



## **2020-2021 ANNUAL REPORT**

**Attracting Talent, Driving Innovation**



Dear friend of enFocus,

enFocus began as a group of passionate people committed to developing and retaining talent in our region. Our aim was to spark innovation to build a stronger community. Almost a decade later, we remain steadfast in our commitment to this goal. Our “entrepreneurial Focus” is stronger than ever, and we are incredibly proud of the sustainable, continuous growth of our organization in both scope and scale.

Over the past year, we engaged 24 fellows to complete over 50 innovation projects across Saint Joseph, Elkhart, and Marshall counties. These talented, recent graduates served partners in an intentional range of sectors including nonprofit, government, healthcare, education, and industry. Our teams were charged with solving problems known and unknown through sponsored innovation projects and new entrepreneurial initiatives, driving economic impact across our region. Along the way, we have grown as professionals and people who understand more about what an innovative spirit and dedication to a place can mean for a community.

During 2020-21, our region experienced a surge in COVID-19 cases that nearly overwhelmed our hospitals and health services. We were humbled to have participated in several COVID-19 related innovation and assistance programs working across our civic sector partners. From internet connectivity programs for vulnerable students to data support for health departments to vaccine campaigns for county residents, we are privileged to have emboldened our region’s COVID response in a time of need.

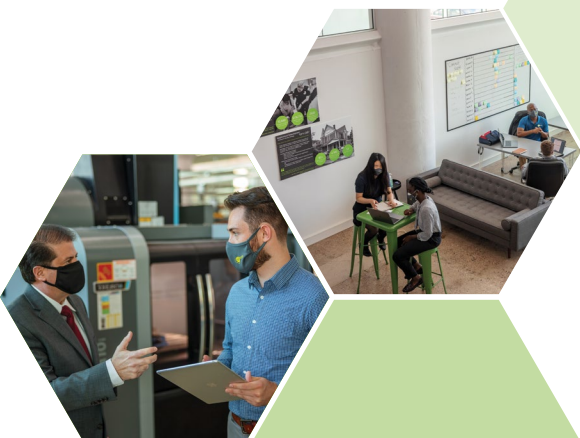
At the same time, we have supported our region’s manufacturing base working with iNDustry Labs. Through Industry 4.0 and operational assessments, we have implemented successful projects across small, medium, and large businesses in the region. Our nascent grant development programs have won over \$4M in new awards for sponsors. We are excited to grow our Fellowship program to increase our reach over the next fiscal year.

As I look to the future, I am struck by the profound ways in which people support enFocus. Our fellows, interns, sponsors, mentors, partners, and Board of Directors are truly making bold progress as we collectively ignite innovation and advance prosperity in our region. enFocus could not be more grateful for the support of so many in this endeavor.

Here’s to the future of our region...

Sincerely,

Andrew Wiand  
Executive Director



# Indiana ranks 14<sup>th</sup> in producing graduates but 46<sup>th</sup> in keeping them.

## WE ARE CHANGING THIS PARADIGM



### OUR MISSION

WE EMPOWER TALENT TO BUILD BETTER COMMUNITIES

### OUR MODEL

At enFocus, we believe the key to economic development lies in attracting and retaining **talent**. Through our Fellowship program, we empower recent graduates to work and think like an entrepreneur to solve our community's toughest challenges. We match recent graduates of baccalaureate and graduate programs to high-impact **innovation projects** with regional civic organizations, businesses, and entrepreneurs. There, they partner with sponsors to discover, design, and implement innovative solutions to problems and needs in our communities. They also foster regional **entrepreneurship** incubating new technologies, startups and social impact initiatives.

Our goal is to create meaningful experiences so these talented young professionals will choose to stay in our region. To date, over 70% of enFocus Fellows have stayed to call Indiana their home. We are successfully combating brain drain in Indiana!



### MISSION-DRIVEN TALENT IN SERVICE TO OUR PARTNERS

Our fellows are a diverse group of professionals with a few important things in common. They are intellectually curious, mission-driven, and eager to improve our region.

Selected from a competitive pool of candidates with a wide array of academic credentials and professional experiences, enFocus Fellows are full-time, salaried employees. Fellows commit two years to working on teams to solve problems alongside local organizations and to incubating new programs, products, and services in Northern Indiana. Interns support Fellow teams over a summer or a season on projects. Our sponsors and partners benefit from a curated team selected for their respective skills, interests, and the needs of the project at hand.

### OUR PROJECTS

Our sponsored projects solve problems and drive impact for our partners in industry and the civic space. We spark innovation for regional businesses and manufacturers in partnership with iNDustry Labs at Notre Dame as part of the region's Labs for Industry Transformation (LIFT) Network. We develop impactful projects for nonprofits, government, healthcare, and school districts. enFocus teams also dedicate time to applied research and entrepreneurial projects to catalyze innovation in our region. The combination of these activities drives economic growth in our communities.

### INNOVATING THROUGH A GLOBAL PANDEMIC

When the world changed in 2020, enFocus teams and our partners responded together—addressing public health, community, and business continuity challenges. Here are just a few representative projects from our engagements across the region this year.

#### PARTNERING TO ENABLE AT HOME LEARNING



In the fall of 2020, the **City of South Bend**, **South Bend Community School Corporation**, and enFocus partnered to provide internet access to students during the pandemic. The initiative, Citywide Classroom South Bend, provided free at-home internet packages and mobile WiFi hotspots to in-need SBCSC households and expanded free community WiFi. Through this work, more than 1,200 of the district's students were connected, and the work continues as eligibility has expanded to all students in the school district.

**“enFocus is an innovative change agent for SBCSC. We trust and rely on enFocus Fellows to hold our hand through our toughest problems.”**

– Patrick Stalvey, Chief Technology Officer

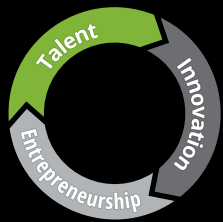
#### SHARING RESOURCES AND INSPIRING VACCINATION



When the COVID-19 crisis began, Elkhart County leveraged community resources to respond to the challenges facing residents. enFocus Fellows began tracking these responses and developed *elkhartcountycovid19.com* to coordinate the community response and support local efforts. The website, adopted by the Elkhart County **Community Organizations Active in Disasters** (COAD), provided comprehensive resources to connect residents with the support they need. More recently, COAD partnered with enFocus for its “Voices of Vaccination” campaign to share social media posts from community members who have been vaccinated to help increase vaccination rates.

**“enFocus’ work to ensure residents could find information about COVID-19 prevention, testing, mental health resources, and vaccines in one place was critical. What’s more, their campaign to share the testimonials of friends and neighbors who got vaccinated helped inspire countless others to get immunized. We could not be more grateful for their efforts.”**

– Rebecca Shetler-Fast, Volunteer COAD Chair



**TACKLING** challenges.  
**UNCOVERING** opportunities.  
**BUILDING** resilience in our region.



## CIVIC INNOVATION

### BOLSTERING HEALTH IN MARSHALL COUNTY



enFocus worked with the **Marshall County Community Foundation** to implement a quality of life plan, catalyzed by a Lilly Endowment GIFT VII Grant. enFocus helped launch the first phase of the Blue Zones Project, an inclusive approach to population health—the first of its kind in Indiana.

**“We are thrilled with how enFocus brings their entrepreneurial lens to this work, adding stability, consistency, and a creative spark.”**

– **Linda Yoder**, Executive Director

### DEVELOPING A DATA-DRIVEN APPROACH



enFocus partnered with the **St. Joseph County Department of Health**, facilitating strategic planning sessions and the development of key performance indicators to support improved decision making. We provided COVID-19 vaccine data analysis that helped county and city leaders interpret state data about vaccination trends, enabling them to take action and create strategies for COVID-19 efficient vaccine distribution and adoption.

**“The enFocus team has been instrumental in working across all units of the Department of Health to identify key performance indicators and implement an improved data management plan for our teams.”**

– **Cassandra White**, Director of Health Equity, Epidemiology, and Data Unit

## RESEARCH AND ENTREPRENEURSHIP

### SECURING MISSION-CRITICAL FUNDING THROUGH GRANTS



enFocus worked with **Polar Clean**, a South Bend-based leader in dry ice blasting, to submit a small business technology transfer (STTR) proposal for research to enhance their proprietary technology. The federal contract will enable Polar Clean to invest in automation and artificial intelligence research to improve their service offerings.

**“We had a concept in mind for this proposal, but it was our collaboration with enFocus that brought everything together. Without enFocus, we could not have accomplished what we did.”**

– **Joseph P. Sergio**, PhD, Founder and COO

## INDUSTRY INNOVATION

### ELEVATING OUR REGION'S COMPETITIVENESS IN A GLOBAL MARKETPLACE

The enFocus Industry Innovation team provides technical talent and support to iNdustry Labs at Notre Dame, the University's front door to regional industry. Fellows support collaborations with businesses in the region via a service portfolio designed to drive digital advancement in conjunction with the resources and talent available at Notre Dame.



### ADVANCING DIGITAL MANUFACTURING



General Stamping & Metalworks

iNdustry Labs at Notre Dame and enFocus partnered to design and implement a digital transformation plan for **General Stamping & Metalworks**, a leading provider of

stampings and fabricated metal parts. This initiative enriched their data usage and overall equipment effectiveness (OEE) to spur improvements and a deeper technical understanding of their operations.

**“[The team] gave us the structure to prioritize the projects and clarify our own thinking about what is important.”**

– **John Axelberg**, President & CEO

### IMPROVING PRODUCTION LINE EFFICIENCIES



**SMOKER CRAFT, INC.**

Collaboratively, we performed value-stream mapping and operation cycle data collection for boat manufacturer **Smoker Craft**. This analysis enabled

Smoker Craft to make data-driven decisions about its production line to increase boat production. enFocus Innovation Fellows also helped the company apply for state funding to help offset new technology costs.

**“The enFocus Team has more than exceeded our expectations in delivering results and helping to improve our operations.”**

– **Todd Taylor**, Operations Support Manager



**MADI ROGERS**

Professional development is a boon for Purdue grad

*"I've had the opportunity to work directly with leaders at the City of South Bend, local school boards, and state government on complex projects, managing teams of fellows and interns. I'm not sure I would have had this experience, especially in my first year out of college, at any other organization."*

**HUNTER GUTHRIE**

Mission is key for this Hanover College graduate

*"enFocus offers me the unique opportunity to develop solutions for the greater good of an entire community and to cultivate problem-solving skills that will serve me throughout my career."*

**STEPHEN KABELE**

Notre Dame graduate is inspired to serve industry

*"I have been able to work with local university and industry partners to promote regional innovation and economic development. Having this level of access to sponsors, colleagues, and mentors so invested in community development and my professional growth is remarkable."*

**FAITH STULL**

Marshall County native drives innovation at home

*"As a lifelong resident of Northern Indiana, I always assumed fulfilling my professional goals would force me to relocate. Through my enFocus internship, I learned that impactful opportunities exist right here, close to home."*

**KRISTEN SMOLE**

Elkhart County native driven by chance to start something new

*"enFocus' model allows me to pursue entrepreneurial ventures right here in my hometown. As a co-founder of a nonprofit dedicated to victim advocacy in Elkhart, I have dedicated time and resources to make sure the organization is a success in its infancy."*

**ALEX TOPALOVIC**

Passion for driving industry growth leads business-minded professional to enFocus

*"enFocus helps me hone my passion for creating economically sustainable communities through organic and holistic growth of organizations. The work allows me to solve challenges in manufacturing, supply chain, workforce development, and data-driven management—areas I am particularly interested in."*

**KEEPING TALENT IN OUR REGION**

# OUR FELLOWS

**MIKE ALTENBURGER BS, MS, PhD**  
Systematic Theology  
University of Notre Dame  
Hometown: Vienna, VA



**ALLISON BERDING BS, MS ESTEEM**  
University of Notre Dame  
Hometown: Cincinnati, OH



**WILL CERNANEC BA**  
Sociology  
University of Notre Dame  
Hometown: Littleton, CO



**PETE FREEMAN BA**  
Sociology, Gender Studies, and  
International Peace Studies  
University of Notre Dame  
Hometown: Culver, IN



**MAXX HAMM BA, MNA**  
Nonprofit Administration  
University of Notre Dame  
Hometown: Indianapolis, IN



**STEPHEN KABELE BA**  
Industrial Design  
University of Notre Dame  
Hometown: Portland, OR



**IDRISS BAH BA**  
Informatics  
Indiana University  
Hometown: Indianapolis, IN



**JENNY BIECHELE-SPEZIALE BS**  
Industrial Engineering  
Purdue University  
Hometown: Louisville, KY



**JAMISON EDWARDS BA**  
Economics  
University of Louisville  
Hometown: Louisville, KY



**TONY GUIDOTTI BA, MGA**  
Global Affairs  
University of Notre Dame  
Hometown: Rosemount, MN



**SIENNA HURLEY BA**  
Political Science  
Indiana University  
Hometown: South Bend, IN



**CONNOR KEAVENEY BS**  
Chemical Engineering  
Purdue University  
Hometown: Crown Point, IN

**JOSIE LEE BS**  
Public Health Sciences  
University of Michigan  
Hometown: Greenwood Village, CO



**BERIT REISENAUER GUIDOTTI BA, MTS**  
Moral Theology  
University of Notre Dame  
Hometown: Everett, WA



**MICHELLE SAWAAN BA, MA**  
Sociology  
University Notre Dame  
Hometown: Fairfax, VA



**NITHALI SRIDHAR BSE**  
Data Science  
University of Michigan  
Hometown: Omaha, NE



**JODY SURYATNA BS**  
Mechanical Engineering  
Purdue University  
Hometown: Jakarta, Indonesia



**ALEX TOPALOVIC BA**  
Global Management  
Earlham College  
Hometown: Belgrade, Serbia



**BEN OLLEN BA, MIS**  
Information Science  
Indiana University  
Hometown: Hobart, IN



**MADI ROGERS BS**  
Biomedical Engineering  
Purdue University  
Hometown: Evansville, IN



**KRISTEN SMOLE BA, MA**  
Political Science and Government  
Purdue University  
Hometown: Elkhart, IN



**FAITH STULL BA, MS**  
Organizational Leadership  
Purdue University-Fort Wayne  
Hometown: Walkerton, IN



**SHIVANGI TIWARI BS**  
Finance  
Purdue University  
Hometown: Hyderabad, India



**JOEVITA WEAH BA**  
Environmental Geosciences  
DePauw University  
Hometown: Indianapolis, IN

# FINANCIALS

# WORKING TOGETHER TO ADVANCE OUR MISSION

## STATEMENT OF FINANCIAL ACTIVITY

August 2020–July 2021

### INCOME

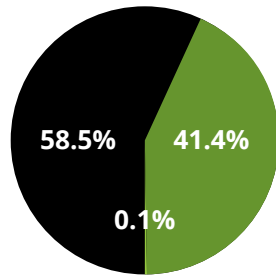
Project and Technical Services	\$1,662,298
Grants <i>(includes enFocus and Partner Grants)</i>	\$1,176,500
Other	\$3,606
<b>Subtotal</b>	<b>\$2,842,404</b>

### EXPENSES

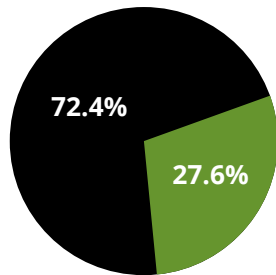
Salaries and Benefits <i>(includes internships)</i>	\$2,098,055
Program and Operational Expenses	\$799,098
<b>Subtotal</b>	<b>\$2,897,153</b>

*Reflects fiscal year August 2020 through July 2021.  
Does not reflect outstanding receivables.*

*Long-term sustainability achieved through increased project revenue and philanthropic support.*



Project & Technical Services  
Grant Revenue  
Other Revenue



Salaries & Benefits  
Program & Operational Expenses

## ENFOCUS MANAGEMENT TEAM

- Andrew Wiand**, Executive Director
- Melissa Fruscione**, Director of Programs
- Allison Egan**, Director of Civic Innovation Emeritus
- Jack Jacobs**, Program Manager Emeritus
- Angie Kearns**, Communications Manager
- Michal Shoemaker**, Director of Industry Innovation Emeritus
- Gillian Shaw**, Director of Projects
- Mike Bogdan**, Project Manager
- Hunter Guthrie**, Talent Coordinator

## BOARD OF DIRECTORS AND ADVISORS

- |                   |                 |               |                |
|-------------------|-----------------|---------------|----------------|
| Mike Bieganski    | Scott Ford      | Levon Johnson | Kevin Smith    |
| Liz Naquin Borger | Gary Gilot      | Tom Loughran  | George Spohrer |
| John Farrell      | Deborah Grounds | David Murphy  | Chris Stager   |
| Shane Fimbel      | Amanda Jamison  | Bil Murray    |                |

## SUPPORTERS



2012



University of Notre Dame ESTEEM class trip to Research Triangle Park inspires founding of enFocus



enFocus established with first Fellow cohort of seven

2013



Lilly Endowment's \$3M grant allows growth of organization with support from the University of Notre Dame

2018

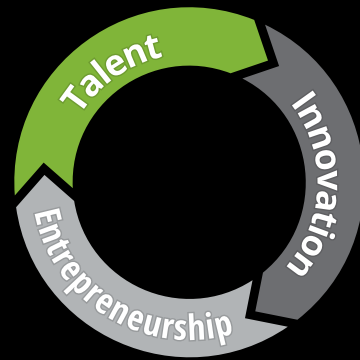


enFocus expands into Elkhart County with financial support from the Community Foundation of Elkhart County

2019



LIFT award from Lilly Endowment supports creation of enFocus Industry Innovation programs



## enFocus by the Numbers 2020 - 2021

### TALENT

Number of Fellowships*	32
Number of Internships*	119

### INNOVATION PROJECTS

Number of Projects	54
St. Joseph County	28
Elkhart County	14
Marshall County	5
Other	7

### ENTREPRENEURSHIP

Startups incubated	9
Social initiatives created	7
Grant Awards/Investments	\$4M+

\* Fellowships and internships reported according to grant guidelines.







## **ELKHART**

ETHOS Innovation Center  
1025 North Michigan Street  
Elkhart, IN 46514

## **SOUTH BEND**

Studebaker Building 113  
635 S Lafayette Boulevard, Suite 105  
South Bend, IN 46601

**[en-Focus.org](http://en-Focus.org)**