

Members

Sen. Dennis Kruse, Co-Chairperson  
Sen. James Banks  
Sen. John Broden  
Sen. Frank Mrvan  
Rep. Robert Behning, Co-Chairperson  
Rep. Suzanne Crouch  
Rep. Phil GiaQuinta  
Rep. Matt Pierce  
Jim Dworkin  
Audeen W. Fentiman  
Steven T. Sarratore  
Karen Schmid  
Ralph Rogers  
John Applegate  
Jeff Linder  
Dr. Nasser H. Paydar  
Dana C. Wavle  
David Frantz  
Bob Deputy  
Chuck Gallmeier  
Susan Sciame-Giesecke  
Jud Fisher  
Teresa Lubbers



## REGIONAL CAMPUSES STUDY COMMITTEE

Legislative Services Agency  
200 West Washington Street, Suite 301  
Indianapolis, Indiana 46204-2789  
Tel: (317) 233-0696 Fax: (317) 232-2554

LSA Staff:

Chuck Mayfield, Fiscal Analyst for the Committee  
David Lusan, Fiscal Analyst for the Committee  
Irma Reinumagi, Attorney for the Committee  
Allen Morford, Attorney for the Committee

Authority: IC 2-5-37.7-2

### MEETING MINUTES<sup>1</sup>

Meeting Date: August 1, 2013  
Meeting Time: 1:00 P.M.  
Meeting Place: Alumni Center, Indiana University-  
Purdue University Fort Wayne  
Meeting City: Fort Wayne, Indiana  
Meeting Number: 1

**Members Present:** Sen. Dennis Kruse, Co-Chairperson; Sen. James Banks; Sen. Frank Mrvan; Rep. Robert Behning, Co-Chairperson; Rep. Suzanne Crouch; Rep. Phil GiaQuinta; Rep. Matt Pierce; Jim Dworkin; Steven T. Sarratore; Karen Schmid; John Applegate; Jeff Linder; Dr. Nasser H. Paydar; Dana C. Wavle; David Frantz; Bob Deputy; Chuck Gallmeier; Susan Sciame-Giesecke; Jud Fisher; Teresa Lubbers; Peggy Schirad(substituting for Ralph Rogers)

**Members Absent:** Sen. John Broden; Audeen W. Fentiman; Ralph Rogers. Ms Fentiman participated by telephone.

Senator Kruse, Co-chairperson, called the meeting to order at 1:00 p.m. at the Alumni Center, Indiana University-Purdue University Fort Wayne (IPFW).

Chancellor Vicky Carwein, IPFW, welcomed the Committee to the campus and offered to set up campus tours for members. The Committee members introduced themselves and made brief opening remarks. Audeen Fentiman, who participated by telephone, had her written comments read to the Committee (Exhibit A). Mr. Sarratore provided written remarks (Exhibit B). In

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<sup>1</sup> These minutes, exhibits, and other materials referenced in the minutes can be viewed electronically at <http://www.in.gov/legislative> Hard copies can be obtained in the Legislative Information Center in Room 230 of the State House in Indianapolis, Indiana. Requests for hard copies may be mailed to the Legislative Information Center, Legislative Services Agency, West Washington Street, Indianapolis, IN 46204-2789. A fee of \$0.15 per page and mailing costs will be charged for hard copies.

addition, Sen. David Long and Rep. Kathy Heuer made comments to the Committee. The charge to the Committee contained in SEA 98-2013 was also read to the Committee (Exhibit C).

Teresa Lubbers, Commissioner, Commission for Higher Education (CHE), commented on CHE's Policy on Regional Campus Roles and Mission (Exhibit D), which was adopted in 2010. She indicated that it was a logical step to study the governing structure of the regional campuses, the academic courses they offer, and the role they play in the state's economy. Regional campuses are attuned to local economies. One issue is to define the mission and roles of each of the post-secondary institutions, recognizing that a campus may not fit neatly into one of these roles. She emphasized that higher education is very important to the state's economy and that it should be student centered, mission driven, and workforce aligned. The Commissioner reiterated that the state will not be able to achieve its goal of 60% of the working age population attaining a post-secondary certification or degree without the participation of the regional campuses.

The Commissioner explained that regional campuses were created by the General Assembly and that the CHE is statutorily charged with approving programs and degrees for all campuses, including graduate degrees and programs. The primary role of regional campuses is to provide baccalaureate degrees, with some master's degrees included. There are currently no doctoral programs at the regional campuses and under current policy doctoral programs would not be approved for these campuses. In response to Committee questions, the Commissioner indicated that establishing a doctoral program would depend on funding, and that it may not be cost effective to fund some programs if the number of students involved is small. Some regional campuses are currently considering collaborating to seek approval for a doctoral program in nursing. Commissioner Lubbers went over the criteria for approving doctoral programs.

The make up of the student population at the regional campuses is changing, with an increasing percentage of students being recent high school graduates. As well, admission to regional campuses is becoming more selective.

The Commissioner indicated that unlike IPFW, Indiana University Purdue University Indianapolis (IUPUI) is not considered a regional campus, but is a metropolitan campus with more graduate programs in professional areas such as medicine, dentistry, and law. The school of medicine and other schools at IUPUI bring in research funding (approximately \$400 M annually), and this is not typical of regional campuses. This enables IUPUI to be categorized as a research institution under the Carnegie classification. The Commissioner stated that for IPFW to be classified as a research institution, the amount of research grants it receives would have to be significant.

The CHE has not considered changing the governing structure for IPFW from Purdue to Indiana University as the change would require legislative action. In response to Committee questions, the Commissioner indicated that she had not detected any policy to discourage students from transferring from IPFW to Purdue. In recent years, there have been more students transferring from Purdue to IPFW than the opposite. The Commissioner also indicated that it is relatively simple to transfer credit between campuses. There are currently approximately 85 courses in the transfer library that a student may transfer.

Kathleen Randolph, Region 3 Workforce Investment Board, discussed the value of regional campuses to the economic development of the regions where the campuses are located. She indicated that employers are seeking employees with higher degrees and want these degrees programs available in the regions in which they are located. In particular, employers are seeking degrees that have labor market value in their regions and some are willing to allocate funds for these programs. Ms. Randolph indicated that the northeast Indiana region needs

IPFW in order to move forward economically.

Vince Buchanan, Regional Chamber of Northeast Indiana, stated that IPFW's strength is critically important to the economy of northeast Indiana. He sees the possibility of research and development facilities at IPFW as a draw for companies seeking to innovate and prosper. In addition, he indicated that businesses are interested in having advanced degrees available locally in fields such as mechanical engineering and processing engineering.

In response to Committee questions on the types of degrees needed in the region, John Sampson, Northeast Indiana Regional Partnership, stated that manufacturing, mechanical, metallurgical, and process engineers are needed. He gave the example of one local company, Fort Wayne Metals, that sponsored one of their employees to pursue a Ph.D. in metallurgical engineering at Purdue.

Mr. Sampson distributed copies of a document prepared by the Partnership concerning the economic mission and vision for the 10 counties of the region for 2020 (Exhibit E). The biggest challenge is attracting, developing, and retaining talent in the region. Approximately 90% of the students at IPFW are from the region the Partnership serves and these students are likely to remain in the region upon graduation. Mr. Sampson indicated that the Partnership's goal is similar to that of the state: to increase the percentage of working age adults in the region who have a post-secondary certificate or degree to 60% by 2025.

Mr. Sampson indicated that companies in the northeast Indiana region compete in the global marketplace and need graduates with higher education in their workplaces. The Partnership, which received a \$20 M grant from the Lilly Endowment in 2009, has invested over \$5 million in IPFW to develop a systems engineering program and a wireless communications laboratory. He believes that IPFW needs more autonomy in developing degree programs to respond to employers' needs.

The Committee inquired why it appears to be so difficult to meet the workforce needs of the northeast Indiana region. Mr Sampson replied that IPFW needs flexibility, autonomy in designing graduate programs, and changes in the funding program. He emphasized that both the region and the IPFW are well aware that resources are limited, and that it is imperative that officials prioritize their needs effectively.

The Committee was told that IPFW has an engineering program and complete autonomy in undergraduate and masters programs. Mr Sarratore stated that there are a variety of complex issues, of which doctoral education is one, and that IPFW is not ready to move into a high research category. He indicated that IPFW, instead, should be afforded opportunities to pursue a variety of models that would enable it to offer needed programs, including partnering with the flagship universities or with other regional campuses. He emphasized the need to find ways to accelerate the approval process for new programs.

Ms Fentiman indicated that there is a program in place whereby a faculty member from a regional campus can be a co-chair of the doctoral committee of a regional student.

Mark Becker, deputy mayor of Fort Wayne, stated that while IPFW is important to the success of the northeast Indiana region, the success of the northeast Indiana region is important to the success of IU and Purdue University as well. Partnerships between educational institutions and communities can be beneficial to both parties and enhance economic development of the area. He indicated that Clemson University has set up a collaborative effort leading to the establishment of the International Center of Automotive Research. A similar research center could be established in the northeast Indiana region.

In response to Committee questions about the possibility of IPFW becoming an independent campus, Mr Becker stated that it is not a matter of becoming an independent entity but more so leveraging the strengths of the flagship campuses in more creative ways to allow the northeast Indiana region to grow and prosper.

Patrick Deady reiterated to the Committee that IPFW is a fully matured university, providing much more than baccalaureate degrees. He indicated that the limitation of on-campus housing to 10% of the student population is limiting the growth of IPFW. Commissioner Lubbers pointed out that the 10% limit was mandated by statute and not by any ruling of the CHE. She indicated that when the limit was originally imposed, none of the campuses were close to reaching it.

Kenneth Christmon, Associate Vice-Chancellor of Diversity and Multi-cultural Affairs, IPFW, indicated that the northeast Indiana region needs to have doctoral level degree programs so that residents are not required to travel outside the region or use on-line institutions to obtain such credentials.

Sen Kruse requested members to outline potential discussion items and forward them to the committee staff.

Upcoming meetings are tentatively scheduled to be held on Wednesday, September 25, 2013, at IUPUI, and Wednesday October 23, 2013, at IPFW.

The meeting was adjourned at 3:40 p.m.

## Fentiman Statement – August 1, 2013

A college education has never been more important for the citizens of Indiana. Furthermore, it is important that college education be accessible and affordable. Purdue's four campuses are best positioned to provide accessible, high-quality, affordable education to the greatest number of Indiana's citizens if they operate an efficient, effective system, sharing knowledge and expertise system-wide. To that end, about a year ago a core group consisting of the Vice Chancellors for Academic Affairs at Purdue's three regional campuses and I (all of whom are members of this committee) outlined a Purdue system plan. Late in 2012, a President's Task Force, consisting of the 4 members of the core group and 2 faculty senate leaders from each Purdue campus, was formed to coordinate development of the system plan. The Task Force identified 11 areas in which system-wide cooperation was essential, and leaders at each campus identified faculty members and administrators to serve on working groups to draft those sections of the plan. In all, nearly 100 people were involved in the working groups. In May, the Task Force met to integrate the working groups' drafts into the final report to Purdue's President.

Some of the key areas for cooperation among the campuses are student access and success, quality of education, affordability, knowledge creation and dissemination, and engagement with the regions, the state, and beyond. Areas identified as especially important for student access and success were mobility of students within the system, coordinated system-wide online education, and streamlined system-wide graduate education.

Purdue has already begun to implement some of plan. For example, the campuses are working together to develop a system-wide Doctorate of Nursing Practice (DNP) to be offered at the West Lafayette, Calumet, and Fort Wayne campuses with contributions of expertise by faculty members at the North Central campus. In May, leaders of the Nursing programs at all campuses, online education specialists from all campuses, and representatives from the Graduate School, Provost's Office, and President's Office met to discuss the issues that need to be addressed to offer the system-wide DNP and formed teams to work on them. The Graduate School has approved the concept paper for the system-wide DNP and the Nursing programs expect to present the final proposal to the Graduate School early in the fall semester with the hope that the full approval process for a new graduate program in the state of Indiana can be completed in time for students to enroll in the degree program in Fall 2014.

Purdue's regional campuses provide access to affordable education for Indiana residents who make those campuses a destination of choice as well as those whose life circumstances require that they earn their degrees close to home. The campuses support the economic and cultural development of their regions and work with local schools to encourage and prepare youngsters to attend college. Working as a system, Purdue can not only strengthen each campus but also make the whole greater than the sum its parts. Over 100 faculty and administrators from the four Purdue campuses have actively participated in development of a plan to make the system more effective and efficient, and implementation of that plan has already begun.

IPFW is a unique institution. We are the 5<sup>th</sup> largest 4-year institution in the state system with an enrollment of almost 14,000 students, almost evenly divided between Purdue and IU mission programs. More so than any other campus in the state of Indiana, IPFW has a vested interest in protecting the brands of Indiana University and Purdue University. However IPFW also has a vested interest in promoting and preserving the IPFW brand. We are at once part of the Indiana system and not a part of the Indiana system. We are a part of the Purdue system and not a part of the Purdue system. This is one of our greatest strengths and simultaneously, one of our greatest challenges. Over the nearly 50-year history of IPFW we have grown exponentially as we learned how to identify the needs of our students and our region. We also have been able to determine several factors that will help us continue to meet those needs.

Even though we are part of the IU and Purdue systems, IPFW has had academic autonomy at the undergraduate level for decades. The region would be well served if academic autonomy were expanded to include graduate programs as well. This would allow us to respond to regional needs more quickly, while still providing appropriate oversight through the academic and board of trustees channels. This is of paramount importance to the campus and the community.

Secondly, there are times that Purdue and IU policies and standard operating procedures, which might work well for campuses with a single affiliation, do not work well at IPFW. We must have consistent academic and administrative policies for all of our students, faculty, and staff—regardless of their academic affiliation. For example, the IPFW Registrar must be able to work with both Indiana and Purdue transcripts, even while maintaining a consistent (if unofficial) IPFW transcript. IPFW must have a place at the table when Purdue is making decisions that will have an impact on our campus. Too often, policies and procedures have been implemented without a thought about the effect on IPFW or other system campuses. We remain hopeful that the continued development of a Purdue system plan will result in improvements.

We also hope that our communication with the Indiana Commission for Higher Education will improve. All too often, issues of vital importance to the system campuses have been lost when filtered through the Purdue or IU systems. Recognizing the autonomy of the system campuses and encouraging direct communication between those campuses and the commission, whenever appropriate, would be extremely helpful.

IPFW asks that the Indiana General Assembly to consider three specific actions.

First, The Indiana Commission for Higher Education has divided the state supported institutions into several categories. These include the flagship research I institutions (IU and Purdue), the other independent 4-year institutions (Ball State, Indiana State, and Southern Indiana), the metropolitan urban campus (IUPUI), the regional campuses, and the 2 year institutions (Ivy Tech and Vincennes). IPFW does not fit neatly into any of these categories. We are by far the largest of the regionals and larger than 2 of the three independent 4-year institutions. In addition, our affiliation with both IU and Purdue adds another level of complexity. To better reflect its mission, we suggest that IPFW be reclassified in a category similar to that designating IUPUI.

Second, every time a state budget is drafted, campuses from across the state complain about their per capita funding from the state. ICHE should be directed to work with all of the campuses to

produce an equitable funding formula for the allocation of state funds. This formula needs to accommodate the varying missions of the state institutions while helping achieve the goals of the Commission's "Reaching Higher, Achieving More" plan.

Last, please continue your oversight of all of the higher education institutions in Indiana, including the Purdue and IU systems. A shared understanding of what it means to be part of a system will benefit all of us and help us meet the educational needs of Indiana.

PRINTING CODE. Amendments: Whenever an existing statute (or a section of the Indiana Constitution) is being amended, the text of the existing provision will appear in this style type, additions will appear in **this style type**, and deletions will appear in ~~this style type~~.

Additions: Whenever a new statutory provision is being enacted (or a new constitutional provision adopted), the text of the new provision will appear in **this style type**. Also, the word **NEW** will appear in that style type in the introductory clause of each SECTION that adds a new provision to the Indiana Code or the Indiana Constitution.

Conflict reconciliation: Text in a statute in *this style type* or ~~this style type~~ reconciles conflicts between statutes enacted by the 2012 Regular Session of the General Assembly.

## SENATE ENROLLED ACT No. 98

AN ACT to amend the Indiana Code concerning the general assembly.

*Be it enacted by the General Assembly of the State of Indiana:*

SECTION 1. IC 2-5-37.7 IS ADDED TO THE INDIANA CODE AS A **NEW** CHAPTER TO READ AS FOLLOWS [EFFECTIVE UPON PASSAGE]:

**Chapter 37.7. Regional Campuses Study Committee**

**Sec. 1. The following definitions apply throughout this chapter:**

- (1) "Commission" refers to the commission for higher education established by IC 21-18-2-1.
- (2) "Committee" refers to the regional campuses study committee established by section 2 of this chapter.
- (3) "Regional campus" refers to a site that:
  - (A) provides postsecondary educational services;
  - (B) is operated by Indiana University or Purdue University, or by Indiana University and Purdue University acting jointly; and
  - (C) is not located at Indiana University's or Purdue University's home campus.

**Sec. 2. (a)** A regional campuses study committee is established, comprised of members of the general assembly, representatives of Indiana University, Purdue University, and regional campuses, and members or employees of the commission.

**(b)** The committee shall:

- (1) study the governance and operation of regional campuses;

SEA 98 — CC 1+



Exhibit C  
Regional Campuses Study Comm.  
Meeting #1 8/1/2013

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and

(2) perform an analysis of the Indiana University - Purdue University Fort Wayne campus, focusing on the campus's management, growth, needs, and future plans; and report the results of the study and analysis to the general assembly.

Sec. 3. (a) Eight (8) members of the general assembly shall be appointed to the committee as follows:

(1) Four (4) members appointed by the president pro tempore of the senate, with the advice of the minority floor leader of the senate. Not more than two (2) members appointed under this subdivision may be members of the same political party.

(2) Four (4) members appointed by the speaker of the house of representatives, with the advice of the minority floor leader of the house of representatives. Not more than two (2) members appointed under this subdivision may be members of the same political party.

(b) Members appointed under this section are voting members of the committee.

Sec. 4. (a) Four (4) representatives of Indiana University and Purdue University shall be appointed to the committee as follows:

(1) Two (2) individuals appointed by the president of Indiana University to represent the university.

(2) Two (2) individuals appointed by the president of Purdue University to represent the university.

(b) Members appointed under this section are nonvoting members of the committee.

Sec. 5. (a) The chancellor of each regional campus may appoint a member to the committee.

(b) Members appointed under this section are nonvoting members of the committee.

Sec. 6. (a) The commissioner for higher education shall appoint to the committee two (2) individuals, who may be employees of the commission, to represent the commission.

(b) Members appointed under this section are nonvoting members of the committee.

Sec. 7. (a) Each member of the committee who is a member of the general assembly is entitled to receive the same per diem, mileage, and travel allowances paid to members of the general assembly serving on interim study committees established by the legislative council. Per diem, mileage, and travel allowances paid under this subsection shall be paid from appropriations made to

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the legislative council or the legislative services agency.

(b) Each member of the committee who is a state employee is entitled to reimbursement for traveling expenses as provided under IC 4-13-1-4 and other expenses actually incurred in connection with the member's duties as provided in the state policies and procedures established by the Indiana department of administration and approved by the budget agency.

Sec. 8. The committee shall operate under the policies governing study committees adopted by the legislative council.

Sec. 9. The legislative services agency shall staff the committee.

Sec. 10. The chairperson of the senate education and career development committee and the chairperson of the house education committee shall serve as co-chairpersons of the committee.

Sec. 11. In conducting the study and analysis described in section 2 of this chapter, the committee shall hold public hearings at regional campuses and consult with faculty and administration members from both the regional campuses and home campuses of Indiana University and Purdue University. The first public hearing and the last public hearing must be conducted on the campus of Indiana University - Purdue University Fort Wayne.

Sec. 12. The committee shall report the committee's recommendations to the legislative council not later than November 30, 2013.

Sec. 13. This chapter expires December 1, 2013.

SECTION 2. An emergency is declared for this act.

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President of the Senate

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President Pro Tempore

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Speaker of the House of Representatives

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Governor of the State of Indiana

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

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## Policy on Regional Campus Roles and Missions

*As Approved, June 11, 2010*

### *Preamble*

*The Indiana Commission for Higher Education regards the Regional Campuses of Indiana University and Purdue University as valuable contributors to the state's system of higher education. This policy document builds upon two historic documents from 1994 and 2001 that outlined the defining characteristics of Regional Campuses, but require updating due to significant changes in Indiana's system of higher education in recent years.*

*For the purposes of this policy, Regional Campuses shall be defined as:*

- *Indiana University-East*
- *Indiana University-Kokomo*
- *Indiana University-Northwest*
- *Indiana University-South Bend*
- *Indiana University-Southeast*
- *Purdue University-Calumet*
- *Indiana University-Purdue University-Ft. Wayne*
- *Purdue University-North Central*

*Between the late 1960s and late 1980s, the Regional Campuses, in addition to being regional four-year branches of Indiana University and Purdue University, effectively played the role of community colleges, offering associate's degrees and serving as the state's access institutions. In 1987, however, the Commission for Higher Education approved the first four Associate of Science (AS)/transfer oriented degree programs at the Indiana Vocational Technical College (now Ivy Tech Community College of Indiana). With increasing admissions standards at the Indiana University and Purdue University flagship campuses, and exploding enrollment at the community college level, Regional Campuses will play an increasingly important role in serving Hoosiers with high quality, low-cost baccalaureate degree programs, filling a vital niche in Indiana's system of higher education.*

*The Regional Campuses differ significantly from one to another. Recognizing the unique characteristics of each Regional Campus, the principles outlined on the pages that follow are designed as overarching directions that reflect a more efficient and effective role for Regional Campuses in Indiana's system of higher education.*

**The missions of Indiana's Regional Campuses should reflect the following defining characteristics:**

- 1) **Profile:** Indiana's eight Regional Campuses serve both recent high school graduates and adults. While a large proportion of the regional campus student population enrolls on a part-time basis, full-time enrollment is growing.
- 2) **Primary Educational Responsibility:** Baccalaureate degree programs. Associate degree programs may be offered on an exceptional basis. Regional Campuses accept transfer credits

from the Core Transfer Library, earned at 2-year and 4-year institutions, and credits from Regional Campuses are transferable to 2-year and 4-year institutions.

- 3) **Graduate Programs:** Regional Campuses may offer selected masters programs to meet state and regional needs. Regional Campuses do not offer doctorate programs.
- 4) **Primary Geographic Responsibility:**
  - a. IU-East – East Central Indiana/Western Ohio
  - b. IU-Kokomo – Central/North Central Indiana
  - c. IU Northwest – Northwest Indiana/Greater Chicago Area
  - d. IU South Bend – North Central Indiana/Southern Michigan
  - e. IU Southeast – Southeast Indiana/Greater Louisville (KY) Area
  - f. Purdue Calumet – Northwest Indiana/Greater Chicago Area
  - g. IPFW – Northeast Indiana/Greater Ft. Wayne Area/Northwest Ohio
  - h. Purdue North Central – North Central Indiana/Lower Michigan
- 5) **Governance:** The eight Regional Campuses are governed by two institutions. Five are Regional Campuses of Indiana University, and three are Regional Campuses of Purdue University. Indiana University-Purdue University-Ft. Wayne combines academic units from both IU and Purdue, but is governed by Purdue University. The Boards of Trustees of Indiana University and Purdue University, and central university administration located at those institutions' main campuses, determine the utilization of resources at the Regional Campuses. Chancellors appointed by institutional Presidents and Trustees manage the Campuses. The central university administrations of Indiana University and Purdue University are encouraged to develop accountability measures for the Regional Campuses. Among others, these should include graduation rates, time to graduation, efficiency measures, tuition and fees as a percentage of revenue, and other such outcome indices of academic and institutional performance. Regional Campuses should be held responsible and accountable for their achievement
- 6) **Admissions Policy:** Qualifying documents are required (high school record, rank, GPA, etc.) but a large majority of students are admitted. Selective admissions criteria may be used for certain academic programs. Beginning in 2011, recent high school graduates will be required to have a Core 40 high school diploma for admission to a Regional Campus. Students requiring remediation should take those courses at the community college.
- 7) **Developmental/Remedial Education:** Regional Campuses should eliminate the offering of classroom-based remediation (coursework that does not count toward any degree), shifting this responsibility to the community colleges. This does not preclude the offering of tutoring, mentoring and other programs to help students overcome skill deficiencies.
- 8) **Research Focus:** Scholarly activity related to faculty teaching responsibilities, research related to local and regional needs. Sponsored, peer-reviewed research is incentivized through the State's budget formula at those Indiana institutions with Carnegie classifications of "high" or "very high" research activity. Research activity at the Regional Campuses will not be incentivized in the State's budget formula.
- 9) **Student Residences:** Limited to 10% of enrollment, promoting affordability and reducing Campus costs.

#### **Expectations of Regional Campuses Within Indiana's System of Higher Education**

- **Degree Completion:** Regional Campuses should significantly improve completion rates to ensure that students' investments and the state's investment are worthwhile and result in high quality academic credentials.
- **Affordability:** As access institutions, Regional Campuses should place affordability at the forefront of decisions around resource allocation.

- **Synergy with Indiana's 2-Year Sector:** The success of Regional Campuses will depend on collaborative work with the 2-year sector. Successful collaborations will have the following characteristics:
  - 2-year sector is delivering all remediation
  - Regional Campuses have eliminated all associate degrees that are duplicative with associate degrees offered by 2-year campuses in that region.
  - Regional Campuses have transfer scholarships in place and available for 2-year students and/or graduates, and seamless transfer opportunities, including passport programs and referral opportunities
  - 2-year institutions and Regional Campuses have established mechanisms which provide ongoing, systematic and regular dialogue which in turn provides opportunities to better differentiate institutional missions, integrate services, improve completion/graduation performance, and increase the effectiveness and efficiency of the campuses.
- **Synergy with Main Campuses and Other Regional Campuses:** Due to limited resources and the need for improved efficiency, it is both necessary and desired that Regional Campuses and their respective flagship campuses work in close collaboration, particularly in the delivery of academic programs and campus administration. It is also necessary that Regional Campuses work closely together to deliver education to the greatest number of students in the most efficient way, which may include sharing of faculty, facilities, and administration.
- **Meeting the Needs of the Economy:** Regional Campuses should continue to put local economies at the forefront of their success agenda.

# VISION 2020

MADE HERE.™

## CHANGING THE STORY OF NORTHEAST INDIANA

FOR NORTHEAST INDIANA:

<b>21<sup>ST</sup> CENTURY TALENT</b> Develop talent by increasing educational attainment and creating quality of opportunity	 <b>The Big Goal Collaborative</b>
<b>BUSINESS CLIMATE</b> Create a business-friendly environment that will attract and retain top industry leaders	 <b>Streamlined Permitting</b>
	 <b>Air Service at FWA</b>
<b>ENTREPRENEURSHIP</b> Develop and attract innovative talent by connecting them to the right resources and increasing the region's deal flow	 <b>Elevate Ventures</b>
<b>INFRASTRUCTURE</b> The right infrastructure creates access and connectivity needed to support and retain our talent	 <b>Regional Broadband</b>
	 <b>Regional Interstate Accessibility</b>
<b>QUALITY OF LIFE</b> We can only attract and retain talent if we provide arts, culture, recreation, and more	 <b>Downtown Riverfront Development</b>

FOR NORTHEAST INDIANA:

## WHAT IS VISION 2020?

Vision 2020, a regional initiative stewarded by the Northeast Indiana Regional Partnership, is focused on reaching a common vision by the year 2020: "to become a top global competitor, exceeding the expectations of businesses and residents." The implementation and success of the vision is ultimately dependent on the engagement, alignment and support of organizations, businesses and individuals of Northeast Indiana and our ability to remain dedicated to the mission to develop, attract and retain talent.

## WHAT IS THE REGIONAL OPPORTUNITIES COUNCIL?

The Regional Opportunities Council (ROC) is a regional leadership body made up of leadership-level investors in the Northeast Indiana Regional Partnership. The ROC exercises collaborative leadership to prioritize initiatives submitted by Vision 2020 to transform the region's economy.

## WHAT IS THE REGIONAL DASHBOARD?

The Regional Dashboard, created in partnership with the Community Research Institute (CRI) at Indiana University-Purdue University Fort Wayne (IPFW), is an unbiased data tool that measures a set of key economic indicators to show how Northeast Indiana is performing in comparison to similar regions across the country. This tool, featured on the Vision 2020 website, provides a common set of metrics for the region and explains what influences our economy through objective analysis; we can then use that information to make data-based decisions in alignment with the mission of the region—to develop, attract and retain talent.

## WHAT IS THE CLUSTER INITIATIVE?

The Cluster Initiative is aimed at industry-specific groups targeted for growth in Northeast Indiana. Companies within the same industry form clusters and work together to impact their overall success through workforce and business climate development. The Partnership is currently working with the following industries: defense/aerospace, food processing, insurance, logistics and medical devices.

## WHO FUNDS VISION 2020?

The facilitation of Vision 2020 is funded by the Northeast Indiana Fund, a supporting organization of the Northeast Indiana Regional Partnership, along with local and regional foundations. As Vision 2020 continues, regional stakeholders will work to identify partners to own and shepherd the transformative initiatives prioritized during the process. Funding for these initiatives will be secured through a collaboration of regional leadership. Current funders\* include:

- > Olive B. Cole Foundation
- > Community Foundation of Greater Fort Wayne
- > The Dekko Foundation
- > English Bonter Mitchell Foundation
- > Foellinger Foundation
- > Indiana Univ-Purdue Univ Fort Wayne
- > Ivy Tech Community College
- > Lincoln Financial Foundation
- > McMillen Foundation
- > Northeast Indiana Regional Workforce Investment Board
- > Ian Rolland
- > Olin B. and Desta Schwab Foundation
- > Steel Dynamics Foundation
- > The Waterfield Foundation
- > Edward M. & Mary McCrea Wilson Foundation

\*The above organizations and individuals have given support during the 2012 and 2013 calendar years.

## VISION 2020 TIMELINE

### JANUARY 2010

Vision 2020 launches

### JUNE 2010

Vision Summit held with over 1,000 community members in attendance

### OCTOBER 2011

ROC adopts regional vision and mission statement

### NOVEMBER 2011

Local Economic Development Organizations (LEDOs) and Regional Partnership sign Code of Ethics

### JANUARY 2012

Cluster Initiative joins Vision 2020

### FEBRUARY 2012

ROC commits funding to advance the Big Goal Collaborative

Millennial 2020 program is launched

### JUNE 2012

Regional Dashboard launches

### JULY 2012

Millennial 2020 holds first Spark Tank

### OCTOBER 2012

Your Story Made Here campaign launched

### DECEMBER 2012

ROC commits \$95,000 to advance regional priorities

### MARCH 2013

Permitting standards workshop held

### JUNE 2013

Regional Exchange: Cincinnati trip  
Launch ROC river tours

# TOP PRIORITIES FOR NORTHEAST INDIANA

## The Big Goal Collaborative

The Big Goal entails raising the percentage of working age adults in the region who have a high quality degree or credential to 60% by 2025; the region currently stands at less than 35%.

**UPDATE:** The Talent Initiative has grown to become the Big Goal Collaborative, an approach to educational attainment that spans cradle to career. Regional leaders are developing a plan to reach the Big Goal by working together in change networks across all education levels from early childhood to post-secondary completion.

## Streamlined Permitting

Streamlining the permitting and zoning processes across the region will create a more business-friendly climate, providing greater efficiencies to support our top industry talent.

**UPDATE:** Vision 2020 and the High Performance Government Network (HPGN) held a half-day Permitting Excellence Workshop for regional leaders and process owners. The Vision 2020 staff and HPGN will use the information from the workshop to move forward with developing regional permitting standards.

## Air Service at FWA

Increasing flight frequency as well as non-stop air service options will provide regional talent with greater access to national and global markets.

**UPDATE:** Vision 2020 is working with the Airport Authority to establish an Air Service committee. This committee will

help establish a broader database of regional businesses to develop a greater market for FWA and to help us gain better intelligence for business travel.

## Elevate Ventures

Elevate Ventures is a program that provides expert advisory services to accelerate entrepreneurial opportunities and small, high-growth companies.

**UPDATE:** Vision 2020 is working closely with the Entrepreneurs in Residence to raise \$1 million, which will then leverage an additional \$5 million from state and federal sources to continue to increase the number of competitive fast-growing firms in the region. We are also developing an Investor Network that will serve as a platform where investors in Northeast Indiana can get access to local deal flow.

## Regional Broadband

Regional internet access will provide the region's talent with the tools necessary to access global markets, develop and improve technological skills and improve communication.

**UPDATE:** Vision 2020 is working to develop relationships with area providers and users. The next step will be to contract with a consultant to help build an asset map of NEI. This map will help local economic development professionals evaluate the current state of broadband access and gauge progress as development of this asset continues.

## Regional Interstate Accessibility

Focusing on regional interstate accessibility will improve access to major transportation corridors. As was learned from benchmarking Denver's regional efforts, "great cities have great transportation systems."

**UPDATE:** Vision 2020 is working closely with Conexus Indiana, a statewide, advanced manufacturing and logistics initiative, to identify and connect with regional partners throughout Indiana. Northeast Indiana's regional group, the Vision 2020 Infrastructure Taskforce, is working to develop a way to systematically articulate the economic impact of a project at state, regional and local levels; identify key next steps to making a project happen; and identify key players needed to move a project forward.

## Downtown Riverfront Development

Riverfront development in downtown Fort Wayne will help create a vibrant and dynamic metro center for the region. It could also align with trails, public transit and other waterways to serve as a catalyst for future developments throughout the region.

**UPDATE:** Vision 2020 and the ROC Champions are working closely with the city of Fort Wayne's Legacy Group, which has designated \$50,000 to a river study in order to identify the areas of the river that can be developed. Vision 2020 and the ROC are also working with strategic partners to coordinate river tours for businesses, regional leaders, and community members to learn more about what the rivers have to offer.

**FOR MORE INFORMATION ABOUT VISION 2020, CONTACT:**

KATY SILLIMAN, NORTHEAST INDIANA FUND, EXECUTIVE DIRECTOR, KATY@NEINDIANA.COM



## WHAT IS MILLENNIAL 2020?



Millennial 2020 (M2020) aims to further engage individuals between the ages of 15 - 25 by actively involving them in our regional visioning process and empowering them to change the story of Northeast Indiana. Its mission is to engage Millennials in developing, attracting and retaining talent

in Northeast Indiana through the Vision 2020 pillars.

The Millennial Leaders Alliance (MLA) is the leadership body of Millennial 2020. The group is responsible for leading Millennial engagement through Millennial 2020.

**Update:** The MLA has hosted two Spark Tank events in two different counties with plans to host a third. Spark Tank is an entrepreneurship- and community-outreach-focused event that challenges Millennials to come up with business ideas or community engagement opportunities. The MLA is also working to connect generations and foster leadership development for its members. The MLA hosted a speed networking event in January with the Regional Opportunities Council.

For more information, on the MLA and M2020 events, visit [www.millennial2020.com](http://www.millennial2020.com).

## ABOUT VISION 2020 & NORTHEAST INDIANA REGIONAL PARTNERSHIP

The Northeast Indiana Regional Partnership was formed in 2006 to help build a globally competitive economy in Northeast Indiana. It is a public-private partnership focused on generating business leads and building regional capacity through product development and effective regional collaboration. In 2010, the Partnership launched Vision 2020 to bring the region together around five key areas for economic growth: 21st Century Talent, Business Climate, Entrepreneurship, Infrastructure and Quality of Life. Through its combined efforts in business development and capacity building, the Partnership supports its 10 member counties: Adams, Allen, DeKalb, Huntington, LaGrange, Noble, Steuben, Wabash, Wells and Whitley counties. For more information, visit [www.NEIndiana.com/vision2020](http://www.NEIndiana.com/vision2020).

# MADE HERE.™

The Made Here Campaign is the voice of the region's mission to develop, attract and retain talent. It operates as the main vehicle of communication for Vision 2020's efforts to create a cultural shift in Northeast Indiana around the subject of education.

The goals of the campaign are to:

- › Work toward achieving The Big Goal: to increase number of residents with degrees/credentials to 60%
- › Assist businesses in their efforts to attract and retain high quality talent
- › Create a cultural shift in the region where completing post-secondary education is not just an ambition, but an expectation

The TalentMadeHere.com website, originally developed through the Talent Initiative grant, has evolved to include new sections on the Big Goal Collaborative and resources for individuals looking to return and complete a degree or credential program. The goal is to help students overcome common obstacles like financial challenges or time constraints, and dispel the myth that no jobs are available here in the region.

The Made Here Campaign also includes a strategy focused on assisting businesses to attract and retain talent. YourStoryMadeHere.com acts as a central, regional hub that tells Northeast Indiana's story through compelling graphics and videos. The website creates awareness and builds pride in the region for those already living here, and it provides resources for recruiters and HR professionals, including: over a dozen videos highlighting the region, a downloadable iBook, a full color promotional flyer to include in recruitment packets, and web button graphics.

By encouraging businesses and strategic partners to use the resources on these two websites, we will be better equipped to change the story of Northeast Indiana—and start telling a new story, together.