

Liz Carroll [exdir@inassistedliving.org]

From: Leonard Wychocki <lwychocki@westshorellc.com>
Sent: Friday, August 18, 2017 9:41 PM
To: Liz Carroll [exdir@inassistedliving.org]
Subject: under 40 nomination
Attachments: INALA Leader Under 40.pdf

Hi Liz-

We would like to nominate Melissa Caldwell with WestShore for the Leader under 40 award. Attached is the nomination, let me know if you need anything else.

Len Wychocki
Principal, WestShore
Residences at Deer Creek and North Woods Village
219-730-1339

Melissa Caldwell

Principal WestShore Senior Living

8 years of service

Residences Senior Living and North Woods Village

Growing-up in Indiana, Melissa began working in senior living while she was still in high school learning the industry from the ground-up. During college, she interned with a Regional non-profit provider learning all the facets of the senior living industry, everything from hands-on physical plant operations to structured finance. Melissa had the opportunity to see firsthand how to orchestrate the different and subtle elements that make a senior living provider function. More importantly she learned that meeting the needs of the resident and their families is the core responsibility of an ethical and successful senior living company.

After college Melissa joined Greystone Communities as a staff Associate and was quickly promoted to Senior Associate in their Planning and Finance group, gaining valuable insights into a growing and rapidly evolving senior living market. She was able to work with industry thought leaders across the country expanding and improving their communities and services and being expose to national issues and trends.

To round out her skill set, Melissa returned to school where she was awarded a full academic scholarship to pursue her M.B.A. in Real Estate and Urban Land Economics while also working as a Teaching Assistant in Macroeconomics and serving as Co-President of the Real Estate Club. After graduation, she worked for JLL (formerly "Jones Lang LaSalle") and helped communities reposition underutilized and brown field properties across North America.

In 2009, while still in her twenty's, Melissa became a founding principal of WestShore Senior Living an operator and developer of senior living communities. WestShore manages three assisted living and memory care communities in Indiana with two more assisted living communities currently under construction and projected to open in 2018.

Her hands-on approach to community management continues to inspire and set a good example for front-line team members. Her communities have been awarded and recognized not only regionally but nationally as well. Most recently, her Schererville, IN assisted living and memory care community was award INALA's first ever Community of the Year Award in 2016 and has consistently been awarded Best of the Region four years in a row.

Melissa's strong analytical background and attention to detail is infused in her approach to strategic planning and development as well as on-going operations. Melissa is hard working and conceives and implements innovative ideas in her communities to help them better connect with today's seniors and their families.

Notably, she is among the few women to own her own development and operating company in the senior living industry today. Melissa has built and operates a company that has developed multiple facilities that are exceptionally successful as measured by staff, resident and family satisfaction as well as by quality and financial measures. She has been able to achieve her success because of her unswerving commitment to create and promote a compassionate, efficient and creative culture that delivers care for seniors in an environment of teamwork and mutual respect.

Melissa was awarded a Bachelor of Science in Business Administration from Washington University in St. Louis and a Masters of Business Administration from the University of Wisconsin-Madison. She was a LEED GA, and is a licensed real estate broker in Indiana and Illinois. She has presented analytical thought pieces at regional conferences including Indiana's Leading Age Annual Conference. Most importantly, she is a proud wife and mom to her two year old daughter and three month old son.