

INDIANA VISION

2025

A PLAN FOR HOOSIER PROSPERITY

2013 Regional Forums



ADVANCING OUR FUTURE

REGIONAL & STATEWIDE INITIATIVES

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Center for Education and Career Innovation

Created in August 2013 by executive order of Gov. Mike Pence, a primary focus of CECEI is eliminating the silos that currently exist in K-12, higher education and workforce development policy and practice. The concept of a lifelong learning pipeline is not new, but the Center is the first entity specifically designated to make it a reality.

CECEI provides operational support for the following: State Board of Education, Indiana's Education Roundtable, Indiana Career Council and Indiana Works Councils. The two councils were created by the Indiana General Assembly in 2013 with unanimous support. The Indiana Career Council is charged with aligning and coordinating education and training activities; the regional Works Councils are focused on meeting specific employer needs through career and technical education.

Innovation is another critical component of the CECEI. Just as innovative discoveries and practices drive business development and expansion, they can do the same in education. Examples include technologies, best practices and programs (local or national) that can be replicated on a larger scale.

The co-directors of the CECEI report directly to the Governor. They intend to establish a sustainable model that will keep this approach and emphasis in place long beyond elections or political terms.

www.in.gov/ceci

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.

South Bend Career Academy

Doug Bernhard worked for a large structural steel and miscellaneous fabricator in South Bend for 36 years. Today, he is an instructor at the South Bend Career Academy (SBCA) and teaches welding – gas welding, arc welding, TIG welding and wire welding – to students in grades seven through 12.

"All the years that I was in manufacturing, my job – I ran the place for 34 of the years – I couldn't find young people coming out of college or high school that had any work ethics or could read a tape measure; simple things," Bernhard notes.

"I want to teach kids how to be workers and come and be there on time and do their job, do what you get paid to do, and I want people that hire our kids to be able to say 'Well, I want more from that place because they are sending out kids that know how to work and want to work.' "

The SBCA opened in August 2011 and operates as a free, public charter school, with the charter held by Ball State University. The founders – Steve Hartz and Larry Garitoni – are area businessmen who were either struggling to find an appropriately-trained workforce for their manufacturing company (Hartz) or were looking for a meaningful way to give back to the region (Garitoni).

Area businesses can also team up with the school to introduce students to what an advanced manufacturing business or health care facility is like, for example. Students take tours and ask questions about a variety of industries, as they contemplate future careers.

Hands-on, project-based learning is used in all classrooms. Students are given grades on character and work ethic. Garitoni explains that as employers are searching for employees with "soft skills" (teamwork, listening, punctuality, attendance, etc.) the SBCA makes that a focus for every student. Students also attend from 8 a.m. to 5 p.m. and for 190 days a year (10 days longer than traditional school).

Nearly 300 students attend the SBCA. They come from a variety of backgrounds and situations. Shelbi Holt, 16, came to SBCA last year after struggling in her previous school. She says she values the one-on-one time she gets with teachers.



Northeast Indiana: Talent Initiative

The Talent Initiative in Northeast Indiana is focused on bringing STEM (science, technology, engineering and mathematics) jobs to the region.

The effort emphasizes partnerships among education institutions (K-12 and postsecondary) and area businesses to increase the number of highly skilled workers in the defense/aerospace and advanced manufacturing sectors. Established in 2009 with a \$20 million Lilly Endowment grant, the collaboration encompasses 10 counties: Adams, Allen, DeKalb, Huntington, LaGrange, Noble, Steuben, Wabash, Wells and Whitley.

Four key strategies are emphasized: retraining adult workers, expanding regional engineering talent, upgrading education in advanced manufacturing and preparing K-12 students for a knowledge-based economy. Business leaders work closely with colleges to help ensure that course material addresses industry needs.

A distinctive element of the initiative involves adult worker training at WorkOne Northeast.



“We worked with industry to find out what skills they needed and worked with WorkOne to provide that particular skills training,” recalls Talent Initiative Director Leonard Helfrich. “That became an economic tool because there were very few regions in the country doing incumbent training.”

The Talent Initiative is an important piece of the Northeast Indiana Regional Partnership’s Vision 2020 economic development plan, which includes “The Big Goal” – ensuring that 60% of Northeast Indiana residents earn a college degree or advanced certification by the year 2025. The current rate is under 35%. The Big Goal is the national focus of the Indianapolis-based Lumina Foundation and part of the *Indiana Vision 2025* statewide strategy.

Mike Packnett is president and CEO of Parkview Health.

“We’re in competition with locations around the world, not just around the Midwest, and if we don’t have that supply of talent, people are going to look elsewhere,” he declares. “We have to be very convincing in our ability to show folks what the talent pool is in Northeast Indiana.”

Talent Initiative funding is also changing the face of education. Ivy Tech upgraded advanced manufacturing equipment at its Fort Wayne campus; Indiana University-Purdue University Fort Wayne established an Information Analytics and Visualization Center that features information processing, data mining, virtual reality technology and more; and six New Tech high schools were created to emphasize project-based learning.

READY Northwest Indiana

Employers are looking for a few key skills in their employees: the ability to think critically and solve problems; work in teams; adapt to rapid changes in technology; and basic reading and math ability.

Unfortunately, employers in Northwest Indiana – like many other regions – have been having difficulty filling those needs. Students coming out of high school and college are lacking key abilities that make them career ready. And individuals who are unemployed or underemployed are not prepared for the highly-skilled, highly-technical jobs that exist in the post-recession economy.

To help rectify the situation, an effort is underway to align education with the needs of the workforce. READY Northwest Indiana (Regional Education/Employer Alliance for Developing Youth) was developed by the Center of Workforce Innovations and education partners throughout the area.

Together, leaders from high schools and postsecondary institutions, as well as business and community partners, have adopted the national Lumina Foundation vision for their region: that 60% of the labor force will have acquired a post-high school credential aligned with regional employer needs by 2025. That number won’t be made up just of four-year college degrees, but also two-year degrees and industry credentials.

Each industry or group associated with READY NWI has specific goals to tackle. For instance, the business and labor trades are asked to promote progress and results and provide information about job vacancies and projections, while also being realistic and specific about the credentials and skills needed. Parents are encouraged to talk to their children about careers and to familiarize themselves with career information, job opportunities and wages. The K-12 representatives, among other initiatives, are asked to integrate work readiness and work ethics into daily instruction and support career planning for all youth.

Right-to-Work

The first goal accomplished in *Indiana Vision 2025* was the 2012 passage of right-to-work (RTW). Indiana became the first Midwest state (and the first since Oklahoma 11 years earlier) and the 23rd overall to provide employees with the right to choose whether they wished to join a union and pay dues.

It was reported by site selection experts that Indiana missed out on between 30% and 40% of business expansion opportunities because of the lack of right-to-work status. The state was unable to tell the story of its many business climate improvements because it didn't have a seat at the table.

But since early 2012 (and through early November 2013), the Indiana Economic Development Corporation says:

- 120 companies have communicated that Indiana's RTW law will factor into their decision-making process of where to locate current projects
- 82 of these projects have progressed to the pipeline stage and account for the potential of more than 9,100 jobs and over \$2.9 billion in investment
- Of those 82 companies, 64 (in all regions of the state) had already accepted the IEDC's offer. The impact: more than 7,900 projected jobs and in excess of \$2.5 billion in investment

While the early returns are promising, the benefits will continue to grow.



GOALS

DRIVER 2: ATTRACTIVE BUSINESS CLIMATE

- Adopt a right-to-work statute.
- 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.
- Eliminate the business personal property tax.
- Eliminate the state inheritance tax.
- 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.
- Return obesity levels to less than 20% of the population.

State Tax Climate

Indiana has a highly competitive, advantageous and attractive tax climate for businesses that are located here – or that might locate here in the future. Over many years, the Indiana Chamber and like-minded allies have worked to improve that climate: eliminating the inventory and corporate gross receipts taxes; reducing both personal and corporate income taxes; and now (in 2013) eliminating the state's inheritance tax – another of the *Indiana Vision 2025* goals.

Indiana recently earned a No. 10 ranking in the annual State Business Tax Climate Index from the Tax Foundation. Our Midwest neighbors ranked 14th (Michigan), 27th (Kentucky), 31st (Illinois) and 39th (Ohio). Indiana is the only state in the country to achieve more than \$1 billion in tax cuts over the next two years.

The top Tax Foundation category ranking was fifth in overall property tax. But that doesn't tell the entire story. A focus going forward is another key *Indiana Vision 2025* goal – elimination of the business personal property tax. Several neighboring states have taken this important step in recent years. Significant progress was made in educating legislators and gaining support during the 2013 Indiana General Assembly session.

Advancement was also made in Washington on enacting a solution to the Internet sales/use tax dilemma. The Marketplace Fairness Act passed the Senate and has received consideration in the House as either a separate bill or part of comprehensive tax reform. The federal solution is needed primarily out of fairness to the state's brick-and-mortar retailers.

Wellness: Five Star AchieveWELL Companies

The Wellness Council of Indiana’s AchieveWELL analysis and recognition program assists employers in creating in tremendous cost savings among other benefits.

Companies must meet standards at each level – Three Star, Four Star and Five Star – before qualifying for the next. The following six companies throughout the state have earned a Five Star certification. All have gone “above and beyond” in their efforts, which include open communication with staff and a focus on sustainability.

- Employees at Draper (a manufacturer of window shades, gymnasium equipment, projection screens and lifts for projectors and displays headquartered in Spiceland) lost a combined 526 pounds during a yearlong “Walk to Hawaii” contest. Participants received pedometers and the winner earned an all-expense paid trip for two. Eight participants have discontinued medications for treating high blood pressure, high cholesterol or diabetes, and one no longer uses a sleep machine.
- SIHO Insurance Services, a Columbus-based employee health care benefits company, has seen its rate of overweight and obese team members drop nearly 10% – and the percentage of employees with an elevated coronary risk decrease by almost half – since launching its employee wellness program in 2007.
- Butler University’s Healthy Horizons program features free health screenings, disease management resources, educational tools and more. Launched in 2005, it’s operated by the College of Pharmacy and Health Sciences’ pharmacy faculty in Indianapolis.



- Toyota Motor Manufacturing employs approximately 4,500 people at its Princeton facility. Wellness efforts revolve around health risk assessments, community and family. During the 2013 fiscal year, 83% of workers and 17.5% of dependents participated in one or more employee wellness programs.
- Mishawaka-based Franciscan Alliance expanded wellness efforts in 2012 by introducing a WELLCARE program at its family of five hospital campuses in northern Indiana. All employees have an online wellness portal that features daily challenges, nutrition and exercise resources, and an opportunity to interact with wellness coaches and employee assistance program counselors.
- Offerings at FirstPerson, an Indianapolis-based professional advisory firm, include a 24-hour corporate fitness facility, \$40 monthly wellness allowance, results-based HSA incentives tied to biometric outcomes and financial wellness education sessions.

Wellness: Smoking Cessation, Fighting Obesity

The Wellness Council of Indiana (WCI) is the only statewide not-for-profit group exclusively dedicated to health promotion in the workplace. It became part of the Indiana Chamber in January 2011.

The WCI brings together Indiana employers interested in combating the ever-increasing cost of health care benefits by helping employees, their families and their communities achieve and maintain a state of good health. The organization assists its members by providing the tools to help their wellness programs grow.

Wellness efforts not only provide the opportunity to control health care costs, but also have proven to reduce absenteeism, increase productivity, improve employee morale and energize corporate culture.

The WCI’s QUIT NOW Tool was designed to support Hoosier employers in their efforts to assist employees in becoming tobacco-free. It was developed in partnership with the Indiana Tobacco Prevention and Cessation Commission, modeled after the 1-800-QUIT-NOW program and funded by a two-year grant from the Indiana State Department of Health.

The QUIT NOW Tool engages and educates users regarding the benefits of smoking and tobacco cessation through a 12-week, web-based program that provides information, support and action steps.

The QUIT NOW Tool connects users with a variety of tobacco cessation resources. In addition, it provides tobacco facts as well as information on the prevention of youth tobacco use, secondhand smoke, and the difficulty of quitting and how to be supportive. The QUIT NOW Tool offers a reporting capability, which allows employers to track employee progress.

One hundred organizations have applied to use the program since it was introduced in October 2012. A total of 55,000 employees have been exposed to the benefits thus far.

The WCI’s obesity initiative will kick off on January 1, 2014 through a five-year contract with the Indiana State Department of Health Division of Nutrition and Physical Activity. The WCI will implement nutrition standards in 10 worksites per year, with a least five of those worksites being organizations with fewer than 250 full-time employees.

Infrastructure Funding

Gas taxes have been the traditional source of road and highway funding, but they are no longer adequate to meet needs at the state and federal levels. Both dedicated funding and innovative approaches are required.

The Indiana General Assembly took major steps in the right direction in 2013:

- An end of diversions of gas tax proceeds, providing approximately \$140 million annually for state and local needs
- Dedicating 1% of overall sales tax collections (about \$75 million) to new road funding
- Establishing a Major Moves 2020 Trust Fund (\$400 million in appropriations)
- Providing broad authority for public-private partnerships (P3s) instead of requiring a case-by-case approach

In addition, a separate bill established mechanisms for owners of alternative-fuel vehicles to pay their fair share for the upkeep of roads and highways. Under the “user-fee” model that is part of the *Indiana Vision 2025* plan, there will be efforts to expand this to hybrid and all-electric vehicles. An effort to enact a vehicles-miles-traveled pilot program will also be revisited.

Indiana’s location is a major logistics advantage, but only if roads and highways (and other transportation infrastructure) are properly maintained and enhanced.

In addition, the East End Crossing of the Ohio River Bridges Project (connecting southeastern Indiana with Louisville) was recently named Deal of the Year in the Midwest region by *The Bond Buyer* magazine. The state used the P3 model to attract low-cost private sector financing.

GOALS

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.
- Develop and implement new fiscal systems to support the array of infrastructure projects critical to economic growth.
- Aggressively build out the state’s advanced telecommunications networks.

Intermodal Hub



In Indiana, we build things. We have for a long time and will continue to do so in the future. In late 2013, the companies that move those products globally (to the tune of nearly a billion tons to and from the state each year) received great news – the opportunity to save significant time and money.

An approximate six-year process and a unique partnership culminated with the development of an intermodal hub in downtown Indianapolis that has the potential to benefit companies throughout the state. The Indiana Rail Road Company expanded its existing terminal. It is teaming with the Canadian National Railway to circumvent the bottlenecked Chicago rail and steamship lines.

Intermodal is the movement of freight in containers by a combination of transportation methods without reloading. Previously, many Asian shipments arrived on the West Coast and were transported through Chicago – with lengthy delays – before coming to Indiana via truck. Now, shipments can go in and out of Canada with the two railroad companies combining their efforts. The savings in time: three to five days or more; in money: a lot.

Ramon Loucks, president of IOM Grain in Portland (Jay County) says his company ships soybeans to a number of customers in Asia. He says, “It’s going to save freight costs. Freight costs 10 years ago were a much smaller percentage of our business. If at all possible, we’ll drop everything that goes through Chicago. And also almost everything that runs through Columbus (Ohio) and Detroit, and run it through Indianapolis.”

Loucks suggests a minimum \$600 cost for a single container being transported south from Chicago. With larger users bringing in 20 or more freight cars per week, multiplied by \$600 per container times 52 weeks per year ... the total is significant.

Eric Powell, intermodal and economic development manager for The Indiana Rail Road Company, calls the addition a “game changer” for the state. “Indianapolis has great highway access and a great airport, but didn’t have intermodal access – particularly from the West Coast,” he explains. “This will make the region more marketable to other logistics-minded companies that are considering moving here.”

Energy Diversity: Babcock & Wilcox

The goal is to diversify Indiana’s energy mix with an emphasis on clean coal, nuclear power and renewables. Babcock & Wilcox (B&W), a leading international provider of energy products and services, is striving to do just that through commercializing its small modular nuclear reactors (SMRs).

An Indiana facility will play a vital role in this evolving technology. B&W’s Mount Vernon plant in the southwest corner of the state celebrated its 50th anniversary in 2012. Darren Gale, vice president of product development for the company’s mPower Inc., says Mount Vernon has been “very important for many, many years with the machining of large reactor vessel components.”

Safety is enhanced in SMRs with the reactors using lower-level material than the highly-enriched fuel in traditional nuclear plants. Capable of generating 180 megawatts of energy, they can be manufactured before being transported to their ultimate destination.

In late 2012, it was announced that the U.S. Department of Energy will provide up to half of the total project investment. Concept work began in 2007; the goal is to deploy the first plant in the early part of the 2020s. Strong potential exists for new jobs at both the Mount Vernon plant and for in-state suppliers.



Water Resources

Indiana has long enjoyed a reliable and adequate supply of fresh water. A severe drought in the summer of 2012 raised awareness that this precious natural resource should not be taken for granted. In addition, states throughout the country are engaged in lengthy and costly battles over which entities have access to crucial water resources.

The Indiana Chamber has advocated for years for development of a comprehensive plan to ensure that needs are met throughout the state. While the Ohio River and Great Lakes provide plentiful resources, they must be properly managed by Indiana and its neighbors. Many regions, particularly in southern Indiana, lack large bases of natural water supplies.

Amazingly, there are 824 water utilities and 531 wastewater utilities in the state and only a fraction of those are regulated by the Indiana Utility Regulatory Commission (IURC). A law passed in 2012 requires the IURC to collect information concerning the operations and water use of each utility. That is a start.



An Indiana Chamber Foundation study beginning in November 2013 will:

- Map supplies to determine water resource availability
- Predict future demand
- Examine regulatory gaps
- Identify funding alternatives
- Provide recommendations – “identify potential problems that need to be addressed to create a modern water supply planning system.”

Jack Wittman, a national expert who will be leading the study, says, “This is definitely not a thing you can let everyone fend for themselves. We need this to tie us together and protect our economy. This is about jobs and protecting our future.”

An advisory council will meet monthly to provide guidance throughout what is expected to be a six-month project.

Crane: Naval Surface Warfare Center

Driving through the expansive confines of southwest Indiana’s Naval Surface Warfare Center – best known as Crane – exposes a civilian visitor to one of the Hoosier state’s best kept secrets. While the necessary security checkpoints and restrictions may feel cumbersome at first, diving deep into the base reveals an underlying culture devoid of limitations, one full of opportunities for Indiana businesses and entrepreneurs.

Many may think of war and its myriad machines and weaponry as tools of destruction. At Crane, however, those tools have become a means to bridge gaps between military efforts and taxpayers – and public and private arenas. In fact, the federal Stevenson-Wydler Technology Innovation Act of 1980, which was enacted to ensure that the citizenry benefits from federal research, serves as a basis for Crane’s commitment to bring new technology and ideas to the country. The base is using this concept to



collaborate with Hoosier businesses and entrepreneurs.

"We're using a network across the state with economic development entities and universities to help assess, identify and get our technology in the hands of people who can do something with it," relays John Dement, Crane's chief of technology transfer. He adds that the base is associated with 13 start-ups in the state.

Crane now pumps \$2 million per day into the Indiana economy – a number that includes employees' salaries and money going to Indiana firms on contract.

Crane also houses 3,100 government staff, over 1,000 contractors and its Army partner has 800 employees. Its community totals somewhere between 5,000 and 6,000, and its payroll is \$450-475 million.

WestGate @ Crane, a technology park launched in 2007 and aptly named for its location, houses about a dozen companies that operate on more than 350 acres and boast over 500 employees. WestGate caters to a wide variety of firms, from established juggernauts to promising start-ups.

"There are some Fortune 100- or 200-level defense contractors that are currently here, and they are huge successes," explains executive director Don Schulte.

The Battery Innovation Center (BIC), a business and concept accelerator, was also launched on the grounds in 2013.

BIC President Charles LaSota asserts that following Crane's lead and allowing innovators and manufacturers to develop products throughout the entire life cycle is critical to building entrepreneurship in the state – and nation – and perhaps repositioning America's standing in the global economy.

GOALS

DRIVER 4: DYNAMIC & CREATIVE CULTURE

- Develop entrepreneurship and aggressively promote business start-ups through education, networking, investment and financial support.
- Increase the amount of technology transfer from higher education institutions and attain "Top 5" ranking per capita among all states.
- 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.

Growing Defense Industry

The United States military and the nation's private sector have enjoyed a long relationship. In order for American soldiers to be properly prepared on the battlefield, they require top-of-the-line equipment, weaponry and armor, and many Indiana businesses have contributed to this effort through the years:

The value of defense contracts was \$1.8 billion in 2001. In 2008, the number peaked at \$7.8 billion

Indiana's four largest defense contractors – AM General, Rolls-Royce Group, Raytheon Company and ITT Exelis – claimed 71% of the state's defense money in 2010, but thousands of companies have been military contractors since 2000

The public sector has recently made a commitment to aiding this alliance. The Indiana Office of Defense Development (IODD) was established by Gov. Mike Pence (via executive order in January 2013), and soon after was established by Senate Bill 529, which received complete backing from Indiana House and Senate members.

"Indiana has a rich heritage of serving the defense of our nation, and Hoosiers place a high value on Indiana's defense installations and defense-related industry," says Duane Embree, IODD executive director.

Additionally, Conexus Indiana helped launch the Indiana Aerospace and Defense Council in 2011 as a means to develop and unify the sector.

DeveloperTown: Small Space, Big Ideas

DeveloperTown, an incubator/accelerator hybrid in Indianapolis, is helping Indiana’s bright minds turn their ideas into reality. Founded in 2010, the organization was partner-funded. Now, it works to cover costs and then provide profit-sharing with employees.

Michael Cloran, a founding partner of DeveloperTown and veteran of the start-up consulting world, has launched successful companies and became hooked on the process.

“I started a couple companies in 2009 ... and was an adviser to a couple of other start-ups, and realized I was having too much fun and wanted to find a way to do that for the rest of my life,” he says. “So I came up with the idea of DeveloperTown and went after some of the people I’d worked with in the past who are absolute superstars. I actually went to some of the guys who are now partners and said, ‘I need someone just like you’ – and those prototypes actually wanted to come on board.”

DeveloperTown itself is housed in a warehouse in Broad Ripple village. While strolling through, a visitor is greeted with small, multi-colored houses that serve as individual offices in the town – and its buildings and ideas are constantly under construction. A ping pong table is also part of the neighborhood, and algorithms have been developed to determine who is actually the best player in the facility. The volume of the bouncing balls is juxtaposed with the serenity inside of Speak Easy – a collective located next door that serves as a collaborative environment for visionaries who prefer joining forces with like minds. Speak Easy has its own executive director and local beer on tap. The space is a key asset to the building and the entire entrepreneurial community.

In 2012, DeveloperTown aggressively grew from 12 associate partners to 27 in order to meet market demand and to increase some of the core products it could offer its clients. The organization invested more heavily in its design practice, formalized its infrastructure offerings and created a formal project management team.

The DeveloperTown concept is one that can be modified to work in communities of various sizes.



Pfeil Innovation Center

In tight economic times, employers continue to turn to staff in hopes of finding ideas to streamline and cut costs.

But you’re not alone if you’ve ever been told to “just be creative,” and then stared blankly at the paper in front of you. While a person’s creativity or innovation might seem like inherent traits, these can actually require a certain amount of education and training.

The Pfeil Innovation Center is ready to assist. The center, part of Beacon Health System in South Bend, offers two-day innovation leadership immersion courses for companies from around the region. The courses cover three keys: how to think about innovation, how to get started and how to implement the ideas.

Companies are asked to send a group of five to attend the courses. Attendees learn about culture change and the three C’s of innovation: competency, culture and courage.

Matthew Krathwohl, executive director of innovation for Beacon Health Systems, explains that learning the art of innovation is more than just possible – it’s necessary.

“The mission is to help organizations of all types develop a competency for innovation to arrive at our preferred future – that’s the future that really includes changing the economic trajectory,” he says. “Research shows we all have the ability to increase our capacity (for innovating).”

“At the center of it all ... (innovation) is meant to be a word that has a call to action to it. It’s a call to action that we don’t have the luxury of time anymore. There is no white knight coming. These are new tools to get to that preferred future.”

Also Helping Take Indiana to the Next Level



Santiago Jaramillo (right) made a long journey from his native Colombia to Indiana in becoming one of the top young entrepreneurs in the United States. His story was told in the July-August 2013 *BizVoice* magazine.

At the time of this writing in the May-June 2013 *BizVoice*, Monarch Beverage was in the process of converting 85% of its fleet to compressed natural gas. It is one of a variety of fuel options being utilized to combat rising costs.



While Washington policies prove troublesome, Indiana boasts a strong regulatory environment. In the inaugural *Indiana Vision 2025 Report Card* released in May 2013, the top rankings for the state included No. 1 in the Regulatory Freedom Index and No. 4 in the Small Business Survival Index.



Regional job statistics, top 10 lists and much more are available online for employers, job seekers, students and others. The innovative IndianaSkills web site focuses on occupations requiring more than a high school diploma but less than a four-year degree.

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.

INDIANAVISION

2025

A PLAN FOR HOOSIER PROSPERITY

Sponsors

Beck's Superior Hybrids
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