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. Achieved in 2013 Report Card
- Eliminate the business personal property tax. Passed 2012/2013
- 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 Lawrance and Tom Schuman, vice president of communications, launched the event with a brief review on the history and content within IV 2025. Lawrance 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.

Bryan Bauer
CEO
Lutheran Hospital

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

Brady Bishop
Executive Director
OrthoWorx

Sarah Bodner
Director of Communications
Indiana Michigan Power

Morgan Boudler
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
JP Morgan Chase Bank, N.A.

Thomas Cottrell
Managing Partner
B&K, 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
Kemel 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
BF Goodrich 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

Jae 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
Northeast Indiana Regional Partnership

Rick Sawyer
CFO
Tower Financial Corp.

Don Schenkel
VP, University Relations
University of St. Francis

Erica Schwyer
Project Coordinator for Vision 2020
Northeast Indiana Regional Partnership

Tracey Schaefer
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 Institute

Darlene Stanley
President
Johnson Junction

Brook Steed
Director
Indiana Economic Development Corp.-Northeast

Todd Stephenson
President & CEO
United Way of Allen County

* Denotes Regional Partner

www.indianachamber.com/2025 December 2013 Forum
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.

<table>
<thead>
<tr>
<th>DRIVER 1: Outstanding Talent</th>
<th>DRIVER 2: Attractive Business Climate</th>
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<td>1. Attain a &quot;Top 5&quot; ranking among all states for Indiana's business regulatory environment.</td>
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<td>2. Aggressively build out the state’s advanced telecommunications networks.</td>
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<td>3. Diversity Indiana’s energy mix with an emphasis on clean coal, nuclear power and renewables.</td>
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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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