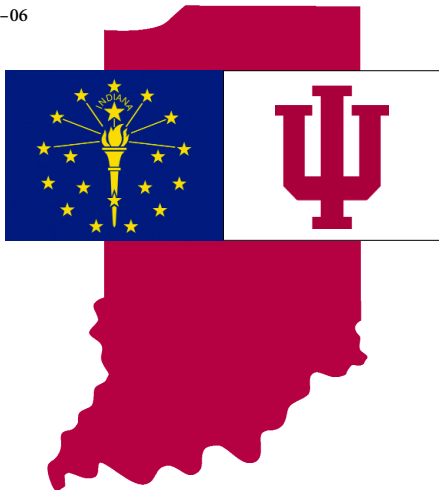


Advancing Indiana Economic Development and Engagement

Strategic Plan

Executive Summary

2005-06



Advancing  *Indiana*



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Economic Development
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■ Indiana University

Founded in 1820, Indiana University is a public, multicampus, \$2 billion institution. Its undergraduate and graduate student enrollment exceeds 99,000, and 17,000 faculty and staff support the mission of the institution. IU spans the state with eight campuses, one of which is administered by Purdue University (IPFW). More than 85 percent of the state's population lives within an hour's drive, or 45 miles, of an IU campus. The campuses vary widely in size and mission to meet the varied needs of Indiana's residents and economy. From IU East, with an enrollment of 2,568, to IU Bloomington, with an enrollment that exceeds 38,000, the entire IU family is poised to serve the economic development needs of Indiana.¹

■ Economic Development Task Force

On November 10, 2003, Indiana University President Adam W. Herbert addressed the Economic Club of Indianapolis about Indiana's economic forecast for the next two decades. To combat the anticipated slow growth in the Hoosier economy, he announced a university-wide program called Advancing Indiana that would ensure Indiana University's role as a major contributor to economic development efforts in the state through an intensified focus on academic excellence, an expanded research agenda, and a heightened commitment to economic development. During the past fiscal year alone, the university received \$413 million in externally funded grants and contracts and set a new record for the institution. President Herbert, however, believed that the university could do even more and he established an institutional goal to double this figure by the end of the decade.

The president created an internal Economic Development Task Force and charged it with developing a university-wide strategic plan for IU's role in the state's economic development. Bill Stephan, former vice president for university relations and corporate partnerships, chaired the Task Force. Other members included Craig Brater, dean of the School of Medicine; Terry Clapacs, vice president and chief administrative officer; Mark Long, president and CEO of the IU Research & Technology Corporation (formerly the Advanced Research and Technology Institute); Michael McRobbie, vice president for information technology, CIO, and vice president for research; Kumble Subbaswamy, dean of the College of Arts and Sciences; and Judith Palmer, vice president and chief financial officer.

Introduction

The mission of Advancing Indiana is to align Indiana University's assets with job creation and income growth in the state of Indiana.

The primary mission of the Task Force was to develop a report that includes a vision statement, an overview of current university activities, descriptions of units/structures through which economic development activities are currently conducted, a summary of accomplishments to date, a description of any barriers that limit institutional capacity to fulfill its economic development responsibilities, and a list of untapped opportunities that warrant university attention. The report, provided in summary here, offers specific recommendations for long-term and short-term goals, objectives, policies, processes, and priorities. It also recommends appropriate coordination and implementation structures, financial considerations, and new or expanded entrepreneurial initiatives.

■ Project Approach

To develop an effective strategic plan, the Task Force contracted with Kyle Salyers of Thomas P. Miller and Associates (TPMA) to build upon the initial work, which had been completed by the IU Economic Development Task Force. TPMA assisted Bill Stephan and the Task Force by organizing and convening a series of economic development forums with key leaders in 10 of the communities in which the university has a campus presence. In each of these forums, TPMA and the Task Force consulted with a wide range of IU colleagues and external community partners, including members of various business associations, local and regional economic development organizations, elected officials, and colleagues at other educational institutions.

The economic development forums were structured to: 1) highlight IU's objectives, achievements, resources, and functions related to economic development, 2) listen and understand regional economic development challenges, opportunities, and future strategies at the community level, and 3) establish regional buy-in and support by community leadership. Ultimately, the experiences and input in each community provided a process to identify specific strategies to optimize IU's impact in economic development on a community-by-community basis.

In addition to the community forums, individual interviews and secondary research were conducted to provide further analysis in support of the institution's economic development plan.

The Task Force consulted with a wide range of IU colleagues and external community partners, including members of various business associations, local and regional economic development organizations, elected officials, and colleagues at other educational institutions.



¹ J. Grew (2004). *Survey of Economic Development Activities at Indiana University*. Prepared for President Herbert's Economic Development Task Force.

The Office of the Vice President for University Relations and Corporate Partnerships engaged TPMA to assist in the development of a long-term strategic economic plan for the IU Economic Development Task Force. This strategic plan was developed through:

- community forums and input
- one-on-one outreach and stakeholder interviews
- economic development research and analysis

Community Forums and Input

The Task Force organized and facilitated community forums at 10 locations around the state. These locations comprised eight campuses of Indiana University, a medical education center in Evansville, and an instructional center in Columbus. The purpose of these forums was to:

- increase IU's knowledge and understanding of regional economic development priorities around the state
- engage community leadership in active dialogue to enhance the collaborative potential between IU and the community
- obtain strategic input, guidance, and support to be incorporated into the development of IU's comprehensive economic development plan
- increase the visibility of IU's economic development-related activities and assets university-wide

One-on-One Outreach and Stakeholder Interviews

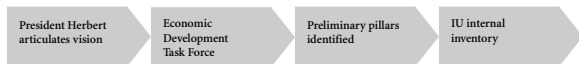
Throughout the process the project team reached out to a number of individuals to share the objectives of the economic development planning process and seek their input. Interviewees included nonfaculty university leaders such as trustees, board members, and administrators; regional economic development leaders; leaders of foundations and endowments; key corporate leaders; business entrepreneurs; city and state elected officials; and administrative leaders from peer institutions. The objectives of these interviews were to share early findings from the community forums, acquire direct feedback and reactions to the early findings, encourage early buy-in and support for IU's economic strategy, and raise the overall visibility and awareness of IU's focus on economic development issues.

The Task Force organized and facilitated community forums at 10 locations around the state.

Economic Development Research and Analysis

Concurrent with the community forums and stakeholder interviews, secondary research was conducted on economic development. This research included a scan of economic development best practices, a review of Indiana economic development initiatives, and an analysis of the strategies universities have used in supporting economic development. The process is diagrammed in Figure 1.

IU internal planning



Community forums

(chancellors, community leadership, Advancing Indiana, elected officials)

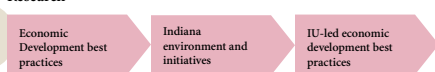


Stakeholder interviews

(university leaders, economic development leaders, elected officials)



Research



Economic development strategic plan

Figure 1. Process overview

Community Forums

Although many issues were region-specific, certain concerns surfaced repeatedly at the various community forums:

1. **Access to University**—Community and business leaders seek a single point of access to the university. Many participants agreed that a front door to IU for engagement opportunities was missing and needed. Additionally, there was an underlying lack of understanding related to IU's strategic direction and economic development priorities.
2. **Leadership Role**—There was an observation in many communities that the state of Indiana is not supporting economic development sufficiently. As a result, the university is increasingly called upon to play a major role in supporting economic growth and development.
3. **Policy, Research, and Economic Development Expertise**—Communities seek access to IU's research capability and data analysis for business and governmental decision making. All eight campuses wish to build regional capacity as much as possible, and there is a great need for efficient intrainstitutional access to resources.
4. **Workforce Development**—Throughout the state, communities struggle with the fine balance between adequate job formation and available human capital. IU should continue to contribute to graduate preparedness and work strategically with Ivy Tech Community College and other institutions to address workforce-training issues.
5. **K-12 Education**—Many K-12 leaders in communities throughout the state look to IU for leadership and advice in curriculum development, teacher training, and overall policy expertise in elementary and secondary education.
6. **Culture and Mindset**—Community leaders throughout the state broadly appreciate the need for Indiana to migrate from a traditional manufacturing and agriculture-based economy toward a knowledge-based economy. However, assistance is required in formalizing this dialogue and in developing specific strategies to link their current economic base to emerging opportunities. This is particularly apparent in the fields of life sciences and information technology.

Community leaders throughout the state broadly appreciate the need for Indiana to migrate from a traditional manufacturing and agriculture-based economy toward a knowledge-based economy.

7. **Business Incubation and Development**—There is a need for more active support on a statewide basis from the IU Research & Technology Corporation for business incubation, technology transfer, and intellectual property support to further business development activities of start-up companies.
8. **Regional Collaboration**—Regional engagement and collaboration between IU and other universities is needed to create broader and more strategic support for each region's needs.
9. **Quality of Life**—Throughout the state, residents want IU to share arts and cultural programs and build related resources within their communities.
10. **Interstate Regions**—Regional economic planning transcends state lines. Our economic development strategies must recognize that many Indiana communities are part of interstate economic regions.
11. **Thought Leadership and Idea Generation**—The stage is set in Indiana for a forward-thinking economic development vision. Residents look to IU to contribute to the development of this vision, establish standards, convene policy leaders, and offer a forum for debate.
12. **Faculty Role and Incentives**—Economic development and service activities must be further emphasized as a consideration for faculty tenure and promotion.



Introduction

The primary goal of this economic development strategic plan is to establish an organizational structure and decision-making mechanism that will drive economic development activities throughout the institution.

An economic development strategic plan serves two roles. It extends the institution's priorities and resources into the community in support of economic, workforce, educational, and cultural needs. Additionally, it provides a market feedback mechanism that enables the university to continuously assess and reevaluate institutional priorities. The university's optimal role in economic development is to balance its own interests and objectives with the greater needs and objectives of the community (Figure 2). The university must remain relevant to changes in state and regional economic conditions, but at the same time maintain its academic mission of teaching, research, and service.

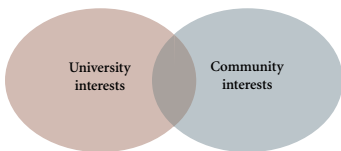


Figure 2. University and Community Interests

IU has a few well-articulated strategic plans at the campus, school, and department levels. The School of Medicine's *Strategic Plan for the Year 2000 and Beyond* established a well-defined set of objectives related to research, teaching, and clinical care. The *Information Technology Strategic Plan* established the priorities of University Information Technology Services (UITTS) and a plan for the utilization of information technology and computing throughout the university. Many campuses, including IU South Bend, IU Bloomington, IU Southeast, and IU Northwest, have also created campus-wide strategic plans to meet community and academic demands.

At the present time, however, IU has no university-wide strategic plan that outlines the institution's priorities and goals in a comprehensive manner. While this makes the task of developing an economic development plan more difficult, IU nonetheless is moving forward with such a plan because it is critically important to the state and the institution's future.

Strategic Plan

The university's optimal role in economic development is to balance its own interests and objectives with the greater needs and objectives of the community.

The economic development plan that follows attempts to leverage the university's unique institutional attributes. For example, IU is not a land-grant university, but it has an extensive statewide campus network. IU has no engineering or agriculture school, but it has the second largest medical school in the country. IU benefits from many centers of excellence such as the School of Medicine, School of Education, School of Public and Environmental Affairs, and an internationally known information technology program. However, its power structure is highly distributed. Unlike the typical hub-and-spoke model of most research institutions, the lion's share of research funding is distributed across two campuses, Bloomington and Indianapolis.

The university desires to engage all facets of the institution in its economic development activities, and it desires to contribute and serve all communities in the state. IU realizes, however, that it cannot be all things to all people. The university's goal is to identify the high-impact and high-return activities the institution can undertake to advance its own interests and the state's economy.

Final adoption of this plan resides with the president and the Board of Trustees. Immediate oversight of the plan is the responsibility of the Economic Development Task Force. Ultimately, the person responsible for leading the university's economic development efforts, including the management and coordination of this plan, will be the university's economic development officer. Each objective has associated metrics to be used by the stakeholders to monitor the plan's long-term progress, set institutional priorities, and report on individual successes. Continued success, however, depends on university-wide ownership.

Vision

By virtue of excellence in teaching and learning, and expanded research and service initiatives, Indiana University will advance further the frontiers of knowledge and make transformative contributions both to the economic welfare of our state and to the well-being of humanity at large.

Mission

Indiana University will leverage and engage the institution's resources and recognized expertise, in partnership with community stakeholders, alumni, and public and private sectors, to foster economic growth, ensure global competitiveness, and promote economic opportunity for the benefit of the citizens of Indiana.



Objectives and Initiatives

Throughout this process, IU had the opportunity to hear and understand the viewpoints of many stakeholders. A tremendous opportunity exists for Indiana University to leverage its capabilities in a number of areas and to accelerate its role in achieving the university's economic development mission.

This report outlines seven strategic objectives, along with a number of related initiatives that will advance the university's economic development mission. It is important to assess these objectives and initiatives in the following context:

- The university has experienced significant growth and advancement in a number of key areas such as genomics, informatics, information technology, and cancer research. The opportunity exists to continue exploiting these areas of strength through greater visibility, collaboration, and continued investment.
- Certain departments and faculty within the university are progressive in their approach to entrepreneurship and economic development activities both within the university and in the marketplace. The opportunity exists to continue building an entrepreneurial culture within the university and to provide the necessary resources and actions that will enable this to take place in a more systematic fashion.
- Indiana University is a critical asset in communities and regions throughout the state of Indiana. Communities underscore the need for expanded investment and outreach from the university as a means to strengthen economic vitality. In many cases, Indiana University is viewed as the most important community asset.

Objective 1: Promotion, Building Culture, and Establishing a Central Point of Contact

Description: Establish a central point of contact and a coordinating function to manage the institution's economic development agenda. Establish Indiana University as a recognized proactive, nimble, and responsive community and economic development partner. Ensure that the institution's activities affecting economic development are made visible. Emphasize and create a culture within the institution that establishes economic development as a priority.

Rationale: Indiana University's current economic development contributions are significant but generally not visible within the institution or in the community at large. These activities are uncoordinated and lack strategic direction. Community stakeholders do not understand how to access the university. The institution lacks a central focus to prioritize, coordinate, and provide leadership related to economic development.

Metrics:

- Faculty/staff involvement in community and economic development activities
- Number of community and economic development activities, including field visits and outreach efforts, supported by university faculty, staff, and facilities
- Number of faculty advancements based on significant service contributions
- Evaluation of internal awareness related to community and economic development activities and process at the institution

A tremendous opportunity exists for Indiana University to leverage its capabilities in the areas of research, technology transfer, entrepreneurship, policy leadership and community planning, workforce development, and quality of life.

- Evaluation of statewide awareness regarding IU's point of contact, activities, and contributions to regional and statewide development
- Fundraising success

Objective 2: Advance Research Investment and Capabilities

Description: Ensure Indiana University maintains and advances its position as a leader in basic research and innovation. This includes investment in facilities and infrastructure, attraction of world-class researchers and scientists, and an increased ability to attract sponsored research.

Rationale: President Herbert has articulated a vision to double research expenditures by the year 2010. The presence of a robust research environment is critical for the attraction and retention of students and faculty. It directly supports job creation and provides the intellectual property and know-how on which the companies of the future will be created. Indiana University must continue to leverage well-developed areas of research excellence as outlined in the *Survey of Economic Development Activities at Indiana University*, the *Indiana University School of Medicine Strategic Plan for the Year 2000 and Beyond*, and *Indiana University's Need for Research Space* reports.

Metrics:

- Total grant and contract awards
- National Institutes of Health awards and rankings
- Total grant and contract awards for collaborative projects with interstate institutions and partners
- Research space and facilities
- Extramural support per university researcher
- Number of faculty primarily engaged in research
- National or international research recognition/honors for faculty

Objective 3: Prioritize and Fund Technology Transfer and Licensing

Description: Provide the Indiana University Research & Technology Corporation (IURTC) with the resources required to support intellectual property protection, management, licensing, commercialization, and related technical assistance functions.

Rationale: Maximize commercial opportunities on behalf of the institution and extend the impact of Indiana University's research activities throughout Indiana. The data strongly suggest Indiana University's technology transfer office to be underfunded as compared to its peers. Regional campuses throughout the state of Indiana consistently requested additional support in facilitating technology assistance and also in accessing university-wide research assets with commercial potential.



Metrics:

- Number of invention disclosures in aggregate, across campuses, and across departments/schools
- Overall number of license agreements
- Number of license agreements in the state of Indiana
- Licensing revenue
- Number of start-up companies assisted by university technology and facilities
- Number of community-based technology partnerships (e.g., technology parks, incubators, and technology transfer consortia)

Objective 4: Policy Leadership and Direction

Description: Aggressively position Indiana University as a recognized thought leader, idea generator, and research expert regarding economic development policy, planning, and data analysis. Indiana University's policy expertise should be better coordinated, more visible, and increasingly integrated into local and regional community decision making.

Rationale: Community leaders throughout Indiana expressed a need to access economic development and community expertise. They communicated a desire to specifically engage Indiana University. There is, however, a lack of understanding from regional campuses and community leadership at large regarding how to access university resources.

Metrics:

- Number of topical publications and public speaking events
- Number of faculty and staff engaged in public policy and legislative decision-making processes and organizations
- Number of community and economic development projects directly supported by IU students, faculty, or staff
- Dollars leveraged in support of community planning efforts
- Evaluation of community-wide awareness of IU's leadership in economic development and related areas

Objective 5: Education and Workforce Development

Description: Maximize Indiana University's impact on education and workforce development in Indiana. This includes emphasizing Indiana University's fundamental mission of developing a well-educated individual in today's society. Starting from this foundation, IU seeks to ensure students and faculty are closely aligned with the business community by effectively addressing internships, graduate placement, and lifelong learning needs of Indiana citizens. Additionally, School of Education and community partnerships should seek to support teaching, research, and service activities that will strengthen preservice teacher preparation and provide current teachers with expanded professional development opportunities.

Rationale: Education at all levels is paramount to our state's ability to create and attract the workforce required to compete in today's global knowledge economy. In addition to providing expansive educational opportunities for the residents of Indiana, IU has attracted some of the best students in the state through programs such as the Wells Scholars program, the Bepko Scholars and Fellows program, and the Hoosier Presidential Scholars program. IU students and graduates comprise a significant portion of our state's current and future workforce. The Indiana University School of Education graduates more teachers than any other institution in the state of Indiana and therefore is uniquely positioned to provide practical leadership and expertise on education policy and practice. As part of the IU Bloomington Commitment to Excellence Program, the School of Education has proposed the development of the Indiana Center for P-16 Collaboration and Partnership. Efforts of this type are critical in optimizing the university's ability to affect economic development throughout Indiana.

Metrics:

- Number of student internships
- Total number of graduates employed in the state
- Number of graduates employed in key service sectors in the state
- Number of new graduate placements and level of retention in Indiana's strategic economic clusters
- Total enrollment in advanced and professional degree programs
- Number of PK-12 partnerships and direct assistance programs
- Number of transfer articulation agreements and students educated at IU through such interinstitutional agreements

Objective 6: Business Formation, Assistance, and Entrepreneurship

Description: Mobilize IU's resources, especially the Kelley School of Business and the IURTC, to provide leadership, expertise, and resources that support Indiana's corporate and entrepreneurial community.

Rationale: Indiana University can play a critical role in providing the necessary intellectual and financial capital to stimulate Indiana's business and entrepreneurial environment. Entrepreneurs and the business community throughout Indiana expressed a desire to access university resources in support of business formation, strategic planning, and experiential learning opportunities for students. The Kelley School of Business, the Johnson Center for Entrepreneurship and Innovation, the IURTC, the School of Medicine, and the School of Public and Environmental Affairs (SPEA) are critical assets in support of the university's response to these needs and opportunities throughout Indiana.



Metrics:

- Number of faculty- and student-founded companies in Indiana
- Number of businesses and economic development organizations formally assisted by university students and faculty and their access to university facilities
- National rankings for the Kelley School of Business and the Johnson Center for Entrepreneurship and Innovation
- Number of partnerships and activities with the private equity and venture capital community
- Number of women- and minority-owned business enterprises supported by the university through procurement and certification assistance
- Number of multidisciplinary linkages with governments, business, and entrepreneurial start-ups

Objective 7: Expression, the Arts, and Quality of Life

Description: Indiana University makes broad contributions to the overall quality of life in the state through its offerings of culture, expression, and the arts. This is particularly true in the communities in which IU has a campus. Indiana University must proactively engage and make available university assets within the College of Arts and Sciences, the Jacobs School of Music, the Herron School of Art and Design, and related programs on the regional campuses to become a recognized community resource.

Rationale: As Richard Florida popularized in his book *The Rise of the Creative Class*, economic development is increasingly about a community's ability to retain and attract talented people. As a factor of quality of life, knowledge-based workers value culture, the arts, and opportunities for creative expression. This is consistent with and supported by President Herbert's vision of the Moveable Feast of the Arts, an initiative to extend cultural performance across the state.

Metrics:

- Number of IU-associated entertainment and cultural events, art exhibits, and performances at venues around the state
- Number of arts-related PK-12 school and community partnerships with IU
- Number of patrons
- Economic activity as measured by processes developed by the Center for Urban Policy and the Environment

Recommended Initiatives

These recommended initiatives provide a framework for IU to prioritize resources and activities in order to achieve its economic development mission.

■ Objective 1: Promotion, Building Culture, and Establishing a Central Point of Contact

ORGANIZATIONAL RESOURCES AND STRUCTURE

Establish a formal Office of Economic Development at Indiana University. This structure will give external stakeholders (regional and statewide) a clearly designated point of contact and easy navigation to appropriate offices within the university. This office will initially be established and housed within the Office of the Vice President for University Relations and Corporate Partnerships (URCP). It will assume responsibilities for establishing the institution's economic development plan, monitoring metrics, and coordinating community partnerships.

Transition the existing Economic Development Task Force into a permanent management Economic Development Council. The Economic Development Council will provide strategic guidance and policy leadership to the Office of Economic Development and facilitate coordination between the institution's overall economic development plan and the plans of representative schools and departments.

Create an Economic Development Advisory Board. Establish a network of business, government, academic, and community leaders to provide guidance and feedback regarding the institution's economic development efforts. This network will also consist of chancellor representatives as well as academic and thought leaders from outside Indiana University.

Establish a discretionary funding mechanism to support community and economic development priorities. At the discretion of the Office of the President, establish an internal fund to provide nominal cost recovery to departments and university offices actively involved in the institution's economic development efforts. These resources will be used to support targeted economic development outcomes in situations where the involvement of university personnel has exceeded reasonable expectations. Due diligence must be conducted regarding start-up and long-term funding mechanisms to capitalize the fund. Specific consideration should be given to strategies that leverage indirect cost recovery revenues, technology transfer, and licensing revenues and that align with state and federal funding initiatives.



Review the university's process related to contracting and commercial agreements. The university and its departments and schools must be empowered with the decision-making ability to quickly and efficiently establish commercial agreements. The university must allow for a flexible and nimble “fast track” contracting process. This process should be closely coordinated with the goals and objectives of the president's discretionary funding mechanism.

Assign responsibility for economic development at each Indiana University campus. Chancellors, or their designees, will be identified as the points of contact for economic development issues in their respective regions. These designees, in conjunction with the Office of Economic Development, will assume responsibility for facilitating economic development opportunities at the local/regional level. They will participate as representatives for internal coordination and communication through the Office of Economic Development and the Economic Development Council.

Establish a formal process to track and respond to community needs. Coordinated out of the Office of Economic Development, this function will enable the institution to formally document a community need, IU's response to that need, resource requirements, and expected outcomes.

Establish an annual Economic Development Symposium. Jointly convened by the Office of the President and the Office of Economic Development, these annual meetings will provide a visible opportunity to share economic development activities across the institution, track metrics, and engage university leadership. Timing for such symposia should consider both academic and legislative calendars. These symposia can be expanded to include smaller outreach events, and the frequency of these symposia can be altered as regional interest demands.

POLICY AND LEADERSHIP

Complete a tenure and promotion policy review that ensures faculty are properly incentivized to participate in community and economic development activities. Programs and policies that incentivize researchers and professors at the university campuses help facilitate economic development through entrepreneurship, technology transfer, and community involvement. Deans throughout the institution are encouraged to lead a policy review process that will ensure faculty members are adequately rewarded based on their contributions to service and economic development.

Encourage university leaders to contribute to state and regional community initiatives and policy-making entities. Chancellors throughout the institution are encouraged to conduct an inventory of faculty and staff who are actively involved in the community and the key initiatives that they support. The institution's goal is to inform and influence regional and statewide policies that impact higher education, community, and economic development activities. Leadership should ultimately be placed in positions that facilitate collaborations with other academic institutions and support regional economic development organizations.

Complete a university-wide policy review regarding public use of campus facilities. Chancellors throughout the institution are encouraged to conduct a review of their facilities' access policies to ensure public accessibility for the local community. A single point of contact is recommended to coordinate such access. IU should also create a policy that allows the university to construct new public facilities in an efficient manner that is responsive to marketplace needs and opportunities.

MARKET UNIVERSITY RESOURCES

Establish a comprehensive marketing program to increase visibility of the institution's economic development activities in the state. Provide a fixed budget to establish a comprehensive marketing program that will promote IU's economic development activities inclusive of the IURTC.

Establish an internal information process to enable improved reporting of economic development activities. Economic development is affected by activities throughout the university but is rarely tracked or reported on a comprehensive basis. In collaboration with university deans, a mechanism must be established to capture and report economic development activities occurring at schools, departments, centers, and institutes at the university. Michigan State, for example, has developed a Web-based reporting system. A similar approach may be considered at IU.

Objective 2: Advance Research Investment and Capabilities

Establish a focused marketing and public relations initiative to ensure that the institution's research contributions are understood within the university and well recognized throughout the state of Indiana. The Office of University Relations and the Office of Economic Development will work to increase awareness about the contributions of IU's research activities.



In addition, we recommend the university continue to emphasize the following ongoing activities:

Formally adopt a university research and infrastructure plan. Indiana University Vice President of Research and CIO Michael McRobbie recently completed a space and infrastructure planning process for the institution. A visionary space and infrastructure plan should be adopted and embraced as a strategic priority. Specific consideration should be extended to Simon Hall, the Multidisciplinary Science Building II, the Information Technology Center on the Bloomington campus, the Indiana University School of Medicine research expansion, and the development of an IURTC graduate facility.

Maintain and expand federal research funding. In an ever-competitive environment, it is critical for Indiana University to maintain and enhance its ability to compete for national research funding. The addition and expansion of appropriate research space is a critical investment for the university. Additionally, the university must prioritize the Indiana University School of Medicine's objectives related to NIH funding, and the Office of the Vice President for Information Technology's objectives related to federal defense funding.

Seek out and establish interinstitutional research partnerships. Consistent with many of the research partnerships at IUPUI and the IU School of Medicine, collaborate to form multijurisdictional research and business partnerships within the institution and in collaboration with partner universities and research institutions in Indiana. As an example, collaborative activities, such as the pursuit of federally funded cybersecurity initiatives and partnerships with engineering centers of excellence at Rose-Hulman Institute of Technology and Crane Naval Surface Warfare Center, should be aggressively pursued.

Objective 3: Prioritize and Fund Technology Transfer and Licensing

Provide the Indiana University Research & Technology Corporation (IURTC) with increased funding and resources. Indiana University's technology transfer operation must be competitively funded to realize the potential economic return from licensing revenue and to provide potential economic development benefits to the state of Indiana. At the present time, the IURTC's technology transfer operation is significantly underfunded in comparison with other Big Ten institutions. As the institution advances its research agenda, the technology transfer function must be enabled to keep pace.

Expand IURTC's staffing to better serve communities throughout the state and align itself with growing areas of research and investment within the institution. Initial staffing will be added to serve the Bloomington campus with a focus on activities in information technology and the College of Arts and Sciences. This

professional, who will provide a wide range of technical assistance, will work with the community at large in coordination with the Bloomington Life Sciences Partnership and will serve as a liaison to stakeholders at Crane and in nearby Columbus. In addition, IU must continue to intensify staffing levels at the IU School of Medicine and facilitate the means by which regional partners access the research assets of Indiana University. Moreover, IURTC staffing must be aligned to support the strategic research investments the university anticipates making in the future.

Enhance formal communication between the major research centers of Indiana University and the IURTC. Establish a formal communication and reporting process between the major research centers within the university and the IURTC by addressing IURTC staffing needs, developing greater communication capabilities within IURTC relative to economic development, and implementing the university's economic development communication and marketing plan.

Establish technology transfer capabilities targeted at highly productive research centers in the institution. Targeted technology transfer expertise should be established in areas where IU has developed, or intends to develop, specific centers of research excellence. Strong consideration should be given to disciplines and areas of research related to chemistry, biology, diabetes, cancer, cardiology, addiction disorders, metabolic disorders, visualization technologies, information technology, information and data security, corporate entrepreneurship, corporate governance, and area studies.

Establish a precommercialization grant fund. Establish a university grant fund to further facilitate the commercialization process. This fund would support prototype development, subject studies, or initial stages of the business incorporation process. Continued due diligence is encouraged to determine the proper fund size, an ongoing funding mechanism, and the proper size of individual grants.

Provide a graduate facility to Indiana University-incubated technologies and companies. The Indiana University Emerging Technologies Center (IUETC) provides space and infrastructure to small start-up companies. As these companies grow, it will be important for Indiana University to provide continued access to facilities and infrastructure. IU should continue to aggressively pursue strategies to address this need.

Provide a mechanism to more effectively connect businesses and entrepreneurs around the state with emerging trends, ideas, and expertise within the university. IURTC should consider establishing a means through which emerging trends and ideas within the university can be vetted with businesses and entrepreneurs throughout the state. While protecting potential intellectual property rights of the university, the goal is to obtain early market feedback. Business and industry interest groups and associations should be considered to facilitate such interactions.



Objective 4: Policy Leadership and Direction

Establish a “Community Advancement” matching fund. A fund should be established to encourage and enable regional campuses and community leadership throughout the state to access the economic development and planning expertise of the institution. Funds will be provided, with a cap, on a dollar-for-dollar match of the amount raised in the local community. While all centers within the institution may provide services, the Indiana Business Research Center, the Randall L. Tobias Center for Leadership Excellence, the Center on Philanthropy, the Polis Center, the Center for Urban Policy and the Environment, and the Kelley School of Business were specifically referenced in our community visits. These also represent strategic assets identified by the *Survey of Economic Development Activities at Indiana University*.

Expand Indiana University’s leadership role in establishing policy and a legislative vision for the state of Indiana. IU should establish a leadership position that outlines the most effective role the public sector can play in advancing university-based economic growth. Specific considerations include the continuation and expansion of the 21st Century Research and Technology Fund, the continuation and expansion of the state’s financial formula to support research institution facilities and infrastructure, and the continuation and expansion of the research and development tax credit.

Establish a clearinghouse of expertise, publications, and ongoing research within the institution directly related to economic and community development. There are multiple centers, faculty, staff, and students throughout the institution whose work may assist in shaping public policy and community development decisions. At the present time, however, these resources are largely uncoordinated and not accessible to the community.

Ensure SPEA students are optimally engaged in real-world experiential learning and internship programs. Complete an internal review to ensure SPEA has the necessary support and resources to provide students real-world work experiences in community development initiatives. We recommend that IU identify specific internship opportunities coincident with the Community Advancement Matching Fund and programs that emerge from state government.

Objective 5: Education and Workforce Development

Increase coordination of IU’s internship and job placement programs. Indiana University’s internship/job placement programs should be reevaluated to ensure coordination across academic programs and alignment with Indiana’s strategic economic clusters. Models such as the Center for Leadership and Civic Development in the Kelley School of Business should be supported and leveraged throughout the institution. Additionally, the university should consider advocating a mechanism to subsidize business internships that support Indiana’s key economic clusters, the not-for-profit sector, and entrepreneurial start-up opportunities.

Continue to develop specialized degrees essential to Indiana's economy. Indiana University should continue to work with the Commission for Higher Education and the legislature to ensure marketplace needs and opportunities are addressed through new curriculum offerings. Strategic investments by the legislature, such as those supporting the Indiana University School of Informatics, are critically important to Indiana's economic growth.

Continue to develop and coordinate graduate retention programs. Retention of Indiana University graduates can be enhanced through programs such as the Lilly Endowment graduate retention grant, targeted job fairs, co-ops, and other organized service-learning programs with the business community. Promotion and coordination of these programs within the university must be improved. This must specifically occur between university deans, chancellors, and the regional communities throughout the state.

Reach out to alumni with industry or technical experience. By strategically recruiting Indiana University alumni who possess industry or technical expertise, IU can regain knowledge workers from outside the state who are critical to the state's economic development objectives. Efforts such as those supported by the Bloomington Economic Development Corporation, the Indy Partnership, and the Indiana Venture Center merit ongoing assistance and support.

Increase outreach programs and coordination between the School of Education and PK-12 education. Enable the School of Education to be a proactive resource for PK-12 curriculum development, teacher retraining programs, and community-wide educational assessment efforts.

Aggressively pursue transfer and articulation agreements. Continue to pursue transfer and articulation agreements with Indiana institutions such as Ivy Tech Community College. In pursuit of our goal to move more Indiana young people toward bachelor's degrees, IU should identify its role in responding to the needs of new and existing industries. Cutting-edge academic programs and training opportunities can serve the needs of existing industries and help attract new industries to Indiana.

■ **Objective 6: Business Formation, Assistance, and Entrepreneurship**

Establish a mechanism for students to provide direct business assistance to start-up companies in Indiana. Establish a formal process through which Indiana University students can provide direct business assistance to Indiana companies, specifically those associated with the IURTC. The Kelley School of Business and the Johnson Center for Entrepreneurship and Innovation must be supported to implement programs such as the Ventures Research and Solutions Lab, and continue multidisciplinary efforts such as those initiated with the College of Arts and Sciences. Additionally, expansion of the Johnson Center's activities in Indianapolis should be pursued.



Continue active participation and support of the Indiana Venture Center (IVC). Encourage the IVC to continually engage IU graduate and undergraduate students in professional practice experiences with its client companies. Additionally, utilize the IVC as a mechanism to strengthen IU's academic study and research regarding the impact and process of entrepreneurship.

Nurture and grow relationships with the investment community and venture capital investors. Indiana University, IURTC, and the Kelley School of Business should continue to actively seek relationships with the capital community to provide educational opportunities to students and to benefit start-ups affiliated with IU.

Support the development and dissemination of business research and expertise. Consistent with the clearinghouse initiative referenced in Objective 4, Indiana University's research expertise in business and corporate matters should be further prioritized as a critical intellectual contribution to Indiana's economy. Specific consideration should be given to the development and dissemination of topics such as corporate governance, corporate entrepreneurship, and marketing.

Appropriately utilize the university's procurement process and expertise to support women- and minority-owned business enterprises. Consistent with the state of Indiana's procurement goals related to women- and minority-owned business enterprises, the university has hired a supplier diversity coordinator, and IUPUI has created a supplier diversity and business development plan as well as a mentorship protégé program. The university should continue these efforts and strategically seek to support Indiana's women and minority entrepreneurs.

Continue to participate as an investor in private equity and seed capital investing initiatives in conjunction with the Indiana University Foundation. The Indiana University Foundation is to be complimented for participating in the Indiana Future Fund. Indiana University and the IU Foundation are encouraged to consider subsequent investment programs showing preference to those demonstrating a balance between providing a strong financial return and those demonstrating a positive impact on Indiana's economy. Our statewide community visits have validated the need for capital at the seed and preseed level, and we encourage consideration of such a program within the fiduciary guidelines of the institution's investment decision-making process.

More effectively align nontechnical- and nonbusiness-related university programs such as area studies with business and economic development opportunities. Indiana University can more effectively leverage certain areas of expertise, which can assist Indiana companies and inform economic development decision making. Given the continued globalization of our economy, we specifically encourage the institution to increase collaboration between the area studies program, the Kelley School of Business, SPEA, and the IURTC.

Objective 7: Expression, the Arts, and Quality of Life

Extend IU's ability to provide access to cultural events and performances throughout the state. Continue to expose citizens throughout the state to university-related performances and cultural talent through initiatives such as the Moveable Feast of the Arts. We recommend that events be coordinated in conjunction with the appropriate campus chancellor and with the support of local community partners and sponsors.

Enhance marketing efforts surrounding the university's arts and cultural programs. Ensure the assets and programs related to culture and the arts are prominently featured as a component of the university-wide marketing plan, particularly as it applies to the Jacobs School of Music. Continue to pursue activities such as the electronic arts calendar.

Establish a mechanism to facilitate the creation and distribution of arts products in the commercial marketplace. Arts incubators and related programs are increasingly being used as community and economic development strategies. IU should further assess this model and determine the most effective means to create economic activity and commercialization around performing arts products and intellectual property.

Actively seek PK-12 partnerships and access. Ensure the university's cultural and performing arts programs are well integrated and visible as a piece of the university's PK-12 outreach efforts.

Conclusion

The most vibrant regions and states throughout our country are those that have successfully engaged higher education. Similarly, academic institutions of distinction are increasingly those that successfully engage as a business and community partner. Please join Indiana University in advancing Indiana's pursuit of institutional distinction and economic prosperity for the state of Indiana.

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