

INDIANAVISION

2025

A PLAN FOR HOOSIER PROSPERITY



# ADVANCING OUR FUTURE

SOUTHEAST REGION REPORT – DECEMBER 2013

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## **Indiana Vision 2025 – OUTLINE OF KEY DRIVERS AND GOALS**

### **DRIVER 1: OUTSTANDING TALENT**

- Increase the proficiency of Indiana students in math, science and reading to “Top 5” status internationally.
- Increase to 90% the proportion of Indiana students who graduate from high school ready for college and/or career training.
- Eliminate the educational achievement gaps at all levels, from pre-school through college, for disadvantaged populations.
- Increase to 60% the proportion of Indiana residents with high quality postsecondary credentials.
- Increase the proportion of Indiana residents with bachelor’s degrees or higher to “Top 10” status internationally.
- Increase the proportion of Indiana residents with postsecondary credentials in STEM-related fields to “Top 5” status internationally.
- Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills. **Indiana Career Council in place/progress taking place**

### **DRIVER 2: ATTRACTIVE BUSINESS CLIMATE**

- Adopt a right-to-work statute. **Passed February 2012**
- Enact comprehensive government reform at the state and local levels to increase efficiency and effectiveness in delivery of services.
- Reform public pension systems to achieve fairness and cost-containment.
- Preserve and enhance a “Top 5” ranking among all states for Indiana’s legal environment.
- Attain a “Top 5” ranking among all states for Indiana’s business regulatory environment. **Achieved in 2013 Report Card**
- Eliminate the business personal property tax.
- Eliminate the state inheritance tax. **Passed 2012/2013**
- Promote the enactment of a federal solution to the Internet sales/use tax dilemma.
- Streamline and make consistent the administration of the state’s tax code.
- Establish government funding mechanisms to more closely approximate “user fee” model.
- Contain health care costs through patient-directed access and outcomes-based incentives.
- Reduce smoking levels to less than 15% of the population. **Coalition progress and Wellness Council of Indiana’s QUIT NOW tool; first statewide smoking ban passed in 2012**
- Return obesity levels to less than 20% of the population. **Coalition progress, including new Wellness Council grant for 2014**

### **DRIVER 3: SUPERIOR INFRASTRUCTURE**

- Create and implement a plan to position Indiana as a net exporter of energy.
- Diversify Indiana’s energy mix with an emphasis on clean coal, nuclear power and renewables.
- Identify and implement workable energy conservation strategies.
- Develop and implement a strategic water resource plan that ensures adequate fresh water for citizens and business. **Indiana Chamber Foundation study in progress**
- Develop and implement new fiscal systems to support the array of infrastructure projects critical to economic growth. **More user pay systems and dedicated funding for future needs passed in 2013**
- Aggressively build out the state’s advanced telecommunications networks.

### **DRIVER 4: DYNAMIC & CREATIVE CULTURE**

- Develop entrepreneurship and aggressively promote business start-ups through education, networking, investment and financial support. **Creation of Office of Small Business & Entrepreneurship (reduce silos)**
- Increase the amount of technology transfer from higher education institutions and attain “Top 5” ranking per capita among all states. **Creation of Indiana Biosciences Research Institute**
- Achieve “Top 12” ranking among all states in number of utility patents per worker.
- Achieve “Top 12” ranking among all states in venture capital invested per capita.
- Strategically recruit foreign direct investment (FDI) and achieve “Top 12” ranking among all states in FDI as a percent of gross state product.
- Increase Indiana exports to achieve “Top 5” ranking per capita among all states.
- Promote a culture that further values diversity and civility, attracting and retaining talented individuals.

**Introduction**

During 2010-11, a 24-person taskforce of business and community leaders throughout Indiana developed *Indiana Vision 2025 (IV 2025)*, identifying four key drivers: **Outstanding Talent, Attractive Business Climate, Superior Infrastructure, and Dynamic and Creative Culture**. Under those four drivers, 33 goals were determined to be advanced. In June 2012, the Indiana Chamber of Commerce, along with its regional partners, hosted a series of forums consisting of thought leaders from throughout the state. These events were followed by a statewide summit in December 2012.

The Indiana Chamber remains committed to informing stakeholders about promising initiatives and tangible results related to the plan and encouraging aggressive collaboration to ensure that regions are sharing their best practices. Additionally, the Chamber believes we must continually validate our top priorities, map our assets and strategically engage with business, community and philanthropic leaders and their organizations to keep *Indiana Vision 2025* top of mind.

Building on the 2012 momentum, the Chamber and its regional partners chose to reconvene a forum series for thought leaders to review the progress of *IV 2025* and explore ways of advancing regional prioritized goals. Forum participants heard from a variety of speakers and once again were afforded an opportunity to build upon the goals, comment on the plan’s progress and offer their recommendations on how to advance the initiatives in their region.

On December 3, 2013, the Indiana Chamber and its Southeast regional partners, **One Southern Indiana** and **KM Stemler Co., Inc.**, hosted a half-day forum at the **Horseshoe Foundation Assembly Center at Ivy Tech** in Sellersburg. Forty-two thought leaders attended and participated in a lively combination of presentations, discussions and collaboration.



**Forum Structure**

The regional forums and statewide summit in 2012 focused on introducing the drivers and goals that make up *IV 2025* and giving participants the opportunity to provide input and identify regional priorities and assets. The emphasis for these most recent forums was placed on sharing updates and progress pertinent to the drivers and goals, as well as planning strategically to prioritize areas of needed emphasis.

At the Southeast Regional Forum (made possible by title sponsor **Chase**), forum co-hosts **Wendy Dant Chesser**, president & CEO of **One Southern Indiana**; **Kerry Stemler**, president & CEO of **KM Stemler Co. Inc.**; and **Indiana Chamber of Commerce** president and CEO **Kevin Brinegar** launched the event with a brief review on the history and content of *IV 2025*. Brinegar shared an update on the progress made toward achieving the goals. The forum was then facilitated by representatives from **CHORUS®, Inc.**, an Indiana-based management consulting firm that had also facilitated the 2012 forum series and statewide summit.

Following each speaker, forum participants were given the opportunity in small groups to discuss the speaker comments, address their applicability to the Southeast region and record additional information that might further advance the goals and priorities.

<b>Speakers addressing goals under each driver included:</b>	
<p><b>DRIVER 1: Outstanding Talent</b></p> <ul style="list-style-type: none"> <li>• Kerry Stemler, President &amp; CEO, KM Stemler Company and Wendy Dant Chesser, President &amp; CEO, One Southern Indiana</li> <li>• Tracy Souza, President &amp; CEO, The Heritage Fund/The Community Foundation of Bartholomew County</li> </ul>	<p><b>DRIVER 2: Attractive Business Climate</b></p> <ul style="list-style-type: none"> <li>• Dr. Todd Prewitt, Director of Chronic Care Strategies, Humana</li> </ul>
<p><b>DRIVER 3: Superior Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Scott Stewart, Director, Port of Indiana-Jeffersonville</li> </ul>	<p><b>DRIVER 4: Dynamic and Creative Culture</b></p> <ul style="list-style-type: none"> <li>• Tony Schy, Managing Director, Velocity Southern Indiana</li> <li>• Matt Konkler, Executive Director, National Center for Complex Operations</li> </ul>

**Southeast Region Participants**

Forty-two regional leaders attended the *Indiana Vision 2025* forum on December 3, 2013, in Sellersburg.

**Richard Barr**  
Owner  
Big Frog of Southern Indiana

**Lisa Brooking**  
President/CEO  
True Colors Tanning

**Cal Burleson**  
Vice President & General  
Manager  
Indianapolis Indians, Inc.

**Mark Casper**  
Executive Director  
St. Elizabeth Catholic Charities

**Wendy Dant Chesser\***  
President & CEO  
One Southern Indiana

**Rosemary Dorsa**  
Vice President  
Indiana Grantmakers Alliance

**Dr. Uric Dufrene**  
Exec. Vice Chancellor, Academic  
Affairs  
Indiana University Southeast

**Mark Eddy**  
Executive Director  
Leadership Southern Indiana

**Elizabeth Elswich**  
Relationship Manager  
Chase

**Jerry Finn**  
Executive Director  
Horseshoe Foundation of Floyd  
County

**Sen. Ron Grooms**  
District 46  
Indiana State Senate

**Nathan Hadley**  
Executive Director  
Jefferson County Industrial  
Development Corp.

**Matt Hall**  
VP, Economic Development  
One Southern Indiana

**Dr. Bruce Hibbard**  
Superintendent  
New Albany-Floyd County  
Schools

**Joan Hurley**  
President  
Our Lady of Providence Jr.-Sr.  
High School

**Matt Konkler**  
Executive Director  
National Center for Complex  
Operations

**Kent Lanum**  
President & CEO  
Paul Ogle Foundation

**Chris Leininger**  
Chief Operating Officer  
French Lick Resort

**Brian Lenfert**  
Council Member  
Clark County

**Dr. Lawrence Mand**  
Vice Chancellor Emeritus  
Indiana University Southeast

**Marissa Manlove**  
President & CEO  
Indiana Grantmakers Alliance

**Ron McKulick**  
Executive Director  
Region 10 Workforce Investment  
Board, Inc.

**Jamie McNichols-Medlock**  
President  
Bedford Area Chamber of  
Commerce

**Fred McWhorter**  
Chief Business Office/Treasurer  
New Albany-Floyd County  
Schools

**Dr. Andrew Melin**  
Superintendent  
Greater Clark County Schools

**J. Pat More**  
District Manager  
Duke Energy

**Dr. Tyra Oldham**  
CEO  
LAND sds

**Bob Owings**  
President & CEO  
Owings Patterns, Inc.

**Martin Padgett**  
CEO  
Clark Memorial Hospital

**Don Pollard**  
CFO  
Rivera Consulting Group, Inc.

**Barbara Popp**  
Realtor  
Schuler Bauer Real Estate  
Services

**Dr. Todd Prewitt**  
Director of Chronic Care  
Strategies  
Humana

**William Reedy**  
Operations Manager  
American Water

**Joey Rivera**  
CEO  
Rivera Consulting Group, Inc.

**Tony Schy**  
Managing Director  
Velocity Southern Indiana

**Dr. Brad Snyder**  
Deputy Superintendent  
New Albany-Floyd County  
Schools

**Michelle Sollberger**  
Account Manager  
Level (3) Communications

**Tracy Hamilton Souza**  
President & CEO  
Heritage Fund / The Community  
Foundation of Bartholomew County

**Kerry Stemler\***  
President & CEO  
KM Stemler Co., Inc.

**Scott Stewart**  
Director  
Port of Indiana—Jeffersonville

**Syd Whitlock**  
President  
Scott County State Bank

**Doug York**  
President  
Rodefer Moss & Co., PLLC

\* Denotes Regional Partner



## Southeast Region Challenges & Opportunities

**Through survey results and forum discussions, the challenges, opportunities and assets characterizing the economic environment in Southeast Indiana were identified. Though there was considerable alignment between the challenges and opportunities identified during the 2012 and 2013 forums, there were areas that showed meaningful progress and others where the needs have become more acute.**

### PRIMARY CHALLENGES

- 1. Infrastructure:** Bridge access remains an important focus, though ongoing initiatives are addressing the issue. Forum participants were encouraged that this challenge was moving quickly toward becoming a regional advantage. The need for good roads (expanding further out into the region) and significantly better access to high speed Internet has moved to the forefront. Intermodal transportation and port development along the Ohio River were also noted.
- 2. Workforce Development:** The need for a workforce that is better prepared to function in a 21st century economy is heavily felt. As the state's economy recovers, the demand for technically competent workers is growing rapidly. A common theme among participants was funding: investing in vocational and technical training will ultimately raise average incomes and raise the tax base, but funding from other sources must come first. Participants also noted concern that the work ethic that the region is typically noted for has eroded and that drug and family issues are affecting this traditional strength.
- 3. Education:** From early childhood through college and vocational training, a good education is the critical precursor to a talented workforce. Forum participants believe the issue is sweeping and where to place corrective emphasis is not easily determined. Adequate funding is needed, first and foremost, and should be directed at staff development, assessments, early childhood education and opportunities for disadvantaged students. Linking education to workforce development is also an important piece.
- 4. Economic Development:** Attracting industries that will offer good paying jobs and fostering an entrepreneurial environment continue to be leading issues. Entrepreneurs are likely the leading long-term source of high paying jobs, so funding and an enabling environment are needed to help jump start their best efforts. The life science industry is seen as a particularly strong opportunity.
- 5. Efficient Local Government:** Cumbersome duplication of services among communities and county governments remains a struggle. Collaborations and attracting competent leaders who will address local "battles" are priorities.
- 6. Business Regulatory Environment:** The cost of doing business in Indiana is often markedly better than in neighboring states, but there is still room for improvement.
- 7. Diversity and Inclusion:** Issues affecting ethnic populations and the underprivileged remain an important area of focus.
- 8. Wellness:** The Southeast region is displaying increased interest in the health and wellness of its population. Obesity and smoking and, ultimately, their effects on our economy were specifically noted.



### OVERARCHING OPPORTUNITIES TO LEVERAGE

- 1. Location:** Southeast Indiana has exceptionally strong and diverse opportunities due to its geographical location. The confluence of interstates, proximity to major population areas and airports, and access to the Ohio River are driving opportunities.
- 2. Infrastructure:** With bridge access – previously a primary challenge – moving toward becoming an advantage, Southeast Indiana's diverse infrastructure squarely places the region in a strong economic position. The cooperation and collaboration between Kentucky and Indiana in addressing shared infrastructure needs stands as a model example.
- 3. Cost of Living:** Forum participants, both in 2012 and again in 2013, recognize the exceptional cost of living advantages. This affordable environment benefits both businesses and citizens. Housing costs remain lower than in other regions of the state.
- 4. Quality of Life:** Recreation, close proximity to cultural events and activities, favorable weather compared to much of the Midwest, and blends of urban and rural areas all give the region a favorable quality of life.
- 5. Labor Force:** As noted under the challenge of workforce development, adequate technical skills among workers remain a critical need. When job opportunities are generated, however, the region is well-positioned to react quickly to meet the required labor force needs.
- 6. Higher Education Resources:** A number of excellent colleges, universities and technical training opportunities can lead to opportunities for technology transfer.



**Southeast Region Prioritized Goals**

In 2012 and again in 2013, Southeast forum participants were surveyed regarding how they would prioritize the 33 goals listed under the four drivers. There was a great deal of alignment in the two surveys with only minor movement in the priorities between the two years. Below are the four drivers with the top three or four prioritized goals for the 2013 survey.

<p><b>DRIVER 1: Outstanding Talent</b></p> <ol style="list-style-type: none"> <li>1. Increase to 90% the proportion of Indiana students who graduate from high school ready for college and/or career training.</li> <li>2. Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills.</li> <li>3. Increase the proportion of Indiana residents with postsecondary credentials in STEM-related fields to “Top 5” status internationally.</li> <li>4. Increase the proficiency of Indiana students in math, science and reading to “Top 5” status internationally.</li> </ol>	<p><b>DRIVER 2: Attractive Business Climate</b></p> <ol style="list-style-type: none"> <li>1. Attain a “Top 5” ranking among all states for Indiana’s business regulatory environment.</li> <li>2. Enact comprehensive government reform at the state and local levels to increase efficiency and effectiveness in delivery of services.</li> <li>3. Return obesity levels to less than 20% of the population.</li> </ol>
<p><b>DRIVER 3: Superior Infrastructure</b></p> <ol style="list-style-type: none"> <li>1. Develop and implement new fiscal systems to support the array of infrastructure projects critical to economic growth.</li> <li>2. Aggressively build out the state’s advanced telecommunications networks.</li> <li>3. Develop and implement a strategic water resource plan that ensures adequate fresh water for citizens and business.</li> </ol>	<p><b>DRIVER 4: Dynamic and Creative Culture</b></p> <ol style="list-style-type: none"> <li>1. Develop entrepreneurship and aggressively promote business start-ups through education, networking, investment and financial support.</li> <li>2. Promote a culture that further values diversity and civility, attracting and retaining talented individuals.</li> <li>3. Increase the amount of technology transfer from higher education institutions and attain “Top 5” ranking per capita among all states.</li> <li>4. Increase Indiana exports to achieve “Top 5” ranking per capita among all states.</li> </ol>

**Southeast Regional Forum Observations & Recommendations**

**Key Driver #1: Outstanding Talent**

CHORUS Observations:

Participants noted a number of educational needs from pre-kindergarten through incumbent workers. However, they were also quite clear that the region has excellent educational resources it can leverage, including very good public school corporations and outstanding technical and vocational opportunities. In the future, closer collaboration between businesses, organizations and educational institutions will be key to developing and retaining the region’s talent.

Participant Statements and Themes:

- Pre-kindergarten education is critical to equaling opportunity for all children.
- Technology training resources need to be more fully utilized.
- Help adult students return to (and remain in) school in marketable degree and certification programs.
- Increase collaboration between community stakeholders for academic and workforce development.

**Key Driver #2: Attractive Business Climate**

CHORUS Observations:

Forum participants believe the region must leverage its plentiful water to the benefit of citizens and the business community. Water is critical to the region both as both a useable and marketable resource and as a means to move goods. Additionally, participants believe the effects of an unhealthy population need to be aggressively addressed among multiple age and economic groups. Attracting quality, good-paying jobs is critical, but being good stewards of the good jobs already in the region should remain a commitment.

Participant Statements and Themes:

- Exploit development along Ohio River and the port as a unified entity.
- Leverage southern Indiana’s water – both potable water for use and waterways for transporting goods and services.
- Focus on gaining more high-tech, high paying jobs. But remain focused on retaining the existing good jobs.
- Address wellness from multiple angles: physical education in schools; incentivize/reward healthy decisions; consider tax incentives for healthy lifestyles.

**Key Driver #3: Superior Infrastructure**

CHORUS Observations:

Infrastructure growth should focus on information technology and expanded regional air travel. Good roads and waterways already exist and bridge planning and construction is progressing. Participants emphasized the need for a coordinated, collaborative infrastructure plan. Despite a solid base, gaps in the transportation infrastructure isolate certain areas. Communicating and working across community and county lines to address the region’s infrastructure needs will afford all parties more influence and, thus, more opportunity.



Participant Statements and Themes:

- Model other cities and communities successful in developing telecommunications networks (e.g. Chattanooga, TN).
- Develop long-term plans and priorities for regional infrastructure projects with clear directions on funding and maintenance.
- Expansion of good “connector” roads critical to the region’s growth.
- Expand Clark County airport to accommodate regional business air travel.



**Key Driver #4: Dynamic & Creative Culture**

CHORUS Observations:

As participants noted regarding economic initiatives in the region, the quality of life in the region is contingent on cooperation and collaboration. Collectively, the counties and communities offer excellent cultural and recreational opportunities. Speaking as one voice will significantly increase the ability to attract and retain talented people looking for a place to grow their businesses and raise their families. The participants also believe strongly that – for students and adults – the region must set higher standards for both academic and economic achievement.

Participant Statements and Themes:

- Region must work together to market its story and opportunities.
  - Leverage the region’s university settings to a greater degree to foster diversity, quality of life and entrepreneurial spirit.
  - Expect more from people and from ourselves. Push for greater levels of accomplishment.
  - Connect students with exchange experiences that expose them to other cultures.
- To advance economic development efforts in the region, leadership must work hard to speak with one voice.
  - Have larger companies with established diversity programs mentor smaller companies.

**MOVING FORWARD >>>**

Forum participants appear almost unanimous in their belief that the key to Southeast Indiana’s economic future lies in the ability to collaborate with each other across the traditional boundaries of city and county lines. They believe their collective strength outpaces their individual features and benefits and that, working side-by-side, they can more effectively address the gaps they have in resources and services. Within each of the four drivers, there are certainly priorities, but the need to develop a competent and talented workforce seems to rise above all others. Educational excellence and workforce development are absolutely critical to the region’s economic and social health and will drive Southeast Indiana’s future prosperity.

Just as cooperation within the region is emphasized here (as well as in several other areas of the state in which forums took place), we feel it is important for regions to share best practices and learn from each other. While the challenges in each region are somewhat unique, solutions often revolve around effective communication and collaboration. Strategies and initiatives that prove successful in one location could provide valuable lessons for others in different regions. For true statewide progress toward the goals of *Indiana Vision 2025*, each region must be as strong as possible. The best way to help make that happen is by working together.

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