

Introduction

Following the initial release of *Indiana Vision 2025 (IV 2025)*, the **Indiana Chamber of Commerce**, in partnership with other organizations and leaders, conducted six regional forums around the state of Indiana. The success of those regional events and the enthusiastic engagement of the participants led the Indiana Chamber and their regional partners to host the **Indiana Vision 2025 Statewide Summit: Advancing Our Future** on December 6, 2012, at the Westin Hotel in downtown Indianapolis. This gathering of distinguished thought leaders drew over 250 participants from all corners of the state. The support of a number of companies and organizations made the event possible, with **Ice Miller** serving as the title sponsor along with elite sponsors **Duke Energy, Indiana Michigan Power, Vectren, Eli Lilly & Company, Lumina Foundation, NIPSCO** and **Indiana University**. While some participants attended one of the regional events, a number of invitees were new to the *IV 2025* strategic effort. The summit served to advance a number of goals:

- Introduce *IV 2025* to the participants who had not yet been involved with directly shaping the plan
- Further communicate and advance regional priorities among the report's stated goals
- Educate attendees on current initiatives underway in various regions of Indiana related to *IV 2025* goals
- Provide participants with the opportunity to hear from a unique gathering of government, business and other community thought leaders
- Create an opportunity for attendees to interact and share ideas with other leaders from throughout the Hoosier state
- Encourage participants to take an active role in achieving the goals in *IV 2025*

Drawing on their extensive knowledge of and passion for *IV 2025*, the regional forum hosts again applied their energy to the statewide summit and, together with the Indiana Chamber, invited leaders in both the for-profit and non-profit arenas to the event. The regional partners are as follows:

- Northwest Indiana: **Mark Maassel**, President & CEO, **Northwest Indiana Forum**
- North Central Indiana: **Shawn Peterson**, President & CEO, **Corporate Partnership for Economic Growth**
- Northeast Indiana: **John Sampson**, President, **Northeast Indiana Regional Partnership**
- Central Indiana: **Mike Wells**, President, **REI Investments**
- Southwest Indiana: **Ed Hafer**, President, **Evansville Regional Business Committee**
- Southeast Indiana: **Kerry Stemler**, President & CEO, **KM Stemler Co., Inc.**

Though the size and scope of the summit was distinctly different from the regional forums, the emphasis on giving participants opportunities for facilitated discussion carried over to this event. Participants were intentionally grouped at tables with leaders from all geographical areas of the state so that they were introduced to new people with varying priorities and perspectives. Additionally, special effort was placed on combining individuals from the for-profit, not-for-profit and government sectors wherever possible.

Summit participants were invited to complete a brief online survey prior to attending the event, providing feedback and priorities on the 33 *IV 2025* goals in four key drivers. Their responses helped shape the summit content and the data was shared at the event to help contrast their input to that of regional forum participants.



Joining the invited regional thought leaders, the half-day summit was also attended by several members of the Indiana Chamber executive leadership and policy teams, a number of Indiana state legislators and over 20 speakers that addressed the audience either live or through video presentations. The summit was facilitated by representatives from **CHORUS[®], Inc.**, an Indiana-based management consulting firm that also led each of the full-day regional forums.



Summit Participants

Of the 257 summit participants, 63 had attended one or more of the regional forums. As was the emphasis in inviting attendees for the regional forums, a balance of for-profit and not-for-profit, and local government and state leaders attended the summit. Diversity in industry representation, race, gender and political perspectives were again principle considerations when inviting participants. Emphasis was also placed on inviting leaders who had expressed interest in attending a regional forum but could not. The geographic representation of participants provided a balance of regional interests and priorities:

Northwest Indiana – Participants working and living in the seven counties typically considered as the economic base of the Northwest region near or bordering Lake Michigan. This region traditionally has strong ties, both economically and socially, to the Greater Chicago area. Fourteen people attended from this region.

North Central Indiana – The majority of attendees to the Summit from north central Indiana came from the area in and around South Bend, Mishawaka and Elkhart. Many of the participants were affiliated with the Corporate Partnership for Economic Growth, which primarily covers economic activity in St. Joseph, Elkhart, Marshall and Kosciusko counties. Thirteen people attended the summit from this region.

Northeast Indiana – Northeast participants were primarily composed of the leadership of the Northeast Indiana Regional Partnership, an organization formed in 2006 to help build a globally competitive economy in that area of the state. The group draws its membership from a 10-county area roughly surrounding greater Fort Wayne/Allen County. Thirty people attended from this region.

Central Indiana – The economic nucleus of Central Indiana is the state capital, Indianapolis, and the nine-county area surrounding it. But representatives came from a geographical area reaching west to Terre Haute, east to Richmond, north to Kokomo and south to Bloomington. One-hundred forty-nine people from Central Indiana attended the summit.

Southwest Indiana – Southwest participants were drawn primarily from the counties adjoining or within a 60-mile radius of the Evansville/Vanderburgh County area of Indiana bordering the Ohio River, plus communities with significant pockets of industry and economic base extending northward. Thirteen people attended from this region.

Southeast Indiana – The majority of summit participants from southeast Indiana were from the counties immediately north of the Greater Louisville area along the Ohio River and included leaders from counties throughout the southeastern quarter of Indiana. Thirty-eight people from this region attended the summit.

Summit Structure

The summit brought together a distinguished group of leaders and speakers, including three Indiana governors: **Joe Kernan**, **Mitch Daniels** and **Mike Pence**. Summit participants experienced a balanced day of speakers, information and interaction. **Gerry Dick**, Host, President and Managing Editor of **Inside Indiana Business**, and **Mike Evans**, President and CEO of **CHORUS**, welcomed the participants and laid out the day's schedule and format. An opening luncheon with Governor **Mitch Daniels** as the keynote was followed by an executive overview of the history of *IV 2025's* development by **Indiana Chamber of Commerce** President & CEO **Kevin Brinegar**. After the overview, three distinct segments highlighted some of the prioritized goals under the four drivers within *IV 2025*: Outstanding Talent, Attractive Business Climate, Superior Infrastructure, and Dynamic and Creative Culture. Through a combination of speakers and video presentations, participants learned about the overarching themes behind those drivers and about some of the ongoing initiatives in Indiana launched to address them.

SEGMENT ONE: OUTSTANDING TALENT

The goals detailed in *IV 2025* under the key driver of Outstanding Talent address a number of educational and workforce development issues. Among these are increasing high school graduation rates; improving students' math, science and reading skills; graduating a higher proportion of the state's population with quality postsecondary credentials; and increasing the technical skills of Indiana's workforce. Prior to the summit, invitees were surveyed and asked to prioritize the seven goals under the Outstanding Talent driver based on their importance in the region of the state in which the participant lived and worked. One hundred and seventy-five participants responded to the survey and ranked their goals as follows:

1. Increase to 90% the proportion of Indiana students who graduate from high school ready for college.
2. Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills.
3. Increase the proficiency of Indiana students in math, science and reading to "Top 5" status internationally.
4. Increase to 60% the proportion of Indiana residents with high quality postsecondary credentials.
5. Eliminate the educational achievement gaps at all levels, from pre-school through college, for disadvantaged populations.

These priorities closely mirrored the results of the regional forum surveys in which the first two priorities – addressing the number of college and career-ready high school graduates and increasing the skills of Indiana's workforce – were consistently ranked first and second.

The first summit session began with a video introduction to the Outstanding Talent driver and featured business and organization leaders from throughout the state:

- **Hon. Teresa Lubbers**, Commissioner, **Indiana Commission for Higher Education**
- **Scott Glaze**, Chairman & CEO, **Fort Wayne Metals**
- **Dr. Michael McRobbie**, President, **Indiana University**
- **Mike Wells**, President, **REI Investments**

Following the video, **Jamie Merisotis**, President and CEO of the **Lumina Foundation**, addressed the state's future needs for an educated, 21st century-capable workforce. Merisotis's speech was followed by a presentation by **John Sampson**, President of the **Northeast Indiana Regional Partnership**, who highlighted the initiatives already underway in the northeast region aimed at raising the abilities and earning power of Hoosiers.

Following Sampson's presentation, participants entered into small group discussions, facilitated by **Mike Evans** and **Dan LeClerc** of **CHORUS**, focused on identifying what they, as both community leaders and individual citizens, could do to increase the educational opportunities of students in their towns and cities. The majority of participants said they would be involved in the initiative in one of three ways (listed alphabetically):

- Promote collaboration between industry, educational institutions and students
- Promote education through partnerships, involvement and scholarships
- Share, incorporate and create enthusiasm for *IV 2025*



SEGMENT TWO: ATTRACTIVE BUSINESS CLIMATE & SUPERIOR INFRASTRUCTURE

The second summit segment focused on two of the four drivers in *IV 2025*: the need for Indiana to maintain and further grow an attractive business climate and continue development and maintenance of superior infrastructure.

During the regional forums conducted in June 2012, participants across the state emphasized their belief that two areas should receive priority attention regarding our business climate: make Indiana's already healthy business regulatory environment even stronger and enact local government reform. In every region, leaders referenced the Kernan-Shepard Report on government reform and consistently urged state legislators to adopt its recommendations. Not only would this reform significantly impact economic growth, it would result in greater fiscal responsibility and more efficient use of tax dollars. The summit participants agreed, ranking these two initiatives as their top concerns as well.



When addressing superior infrastructure, the forum participants and summit invitees were again in close agreement. Establishing new fiscal systems to support the array of infrastructure projects critical to economic growth was the priority goal at every regional forum around the state and at the statewide summit. Aggressively building out the state's advanced technology infrastructure was identified as the second most important goal and, again, that consensus was reached by both forum and summit participants.

While summit participants ranked the need for diversity in Indiana's energy resources, with an emphasis on clean coal, as the third priority, the regions were more likely to identify specific issues important in their area of the state, such as water resources, mass transit, light rail or airport development.



Former Indiana Governor **Joe Kernan** started the second segment by addressing Indiana's advantageous geography and our important role in moving people and products. Kernan, co-author of the Kernan-Shepard Report on local government reform, also spoke on various aspects of Indiana culture and structure that affect our business environment.

Ginovus Managing Director **Larry Gigerich** followed Kernan at the podium and highlighted some of the prioritized goals under the two drivers. **Mark Maassel**, President of the **Northwest Indiana Forum**, followed Gigerich and shared initiatives already underway in his region related to Attractive Business Climate and Superior Infrastructure.

The summit participants then returned to small group discussions facilitated by **CHORUS** with the assignment to review and record the top five priorities/actions (short-, mid- or long-term) that they believe Indiana should take to enhance the business climate and infrastructure within the state. Among their top responses (in alphabetical order) were:

- Address business personal property tax
- Address community infrastructure problems, such as water, wastewater and storm water
- Attract other/out-of-state venture capital money and low interest loans for business financing incentives
- Continue to regulate at the "speed of business"
- De-emphasize social issues in order to create inclusive environment
- Develop better Internet coverage, telecommunication infrastructure
- Incentivize young people to remain in Indiana
- Promote "quality of place" to retain young people and attract investment and amenities
- Push for tort reform

SEGMENT THREE: DYNAMIC AND CREATIVE CULTURE

The third and final segment of the summit turned attention toward the fourth driver in *IV 2025*: Dynamic and Creative Culture. At the regional forums, participants directed much of their discussion regarding Dynamic and Creative Culture around two of the four goals listed under that driver: 1) aggressively promote entrepreneurship and business start-ups; and 2) promote a culture that further values diversity and civility. They noted in particular the need to build a culture for entrepreneurship that helps the state replace the substantial manufacturing base that was for so long Indiana's dominant economic force, but has eroded significantly in the past two decades. The state's economic future will rely heavily on the efforts of gifted and technically-minded entrepreneurs who are sought out, encouraged and supported to bring their ideas and enterprises to Indiana.

The third segment began with a video featuring Indiana business leaders discussing the critical nature entrepreneurship and a diverse culture will play in Indiana's future. Those leaders included:

- **Alisa Wright**, CEO & Chief Compliance Officer, **BioConvergence, LLC**
- **Dr. Rae Peterson**, President, **Alpha Rae Personnel**
- **Dan Hasler**, Secretary of Commerce, **State of Indiana**
- **Steve Ferguson**, Chairman, **Cook Group**
- **Van Smith**, Executive Manager, **Sherry Laboratories of Indiana**
- **Scott Dorsey**, Co-Founder & CEO, **ExactTarget**

These leaders noted that to attract the best and brightest individuals to Indiana and compete on a global stage, Indiana would need to reflect the culture amenities and awareness that talented people can find elsewhere.

Following the video, former Indiana Lt. Governor **Kathy Davis** spoke to the summit participants, encouraging them to take an active role in supporting entrepreneurs in their regions. As the owner of a small business, Davis reflected on the challenges she faces as an entrepreneur and how the goals within *IV 2025* will positively affect Indiana's economy.

Co-founder and CEO of **Angie's List**, **Bill Oesterle**, followed up Davis's remarks by highlighting some of the current initiatives in Indiana focused on promoting a dynamic and creative culture, noting in particular some areas where the state still needs to progress.

For their table interaction and discussion, **CHORUS** facilitators instructed summit participants to envision Indiana in 2025 and communicate visually their perception of Indiana's culture today versus its future potential. Among the major themes (in alphabetical order) to emerge from the exercise were:

- Encourage entrepreneurs
- Further develop Indiana's global connectivity
- Indiana has room for everyone (promote a culture of diversity)
- Investment and risk
- Promote health and wellness for Hoosiers
- Strive for educational attainment
- Transportation infrastructure

Summit Closing Keynote

Closing the summit, Indiana's then Governor-elect **Mike Pence** addressed the crowd, endorsing the vision of *IV 2025* and drawing the close comparison between it and his own plan, *Roadmap for Indiana*. Pence lauded the progress Indiana has made in the last eight years toward making the state one of the most attractive and preferred states for business growth and expansion in the nation. He closed his comments by challenging participants to collaborate with each other to further advance Indiana by implementing the goals of *IV 2025*.

Kerry Stemler, president of **KM Stemler Co., Inc.** as well as board chairman of the **Indiana Chamber of Commerce**, then encouraged participants to demonstrate their passion for Indiana and their regions by becoming actively involved in seeing the goals in *IV 2025* become reality. Stemler thanked them for their commitment to the summit and charged them to carry their enthusiasm back to their communities. **Indiana Chamber** President and CEO **Kevin Brinegar** closed the summit by again thanking participants, the event's corporate sponsors and the distinguished group of speakers.