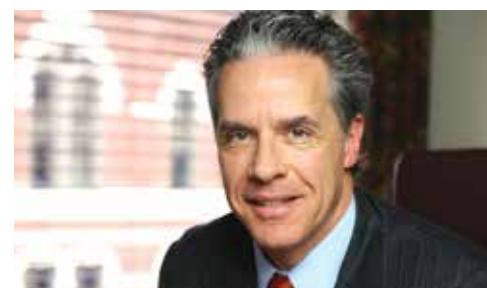


— **U.S. REP. ROD BLUM**, a lifelong Dubuque resident and business owner who has represented Iowa's 1st District in Congress since 2015

"What makes Dubuque so special is the quality of the people and the fact that they have so much pride in what they do. If there are projects that need doing, the community does a phenomenal job of getting behind them and supporting them, whether it's a work project or cultural project. People here work together, play together and support each other."

"One nice thing about Dubuque is that there is such a good business employment mix for people. You have the ability to stay here and be challenged. Like a lot of communities, we have younger people who think they have to go somewhere else to really get the experience they're looking for, but as they get older they recognize the quality of life here and want to come back."

"We have a great partnership between businesses and area economic development officials that has allowed us to create an environment that brings people here. Our internship program is very strong, and through that we've learned we have people who'd rather live in Dubuque than larger metro areas, such as Madison, Wis. That speaks to the quality of our community and the direction we're heading."

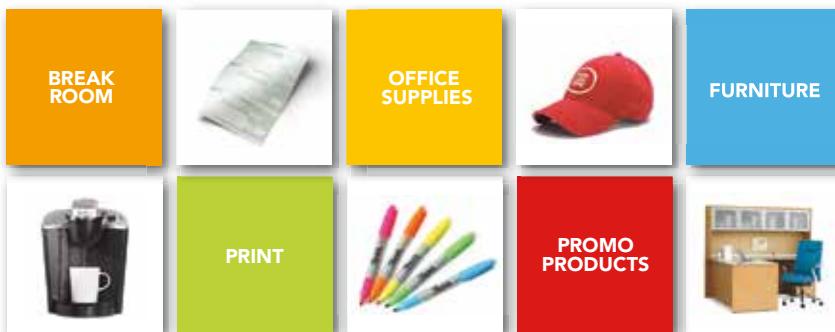


— **ANDREW BUTLER**, a lifelong Dubuque resident and president of SISCO and HealthCorp.

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Iowa Community Foundations is an initiative of the Iowa Council of Foundations.





## CALENDAR OF EVENTS

**MARCH 2****Connecting Statewide Leaders Forum**

Kinnick Stadium (McCord Indoor Club)  
825 Stadium Drive, Iowa City  
3 – 5:30 p.m.

**MARCH 2-3****Leadership Iowa Session V: Healthcare**

Iowa City

**MARCH 13****Iowa Business Day on the Hill Reception**

Scenic Route Bakery  
350 E. Locust St., Des Moines  
4:30 – 6:30 p.m.

**MARCH 14****Iowa Business Day on the Hill**

ABI Office  
400 E. Court Ave., Suite 100, Des Moines  
9 – 11:15 a.m.

**MARCH 30****Workers' Compensation: Best Practices and Lessons Learned**

ABI Office  
400 E. Court Ave., Suite 100, Des Moines  
9 a.m.

Visit [www.iowaabi.org](http://www.iowaabi.org) and click the "Events" tab for details on upcoming events.



## CAPITOL BUSINESS

**THREE FACTORS THAT WILL INFLUENCE THE 2017 LEGISLATIVE SESSION**

**Jessica Harder**

Director, Public Policy  
[jharder@iowaabi.org](mailto:jharder@iowaabi.org)



The legislative session began Jan. 9. Here are three factors that will affect the session:

**New Republican Trifecta**

Along with President-elect Donald Trump, the November election ushered in a host of new Republican legislators at the state level, scoring Republicans a governmental hat trick. Republicans took control of the Iowa Senate, which means they now have control of both chambers and the governor's office. House Speaker Linda Upmeyer, R-Clear Lake, will be the most seasoned legislative leader at the Capitol. Returning along with her is House Majority Leader Chris Hagenow, R-Windsor Heights, at the helm of a 59-40 majority. One open House seat will be filled in an upcoming special election. Senate Republicans, under the leadership of Majority Leader Senator Bill Dix, R-Shell Rock, and new Senate President Jack Whitver, R-Ankeny, will have to get their feet planted while wrangling six energetic new caucus members and many returning incumbents thrilled to finally be in the majority. Republican control of the House, Senate and the executive branch means legislators, lobbyists and constituents are pulling draft bills out of dusty drawers. Expect a high volume of legislation to be filed and a flurry of activity on issues that haven't been entertained under the golden dome for almost two decades.

**Tight State Budget Projections**

The most recent meeting of the Revenue Estimating Conference predicted slower state revenue growth over the next two years. Legislators will need to find \$100 million in cuts for the current fiscal year. With most of the state's \$7.2 billion in general funds locked into spending on education, health care and previous property tax promises, budgeting will be a challenge. Look for frugal spending and a focus on government efficiency. Comprehensive tax reform may also be on the table. It remains to be seen whether the proposed tax policy changes are revenue-neutral to the state, or whether the passage of other big-ticket items to reduce state spending and unlock existing state funds will facilitate potential tax reductions.

**Governor Branstad to China**

In what can be called no less than political history, Gov. Terry Branstad in December accepted Trump's request to serve as ambassador to China. Branstad's midterm exit stage East will launch Lt. Gov. Kim Reynolds into the remainder of the governor's term, making her the first woman governor of Iowa. Speculation swirls over the details of the transition of power, as well as whom Reynolds will appoint to be her lieutenant. The timing of the transition and the particular alchemy of personalities interacting under the dome could certainly affect the legislative session in myriad ways. Stay tuned as history unfolds.

## BY THE NUMBERS

**One in four** Iowa employers are expected to increase staff levels in the first quarter of 2017, according to the latest ManpowerGroup Employment Outlook Survey.

Another **68 percent** plan to maintain their current staff levels, according to respondents.

The results of the latest survey indicate Iowa employers expect to hire at a strong pace in the first three months of the year. Only **4 percent** of employers surveyed plan to decrease staff levels.

Nationwide, **19 percent** of employers expect to add to their workforces and **6 percent** anticipate a decrease in workers in the first quarter.

More Iowa employers are anticipating staff increases than in the final quarter of 2016, when **18 percent** expected to add workers. A year ago, at the beginning of 2016, the same percentage (24 percent) of employers planned to increase staff levels, but **9 percent** — nearly double — planned to decrease staff levels.

SOURCE: MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY OF MORE THAN 11,000 EMPLOYERS.

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Bringing together Iowa's leading experts to discuss issues important to our state.

March 2, 2017 | 3 p.m. Program | 4:15 p.m. Reception

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AHEAD OF THE CURVE

# MAKE NOMINATIONS NOW for ABI Foundation programming



This New Year, resolve to help your co-workers, interns, children and others meet their professional and personal development goals with a nomination to one of the ABI Foundation's programs.

Business Horizons, Leadership Iowa University and Leadership Iowa are all accepting nominations for 2017-18. ABI Foundation programs benefit individuals, workplaces and communities statewide by helping individuals recognize the value of working and living in Iowa and creating a strong pipeline of civically engaged leaders focused on making a difference in their communities.

Help the ABI Foundation create the next "Best Class Ever" by introducing us to Iowans eager to learn about the opportunities our state has to offer and the areas where they can help to effect change.

Make nominations at [www.iowaabi.org](http://www.iowaabi.org) for the following programs:

## LEADERSHIP IOWA

This premier issues-awareness program is designed to educate, inspire and grow a network of informed leaders encouraging ongoing civic engagement to create a better future for all Iowans. The 2017-18 Leadership Iowa class begins in October and runs through June 2018. The class gathers for eight sessions throughout the state where they learn about important issues facing Iowa and meet the leaders tackling those issues head-on.

## LEADERSHIP IOWA UNIVERSITY

LIU is a professional and personal development program for college student-leaders. Throughout their time in the program, participants are exposed to top Iowa professionals by way of networking events, engaging roundtable discussions, business visits and a mentorship with a professional in their desired field. The 2017-18 class begins in August with follow-up sessions in the fall and spring.

## BUSINESS HORIZONS

This is a weeklong action-packed program for high school students. The goal is to plant an entrepreneurial spark in today's youth. It is perfect for those students who want to prepare for their future and join other young people from across Iowa to learn about economics, entrepreneurship and skills they need to be successful in today's workplace. BH will take place June 25-29 at Central College in Pella.

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ABI is Iowa's oldest and largest business network, representing almost **1,500 businesses** of all types and sizes employing **over 310,000 Iowans** in all **99 counties**. If you are not sure if your organization is a member of ABI, contact Dorothy Knowles at 515-235-0568 or [dknowles@iowaabi.org](mailto:dknowles@iowaabi.org).





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