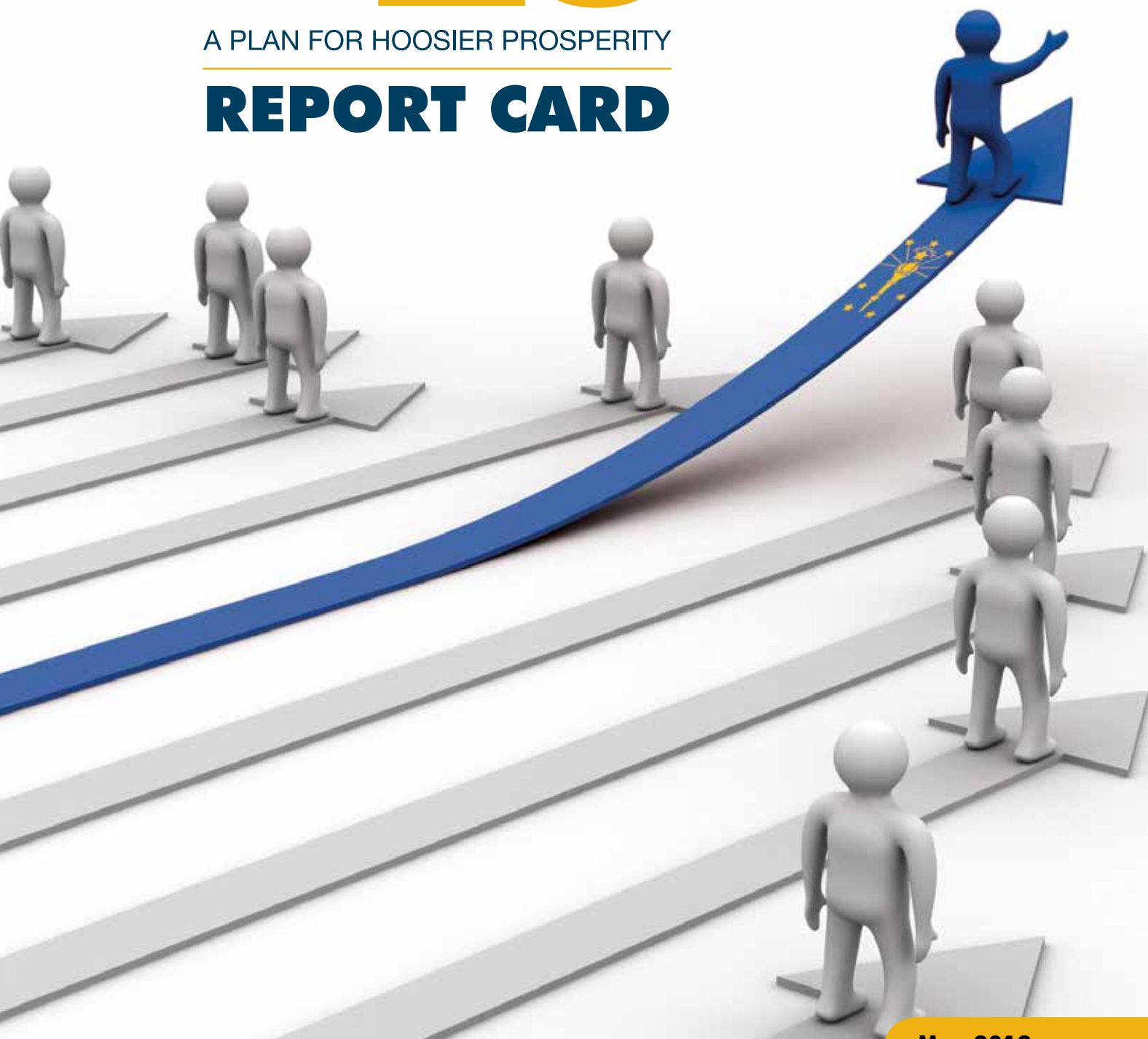


INDIANA VISION

2025

A PLAN FOR HOOSIER PROSPERITY

REPORT CARD



May 2013



MISSION STATEMENT:

"Indiana will be a global leader in innovation and economic opportunity where enterprises and citizens prosper."

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.

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 (No. 1 ranking in Regulatory Freedom Index – Page 14).
- Eliminate the business personal property tax.
- Eliminate the state inheritance tax. **Passed April 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 (Statewide smoking ban in effect as of July 2012).
- Return obesity levels to less than 20% of the population.

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.

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.

Indiana Vision 2025: Establishing the Benchmarks

What follows is a starting point for measuring the state's progress toward the vision and goals outlined in the *Indiana Vision 2025* plan. It is proof of the dedication of the Indiana Chamber of Commerce and its many partners in this effort to the prosperity of all Hoosiers and a commitment to data-driven decision-making.

Published in 2012, *Indiana Vision 2025* is a comprehensive, multi-year initiative to provide leadership and a long-range economic development action plan for Indiana. **Its mission is to ensure that "Indiana will be a global leader in innovation and economic opportunity where enterprises and citizens prosper." In short, to create a better life for Hoosiers.**

We will hold ourselves – and others – accountable for doing so by examining key metrics at two-year intervals through 2025. Only through consistent measurement over time, and comparison to national and international norms (where available), will we know whether we are making progress toward the plan goals.

These goals include progress in four critical areas: Outstanding Talent, Attractive Business Climate, Superior Infrastructure and a Dynamic and Creative Culture.

Taking these measurements is no simple task. Some metrics are clear, linear and readily available through national, or even international, sources and governmental bodies. Others are harder to come by or to interpret (more than once during this process we have heard: "No one's ever asked that" or "That data is not readily available"). However, the Indiana Chamber has worked diligently over the past year to develop a rational, relevant set of metrics that can be compared and updated over time. We are confident presenting them to you here today and in our ability to thoughtfully revisit them and chart meaningful changes in coming years.

If one were to assess Indiana's current standing, it would be decidedly mixed. **It is clear from this first collection of baseline metrics that: 1) Indiana has some good strengths upon which to build its future economic prosperity; and 2) much, much work remains in order to advance Indiana and make our state competitive in the race for new investment and job creation.**

In absolute terms, Indiana has made progress in diverse areas such as educational attainment, reading and math proficiency, graduation rates, energy efficiency, venture capital and exports. But in relative terms – the competitive framework in which all 50 states are compared – this progress may be tentative, fleeting or even non-existent.

As you examine these metrics, bear this in mind: Absolute progress or improvement in a given metric does not guarantee progress or improvement relative to other states; nor, where applicable, against other countries, as we must always be cognizant that truly competitive labor and capital markets are international in nature.

Experience tells us that we will need to be patient for progress in these metrics as a whole, that change will not happen overnight. It will take a robust effort by the Indiana Chamber and like-minded groups to affect both policy and societal changes that impact these metrics. It is clear that progress is relative and fragile – significant advances by Indiana can be undone through inattention, poor policy choices or the dramatic actions of other states and countries.

It is important for business, community and political leaders to acknowledge areas of strength in this initial metrics report card (although no grades, per se, are being issued). Here, one can see that Indiana's efforts to build a world-class transportation and telecommunications infrastructure are bearing fruit. In addition, a myriad of reforms over the past decade have created one of the country's more attractive business climates in terms of taxation and regulation.

It is equally (or even more) important to acknowledge areas of weakness in these metrics, analyze the factors leading to Indiana's deficiencies and create appropriate, effective policy responses.

Judging from the discussions leading to this plan and the statistical information on the following pages, the number one priority for Indiana must be a re-evaluation and reinvestment in its people, their knowledge and skills. Quantitative measurements in this report in areas such as educational attainment and proficiency in math, science and reading confirm the qualitative and anecdotal insights of business leaders who are suffering through a "skills gap" and lament the inability to find qualified applicants for many Hoosier job openings.

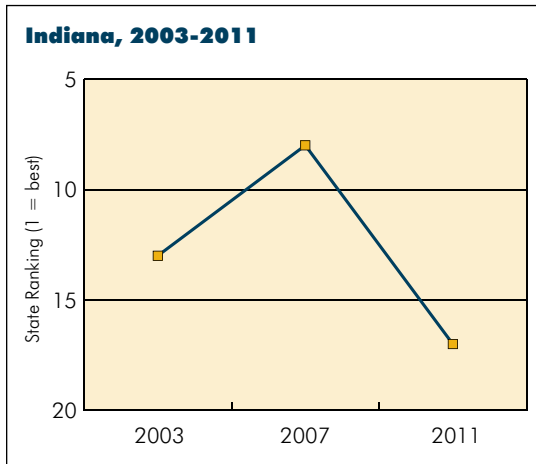
Our people are our prosperity, and it is clear from this initial report that they need help in key areas. One must include wellness on that list as Indiana compares unfavorably to other states in the key areas of smoking and obesity.

These metrics are a snapshot in time. They paint a picture of Indiana's current status and suggest the road to improvement. They are not determinative of Indiana's economic future, but our collective actions are (and here we embrace optimism for our state's future).

OUTSTANDING TALENT

GOAL: Increase the proficiency of Indiana students in math, science and reading to "Top 5" status internationally

Mathematics: 4th Grade NAEP*

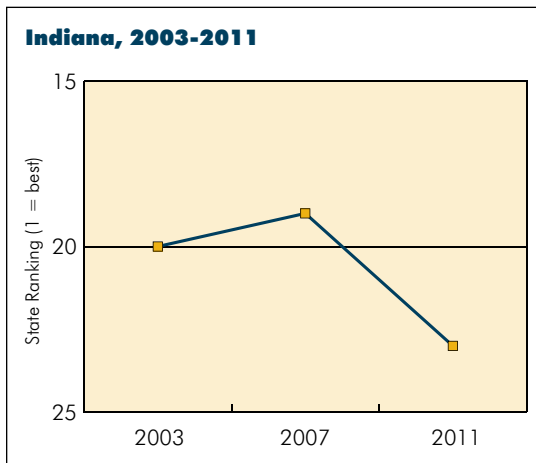


State	Average Score	State	Average Score
Top 5		Bottom 5	
1. Massachusetts	253.4	46. Tennessee	232.9
2. New Hampshire	251.8	47. New Mexico	232.8
3. Minnesota	249.2	48. Alabama	231.3
4. New Jersey	248.0	49. Louisiana	230.8
5. Maryland	247.1	50. Mississippi	229.9
17. Indiana 243.8		50-state average 240.1	

*NAEP: National Assessment of Educational Progress

Source: National Center for Education Statistics State Comparisons

Mathematics: 8th Grade NAEP*

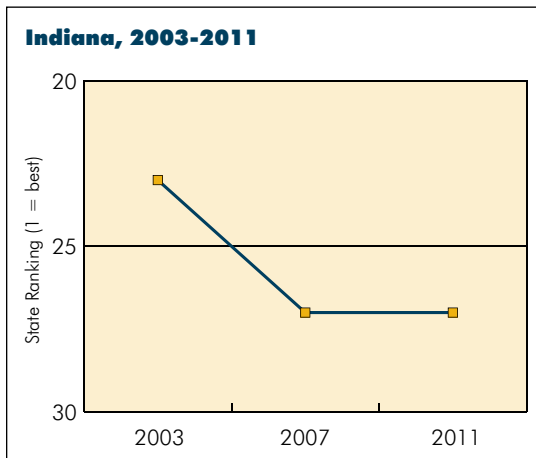


State	Average Score	State	Average Score
Top 5		Bottom 5	
1. Massachusetts	298.5	46. West Virginia	273.3
2. Minnesota	295.0	47. Louisiana	272.8
3. New Jersey	294.1	48. California	272.8
4. Vermont	293.9	49. Mississippi	269.2
5. Montana	292.9	50. Alabama	269.1
23. Indiana 285.0		50-state average 282.7	

*NAEP: National Assessment of Educational Progress

Source: National Center for Education Statistics State Comparisons

Reading: 4th Grade NAEP*



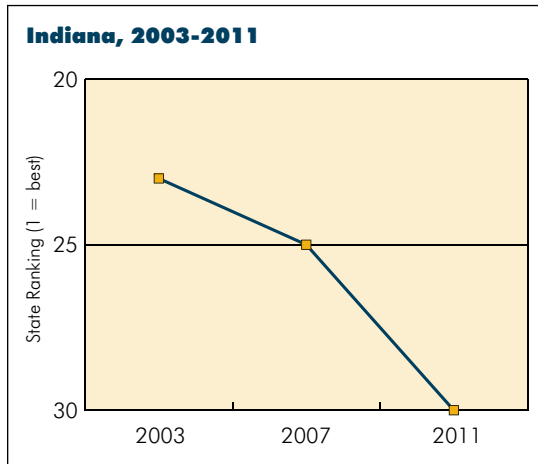
State	Average Score	State	Average Score
Top 5		Bottom 5	
1. Massachusetts	236.8	46. California	211.4
2. New Jersey	231.2	47. Louisiana	210.4
3. Maryland	230.8	48. Mississippi	209.2
4. New Hampshire	230.4	49. New Mexico	208.0
5. Connecticut	227.4	50. Alaska	207.9
27. Indiana 220.7		50-state average 220.0	

*NAEP: National Assessment of Educational Progress

Source: National Center for Education Statistics State Comparisons

GOAL: Increase the proficiency of Indiana students in math, science and reading to “Top 5” status internationally

Reading: 8th Grade NAEP*



State	Average Score	State	Average Score
Top 5		Bottom 5	
1. Massachusetts	275.4	46. West Virginia	256.1
2. New Jersey	275.2	47. New Mexico	255.9
3. Connecticut	274.7	48. California	254.9
4. Vermont	273.8	49. Louisiana	254.7
5. Montana	272.9	50. Mississippi	253.8
30. Indiana	264.7	50-state average	263.6

*NAEP: National Assessment of Educational Progress

Source: National Center for Education Statistics State Comparisons

Science: 4th Grade NAEP*

(only 2009 data available)

State	Average Score	State	Average Score
Top 5		Bottom 5	
1. New Hampshire	163.3	42. Nevada	140.3
2. Virginia	161.8	43. Hawaii	139.7
3. North Dakota	161.6	44. Arizona	137.6
4. Kentucky	160.7	45. California	136.3
5. Massachusetts	160.0	46. Mississippi	133.0
21. Indiana	152.8	50-state average	148.7

*NAEP: National Assessment of Educational Progress

Four states (Alaska, Kansas, Nebraska and Vermont) not reporting

Source: National Center for Education Statistics State Comparisons

Science: 8th Grade NAEP*

(2011 data)

State	Average Score	State	Average Score
Top 5		Bottom 5	
1. North Dakota	164.0	46. Louisiana	142.9
2. Montana	163.3	47. Hawaii	142.1
3. Vermont	162.9	48. California	140.4
4. New Hampshire	162.3	49. Alabama	140.0
5. South Dakota	162.1	50. Mississippi	137.4
27. Indiana	153.0	50-state average	150.7

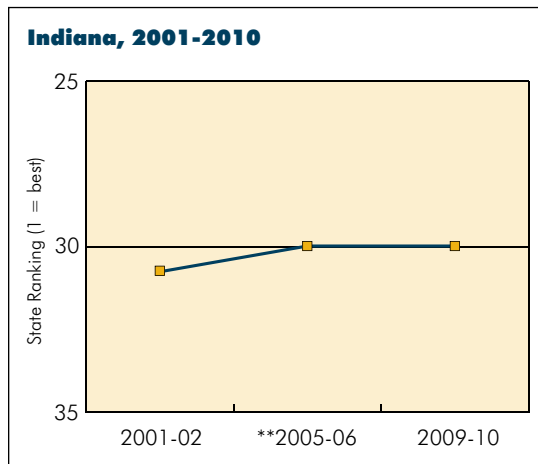
*NAEP: National Assessment of Educational Progress

Source: National Center for Education Statistics State Comparisons

OUTSTANDING TALENT

GOAL: Increase to 90% the proportion of Indiana students who graduate from high school ready for college and/or career training

High School Graduation Rates



State	Freshmen rate of graduation*	State	Freshmen rate of graduation*
Top 5		Bottom 5	
1. Vermont	91.4%	46. Louisiana	68.8%
2. Wisconsin	91.1%	47. South Carolina	68.2%
3. North Dakota	88.4%	48. New Mexico	67.3%
4. Minnesota	88.2%	49. Mississippi	63.8%
5. Iowa	87.9%	50. Nevada	57.8%
30. Indiana 77.2%		50-state average 78.2%	

*Percentage of freshmen class that graduated four years later

**2005-2006: 44 states reporting

Source: National Center for Education Statistics

The U.S. Department of Education released graduation rate data for 2010-11 that "cannot be compared to previously reported graduation rates." The data is said to be the "first year for which all states used a common, more rigorous measure." It will likely be the data that will be used in future years.

Top states: Iowa (88%), Vermont and Wisconsin (87%), Indiana and eight other states (86%)

Bottom states: Nevada (62%), New Mexico (63%), Georgia (67%), Oregon and Alaska (68%)

College Students Enrolled in Remediation Courses*

(public universities)

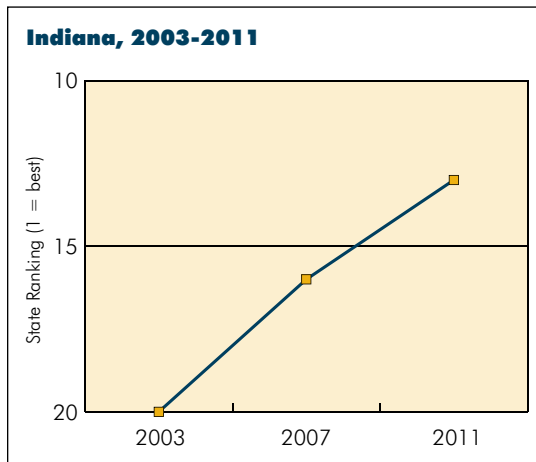
1. Utah	19.7%
2. Virginia	20.2%
3. Colorado	20.8%
6. Indiana	28.8%
19. New Mexico	41.0%
20. Maryland	45.9%
21. Massachusetts	51.8%

*21 states with complete data available

Source: Complete College America, 2012 Remediation Report (2006 survey)

GOAL: Eliminate the educational achievement gaps for disadvantaged populations

Mathematics Gap: 4th Grade

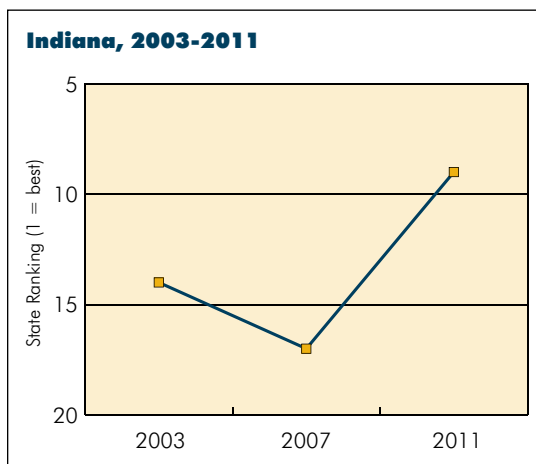


State	Gap percent*	State	Gap percent*
Top 5		Bottom 5	
1. Wyoming	-5.3	46. Colorado	-10.4
2. Oklahoma	-6.0	47. Georgia	-10.6
3. New Hampshire	-6.1	48. Illinois	-11.2
4. Vermont	-6.1	49. California	-12.5
5. North Dakota	-6.7	50. Connecticut	-12.9
13. Indiana -7.4		50-state average -9.5	

*Gap is the difference between scores for students eligible and not eligible for free lunch program. The gap percent is the gap divided by the average score for all students.

Source: National Center for Education Statistics State Comparisons

Mathematics Gap: 8th Grade

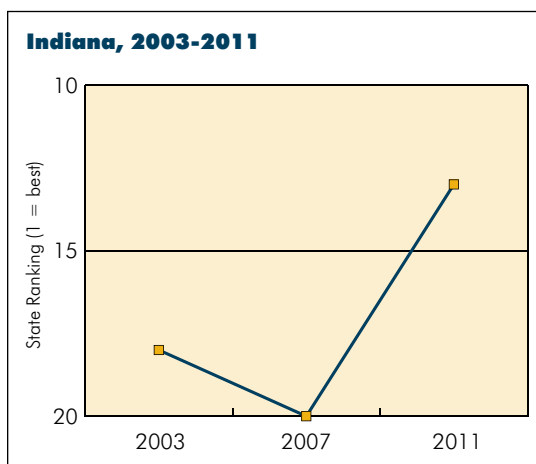


State	Gap percent*	State	Gap percent*
Top 5		Bottom 5	
1. Wyoming	-5.7	46. Colorado	-10.4
2. West Virginia	-6.5	47. California	-10.5
3. Hawaii	-6.5	48. Pennsylvania	-10.6
4. Idaho	-6.9	49. Maryland	-11.3
5. Oklahoma	-7.0	50. Connecticut	-11.7
9. Indiana -7.4		50-state average -9.3	

*Gap is the difference between scores for students eligible and not eligible for free lunch program. The gap percent is the gap divided by the average score for all students.

Source: National Center for Education Statistics State Comparisons

Reading Gap: 4th Grade



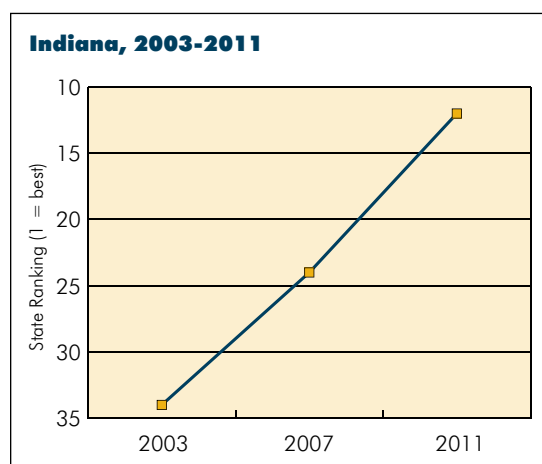
State	Gap percent*	State	Gap percent*
Top 5		Bottom 5	
1. North Dakota	-6.5	46. Illinois	-14.8
2. Wyoming	-7.3	47. Colorado	-14.9
3. New Hampshire	-8.5	48. California	-15.2
4. Montana	-8.7	49. Alaska	-15.3
5. Kentucky	-9.2	50. Connecticut	-15.5
13. Indiana -10.2		50-state average -12.5	

*Gap is the difference between scores for students eligible and not eligible for free lunch program. The gap percent is the gap divided by the average score for all students.

Source: National Center for Education Statistics State Comparisons

GOAL: Eliminate the educational achievement gaps for disadvantaged populations

Reading Gap: 8th Grade



State	Gap percent*	State	Gap percent*
Top 5		Bottom 5	
1. Oklahoma	-5.4	46. Maryland	-10.0
2. Wyoming	-5.5	47. Colorado	-10.1
3. Montana	-5.6	48. Mississippi	-10.1
4. Idaho	-5.8	49. New Jersey	-10.3
5. North Dakota	-6.2	50. Alaska	-10.8
12. Indiana. -7.1		50-state average. -8.8	

*Gap is the difference between scores for students eligible and not eligible for free lunch program. The gap percent is the gap divided by the average score for all students.

Source: National Center for Education Statistics State Comparisons

Science Gap: 4th Grade

(only 2009 data available)

State	Gap percent*	State	Gap percent*
Top 5		Bottom 5	
1. Maine	-9.3	42. Pennsylvania	-22.3
2. Idaho	-10.0	43. Illinois	-23.0
3. Wyoming	-10.4	44. Louisiana	-23.0
4. North Dakota	-11.1	45. Connecticut	-23.3
5. New Hampshire	-11.3	46. California	-23.4
12. Indiana. -13.9		46-state average. -19.6	

*Four states did not participate. Gap is the difference between scores for students eligible and not eligible for free lunch program. The gap percent is the gap divided by the average score for all students.

Source: National Center for Education Statistics State Comparisons

Science Gap: 8th Grade

(2011 data available)

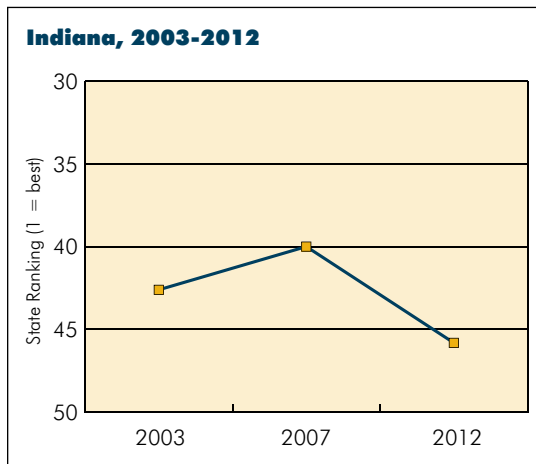
State	Gap percent*	State	Gap percent*
Top 5		Bottom 5	
1. New Hampshire	-8.1	46. Rhode Island.	-20.8
2. Wyoming	-8.5	47. Mississippi	-21.3
3. Minnesota	-8.7	48. California	-21.4
4. West Virginia	-9.2	49. Pennsylvania	-21.7
5. Montana	-10.4	50. Connecticut.	-23.5
31. Indiana. -16.1		50-state average. -17.8	

*Gap is the difference between scores for students eligible and not eligible for free lunch program. The gap percent is the gap divided by the average score for all students.

Source: National Center for Education Statistics State Comparisons

GOAL: Increase to 60% the proportion of Indiana residents with high quality postsecondary credentials

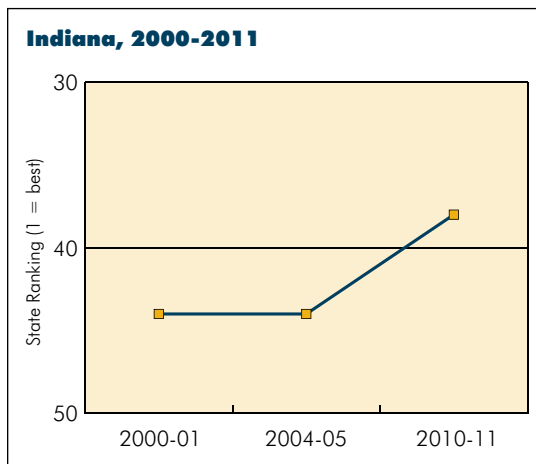
Associate Degrees or Higher – Age 15 and Over



State	Percent of population	State	Percent of population
Top 5		Bottom 5	
1. Massachusetts	44.3	46. Indiana	27.5
2. New Hampshire	43.0	47. Arkansas	27.1
2. Minnesota	43.0	48. Louisiana	26.9
4. North Dakota	42.5	49. Kentucky	26.6
5. Colorado	41.0	50. West Virginia	26.3
5. Connecticut	41.0		
		50-state average	34.1

Source: Bureau of the Census, Current Population Survey

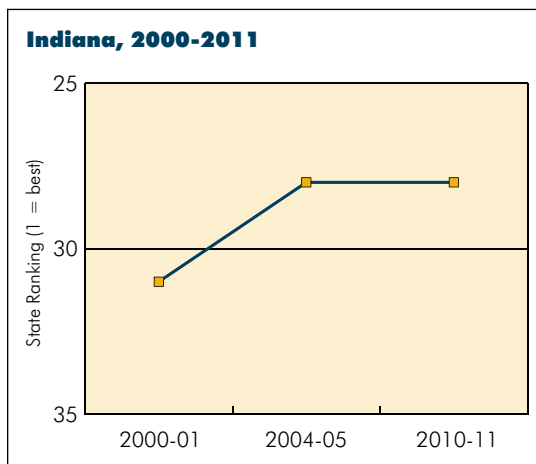
Certificates Awarded (less than baccalaureate)



State	Number per million residents	State	Number per million residents
Top 5		Bottom 5	
1. Louisiana	7,066	46. New Hampshire . . .	1,609
2. Arizona	6,460	47. Maine	1,236
3. Georgia	5,612	48. Vermont	881
4. Kentucky	5,610	49. Montana	880
5. Florida	4,756	50. Hawaii	832
38. Indiana	1,865	50-state average	3,338

Source: National Center for Education Statistics

All Degrees and Certificates Awarded

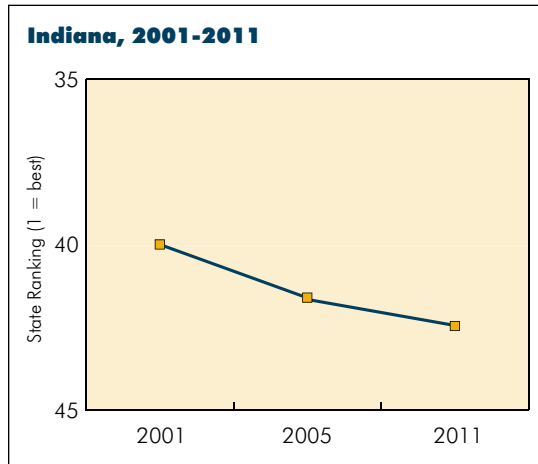


State	Number per million residents	State	Number per million residents
Top 5		Bottom 5	
1. Arizona	29,753	46. Maine	11,034
2. Iowa	25,325	47. Montana	10,119
3. Utah	19,960	48. Hawaii	9,745
4. Rhode Island	19,261	49. Alaska	8,080
5. Massachusetts	19,065	50. Nevada	7,863
28. Indiana	14,241	50-state average	14,945

Source: National Center for Education Statistics

GOAL: Increase the proportion of Indiana residents with bachelor's degrees or higher to "Top 10" status internationally

Bachelor Degree or Higher – 50-state Comparison

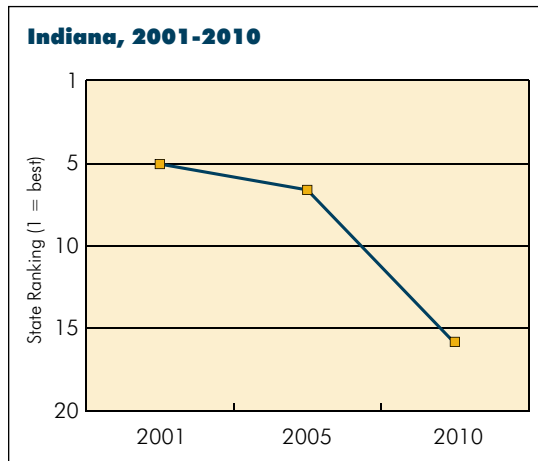


State	% of population age 25+	State	% of population age 25+
Top 5		Bottom 5	
1. Massachusetts	39.1	46. Kentucky	21.1
2. Maryland	36.9	47. Louisiana	21.1
3. Colorado	36.7	48. Arkansas	20.3
4. Connecticut	36.2	49. Mississippi	19.8
5. Vermont	35.4	50. West Virginia	18.5
43. Indiana 23.0		50-state average 28.5	

Source: Bureau of the Census, Current Population Survey

Bachelor Degree or Higher – International Comparison

(27 countries and Indiana)



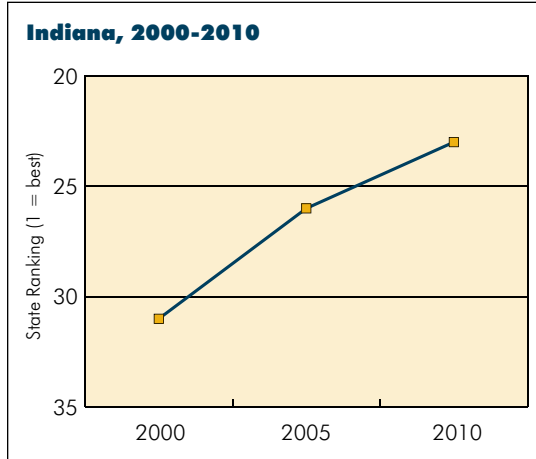
State	% of population age 25+	State	% of population age 25+
Top 5		Bottom 5	
1. Norway	35	24. France	18
2. United States	32	25. Belgium	17
3. Israel	31	25. Czech Republic	17
4. Netherlands	30	25. Germany	17
5. Iceland	29	25. Greece	17
16. Indiana 23			

Sources: OECD Education at a Glance (ages 25-64 only); Bureau of the Census, Current Population Survey (for Indiana, ages 25+).

GOAL: Increase the proportion of Indiana residents with postsecondary credentials in STEM-related fields to "Top 5" status internationally

Science & Technology Associate Degrees and Beyond – International*

(31 countries and Indiana)

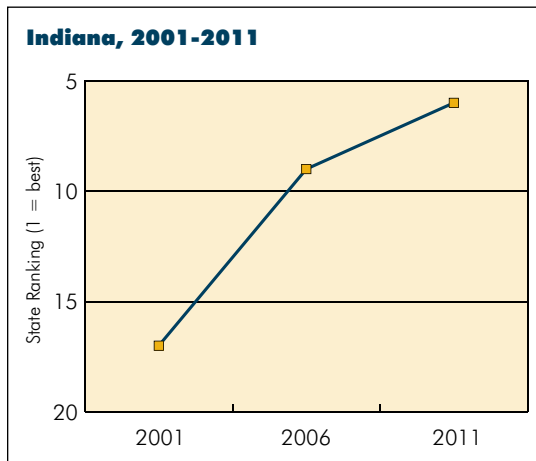


State	Percent of all graduates	State	Percent of all graduates
Top 5		Bottom 5	
1. Germany	56.4	28. Bulgaria	28.5
2. Finland	54.8	29. Romania	27.5
3. Sweden	51.5	30. Hungary	27.3
4. Portugal	47.3	31. Brazil	27.0
5. South Korea	46.3	32. Poland	26.3
23. Indiana	33.3	United States average . . .	32.2

*Degree programs: agricultural science, bioscience, computer, science construction, engineering tech, health professions, math, statistics, mechanical repair, physical science, precision production and science technology.

Sources: UNESCO Global Education Digest; National Center for Education Statistics (Indiana data). Comparisons between countries and individual states may not be statistically valid due to differences in definition of degree programs (example: UNESCO data has U.S. average at 32.2%; NCES data places U.S. average at 27.3%).

Science & Technology Associate Degrees and Beyond – States*



State	Percent of all graduates	State	Percent of all graduates
Top 5		Bottom 5	
1. Wyoming	44.4	46. New Hampshire . . .	24.4
2. South Dakota	44.0	47. Illinois	24.3
3. North Dakota	36.5	48. Florida	24.2
4. Maine	36.0	49. Hawaii	23.3
5. Ohio	35.3	50. Vermont	21.9
6. Indiana	34.9	50-state average	28.2

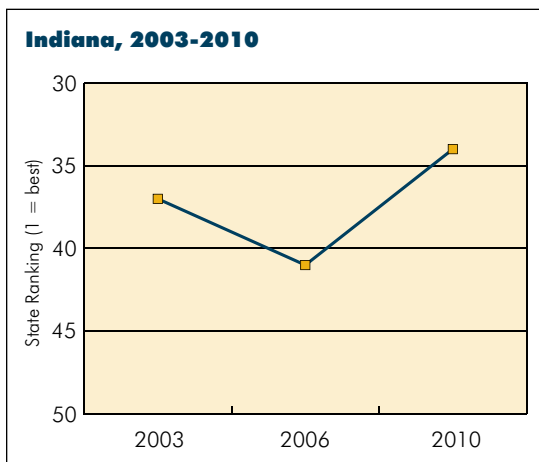
*Degree programs: agricultural science, bioscience, computer, science construction, engineering tech, health professions, math, statistics, mechanical repair, physical science, precision production and science technology.

Source: National Center for Education Statistics

OUTSTANDING TALENT

GOAL: Increase the proportion of Indiana residents with postsecondary credentials in STEM-related fields to "Top 5" status internationally

Science and Engineering Occupations

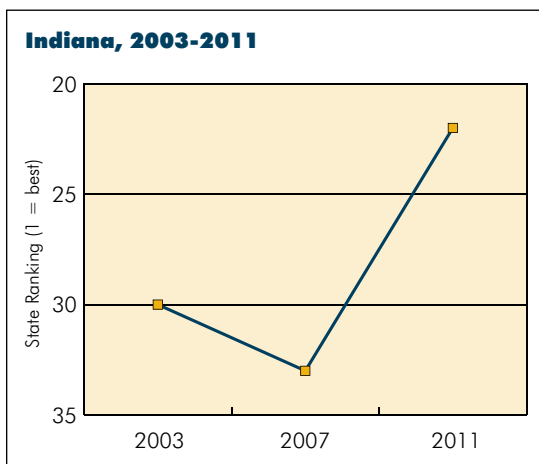


State	Percent of all graduates	State	Percent of all graduates
Top 5		Bottom 5	
1. Virginia	6.57	46. West Virginia.	2.40
2. Massachusetts	6.51	47. Arkansas.	2.34
3. Maryland	6.04	48. Nevada	2.33
4. Colorado	5.85	49. Louisiana	2.29
5. Washington	5.37	50. Mississippi	2.02
34. Indiana. 3.21		50-state average. 4.0	

Source: National Science Foundation

GOAL: Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills

Population with Less Than a High School Diploma

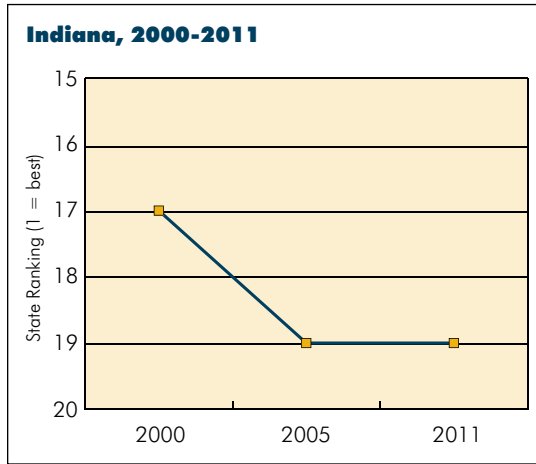


State	Percent of total population	State	Percent of total population
Top 5		Bottom 5	
1. Montana	9.8	46. Louisiana	16.1
2. Hawaii	10.1	47. Alabama	16.5
3. New Hampshire	10.3	48. Mississippi	17.1
4. Minnesota	10.3	49. California	17.6
5. Oregon	10.4	50. Texas	18.3
22. Indiana. 12.5		50-state average. 14.2	

Source: Bureau of the Census, Current Population Survey

GOAL: Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills

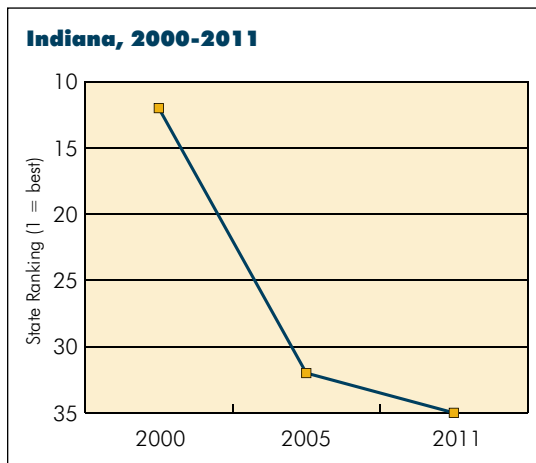
Speak English Less Than 'Very Well'



State	Percent of total population	State	Percent of total population
Top 5		Bottom 5	
1. Montana	0.8	46. Nevada	12.6
2. West Virginia	0.8	47. New Jersey	13.0
3. North Dakota	1.4	48. New York	13.5
4. Vermont	1.4	49. Texas	14.5
5. Maine	1.5	50. California	19.4
19. Indiana 3.3		50-state average 8.7	

Source: Bureau of the Census, American Fact Finder

Poverty Rates



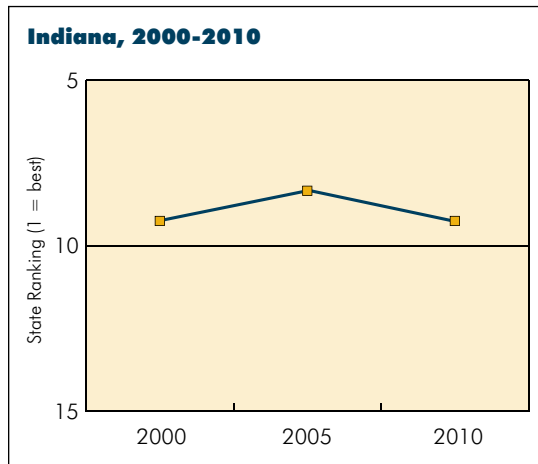
State	Percent of total population	State	Percent of total population
Top 5		Bottom 5	
1. New Hampshire	7.6	46. Georgia	18.4
2. Maryland	9.3	47. Arkansas	18.7
3. North Dakota	9.9	48. South Carolina	19.0
4. Minnesota	10.0	49. Louisiana	21.1
5. Connecticut	10.1	50. New Mexico	22.2
35. Indiana 15.6		50-state average 15.0	

Source: Bureau of the Census, American Fact Finder

ATTRACTIVE BUSINESS CLIMATE

GOAL: Enact comprehensive government reform at the state and local levels to increase efficiency and effectiveness in delivery of services

State and Local Government Spending

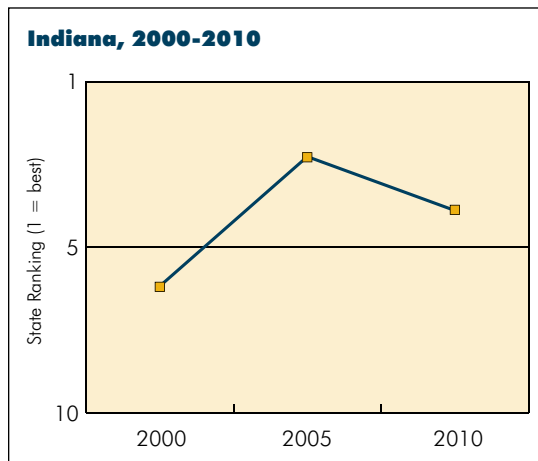


Govt. spending as State % of private GDP		Govt. spending as State % of private GDP	
Top 5		Bottom 5	
1. Delaware	8.2	46. Oklahoma	14.2
2. Massachusetts	8.4	47. South Carolina	15.6
3. Connecticut	8.6	48. New Mexico	16.2
4. Pennsylvania	8.9	49. Mississippi	16.3
5. Illinois	8.9	50. West Virginia	16.6
9. Indiana	9.5	50-state average	10.5

Source: Department of the Census, Bureau of Economic Analysis

GOAL: Reform public pension systems to achieve fairness and cost containment

State Public Pension Spending

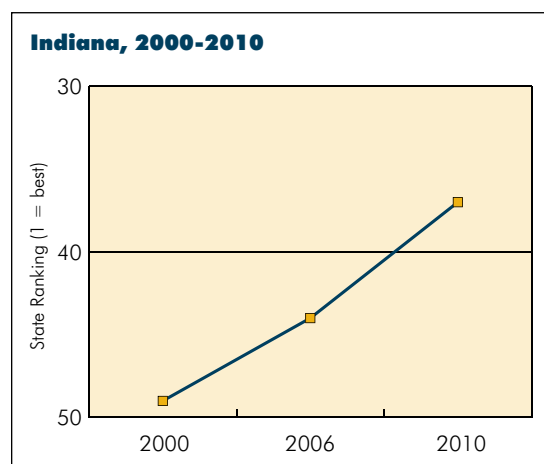


Percent of State total spending		Percent of State total spending	
Top 5		Bottom 5	
1. Nebraska	3.05	46. New York	7.99
2. Vermont	3.19	47. Connecticut	8.34
3. North Dakota	3.41	48. Rhode Island	8.72
4. Indiana	3.53	49. Illinois	9.24
5. Wyoming	3.86	50. Ohio	9.55
		50-state average	6.62

Source: State Comprehensive Annual Financial Reports and USGovernment Spending.com

GOAL: Reform public pension systems to achieve fairness and cost containment

Funded Pension Liability

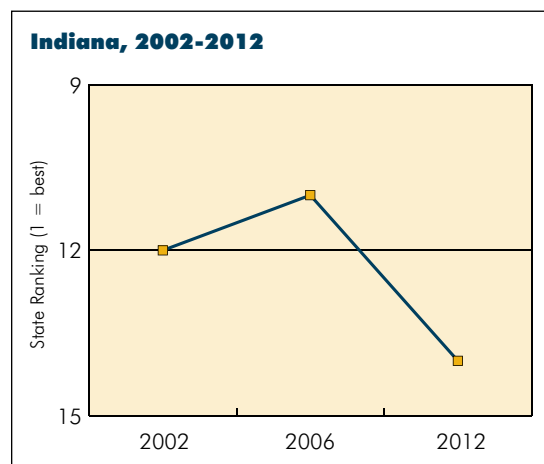


State	Percent funded	State	Percent funded
Top 5		Bottom 5	
1. Wisconsin	99.8	45. Louisiana	55.9
2. North Carolina	96.3	45. Oklahoma	55.9
3. South Dakota	96.1	47. Kentucky	54.3
4. Washington	94.9	48. Connecticut	53.4
5. New York	94.3	49. Rhode Island	48.6
		50. Illinois	45.4
37. Indiana	64.7	50-state average	75.3

Source: Pew Center for the States

GOAL: Preserve and enhance a "Top 5" ranking among all states for Indiana's legal environment

State Lawsuit Climate Survey*



State	State
Top 5	
1. Delaware	46. Illinois
2. Nebraska	47. California
3. Wyoming	48. Mississippi
4. Minnesota	49. Louisiana
5. Kansas	50. West Virginia
14. Indiana	

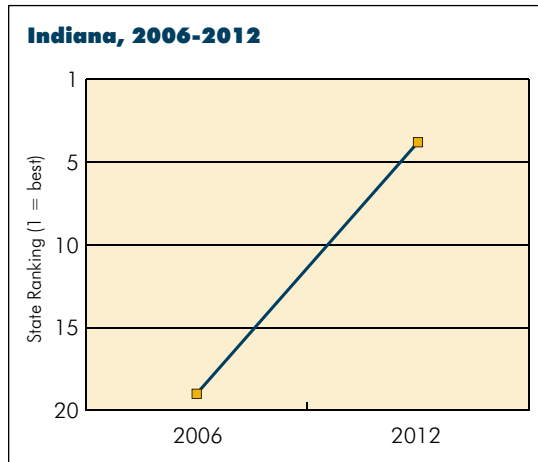
*Interviews with nearly 1,500 in-house general counsel, senior litigators and attorneys
Source: U.S. Chamber of Commerce Institute for Legal Reform

ATTRACTIVE BUSINESS CLIMATE

GOAL: Attain a "Top 5" ranking among all states for Indiana's business regulatory environment

Small Business Survival Index

(non-tax regulatory burden)

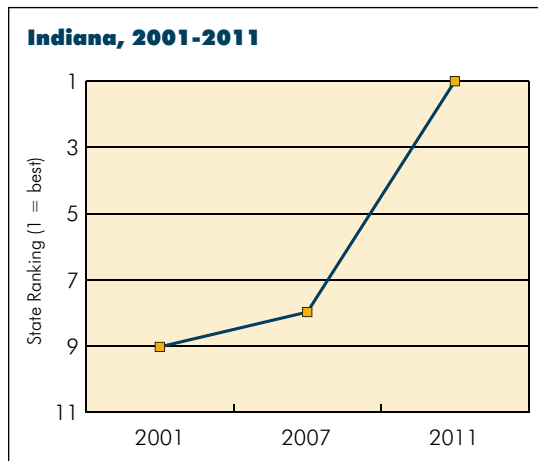


State	Index	State	Index
Top 5		Bottom 5	
1. South Dakota	6.86	46. Massachusetts	17.14
2. North Dakota	7.21	47. Washington	17.43
3. South Carolina	7.51	48. Vermont	18.36
4. Indiana	7.56	49. New York	18.76
5. Wyoming	8.25	50. New Jersey	19.33
		50-state average	
		11.88	

Criteria: Nine in 2006 and 16 in 2012. Among the criteria: E-verify mandate, education reform, eminent domain, health savings accounts, community health insurance ratings, health guaranteed issue, paid family leave, regulatory flexibility, renewable energy mandates, right to work, state minimum wage, tort liability index.

Source: Small Business & Entrepreneurship Council

Regulatory Freedom Index



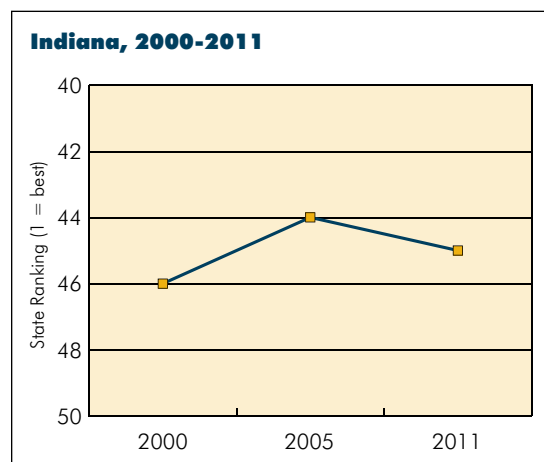
State	Index	State	Index
Top 5		Bottom 5	
1. Indiana	28.1	46. Louisiana	-21.5
2. Iowa	24.1	47. New York	-26.2
3. Delaware	23.6	48. New Jersey	-30.5
4. North Dakota	22.1	49. West Virginia	-32.4
5. Nebraska	21.3	50. California	-40.7
		50-state average	
		0.05	

Categories: Freedom from tort abuse, property right protection, health insurance, labor market, occupational licensing, cable and telecom, and miscellaneous regulatory freedom.

Source: Mercatus Center, George Mason University

GOAL: Eliminate the business personal property tax

Urban Industrial Property Tax Rates

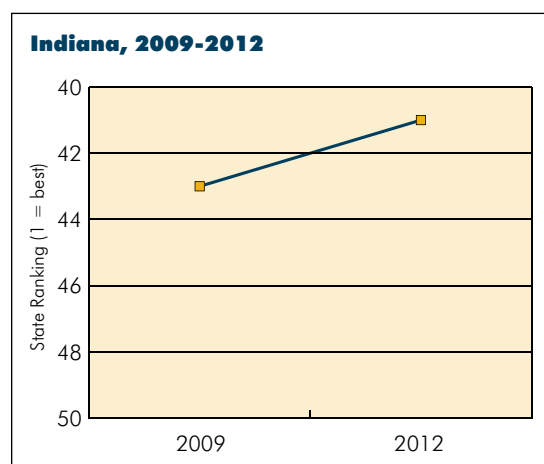


State	Combined weighted effective tax rate	State	Combined weighted effective tax rate
Top 5		Bottom 5	
1. Delaware	0.42	46. Tennessee	2.49
2. Virginia	0.47	47. Mississippi	2.50
3. Hawaii	0.49	48. Texas	2.52
4. Wyoming	0.61	49. Michigan	2.76
5. Kentucky	0.62	50. South Carolina	3.37
45. Indiana 2.36		50-state average 1.38	

Source: Minnesota Taxpayers Association

GOAL: Eliminate the state inheritance tax

Inheritance Tax Paid Per Capita*



State	Per capita tax	State	Per capita tax
Top 5		Bottom 5	
1. 16 states	0.00	46. Connecticut	48.63
17. Georgia	0.20	47. Massachusetts	49.47
17. Michigan	0.20	48. New York	55.17
19. Florida	0.21	49. Pennsylvania	63.05
20. Arizona	0.31	50. New Jersey	75.59
41. Indiana 26.92		50-state average 15.92	

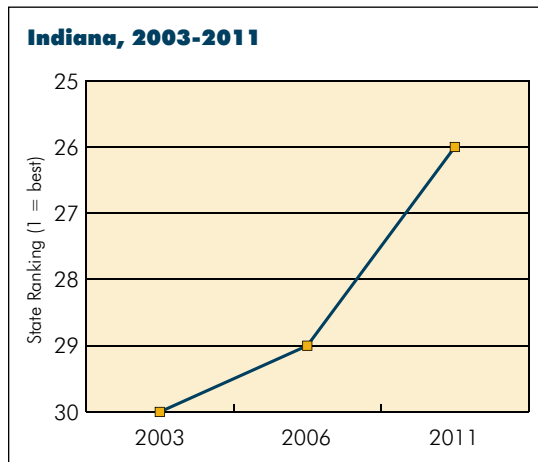
*In 2012, Indiana passed a nine-year phase-out of the state inheritance tax. That became an immediate repeal (retroactive to January 2013) as part of the 2013 state budget.

Source: State Comprehensive Annual Financial Reports

ATTRACTIVE BUSINESS CLIMATE

GOAL: Contain health care costs through patient-directed access and outcomes-based incentives

Health Insurance Premiums*



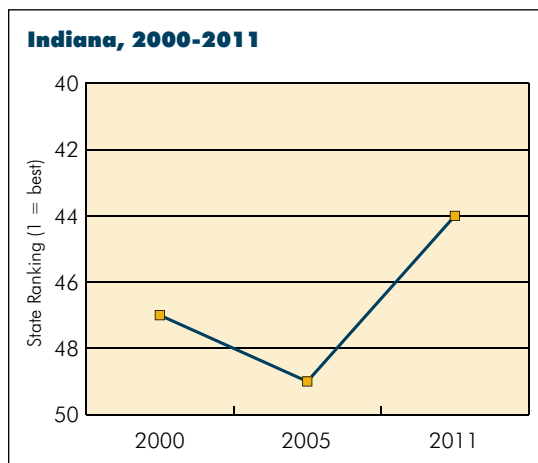
State	Premium costs	State	Premium costs
Top 5		Bottom 5	
1. Idaho	\$8,458	46. New Jersey . . .	\$11,213
2. Arkansas	\$8,561	47. Alaska	\$11,256
3. Alabama	\$8,672	48. Massachusetts . .	\$11,428
4. Iowa	\$8,739	49. Vermont	\$11,511
5. Nevada	\$8,922	50. New Hampshire .	\$11,553
26. Indiana \$10,167		50-state average . .	\$10,230

*Average of single and family premiums for companies with 100+ employees.

Source: U.S. Department of Health & Human Services

GOAL: Reduce smoking levels to less than 15% of the population

Adult Smoking Rate

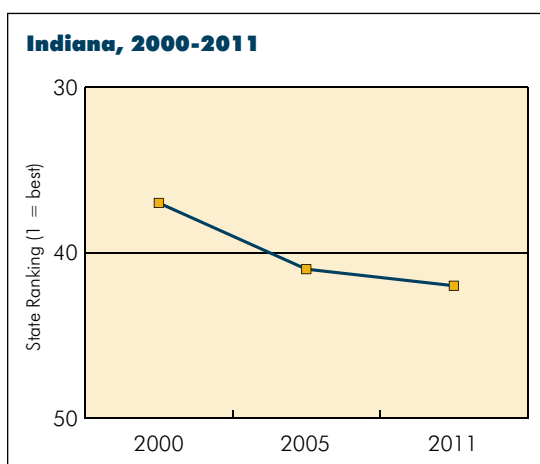


State	Percent	State	Percent
Top 5		Bottom 5	
1. Utah	11.8	46. Mississippi	26.0
2. California	13.7	47. Oklahoma	26.1
3. Hawaii	16.8	48. Arkansas	27.0
3. New Jersey	16.8	49. West Virginia	28.6
5. Connecticut	17.1	50. Kentucky	29.0
44. Indiana25.6		50-state average	21.2

Source: U.S. Department of Health & Human Services, Center for Disease Control

GOAL: Return obesity levels to less than 15% of the population

Adult Obesity Rates*



State	Percent obese	State	Percent obese
Top 5		Bottom 5	
1. Colorado	20.7	46. Michigan	31.3
2. Hawaii	21.8	47. Alabama	32.0
3. Massachusetts	22.7	48. West Virginia.	32.4
4. New Jersey	23.7	49. Louisiana	33.4
5. California	23.8	50. Mississippi	34.9
42. Indiana.30.8			

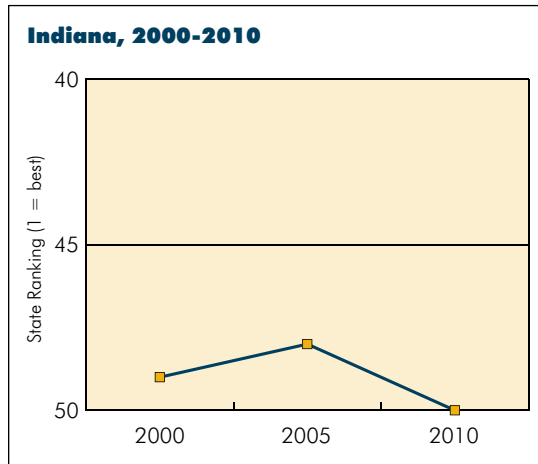
*Age 18 and over with body mass index of 30 or greater.

Source: U.S. Department of Health & Human Services, Center for Disease Control

GOAL: Create and implement a plan to position Indiana as a net exporter of energy

Net Energy Use per Capita

(production minus consumption)



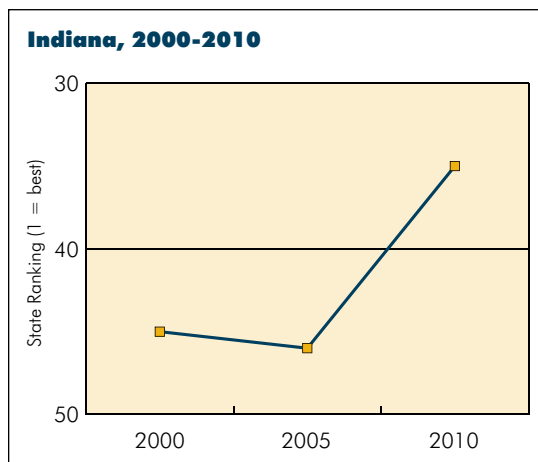
State	Million BTUs per capita	State	Million BTUs per capita
Top 5			
1. Wyoming	17,738	46. Minnesota	-271.1
2. West Virginia	1,583	47. Tennessee	-273.9
3. Alaska	1,550	48. Delaware	-282.1
4. North Dakota	1,147	49. Missouri	-289.7
5. New Mexico	766	50. Indiana	-289.9
50-state average 93.0			

Source: U.S. Energy Information Administration

GOAL: Diversify Indiana's energy mix with an emphasis on clean coal, nuclear power and renewables

Energy Production per Capita

(nuclear and renewables)



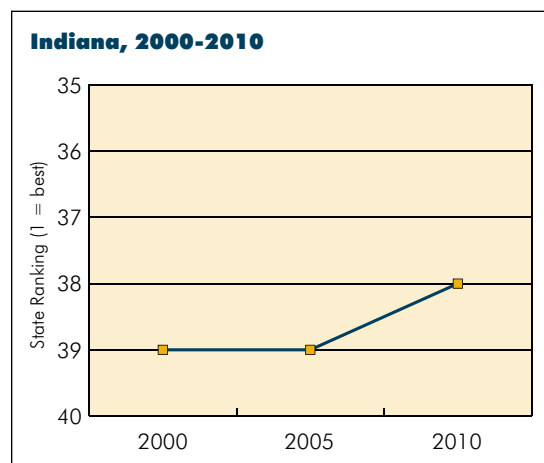
State	Million BTUs per capita	State	Million BTUs per capita
Top 5			
1. South Dakota	.264.19	46. Kentucky	14.43
2. Iowa	.222.23	47. Hawaii	11.98
3. Nebraska	.211.46	48. Utah	6.73
4. North Dakota	.168.30	49. Delaware	3.23
5. South Carolina	.140.96	50. Rhode Island	2.57
35. Indiana	.28.19	50-state average 53.63	

Source: U.S. Energy Information Administration

GOAL: Diversify Indiana's energy mix with an emphasis on clean coal, nuclear power and renewables

Nuclear and Renewable Energy Production

(percent of total energy output)

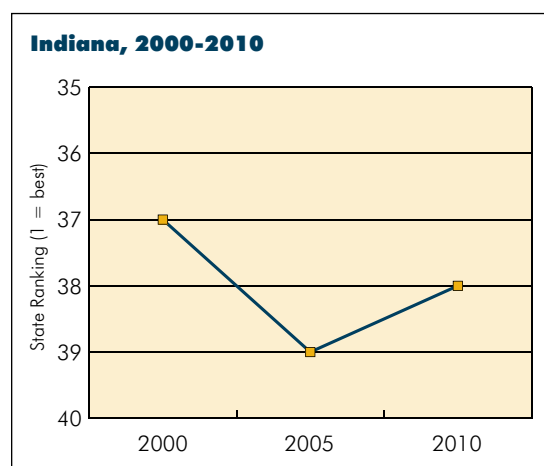


State	Percent renewables	State	Percent renewables
Top 5		Bottom 5	
17 states at 100%		46. Utah	1.7
		47. New Mexico	1.6
		48. West Virginia	0.9
		49. Alaska	0.9
		50. Wyoming	0.4
38. Indiana 18.4		50-state average 24.0	

Source: U.S. Energy Information Administration

GOAL: Identify and implement workable energy conservation strategies

Energy Efficiency



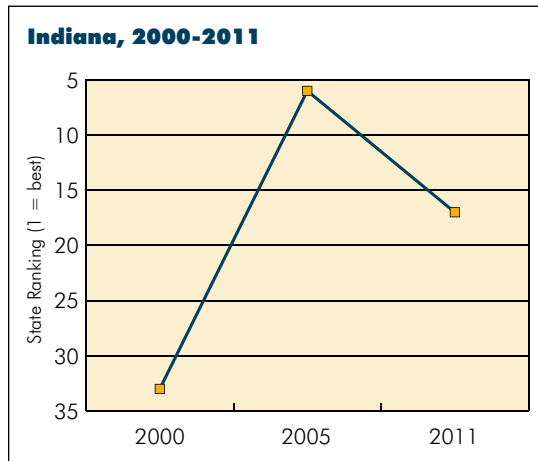
State	\$GDP output per million BTUs consumed	State	\$GDP output per million BTUs consumed
Top 5		Bottom 5	
1. Connecticut	\$314.7	46. Mississippi	\$82.0
2. New York	\$311.0	47. Alaska	\$76.5
3. Massachusetts	\$271.1	48. North Dakota	\$72.2
4. Rhode Island	\$249.7	49. Wyoming	\$72.0
5. Hawaii	\$245.3	50. Louisiana	\$53.8
38. Indiana \$96.0		50-state average \$148.1	

Source: U.S. Energy Information Administration, U.S. Department of Commerce

GOAL: Develop and implement a strategic water resource plan that ensure adequate fresh water for citizens and business

Water Quality: Community Water Systems

(percent of population in systems with reported health violations)

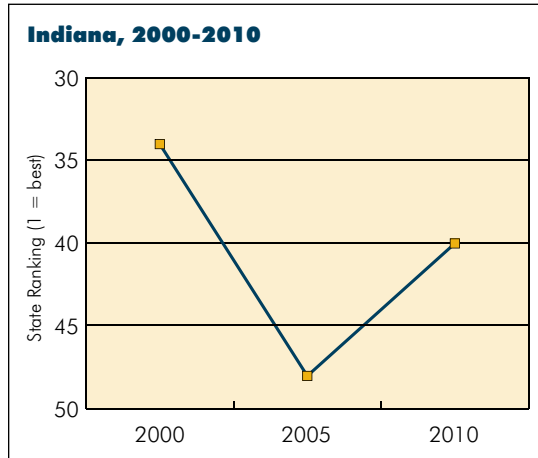


State	Violations (population %)	State	Violations (population %)
Top 5		Bottom 5	
1. Washington02	46. Vermont	11.8
2. Hawaii05	47. New Jersey	14.9
3. Tennessee07	48. Pennsylvania	18.9
4. South Carolina12	49. Oklahoma	21.1
5. Maryland12	50. Delaware	22.7
17. Indiana	3.2	50-state average56

Source: U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water

GOAL: Develop and implement new fiscal systems to support the array of infrastructure projects critical to economic growth

Fuel Taxes' Share of Road Spending



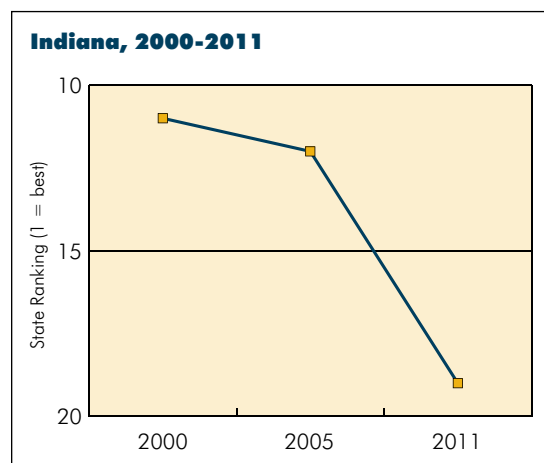
State	Fuels taxes as % of road spending	State	Fuels taxes as % of road spending
Top 5		Bottom 5	
1. Alaska44	46. Alabama	32.8
2. Wyoming53	47. North Carolina	33.1
3. Rhode Island53	48. Maine	33.8
4. New Jersey56	49. Tennessee	36.1
5. Oklahoma59	50. Ohio	36.2
40. Indiana25.4	50-state average	19.6

Source: U.S. Department of Transportation, Federal Highway Administration

GOAL: Develop and implement new fiscal systems to support the array of infrastructure projects critical to economic growth

Electricity Prices*

(cents per kilowatt hour)



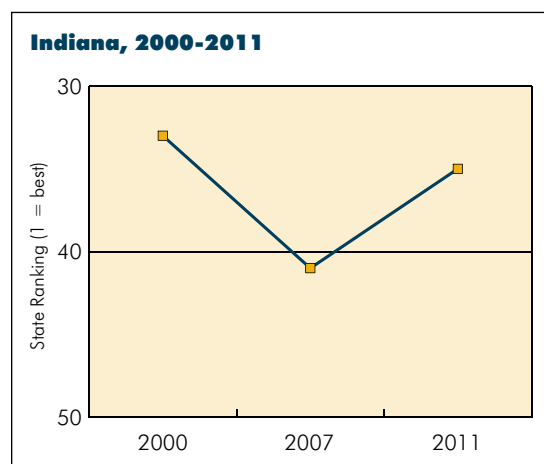
State	Cents per KWH	State	Cents per KWH
Top 5			
1. Idaho	5.76	46. New Hampshire . .	13.16
2. Washington	5.79	47. Massachusetts . . .	13.86
3. Utah	6.23	48. Connecticut	14.41
4. Iowa	6.53	49. Alaska	15.41
5. Oklahoma	6.53	50. Hawaii	30.39
Bottom 5			
19. Indiana 7.47			
50-state average 8.53			

*Average of commercial and industrial prices
Source: U.S. Energy Information Administration

GOAL: Aggressively build out the state's advanced telecommunications network

Broadband Internet Connection

(percent of households connected)



State	Percent	State	Percent
Top 5			
1. New Jersey	80	46. Tennessee	57
2. Massachusetts	79	47. West Virginia	57
3. New Hampshire	79	48. Alabama	56
4. Connecticut	77	49. Arkansas	53
5. Delaware	76	50. Mississippi	48
Bottom 5			
35. Indiana 63			
50-state average 68			

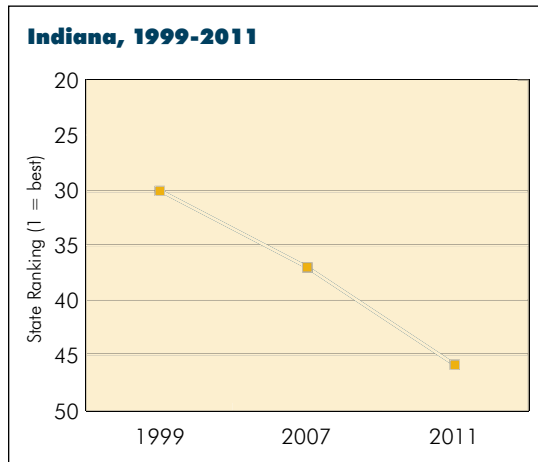
Source: National Telecommunications and Information Administration

DYNAMIC & CREATIVE CULTURE

GOAL: Develop entrepreneurship through education, networking, investment and financial support

Kauffman Index of Entrepreneurial Activity

(percent of adults starting new businesses each month)

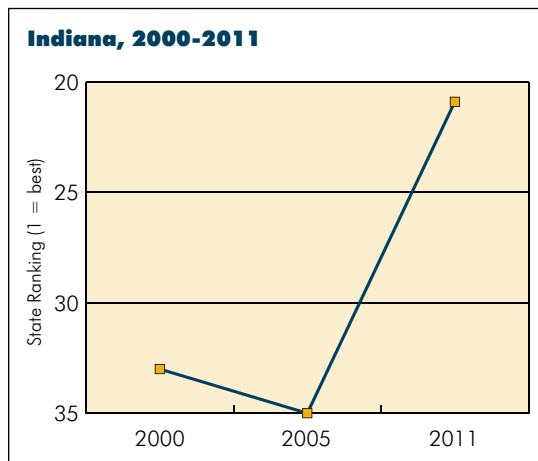


State	Start-up index	State	Start-up index
Top 5		Bottom 5	
1. Arizona	0.52	46. Indiana	0.20
2. California	0.44	47. Virginia	0.20
3. Texas	0.44	48. Hawaii.	0.18
4. Colorado	0.42	49. Pennsylvania	0.16
5. Alaska	0.41	50. West Virginia.	0.15
		50-state average	
		0.32	

Source: Study based on data from Current Population Survey, U.S. Department of Commerce, Bureau of the Census

University Science & Engineering Research and Development

(per \$1,000 of gross domestic product)

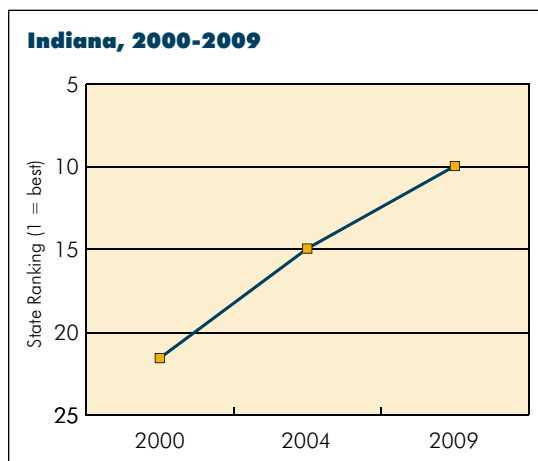


State	Per \$1,000 of GDP	State	Per \$1,000 of GDP
Top 5		Bottom 5	
1. Maryland	11.35	46. Oklahoma.	2.51
2. Rhode Island	9.17	47. Idaho	2.46
3. Massachusetts	7.53	48. New Jersey	2.34
4. North Carolina	5.84	49. Wyoming	1.53
5. Pennsylvania	5.72	50. Nevada	1.27
21. Indiana.		4.57	
		50-state average	
		4.33	

Source: National Science Foundation

Business Research and Development*

(as percent of state private GDP)



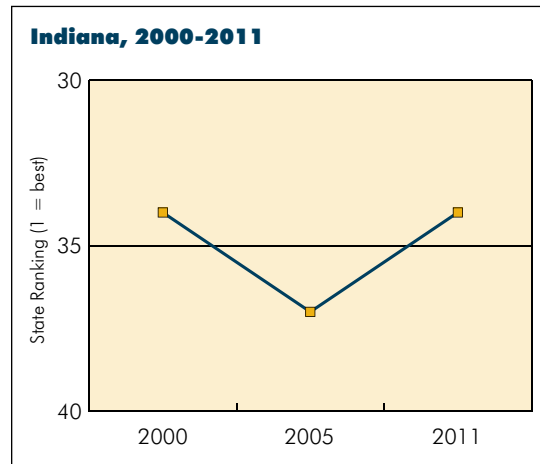
State	Percent GDP (\$000)	State	Percent GDP (\$000)
Top 5		Bottom 5	
1. Washington	5.87	46. South Dakota	0.44
2. Connecticut	5.53	47. Mississippi	0.35
3. Massachusetts	4.42	48. Louisiana	0.24
4. New Jersey	4.41	49. Alaska.	0.24
5. California	4.04	50. Wyoming	0.16
10. Indiana.		2.34	
		50-state average	
		2.23	

*Includes industry funding and government funding to industry. Estimated data for Delaware and Missouri

Source: National Science Foundation

GOAL: Develop entrepreneurship through education, networking, investment and financial support

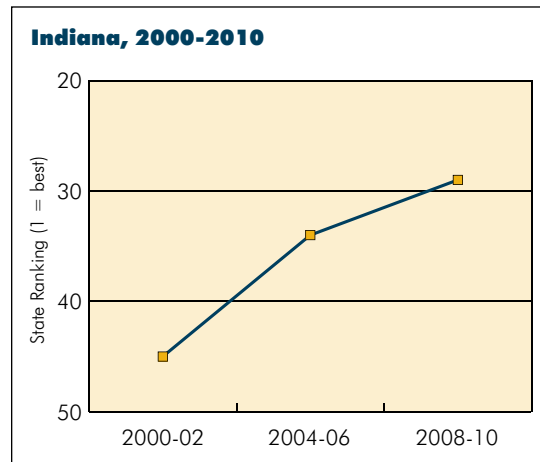
NIH and NSF Funding



State	Per \$million of GDP	State	Per \$million of GDP
Top 5			
1. Massachusetts	\$8,253	46. North Dakota	\$713
2. Maryland	\$4,974	47. Mississippi	\$706
3. Rhode Island	\$4,370	48. Wyoming	\$665
4. Washington	\$3,374	49. Idaho	\$564
5. Pennsylvania	\$3,257	50. Nevada	\$292
34. Indiana	\$1,349	50-state average	\$2,159

Sources: National Institutes of Health and National Science Foundation, Bureau of Economic Analysis

SBIR Funding



State	Per \$million of GDP	State	Per \$million of GDP
Top 5			
1. Massachusetts	\$448	46. Alaska	\$16
2. New Hampshire	\$284	47. Nevada	\$13
3. Colorado	\$230	48. Louisiana	\$13
4. New Mexico	\$227	49. South Dakota	\$12
5. Maryland	\$223	50. Mississippi	\$8
29. Indiana	\$43	50-state average	\$89

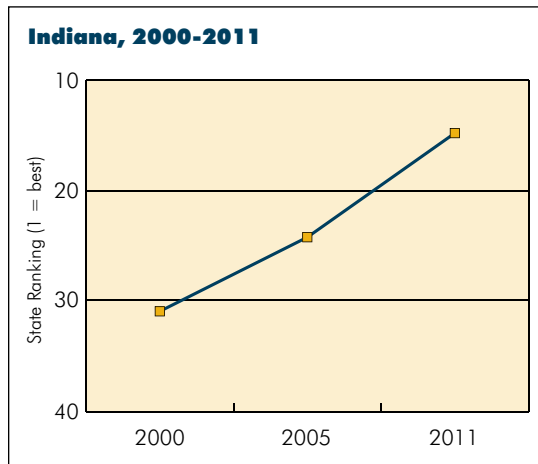
SBIR: Small Business Innovation Research

Sources: National Science Foundation, Bureau of Economic Analysis

DYNAMIC & CREATIVE CULTURE

GOAL: Increase the amount of technology transfer from higher education institutions to attain "Top 5" ranking among all states

University Research Licensing Income

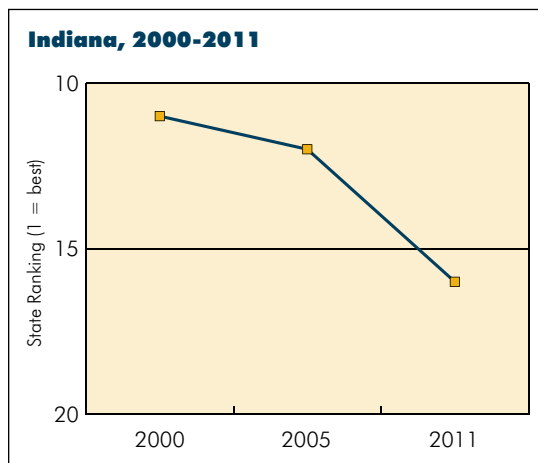


State	Per \$million of GDP	State	Per \$million of GDP
Top 5		Bottom 5	
1. Illinois	\$332.4	43. Hawaii	4.2
2. Utah	\$331.6	44. Connecticut	3.3
3. New York	\$330.6	45. West Virginia	2.2
4. Massachusetts	\$328.1	46. Nevada	0.9
5. New Jersey	\$249.4	47. Alaska	0.5
15. Indiana	\$63.0	50-state average	\$120.0

Data not available for Maine, Rhode Island and Wyoming

Sources: Association of University Technology Managers U.S. Licensing Activity Survey, Bureau of Economic Analysis

University Technology Licenses/Options



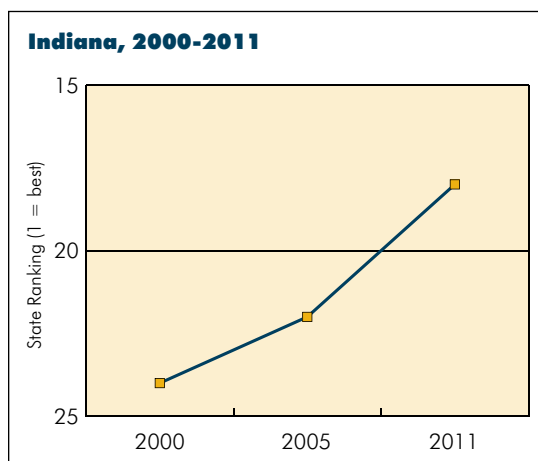
State	Per 100K firms	State	Per 100K firms
Top 5		Bottom 5	
1. North Dakota	539.4	43. West Virginia	10.1
2. Utah	234.1	44. Connecticut	9.6
3. Maryland	197.7	45. South Dakota	9.2
4. Massachusetts	182.7	46. Alaska	6.1
5. Georgia	166.8	47. Nevada	4.2
16. Indiana	98.2	50-state average	89.6

Data not available for Maine, Rhode Island and Wyoming

Sources: Association of University Technology Managers U.S. Licensing Activity Survey, U.S. Bureau of the Census

New Business Spinouts

(per \$billion in R&D spending)



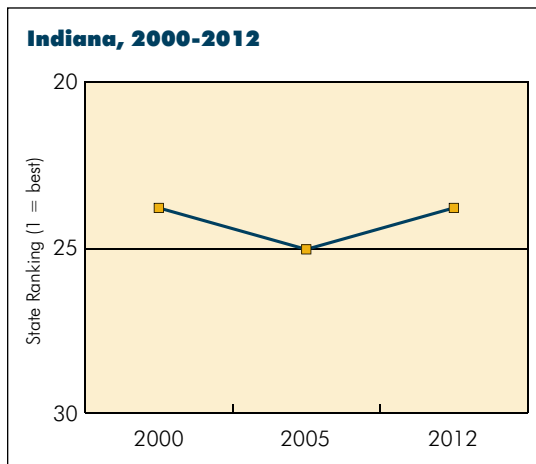
State	New firms	State	New firms
Top 5		Bottom 5	
1. Utah	42.21	Eight states – Alaska, Connecticut, Idaho, Montana, Nevada, South Dakota, Tennessee and West Virginia – had no business spinouts.	
2. Vermont	23.39		
3. Arkansas	19.59		
4. New Jersey	19.57		
5. Arizona	18.06		
18. Indiana	12.62	50-state average	11.32

Data not available for Maine, Rhode Island and Wyoming

Source: Association of University Technology Managers U.S. Licensing Activity Survey

GOAL: Achieve "Top 12" ranking among all states in number of utility patents per worker

Utility Patents

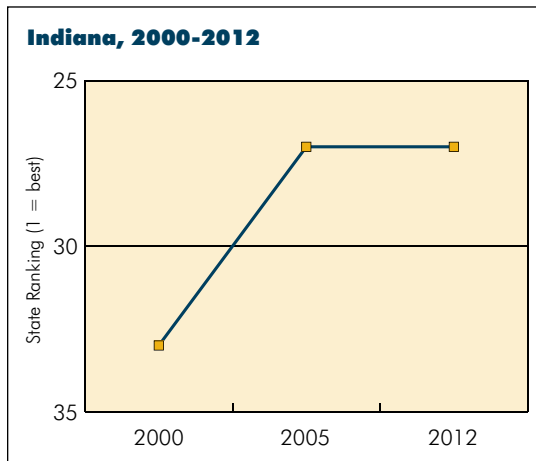


State	Per 100,000 workers	State	Per 100,000 workers
Top 5			
1. Idaho	248.4	46. West Virginia	13.4
2. Vermont	118.2	47. Hawaii	12.4
3. California	117.7	48. Alaska	11.4
4. Massachusetts	113.3	49. Mississippi	11.2
5. Minnesota	98.3	50. Arkansas	10.5
24. Indiana	44.4	50-state average	85.0

Sources: U.S. Patent and Trademark Office, Bureau of Labor Statistics

GOAL: Achieve "Top 12" ranking among all states in venture capital invested per capita

Venture Capital Invested



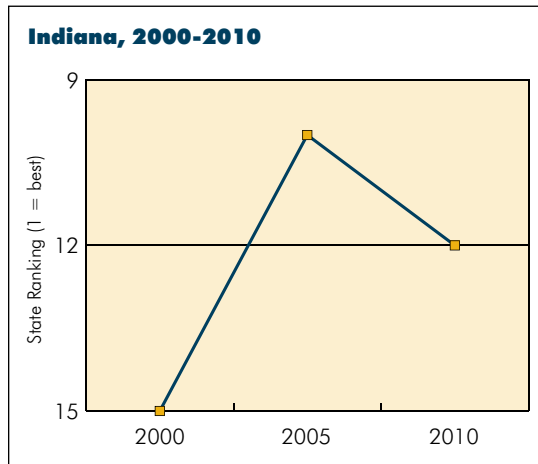
State	\$ per capita	State	\$ per capita
Top 5			
1. Massachusetts	\$456.5	46. Iowa	\$1.6
2. California	\$370.4	47. Hawaii	\$0.5
3. Washington	\$135.1	48. Alaska	\$0.0
4. Colorado	\$107.9	48. South Dakota	\$0.0
5. Utah	\$106.6	48. Wyoming	\$0.0
27. Indiana	\$12.9	50-state average	\$84.5

Sources: PriceWaterhouseCoopers Venture Capital Report, U.S. Bureau of the Census

DYNAMIC & CREATIVE CULTURE

GOAL: Strategically recruit foreign direct investment (FDI) and achieve "Top 12" ranking among all states in FDI as a percent of gross state product

Employment at Majority-owned U.S. Affiliates of Foreign Companies



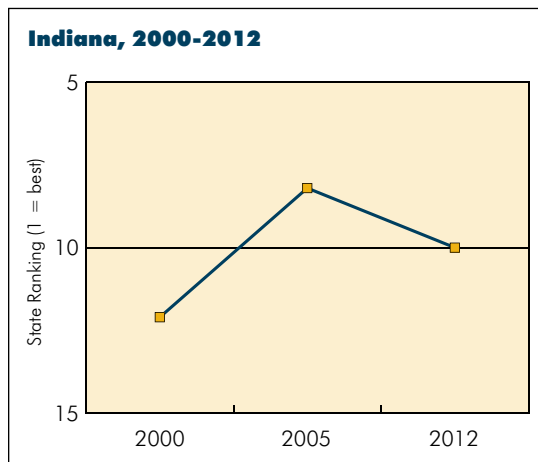
FDI workers as % of State private workers	FDI workers as % of State private workers
Top 5	Bottom 5
1. New Hampshire7.5	45. Utah.3.0
2. Connecticut7.4	45. Oklahoma.3.0
3. Delaware7.2	47. Idaho2.8
4. South Carolina7.1	48. New Mexico2.5
5. New Jersey7.0	49. South Dakota2.2
	50. Montana1.9
12. Indiana.5.7	50-state average.4.7

Source: U.S. Department of Commerce, Bureau of Economic Analysis

GOAL: Increase Indiana exports to achieve "Top 5" ranking per capita among all states

Exports

(as percent of gross state product)



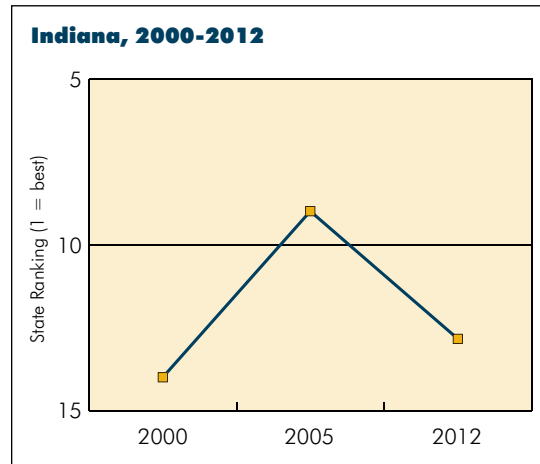
State	As % of gross state product	State	As % of gross state product
Top 5		Bottom 5	
1. Louisiana25.5		46. South Dakota3.9	
2. Washington21.3		47. Wyoming3.8	
3. Texas20.3		48. New Mexico3.8	
4. West Virginia17.0		49. Colorado3.1	
5. Vermont.16.6		50. Hawaii.3.1	
10. Indiana.12.4		50-state average.9.9	

Sources: U.S. Department of Commerce, International Trade Administration, Bureau of Economic Analysis

GOAL: Increase Indiana exports to achieve "Top 5" ranking per capita among all states

Exports

(per capita)

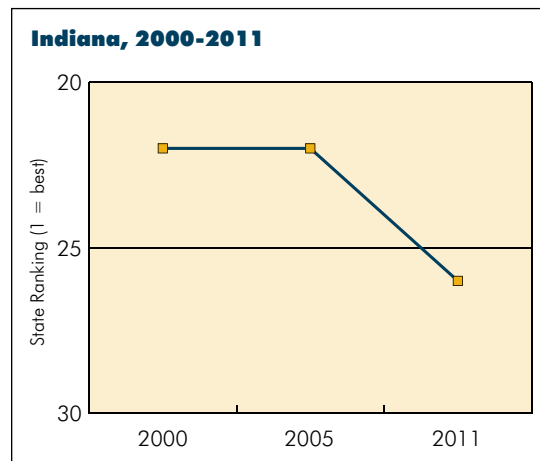


State	\$ per capita	State	\$ per capita
Top 5			
1. Louisiana	\$13,724	46. Oklahoma	\$1,724
2. Washington	\$10,950	47. Colorado	\$1,574
3. Texas	\$10,183	48. Montana	\$1,564
4. Vermont	\$6,878	49. New Mexico	\$1,429
5. Utah	\$6,633	50. Hawaii	\$522
13. Indiana	\$5,260	50-state average	\$4,703

Source: U.S. Department of Commerce, International Trade Administration

GOAL: Promote a culture that further values diversity and civility, attracting and retaining talented individuals

Violent Crime Index



State	Offenses per 100,000 population	State	Offenses per 100,000 population
Top 5			
1. Maine	123.2	46. Nevada	562.1
2. Vermont	135.2	47. New Mexico	567.5
3. New Hampshire	188.0	48. South Carolina	571.9
4. Utah	195.0	49. Alaska	606.5
5. Virginia	196.7	50. Tennessee	608.2
26. Indiana	331.8	50-state average	384.6

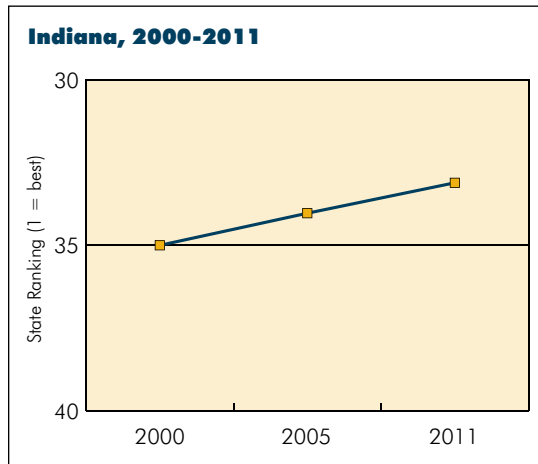
*Index includes murders, rapes, robberies and aggravated assaults. Due to changes in reporting practices, 2011 numbers not directly comparable to previous years.

Source: Federal Bureau of Investigations

DYNAMIC & CREATIVE CULTURE

GOAL: Promote a culture that further values diversity and civility, attracting and retaining talented individuals

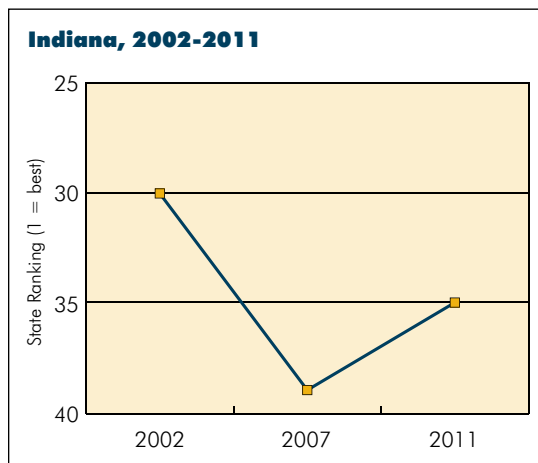
Population Diversity



State	Non-white % of population	State	Non-white % of population
Top 5		Bottom 5	
1. Hawaii	75.0	46. Idaho	7.5
2. Maryland	41.4	47. West Virginia	6.1
3. Mississippi	40.6	48. New Hampshire	5.9
4. Georgia	39.3	49. Vermont	4.8
5. Louisiana	37.2	50. Maine	4.8
33. Indiana	15.4	50-state average 25.8	

Source: U.S. Bureau of the Census, American Community Survey

H-1B Certified Visas



State	Per million population	State	Per million population
Top 5		Bottom 5	
1. New Jersey	5,435.2	46. Hawaii	428.8
2. Delaware	4,703.0	47. Louisiana	396.7
3. Massachusetts	4,424.7	48. Mississippi	289.5
4. Connecticut	4,392.0	49. Wyoming	171.0
5. New York	3,281.0	50. Montana	167.4
35. Indiana	943.2	50-state average 2,184.8	

Source: U.S. Department of Labor, Education and Training Administration

Future State

The premise of this plan is that by engaging now in thoughtful consideration of the future we may shape it. We are not willing to leave the future prosperity of Hoosiers to chance, but rather **seek to enhance it by our actions today**. Through this plan, we have attempted to establish a roadmap to prosperity where Hoosiers can achieve a higher quality of life than otherwise possible.

Today, Indiana is a very, very good place to live, work and raise a family. But we are greedy, in a good sense. We want Indiana to be the very best. We want to build on our current advantages and shore up our weaknesses. An honest self-assessment reveals we must improve on today's reality when:

- At least one in four young people fail to achieve the bare minimum of a quality high school education.
- Only slightly more than one-third of high school graduates go on to achieve the postsecondary credentials necessary to succeed in today's competitive jobs market.
- High smoking and obesity levels contribute to ever-rising health care costs and, most importantly, cut short far too many lives.
- We waste tens of millions of taxpayer dollars on local government systems that are inefficient and, in many cases, ineffective.
- A few "chinks" in an otherwise positive tax system drive some business and personal resources elsewhere.
- Our valuable energy and water resources are at risk due to a lack of upkeep and long-term planning.
- Despite robust investment, transportation and telecommunications infrastructure is likewise at risk.
- We don't provide entrepreneurs with nearly enough resources to start and grow their businesses close to home.
- We send subtle (and sometimes more blunt) messages that some people are not welcome based on who they are or their country of origin.

While the year 2025 may appear far off, it is never too soon to begin going from "very good" to "great" as a state. Embodied in *Indiana Vision 2025* is a framework for action that will lead to numerous desirable outcomes.

If we work together to accomplish initiatives within this plan, we see Indiana as a future leader in which:

- At least 90 percent (with the ultimate goal of 100 percent) of students are fully prepared to enter college or the workforce.
- A minimum of 60 percent of Indiana residents have the postsecondary credentials or degrees that lead to personal achievement and business development.
- Individuals embrace wellness to enhance their own quality of life, workplaces and communities.
- Local government becomes a more effective resource, rather than serving as an impediment, to facilitate jobs and economic growth.
- Tax policy attracts additional investment and allows successful individuals to remain in our state and serve as valuable mentors and contributors throughout their lifetimes.
- We are assured that flipping the light switch and turning on the faucet will deliver the affordable power and water we are accustomed to for personal and business needs.
- Our physical and digital infrastructure prove to be valuable advantages over regional and national competitors.
- We not only keep more young people and future business leaders at home, but attract talented individuals from around the country and across the world.
- We have a culture that is open and accepting, paving the way for invention, creativity and prosperity.

As we examine each key economic driver, we can foresee the likely benefits: By striving to educate and train Hoosiers better than we do today, we make them better citizens and prepare them for a lifetime of productive work, adaptable to changing labor markets and less vulnerable to economic upheavals.

By constraining the size and scope of government, we create an attractive place for new investment and job creation. We will ease the financial burden government places on Indiana families, farms and businesses while making government more transparent and accountable. We will maximize individual liberty and economic opportunity while promoting the social welfare.

By creating strategies for long-term investments in key infrastructure, we ensure that Hoosiers will have available to them the necessary tools for commerce and a high quality of life. We will make the state more accessible and attractive to investment.

By promoting a tolerant, open society, we lay the groundwork for creativity and innovation. By encouraging public institutions and private enterprise to embrace diversity, creativity and risk-taking, we make it more likely that the next crucial breakthroughs in science, technology and business will be Indiana-born.

By planning, debating and then working hard toward a shared vision for the future, we can ensure that indeed "Indiana will be a global leader in innovation and economic opportunity where enterprises and citizens prosper."

INDIANA VISION 2025

A PLAN FOR HOOSIER PROSPERITY

Indiana Vision 2025 is a comprehensive effort, coordinated by the Indiana Chamber of Commerce, to provide leadership, direction and a long-range economic development strategy for the state of Indiana.

Since 1981, the Indiana Chamber Foundation has provided leadership through practical policy research to improve Indiana's economic climate. The Foundation is coordinating the funding of *Indiana Vision 2025*. Contact Mark Lawrance at (317) 264-6893 to learn about sponsorship opportunities in your community.



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The financial support of these organizations and individuals has assisted in the development of *Indiana Vision 2025*. Contact Mark Lawrance at (317) 264-6893 to learn about sponsorship opportunities in your community.