

IndianaWIRED (North Central Indiana)

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Focus: We are focusing on the following dimensions of high performance production.

- Strengthen entrepreneurship networks
- Launch next generation cluster initiatives
- Leverage talents of older workers
- Create a process of stronger civic engagement
- Invest in promising innovations to align our resources

A model of “loose hierarchy” to guide these initiatives is used. A Core Team of partners is responsible for design and implementation. Individual initiatives are guided through “initiative charters”. A Policy Team holds the Core Team to account and removes obstacles to stronger alignments within the region.

Five industries are targeted in the initiatives: Advanced Manufacturing; Advanced Materials; Agribusiness, Entrepreneurship and education opportunities for older workers

Geographic Area Served: North Central Indiana Wired serves 14 counties: White, Carroll, Clinton, Benton, Warren, Fountain, Montgomery, Tippecanoe, Fulton, Cass, Howard, Tipton, Miami, Wabash. North Central Indiana has a major partnership with Purdue University Center for Regional Development.

Participant Age Level: Programs begin with Kindergarten-12, and advance through community college, university and older adults being served as needed to develop the entrepreneurial pipeline of workers as well as bringing up the skill levels of current workers.

Funding Sources: The initiative began with a first round \$15 million grant from the US DOL WIRED grant. WIRED engaged the region’s community foundations in a discussion of the recent wealth transfer study - conducted by the Indiana Grantmakers Alliance and innovative models for capturing a portion of that wealth for ongoing investment in community-based entrepreneurship and economic and community development.

Other sources of funding are angel investors from across the region that were convened for a workshop facilitated by the Indiana Venture Center along with would-be angel investors, especially from the rural agricultural community to put in place a region-wide angel network.

Key Services Abstract: IndianWIRED is all about transformation. Transformation at many levels from how we define our regional economy, what we recognize as our core economic assets, our approaches, systems, structures, and institutions that support our regional economy.

Technology and innovation have created a need to evolve how our communities foster economic growth. This evolution requires taking a regional approach. The city, county, state, and institutional boundaries are irrelevant in a global economy. The North Central region is made up of 14 counties, with a lot of strong local economic assets. Linking and leveraging those assets to contribute to the future regional economic transformation is part of our charge.

Indiana *WIRED* has four major components:

Creating Globally Competitive Industries: This effort combines university research with existing advanced manufacturing, advanced materials and agribusiness firms to create clusters of innovation to strengthen the competitive position of Hoosier companies.

Building an Entrepreneurship Super-Region: The goal here is to develop and grow new business while equipping existing industry with the tools to think and act entrepreneurially. Emerging and existing entrepreneurs – including students – along with community leaders and economic development support organizations collaborate in this effort.

Developing a Workforce with 21st Century Skills: This two pronged initiative focuses on both older and younger workers. We are enhancing the skills of older workers so they can remain employable in the future. At the same time we are deploying educational approaches to strengthen Science, Technology, Engineering, and Math (STEM) disciplines for K-12 students.

Weaving Supportive Civic Networks: To ensure a region's viability, we must work across organizational and political boundaries. Those boundaries are irrelevant in a global economy that places an emphasis on entrepreneurship, innovation and high performance.

Summary of Key Benefits and Results: From a grassroots perspective, emerging regional leaders across this 14-county region have solidified regional leadership positions that drive structural change, nurture high growth industries, train the workforce and transform the region.

North Central Indiana (NCI) obtained \$730,000 in newly leveraged funds during the last quarter of 2008 alone. The region has now exceeded all four, end-of-grant target goals and leveraged \$16,000,000 of reported partner leverage. Measures of success include: 13,641 individuals began Workforce Training; 6,594 individuals completed Workforce Training; 1,044 certificates or Degrees Awarded, and; 3130 Workers Placed.

North Central Indiana's Investment Portfolio features over 50 individual programs that are managed by 22 independent partners. As of December 31, 2008 the region had successfully concluded 50% of all portfolio programming or 28 of 56 programs. While the percentage of new participants has eased as the project winds down, the number of recognized emerging regional leaders demonstrates the effective manner in which NCI has generated sustainability over time through persistent leadership development. NCI has shared and embedded the Opportunity Fund structure with Southeastern Wisconsin WIRED; partnered other WIRED grantees on the use of business innovation programs like Green Workforce and Energy Efficiency, and; coordinated a learning experience with Southeast Wisconsin that has successfully engaged school superintendents.

Over the last 18 months North Central Indiana WIRED has worked closely with regional stakeholders, Indiana's Office of Governor, Central Indiana Corporate Partnership (CICP) and the Office of Energy and Defense Development on formation of an energy technology "cleantech"

industry network. During Q4 of 2008, our effort culminated in the formation of the Indiana Energy Systems Network (IESN), a new cluster organization focused on the talent and innovation needed to support Indiana's energy technology "cleantech" sector. IESN projects draw on the rich diversity of established and emerging companies and institutions across Indiana who collectively make up a world-class cleantech cluster with expertise in advanced technology vehicles, distributed power generation, advanced bio-fuels, renewable energy, and energy efficiency. IESN member companies and institutions include: Duke Energy, Cummins, Delphi, Allison Transmission, Remy, Rolls Royce, Raytheon, Indianapolis Power and Light, Midwest ISO, NSWC Crane, Brevini, I-Power, EnerDel, AltiaNano, Bright Automotive, Purdue University, Indiana University, The University of Notre Dame and Ivy Tech Community College.

NCI is producing excellent results by any stretch of the imagination. *To date, WIRED's PLTW initiative has generated 7,187 student enrollments.* Indiana continues to build momentum by ensuring students are prepared for engineering and technology-related programs through institutions of higher education and ready to enter the workforce upon graduation."

Classroom Business Enterprise (CBE) has successfully focused on the development of a proven, "ready-to-go" train the trainer program. CBE has demonstrated how trainers have the capacity to increase a student's knowledge of economics and entrepreneurship in school settings within the WIRED service area by operating hands-on classroom businesses. During the quarter: (48) teachers received Phase II training on basic economics and entrepreneurship at the CBE Training Program held on the Purdue University campus; student pre-test assessment materials were provided to teachers with the anticipation of over 1000 respondents; eight (8) Purdue extension Educators began working with CBE trainers, and; eight (8) IU Kokomo SIFE (Students in Free Enterprise) students began actively working with CBE trainers in Kokomo. CBE and ICEE staffs are currently coordinating the 2009 Business showcase that will occur on Purdue's campus and the Economics and Entrepreneurship graduate credit workshop for teachers.

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Lessons Learned: A great deal of economic research went into determining economic assets mapping and defining the region's strongest industry clusters. Each of these assets and clusters represents an economic strength. Other regions may have the same sectors but this region of Indiana has a different set of businesses, corporate leaders, and workers, who make up that cluster. That uniqueness is what makes the cluster an asset. Our clusters include Advanced Manufacturing, Advanced Materials, and Agribusiness Food Processing & Technology.

The presence of a world-class research university (Purdue) a regional campus of another world-class university (Indiana University Kokomo) and a top-notch community college with two campuses (Ivy Tech Kokomo and Ivy Tech Lafayette) are available in the region. North Central Indiana is fortunate to have institutions that represent a major source of innovation development, technology transfer, technical assistance, knowledge, and teaching.

North Central Indiana is home to both the Purdue Research Park (the #1 university-affiliated research park in the U.S. and Inventrek, one of the Indiana's premier non-university technology parks. Both of these assets represent a significant source of entrepreneurship-focused economic growth in the region.

North Central Indiana is a region that knows how to make stuff because of the strong manufacturing heritage. What we make and how we make it changes, but the ability to make stuff is part of our regional DNA that will lead to a bright manufacturing future.

The accumulated knowledge of the baby boomers in this region is astounding. Thirty years of experience "making stuff" is an asset the region does not want to lose. This is an asset that must be leveraged. We also know that our young people, nearly ready to join the workforce, represents another vital talent asset. Giving them a reason to stay in the region is paramount if the region's workforce is to be poised and ready with the 21st century skills.

Key Partnership and open network outcomes: The North Central Indiana Workforce Innovation project (see <http://www.indiana-wired.net>) brought together 26 key partners over the past three years to deliver on four focus areas of their initiative. The entrepreneurial focus of the project worked to make entrepreneurship a vibrant, mainstream part of the region's economic and educational culture. Along with other networking efforts to help policy-makers, start-up entrepreneurs, and students, their work has resulted in

- Over 13,000 individuals beginning Workforce Training
- Over 6,000 individuals completing Workforce Training
- Over 1,000 degrees or certificates earned
- Over 3,000 individuals placed in workplaces

and has leveraged over \$16M in partner investment to sustain the work of the project.

This work resulted from an open network approach to guiding the project activities and bringing together those in a position to make a difference to become strategic partners. The core team began the strategic planning with an asset mapping project and then began strategic doing to develop the re-employment networks needed in 14 generally rural counties. Each re-employment network had a different purpose:

Network	Purpose
Strategy redesign network	Help company execute on new or existing strategies
Assessment and guidance network	Help laid-off or at-risk employees assess their skills and career options; introduce the re-employment system

Direct re-employment network	Help laid-off workers find employment in a closely related business
Growth cluster network	Prepare individuals for new opportunities in a growing cluster
Skunk works network	Help individuals launch a growth-oriented business
Self-employment network	Help individuals with self-employment or a lifestyle business
Career ladder network	Help an individual move up from a lower-skill, lower-paying job
Career exploration network	Help an individual explore career and training options

The “Skunk works network” became a place for the innovators among the 700+ engineers who were laid off from Delphi Automotive to tinker and test out ideas as well as develop the entrepreneurship and business skills they needed in order to get their innovative business ideas organized and funded so that they could become self-sufficient and self-employed. The One-Stop Center in Kokomo, IN worked as an essential entry port for telling unemployed persons about the various networks and their purposes that were available to meet their needs.