



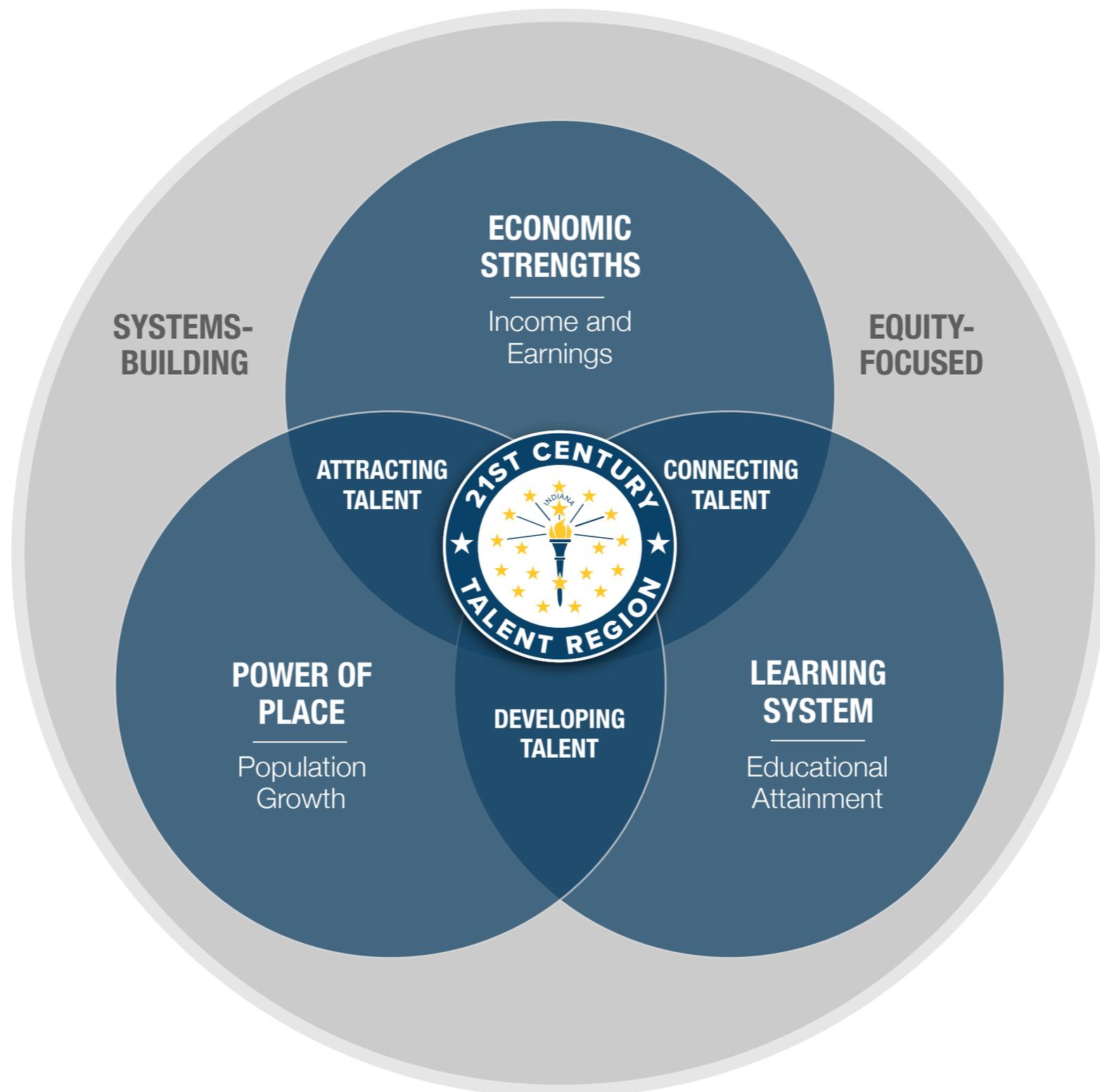
21ST CENTURY TALENT REGIONS

A Systems Approach to Attracting,
Developing and Connecting Hoosier Talent

**CREATE A DESIGNATION
RECOGNIZING INDIANA 21ST
CENTURY TALENT REGIONS**

**THESE ARE COMMUNITIES AND
REGIONS THAT COMMIT TO
USING A SYSTEMS APPROACH
TO ATTRACT, DEVELOP, AND
CONNECT HOOSIER TALENT**

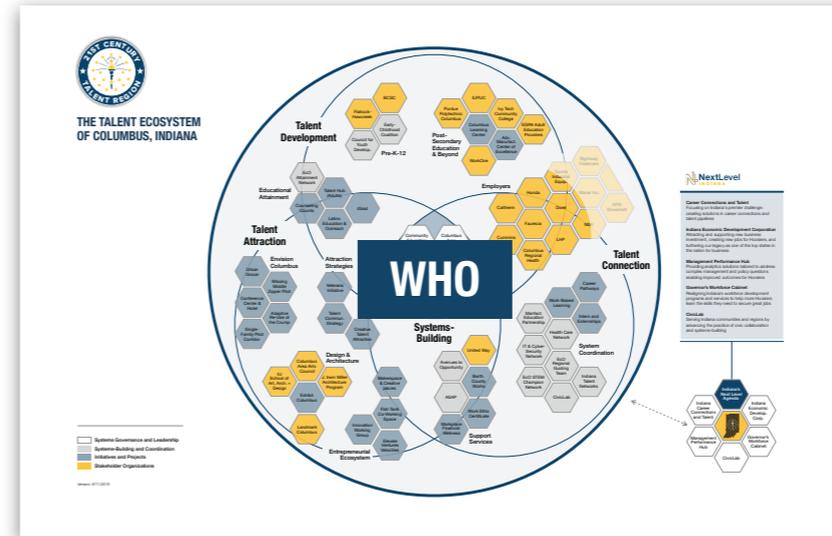




THE TALENT DEVELOPMENT SYSTEM

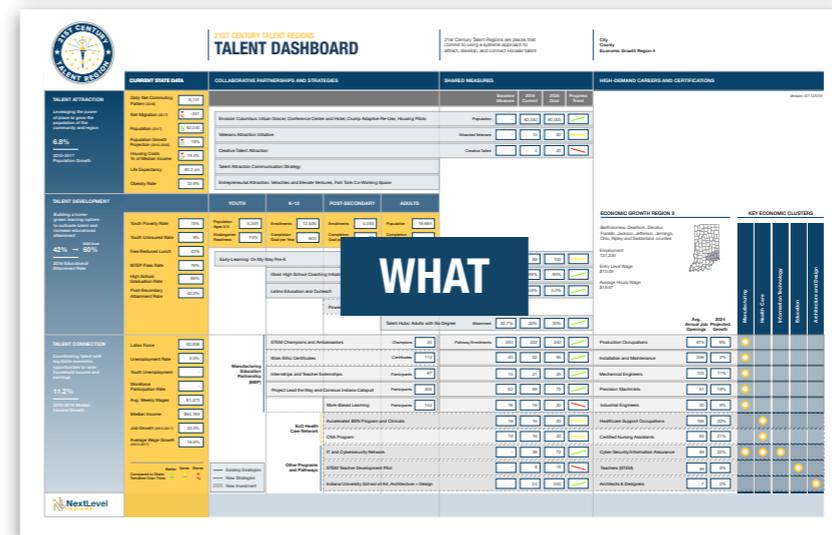
THE STAKEHOLDER MAP

A map depicting the key stakeholders and initiatives committed to using a comprehensive systems approach to attract, develop, and connect Hoosier talent.



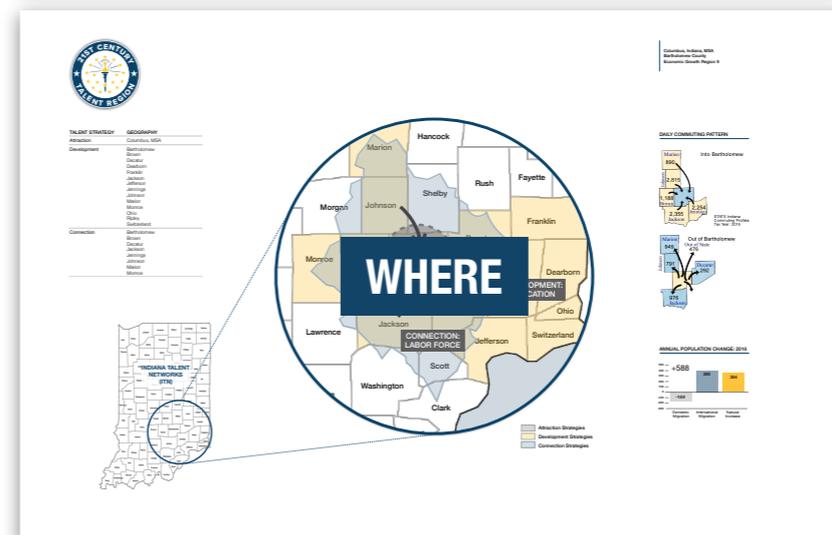
THE TALENT DASHBOARD

A dashboard depicting 1) the current state of a community's talent attraction, development, and connection efforts, 2) the projected high-demand certifications and well-paying employment opportunities necessary for the future, and 3) the interrelated connection strategies and shared measures that coordinate and align the talent system.



THE REGIONAL MAP

A geographic map showing how the comprehensive talent strategies are deployed at a regional level.



PROVIDE A TALENT ECOSYSTEM MAP OF KEY STAKEHOLDERS AND INITIATIVES



THE TALENT ECOSYSTEM OF COLUMBUS, INDIANA



Career Connections and Talent
Focusing on Indiana's premier challenge: creating solutions in career connections and talent pipelines

Indiana Economic Development Corporation
Attracting and supporting new business investment, creating new jobs for Hoosiers, and furthering our legacy as one of the top states in the nation for performance

Management Performance Hub
Providing analytics solutions tailored to address complex management and policy questions enabling improved outcomes for Hoosiers

Governor's Workforce Cabinet
Realigning Indiana's workforce development programs and services to help more Hoosiers learn the skills they need to secure great jobs

CivicLab
Serving Indiana communities and regions by advancing the practice of civic collaboration and systems-building



- Systems Governance and Leadership
- Systems-Building and Coordination
- Initiatives and Projects
- Stakeholder Organizations

Version: 6/11/2019



THE TALENT ECOSYSTEM OF COLUMBUS, INDIANA



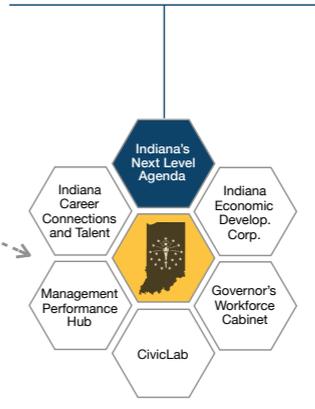
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Focusing on Indiana's premier challenge: creating solutions in career connections and talent pipelines

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ENSURE THAT THE KEY STAKEHOLDERS—PUBLIC, PRIVATE, AND SOCIAL—SEE THEY ARE A PART OF SOMETHING LARGER THAN THEMSELVES AND HAVE A ROLE TO PLAY IN BUILDING-OUT THE TALENT SYSTEM

TRANSFORMING A SYSTEM IS ULTIMATELY ABOUT TRANSFORMING THE RELATIONSHIPS OF THE STAKEHOLDERS THAT SHAPE THE SYSTEM

PROVIDE A SYSTEMS-BASED TALENT DEVELOPMENT DASHBOARD



21ST CENTURY TALENT REGIONS TALENT DASHBOARD

21st Century Talent Regions are places that commit to using a systems approach to attract, develop, and connect Hoosier talent

City
County
Economic Growth Region #

	CURRENT STATE DATA	COLLABORATIVE PARTNERSHIPS AND STRATEGIES				SHARED MEASURES				HIGH-DEMAND CAREERS AND CERTIFICATIONS							
						Baseline Measure	2018 Current	2020 Goal	Progress Trend								
TALENT ATTRACTION Leveraging the power of place to grow the population of the community and region 0% 2010-2017 Population Growth	Daily Net Commuting Pattern (2016)																
	Net Migration (2017)																
	Population (2017)																
	Population Growth Projection (2010-2040)																
	Housing Costs % of Median Income																
	Life Expectancy																
	Obesity Rate																
TALENT DEVELOPMENT Building a home-grown learning system to cultivate talent and increase educational attainment 2025 Goal 0% → 0% 2016 Educational Attainment Rate		YOUTH	K-12	POST-SECONDARY	ADULTS												
	Youth Poverty Rate	Population	Enrollments	Enrollments	Population												
	Youth Uninsured Rate	Kindergarten Readiness	Completion Goal per Year	Completion Goal per Year	Completion Goal per Year												
	Free/Reduced Lunch																
	ISTEP Pass Rate																
	High School Graduation Rate																
	Post-Secondary Attainment Rate																
	Data Label																
TALENT CONNECTION Coordinating talent with equitable economic opportunities to raise household income and earnings 0% 2010-2018 Median Income Growth	Labor Force																
	Unemployment Rate																
	Youth Unemployment																
	Workforce Participation Rate																
	Avg. Weekly Wages																
	Median Income																
	Job Growth (2010-2017)																
	Average Wage Growth (2010-2017)																
		— Existing Strategies New Strategies ■ New Investment															
											ECONOMIC GROWTH REGION # Description of talent region geography: cities, counties, economic growth region, regional development authority Employment 0 Entry Level Wage \$0.00 Average Hourly Wage \$0.00		KEY ECONOMIC CLUSTERS Avg. Annual Job Openings 2024 Projected Growth				

Version: 6/11/2019



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Version: 6/11/2019

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	Net Migration (2017)	-241	Veterans Attraction Initiative				Attracted Veterans	-	-	-							
	Population (2017)	82,040	Creative Talent Attraction				Creative Talent	-	-	-							
	Population Growth Projection (2010-2040)	18%	Welcoming Community Survey and Talent Attraction Communication Strategy														
	Housing Costs % of Median Income	19.4%	Entrepreneurial Attraction: Velocities and Elevate Ventures, Fish Tank Co-Working Space														
	Life Expectancy	80.3 yrs															
Obesity Rate	33.9%																
TALENT DEVELOPMENT Building a home-grown learning system to cultivate talent and increase educational attainment 2025 Goal 42% → 60% 2016 Educational Attainment Rate	Youth Poverty Rate	15%	Population Ages 0-5	5,349	Enrollments	12,526	Enrollments	4,093	Population	16,685							
	Youth Uninsured Rate	8%			Completion Goal per Year	600	Completion Goal per Year	70	Completion Goal per Year	710							
	Free/Reduced Lunch	43%	Council for Youth Development Early Learning Coalition, On My Way Pre-K				On My Way Pre-K Enrollments	-	89	100							
	ISTEP Pass Rate	76%	iGrad High School Coaching Initiative				iGrad Participants	600									
	High School Graduation Rate	89%	Latino Education and Outreach BCSC Legado Academy Two-Way Immersion Pathway				H.S. Grad. Rate	87%	89%	95%							
	Post-Secondary Attainment Rate	42.2%	Eco Attainment Network				H. S. Graduation Equity Gap	-17.6%	-2.8%	-2.8%							
							EGR 9	2015 Baseline	2017 Current	2020 Goal	Progress Trend						
							Powerhouse Credentials: Talent Hubs: Adults with No Degree	Attainment Rate	30.7%	32.6%	35.2%						
TALENT CONNECTION Coordinating talent with equitable economic opportunities to raise household income and earnings 11.2% 2010-2018 Median Income Growth	Labor Force	62,838	Manufacturing Network Targeted Manufacturing Pathways: C4 Career Technical Ed Center, Ivy Tech Community College, Purdue Polytechnic, IUPUC; Connection & Engagement Strategies				Bartholomew Co. Pathway Enrollments	2014-15 Baseline	2017-18 Current	2024-25 Goal	Progress Trend	Industrial & Mechanical Engineers	190	19%			
	Unemployment Rate	2.5%	Healthcare Network Targeted Healthcare Pathways: C4 Career Technical Ed Center, Ivy Tech Community College, IUPUC, Connection & Engagement Strategies				Pathway Enrollments	817	856	983			Supervisors of Production Workers	241	11%		
	Youth Unemployment	-	Information Technology Network Targeted IT & Computing Pathways: Ivy Tech Community College Cyber Security, & IT Pathways; Connection & Engagement Strategies				Pathway Enrollments	38	86	99			Machinists & Industrial Machinery Mechanics	293	6%		
	Workforce Participation Rate	-	Other Programs and Pathways Teacher Workforce Development Pilot, IUPUC Division of Education				Pathway Enrollments	-	-	-			Registered Nurses	169	21%		
	Avg. Weekly Wages	\$1,273	Other Programs and Pathways Indiana University School of Art, Architecture + Design				Pathway Enrollments	-	24	75			Nursing Assistants (CNA) & Medical Assistants (MA)	249	16%		
	Median Income	\$54,165											Computer Systems Analysts	28	10%		
	Job Growth (2010-2017)	23.5%											Computer User Support Specialist	24	11%		
	Average Wage Growth (2010-2017)	18.6%											Network and Computer Systems Administrators	19	4%		
													Elementary, Middle & Secondary School Teachers	216	9%		
													Architects, Surveyors, Cartographers / Art & Design Workers	42	4%		



ECONOMIC GROWTH REGION 9

KEY ECONOMIC CLUSTERS

Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley and Switzerland counties



Employment
137,230

Entry Level Wage
\$10.08

Average Hourly Wage
\$19.67

Avg. Annual Job Openings
2026 Projected Growth

Cluster	2014-15 Baseline	2017-18 Current	2024-25 Goal	Progress Trend
Manufacturing	190	19%	19%	
Health Care	169	21%	21%	
Information Technology	28	10%	10%	
Education	216	9%	9%	
Architecture and Design	42	4%	4%	





21ST CENTURY TALENT REGIONS TALENT DASHBOARD

21st Century Talent Regions are places that commit to using a systems approach to attract, develop, and connect Hoosier talent

City
County
Economic Growth Region #

CURRENT STATE DATA	COLLABORATIVE PARTNERSHIPS AND STRATEGIES				SHARED MEASURES				HIGH-DEMAND CAREERS AND CERTIFICATIONS											
					Baseline Measure	2018 Current	2025 Goal	Progress Trend												
TALENT ATTRACTION Leveraging the power of place to grow the population of the community and region 6.8% 2010-2017 Population Growth	Daily Net Commuting Pattern (2016)	8,131	Envision Columbus: Urban Grocer, Conference Center and Hotel, Crump Adaptive Re-Use, Housing Pilots Other Key Placemaking Strategies: Landmark Columbus, Riverfront Project, Trails Project Veterans Attraction Initiative Creative Talent Attraction Welcoming Community Survey and Talent Attraction Communication Strategy Entrepreneurial Attraction: Velocities and Elevate Ventures, Fish Tank Co-Working Space				Population	-	82,040	90,000										
	Net Migration (2017)	-241					Attracted Veterans	-	-	-										
	Population (2017)	82,040					Creative Talent	-	-	-										
	Population Growth Projection (2010-2040)	18%																		
	Housing Costs % of Median Income	19.4%																		
	Life Expectancy	80.3 yrs																		
	Obesity Rate	33.9%																		
TALENT DEVELOPMENT Building a home-grown learning system to cultivate talent and increase educational attainment 2025 Goal 42% → 60% 2016 Educational Attainment Rate	Youth Poverty Rate	15%	Population Ages 0-5	5,349	Enrollments	12,526	Enrollments	4,093	Population	16,685										
	Youth Uninsured Rate	8%	Completion Goal per Year	600	Completion Goal per Year	70	Completion Goal per Year	710												
	Free/Reduced Lunch	43%	Council for Youth Development Early Learning Coalition, On My Way Pre-K				On My Way Pre-K Enrollments	-	89	100										
	ISTEP Pass Rate	76%					EcO Attainment Network				iGrad High School Coaching Initiative	iGrad Participants	600	H.S. Grad. Rate	87%	89%	95%			
	High School Graduation Rate	89%									EcO Industry Sector Networks				Latino Education and Outreach	BCSC Legado Academy Two-Way Immersion Pathway	H. S. Graduation Equity Gap	-17.6%	-2.8%	-2.8%
	Post-Secondary Attainment Rate	42.2%	EcO Industry Sector Networks				EGR 9								2015 Baseline	2017 Current	2020 Goal	Progress Trend		
							Powerhouse Credentials: Talent Hubs: Adults with No Degree				Attainment Rate	30.7%	32.6%	35.2%						
	TALENT CONNECTION Coordinating talent with equitable economic opportunities to raise household income and earnings 11.2% 2010-2018 Median Income Growth	Labor Force	62,838	Manufacturing Network Targeted Manufacturing Pathways: C4 Career Technical Ed Center, Ivy Tech Community College, Purdue Polytechnic, IUPUC; Connection & Engagement Strategies Healthcare Network Targeted Healthcare Pathways: C4 Career Technical Ed Center, Ivy Tech Community College, IUPUC; Connection & Engagement Strategies Information Technology Network Targeted IT & Computing Pathways: Ivy Tech Community College Cyber Security, & IT Pathways; Connection & Engagement Strategies Other Programs and Pathways				Bartholomew Co. Pathway Enrollments	2014-15 Baseline	2017-18 Current	2024-25 Goal	Progress Trend	Industrial & Mechanical Engineers	190	201					
		Unemployment Rate	2.5%					EcO Industry Sector Networks								Supervisors of Production Workers	241	241		
		Youth Unemployment	-									EcO Industry Sector Networks								Machinists & Industrial Machinery Mechanics
Workforce Participation Rate		-	EcO Industry Sector Networks													Registered Nurses	169	169		
Avg. Weekly Wages		\$1,273						EcO Industry Sector Networks								Nursing Assistants (CNA) & Medical Assistants (MA)	249	249		
Median Income		\$54,165	EcO Industry Sector Networks													Computer Systems Analysts	28	28		
Job Growth (2010-2017)		23.5%						EcO Industry Sector Networks								Computer User Support Specialist	24	24		
Average Wage Growth (2010-2017)	18.6%	EcO Industry Sector Networks										Network and Computer Systems Administrators	19	19						
						Other Programs and Pathways				Teacher Workforce Development Pilot, IUPUC Division of Education	Pathway Enrollments	-	-	-		Elementary, Middle & Secondary School Teachers	216	216		
								Indiana University School of Art, Architecture + Design	Pathway Enrollments	-	24	75		Architects, Surveyors, Cartographers / Art & Design Workers	42	42				



Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley and Switzerland counties

Employment
137,230

Entry Level Wage
\$10.08

Average Hourly Wage
\$19.67



Avg. Annual Job Openings
201





TALENT ATTRACTION

Leveraging the power of place to grow the population of the community and region

6.8%

2010-2017
Population Growth

TALENT DEVELOPMENT

Building a home-grown learning system to cultivate talent and increase educational attainment

2025 Goal
42% → 60%

2016 Educational
Attainment Rate

TALENT CONNECTION

Coordinating talent with equitable economic opportunities to raise household income and earnings

11.2%

2010-2018 Median
Income Growth





21ST CENTURY TALENT REGIONS TALENT DASHBOARD

21st Century Talent Regions are places that commit to using a systems approach to attract, develop, and connect Hoosier talent

City
County
Economic Growth Region #

CURRENT STATE DATA	COLLABORATIVE PARTNERSHIPS AND STRATEGIES	SHARED MEASURES	HIGH-DEMAND CAREERS AND CERTIFICATIONS
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TALENT ATTRACTION

Leveraging the power of place to grow the population of the community and region

6.8%

2010-2017 Population Growth

Daily Net Commuting Pattern (2016)	8,131
Net Migration (2017)	-241
Population (2017)	82,040
Population Growth Projection (2010-2040)	18%
Housing Costs % of Median Income	19.4%
Life Expectancy	80.3 yrs
Obesity Rate	33.9%

TALENT DEVELOPMENT

Building a home-grown learning system to cultivate talent and increase educational attainment

2025 Goal
42% → 60%

2016 Educational Attainment Rate

	YOUTH	K-12	POST-SECONDARY	ADULTS
Youth Poverty Rate	15%	Population Ages 0-5: 5,349	Enrollments: 12,526	
Youth Uninsured Rate	8%	Kindergarten Readiness: 74%	Completion Goal per Year: 600	
Free/Reduced Lunch	43%			
ISTEP Pass Rate	76%			
High School Graduation Rate	89%			
Post-Secondary Attainment Rate	42.2%			

TALENT CONNECTION

Coordinating talent with equitable economic opportunities to raise household income and earnings

11.2%

2010-2018 Median Income Growth

Labor Force	62,838
Unemployment Rate	2.5%
Youth Unemployment	-
Workforce Participation Rate	-
Avg. Weekly Wages	\$1,273
Median Income	\$54,165
Job Growth (2010-2017)	23.5%
Average Wage Growth (2010-2017)	18.6%

Better Same Worse
Compared to State: ▲ ▲ ▼
Trendline Over Time: ▲ ▲ ▼

PARTNER WITH DATA PROVIDERS TO UNDERSTAND THE CURRENT STATE OF THE REGION'S TALENT ATTRACTION AND DEVELOPMENT EFFORTS



21ST CENTURY TALENT REGIONS TALENT DASHBOARD

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Economic Growth Region #

CURRENT STATE DATA COLLABORATIVE PARTNERSHIPS AND STRATEGIES SHARED MEASURES HIGH-DEMAND CAREERS AND CERTIFICATIONS

TALENT ATTRACTION

Leveraging the power of place to grow the population of the community and region

6.8%
2010-2017 Population Growth

- Daily Net Commuting Pattern (2016): 8,131
- Net Migration (2017): -241
- Population (2017): 82,040
- Population Growth Projection (2010-2040): 18%
- Housing Costs % of Median Income: 19.4%
- Life Expectancy: 80.3 yrs
- Obesity Rate: 33.9%

TALENT DEVELOPMENT

Building a home-grown learning system to cultivate talent and increase educational attainment

42% → 60%
2025 Goal
2016 Educational Attainment Rate

- Youth Poverty Rate: 15%
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- Post-Secondary Attainment Rate: 42.2%

	YOUTH	K-12	POST-SECONDARY	ADULTS
Population Ages 0-5	5,349	Enrollments 12,526	Enrollments 4,093	Population 16,685
Kindergarten Readiness	74%	Completion Goal per Year 600	Completion Goal per Year 70	Completion Goal per Year 710

TALENT CONNECTION

Coordinating talent with equitable economic opportunities to raise household income and earnings

11.2%
2010-2018 Median Income Growth

- Labor Force: 80,000
- Unemployment Rate: 11.2%
- Youth Unemployment Rate: 15.0%
- Workforce Participation Rate: 75.0%
- Avg. Weekly Wages: \$450
- Median Income: \$22,000
- Job Growth (2010-2017): 1.5%
- Average Wage Growth (2010-2017): 1.5%

CREATE A SHARED UNDERSTANDING OF HIGH-DEMAND CAREERS AND CERTIFICATIONS BY CONVENING A DISCUSSION AMONG EMPLOYERS, EDUCATORS AND COMMUNITY

COLLECT AND SHARE BOTH THE PRIMARY STAKEHOLDER VOICES AND THE SECONDARY SYSTEMS-LEVEL DATA

ECONOMIC GROWTH REGION 9

Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley and Switzerland counties

Employment: 137,230
Entry Level Wage: \$10.08
Average Hourly Wage: \$19.67

KEY ECONOMIC CLUSTERS

	Avg. Annual Job Openings	2024 Projected Growth	Manufacturing	Health Care	Information Technology	Education	Architecture and Design
Production Occupations	875	9%	●				
Installation and Maintenance	206	2%	●				
Mechanical Engineers	103	11%	●				
Precision Machinists	51	19%	●				
Industrial Engineers	30	8%	●				
Healthcare Support Occupations	155	20%		●			
Certified Nursing Assistants	55	21%		●			
Cyber Security/Information Assurance	49	22%	●	●	●		
Teachers (STEM)	49	8%				●	
Architects & Designers	7	2%					●





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21ST CENTURY TALENT REGIONS TALENT DASHBOARD

21st Century Talent Regions are places that commit to using a systems approach to attract, develop, and connect Hoosier talent

City
County
Economic Growth Region #

Version: 6/11/2019

CURRENT STATE DATA | COLLABORATIVE PARTNERSHIPS AND STRATEGIES | SHARED MEASURES | HIGH-DEMAND CAREERS AND CERTIFICATIONS

TALENT ATTRACTION

Leveraging the power of place to grow the population of the community and region

6.8%
2010-2017 Population Growth

- Daily Net Commuting Pattern (2016): 8,131
- Net Migration (2017): -241
- Population (2017): 82,040
- Population Growth Projection (2010-2040): 10%
- Housing Costs % of Median Income
- Life Expectancy
- Obesity Rate

TALENT DEVELOPMENT

Building a home-grown learning system to cultivate talent and increase educational attainment

42% → 60%
2025 Goal
2016 Educational Attainment Rate

- Youth Poverty Rate
- Youth Uninsured Rate
- Free/Reduced Lunch: 43%
- ISTEP Pass Rate: 76%
- High School Graduation Rate: 89%
- Post-Secondary Attainment Rate: 42.2%

TALENT CONNECTION

Coordinating talent with equitable economic opportunities to raise household income and earnings

11.2%
2010-2018 Median Income Growth

- Labor Force: 62,838
- Unemployment Rate: 2.5%
- Youth Unemployment: -
- Workforce Participation Rate: -
- Avg. Weekly Wages: \$1,273
- Median Income: \$54,165
- Job Growth (2010-2017): 23.5%
- Average Wage Growth (2010-2017): 18.6%

Better Same Worse
Compared to State: ▲ ▲ ▲
Trendline Over Time: ▲ ▲ ▲

Collaborative Partnerships and Strategies	Baseline Measure	2018 Current	2025 Goal	Progress Trend	
Envision Columbus: Urban Grocer, Conference Center and Hotel, Crump Adaptive Re-Use, Housing Pilots	Population	-	82,040	90,000	▲
Veterans Attraction Initiative	Attracted Veterans	-	15	50	▲

NEXT, IDENTIFY AND PRIORITIZE NEW CATALYTIC PROJECTS THAT COULD CONNECT THE TALENT DEVELOPMENT SYSTEM TOGETHER

Collaborative Partnerships and Strategies	Participants	Baseline Measure	2018 Current	2025 Goal	Progress Trend	
Early-Learning: On My Way Pre-K		Enrollments	-	89	100	▲
iGrad High School Coaching Initiative	600	H.S. Grad. Rate	87%	89%	95%	▲
Latino Education and Outreach		Graduation Equity Gap	-17.6%	-2.8%	0.0%	▲
Powerhouse Credentials						
Talent Hubs: Adults with No Degree		Attainment	30.7%	32%	35%	▲
STEM Champions and Ambassadors	24	Champions	24	24	24	▲
Work Ethic Certificates	112	Certificates	40	52	95	▲
Internships and Teacher Externships	87	Participants	15	21	25	▲
Project Lead the Way and Conexus Indiana Catapult	456	Participants	62	69	75	▲
Work-Based Learning	142	Participants	18	16	20	▲

ECONOMIC GROWTH REGION 9

Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley and Switzerland counties

Employment: 137,230
Entry Level Wage: \$10.08
Average Hourly Wage: \$19.67

KEY ECONOMIC CLUSTERS

Cluster	Manufacturing	Health Care	Information Technology	Education	Architecture and Design
Production Occupations	875 (9%)				
Installation and Maintenance	206 (2%)				
Mechanical Engineers	103 (11%)				
Precision Machinists	51 (19%)				
Industrial Engineers	30 (8%)				
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	Net Migration (2017) -241 Population (2017) 82,040 Population Growth Projection (2010-2040) 18% Housing Costs % of Median Income 19.4% Life Expectancy 80.3 yrs Obesity Rate 33.9%	Veterans Attraction Initiative			Attracted Veterans - 15 50 ▲								
TALENT DEVELOPMENT Building a home-grown learning system to cultivate talent and increase educational attainment 42% → 60% 2016 Educational Attainment Rate	Youth Poverty Rate 15% Youth Uninsured Rate 8% Free/Reduced Lunch 43% ISTEP Pass Rate 76% High School Graduation Rate 89% Post-Secondary Attainment Rate 42.2%	YOUTH Population Ages 0-5 5,349 Kindergarten Readiness 74%	K-12 Enrollments 12,526 Completion Goal per Year 600	POST-SECONDARY Enrollments 4,093 Completion Goal per Year 70	CONNECT TECHNICAL ASSISTANCE PARTNERS WHO CAN HELP COMMUNITIES IDENTIFY BEST PRACTICES, SHARE LEARNING, AND IMPLEMENT THEIR CHOSEN CONNECTION STRATEGIES				KEY ECONOMIC CLUSTERS				
	Early-Learning: On My Way Pre-K iGrad High School Coaching Initiative Latino Education and Outreach Powerhouse Credentials	Talent Hubs: Adults with No Degree Attainment 30.7% 32% 35% ▲							Avg. Annual Job Openings 875 9%	2024 Projected Growth 9%	Manufacturing	Health Care	Information Technology
TALENT CONNECTION Coordinating talent with equitable economic opportunities to raise household income and earnings 11.2% 2010-2018 Median Income Growth	Labor Force 62,838 Unemployment Rate 2.5% Youth Unemployment - Workforce Participation Rate - Avg. Weekly Wages \$1,273 Median Income \$54,165 Job Growth (2010-2017) 23.5% Average Wage Growth (2010-2017) 18.6%	Manufacturing Education Partnership (MEP) STEM Champions and Ambassadors Champions 24 Work Ethic Certificates Certificates 112 Internships and Teacher Externships Participants 87 Project Lead the Way and Conexus Indiana Catapult Participants 456 Work-Based Learning Participants 142			Pathway Enrollments 200 222 240 ▲ Attainment 40 52 95 ▲ Participants 15 21 25 ▲ Participants 62 69 75 ▲ Participants 18 16 20 ▼	Production Occupations 875 9% Installation and Maintenance 206 2% Mechanical Engineers 103 11% Precision Machinists 51 19% Industrial Engineers 30 8% Healthcare Support Occupations 155 20% Certified Nursing Assistants 55 21% Cyber Security/Information Assurance 49 22% Teachers (STEM) 49 8% Architects & Designers 7 2%	Legend: ▲ Better Compared to State, ▼ Worse Compared to State, ▲ Trendline Over Time, ▼ Trendline Over Time						



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Envision Columbus: Urban Grocer, Conference Center and Hotel, Crump Adaptive Re-Use, Housing
Veterans Attraction Initiative
Creative Talent Attraction
Talent Attraction Communication Strategy
Entrepreneurial Attraction: Velocities and Elevate Ventures, Fish Tank Co-Working Space

SHARED METRICS TO COLLECTIVELY SET GOALS AND MEASURE PROGRESS

Version: 6/11/2019

TALENT DEVELOPMENT

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2025 Goal
42% → 60%

2016 Educational Attainment Rate

Youth Poverty Rate	15%
Youth Uninsured Rate	8%
Free/Reduced Lunch	43%
ISTEP Pass Rate	76%
High School Graduation Rate	89%
Post-Secondary Attainment Rate	42.2%

YOUTH	K-12	POST-SECONDARY	ADULTS
Population Ages 0-5	5,349	Enrollments	12,526
Kindergarten Readiness	74%	Enrollments	4,093
		Completion Goal per Year	600
		Completion Goal per Year	70
		Population	16,685
		Completion Goal per Year	710

Early-Learning: On My Way Pre-K	Enrollments	-	89	100
iGrad High School Coaching Initiative	Participants	600	H.S. Grad. Rate	87%
Latino Education and Outreach	Graduation Equity Gap	-17.6%	-2.8%	0.0%
Powerhouse Credentials				
Talent Hubs: Adults with No Degree	Attainment	30.7%	32%	35%

ECONOMIC GROWTH REGION 9

Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley and Switzerland counties



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Avg. Annual Job Openings
2024 Projected Growth

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2010-2018 Median Income Growth

Labor Force	62,838
Unemployment Rate	2.5%
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Manufacturing Education Partnership (MEP)	STEM Champions and Ambassadors	Champions	24	Pathway Enrollments	200	222	240
	Work Ethic Certificates	Certificates	112		40	52	95
	Internships and Teacher Externships	Participants	87		15	21	25
	Project Lead the Way and Conexus Indiana Catapult	Participants	456		62	69	75
Eco Health Care Network	Work-Based Learning	Participants	142		18	16	20
	Accelerated BSN Program and Clinicals				18	16	20
	CNA Program				18	16	20
Other Programs and Pathways	IT and Cybersecurity Network				-	38	72
	STEM Teacher Development Pilot				-	8	15
	Indiana University School of Art, Architecture + Design				-	24	200

Better Same Worse
Compared to State: ▲ ▲ ▲
Trendline Over Time: ▲ ▲ ▲

Existing Strategies
New Strategies
New Investment





21ST CENTURY TALENT REGIONS TALENT DASHBOARD

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Installation and Maintenance	●				
Mechanical Engineers	●				
Precision Machinists	●				
Industrial Engineers	●				
Healthcare Support Occupations		●			
Certified Nursing Assistants		●			
Cyber Security/Information Assurance	●	●	●		
Teachers (STEM)				●	
Architects & Designers					●

INDIANA TALENT NETWORKS MAP

The Indiana Talent Networks (ITN) is a collaboration of communities, regional and state stakeholders that share information and resources, leverage agendas and avoid duplication of services to connect postsecondary educational and career attainment to opportunities available for Indiana employees. This stakeholder collaborative of Indiana regions organized to support Goal 2025. The group meets quarterly to discuss each region's work and how the group might work collectively in a few key areas including serving traditional age college students, adults with some college no degree, and adults with no college, while also impacting policy at the local and State level, and data sharing and dashboards.

The group includes representation from the following regions and partners who are serving in a backbone capacity:

Ready Northwest Indiana (Region 1)

Ready for College, Ready for Careers. Ready NWI's commitment is to ensure that our high school students graduate academically, socially, and financially prepared to go directly to further education without the need for remediation and to obtain degrees and other certifications that directly meet the needs of Northwest Indiana employers.

Horizon Education Alliance/South Bend Regional Chamber (Region 2)

HEA works with the community to launch and examine the outcome of innovative, evidence-based education programming for local residents from birth to adulthood.

Northeast Indiana Regional Partnership (Region 3)

Developing a curricula around key manufacturing and skilled trades-related CTE programs to ensure their ability to produce graduates with the skills and experiences needed by employers in key manufacturing and skilled trades disciplines.

Community Education Coalition/EcO Network (Region 9)

A partnership of education, business, and community leaders focused on aligning and integrating the Columbus, Indiana and region's community learning system with economic growth and a high quality of life. EcO Network (Economic Opportunities through Education) focuses its work on regional "Networks" that are currently targeted at increasing educational attainment aligned with the key economic sectors of advanced manufacturing and healthcare.

Education Matters Southern Indiana (Region 10)

The EMSI initiative serves to strengthen the workforce and improve the economic advantages of our region by increasing the educational attainment of those adults with some form of post-secondary education but no degree or certification.

Regional Opportunity Initiatives (ROI) (Region 8)

Established to advance economic and community prosperity in Southwest Central Indiana (SWCI), ROI is implementing an education and workforce plan and a regional opportunity fund for quality-of-place investments in an 11-county area

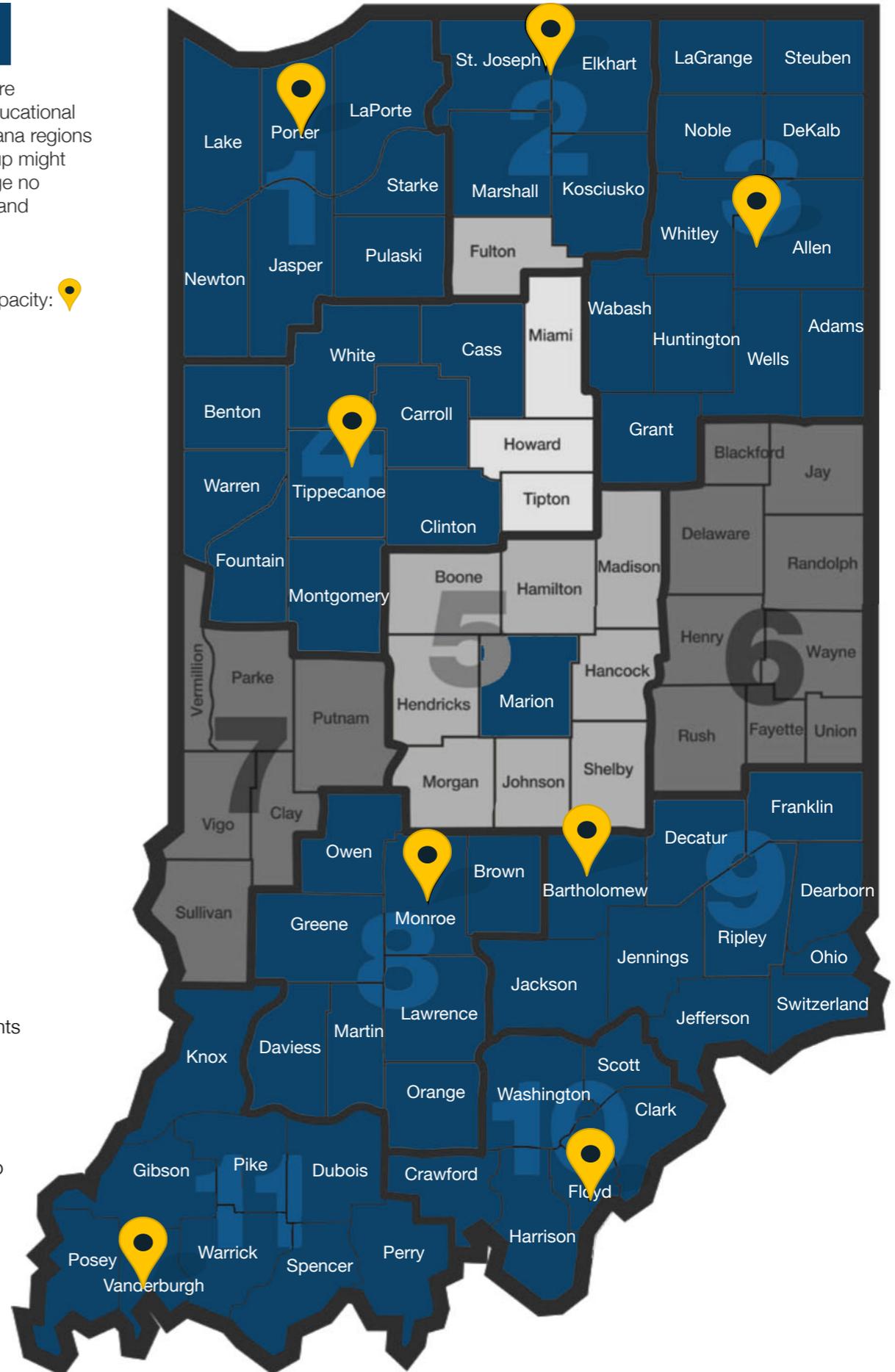
Southwest Indiana Chamber/Grow Southwest Indiana Workforce Board (Region 11)

Wabash Heartland Innovation Network (Region 4)

The Wabash Heartland Innovation Network is a consortium of 10 counties in north-central Indiana devoted to working together to fuel prosperity by harnessing the power of internet-enabled sensors to develop the manufacturing.

START WHERE THE ENERGY IS...

Indiana Commission for Higher Education, Indiana Department of Workforce Development, Indiana Office of Career Connections & Talent, Lumina Foundation, Ivy Tech Community College, and CivicLab.





Counties Selected

- Adams
- Allen
- Bartholomew
- Benton
- Blackford
- Boone
- Brown
- Carroll
- Cass
- Clark
- Clay
- Clinton
- Crawford

Last Updated As Of: May 28, 2019

Talent Regions Legend

Attraction | Development | Connection

Map Type : County Map

Metric: All Inequalities: Greater Than Value: 20

Display Tips

- Select county(ies) of interest on the map
- Hold "CTRL" and select for multiple counties
- The tiles below will adjust according to your selection
- State Parks appear as graphic when one county is selected; or as a list when multiple are selected
- Hover over tile statistics for further data details
- Hover over tile "i" for additional source details

6,634,007 Current POP ⓘ	-11 124 Net Migration ⓘ	1,250 1,462 Daily Net Comm Patterns ⓘ	<i>Coming Soon...</i> Housing AFFD INDX ⓘ	<i>Coming Soon...</i> Housing & PROP Vacancy RT ⓘ										
40.43 MED AVG Age of POP ⓘ	41.60 12.17% PROJ Growth ⓘ	108,310 Job Postings ⓘ	12,881 Violent Crime(s) ⓘ	<i>Coming Soon...</i> COMM & INDUST Vacancy RT ⓘ										
85.49% HHs w/Comp Devices ⓘ	75.86% HHs w/Internet Subscriptions ⓘ	31.73% Obesity RT ⓘ	77.69 Life Expectancy ⓘ	DNR Trail Finder										
36.73% POST-SEC EDU Attainment ⓘ	57.95% Dual Credit ⓘ	18.36% AP Utilization ⓘ	68.35% ISTEP 3 rd Grade Reading ⓘ	54.60% ISTEP 8 th Grade Math ⓘ										
24.48% Youth Poverty RT ⓘ	48.83% Free/Reduced Lunch ⓘ	4.45% Kindergarten Return RT ⓘ	1,910 CNT of Schools ⓘ	298,191 POST-SEC TOT Enrollments ⓘ										
\$54,123 MED HH Income ⓘ	\$19.67 AVG HR Wage ⓘ	\$20,414 Entry LVL Wage ⓘ	\$52,036 Per Capita GDP ⓘ	3.53% Unemployment RT ⓘ										
60.69% Labor Force Participation ⓘ	3,203,355 TOT EMPLOY ⓘ	3,320,417 TOT Labor Force ⓘ	<table border="0"> <tr> <td>Drug-manufacturers</td> <td>\$12,354,818,000</td> </tr> <tr> <td>Automobile-manufacturers</td> <td>\$11,352,595,000</td> </tr> <tr> <td>Distribution Centers (whls)</td> <td>\$9,516,619,000</td> </tr> <tr> <td>Automobile Parts & Supplies-mfrs</td> <td>\$6,623,727,000</td> </tr> <tr> <td>Hospitals</td> <td>\$4,651,280,000</td> </tr> </table>		Drug-manufacturers	\$12,354,818,000	Automobile-manufacturers	\$11,352,595,000	Distribution Centers (whls)	\$9,516,619,000	Automobile Parts & Supplies-mfrs	\$6,623,727,000	Hospitals	\$4,651,280,000
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1,551,043 HH ABV ALICE Threshold ⓘ	10,490 TOT Corrections Released ⓘ	65.57% Parolee Empl % ⓘ	Top Five Industries ⓘ											
105,738 GTW MBR CNT ⓘ	13.80% Disability RT ⓘ	10.30% Uninsured RT ⓘ	Walkability Score											



COMMUNITIES



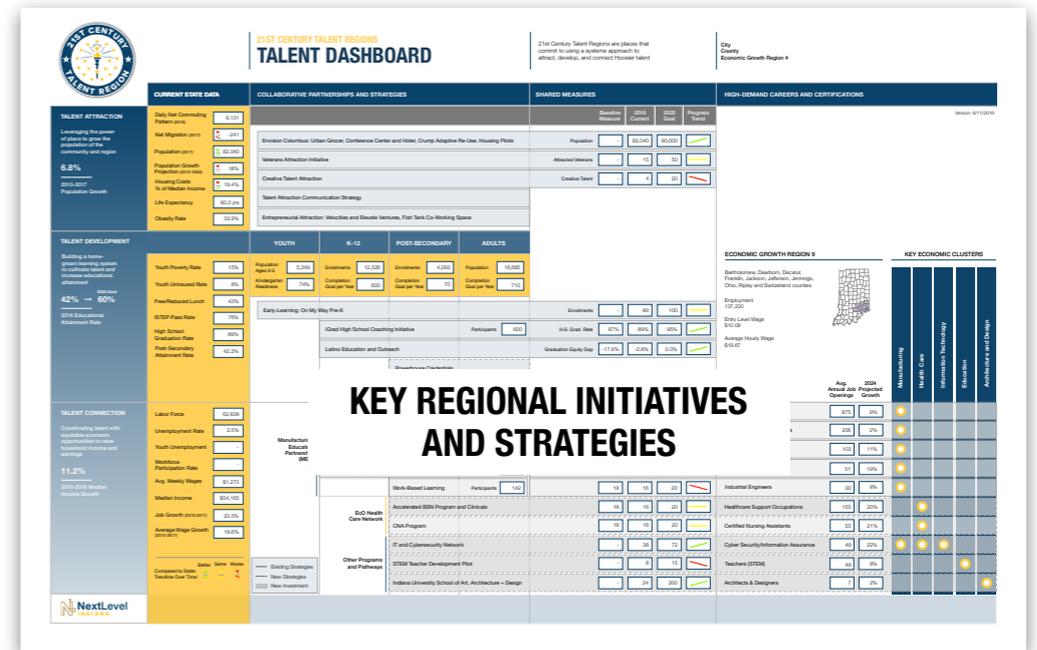
Local Employer and Stakeholder Voices Informing Regional Needs and Alignment

REGIONS



Informing Policy Development
Determining Assistance Needs
Informing State Alignment

STATE



CASCADING TALENT DEVELOPMENT STRATEGIES

2.8%
2010-2017

43.4%
2017

\$54,123
2017

POWER OF PLACE
Population Growth

LEARNING SYSTEM
Educational Attainment

ECONOMIC STRENGTHS
Median Household Income

21ST CENTURY TALENT REGIONS

RELATIONSHIPS AND SYSTEMS-BUILDING

TALENT ATTRACTION

TALENT DEVELOPMENT

TALENT CONNECTION
Governor's Coaching Corps

PRACTICES AND INNOVATION

INDIANA TALENT NETWORKS (ITN)

SKILLFUL INDIANA

MPH
Management Performance Hub

SHARED MEASURES
Disaggregated Equity Data

GOVERNOR'S WORKFORCE CABINET

POLICY



- Indiana Senate
- House of Representatives
- Career Connections and Talent
- Department of Workforce Development
- Economic Development Corporation
- Commission for Higher Education
- Department of Education
- Ivy Tech Community College
- Vincennes University
- Career Technical Education
- Building and Construction Trades
- Community Based Organizations
- Manufacturing
- Business
- Labor





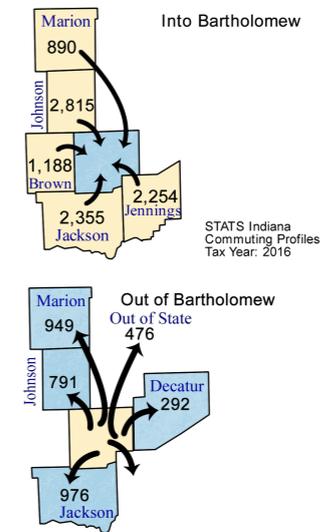
TALENT STRATEGY	GEOGRAPHY
Attraction	Columbus, MSA
Development	Bartholomew Brown Decatur Dearborn Franklin Jackson Jefferson Jennings Johnson Marion Monroe Ohio Ripley Switzerland
Connection	Bartholomew Brown Decatur Jackson Jennings Johnson Marion Monroe

- Attraction Strategies
- Development Strategies
- Connection Strategies

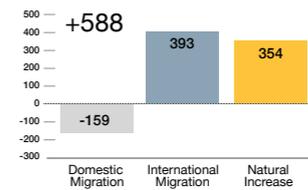


Columbus, Indiana, MSA
Bartholomew County
Economic Growth Region 9

DAILY COMMUTING PATTERN



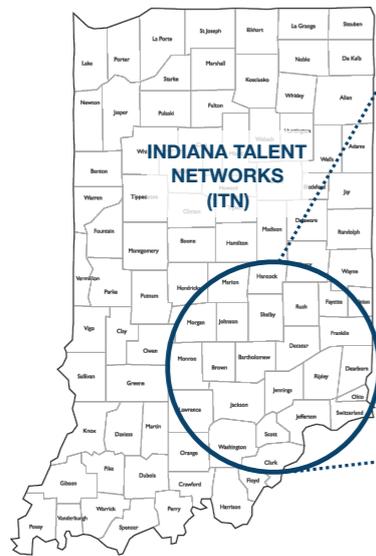
ANNUAL POPULATION CHANGE: 2016





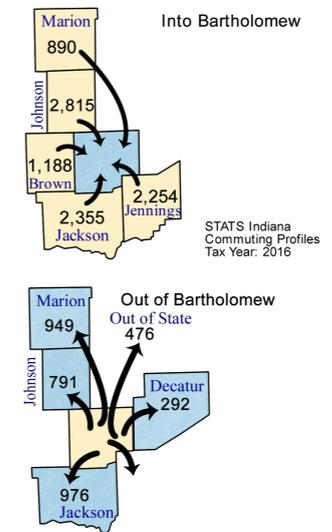
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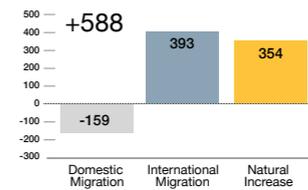


Columbus, Indiana, MSA
Bartholomew County
Economic Growth Region 9

DAILY COMMUTING PATTERN



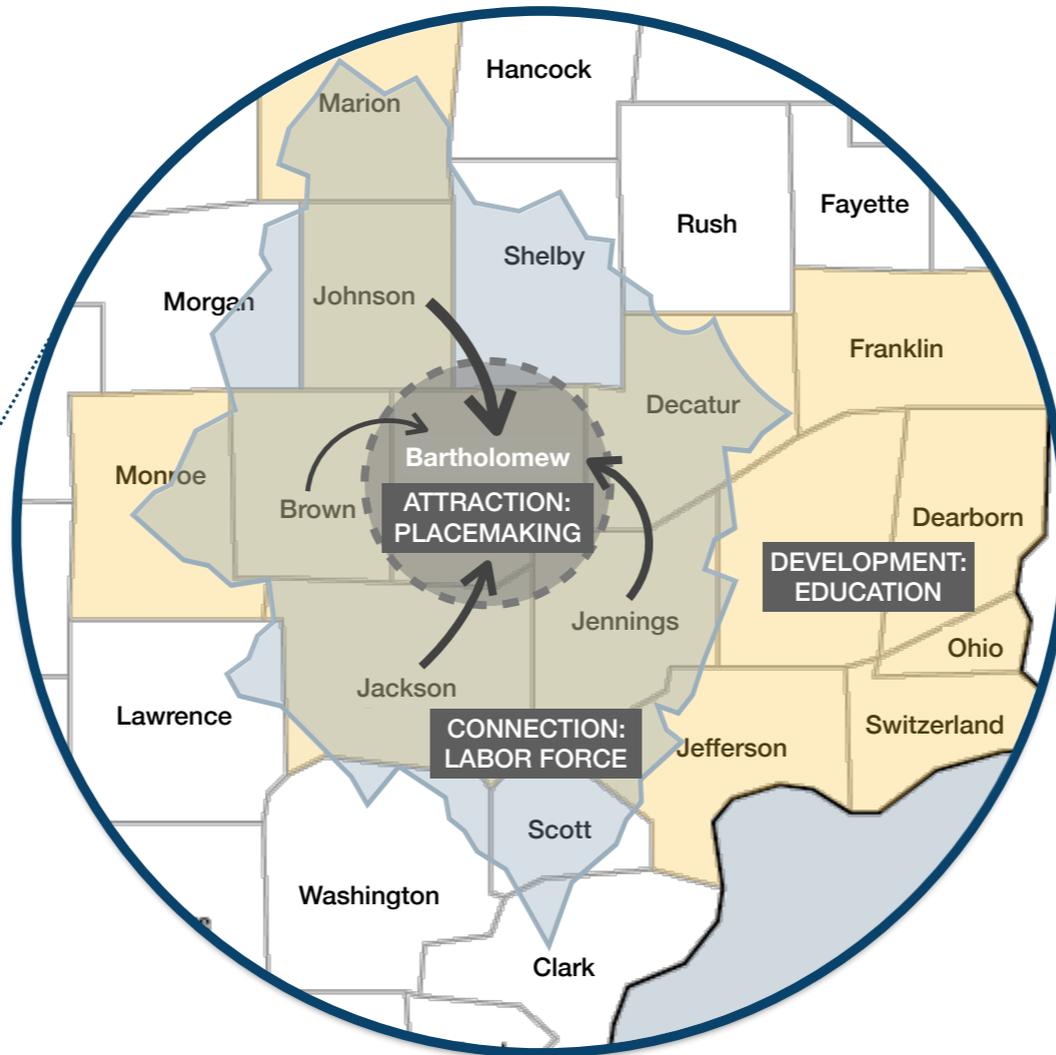
ANNUAL POPULATION CHANGE: 2016





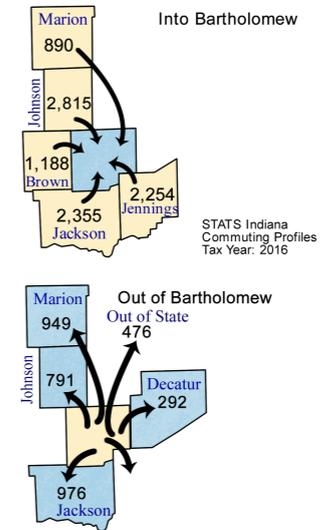
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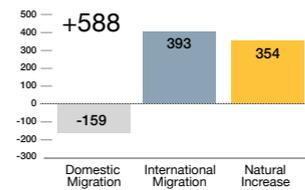
Columbus, Indiana, MSA
Bartholomew County
Economic Growth Region 9

DAILY COMMUTING PATTERN



STATS Indiana
Commuting Profiles
Tax Year: 2016

ANNUAL POPULATION CHANGE: 2016





- Attraction Strategies
- Development Strategies
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21st Century Talent Regions

Further information

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