

Report to Lilly Endowment Inc.

Talent Opportunity Success Grant #2009 0298-000



Community Foundation of Greater Fort Wayne
through its supporting organization

Community Partnerships Incorporated
For the Period Ending March 31, 2011

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EXECUTIVE SUMMARY

This was a year of accomplishment for the Talent Initiative, in implementing its strategies, and in seeing its efforts at creating collaborations, leverage, and alignment bear fruit in Northeast Indiana. With two years since the announcement of the TOpS 2015 grant behind us, we can report that virtually all funds are allocated, and work on all four strategies is well underway. We strongly believe that the elements of our strategies, especially when viewed in the context of other regional efforts with which we have aligned them (and which in some cases have been encouraged in their inception by the Talent Initiative), will have a sustained positive impact on the economy of Northeast Indiana.

After a very brief summary immediately below, we will detail in the following pages our efforts, successes, and challenges strategy by strategy, as well as by project partner, and will append metrics we have developed to measure our progress, both now and into the future.

We remain grateful to Lilly Endowment Inc. for making this gift to the people of Northeast Indiana and hope that we have been worthy of the trust you, and they, have placed in us.

At a very high level, following is a quick summary of our efforts with our project partners:

WorkOne Northeast (WorkOne) has continued to develop and adapt its processes to a workforce environment that is very different from that of just five years ago. In news both bad and good, the need for worker training has been great but, with Talent Initiative dollars the resources are available. In fact, in just two years, WorkOne has surpassed the three-year projection of trainings it would deliver. As of the drafting of this report, WorkOne has delivered 1,439 trainings, already above the 1,200 three-year goal.

*“The first and most crucial habit [of effective regional programs] is **be proactive**, which means anticipating needs and creating strategies and the means to address them—leading events, not being led by them.”*

– Council on Competitiveness, *Collaborate: Leading Regional Innovation Clusters 7* (2010).

Ivy Tech Community College - Northeast (Ivy Tech) has installed and is delivering advanced manufacturing coursework using equipment acquired with \$2.1 million of Talent Initiative dollars.

Indiana University-Purdue University Fort Wayne (IPFW) has hired the Associate Director of Wireless Technology, one of the two positions funded with Talent Initiative dollars. The search for the Systems Engineering Associate Director continues. In addition, the Information Analytics and Visualization Center laboratory opened in February of this year. The Wireless lab is halfway completed and the Systems Engineering lab awaits the hire of that Center’s Associate Director.



Four ***New Tech High Schools*** are up and running and a fifth opens this fall, with the probability of a sixth in 2012. In addition, we are excited that just this month, we launched our region-wide ***Professional Development Grant Program*** for teachers in Project-based Learning.

Finally, our ***Communications Campaign*** has spread the Talent Initiative's message of lifelong learning and the importance of and opportunities in STEM throughout the region.

Just as significant as these specific strategies, we are very pleased to report as a by-product of our efforts increased collaboration and avoidance of duplication among Talent Initiative project partners, and others, to an extent not seen before in our region.

Our strategies are employed against an economic background that is improving slightly but still has not regained all the ground lost in our recent recession. For example, when examining manufacturing employment in the 10 counties of Northeast Indiana, our employment numbers from the second quarter of 2007 (80,454 jobs) to the third quarter of 2010 (65,583) saw a loss of 18.5% of manufacturing jobs. That is an improvement from a loss from that same time to third quarter 2009 of 26.7% (59,007).¹

Nevertheless, we believe that our strategies, along with efforts with which we have aligned or collaborated, are positioning us for a resurgence that will address the compelling opportunity we spoke to in our application, and position Northeast Indiana to benefit economically for years to come.

1. *Quarterly Census of Employment and Wages, U.S. Bureau of Labor Statistics*

THE TALENT INITIATIVE PROGRAM

As we mentioned last year, Northeast Indiana has experienced a persistent and steady decline in per-capita personal income relative to the nation for more than two decades, and, more recently, also relative to the State of Indiana. Stabilizing and then reversing this trend is the objective of the Talent Initiative. The Talent Initiative is designed to accelerate regional initiatives to transform and expand the availability of highly skilled workers, technicians, and graduate-level talent for the region.

To focus its efforts, the Talent Initiative has identified two industry segments within the region (the defense/aerospace sector and advanced manufacturing) as providing compelling opportunities for near-term impact. Even in this difficult economy, the defense/aerospace sector of the region continues to grow and has identified the potential availability of thousands of new and replacement high technology jobs for the region during the next five years. Just in the last year, for example, 15 contracts worth a total of nearly \$327.36 million have been awarded to the defense and aerospace companies in Northeast Indiana. Details of activity in the Defense & Aerospace Sector of Northeast Indiana are included in Appendix A.



New and experienced engineering talent in a variety of disciplines will be necessary. In addition, strong technical skills for advanced manufacturing will be essential. Companies looking for locations to expand and grow are driven by the need for a high quality talent pool for research, development, and production activities. Not only are these activities critical to the current needs of defense/aerospace contractors, they are also in high demand by other regional employers requiring advanced manufacturing skills.

To take advantage of this significant opportunity, the Talent Initiative is implementing a continuum of specific and parallel strategies designed to expand the “talent pipeline” available to support high quality jobs in Northeast Indiana. It will also align its efforts and collaborate with other local organizations, and cause others to do so as well. Our strategies are:

Strategy 1: Retraining the Adult Workforce for 21st Century Advanced Manufacturing Skills – The immediate goal of Strategy 1 is to expand this retraining to upgrade the skills of not less than an additional 1,200 adult workers.

Strategy 2: Enhancing the Ivy Tech Advanced Manufacturing Program – In 2008, Ivy Tech initiated an Associate of Applied Science Degree in Advanced Manufacturing. In order to maintain relevance and to enhance the scope and capacity of the Advanced Manufacturing Program, the Talent Initiative is upgrading the equipment upon which students are trained. Providing these students with state-of-the-art skills requires exposure to state-of-the-art equipment that is being used today by many Northeast Indiana companies.

Strategy 3: Increasing the Pipeline of Regionally Developed Engineering Talent by Building Capacity in Higher Education – A key tactic of this strategy is to increase the capacity of the industry-related higher education engineering programs at Indiana University-Purdue University Fort Wayne (IPFW). Specifically, this includes enhancing the Systems Engineering Program, the Wireless Technology Program, and adding Computer Simulation-Based Laboratories. The goal of Strategy 3 is to expand engineering-related programs at IPFW in partnership with the defense/aerospace employers in Northeast Indiana.

Strategy 4: Preparing K-12 Students for a Knowledge-Based Economy – Especially if considering a career in engineering or advanced manufacturing, students must have a strong background in science and mathematics. The goal of Strategy 4 is to prepare K-12 students for a knowledge-based economy by increasing achievement in STEM-related courses. (“STEM” refers to Science, Technology, Engineering, and Mathematics.) The Talent Initiative will encourage this by facilitating K-12 schools in implementing Project-based Learning models with an emphasis on STEM-related fields, including supporting the launch of STEM-focused New Tech High Schools in Northeast Indiana, and offering the opportunities inherent in a Project-based Learning environment to as many Northeast Indiana students as possible.

— UPDATES ON STRATEGIES & PROJECT PARTNERS —

WorkOne Northeast

Our Strategy No. 1 is to upgrade the skills of current workers, specifically to meet the needs of the defense/aerospace and advanced manufacturing industries, with a focus on STEM skills. We are pleased to report that WorkOne has already exceeded the goal of 1,200 training activities set out in the original grant application. Through the end of February 2011, WorkOne used Talent Initiative funding to supply training activities for **1,439** workers. Of this total, 917 were incumbent workers employed by 107 different employers in the region. The remaining 522 workers were dislocated or underemployed workers. Of the 498 workers whose training is complete, 86% have earned at least one industry-recognized certification or degree, or are awaiting the appropriate exam.

Importantly, Talent Initiative and WorkOne have agreed that all trainings must result in a degree or certification that is recognized in its respective industry. Our goal is to make certain that workers have skills and credentials that will be valuable to any employer, not just to the worker's current employer. Trainings have been provided by 73 different training institutions vetted by WorkOne, and included numerous certifications and degrees. Employers whose workers have been trained number 107 different companies, including Northeast Indiana's six large defense contractors and their suppliers. Thirty-one of those companies had workers who needed training to support existing defense contracts or to prepare the company for additional and future defense contracts.

Although statistics lag in time by at least six months in determining employment, WorkOne can document a 66% placement rate for dislocated workers who have completed training activities supported with Talent Initiative resources. This calculation is based on a check of the number of trainees noted as "working" in the official Indiana wage record system.

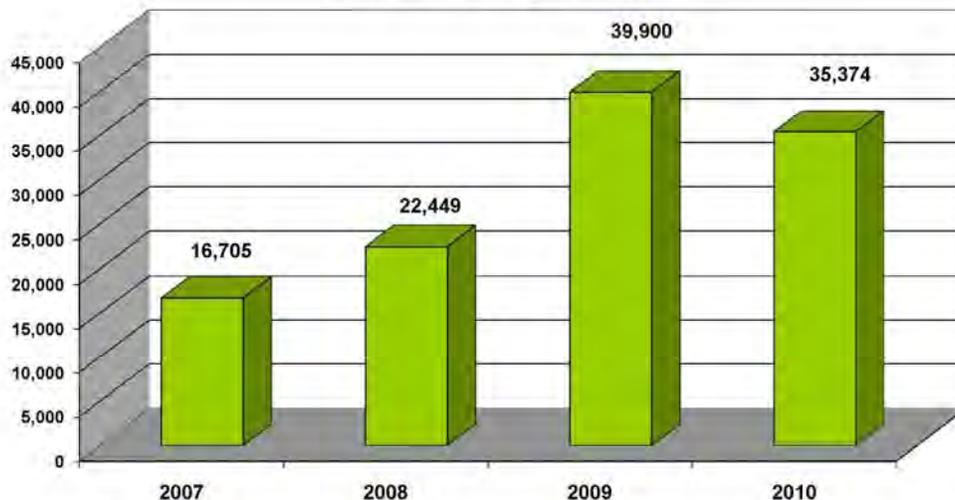
Of the \$5.7 million allocated in the original grant to WorkOne, \$2.6 million has been spent through the end of January. One of the reasons for this slower-than-expected expenditure rate is that, although WorkOne estimated that the typical worker training would cost \$4,000, the actual cost has been \$2,085. This explains the larger number of trainings provided with expenditures of significantly less than estimated. In addition, WorkOne has been able to negotiate better-than-expected training costs, and design more efficient programs. Northeast Indiana has definitely received more "bang for its buck" than expected from the Talent Initiative dollars.

*"We at Northrop Grumman have benefitted from over \$40,000 in training that we would not have been able to afford otherwise. This training has helped us greatly in the execution of a **\$5 million contract** with DARPA [Defense Advanced Research Procurement Agency] and prepared us as well to win the **\$20-\$40 million** in follow-on work. When this comes to fruition, we will need to hire at least 5-10 professional engineers/scientists increasing our payroll here locally by a minimum of \$500k/year. **This would be a direct result of the training received through the Talent Initiative.**"*

*-Scott Maddox, Site Manager
for the Northrop Grumman
Fort Wayne Engineering
Center*

In last year's report, we described WorkOne's "catch and referral" system, which has been studied throughout the state. This system has much more efficiently sought out and identified workers and employers who can use Talent Initiative resources. This aids in making sure that regional employers know their importance to our economy and better addresses the continued unemployment in our region.

AVERAGE ANNUAL NUMBER OF UNEMPLOYED RESIDENTS IN NORTHEAST INDIANA



SOURCE: LOCAL AREA UNEMPLOYMENT STATISTICS, INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT
NORTHEAST INDIANA INCLUDES ADAMS, ALLEN, DEKALB, HUNTINGTON, LAGRANGE, NOBLE, STEUBEN, WABASH, WELLS
AND WHITLEY COUNTIES

Please note this chart is different from the corresponding chart used in last year's report. This year, we used our 10-county region instead of EGR3 and we used average annual unemployment instead of unemployment as of January.

WorkOne's efforts are effective. Consider the following example.

Accelerated Training: During the past year, a dozen "cohort" skills training classes were funded with Talent Initiative resources. This approach to training takes a small group of dislocated workers who are all in pursuit of a specific advanced manufacturing credential and trains them as a cohort. Importantly, the approach also takes a curriculum that would typically operate on a semester basis and accelerates the curriculum to be delivered in a four to eight week timeframe. The worker can be back to work in two months rather than two semesters. Cohort training programs offered in the past year include certified CNC machining, certified welding, AutoCAD training, industrial maintenance, Six Sigma Green Belt, and certified soldering. WorkOne designs these classes with Ivy Tech, IPFW, Purdue and other local training institutions.

WorkOne has also leveraged Talent Initiative dollars. For example, it recently received a \$125,000 grant from the Indiana Department of Workforce Development (DWD) to provide skills training in support of engineers adversely affected by the impending closing of the Navistar design facility in Fort Wayne. Those engineers are having their skills upgraded in areas related to defense and advanced manufacturing industries, in an attempt to retain their talents in Northeast Indiana. By utilizing Talent Initiative dollars for trainings for our target industries, WorkOne was able to apply for a grant for trainings in other areas in an amount that DWD found feasible. WorkOne is convinced that the presence of the Talent Initiative resources was one key factor in receiving this grant.

We believe WorkOne's use of Talent Initiative resources has significant benefits for our region. In keeping with their prior innovations, in 2011 WorkOne will maintain its programs for incumbent and transitioning workers but will innovate with a number of new programs. They include:

- Certified Six Sigma Training
- Targeted Skills training for GED students so that their skills training is delivered at the same time as the GED training, thus enabling them to be able to get to work immediately upon GED and certification attainment.
- Targeted skills training for Burmese refugees. Fort Wayne has one of the largest communities of Burmese refugees in the nation. Many of them arrive without any sort of technical skills, indeed with little education. Though the amount we will provide to this effort is small in comparison to the grant itself (\$120,000), we believe this type of innovative program aligns closely with the goals of the Talent Initiative. By providing assistance in foundational STEM skills to this motivated population while its members are acquiring both basic language and math skills, Talent Initiative will be reaching a population to give it the skills to quickly move into the basic advanced manufacturing career pathway.
- Targeted Skills Training for Returning Offenders. Aligning its efforts with a non-profit that supports offenders who are returning to the community, WorkOne will provide to this population targeted advanced manufacturing skills training while they are receiving re-entry counseling and support. Areas will include certified welding, certified machining, and industrial maintenance. WorkOne anticipates running four of these cohort training sessions to train a total of 40 offenders during the year.

"I just wanted to take a moment to let you know, I GOT A JOB! I was hired at Taylor Maid and started last Monday. I am going to be the crew leader for the 2nd shift they are starting up. So far I just love it there. The people are very nice, the wage is good, and the benefits are great. Please know, it was the Green Belt classes that clinched it for me. Again thank you all for making this awful time in my life bearable."

-Keith Brockway, a dislocated worker provided with Talent Initiative training support through WorkOne

In conclusion, we believe that by upgrading the skills of our existing workers, both incumbent and transitioning, we are meeting the immediate needs of our defense and advanced manufacturing industries. This will redound to the benefit of workers, by giving them the means to earn a better living, and to the benefit of the region, by laying the groundwork for increasing the per capita income of Northeast Indiana and upgrading the STEM-related skills of our region. It also fills the talent pipeline and protects those jobs in place while we implement our remaining longer-term strategies.

***Expanding the Training Opportunities -
Collaboration between WorkOne and Ivy Tech***

Longstanding practice has been for the academic side at Ivy Tech to have primary use of the lab equipment with WorkOne's workforce development programs secondary. This often resulted in an inability to plan cohort training at times convenient for incumbent workers. With the addition of Talent Initiative dollars and the involvement of the Talent Initiative Director, WorkOne and Ivy Tech have teamed up with employers to make sure that incumbent workers have opportunity for trainings using the new advanced manufacturing equipment.

Ivy Tech Community College—Northeast

The addition of more than \$2 million worth of advanced manufacturing equipment has enabled Ivy Tech to create an entire new curriculum around advanced manufacturing. On the academic side, the following chart shows the growth of the curriculum over the three semesters the equipment has been available to students.

SEMESTER	STUDENTS	SECTIONS
Spring 2010	49	5
Fall 2010	87	9
Spring 2011	152	10

In addition to the degree programs, new certifications are available. For example, 14 students have already successfully trained as Certified Production Technicians and eight students in the workforce training program are enrolled in that certification program. Ivy Tech expects to graduate its first Associate of Applied Science student in December 2011.

Ivy Tech has a new Chancellor, who has seen this program with fresh eyes. In addition to the new look at workforce training versus academic training, we have worked through the Chancellor's office in marketing the new program to students and industry in our area. Previously, the typical Ivy Tech advertisement has been generic to the college as a whole. But having made the gift of the advanced manufacturing equipment, we have worked through the Chancellor's office and with Ivy Tech's statewide marketing manager to target this specific curriculum. Ivy Tech developed an Advanced Manufacturing Program brochure. It used our Talent Initiative videos* as part of its campaign. Ivy Tech has also re-focused its Junior Achievement Biztown display on advanced manufacturing to pique children's interest in manufacturing at an early age.

* <http://talentmadehere.com/videos#vmodule-20> or www.talentmadehere.com/videos choose nos. 3 or 8



24-year-old Jared Puff recently finished his machining degree at Ivy Tech. His employer, C&A Tool, paid for his classes—and he now works for them as a skilled CNC (Computerized Numerical Control) operator.

Due to the weakened economy, Ivy Tech was able to purchase its original list of \$2.6 million in equipment for \$2.15 million. So, rather than purchase more equipment up front, Ivy Tech and we agreed that it would hold back approximately \$450,000 of grant funds to give the program time to settle in. We agreed that that delay would give Ivy Tech time to see what upgrades and additional equipment would better suit the lab. Now that it has had time to work with industry, WorkOne, and students, Ivy Tech is assembling a supplemental list, again working with its industry council and the Talent Initiative, of the final equipment it will be able to utilize to continue to make their curriculum training the go-to place for industry and students of advanced manufacturing.

The advanced manufacturing curriculum at Ivy Tech speaks directly to our goal of upgrading the skills of students and workers in the industries that populate Northeast Indiana. By working with industries that have had the foresight to become advanced manufacturers, Ivy Tech and the Talent Initiative are helping to create models of continued growth.

Indiana University – Purdue University Fort Wayne (IPFW)

Our third strategy in building the talent pipeline in STEM-related careers in Northeast Indiana is to increase the home-grown engineering talent in the region by significantly upgrading selected engineering programs at IPFW. Working with local defense employers, IPFW is creating Centers of Excellence in Systems Engineering and Wireless Technology. We are enhancing these programs by financing the hiring of Associate Directors in each of these two curricula, and by funding the start-up of laboratories in each of these curricula plus one in Computer Visualization that crosses discipline boundaries. The addition of the two Associate Directors is designed to give these programs credibility, capacity, and intellectual heft, leading to a national reputation for both. We also aim to enhance both programs to be responsive to regional defense/aerospace employers and increase IPFW's ability to attract grants as well as top teaching and graduate talent. Integral to the hire of the two Directors, the labs will enhance the region's reputation in engineering and provide opportunities for research and collaboration between industry and IPFW.

We are pleased with the progress on this strategy. After working closely with the local defense industries to hire someone who has a good understanding not only of the theory behind Wireless Technology, but also of the reality of the defense industries' needs, IPFW's Wireless Associate Director has been hired. He is Claude Setzer, who has more than 25 years of engineering experience, most recently with ITT in Fort Wayne as a senior staff engineer in radio frequency design. He has a Ph.D in Electrical Engineering from the University of Virginia, where he has also been a lecturer. Because he comes out of the defense industry, he adds a real knowledge of what defense employers are looking for in talent and 21st Century work skills. In an example of leveraging the funds from Lilly Endowment, the National Science Foundation granted to IPFW's Department of Engineering a \$691,000 grant which provides full tuition waiver and \$15,000/yr. stipend awards to six students for three years each. IPFW was told that a big factor in awarding the grant was the Lilly Endowment/Talent Initiative funding because it, along with industry support, gave the application credibility, infrastructure, and capacity.

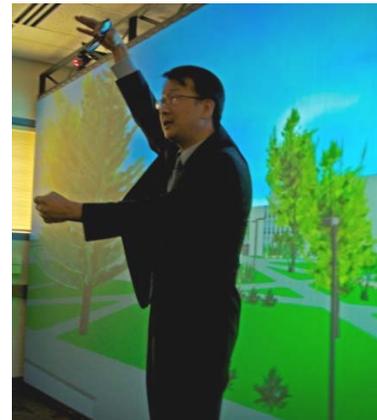


Ma Oo moved to the United States from Thailand when she was 16 years old. After graduating from New Haven High School, Ma went to IPFW, where she earned a degree in electrical engineering. Ma is an electrical engineer at BAE Systems, and plans to return to IPFW for her master's degree in engineering next year.

IPFW has not yet hired the Associate Director of Systems Engineering, but although we are anxious to kick this off, we are pleased with the process. Just as with the hire of the Associate Director of Wireless Technology, IPFW is working closely with the defense industry to make sure the successful hire has the real world experience they both need. Both parties have been very discerning in their hire. The job description has recently been revamped and an applicant pool has been developed. IPFW reports that it expects to make a hire by the end of the spring semester. Incidentally, in addition to the real world experience industry and IPFW are seeking, the search has been lengthened by the requirement by the defense industry that the successful applicant be a U.S. citizen. In perhaps an interesting reflection on the state of science education in our country, IPFW tells us that only about 10% of the graduate students in applicable science curricula are U.S. citizens. There being such a small pool, IPFW has frequently found itself outbid in the hiring process.

Despite this, the Systems Engineering curriculum has proceeded apace, with numerous events held with and for interested parties. Although you will see more in the metrics appendix, at the end of 2010, IPFW had 36 students enrolled in the M.S.E. graduate program. Of the nine 2010 Systems Engineering graduates, all nine are employed in Northeast Indiana, seven with defense industries, one with an IT company, and one with the City of Fort Wayne. Interestingly, *by the end of 2010, of the 29 systems engineers holding one or more of the accepted certifications for that field in the State of Indiana, 22 of them were in Northeast Indiana.*

A success story is the Computer Visualization lab. It opened Feb. 23 to rave reviews by industry, students, and the media. Students will gain valuable experience in computer graphics, interface design, artificial intelligence, and software engineering. This lab will provide a 3-D venue to study any number of subjects. For example, a proof-of-concept system was developed and deployed at a Fort Wayne elementary school. This pilot received seed money and other donations from local industry and education partners. A journal article and a conference paper in the field of childhood STEM education were both produced.² The writer of this report has heard more than one person from local industry approach the Associate Director of the lab to inquire about its capacity for additional research. In addition, IPFW will work directly with the Department of Defense on research projects.



Dr. Beomjin Kim, Executive Associate Director of the Information Analytics and Visualization Center at IPFW, demonstrates the capabilities of the new lab during the open house.

2. Zeynep Isik-Ercan, Beomjin Kim, Jeffrey A. Nowak, "3D Visualization in Elementary Education Astronomy: Teaching Urban Second Graders about Sun, Earth, and the Moon," *Proceedings of the 3rd World Summit on the Knowledge Society*, Part I, CCIS 111, pp. 500-505, 2010

Isik-Ercan, Z., Kim, B. & Nowak, J. A., "The Promise of 3D Visualization: Urban Second Graders Exploring the Sun, Earth, and Moon," *International Journal of Technology Enhanced Learning*, 3(4), (In printing, 2011).

K-12 – New Tech High Schools

We are extremely proud of our growing network of STEM-focused New Tech High Schools in Northeast Indiana. Indeed, the whole region is, especially their local communities. Lakeland School Corporation, in LaGrange County, used part of its Major Moves funds as seed money—they viewed the school as an economic development tool. As we mentioned in the Executive Summary, we currently have four schools open. They are:



New Tech Academy at Wayne
Fort Wayne Community Schools
Allen County



Lakeland's Leading EDGE
Lakeland School Corporation
LaGrange County



Jet Tech
Adams Central Community Schools
Adams County



Viking New Tech
Huntington County Community School Corp.
Huntington County

New Tech Academy is in its second year; the other three schools are in their first year. Both Jet Tech and Lakeland's Leading EDGE are full-school conversions—even though they are in their first year, their 9th and 10th grade classes are enrolled in New Tech curriculum. So, in our second year of New Tech in Northeast Indiana, we have enrolled 501 freshmen and 269 sophomores, for a total regional enrollment of 770.

As a group, the New Techs have all launched successfully. Every administration took pains to make sure that the teachers assigned to the New Techs were open to and indeed enthusiastic about Project-based Learning and the integration of subject matters like Biology and English. We are seeing the first objective measures of success. For example, after one year at New Tech Academy, 72% of students passed the end-of-course assessment in Algebra; 40% of the students in the traditional school did so. (And, please recall from last year's report that the demographics of the New Tech and its traditional school are in all material respects the same).

Most importantly, the students show improvement in 21st Century work skills such as analytical ability, communications, teamwork and collaboration, and leadership.

Industry has never been more engaged with schools than it is now. As we mention in a later section, our defense/aerospace and advanced manufacturing industries were involved early in the grant process. Both on their own and through the encouragement of the Talent Initiative, we have seen them remain engaged. For example, many individuals from industry, as well as government and service organizations, have been recruited as judges for projects in the four schools. We mention a few examples later in this report as well.

But let us cite here just one example of industry engagement. Talent Initiative facilitated the scheduling of one month's meeting of the Board of the Northeast Indiana Defense Industry Association (NIDIA) at New Tech Academy and had arranged for a presentation by students of their projects regarding ways to create portable water during a large-scale emergency. During the course of the discussion, it came out that the teachers at New Tech Academy would like to spend a day collaborating on lesson plans with their counterparts at Viking New Tech, but substitute fees were standing in the way. NIDIA members stepped up and offered to recruit engineers from their plants to spend a half day offering three different presentations to the students. One engineer even brought in a six foot model of an airplane wing to demonstrate the dynamics of wing design. The result of this was exactly what Talent Initiative would have hoped: A significant increase of knowledge among our young people about the exciting STEM careers in their own backyard. One student remarked that he had no idea these jobs were available here, and in fact had no idea such a job existed.

The presentations were so well received that we are taking them on the road. In mid-March, five engineers (apparently the original three related to their fellow engineers what a great day the first presentation had been) visited Viking New Tech in Huntington. *(shown below)*

"It was really [eye-opening for the students] how [the engineers] stressed teamwork, collaboration and communication as being some of the most important skills needed in their careers (aside from their areas of expertise, of course)."

–Kelly Renier, Director of Viking New Tech

"I thought the visit was very cool, especially for someone like me who is interested in engineering careers. I have decided that I'm interested in looking at computer science degrees and computer programming. I'm excited to take classes next year and find out for sure what I want to do as a career." - Tommy, Viking New Tech student



"I really liked the fact that they were basically living proof that New Tech isn't a waste of anyone's time. They apply the skills that we learn daily directly to life... I wish there was a way right now to show what New Tech is all about to the other speculating students. Until then, I guess we will just have to work harder and see that it gets us important places in life via engineering!" - Holly, Viking New Tech student

All in all, we believe that the New Techs are meeting our goals of introducing students to STEM careers and engaging our industries, fostering in students 21st Century workplace skills, and providing them rigorous, relevant, and personalized learning experiences.

As an aside, you may recall that we had as our target the opening of six STEM-focused New Techs. Our fifth is well underway, as a stand-alone school by Whitley County Consolidated Schools. It will open in 2011. We have had serious discussions and provided time and talent resources to DeKalb County Central United School District. We believe there is an excellent chance they will open our sixth New Tech in Northeast Indiana, in Fall 2012. Even with the fifth one, in our estimation, we will have the largest concentration of New Techs in the country.

Internships

One of the requirements of the New Tech curriculum is that students have an internship in either their junior or senior years. By our calculation, that will mean 1,400 new internships required in our region by the year 2015. We realize this is a significant regional undertaking and believe it is within our mission and ability to help the New Techs with that. We have discussed with local internship groups what resources they have. We are also considering that they may not have the resources to ramp up their efforts to meet the need. So, we are considering how we might help the New Techs meet the need. We understand that students today learn differently than those of us leading the Talent Initiative may have. We are exploring how we might arrange and finance new ideas in internships. We could learn from the New Techs, for example. We might try to arrange a way for internships to be virtual, where an interested group of students bid to work on a project from a local employer, as an example. They might meet on site occasionally, but also work among themselves and online if their group crosses school boundaries. We believe these ideas may have merit and will undertake to flesh them out with the New Techs and industry as we proceed this year.

K-12 – Professional Development Grant Program

We believe in the Project-based Learning model embedded in the New Techs and in the power of a rigorous STEM curriculum. That is why \$2.3 million of the grant was allocated to offering training in Project-based Learning (“PBL”) with a STEM focus to those districts who do not have a New Tech. We wanted to spread the benefits of this education model throughout the region.

After some consideration of how we could best implement this portion of the grant, we decided to seek applications for grants from local public and private schools. This gave them the opportunity to consider their level of commitment to this teaching methodology and how they could best implement PBL in their district or school. In addition, we concluded that a good way to institutionalize PBL in our region would be by introducing it to pre-service teachers while they are preparing themselves for their careers. This is especially so, given that a majority of the teacher candidates at Northeast Indiana colleges and universities remain in the region for their careers. So, in addition to seeking applications from local public and private schools and districts, we opened the grant possibilities to our region’s colleges and universities to embed training in PBL into their education curricula.

Although creating and administering a grant program involved a longer process than we originally anticipated, we also thought that this process would spark innovation, greater commitment, and a diversity of efforts throughout the region. So, we wrote and distributed grant guidelines and an application throughout the region. Over the course of two months, we held “roadshow” meetings in eight locations throughout the region so that all 11 counties had an opportunity to discuss with us their interest in PBL and our interest and requirements as well. In addition, we hosted an “Intro to PBL” seminar on September 15 with the co-sponsorship of the Olin B. and Desta Schwab Foundation. Speakers included David Ross, the Director of Professional Development of the Buck Institute for Education (“BIE”), the premier provider of professional development for teachers in PBL, and two local practitioners of PBL. We had in attendance 100 of the region’s teachers, principals and community leaders.

We set out a December 1, 2010 deadline for applications, after which a grant review committee consisting of four of the region’s foundation officers and the Talent Initiative Director made recommendations to the CPI Board. Those recommendations were accepted March 14, 2011.

Implementation and Sustainability

Just as we have done with our other project partners, we made sure to require that grantees of the Professional Development Grant Program provide for implementation and sustainability in their grants. We did not view this program as something to give a district/school/teacher a mere taste of PBL; instead, they needed to be committed to introducing or enhancing the PBL model in their school on a long-term basis, and agree that in the year after the trainings they would do the follow-up and coaching provided, they would implement projects by each teacher, that the trainings and a majority of the projects would be STEM-focused, and that they had the funds to sustain the PBL model going forward (since our grants were a one-time award). An additional resource for the Talent Initiative efforts to assure sustainability and implementation, as well as to foster the kind of collaboration and regional alignment we've seen with current project partners, is the hire of a Program Manager for the Professional Development Grant Program. We have been excited by the regional collaboration the Talent Initiative Director has been able to achieve among our existing eight project partners. We felt we could best achieve the same success in collaboration and alignment by hiring a Program Manager who will work with the Talent Initiative Director in the first year of this grant program to foster the same sustainability, implementation, and collaboration efforts among the 19 new project partners.

The Awards

We couldn't be more pleased with the group of awards we made. Of the \$2.3 million we had available to grant, we received 25 applications with an aggregate requested total of \$3.1 million. We awarded 19 grants in a total amount of \$2,073,000. We reserved the balance of \$227,000 for a number of projects that Talent Initiative will undertake itself to compound the power of the grants.

Summarized as a group, **the grants awarded will provide the following:**

- Up to 1,190 educators from 24 school districts and seven universities across the region will receive training in PBL over the course of Summer and Fall 2011 and Summer 2012.
 - These educators will be trained by the BIE in PBL during 34 separate training sessions.
 - This includes teachers and administrators from regional private and public schools, as well as faculty members from regional colleges and universities.
- 960 days of teacher collaboration and curriculum/project development time will be made possible across the region.
- 64 educators at Huntington County Community Schools will participate in STEM externships, above and beyond the defense industry externships administered through the Graduate Retention Program, which we have funded separately.

- 35 educators from individual districts will be trained as PBL coaches to provide support to other teachers within their districts.
 - This coaching component is supplementary to the two full-time regional coaches described below.
- A Center for Excellence in PBL will be created, staffed, and implemented at Trine University for its education students and for Professional Development opportunities for regional in-service teachers.
 - The Center will serve as a model classroom for area teachers to experience ideal PBL facilities.
 - The Director of the Center will be trained by the BIE and will plan training events, summer workshops, and professional development opportunities for faculty.
- 12 IPFW College of Education and Public Policy faculty members will receive BIE training in ways that higher education will incorporate PBL into its teaching, programs, and policies.
- Manchester College will include PBL training of its pre-service teachers in its curriculum.
- 8 educators from Huntington County Community Schools and 1 Huntington University faculty member will be certified as trainers by BIE.
- 4 STEAM (Science, Technology, Engineering, Arts and Mathematics) camps for students will be administered by regional Lutheran Schools to introduce teachers and students to PBL.
- 2-day summer workshops will be created by Indiana Tech for current K-12 teachers and Indiana Tech students training them how to implement PBL pedagogy and methodology in their classrooms to improve instruction in STEM courses.
 - These workshops will include the opportunity for both continuing education credits and graduate level credits for in-service teachers.
- 2 full-time roving coaches will be hired by Region 8 Education Service Center (Region 8 ESC) to provide ongoing support to any educator or district trained through this grant.
- A camp for educators will be held at Ivy Tech in conjunction with the American Society for Materials to instruct teachers how to incorporate Materials Sciences into projects.
- An annual PBL Summer Institute will be created and held through a partnership between two of our applicants, and Talent Initiative itself.
 - This Institute will be designed to attract teachers from inside and outside of the region to hear speakers, receive training, and collaborate on PBL best practices.
- All higher educational institutions across the region will develop curriculum for use in K-12 schools and will train their pre-service teachers in PBL.
- Significant research on the benefits of PBL and how to properly evaluate its efficacy will be conducted by CELL at the University of Indianapolis, Manchester College, IPFW and BIE itself.
- Northeast Indiana would become a leader in PBL. Talent Initiative has spoken to BIE, which acknowledges that Northeast Indiana as a whole will be the largest recipient of its training services this year. Consequently, it will highlight Northeast Indiana in its literature and on its website, it will conduct significant research using Northeast Indiana as its base, and although details are still being worked out, it has expressed eagerness to use these trainings and implementation for a video documentary proposed by Talent Initiative about the regional implementation of PBL. Discussions are underway, but we believe they will agree to fund production because they have never had this much of a regional concentration before.

A chart listing the successful grantees and the amounts of their grants is attached as Appendix B.

We are excited by these efforts and frankly surprised by the extent of the potential effect of the \$2,073,000. (We should say that we also asked applicants to show the extent of their commitment with their own funds and many of the individual universities and districts have dedicated their own funds as well as the grant funds.)

As we mentioned, we reserved \$227,000 for a number of efforts by Talent Initiative to directly compound the above efforts. Efforts we are considering include:

- The PBL Institute co-sponsored by two local school districts
- Summer externships at local defense contractors for science teachers in the region
- A web repository for projects and teacher communications, available to any educator
- Project partner meetings for all grantees to share best practices
- An Educator Community Network to encourage communication related to PBL
- A competition in conjunction with this summer's trainings for the best STEM-related project of the year, with a cash prize to the winning teacher and school
- Contingency, so that we have a small amount if an appropriate need arises

COMMUNICATIONS CAMPAIGN

As stated in the March 2010 report, the grant recognizes that to be effective it will need to be buttressed by a comprehensive and wide-reaching communications campaign. To that end, a marketing firm was retained as well as an in-house communications manager to oversee the rollout of the campaign. In May 2010, the proposal for the communications campaign was taken to the CPI Board and given approval to move forward. The **Talent Made Here** campaign officially launched in September 2010 with four projected outcomes:

- Build awareness of the STEM programs offered through the Talent Initiative
- Increase enrollment in funded STEM programs at all levels
- Educate the region about available STEM opportunities within the aerospace/defense and advanced manufacturing industries
- Promote, instill and sustain a widespread attitude of motivation to upgrade work-related skills and continuously seek personal improvement



To create awareness and ultimately increase enrollment in STEM programs, the campaign enacted a broad yet targeted media strategy including television, radio, movie theatre advertising, Facebook ads and a strong social media presence. At the center of the media strategy was the idea to hire a campaign spokesperson who would be the face of the campaign. The spokesperson, Curtis (*shown above*), was hired because not only is he a local educator, he also has a look that can appeal to the multiple target demographics of the Talent Initiative, and he has an infectious energy that we believed would truly be able to instill that widespread attitude of motivation to upgrade work-related skills.

To showcase the strategies of the Talent Initiative, Curtis starred in several three to four minute videos that were created for the website. Videos featured New Tech schools; the no-cost programs at WorkOne; the new Ivy Tech advanced manufacturing lab; Northeast Indiana defense/aerospace and advanced manufacturing businesses; and real Northeast Indiana students, parents and workers creating their own success stories in STEM right here in the region. (An IPFW video will also be added in 2011 upon completion of their labs.) These videos were then condensed into 30 second spots for television and movie theatre advertising; and print advertising was created to supplement these efforts. (Videos may be seen at www.TalentMadeHere.com/videos.)

The entire media strategy was built to drive traffic to the website—www.TalentMadeHere.com—which houses over 100 different resources with the aim to achieve our third outcome: educate the region about available STEM opportunities. In its first six months, the website has received 5,774 unique visitors and the videos have been viewed a total of 2,712 times. The website features information specifically tailored to the Talent Initiative’s core audiences: students, parents, educators and adult workers. It also includes information on our project partners’ programs; STEM-focused higher education available in the region; profiles of defense/aerospace and advanced manufacturing businesses; and quizzes and games to encourage people to interact and explore the resources on the website.

In 2011, we are expanding the reach of our communications efforts. We are developing a mailing geared towards educators to show them how the website can be a resource for them. In tandem with the mailing, we are hosting a video contest for high school students with the goal of driving both students and educators to the website. To reach the adult worker audience, we plan on recording two new radio commercials geared specifically to their demographic. (The 2010 radio advertising focused on the teen audience.) The radio spots will promote the no cost training options at WorkOne and the advanced manufacturing lab at Ivy Tech. And as IPFW completes construction on their new labs, we will also be producing a new video featuring its expanded engineering programs; the video will be placed on the website as well as into rotation in the television media buy.

Along with the core communications campaign, the Talent Initiative also collaborated on a complete branding effort for the New Tech schools to help them with their enrollment. The Talent Initiative leveraged their funds to help the New Techs each develop their own brand identity including logos, banners, a PowerPoint presentation and a printed brochure explaining the benefits of the New Tech method that could be customized for each school.



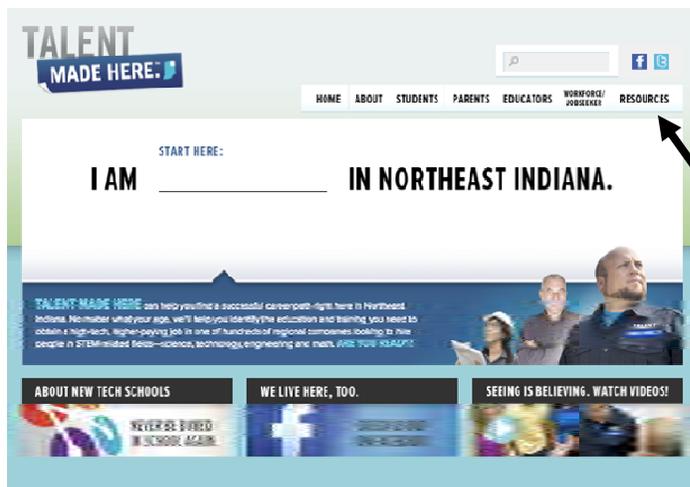
Above: The cover of the mailing to educators to highlight the website. Below: Branding materials for the New Tech High Schools.



We continued to collaborate and leverage Talent Initiative funds with Whitley County Community Foundation in its Whitley Forward campaign (as mentioned in the March 2010 report) and assisted the Questa Foundation for Education with new brochures to promote its loan programs aimed at advanced manufacturing and engineering programs in the region.

To measure the success of the communication strategies and collaborations, the Talent Initiative worked with Community Research Institute and the Center for Social Research at IPFW to implement a region-wide survey of 800 individuals to gauge a baseline of awareness for STEM-related programs in the region as well as the communications campaign itself. A follow up survey to judge the success of our efforts will be conducted in the fourth quarter of 2011.

Regional Resources



In addition to the informative content throughout www.TalentMadeHere.com, the website also features a special section where over 100 STEM-related resources in Northeast Indiana have been compiled to assist students, parents, adult learners, and educators. Resources include scholarships, internships, financial aid, homework help, STEM workshops and programs, and more. The resources can be filtered so that relevant information for each specific demographic can be highlighted individually.

View them online at www.talentmadehere.com/resources.

COMMUNITY COLLABORATIONS

As important as our strategies and programs have been, an added bonus has been the opportunity the Talent Initiative grant has provided to create the environment for true regional collaboration to grow. Indeed, the mission of the Northeast Indiana Regional Partnership and Northeast Indiana Fund, one of the grant's managing agencies, has always been regional collaboration and vision in creating the conditions for more effective economic development in Northeast Indiana. Instead of just providing funds to individual grantees, the Talent Initiative has acted as convener and resource to bring parties together. We mentioned some of the effects of that earlier, such as the additional collaborations between WorkOne and Ivy Tech, as well as the alignments of the missions of the Whitley County Community Foundation and Questa Foundation for Education.

The Talent Initiative convenes "project partner meetings" every quarter for all grant recipients to share experiences in regard to the implementation of the grant. These meetings have been especially helpful for the region's New Tech schools in creating collaborations among them that may be described as constituting Northeast Indiana's own regional New Tech network, an added benefit of having the largest concentration of New Techs in the country. Indeed, the directors have come to know one another well and rely on each other as resources. Initially, we envisioned holding these meetings every six months; surprisingly for busy people, the participants asked us to convene them every three months!

We also have a quarterly newsletter which highlights important topics of interest to our project partners. The Talent Initiative Director seeks out regional meetings and opportunities where he can present the goals of the Talent Initiative and the importance of filling the talent pipeline with STEM-related talent in our region. The groups have included: County Community Foundations, Economic Development Organizations, local civic organizations such as the Rotary and the American Association of University Women, radio and television interviews, and a number of others. The goal is to establish the Talent Initiative as a credible and respected convener of regional education and workforce development agencies. Recently, for example, the Talent Initiative was contacted by a Chief Engineer at Navistar seeking a referral to the new IPFW Visualization lab. Navistar wanted to explore how it might take advantage of the lab's capabilities as part of its product development activities.

Importantly, too, the CPI Board has discussed alignment of our mission, both now and in the future (see below) with the Talent pillar of a strong regional visioning effort, Vision 2020. One of the hallmarks of the Talent Initiative has been efforts to avoid duplication of efforts in the region and to foster collaboration and alignment among the region's players. Vision 2020 is a strong regional program that seeks to bring together all segments of the community to address needs in five strategic areas: Talent, Entrepreneurship, Infrastructure, Competitive Business Climate, and Quality of Life. As collaboration and alignment is part of our own vision for the region, we will continue to work with Vision 2020 to align our efforts to the regional needs of the Talent pillar.

INDUSTRY INVOLVEMENT

Just a word about industry involvement. The compelling opportunity presented in the original grant was our belief that, in the next five years, thousands of high-skill, quality jobs would become available in our region, especially in the region's defense industries. This is because many engineers and other high-skilled employees will reach retirement age. The over-arching goal of the Talent Initiative is to fill that talent pipeline with home-grown talent, so that those jobs stay in our region. Industry was significantly involved in the genesis of the grant; it remains so.

A defense business and two advanced manufacturers have positions on the eight-person CPI Board. WorkOne has worked with 107 regional employers to design and supply Talent Initiative-funded trainings. As previously mentioned, we have engaged defense industry partners to recruit their engineer employees to work with New Techs – to sit on panels to judge projects, and to speak with students regarding the exciting work and career opportunities available within the defense sector here in Northeast Indiana. We will be working extensively to help fill the need for internships at the maturing New Techs, as we mentioned earlier.

As Ivy Tech has chosen the equipment it seeks for its advanced manufacturing training facility, it has done so with the input of local industries who sit on an industry council to make sure that the equipment is of the type that industry wants its employees trained on. Similarly, industry works hand in glove with IPFW in equipping the labs, developing the job descriptions for the Associate Directors, developing projects for research, and in applying for Department of Defense and other grants.

All of our large defense contractors are directly involved in these efforts, along with their suppliers and a good number of advanced manufacturers. We believe these and other regional efforts, send the correct message that workforce and education efforts are geared to supply high skill careers that will meet the needs of industry for years to come. We will keep these industries engaged in all our efforts throughout the grant term.



MEASURES OF SUCCESS

The Talent Initiative has consistently endeavored to establish performance measures for each major strategy and for the overall program. Although some of the metrics cited in this section have been cited earlier in sections dealing with each project partner, we set them out here to provide a comprehensive overview.

Initial measures were included in the proposal document submitted to the Lilly Endowment in February 2009. As implementation of the four strategies has unfolded, we have learned much regarding what is most meaningful to measure and what data are available. Most importantly, we have learned that the respective programs must be in place for some period of time before meaningful data are available. As a result, the program component with the earliest implementation – the skills enhancement programs provide by WorkOne – has provided the most insights.

WorkOne

With 1,439 individuals having enrolled in Talent Initiative-supported training to date, there is now a substantial track record to evaluate implementation strengths and weaknesses, as well as overall effectiveness. Of those individuals completing their training, 86% have earned an industry-recognized certificate or degree that they did not previously possess, or are awaiting the appropriate exam. Conservatively estimated, 66% of dislocated workers supported by the Talent Initiative have been placed in new jobs. We find this number very encouraging, especially when viewed against the backdrop of the impact of the 2009 recession on Northeast Indiana's manufacturing employment, and the modest recovery of 2010.

Ivy Tech

The number of students utilizing the Talent Initiative-supported equipment at Ivy Tech has increased substantially in the past two semesters, from 49 at this time last year to 152 currently. It is, however, too soon to meaningfully evaluate the impact this state-of-the-art equipment will have on the quality of the students' education/training in the eyes of regional advanced manufacturing employers. Students in the Associate of Applied Science in Advanced Manufacturing program will begin graduating approximately one year from now. The Technical Certificate in Advanced Manufacturing program will launch in Fall 2011. We are likely one to two years away from being able to effectively measure the reaction of employers to the enhanced skills garnered through exposure to this equipment.

IPFW

The strategy to enhance both the Center of Excellence in Wireless Technology Center and the Center of Excellence in Systems Engineering involved increasing the number of students gaining academic credentials in those two engineering specializations and intensifying the research interaction with regional defense communication companies. Perhaps the strongest numerical success to date has been in providing the training necessary for Northeast Indiana individuals to obtain their INCOSE (International Council on Systems Engineering) certificates in Systems Engineering. At the end of 2010, of the 29 certified systems engineers in Indiana, 22 are located in Northeast Indiana and 23 received their training at IPFW. In 2010, the first substantial group of students graduated from the Master of Science in Engineering program with a concentration in Systems Engineering (nine graduates). As the three labs being equipped through funds from the Talent Initiative are being brought online, the opportunities for more interaction with local defense businesses continue to increase.

K-12

Assessment measures for high school students in Indiana continue to evolve with new metrics such as End-of-Course Assessments coming online replacing ISTEP testing at the high school level. While we will continue to track some measures of the New Tech component directly – issues such as enrollment versus capacity, internships, and demonstration of STEM focus – we will also rely on the ongoing evaluative work being undertaken by the Center of Excellence in Leadership of Learning at the University of Indianapolis. In addition, this spring the New Tech Network will engage each of the four current New Tech High Schools in Northeast Indiana in a review utilizing their School Success Rubrics. As that information is made available, it may also become a component of the Talent Initiative metrics for the Preparing K-12 Students for a Knowledge Economy Strategy. Importantly, three of the four Northeast Indiana New Techs are in their first year of operation and very little quantifiable data is available this early into their respective journeys. Lastly, we will work with Community Research Institute to convert the pre-application criteria established for the Professional Development Grant Program, along with the criteria used to determine grant awards, into metrics that can be used over the next two years for evaluation of the respective programs and projects funded under this component.

Other metrics

In addition to the metrics selected for the four key strategies of the Talent Initiative, the CPI Board of Directors has also emphasized three long-term objectives:

- * To leverage the initial \$20 million grant from the Lilly Endowment with additional resources
- *To utilize the resources of the Talent Initiative to promote alignment and collaborative relationships among those directly and indirectly involved in its implementation
- *To build sustainability of the programs launched by the Talent Initiative

While these objectives are more difficult to quantify, effort is being made to track the accomplishments in all three areas.

As discussed, to increase Northeast Indiana residents' awareness of and support for our programs, the Communications Campaign was launched. A survey of residents was undertaken by the IPFW Center for Social Research shortly after the launch to measure baseline awareness throughout the region. Follow-up surveys will be administered during and at the end of the campaign to measure its impact on awareness. Initial survey results indicated that approximately 20% of Northeast Indiana residents had heard or seen the **Talent Made Here** tagline. The survey also measured awareness of related issues such as Project-based Learning, STEM education, and our New Tech High Schools. A critical objective of the campaign is to drive various resident constituencies to the Talent Made Here website, so website traffic will be measured monthly.

Attached as Appendix C is a summary of the respective measurements for each core strategy and for the longer term objectives referenced above. The matrix provides an overview of the respective measurements and a snapshot of the findings to date for each.

GOING FORWARD



If an organization has a dynamic mission, one that does good work in its target areas, it should look to the future as it reaches transition points. With the launch of its Professional Development Grant Program mentioned above, the Talent Initiative is at such a point. All the funds in the \$20 million grant have been allocated (though not spent).

It is time for the Talent Initiative to look to the future to sustain its Vision and Mission. What will its future strategies be? Project partners? Funding sources? How can we best sustain and leverage the significant achievements of the past two years? What is our next focus for continuing, and accelerating, the progress we have made in improving the economic opportunities of citizens in Northeast Indiana?

While not a stated goal of our initial grant application, among our most significant achievements has been our ability to use the resources entrusted to us by the Lilly Endowment to create and incentivize a level of collaboration among our project partners that heretofore had not been present within our region. More importantly, time and again, our project partners have seen the power of that collaboration and the tangible benefit that it brings to their ability to accomplish their individual missions.

As the Talent Initiative was emerging, Northeast Indiana was engaging in a strategic planning activity. This effort has led to the adoption of a regional plan known as Vision 2020. The mission of the Talent Initiative has been adopted as an integral part of one of the five pillars upon which Vision 2020 will be executed. We will be meeting with our project partners and other organizations dedicated to education and training of the region's workforce to develop our strategies for 2012 and beyond. If the past is any indication, we believe that we have an exciting future with new challenges and new strategies ahead of us!

As always, we thank Lilly Endowment Inc. for the tremendous opportunity provided to the people of Northeast Indiana.

APPENDIX A: DEFENSE/AEROSPACE INDUSTRY ACTIVITY IN NORTHEAST INDIANA

The following is a summary of major contract announcements and events involving/impacting the defense communication and aerospace industry in Northeast Indiana between March 2010 and March 2011. It is not intended to be inclusive of the total volume of Defense-related business in Northeast Indiana.

DATE	FIRM	CONTRACTS AWARDED	
		AMOUNT	SUBJECT
March, 2010	USSI	\$13.26 million	To manufacture anti-submarine buoys for the Navy
May, 2010	Raytheon	\$7.5 million	Increase in contract for providing radios for the U.S. Special Operations Command
June, 2010	BAE Systems	\$32 million	To produce control units for the Army
July, 2010	Raytheon	\$4.2 million	For research on new jamming system
Sept., 2010	ITT Geospatial Systems	undisclosed portion of \$3.8 million contract*	For work on the Geo-Eye-2 earth-imaging satellite
Sept., 2010	USSI	\$5.8 million	Increase in contract for Navy sonobuoys
Oct., 2010	ITT	\$49.5 million	Technical support, enhancements, maintenance and upgrades for the JTRS Bowman Waveform radio
Oct., 2010	BAE Systems	\$21.5 million	To provide control units for the Army
Oct., 2010	BAE Systems	\$10.7 million	To provide control units for the Army
Oct., 2010	ITT Geospatial Systems	\$100 million	For payload work for Joint Polar Satellite System
Nov., 2010	USSI	\$26.8 million	Modification of contract for Navy sonobuoys
Nov., 2010	USSI	\$16.6 million	To provide Navy with sonobuoys
Dec., 2010	Prairie Quest	portion of \$5.2 million contract*	Analytical studies and technical support for the Combined Arms Center of the Army
Dec., 2010	Raytheon	\$31.1 million	Military radio encryption modernization
Jan., 2011	Raytheon	\$8.4 million portion of larger contract	Work related to latest version of Tomahawk cruise missile

Total of major contracts as presented above: \$327.36 million

*item not included in total as only an unidentified portion of the contract will be implemented in NE IN

OTHER ANNOUNCEMENTS/EVENTS IMPACTING THE DEFENSE/AEROSPACE INDUSTRY IN NE INDIANA

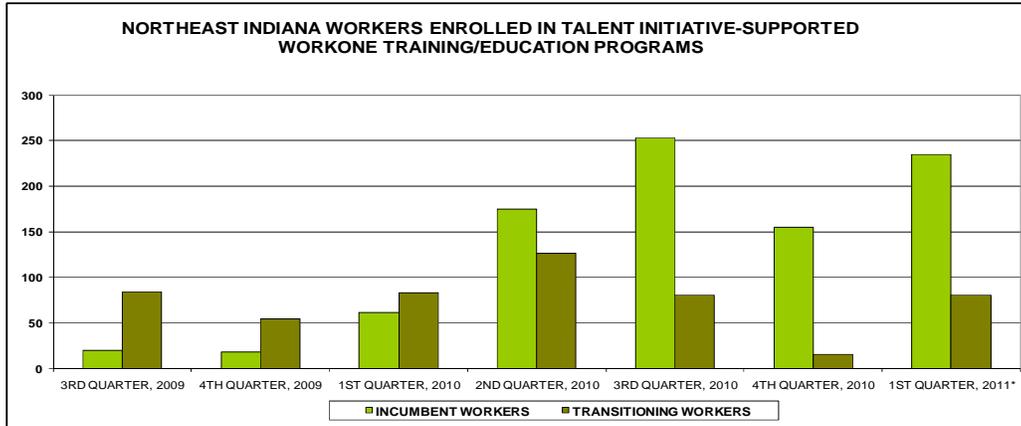
March, 2010	ITT Electronic Systems	Reduced employment by 47
March, 2010	General Dynamics	Expansion, including hiring of an additional 20 employees
Nov., 2010	USSI	\$3.85 million expansion project, hired an additional 45 employees
Dec., 2010	ITT Electronic Systems	Downsizing of 209 employees due to reduction in SINCGARS contract work
Sept., 2010/ Dec., 2010	ITT Electronic Systems	150 production workers contracted for a four month period for specific short-term production work with contracts ending in Dec.
March, 2011	Raytheon	Reduction in work of 60 employees due to realignment with contract demand

Appendix B: Successful Professional Development Grantees

Organization	Approved Funding
Garrett-Keyser-Butler Community School District	\$28,000.00
Lakeland School Corporation	\$58,700.00
Whitley County Consolidated Schools	\$58,000.00
Huntington County Community School Corporation	\$144,000.00
North Adams Community Schools	\$63,100.00
Region 8 Education Service Center	\$864,100.00
MSD of Wabash County	\$6,400.00
Lutheran Schools Partnership	\$12,700.00
East Allen County Schools	\$24,300.00
Smith Green Community Schools	\$14,500.00
Wabash City Schools	\$12,800.00
Fort Wayne Community Schools	\$150,000.00
Ivy Tech Community College	\$47,000.00
Trine University	\$251,000.00
University of St. Francis	\$116,000.00
Concordia Lutheran High School	\$16,000.00
IPFW--College of Education and Public Policy	\$104,600.00
East Noble High School	\$52,000.00
Indiana Tech	\$50,000.00
	\$2,073,200.00

Appendix C: Talent Initiative Metrics
Through February 28, 2011

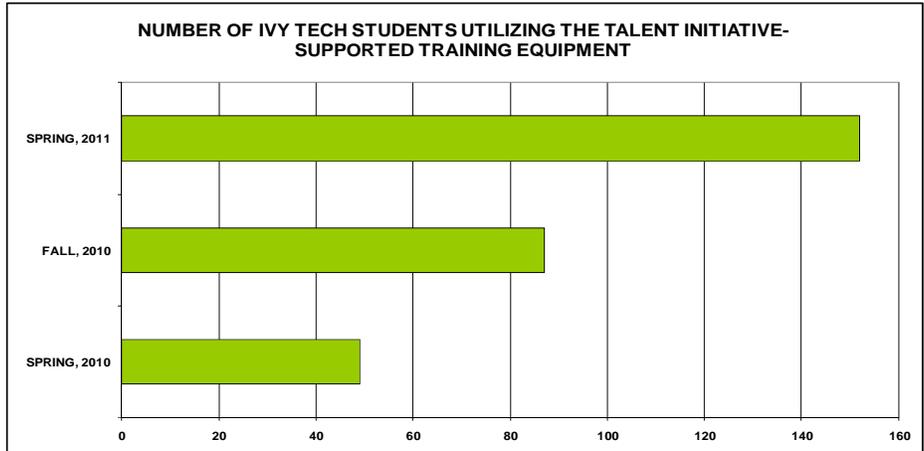
STRATEGY #1: RETRAINING THE ADULT WORKFORCE



*Note: Data in this chart for the 1st Quarter of 2011 covers only two months

MEASUREMENT	ORGANIZATION	BASELINE	ACTUAL
How many workers (either employed or dislocated) have entered education and training programs supported with Talent Initiative funds?	WorkOne	The original goal was to improve the skills of a minimum of 400 individuals in each of the three years of the Talent Initiative program	7/1/2009 to 3/31/2010 320 4/1/2010 to 2/28/2011 1,119 Total to Date: 1,439
How many workers (either employed or dislocated) have successfully completed education and training programs supported with Talent Initiative funds?	WorkOne		7/1/2009 to 3/31/2010 191 4/1/2010 to 2/28/2011 307 Total to Date: 498 86% of those completing training earned at least one industry-recognized certificate or degree
Did workers trained with Talent Initiative funds improve their earnings or were they able to successfully re-enter the Northeast Indiana workforce?	WorkOne		At least 66% placement rate for dislocated workers who received Talent Initiative-supported training (171 of 261) - due to reporting issues, this is an under-reporting of actual success; 100% of incumbent workers have retained their employment
	Ivy Tech		Ivy Tech will be surveying its graduates in six to twelve months after graduation

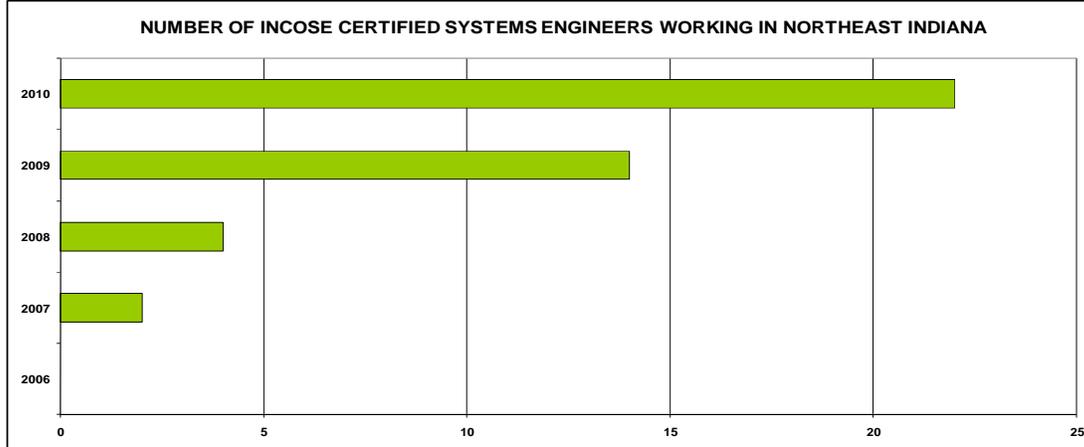
STRATEGY #2: ENHANCE THE IVY TECH ADVANCED MANUFACTURING PROGRAM



The above chart includes students enrolled in both academic and non-credit programs.

MEASUREMENT	ORGANIZATION	BASELINE	ACTUAL
Expand the enrollment for the Ivy Tech Advanced Manufacturing Associate of Applied Science (AAS) degree program	Ivy Tech	Prior to the Talent Initiative, 25 students were enrolled in the Advanced Manufacturing AAS degree program	As of Spring Semester 2011, there were 29 students enrolled in the Advanced Manufacturing AAS degree program
Expand the enrollment for the Ivy Tech Industrial Technology certificate programs	Ivy Tech	The Certified Production Technician program began in Fall 2010; the Advanced Manf. Technical Certification program will start in Fall 2011	14 students have earned the Certified Production Technician certification and 32 additional are in process; the Advanced Manf. Technical Certificate program will start in Fall 2011
Upgrade the quality of equipment on which non-credit (WED programs) Ivy Tech students can be trained	Ivy Tech	The Talent Initiative-funded equipment was first available to non-credit students in Fall 2010	In Fall 2011 there were 10 non-credit students utilizing the Talent Initiative-funded equipment; 32 non-credit students are using the equipment in Spring 2011
Increase the number of AAS Associate Degrees awarded	Ivy Tech	In 2009, 14 individuals graduated with AAS degrees	In 2010, 13 individuals graduated with AAS degrees
Increase the number of Industrial Technology certificates awarded	Ivy Tech	In 2009, 16 individuals received Technical Certificates in Industrial Technology	In 2010, 16 individuals received Technical Certificates in Industrial Technology
Does the equipment purchased with Talent Initiative funds meet the training needs of Northeast Indiana firms?	Ivy Tech	The equipment purchased was selected with input from an advisory committee which included manufacturing firms	The advisory committee will be asked to provide guidance on the purchase of additional equipment with the remaining \$450,000 and will be asked at that time to comment on the training utilizing the installed equipment

STRATEGY #3: INCREASE THE PIPELINE OF REGIONALLY-DEVELOPED ENGINEERING TALENT

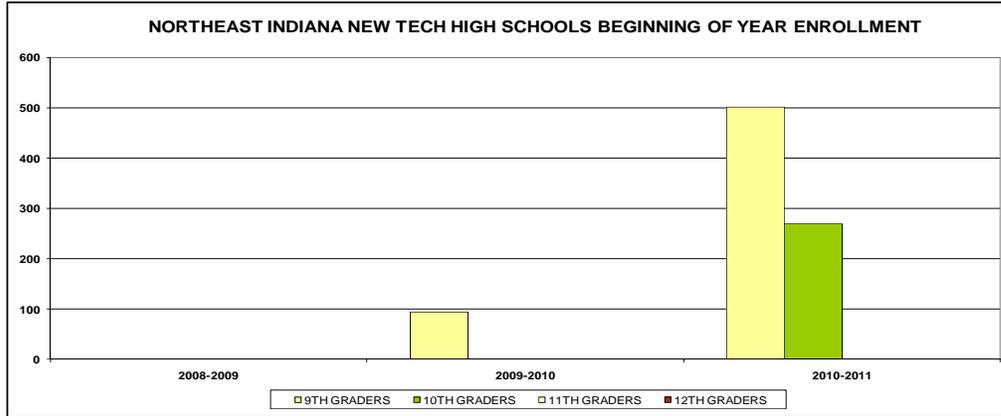


MEASUREMENT	ORGANIZATION	BASELINE	ACTUAL
Increase the enrollment in the Systems Engineering program	IPFW	Baseline for 2009: 37 students enrolled in Masters of Science in Engineering program; 21 of those students had a concentration in Systems Engineering; at the end of 2009 there were 17 non-degree students taking graduate classes in Engineering	At year-end 2010, 39 students were enrolled in the Masters of Science in Engineering program; 17 of these had declared a concentration in Systems Engineering; at the end of 2010 there were 15 non-degree students taking graduate classes in Engineering
Increase the enrollment in the Wireless Technology program	IPFW	None in 2009	In 2010, 5 students were enrolled in the Wireless Technology Systems Professional Masters program; 4 remain in the program and an additional 5 slots will be available in Fall 2011
Increase the number of International Council of Systems Engineering (INCOSE) certificates awarded in Northeast Indiana	IPFW	2008: 16 enrolled 2009: 13 enrolled	At the end of 2010, 22 systems engineers in Northeast Indiana held an INCOSE certificate
Increase the number of students graduating with a Masters of Science in Engineering with a concentration in Systems Engineering or in Wireless Technology	IPFW	2009: 1 student graduated with an M.S.E. with a Systems Engineering concentration	2010: 9 students graduated with their M.S.E. with a Systems Engineering concentration
Have the graduates with a Masters of Science in Engineering been able to find and/or enhance employment in Northeast Indiana?	IPFW/graduates	The 2009 graduate with a Systems Engineering concentration is employed in the defense industry in NE IN	8 of the 9 2010 graduates with a Systems Engineering concentration are employed in the defense industry in NE IN; the other is employed by the City of Fort Wayne

STRATEGY #3: INCREASE THE PIPELINE OF REGIONALLY-DEVELOPED ENGINEERING TALENT (Continued)

MEASUREMENT	ORGANIZATION	BASELINE	ACTUAL
<p>Have the Centers of Excellence in Systems Engineering and Wireless Technology been able to enhance their national recognition?</p>	<p>IPFW</p>	<p>Systems Engineering Center of Excellence started in 2006; Wireless Technology Center of Excellence started in 2008</p>	<p>The IPFW Wireless Summer School has gained national attention The award of the \$682,000 grant from the National Science Foundation assists in broadening recognition</p>
<p>Is the Masters of Science in Engineering able to place its students in internships with the regional defense industry?</p>	<p>IPFW/students</p>		<p>IPFW is currently seeking internships for the 4 NSF-supported students</p>

STRATEGY #4: PREPARE K-12 STUDENTS FOR A KNOWLEDGE-BASED ECONOMY



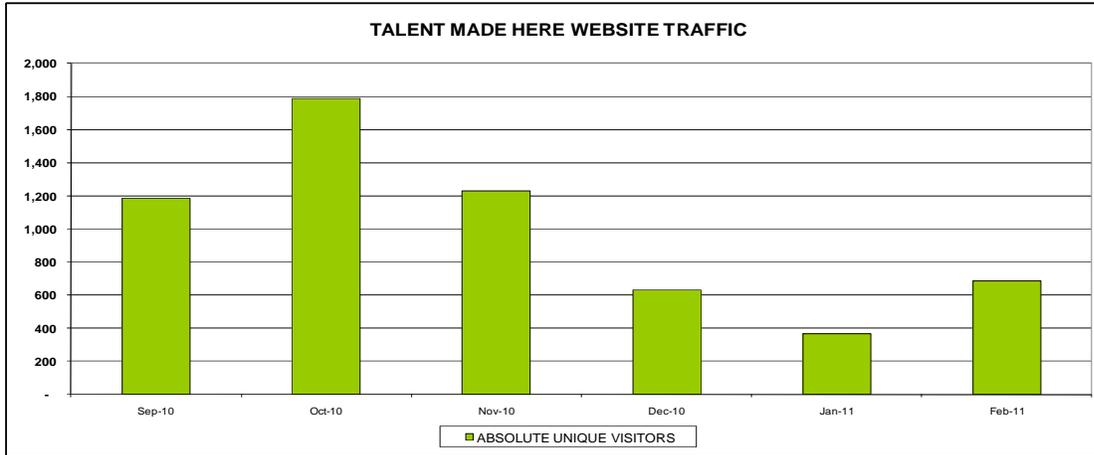
MEASUREMENT	ORGANIZATION	BASELINE	ACTUAL
Increase the enrollment in STEM New Tech High Schools in Northeast Indiana	Various	2008-2009: 0	2009-2010: 94* 2010-2011: 770* *beginning of year numbers
Measure the performance of New Tech students on End-of-Course Assessments	Northeast Indiana New Tech High Schools	End-of-Course Assessments began in 2009-2010	For the 2009-2010 school year, New Tech Academy at Wayne High School students had a 72% passage rate for End-of-Course Assessment in Algebra, 32% higher than the traditional students at Wayne High School; no other End-of-Course Assessment data is available as of this date
Measure the level to which Northeast Indiana New Tech High School students enroll in dual credit courses	Northeast Indiana New Tech High Schools	All four Northeast Indiana school districts with New Tech High Schools have multiple dual credit arrangements in place	Current New Tech students are 9th and 10th graders for which dual credit courses are generally not applicable
Measure the level to which Northeast Indiana New Tech High School students take and successfully complete advanced credit courses	Northeast Indiana New Tech High Schools	All four Northeast Indiana school districts with New Tech High School students have access to advanced placement courses	Current New Tech students are 9th and 10th graders for which advanced credit courses are generally not applicable
Coordinate with the evaluations of New Tech high schools being undertaken statewide by the Center of Excellence in Leadership of Learning at the University of Indianapolis	CELL		Data from the New Tech Academy at Wayne High School was included in the 3rd Year Research Report from CELL
Coordinate with the New Tech Network's School Success Rubric evaluations	New Tech Network		School Success Rubric evaluations are scheduled for each of the four Northeast Indiana New Tech High Schools in Spring 2011

STRATEGY #4: PREPARE K-12 STUDENTS FOR A KNOWLEDGE-BASED ECONOMY (continued)

MEASUREMENT	ORGANIZATION	BASELINE	ACTUAL
<p>Measure the ability of New Tech High Schools to place their students in internships</p>	<p>Northeast Indiana New Tech High Schools</p>	<p>All four Northeast Indiana school districts with New Tech High School students have some limited internship programs for upperclassmen, but not to the level needed for the New Tech requirements</p>	<p>Current New Tech students are 9th and 10th graders for which internships are generally not applicable</p>
<p>Measure the effectiveness and sustainability of the array of grants awarded under the professional development component of the Talent Initiative</p>	<p>Project-based Learning Professional Development Grant recipients</p>	<p>These grants represent a new initiative in Northeast Indiana; there has been little Project-based Learning professional development previously available to K-12 educators in the region; based on the grants awarded, up to 1,190 educators in the region will receive PBL training; 35 educators at individual school districts will be trained as PBL coaches along with 2 regional roving coaches; and a PBL Center of Excellence will be established at Trine University; among other initiatives</p>	<p>As these grant have just been awarded, metrics for this component are still under development</p>

LONG-TERM OBJECTIVES OF THE TALENT INITIATIVE

Above and beyond the goals and strategies specifically set out in the grant proposal to the Lilly Endowment such as the Communication Campaign, the Talent Initiative and the CPI have identified additional objectives for their regional efforts, including leveraging of funds, collaboration and alignment of activities, and long-term sustainability of the programs.



MEASUREMENT

ORGANIZATION

BASELINE

ACTUAL

Leverage the funds from the Lilly Endowment with monies from other sources to supplement the work in the respective components of the Talent Initiative

Various Northeast Indiana organizations

Ability to leverage the Lilly Endowment funds began with the March 2009 award

As of February 2011, just under \$3.15 million has been secured in additional funding which is directly supportive of the Talent Initiative programs:
 *\$682,000 grant from the National Science Foundation for the IPFW Graduate Program in Engineering;
 *\$270,000 grant from the U.S. Dept. of Labor to Ivy Tech to support the advanced manufacturing career pathway;
 *\$125,000 grant from the Indiana Dept. of Workforce to WorkOne for skills enhancement training for displaced Navistar workers;
 *\$210,000 extraordinary allocation of Fort Wayne Community Schools funds for New Tech Academy at Wayne faculty;
 *\$20,000 grant from the AEP Foundation to New Tech Academy at Wayne for Project Lead the Way;
 *\$80,000 grant from NMDG for the Wireless Lab;
 *\$60,000 in two grants from Raytheon for the Wireless Technology Center;
 \$1,700,000 LaGrange Co. grant from its Major Moves funds for the Lakeland's Leading EDGE New Tech

LONG-TERM OBJECTIVES OF THE TALENT INITIATIVE (continued)

MEASUREMENT	ORGANIZATION	BASELINE	ACTUAL
Leverage the funds from the Lilly Endowment with monies from other sources to supplement the work in the respective components of the Talent Initiative (indirect and pending)	Various Northeast Indiana organizations	Ability to leverage the Lilly Endowment funds began with the March 2009 award	In addition, the Adams Central School District will save approximately \$5 million in interest expense by being able to use the Qualified School Construction Bonds related to the Jet Tech initiative and IPFW has \$469,000 in pending grants related to the Visualization Lab
Promote collaboration and alignment among both the partner organizations directly involved with implementing the Talent Initiative programs and with other Northeast Indiana workforce, education and economic development organizations	Talent Initiative	Collaboration efforts began with the CPI board discussion of long-term goals in Summer 2009	*Networking among New Tech High Schools *Project Partner meetings *Awareness campaign work with the Whitley County Community Foundation *Growing support around the Talent Pillar of Vision 2020 *Collaboration with the Questa Foundation on scholarship programs *Publishing a quarterly Talent Initiative newsletter
Create sustainability for the respective components of the Talent Initiative	Talent Initiative	The sustainability emphasis began with the CPI Board discussion of long-term goals in Summer 2009	*Commitment of five Northeast Indiana school districts for the New Tech High School approach to 9-12 education *Sustainability emphasis in the approved PBL professional development grants *Talent Initiative funds utilized by WorkOne only supported nationally recognized certifications in an effort designed to enhance worker portability
Increase awareness of the Talent Initiative programs, the importance of STEM education, and the career opportunities in Northeast Indiana in defense/aerospace and advanced manufacturing sectors	Talent Initiative	A survey measuring the baseline awareness of the Talent Made Here campaign was undertaken in Fall 2010	Follow-up surveys will be undertaken each year during the Talent Made Here campaign to measure its ability to increase awareness
	Talent Initiative	Talent Made Here website was activated in late September 2010	Between 9/20/10 and 3/10/11 the Talent Made Here website received 5,774 unique visitors and the videos on the website were viewed 2,712 times