

INDIANAVISION

2025

A PLAN FOR HOOSIER PROSPERITY



# ADVANCING OUR FUTURE

NORTHEAST 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.

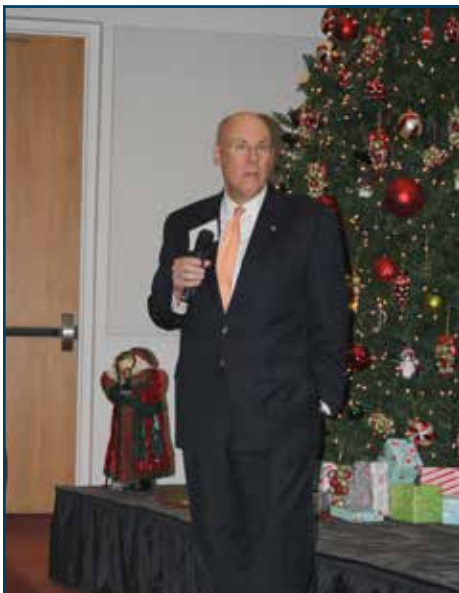
Building on the 2012 momentum, the Chamber and its regional partners chose to reconvene a forum series for thought leaders to review the progress of *IV 2025* and explore ways of advancing regional prioritized goals. Forum participants heard from a variety of speakers and once again were afforded an 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 11, 2013, regional partners and the Chamber hosted a half-day forum for Northeast Indiana stakeholders at **Sweetwater Sound** in Fort Wayne. The forum was in conjunction with the **Northeast Indiana Regional Partnership's (NEIRP) Regional Opportunities Council (ROC)** meeting. Eighty-two thought leaders attended and participated in a 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.



In November 2011, the NEIRP launched its initiative entitled *Vision 2020*. In the 2012 and 2013 *IV 2025* forums, special emphasis was placed upon reviewing the goals in *Vision 2020* and *IV 2025* that complement and closely align with each other. Because the December 2013 *IV 2025* forum was also a regular meeting of ROC, the combined participants focused on *IV 2025*’s Dynamic and Creative Culture driver with a special emphasis on entrepreneurship.

At the event, **John Sampson**, president/CEO of the Northeast Indiana Regional Partnership, and **Indiana Chamber of Commerce** senior vice president of foundation & operations **Mark Lawrence** and **Tom Schuman**, vice president of communications, launched the event with a brief review on the history and content within *IV 2025*. Lawrence and Schuman shared an update on the progress made toward achieving the goals. The forum was then facilitated by **Mike Evans**, president and CEO of **CHORUS®, Inc.** (an Indiana-based management consulting firm that had also facilitated the 2012 forum series and statewide summit), Sampson and **Katy Silliman**, vice president of regional initiatives at NEIRP and executive director of the Northeast Indiana Fund.

Following the update on *IV 2025*, forum participants discussed and identified areas of alignment between *Vision 2020* and *IV 2025*. The session then turned to the review of the Dynamic and Creative Culture key driver with three speakers providing content.

**Northeast Region Participants**

Eighty-two regional leaders attended the *Indiana Vision 2025* forum on December 12, 2013, in Fort Wayne.

**Brian Bauer**  
CEO  
Lutheran Hospital

**Marie Beason**  
Director, Professional  
Development & Special Initiatives  
Indiana Grantmakers Alliance

**Brad Bishop**  
Executive Director  
OrthoWorx

**Sarah Bodner**  
Director of Communications  
Indiana Michigan Power

**Morgan Boudler**  
Vice President  
Chase

**Adam Bouthot**  
Materials Expeditor  
Fort Wayne Metals

**Andy Boyden**  
Creative Director  
Boyden & Youngblutt Advertising  
& Marketing

**Andrew Briggs**  
President  
Bank of Geneva

**Andrew Brooks**  
President  
Brooks Construction

**Vince Buchanan\***  
Executive Director  
Regional Chamber of Northeast  
Indiana

**Janet Chrzan**  
Principal  
Vision Management Consulting

**David Clark**  
Venture Partner  
Elevate Ventures

**Robert Clark**  
Entrepreneur-in-Residence  
Elevate Ventures

**Rob Cleveland**  
Manager, Economic & Business  
Development  
Indiana Michigan Power

**Rick Cochran**  
President & CEO  
Physicians Health Plan

**Jim Cook**  
President, Northeast Indiana  
Region  
JPMorgan Chase Bank, N.A.

**Thomas Cottrell**  
Managing Partner  
BKD, LLP

**David Daugherty**  
President  
Goshen Chamber of Commerce

**Gene Donaghy**  
Vice President of Member  
Services  
Northeast REMC

**Tim Ehlerding**  
Executive Director  
Wells County Economic  
Development

**Mike Eikenberry**  
President  
PNC Bank

**Brian Emerick**  
President & CEO  
Micropulse Inc.

**Rick Farant**  
President  
WordZing

**Scott Glaze**  
Chairman & CEO  
Fort Wayne Metals

**Tim Haffner**  
Partner  
Faegre Baker Daniels

**Tim Hall**  
Manager  
Don Hall's Restaurants

**Patrick Hess**  
Attorney at Law  
Beckman Lason

**Amy Hesting**  
Manager for Vision 2020  
Northeast Indiana Regional  
Partnership

**Rep. Kathy Heuer**  
State Representative  
Indiana House District 83

**Lindsey Hively**  
Owner  
Kernel Coladas Popcorn

**John Hopkins**  
Vice President of Operations  
Sweetwater Sound

**Vanessa Hurtig**  
Manager, Administration  
Northeast Indiana Regional  
Partnership

**Julie Inskeep**  
Publisher  
Journal Gazette

**Dent Johnson**  
Plant Manager  
BFGoodrich Tire Manufacturing

**Tom Jones**  
CPA  
Crowe Horwath, LLP

**Hon. Allan Kauffman**  
Mayor  
City of Goshen

**Sister Elise Kriss**  
President  
University of St. Francis

**Paige Krouse**  
Continuous Improvement Manager  
Northeast Indiana Regional  
Partnership

**Mike Kubacki**  
Chairman  
Lake City Bank

**Ray Kusisto**  
CEO  
Ortho NorthEast

**Tom Leedy**  
President  
Dekko Foundation, Inc.

**Naomi Lowen**  
Intern  
Whitley County EDC

**Bob Marshall**  
Senior Vice President  
Campbell & Fetter Bank

**September McConnell**  
Executive Director  
Whitley County Community  
Foundation

**Dave McFadden**  
Asst. Professor, Political Science  
Manchester University

**Matt Menze**  
Research Analyst  
Northeast Indiana Regional  
Partnership

**Jessica Miller**  
Air Service & Community  
Relations Manager  
Fort Wayne-Allen County Airport  
Authority

**Dr. Jerrilee Mosier**  
Chancellor  
Ivy Tech Community College  
Northeast

**Sarah Moss**  
Business Banker  
PNC Bank

**Edmond O'Neal**  
Senior Director of WorkOne Services  
Northeast Indiana Regional Workforce

**Don Osika**  
President & General Manager  
WPTA-TV/WISE-TV

**Mike Packnett**  
President & CEO  
Parkview Health

**Maclyn Parker**  
Board Chair  
Olive B. Cole Foundation

**Dr. Rae Pearson**  
President  
Alpha Rae Personnel

**Nelson Peters**  
Commissioner  
Allen County Commissioners

**Jeff Potter**  
President  
Fort Wayne Basketball Group, LLC

**Jac Price**  
President/CEO  
Price's Laundry, Inc.

**Kathleen Randolph**  
President/CEO  
Northeast Indiana Regional  
Workforce Investment Board

**Mark Richter**  
VP of Institutional Advancement  
Indiana Tech

**John Sampson\***  
President/CEO  
Northeast Indiana Regional  
Partnership

**Rick Sawyer**  
CFO  
Tower Financial Corp.

**Don Schenkel**  
VP, University Relations  
University of St. Francis

**Erica Schweyer**  
Project Coordinator for Vision 2020  
Northeast Indiana Regional  
Partnership

**Tracey Schafer**  
Superintendent  
Huntington County Community  
School Corp.

**Katy Silliman**  
VP of Regional Initiatives  
Northeast Indiana Regional  
Partnership

**Dr. Matthew Smith**  
VP of Institutional Advancement  
University of St. Francis

**John Stafford**  
Special Projects Associate  
IPFW-Community Research Institution

**Darlene Stanley**  
President  
Johnson Junction

**Brook Steed**  
Director  
Indiana Economic Development  
Corp.-Northeast

**Todd Stephenson**  
President & CEO  
United Way of Allen County

**Dick Waterfield**  
Founder  
Waterfield Foundation

**Alan Tio**  
President  
Whitley County EDC

**Courtney Tritch**  
Director of Marketing  
Northeast Indiana Regional  
Partnership

**Ron Turpin**  
VP, Finance-Retail Sales  
Lincoln Financial Group

**Lisa Updike**  
President  
Young Leaders of Northeast  
Indiana

**Pone Vongphachanh**  
Government Affairs Director  
Upstar Indiana

**Kimberly Wagner**  
Chief of Staff, Chancellor's  
Office  
IPFW

**Terry Ward**  
VP of Sales, Digital Marketing  
KPC Media Group, Inc.

**Doug Wood**  
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**Hon. Norm Yoder**  
Mayor  
City of Auburn

**Steve Zacher**  
President  
The Zacher Company

**Lauren Zuber**  
Vision 2020 Coordinator  
Northeast Indiana Regional  
Partnership

\* Denotes Regional Partner

**Northeast Region Prioritized Goals**

In 2012, Northeast forum participants were surveyed regarding how they would prioritize the 33 goals listed under the four drivers. Below are the four drivers with the top three or four prioritized goals in each.

<p><b>DRIVER 1: Outstanding Talent</b></p> <ol style="list-style-type: none"> <li>1. 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>2. Increase to 60% the proportion of Indiana residents with high quality postsecondary credentials.</li> <li>3. Increase to 90% the proportion of Indiana students who graduate from high school ready for college and/or career training.</li> <li>4. Increase the proportion of Indiana residents with postsecondary credentials in STEM-related fields 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. Contain health care costs through patient-directed access and outcomes-based incentives.</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. Diversify Indiana’s energy mix with an emphasis on clean coal, nuclear power and renewables.</li> <li>4. 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. Increase the amount of technology transfer from higher education institutions and attain “Top 5” ranking per capita among all states.</li> <li>3. Promote a culture that further values diversity and civility, attracting and retaining talented individuals.</li> </ol>

**Northeast Regional Forum Observations & Recommendations**

CHORUS Observations:

As they did during the 2012 forum, participants looked closely for areas of alignment between Vision 2020 and *Indiana Vision 2025*. They note substantial agreement in the goals and approach to those goals, though both plans place slightly different emphasis in some areas of focus. There is particular agreement in the critical role that education and workforce development play in growing economic opportunity. A skilled workforce is an absolute necessity to growth and the region is fortunate to have the resources and cooperation necessary to leverage those assets. Participants noted that the trend toward a lower average wage has begun to turn around and that momentum needs to continue. The path toward continuing that trend aligns well in both Vision 2020 and *IV 2025*. Favorable tax code, a good regulatory environment, and exceptional public and private cooperation will all help create opportunity.

When discussing the alignment between the two initiatives, participants considered the goals in light of the three leadership principles of Vision 2020 followed by the Northeast Indiana Regional Partnership: 1) Clear, Shared Vision; 2) Sharing Power and Influence; and 3) Acting with Integrity and Discipline.

**Clear, Shared Vision**

Participants were asked to look at the two initiatives from the perspective of how they complement each other and where they are distinctly different. (However, their discussion and observations were not limited to this particular leadership principle.) Below are some of the observations and comments related to the leadership principle of Clear, Shared Vision:

Participant Responses and Observations:

- We must ensure alignment between education and business needs.
- Are we driving development to areas of resource or attempting to move resources to developed areas?
- Expansion of IPFW’s role as an independent university is important.
- Need to fund research beyond the geography of the region.
- Need to replace resources if state takes away funding through tax reform. Look at revenue sources at a local level to see how they can be used to attract talent.
- Focus beyond traditional four-year bachelor’s degrees; need to emphasize two-year and credentialed skills.
- One of the measures should be growth of the right jobs.
- Need R&D and advanced degrees to support defense industry/high tech companies.
- Region should respond to get more degree programs for local employers: alignment is needed between regional campus/flagship institutions in curriculum.
- Very similar vision between the state/local initiatives: alignment of geographies with state, alignment of initiatives, clarity of mission.



**Sharing Power and Influence**

Participants were encouraged to consider how they can best advocate for alignment between state and regional initiatives and who should be involved at a local, regional and state level to ensure that alignment is achieved.

Participant Responses and Observations:

- Be willing to differentiate between strategies that can be implemented in every community in the region. Share information and resources region-to-region.
- Pull together leadership from various regions to foster further alignment.
- Get more of the right people involved. Determine the methods of communication and the resources to use regularly.

**Acting with Integrity and Discipline**

Participants discussed how they could hold each other accountable to foster alignment between state and regional initiatives.

Participant Responses and Observations:

- Connect Vision 2020 goals with those of IV 2025 and encourage other regions to support IV 2025.
- Continue to study how the state and region can work together. (How can we avoid being redundant? Where are we not aligning?)



**Dynamic & Creative Culture: Entrepreneurship**

CHORUS Observations:

Forum participants were invited to discuss entrepreneurship from a regional perspective. They noted that entrepreneurship has always been a hallmark of Northeast Indiana, citing a number of technology innovations that have found their beginnings and roots in the region. Already, there are strong initiatives in place to further grow entrepreneurial ventures, but participants believe there is still significant unrealized opportunity. Particularly needed are continued sources for venture capital and then more fully developed systems to help guide and nurture entrepreneurs. The opportunities also extend in all direction from Fort Wayne, the central hub of the region. Therefore, interest and support is widespread across all the counties in the region. Growing the entrepreneurial culture, participants believe, is the responsibility of all regional leaders, businesses and organizations. Businesses need to work in close collaboration with educational institutions and public resources. Northeast Indiana has a strong potential for technology transfer between business and universities and those relationships should be leveraged to a far greater degree.

Participant Responses and Observations:

- Gain access to more first stage capital and access to angel investors.
- Establish a regional peer-to-peer mentoring network.
- Build on the region’s own strong heritage of innovation.
- Chambers should lead efforts and promote businesses. Community leaders can lead by example and influence.
- Counties should streamline efforts to simplify processes and market resources to local entrepreneurs.
- Develop a list of resources for various stages of entrepreneurship. Help provide low-cost space to get entrepreneurs off the ground; find a way to identify, encourage and steer young potential students to entrepreneurship.
- Consider a kick-starter type model: early stage programs to promote importance of taking risks; talk more about the importance of entrepreneurship.
- Pool local resources and then refer to Elevate Ventures.

**MOVING FORWARD ▶▶▶**

Northeast Indiana continues to be a model for other regions of the state looking to improve their communication and collaboration across city and county lines. What is striking is not just the collaboration, but the level of trust that marks their relationships. It would seem that the level of trust also extends to working closely with state government and the Indiana Chamber to grow the overall health of the state economy. This “abundance” mentality is incredibly healthy and stands to help “all ships rise” in the economic tide of Indiana. Northeast Indiana’s systems for regional vitality seem both learnable and replicable in other areas of the state and sharing these best practices are widely embraced among the forum’s participants.

Just as cooperation within the region is emphasized here (as well as in several other areas of the state in which forums took place), 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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