

HIGH PERFORMANCE PRODUCTION  
IN NORTH CENTRAL INDIANA

IMPLEMENTATION PLAN  
NORTH CENTRAL INDIANA WIRED  
VERSION 1.7 BETA  
SEPTEMBER 18, 2006

---

# Table of Contents

<b>Executive Summary</b>	<b>1</b>
Our approach	1
The economic opportunity	1
Our focus	1
Governance	1
Budget allocations	2
Request for Technical Assistance	2
<b>Regional Goals, Strategic Activities and Initiatives</b>	<b>3</b>
<b>Governance</b>	<b>11</b>
The Core Team	11
The Policy Advisory Team	12
Table: Partner Assignments	13
<b>Operations</b>	<b>14</b>
<b>Budget Allocation</b>	<b>15</b>
Table: Budget Allocation (\$millions)	15
<b>Requested Advanced Technical Assistance</b>	<b>16</b>
<b>Appendix: Organization</b>	<b>18</b>

Appendix Framework for Alignment	19
Appendix: Background and Strategic Framework	20
Indiana’s economic transformation	20
Our theory of change	21
Workforce and economic development integration	21
Strengthening civic networks with “strategic doing”	22
Maintaining alignments	23
Appendix: Map of the WIRED Region	24
Appendix: Project Task Agreement	25
Appendix: Detailed Action Plan Framework	26

# Executive Summary

This Implementation Plan outlines how North Central Indiana will integrate workforce, economic development and education to support “high performance production”. This important concept underscores that the economic future of North Central Indiana will be driven by our ability to innovate and produce high value products.

## Our approach

We will be aligning our resources through networks that we will intentionally design, map and strengthen.

## The economic opportunity

Through connecting our resources in new and different ways, we will generate higher rates of income growth. We will drive successful innovations to scale through networks.

## Our 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

## Governance

We will be adopting a model of “loose hierarchy” to guide these initiatives. A Core Team of partners will be responsible for design and implementation. We will guide individual initiatives through “initiative charters”. A Policy Team will hold the Core Team to account and remove obstacles to stronger alignments within the region.

## Budget allocations

The following table outlines our budget allocations (in \$ millions).

STRATEGIC ACTIVITIES	CURRENT 3 YEAR BUDGET ALLOCATION	YEAR 1	YEAR 2	YEAR 3	TOTAL 3 YEAR
0-OPERATIONS AND OPPORTUNITY FUND	6.75	3.05	0.90	2.80	6.75
1-NCI ENTREPRENEURIAL COLLABORATIVE	3.50	0.50	2.00	1.00	3.50
2-NEXT PRACTICE CLUSTER	2.00	0.75	1.00	0.25	2.00
3-TALENT NETWORKS	2.00	0.50	0.75	0.75	2.00
4-CIVIC LEADERSHIP NETWORKS	0.75	0.20	0.35	0.20	0.75
Total	15.00	5.00	5.00	5.00	15.00

## Request for Technical Assistance

We request technical assistance in designing metrics for our initiatives. We are particularly concerned about developing strong metrics for leveraging the talent of older workers.

# Regional Goals, Strategic Activities and Initiatives

## OUR STRATEGIC PURPOSE

We will use networks to align and leverage our resources to support high performance production. We will create new opportunities to generate wealth by connecting high performance people, businesses, and organizations.

We will be successful in achieving our purpose if we see improvements in the following regional characteristics:

- Our region's civic leaders recognize that building a globally competitive region is a shared responsibility that transcends organizational, political and geographic boundaries -- no one organization controls our solutions;
- We see more collaborations in our region that "link and leverage" our assets across organizational, political and geographic boundaries;
- We are focused on a relentless effort to build collaborations that improve the talent of all residents in our region from early childhood education to older workers over 45 years old...from GED to PhD;
- We create dynamic networks to train, support, mentor and invest in entrepreneurs of all ages;
- We create active, dense networks of researchers, students, investors, entrepreneurs and innovative companies committed to high performance production.

## OUR STRATEGIC OUTCOME

Use high performance production to generate rates of income growth that are consistently above national averages.

We envision a region committed to high performance production that will have the following characteristics:

- A region with a deepening pool of world class talent characterized by:
  - ▶ Increasing high school graduation rates;
  - ▶ Increasing commitment of high school graduates to post secondary education;
  - ▶ Increasing levels of performance in science, technology, engineering and mathematics;
  - ▶ Increasing participation of workers over 35 years old in post-secondary training.
  
- A region with thick networks to train, support, mentor and invest in entrepreneurs characterized by:
  - ▶ Increasing numbers of residents receiving entrepreneurship training in every county in the region;
  - ▶ A fast and flexible network to link entrepreneurs quickly to the resources they need;
  - ▶ Investor networks committing increasing levels of early stage financing to promising companies;
  - ▶ An increasing number of high quality, reviewed business plans and new business start-ups.
  
- A region skilled at forming, guiding and focusing clusters of businesses characterized by
  - ▶ Increasing rates of new product and service introductions among companies in the region;
  - ▶ Expanded employment among “traded businesses” in the region; and

- ▶ Expanded collaborations between innovative firms and colleges and universities in the region.

## OUR STRATEGIC ACTIVITIES

- **Strengthen entrepreneurship networks.--** We will strengthen entrepreneurship education and support networks to accelerate innovation and high performance production among start-up and existing businesses.
- **Develop high performance clusters.--** We will develop collaborative clusters of companies committed to accelerating innovation and high performance production.
- **Create new talent networks.--** Among other steps, we will leverage the talent of older workers to support innovation and high performance production.
- **Build civic collaborations.--**We will launch and guide a new discipline of "strategic doing" to develop our civic networks.
- **Seed innovative collaborations.--** We will accelerate innovation by integrating workforce, economic development and educational resources to support high performance production activities. These collaborations will focus on creating the type of value that will lead to long term sustainability.

All of these strategic activities will require us to map -- and maintain maps -- of the assets networks within our region and the resources flowing into our region from the state and federal governments. We will also engage in a continuous process of interactive Internet interviews to gather insights into how perceptions of collaboration are changing in the region.

## OUR STRATEGIC INITIATIVES

### (1) Strategic Activity: Strengthen entrepreneurship networks

- **Our strategic purpose in engaging in this activity:** Accelerate the rate of new business formation in the region.

- **Our strategic outcome from this activity:** Increase the number of trained, connected entrepreneurs and the number of business starts in the region.
- **Initiative 1.1: Launch the Enterprise Council: an entrepreneurship training and support network**
  - ▶ SMART Goal: Create a region-wide entrepreneurship training and support network with nodes in all 14 counties by June 2007. Use a series of business plan competitions to develop the network.
  - ▶ SMART Goal: Establish micro-enterprise network in at least one county by June 2007.
  - ▶ SMART Goal: Measure a baseline productivity of the network by June 2007 and increase the output by 3X by June 2008.
  - ▶ Key metric: Number of high quality business plans completed, as rated by outside reviewers.
- **Initiative 1.2: Establish Centers for Enterprise Advancement: a network of innovation centers in secondary and post-secondary schools**
  - ▶ SMART Goal: Create a region-wide network of Enterprise Advancement Centers with nodes in all 14 counties by June 2007. Use a series of business plan competitions to catalyze the network.
  - ▶ SMART Goal: Measure a baseline productivity of the network by June 2007 and increase the output by 3X by June 2008.
  - ▶ Key metric: Number of high quality business plans completed, as rated by outside reviewers.
- **Initiative 1.3: Create an Entrepreneurship Compact among civic leaders**
  - ▶ SMART Goal: Create a region-wide compact to support business growth in the region with coordinated public policies in economic development and

workforce, including “no poaching” provisions. Complete with elected officials in all fourteen counties by June 2007.

- ▶ Key metric: Number of cities, towns and counties agreeing to terms of the Compact.
- **Initiative 1.4: Establish regional financing consortia for Stage 1 and Stage 2 businesses**
  - ▶ SMART Goal: Create one new angel capital network by June 2007.
  - ▶ Key metrics: Number of accredited investors participating in angel networks. Volume of investment placements through angel networks.

## **(2) Strategic Activity: Develop high performance clusters**

- **Our strategic purpose in engaging in this activity:** Accelerate the rate of innovation among high performance companies in the region.
- **Our strategic outcome from this activity:** Increase the investment in innovative, high performance processes and products, defined as products and processes introduced into the market within the past three years. We will define high performance production in terms of revenues per employee or value added per employee.
- **Initiative 2.1: Launch prototype cluster initiative in one of three three areas of high performance production: advanced manufacturing, advanced materials, and agribusiness/food processing. Use the prototype to develop processes to align workforce development, economic development and education resources in support of the cluster.**
  - ▶ SMART Goals: Organize a prototype cluster by June 2007 and three clusters by June 2008.

- ▶ Key metrics: Number of companies participating in collaborative projects within the cluster. Cluster-specific metrics on investment and innovation velocity.

*Comment: We will use the prototype cluster to develop other cluster-based metrics of innovation.*

- **Initiative 2.2: Bring Advanced Manufacturing Education Initiative to scale and deploy the model to advanced materials and agri-business**

- ▶ SMART Goal: Expand the Initiative by 3X by June 2008
- ▶ Key metrics: Number of companies participating in the initiative; volume of co-investment in the initiative.

### **(3) Strategic Activity: Create new talent networks**

- **Our strategic purpose in engaging in this activity:** Enable companies in the region to increase their productivity by building and leveraging the talent of people in our region.
- **Our strategic outcome from this activity:** Increase the earnings potential of workers in the region.
- **Initiative 3.1: Establish a Lifelong Learning Institute**
  - ▶ SMART Goal: Draft a business plan by January 2007 to achieve sustainability by 2009.
  - ▶ SMART Goal: By June 2007, establish baseline to measure increased enrollment and completion of certificate, degree and training programs in high skill occupations by mature workers
  - ▶ Key metrics: Investor commitments to fund the Institute; increased enrollment and completion of certificate, degree and training programs in high skill occupations by mature workers.

- **Initiative 3.2: Create a learning network to support employment practices that encourage productive older workers**
  - ▶ SMART Goal: Launch a region-wide learning network of at least fifty companies by June 2007. Establish baseline for measuring performance of the network by June 2007.
  - ▶ Key metrics: Number of companies adopting internal HR policies designed to support older workers. Employment of older workers by companies in the network.

#### **(4) Strategic Activity: Build civic collaborations**

- **Our strategic purpose in engaging in this activity:** Develop self-sustaining civic networks to facilitate the integration of workforce, economic development and education resources in the region.
- **Our strategic outcome from this activity:** Stronger civic networks as measured by social network analytics.
- **Initiative 4.1: Create a Regional Leadership Development Forum to introduce local leaders to the disciplines of building civic networks.**
  - ▶ SMART Goal: Conduct two regional forums with an average 60 participants in each forum by June 2007.
  - ▶ SMART Goal: Develop and launch three hour leadership learning labs. Conduct labs in all fourteen counties by June 2007.
  - ▶ SMART Goal: Establish a series of regional forums each quarter throughout the region beginning in February-March 2007.
  - ▶ Key metric: Network metrics with social network analysis measuring density of civic networks within and across counties; Number of participants. Participant evaluations; Number of forums attracting sponsorship

- **Initiative 4.2: Launch a creative, long term communications program that provides visibility about the region's strengths and opportunities**
  - ▶ SMART Goal: Launch a web-based communications platform to support the formation of “communities of practice” emerging around different WIRED initiatives by June 2007.
  - ▶ SMART Goal: Engaged civic networks of at least 200 civic leaders working on the various dimensions of regional transformation: talent, innovation, infrastructure, branding and collaboration.
  - ▶ Key metric: Density of civic networks within and across counties.

#### (5) Seed innovative collaborations

- **Our strategic purpose in engaging in this activity:** Respond quickly to promising initiatives that further the purpose of accelerating the integration of workforce, economic development and education resources in support of high performance production
- **Our strategic outcome from this activity:** Increase the amount of private and public sector investment in collaborative initiatives designed to support high performance production
- **Initiative 0.5: Create an “Opportunity Fund” to leverage public and private sector investment in initiatives that align with our Strategic Purpose.**<sup>1</sup>
  - ▶ SMART Goal: Create a vetting process for the Opportunity Fund by January 2007.

---

<sup>1</sup> Note, this initiative is numbered as 0.5, because it falls under the Operations and Opportunity activities. This is an activity of the Core Team conducted as we manage the overall WIRED initiatives. We have numbered these administrative activities starting with 0. The balance of activities in the 0 series are discussed under “Operations” below.

- ▶ SMART Goal: Create a “skunk works” team to investigate potential innovations arising from the WIRED initiative by January 2007.
- ▶ Key metric: Volume of funds leveraged by the Opportunity Fund.
- ▶ Key Metric: Volume of federal funds aligned with NCI Wired Initiatives.

## Governance

The WIRED initiative in North Central Indiana will be guided by a Core Team reporting to a Policy Advisory Team. The Core Team represents the key partners who must come together to innovate: move ideas to action. The Policy Advisory Team represents the individuals who can, working together, shape the policy environment to make the Core Team’s innovations move more quickly into the market.

Because we are promoting the importance of civic networks, we are organizing the WIRED initiative to follow a model of “loose hierarchy”.<sup>2</sup> Loose hierarchies share these characteristics:

- Dense communications;
- Relative lack of centralized control;
- Membership in the networks are flexible and “task driven”.

### The Core Team

The Project Manager will guide the Core Team.

The Core Team will meet monthly to hear reports from the five initiative teams. These monthly meetings will facilitate information flows across organizational and political boundaries. Members of the Core Team include:

- Scott Hutcheson, Purdue University

---

<sup>2</sup> For more on loose hierarchies, see Thomas Malone, *The Future of Work*, (Harvard Business School Press, 2004).

- Mark Smith, Purdue University, Project Manager
- Vicki Byrd, Workforce Investments, Inc.
- Fred Hakes, Indiana University, Kokomo
- Cinda Kelley, Lafayette / West Lafayette Development Corporation
- Jason Hester, City of Kokomo
- Greg Aaron, Kokomo Howard County Development Corporation/Inventrek
- Roger Feldhaus, Tecumseh Area Partnership
- Dan Hockney, Ivy Tech Community College - Kokomo
- Craig Lamb, Ivy Tech Community College - Lafayette

### **The Policy Advisory Team**

The Policy Advisory Team will serve as a “board of directors” for the Core Team. Meeting quarterly, the Policy Advisory Team will guide the Core Team and align resources needed to make the Core Team more effective. The members of the Policy Team include:

- David Bathe, Ivy Tech Community College - Lafayette
- Steve Daily, Ivy Tech Community College - Kokomo
- Tom Easterday, Subaru Indiana Automotive, Inc.
- Roger Feldhaus Tecumseh Area Partnership
- Nate Feldman, Indiana Economic Development Corporation
- Jeffrey Kellam, Kellam, Inc.
- Vic Lechtenberg, Purdue University
- Gary Lehman, Fairfield Manufacturing, Inc

- Paul Mitchell, Office of the Governor
- Terry Munson, Foresight, Inc.
- Jean Neel, Haynes International, Inc.
- Ruth Person, Indiana University - Kokomo
- Kyle Salyers, Indiana University
- Ron Stiver, Indiana Department of Workforce Development
- Bob White, USDA - Rural Development - Indiana Office

The assignments for the individual partners are presented in the following table.

**Table: Partner Assignments**

PARTNERS	0- OPERATIONS AND OPPOR- TUNITIES	1- ENTREPREN- EURIAL COLLABO- RATIVE	2-NEXT PRACTICE CLUSTER	3-TALENT NETWORKS	4-CIVIC LEADER- SHIP NET- WORKS
Purdue University (Purdue)	X	X	X		X
Workforce Development Strategies (WDS)	X		X	X	X
Ivy Tech Community Col- lege -- Kokomo and Lafay- ette (Ivy Tech)	X	X			
Indiana University -- Kokomo (IU-Kokomo)	X	X			
Lafayette-West Lafayette Economic Development Corporation (L/WLDC)	X	X			
Tecumseh Area Partnership WIB (TAP)	X		X		

PARTNERS	0- OPERATIONS AND OPPOR- TUNITIES	1- ENTREPREN- EURIAL COLLABO- RATIVE	2-NEXT PRACTICE CLUSTER	3-TALENT NETWORKS	4-CIVIC LEADER- SHIP NET- WORKS
Kokomo/Howard County Development Corporation/ Inventrek (KHCDC, Inventrek)	X	X			
Cities of Lafayette, West Lafayette, Kokomo, Logansport, Peru, Delphi, Monticello, Attica, Howard County,					X
Greater Lafayette Venture Club (GLVC)	X	X			
Lafayette Jefferson High School through Lafayette School Corporation		X			
Kokomo Area Career Center, Century Career Center, Heartland Career Center			X		

## Operations

The program manager will guide the operations of the NCI WIRED initiative. In September our Core Team will break into four teams to manage the project.<sup>3</sup> These teams correspond to the strategic areas of focus:

- Operations and opportunity initiatives team
- Entrepreneurial collaborative initiatives team
- Next generation clusters initiatives team

<sup>3</sup> Prior to this step, the Core Team may decide to go through a short course on project management offered by Ivy Tech.

- Maturity Matters initiatives team
- Civic leadership initiatives team

Each team will be governed by a team charter that will outline its six month outcomes. This team charter will represent a contract of commitment with the Core Team and the Policy Advisory Team. The team charter is a simple one-page document that outlines expectations. These charters will provide the framework for monthly review meetings.

## Budget Allocation

The budget allocation is set forth in the following table. We anticipate our deployment of WIRED funds will follow these characteristics:

- Year 1: Focus on developing action plans and relationships. Build up Opportunity Fund.
- Year 2: Invest to ramp initiatives to sustainability.
- Year 3: Reduce commitment to initiatives as co-investments are made. Move toward self-sufficiency in Year 4.

**Table: Budget Allocation (\$millions)**

STRATEGIC ACTIVITIES	CURRENT 3 YEAR BUDGET ALLOCATION	YEAR 1	YEAR 2	YEAR 3	TOTAL 3 YEAR
0-OPERATIONS AND OPPORTUNITY FUND	6.75	3.05	0.90	2.80	6.75
1-NCI ENTREPRENEURIAL COLLABORATIVE	3.50	0.50	2.00	1.00	3.50
2-NEXT PRACTICE CLUSTER	2.00	0.75	1.00	0.25	2.00

STRATEGIC ACTIVITIES	CURRENT 3 YEAR BUDGET ALLOCATION	YEAR 1	YEAR 2	YEAR 3	TOTAL 3 YEAR
3-TALENT NETWORKS	2.00	0.50	0.75	0.75	2.00
4-CIVIC LEADERSHIP NETWORKS	0.75	0.20	0.35	0.20	0.75
Total	15.00	5.00	5.00	5.00	15.00

## Requested Advanced Technical Assistance

The following table outlines our request for Technical Assistance.

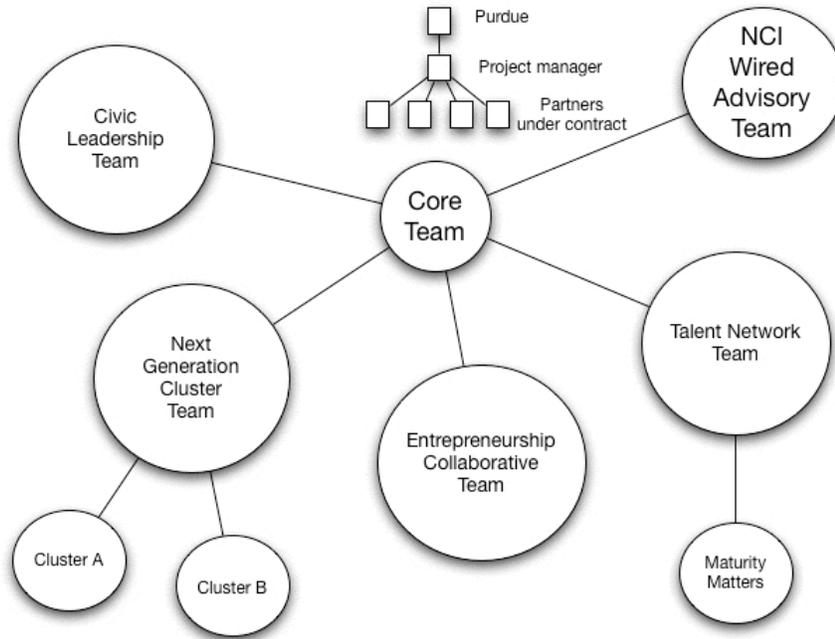
ASSISTANCE REQUESTED	PROVIDER	STRATEGIC INITIATIVE	ESTIMATED DAYS
Maturity Matters.-- Development of metrics and measurement methods for defining improvement in talent levels among older workers	CAEL	3.1 and 3.2	10
Development of seed capital networks and regional financing consortia	NES	1.4	5
Development of metrics to measure innovation in clusters	NES	2.1	5
Establish criteria for Opportunity Fund	NES CoC	0.5	3
Define content of Compact	NES	1.3	1
Define strategies and content for Enterprise Council and Centers for Enterprise Advancement in primary and secondary schools	NES CoC	1.1 and 1.2	5

ASSISTANCE REQUESTED	PROVIDER	STRATEGIC INITIATIVE	ESTIMATED DAYS
<p>Define best practice business plan competitions: This request includes any data showing that business plan competitions can have an impact on the local economy. In particular, we are looking for some evidence we can use to interest outside sponsors, such as banks, to underwrite these competitions.</p>	NES CoC	1.1	2
<p>Define best practice educational incentives. This request grows out of our interest in setting higher standards for companies to invest in their workforce. In order to promote these higher standards, we need some evidence that companies that invest in their workforce tend to have higher performance: e.g., high growth, lower turnover rates. We would be interested in any evidence on investments in training expressed as percentage of payroll. Are their benchmarks for higher performing companies?</p>	CAEL	1.1	3

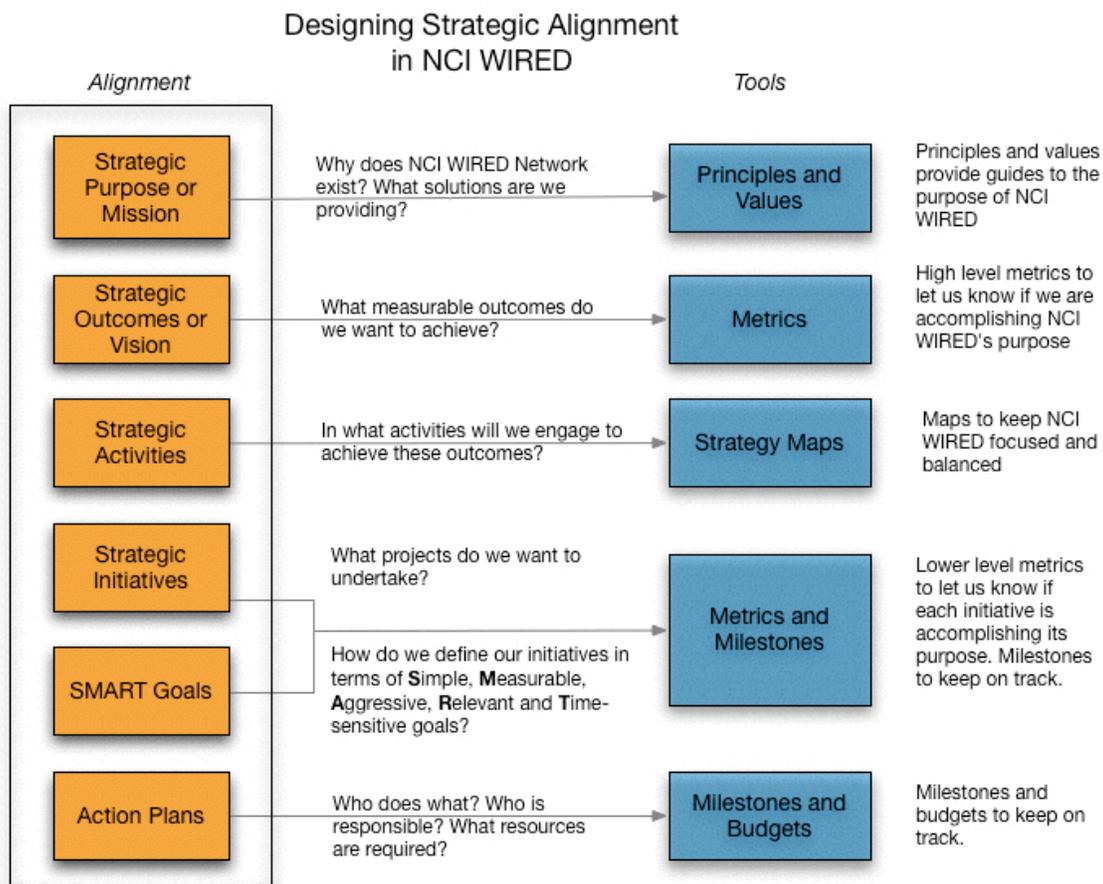
# Appendix: Organization

The NCI Core Team meets monthly to review NCI operations and spot problems. Open forum quarterly reviews to assess progress

Each team includes at least two NCI members who agree to guide the team. Each team also includes other outside partners. The Team conducts a quarterly strategic review to review progress and identify issues for detailed consideration.



# Appendix Framework for Alignment



# Appendix: Background and Strategic Framework

## Indiana's economic transformation

Like other states in the Midwest, Indiana is undergoing a major economic transformation. In the past, we created wealth through large, hierarchical organizations. These First Curve industrial businesses generated enormous wealth by moving large volumes of products: coal, steel, automobiles.

Beginning in the 1980s, the accelerating integration of global markets placed these businesses under increasing pressure. Lower-cost locations provided high-volume products, which displaced US manufacturers. Large U.S companies began shifting production to these lower cost locations in a continuous search for competitive advantage.

The advent of the personal computer and the explosion of the Internet in beginning in the 1990s accelerated pressure on traditional First Curve businesses. At the same time, the exploding power of information technology has led to the emergence of new business models based on collaboration and networks. These Second Curve businesses create wealth by "linking and leveraging" assets across organizations.

Indiana's economic transformation is not a transition from manufacturing to services. Rather, we are moving to high-performance production on the Second Curve. Competitive Indiana businesses are "linking and leveraging" their assets to achieve competitive advantage. They are innovating aggressively with partners outside the four walls of their business to generate high levels of value added per worker. These businesses combine a commitment to innovation with continuous improvement in high-performance workplaces.

State and federal economic development and workforce development programs have been designed around First Curve businesses. Our WIRED initiative will redesign these systems to support high-performance production on the Second Curve

## Our theory of change

North Central Indiana will generate higher rates of per capita income growth by supporting high-performance production. To support these businesses, we will need flexible, responsive civic networks that will enable us to leverage our assets. So, for example, new networks of angel investors will be able to link quickly to promising entrepreneurs coming out of our colleges and universities. Our community colleges will be able to provide "just-in-time" training, so businesses will not miss emerging market opportunities. We will enable older workers to assess and upgrade their skills easily, so that businesses can quickly leverage the talent of these older workers.

Civic networks are important, because economic development and workforce development takes place in a "civic space". This space exists outside the four walls of any one organization. Within the civic space, no single organization rules. Nobody can tell anyone what to do. Instead, we need to create fast alignments within the civic space in order to take advantage of the business opportunities in front of us.

Thick civic networks accelerate our learning and generate speed. Fast learning promotes improvements in productivity: We can do more with less. Improved productivity pushes up our incomes.

## Workforce and economic development integration

On the Second Curve, formal distinctions blur among old categories of workforce development, economic development and community development. In a networked world, everything is related to everything else. The challenge of civic leadership comes down to focus and alignment.

We need focused networks in five areas. First, we need to build a world-class talent. In a global economy in which low-cost labor can be purchased for pennies a day and capital can circle the globe in seconds, the only truly unique asset we have left is our talent. Next, we need to convert our talent into wealth through innovation and entrepreneurship networks. Entrepreneurs and innovative businesses need quick access to re-

sources. Through our networks, we can identify these resources and deliver them quickly.

Third, we need to make smart infrastructure investments in quality, connected places. These investments are critically important in order to both attract and retain our talent. Fourth, we need effective branding to tell our story. High quality talent and high impact businesses are mobile. They are more likely to stay in regions with a strong identity and a clear sense of purpose. Finally, Second Curve economic development demands new civic leadership skills. We need to engage continuously and open communication without sacrificing leadership direction. We need to strengthen our civic networks through both open participation and leadership direction.

### **Strengthening civic networks with “strategic doing”**

Strategy involves answering two questions: Where do we want to go? How will we get there? Formal strategic planning approaches will not work well in aligning our civic networks in workforce and economic development. Instead, we need to adapt to a far more flexible approach to making strategic decisions. We call this new approach “strategic doing.” This approach focuses on identifying strategic opportunities and translating them into action quickly.

For example, the Business and Industry Council of the new Lafayette-West Lafayette Development Corporation discussed workforce issues in its first formal meeting on August 7. With a very tight job situation locally, the community may be losing out on company recruiting. Following is what was communicated to us in the meeting:

- Workforce professionals indicate that the local market has 6,000 un- or under-employed people looking for jobs.
- Of this amount, on 900+ score level 4 on Work Keys test, a minimum level of training for most employers engaged in high performance production.
- Another 300 + score 3 and could be moved to 4 with some additional training.

- There is not good information on situation outside the immediate community.

This information creates an opportunity for us to respond to a clear market need. The WIRED strategy is designed to respond to these opportunities for connection as they arise. “Strategic Doing” is a civic discipline that represents the ability to raise an issue, grapple with it, make decisions, and move on, as opposed to being mired in endless meetings, delays, or bickering.

### **Maintaining alignments**

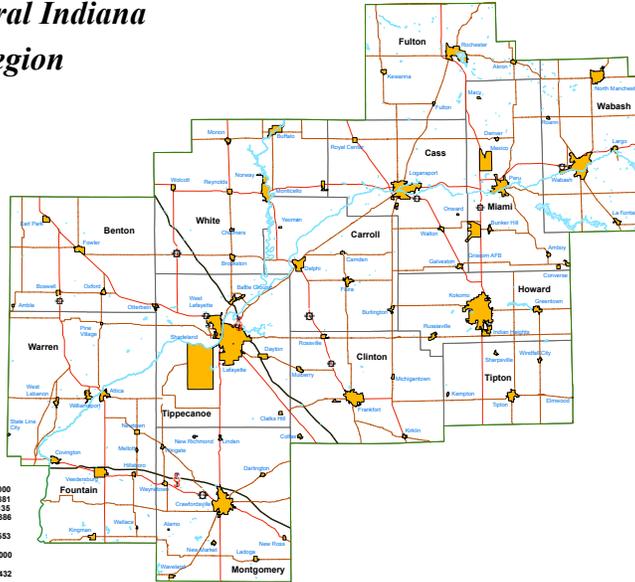
Integrating economic development and workforce development through civic networks requires continuous alignment. We will maintain alignments among our civic networks through a disciplined, continuous process of examining our goals and metrics. When an automobile is out of alignment, the vehicle slows down and begins to wobble. In much the same way, a regional economy out of alignment slows down: innovation and productivity improvements are harder to implement. For example, when the local community college is not aligned with the needs of local manufacturers, high-performance growth becomes more difficult to achieve.

Achieving alignment requires continuous conversation about outcomes and performance metrics. Shared outcomes and metrics enable conversations to span organizational boundaries. People begin to focus on what the region needs, as opposed to protecting their organizational turf. Metrics also enable civic leaders to understand how to make improvements and allocate scarce resources. In this new world of networks, the role of strategies to “connect and develop” different organizations to accomplish common objectives

# Appendix: Map of the WIRED Region

## North Central Indiana

### WIRED Region



**North Central Indiana Region**

Population in 2005 (est.)	538,000
Population in 2010 (est.)	549,891
Total Jobs by Place of Work (2004)	286,135
Total Resident Labor Force (2004)	269,698
Total Business and Industry Establishments	11,553
Total Earnings by Place of Work (2004)	\$11,380,999,000
Average earnings per Job (2004)	\$38,432

# Appendix: Project Task Agreement

## ATTACHMENT A

### PROJECT TASK AGREEMENT (PTA)

PTA Number:

PTA Date:

Upon execution by the parties below, the Task specified herein shall be awarded and performed in accordance with the Agreement dated \_\_\_\_\_ (which is incorporated herein in its entirety) between Purdue University and \_\_\_\_\_:

1. Task Title:
2. Statement of Work (Attached as Exhibit 1)
3. Principal Investigator(s)
4. Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_
5. Amount of Task:
6. Payment Schedule: (Attached as Exhibit 2)
7. Technical Reporting Dates:
8. Additional Terms and Conditions:

#### Company

\_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

#### Company

\_\_\_\_\_

By: \_\_\_\_\_

Title: Procurement Representative

Date: \_\_\_\_\_

#### Purdue University

\_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

#### Principal Investigator

\_\_\_\_\_

Date: \_\_\_\_\_

# Appendix: Detailed Action Plan Framework

# Appendix: Implementation Action Plans

We have fifteen strategies in five areas. The following pages outline the strategies. We outline the preliminary resource commitment to each strategy. We also set forth the basic action steps and milestones for each. Our next step will be to take the action plans and build project management schedules and budgets to track our progress.

These project plans will become the basis for our 6 month Project Task Agreements that will guide the implementation of each initiative.

The following sections include a Summary that provides an overview of the implementation plan. We follow the Summary with a section on each of the major components of the plan:

- Operations and Opportunity Fund
- Entrepreneurial Collaborative
- Next Clusters
- Talent Networks
- Civic Leadership

# Summary

Operations and Opportunity Fund

Entrepreneurial Collaborative

Next Practice Cluster

Talent Networks

Civic Leadership Networks

We have organized our Strategic action plan according to strategic activities and strategies. Each strategy is then broken down into more detailed action plans.

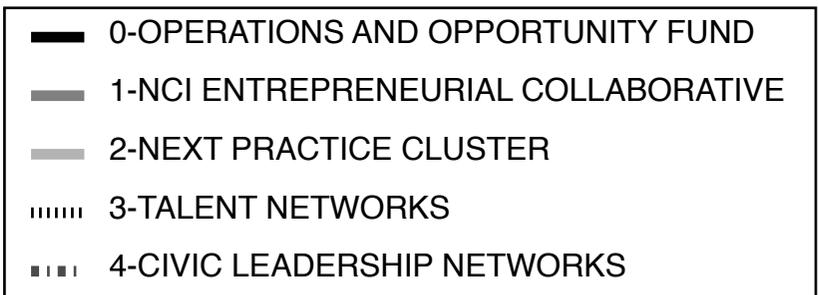
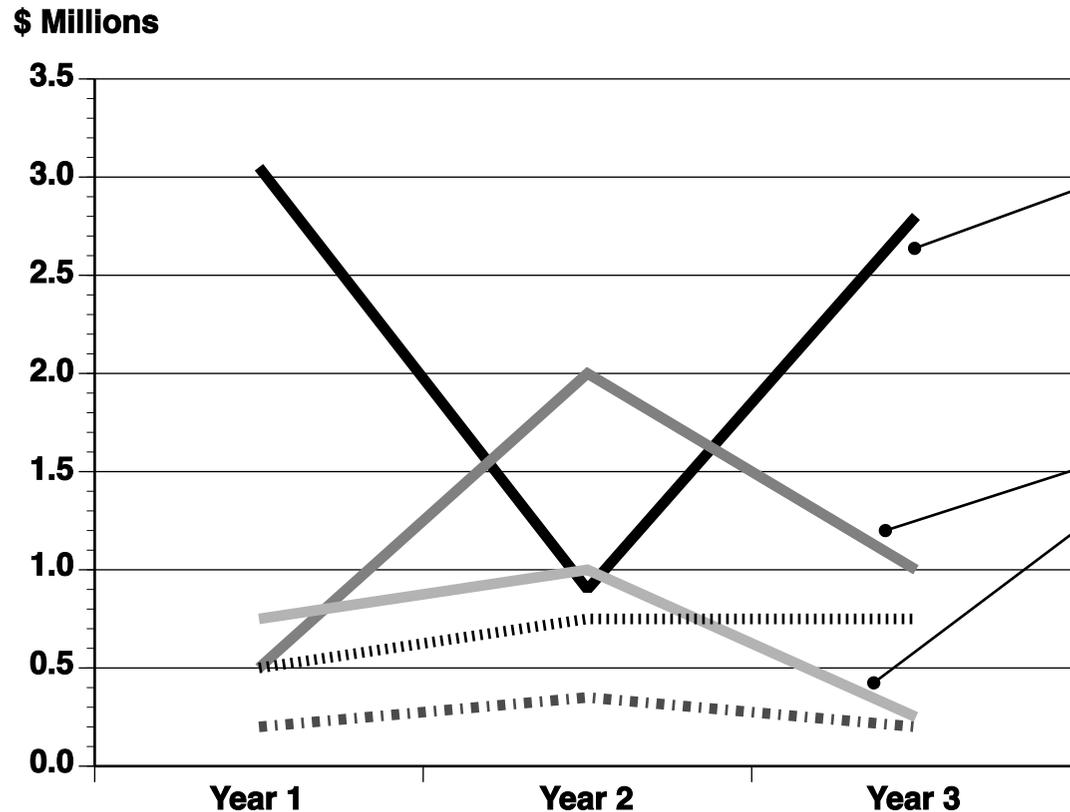
This framework will enable us to understand connections and trade-offs, as well as continuously update our action plans as circumstances change and new opportunities arise.

Strategic Activities	Strategies
0-OPERATIONS AND OPPORTUNITY FUND	0.1 Manage active involvement by Steering Team, DOL and WIRED Technical Team 0.2 Manage active involvement by Industry Advisory Team 0.3 Manage active involvement by Elected Officials Team 0.4 Manage active involvement with State agencies 0.5 Manage seed fund for promising innovations
1-NCI ENTREPRENEURIAL COLLABORATIVE	1.1 Launch the Enterprise Council: Entrepreneurship training and support network 1.2 Establish Centers for Enterprise Advancement: network of innovation centers in secondary and post secondary schools 1.3 Create entrepreneurship compact among local officials 1.4 Establish regional financing consortia focusing on Stage 1 and Stage 2 businesses
2-NEXT PRACTICE CLUSTER	2.1 Launch prototype network initiatives in advanced manufacturing, advanced materials and agri-business to accelerate high performance production 2.2 Bring Advanced Manufacturing Education Initiative to scale and deploy the model to advanced materials and agri-business
3-TALENT NETWORKS	3.1 Establish Life Long Learning Institute 3.2 Create older worker employment network
4-CIVIC LEADERSHIP NETWORKS	4.1 Create a Regional Leadership Development Forum 4.2 Launch a creative, long term communications program that provides visibility about the region's strengths and opportunities

The financial plan is designed to provide flexibility to the WIRED effort. We are using an Opportunity Fund to provide this flexibility. Year 1, the Opportunity Fund builds as we focus on designing implementation plans. In Year 2, we will dedicate funding for start-up operations on major initiatives. In Year 3, we hope to reduce operating fund commitments, as we develop leveraging. Overall funding for initiatives should increase based on this leveraging of non-WIRED funds.

Strategic Activities	Current 3 Year Budget Allocation millions \$	Year 1	Year 2	Year 3	Total 3 Year
0-OPERATIONS AND OPPORTUNITY FUND	6.75	3.05	0.90	2.80	6.75
1-NCI ENTREPRENEURIAL COLLABORATIVE	3.50	0.50	2.00	1.00	3.50
2-NEXT PRACTICE CLUSTER	2.00	0.75	1.00	0.25	2.00
3-TALENT NETWORKS	2.00	0.50	0.75	0.75	2.00
4-CIVIC LEADERSHIP NETWORKS	0.75	0.20	0.35	0.20	0.75
<b>Total</b>	<b>15.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>15.00</b>

The financial plan provides flexibility to the WIRED effort by building up an Opportunity Fund and creating leverage opportunities that accelerate in Year 3.



The Opportunity Fund balance builds in Year 1 as we develop detailed plans. It drops in Year 2, as we launch initiatives. It increases in Year 3. We anticipate meeting the operational needs of our initiatives increasingly with non-WIRED funds.

Entrepreneurship and Cluster expenditures will peak in Year 2, after we have developed more detailed plans. We plan to maintain the funding of these initiatives in Year 3 through leveraged funds. This strategy will provide additional funds for the Opportunity Fund, so that we can continue to incubate innovations in the region in Year 3.

Partners are currently aligned according to their capabilities. These assignments are not rigid. Rather they represent focus areas. We anticipate that through the deliberations of the Core Team, we will build networks across strategies and avoid the “silo effect”.

Partners	0-OPERATIONS AND OPPORTUNITIES	1-ENTREPRENEURIAL COLLABORATIVE	2-NEXT PRACTICE CLUSTER	3-TALENT NETWORKS	4-CIVIC LEADERSHIP NETWORKS
Purdue University (Purdue)	X	X	X	X	X
Workforce Development Strategies (WDSI)	X		X	X	
Ivy Tech Community College -- Kokomo and Lafayette (Ivy Tech)	X	X			
Indiana University -- Kokomo (IU-Kokomo)	X	X	X		X
Lafayette-West Lafayette Economic Development Corporation (L/WLDC)	X	X			
Tecumseh Area Partnership WIB (TAP)	X		X		
Kokomo/Howard County Development Corporation/Inventrek (KHCDC, Inventrek)	X	X			
Cities of Lafayette, West Lafayette, Kokomo, Logansport, Peru, Delphi, Monticello, Attica, Howard County,					X
Greater Lafayette Venture Club (GLVC)	X	X			
Lafayette Jefferson High School through Lafayette School Corporation		X			
Kokomo Area Career Center, Century Career Center, Heartand Career Center			X		

## Summary

Operations and Opportunity Fund

Entrepreneurial Collaborative

Next Practice Cluster

Talent Networks

Civic Leadership Networks

# The Operations and Opportunity Fund strategies are designed to create networks and invest in promising opportunities that emerge from the WIRED process.

The Goal (Strategic Purpose) of our operations plan is: To use self-sustaining civic networks to align and leverage our resources to support high performance production.

<i>KEY STRATEGIES</i>	<i>DESIRED OUTCOMES (SMART GOALS)</i>	<i>METRICS</i>	<i>Year 1 Funding</i>
0.1 Manage active involvement by Core Team, DOL and WIRED Technical Team; Administer the WIRED grant	Achieve recognition as one of the top WIRED region nationally	Approvals by DOL	0.25
0.2 Manage active involvement by Policy Advisory Team	Establish a network of at least fifteen engaged advisors by June 2007	Number of advisors actively contributing expertise to the process on an on-going basis with a commitment of at least 5 hours per month.	0.05
0.3 Manage active involvement by Elected Officials Team	Establish a network of at least twenty engaged elected officials from across the region by June 2007	Number of elected officials actively contributing expertise to the process on an on-going basis with a commitment of at least 5 hours per month.	0.05
0.4 Manage active involvement state government	Accelerate the deployment of innovations that integrate workforce, economic development and education to support high performance production and continuous innovation by Indiana companies	Number of WIRED innovations deployed in other regions across Indiana	0.05
0.5 Manage seed fund for promising innovations	SMART Goal: Create a vetting process for the Opportunity Fund by January 2007. SMART Goal: Create a "skunk works" team to investigate potential innovations arising from the WIRED initiative by January 2007.	Key metric: Volume of funds leveraged by the Opportunity Fund. Key Metric: Volume of federal funds aligned with NCI Wired Initiatives.	2.65

2.65

3.05

A key component of our strategy will be to invest in a series of networks to create a strong foundation for our WIRED region and to sustain the WIRED process beyond three years.

0.1 Manage active involvement by Policy Advisory Team, DOL and WIRED Technical Team; Administer the WIRED grant

ACTION STEPS	RESPONSIBLE PARTIES	BEGIN	TIME FRAME		FINANCIAL RESOURCES
				END	
Conduct meetings with Core Team, DOL	Purdue	On-going			0.15
Attend WIRED Academies	Core Team	On-going			0.10

0.2 Manage active involvement by Policy Advisory Team

ACTION STEPS	RESPONSIBLE PARTIES	BEGIN	TIME FRAME		FINANCIAL RESOURCES
				END	
Conduct meetings with advisory team	Purdue	On-going			0.05

0.3 Manage active involvement by Elected Officials Team and Civic Leaders Team

ACTION STEPS	RESPONSIBLE PARTIES	BEGIN	TIME FRAME		FINANCIAL RESOURCES
				END	
Introduce WIRED to elected officials and civic leadership teams	Purdue	On-going			0.05
Introduce WIRED to elected officials and civic leadership teams	Purdue				

A variety of state initiatives are underway. Through the state we will map and track other federal resources flowing into the region. Our purpose will be to develop processes or protocols for keeping track of these funds and finding opportunities for leverage.

We will be using this background to develop new ideas for innovative partnerships, and we will be using our Opportunity Fund to seed or incubate the most promising ideas.

0.4 Manage active involvement by State agencies

ACTION STEPS	RESPONSIBLE PARTIES	BEGIN	TIME FRAME		FINANCIAL RESOURCES
				END	
Conduct meetings with State officials to coordinate with other state initiatives	Purdue	On-going			0.05

0.5 Manage seed funding for promising innovations

ACTION STEPS	RESPONSIBLE PARTIES	BEGIN	TIME FRAME		FINANCIAL RESOURCES
				END	
Develop vetting process to evaluate co-investment opportunities	Core Team		Oct-06	Jan-07	
Create a "skunk works" team to investigate potential innovations arising from the WIRED initiative	Core Team		Oct-06	Jan-07	
Identify promising co-investment opportunities to accerate the integration of workforce, economic development and education in support of high performance production	Core Team	On-going			2.65

Summary

Operations and Opportunity Fund

Entrepreneurial Collaborative

Next Practice Cluster

Talent Networks

Civic Leadership Networks

Overcoming isolation and fragmentation represents one of the biggest challenges we face in moving toward a more entrepreneurial region. Our strategy will be to map and then to “link and leverage” our entrepreneurial resources. We will achieve scale through these linkages.

The Goal (Strategic Purpose) of this initiative is: 1) To make entrepreneurship a vibrant, mainstream part of the region's economic and educational culture; 2) To develop regional cooperation across multiple jurisdictions; 3) To nurture early stage ventures from start-up through survival and success; and 4) To establish networks for entrepreneurs and for the community leaders and policy makers who support them.

<i>KEY STRATEGIES</i>	<i>DESIRED OUTCOMES (SMART GOALS)</i>	<i>METRICS</i>	<i>Year 1 Funding</i>
1.1 Launch the Enterprise Council: Entrepreneurship training and support network	<p>SMART Goal: Create a region-wide entrepreneurship training and support network with nodes in all 14 counties by June 2007. Use a series of business plan competitions to develop the network.</p> <p>SMART Goal: Establish a micro-enterprise network in at least one county by June 2007.</p> <p>SMART Goal: Measure a baseline productivity of the network by June 2007 and increase output 3X by June 2008.</p>	<p>Number of stage 1 businesses forming in high performance production; Funding flowing to Stage 1 businesses; Funding flowing to micro-enterprises. Key metric: Number of high quality business plans completed, as rated by outside reviewers.</p>	0.15

Driving entrepreneurship training into the high schools represents a key strategy for our region. We see this “feeder” system for entrepreneurs enhancing the culture of exploration and risk-taking. We will be looking at initiatives in the region -- especially in Logansport (<http://www.succeedcc.com/>) -- to see how we can scale these initiatives.

<i>KEY STRATEGIES</i>	<i>DESIRED OUTCOMES (SMART GOALS)</i>	<i>METRICS</i>	<i>Year 1 Funding</i>
1.2 Establish Centers for Enterprise Advancement: network of innovation centers in secondary and post secondary schools	<p>SMART Goal: Create a region-wide network of Enterprise Advancement Centers with nodes in all 14 counties by June 2007. Use a series of business plan competitions to catalyze the network.</p> <p>SMART Goal: Measure a baseline productivity of the network by June 2007 and increase output by June 2008.</p>	<p>Number of high performance businesses started by youth under 25; Graduates of youth training programs; Number of reviewed and rated business plans. Key metric: Number of high quality business plans completed, as rated by outside reviewers.</p>	0.15

We envision changing the economic development among elected officials in the region by focusing on an entrepreneurship compact. The outlines of this compact will be negotiated by the elected officials, but it will be defined in terms of collaboration, not competition.

Our regional financing networks represent another dimension of our efforts. We will focus on establishing angel capital networks to support high performance companies.

<i>KEY STRATEGIES</i>	<i>DESIRED OUTCOMES (SMART GOALS)</i>	<i>METRICS</i>	<i>Year 1 Funding</i>
1.3 Create entrepreneurship compact among local officials	SMART Goal: Create a region-wide compact to support business growth in the region with coordinated public policies in economic development and workforce, including "no poaching" provisions. Complete with elected officials in all fourteen counties by June 2007.	Key metric: Number of cities, towns and counties agreeing to terms of the Compact.	0.05
1.4 Establish regional financing consortia focusing on Stage 1 and Stage 2 businesses	SMART Goal: Create one new angel capital network by June 2007.	Key metrics: Number of accredited investors participating in angel networks. Volume of investment placements through angel networks.	0.15
Total			0.5

We have outlined the action steps needed to accomplish our objectives. These action steps represent a preliminary project plan for each initiative. Our next step will involve detailing these steps more fully and embedding them into our Project Task Agreements.

We are aligning initiatives and will announce them at quarterly regional forums. We will use public forums to strengthen our networks across the region.

ACTION STEPS		RESPONSIBLE PARTIES	TIME FRAME		FINANCIAL RESOURCES
			BEGIN	END	
1.1 Launch the Enterprise Council: an entrepreneurship training and support Network					
Develop a business plan for the Enterprise Council		Purdue, Inventrek, IU-K	Sep-06	Jan-07	0.15
Launch the Enterprise Council at first quarterly regional forum		Purdue, Inventrek, IU-K	Feb-07	Mar-07	

ACTION STEPS		RESPONSIBLE PARTIES	TIME FRAME		FINANCIAL RESOURCES
			BEGIN	END	
1.2 Establish Center for Enterprise Advancement: a network of innovation centers in secondary and post secondary schools					
Develop business plan for the Center		Purdue, Inventrek, IU-K	Sep-06	Jan-07	0.15
Launch Center at first quarterly forum		Purdue, Inventrek, IU-K	Feb-07	Mar-07	

1.3 Create entrepreneurship compact among local officials

ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME		FINANCIAL RESOURCES
		BEGIN	END	
Convene forums to discuss components of the Compact	Purdue	Sep-06	Mar-06	0.05
Draft beta version of the Compact	Purdue	Nov-06	Dec-06	
Draft final version of the Compact	Purdue	Dec-06	Feb-07	
Announce Compact at first quarterly forum	Purdue	Feb-07	Mar-07	

1.4 Establish Regional Financing Consortium

ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME		FINANCIAL RESOURCES
		BEGIN	END	
Research best practices for financing networks	Purdue, Inventrek, GLVC	Sep-06	Nov-06	0.15
Develop business plan for Regional Financing Consortium	Purdue, Inventrek, GLVC	Nov-06	Feb-07	
Announce Consortium at first quarterly forum	Purdue, Inventrek, GLVC	Feb-07	Mar-07	

Summary

Operations and Opportunity Fund

Entrepreneurial Collaborative

Next Practice Cluster

Talent Networks

Civic Leadership Networks

We will develop our cluster initiative by focusing on one of three prototype clusters. This prototype will enable us to develop the tools and procedures for replicating cluster development and support within the region.

The Goal (Strategic Purpose) of this initiative is: 1) To increase innovation, sales and job growth among firms in three high performance production clusters: Advanced Manufacturing, Advanced Materials, and Agribusiness; 2) To align workforce, economic development and education systems to support growth in these clusters as examples of high performance production in the region.

<i>KEY STRATEGIES</i>	<i>DESIRED OUTCOMES (SMART GOALS)</i>	<i>METRICS</i>	<i>Year 1 Funding</i>
Initiative 2.1: Launch prototype cluster initiative in one of three areas of high performance production: advanced manufacturing; advanced materials, and agribusiness/food processing. Use initial prototype to develop a process to align workforce development, economic development and education resources in support of the cluster.	SMART Goals: Organize a prototype cluster by June 2007 and three clusters by June 2008.	Key metrics: Number of companies participating in collaborative projects within the cluster. Cluster-specific metrics on investment and innovation velocity.	0.55

We are continuing to work through the details on bringing our Advanced Manufacturing Education Initiative to scale.

<i>KEY STRATEGIES</i>	<i>DESIRED OUTCOMES (SMART GOALS)</i>	<i>METRICS</i>	<i>Year 1 Funding</i>
2.2 Bring Advanced Manufacturing Education Initiative to scale and deploy the model to advanced materials and agri-business	SMART Goal: Expand the Initiative 3X by June 2008	Key metrics: Number of companies participating in the initiative; volume of co-investment in the initiative; number of partners	0.20
Total			0.75

2.1 Launch prototype network initiatives to align resources in advanced manufacturing, advanced materials and agri-business

ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME		FINANCIAL RESOURCES
		BEGIN	END	
Develop, document, map and monitor cluster action plan to develop best practices and knowledge assets	Purdue	Oct-06	on-going	0.050
Convene and facilitate interaction in one target cluster	WDSI or TAP	Oct-06	Mar-07	0.050
Compile cluster related research, development and commercialization opportunities within that cluster	Purdue	Oct-06	Dec-06	0.025
Conduct innovation survey among cluster participants to identify human and financial capital needs that will support alliances	WDSI, Purdue, Inventrek	Jan-06	Mar-06	0.050
Strengthen networking among target cluster firms	WDSI, Purdue, Inventrek	Jan-06	Aug-06	
Identify gaps in supply chain, value add and support services by cluster firms	LWLEDC, EDC, KHDC, Purdue and Inventrek	Jan-06	Aug-06	0.075
Establish specific industrial recruitment, retention and expansion programs for target cluster	LWLEDC, KHDC, Inventrek	Jan-06	Aug-06	0.050
Build cluster markets	LWLEDC, EDC, KHDC	Jan-06	Aug-06	0.050
Leverage cluster success into regional branding	LWLEDC, EDC, KHDC, WDSI	Jan-06	Aug-06	0.050
Obtain state support for cluster programs	WDSI, TAP	Jan-06	Aug-06	0.050
Create or expand regional alliances to meet cluster needs	WDSI, TAP	Jan-06	Aug-06	0.050
Design training and certificate programs and other strategies related to cluster needs	Ivy tech, IU-Kokomo, Purdue	Jan-06	Aug-06	0.050
<b>Total</b>				<b>0.55</b>

2.2 Bring Advanced Manufacturing Education Initiative to scale and deploy the model to advanced materials and agri-business

ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME		FINANCIAL RESOURCES
		BEGIN	END	
Develop a vision for High Performance Production	Core Team	Oct-06	on-going	
Draft Technical Middle College Business Plan	Ivy Tech	Oct-06	Mar-07	0.10
Establish Masters Level Advanced Manufacturing Management course	Inventrek, Ivy Tech, IU-Kokomo, Purdue,	Oct-06	Jun-06	0.10

Summary

Operations and Opportunity Fund

Entrepreneurial Collaborative

Next Practice Cluster

Talent Networks

Civic Leadership Networks

We will launch our Talent Network strategies with Maturity Matters. This effort has two major components: Establishing a Lifelong Learning Institute and creating an older worker Employment Network.

In addition, we will supplement our Talent Network strategies with other initiatives, such as accelerating STEM education. We will use our Opportunity Fund to provide the initial funding for these initiatives.

The Goal (Strategic Purpose) of this initiative is: 1) To increase postsecondary educational attainment rates among the region's mature residents, but especially low-skilled, mature incumbent workers in declining industries; 2) Prepare businesses in the region for the demographic reality of an aging population and mature workforce; and 3) Create new talent networks within the region to accelerate the production of a talented workforce with 21st century skills.

<i>KEY STRATEGIES</i>	<i>DESIRED OUTCOMES (SMART GOALS)</i>	<i>METRICS</i>	<i>Year 1 Funding</i>
3.1 Establish Life Long Learning Institute	SMART Goal: Draft a business plan by January 2007 to achieve sustainability by 2009. SMART Goal: By June 2007, establish baseline to measure increased enrollment and completion of certificate, degree and training programs in high skill occupations by mature workers	Key metrics: Investor funds committed to the Institute; increased enrollment and completion of certificate, degree and training programs in high skill occupations by mature workers.	0.20
3.2 Create older worker employment network	SMART Goal: Launch a region-wide learning network of at least fifty companies by June 2007. Establish baseline for measuring performance of the network by June 2007.	Key metrics: Number of companies adopting internal HR policies designed to support older workers. Employment of older workers by companies in the network.	0.30
<b>NCI WIRED Implementation Plan v. 1.7 beta</b>			<b>0.50</b>
<b>Total September 18, 2006</b>			<b>0.50</b>

### 3.1 Establish Life Long Learning Institute

ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME		FINANCIAL RESOURCES
		BEGIN	END	
Research best practices	Workforce Development Strategies, Inc.	Oct-06	Dec-06	0.05
Map existing resources in the region	Workforce Development Strategies, Inc.	Oct-06	Dec-06	0.05
Identify barriers	Workforce Development Strategies, Inc.	Oct-06	Dec-06	0.05
Draft business plan for self-sustaining Institute	Workforce Development Strategies, Inc.	Jan-07	Jun-07	0.05
<b>Total</b>				<b>0.20</b>

### 3.2 Create older worker employment network

ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME		FINANCIAL RESOURCES
		BEGIN	END	
Conduct survey of regional HR managers	Workforce Development Strategies, Inc.	Oct-06	Jan-07	0.075
Conduct course on Maturity Matters for HR professionals: Use the course to evaluate existing HR policies and test prototype of best practice HR policies.	Workforce Development Strategies, Inc.	Jan-07	Mar-07	0.075
Develop best practice HR audit procedures to evaluate internal policies	Workforce Development Strategies, Inc.	Mar-07	Jun-07	0.075
Create model HR policies for firms to adopt	Workforce Development Strategies, Inc.	Mar-07	Jun-07	0.075
<b>Total</b>				<b>0.30</b>

Summary

Operations and Opportunity Fund

Entrepreneurial Collaborative

Next Practice Cluster

Talent Networks

Civic Leadership Networks

Sustaining our WIRED innovations will require new civic leadership skills. We will be making a concerted effort to develop these skills through quarterly regional forums. We will also be using these forums to announce and launch new initiatives. We will reinforce our leadership efforts with a communications programs that leverages the collaborative power of the Internet.

The Goal (Strategic Purpose) of our operations plan is: To develop self-sustaining civic networks to facilitate the integration of workforce, economic development and education resources in the region.

<i>KEY STRATEGIES</i>	<i>DESIRED OUTCOMES (SMART GOALS)</i>	<i>METRICS</i>	<i>Year 1 Funding</i>
4.1 Create a Regional Leadership Development Forum to introduce local leaders to the disciplines of building civic networks.	<p>SMART Goal: Conduct two regional forums with an average 60 participants in each forum by June 2007.</p> <p>SMART Goal: Develop and launch a series of two hour leadership learning labs. Conduct labs in all fourteen counties by June 2007.</p> <p>SMART Goal: Establish a series of quarterly regional forums each quarter throughout the region beginning in February-March 2007.</p>	<p>Network metrics with social network analysis measuring density of civic networks within and across counties; Number of participantans.</p> <p>Participant evaluations; Number of forums attracting sponsorship.</p>	0.05
4.2 Launch a creative, long term communications program that provides visibility about the region's strengths and opportunities	<p>SMART Goal: Launch a web-based communications platform to support the formation of "communities of practice" emerging around different WIRED initiatives by June 2007.</p> <p>SMART Goal: Engaged civic networks of at least 200 civic leaders working on the various dimensions of regional transformation: talent, innovation, infrastructure, branding and collaboration.</p>	<p>Network metrics with social network analysis measuring density of civic networks within and across counties; Number of participantans.</p> <p>Participant evaluations; co-investment in the WIRED process</p>	0.15
Total			0.20

4.1 Create a Regional Leadership Development Forum

ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	
		BEGIN	END
Design roll-out regional forums across the region	Purdue, IU-K	Sep-06	Oct-06
Establish Regionwide quarterly forum to assess progress and set targets	Purdue, IU-K	Jan-06	On-going

4.2 Launch a creative, long term communications program that provides visibility about the region's strengths and opportunities

ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	
		BEGIN	END
Create web site and branding strategies for the NCI Wired initiatives	Purdue	Sep-06	On-going