

Central Indiana Corporate Partnership

# 2016 ANNUAL REPORT





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## LETTER FROM THE PRESIDENT



In a year that brought many changes for the state of Indiana, one thing remained constant: the commitment of the Central Indiana Corporate Partnership (CICP) and our branded initiatives to drive a competitive strategy for economic development and regional prosperity.

In 2016, our state found itself once again in the political spotlight, first with a hotly contested gubernatorial race, one that only grew more complex when Governor Mike Pence was selected to take the national stage as a nominee for Vice President of the United States. Still, irrespective of candidates and parties, CICP's driving concerns of stronger STEM education for our students, increased advanced industry skills for our workforce, urgent attention to issues of public health and wellness, and greater investments in talent attraction, entrepreneurship and innovation ended up as top priorities for our elected leadership, at both the state and local levels. We have enjoyed a close working relationship with Indianapolis Mayor Joe Hogsett throughout his first year in office in 2016; and at the state, our engagement with newly elected Governor Eric Holcomb and his team is off to a great and productive start.

Also in 2016, our friends at Brookings Institution designated Indianapolis as one of the most productive areas in the U.S. for advanced industry growth and employment in technology, life sciences, consulting, energy technology and research and development services, aligning nicely with five of our branded initiatives, and providing strong evidence that our focus in advancing those areas is paying off.

Our sixth branded initiative, Ascend Indiana (formerly the Central Indiana Workforce Development Initiative) launched in October in suitably tremendous fashion — a packed press conference with more than 250 of the most influential leaders in the state and remarkable media coverage. When we talk with our members about what issues matter most to them, workforce development is always at the top of the list — where to find talent, how to keep talent, and how to train talent. The Ascend initiative addresses many of their needs and will be able to respond to specific requirements and requests from the employers that they work with.

Another response to member requests came through our involvement in efforts to advance awareness and engagement at the state level for science, technology, engineering and mathematics (STEM) education. CICP has now begun to gain alignment with state policymakers and corporate stakeholders around the basic but essential proposition that a statewide strategy and implementation of effective STEM education, at every level, is needed to

ensure our workforce of tomorrow has the skills to perform 21st century jobs.

Meanwhile, with this year's efforts and progress in developing 16 Tech as an innovation community and talent magnet on the near-northwest side of Indianapolis, we will soon have a central location to develop, attract and retain the best talent to collaborate, create and commercialize new ideas across a spectrum of advanced industries, including life sciences, technology, advanced manufacturing and other technology-intensive industries.

Organizationally, we are now 59 members strong, welcoming Tom Easterday, Senior Executive Vice President, Secretary, Legal Officer of Subaru of Indiana Automotive, Inc. and Jonathan Nalli, CEO, St. Vincent Health, to our Board of Directors. We saw a number of our member companies transition to new leadership as well and as those transitions have occurred, we have immediately welcomed successor CEOs to our board. To take advantage of increasing opportunities for new strategic engagements across our region and state, we also voted to expand our membership to 75 of our premier business, higher education and philanthropic leaders.

As I have traveled to participate in several national conferences and other meetings around the United States this past year, I am reminded once again of the unique and

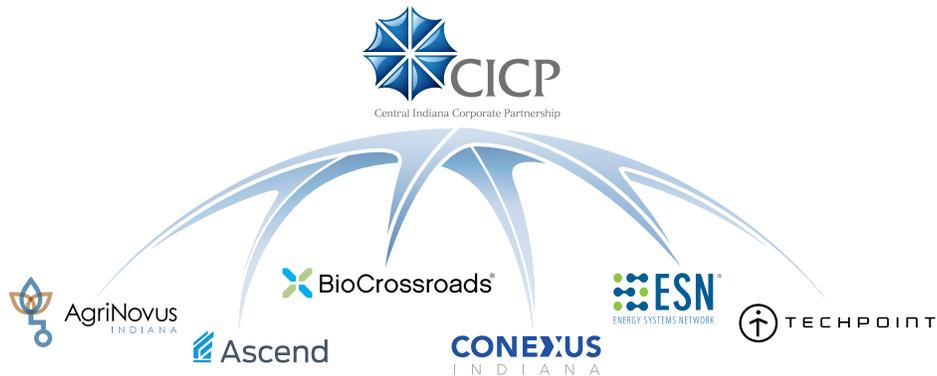
special nature of the CICP organization — in our structure, the quality of our board membership, the strength of our diverse sources of financial support, and the energy behind our many collaborations and essential projects. CICP truly is providing both the workshop to develop and then the runway to launch the best collaborative opportunities for our region's future success. And our best opportunities lie ahead. We look forward to another great year of promise and progress.

Sincerely,



**David L. Johnson**  
*President and CEO*  
Central Indiana Corporate Partnership

# CENTRAL INDIANA CORPORATE PARTNERSHIP



## ADVANCING CENTRAL INDIANA'S "BEST SHOTS AT SUPPORTING INNOVATIVE, INCLUSIVE AND SUSTAINABLE GROWTH"

*Central Indiana is comprised of visionary thinkers, a collaborative environment, start-ups, global corporations, and a concerted effort to prepare the talent who will fill 21<sup>st</sup> century jobs — all components that lead to what the author and economist Antoine van Agtmael considers “the smartest places on earth.” And, with the advent of the 16 Tech innovation community, the Indianapolis region will have a centralized hub to harness all of those ingredients.*

In 2016, CICP continued our mission of capitalizing on transformative opportunities for our region through work to develop 16 Tech; to build support for a statewide science, technology, engineering, and mathematics (STEM) education program; and to expand the activities and impact of our now six branded initiatives (as seen throughout this annual report).

### DEVELOPING NEXT GENERATION OF INNOVATION WITH 16 TECH

16 Tech, Indianapolis' innovation community which will be developed on 60 acres of land on the city's near west side, gained momentum in 2016 and is primed for growth in 2017.

In 2015, CICP led the effort to secure \$75 million in local government bonds for infrastructure improvements needed to support 16 Tech's development. That funding, approved by a unanimous vote of the Indianapolis City-County Council, made it possible to begin to prepare the site for development at 16 Tech, under the direction of the 16 Tech

Community Corporation Board of Directors, a 13-member board of civic and community leaders. 16 Tech's master plan and its governing covenants, environmental studies, infrastructure design and preliminary construction work were all set in motion in 2016, paving the way for a year of busy and productive development in 2017. Also coming in 2017, will be the selection of a new, full-time President and CEO for 16 Tech, who will continue to partner with CICP but will also begin to build his or her own dedicated 16 Tech team to move this innovation community forward.

Throughout the year, 16 Tech continued its extensive community outreach and fortified relationships with neighboring community leaders and organizations. 16 Tech launched a study to gain a baseline understanding of existing talent development programs in and around 16 Tech. The results of this study will guide the development and operation of 16 Tech's Community Investment Fund, initially funded by the City of Indianapolis and designed to

be perpetually supported through assessments of future 16 Tech tenants. This special fund will invest in promising workforce development and education programs and projects for the surrounding community.

2016 also was a year of progress for 16 Tech's anchor tenant, the Indiana Biosciences Research Institute (IBRI). Early in the year, the IBRI received two major grants totaling \$100 million from Lilly Endowment Inc. and the Eli Lilly and Company Foundation, began to recruit truly world-class scientific talent, developed core research capabilities and initiated several mission-critical collaborative projects. The Institute is poised to move ahead with its own 75,000 square-foot facility in 16 Tech by 2018.



Already, 16 Tech has gained local, regional and national attention. The Brookings Institution has recognized Indianapolis' unique advanced industry ecosystem and 16 Tech as an appropriately ambitious vehicle for continuing to build the region's economy and attract talent. Likewise, local and national companies and organizations have already begun to target 16 Tech in their plans for future development.

## ADVANCING STEM EDUCATION IN INDIANA

State and corporate leaders readily acknowledge the importance of STEM-based learning to the success of our future workforce and economy. To address this concern, in 2006, BioCrossroads created a seminal university-based collaboration for STEM education and became the conduit for driving the formation of the Indiana STEM Resource Network (I-STEM). Over the past decade, I-STEM has focused on the improvement of college and career readiness in the STEM disciplines through K-12 teacher and student development. Through the generous and continued funding from philanthropic and corporate leaders, the I-STEM collaboration has been successful in generating STEM awareness, convening key stakeholders to agree on the needs in STEM education, and operating a series of STEM-related programs throughout the state.

However, despite I-STEM's visibility and progress, it still remains for the State of Indiana to adopt an important, overarching policy and platform for assuring that every Hoosier student, at every educational level, has access to learning the STEM-based skills that will be essential for future success across Indiana's advanced industries.

To provide clarity and underscore urgency around this issue, CICP has been leading an effort to assess the opportunities and obstacles in addressing the STEM education gap at the state level, both through targeted research and the strategic convening of necessary stakeholders for achieving success. During 2016, CICP developed a deep understanding of the "State of STEM" in Indiana by examining current programmatic elements, existing governmental initiatives, and funding sources. Concurrently, a national examination and inventory that compared "best practice" STEM-related efforts supported by public leadership was conducted on five other states that have demonstrated significant progress in aligning STEM efforts, programs and stakeholders.

Driven by this study, CICP held discussions with key Indiana decision makers to illustrate that a statewide STEM strategy is necessary and that a central STEM body should be tasked by the state to not only formulate the strategy, but also to be held accountable for its implementation and on-going support — ultimately, promoting and increasing the focus on STEM and the future opportunities it presents K-12 students.

## REINFORCING THE IMPACT OF ADVANCED INDUSTRIES ON CENTRAL INDIANA

In August 2016, the Brookings Institution released a study, *America's Advanced Industries: New Trends*, which emphasized that the continued growth of advanced industry companies in Indianapolis — including life sciences, motor vehicle parts manufacturing, computer systems design and engineering — is critical to ensuring prosperity for our state.

The Brookings study analyzed 50 “advanced industries,” defined to be those industries that invest heavily in technology innovation (more than \$450 per worker), employ a workforce highly skilled in science, technology, engineering and mathematics and “encompass the country’s best shot at supporting innovative, inclusive and sustainable growth.” Importantly, most of the specific sectors that make up these 50 advanced industries correspond almost perfectly with CICP’s sector initiatives — agriculture innovation, life sciences, advanced manufacturing and logistics, energy technology and technology.

Indianapolis boxes above our weight here, producing more than the national average of advanced industries despite our relatively small population in comparison with other major metros. Overall, Indianapolis ranks 20th (out of 100 metropolitan areas) with an output of \$23.6 billion and a workforce of more than 96,000 within the defined “advanced industries” sector. This study by a leading outside expert documents and tells us something that, in many respects, we already knew: that our region contains today most of the industry assets we need for our future success, so long as we can continue to drive talent and investment to build on our strong industry base. Together with our branded sector initiatives, CICP’s mission is to assure that we do not miss our opportunity to do so.



Economist and Author Antoine van Agtmael signs his book “The Smartest Places on Earth” for AgriNovus Indiana’s Libby Fritz.

## CICP RAISES CRITICAL REGIONAL ISSUES WITH KEY STAKEHOLDERS

Additionally, CICP and its members had several opportunities to discuss critical regional issues with the three gubernatorial candidates (Governor Mike Pence, Lt. Governor Eric Holcomb and John Gregg) through a series of private roundtable sessions. Feedback from our members was provided to the candidates through white papers and information gathered during discussions held at break-out sessions at our board meetings. Policy papers and, ultimately, announced policy initiatives from our newly elected Governor and his team make clear that, indeed, our message was heard, and that our corporate community priorities will be well reflected in policies advanced over the months ahead.



Indiana Governor Mike Pence discusses the Indiana business climate with David L. Johnson, CEO of CICP, and Betsy McCaw, COO of CICP, at a special luncheon for CICP members.

# AGRINOVUS INDIANA

*Indiana's agbiosciences sector is an important contributor to the health of the state's economy with 75,000 high-wage jobs<sup>1</sup> and a \$16 billion share of the Gross State Product<sup>2</sup>. Jobs in the agbiosciences have also experienced growth of over 22% since 2003, well outpacing the rest of Indiana's total private sector employment rate<sup>3</sup>.*



In 2016, AgriNovus Indiana continued to build on the momentum of a thriving agbiosciences sector by positioning the state as a global leader in food and agriculture innovation. AgriNovus promoted the sector and its stories of innovation, facilitated collaboration among business, universities, and state government and fostered entrepreneurial activities in the four key innovation sectors positioned for economic growth in Indiana — Plant Sciences, Animal Health and Nutrition, Human Food and Nutrition and High Tech Agriculture.

## ANALYZING THE TALENT PIPELINE WORKFORCE AND TALENT STUDY

In October, AgriNovus released *Indiana Agbiosciences: Ensuring a Sustainable Workforce for our Future*. The comprehensive study examined the state's agbiosciences workforce, including the industry's current and future talent needs. Importantly, the analysis found that Indiana employs more than 75,000 individuals in the agbiosciences, many in higher wage jobs. Key recommendations and strategic actions around career awareness and engagement, talent mentoring, professional development, and entrepreneurial opportunities will be used to plan future AgriNovus programming. A public event was held with BioCrossroads to release the findings of the study, and leadership from Purdue University, Dow AgroSciences, Reynolds Farm Equipment and Ivy Tech Community College participated in the program. AgriNovus secured a grant from Lilly Endowment Inc. to conduct the study which was authored by TEconomy Partners.



**75K**  
Indiana workers  
in agbiosciences



Agbiosciences Wages  
**30%**  
more than  
average Indiana wage

## BRINGING PARTNERS TOGETHER INNOVATION COUNCILS

AgriNovus convened Innovation Council meetings around its four areas of focus – Plant Sciences, Animal Health and Nutrition, Human Food and Nutrition and High Tech Agriculture – to engage additional corporate and university experts to advise the AgriNovus team on key innovation trends and help explore and coordinate strategic projects. The Innovation Council meetings generated productive discussion around education and recruitment, funding and technology commercialization, and sector promotion and marketing opportunities. The ideas generated in the Innovation Councils are being evaluated and will be incorporated in future planning where appropriate. Investors in the Innovation Councils include: Indiana Pork, Northeast Indiana Regional Partnership, Biodyne Midwest, Indiana Municipal Power Agency, and Ancilla College.

## AGBIOSCIENCES UNIVERSITY COUNCIL FORMED

The first meeting of a newly formed Agbiosciences University Council was held in May and brought together a diverse representation of Indiana colleges and universities — Ivy Tech Community College, Huntington University, Purdue University, Hanover College, Franklin College, Indiana State University, Vincennes University and Indiana University-Purdue University Indianapolis (IUPUI). The meeting identified opportunities to collaborate on talent-based activities that support local companies and students. Several other institutions have committed to participation in the University Council going forward.

## SUPPORTING ENTREPRENEURS

An area of focus for AgriNovus is the growth of early-stage agbiosciences companies. In 2016, AgriNovus assisted in the collaboration and networking of more than 20 entrepreneurial, corporate, and university stakeholders to foster formation and growth of new, innovative companies.

<sup>1</sup> Source: TEconomy Partners

<sup>2</sup> Source: Battelle Technology Partnership Practice

<sup>3</sup> Source: TEconomy Partners

# \$1.4B from 60 agbiosciences companies

Committed to IEDC for investment in  
new and expanded Indiana facilities

AgriNovus has also built relationships with multiple investment groups to draw attention to Indiana-based early-stage food and agriculture innovation businesses. A close working relationship has also been developed with The Foundry at Purdue University, allowing AgriNovus to provide entrepreneurial business counsel, key introductions to business and investment groups and to participate in the AgCelerator investment competition.

## TELLING THE STORY OF INNOVATION INDIANA AGBIOSCIENCES INNOVATION SUMMIT

In November, AgriNovus hosted the second annual Indiana Agbiosciences Innovation Summit. The event brought together industry executives, policy leaders, academics, entrepreneurs, scientists and investors to discuss accelerating innovation and attracting investment in the agbiosciences. The program highlighted stories of innovation from Indiana's own agbiosciences sector while at the same time explored the ingredients needed for our state's longer-term economic development success in food and agricultural innovation. Speakers and panel experts discussed "what it takes" to create a robust and successful agbiosciences sector in Indiana. A keynote address from Dow AgroSciences President and CEO Tim Hassinger focused on "Investing in Ag Innovation." The event garnered positive media attention, trended on Twitter and attracted a diverse audience of over 250 leaders from around the state.

## MEDIA COVERAGE

AgriNovus Indiana continued its targeted marketing campaign to highlight Indiana's innovation capabilities and corporate leaders. AgriNovus is working with *National Public Radio*, *Inside INdiana Business*, *Crain's Indianapolis*, *Xconomy*, and *Brownfield Ag Network* to highlight its stakeholders' investments, research and entrepreneurial activity in the agbiosciences sector. Several Indiana companies were also profiled in *AgFunder News*. AgriNovus had over 50 article mentions and grew its quarterly e-newsletter subscribers to 1,300.



(L-R) John Hanak – Director of Venture Capital and Funding Resources, Purdue Foundry; Gil Farley – President, Biodyne Midwest; Mitch Frazier – Chief Marketing and Innovation Officer, Reynolds Farm Equipment; Tim Kopp – Partner, Hyde Park.



(L-R) Simon Tripp – Principal and Senior Director, TEconomy Partners; Mark Poeschl – CEO, National FFA; Sherilyn Emberton – President, Huntington University; Suresh Garimella – Executive Vice President for Research & Partnerships, Purdue University; Gary Morris – President and COO, Clabber Girl Corporation.

# ASCEND INDIANA

*In 2015, CICIP announced the creation of the Central Indiana Workforce Development Initiative (CIWDI) as an initiative focused on cross-sector workforce development throughout Central Indiana. CIWDI completed an in-depth planning year that included a comprehensive analysis of domestic, state, and regional labor markets, a review of local and national workforce development best practices, input from key state and regional stakeholders, and discussions with a steering committee comprised of leaders from the business, education, and philanthropic communities. These efforts culminated in a comprehensive strategic plan that informed the direction and launch of Ascend Indiana in October 2016 as CICIP's sixth initiative.*



At the launch press conference with nearly 300 stakeholders, Ascend announced \$7 million in funding. Lilly Endowment Inc. provided a grant of \$5 million to support the first three years of Ascend's operations. Additional funding and grants totaling nearly \$2 million were received from the Joyce Foundation, the Indiana Department of Workforce Development, USA Funds, Lumina Foundation, Eli Lilly and Company Foundation, the Central Indiana Community Foundation, and the Glick Family Foundation. In addition, Ascend announced that the initial steering committee had transitioned to a formal board of directors. Those members are thought leaders and pilot partners in Ascend's efforts. The launch generated approximately 40 positive media pieces, including the *Indianapolis Business Journal*, *IndyStar*, *Inside INdiana Business*, and WFYI's *No Limits*.

## CENTRAL INDIANA'S SUPPLY AND DEMAND MISALIGNMENT

The employment landscape has evolved dramatically over the past 30 years as economies have become increasingly global, integrated, and industrialized. These shifts have led to significant job growth worldwide and the need for higher levels of educational attainment in the U.S. By 2020, an estimated 62% of Indiana jobs will require workers with post-secondary education, according to research by Georgetown University. Currently, only 42% of working-age adults in Central Indiana have an Associate's degree, Bachelor's degree, or above. In order to close the gap and obtain the jobs of the future, post-secondary attainment must increase by over 200,000 residents. The talent misalignment leads to stagnating economic growth and prosperity for individuals and our region.



October 2016, Ascend Indiana brand launch and press conference.

## ENGAGING EMPLOYERS

One of Ascend's goals is to deploy a combination of employer-led strategies to better address the needs of the Central Indiana labor market. Ascend began building relationships with employers' human resource departments and subject matter experts to review job descriptions, clearly define necessary skills and abilities, and identify assessments and credentials that readily demonstrate candidate qualifications. In 2017, Ascend will confirm Central Indiana employers as pilot partners in its talent matching and pipeline efforts.

This is a continuation of the work Ascend has already been involved with throughout 2016. Ascend played a foundational role in the conception and implementation

of the Regional Workforce Partnership (RWP). Announced by Indianapolis Mayor Joe Hogsett, the RWP serves as an informal working council to discuss coordinated regional alignment for workforce development efforts. Ascend convenes quarterly meetings with key leadership and board chairs from the Region 5 Works Council, City of Indianapolis, EmployIndy, Indy Chamber, Department of Workforce Development, and CICIP to share progress and identify areas of collaboration. Ascend staff also gained broad community input by engaging hundreds of additional stakeholders from the corporate, government, and philanthropic sectors.

## IDENTIFY AND CONNECT TALENT

Ascend is working to make the labor market more efficient through a scalable recruitment effort in partnership with education providers. Ascend connected with multiple Indiana education providers and began early-stage partnership conversations that will enable the Ascend team to assist career services with job placement efforts. Once finalized, Ascend will identify talented individuals through a multi-faceted and high-touch recruitment strategy for placement at Indiana employers in 2017.

Ascend also began developing a technology platform to match individuals to employment opportunities using descriptive job postings and robust candidate profiles. Ascend is working with employers to articulate the skills, values, and characteristics required to thrive in jobs posted through the platform. In addition, Ascend will utilize an assessment to capture a holistic picture of an individual's skills, abilities, interests, and preferences. Using trained recruiters and a matching algorithm, Ascend will provide high-quality candidates to close the gap between employers' specific talent needs and the existing pool of talent.

## BUILDING TALENT PIPELINES

Through understanding employer demand and talent supply, Ascend has identified skill gaps within the labor market and will employ talent development strategies to address the need. Strategies identified include recruiting existing programs, launching new programs, and creating new talent



pipelines. Based on research and employer input, Ascend identified three early-stage strategies to pursue in Central Indiana: College for America (CfA), the Indianapolis Emerging Leaders Fellowship (IELF), and Year Up. Ascend and its strategic partners are preparing for program launch in 2017.

Where pipelines do not exist, Ascend has determined that unique connections between employers and education providers are needed to build long-term talent solutions. For example, Ascend facilitated the creation of a one-of-a-kind nursing academy through the partnership of a local health care system and an education provider. The nursing academy aims to improve the health and well-being of Central Indiana residents by establishing a work-ready pipeline of highly-educated nurses who initiate and continue their careers at the health care system. The partners developed an innovative educational model, focused on preparing registered nurses through a seamless pathway from education to employment. This model has the potential to be expanded to other health care provider networks as well as other industries.

## LEARNING AND CONTINUOUS IMPROVEMENT

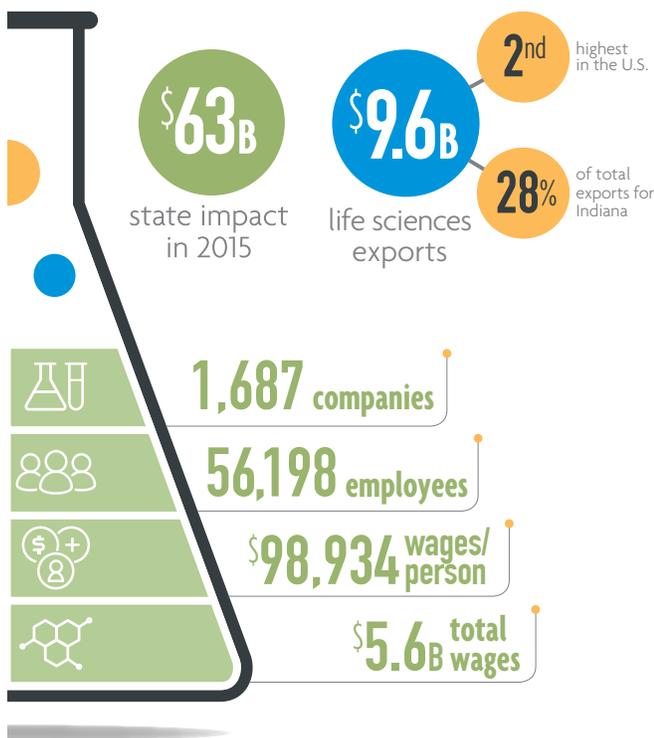
In 2016, Ascend was able to develop a deeper understanding of the labor market through its research. Ascend partnered with EmployIndy and FutureWorks to complete a study on the changing health care landscape and the significant impact of the Affordable Care Act on the industry's employers and education providers.

# BIOCROSSROADS

*For the biotech sector, national and even global forces drive constant change for business models, product approvals and investments, and ultimately, innovation, but Indiana's life sciences industry maintained its strong leadership position in 2016 with an outsized number of employees, companies and exports.*



The economic impact of pharmaceutical, medical device and equipment, agbiosciences, research, testing and medical laboratories and biologistics climbed to \$63 billion – a result of more than 56,000 employees and nearly 1,700 companies exporting nearly \$10 billion in products, the second highest in the U.S.



And while this vibrant industry is strong throughout the state, seven Indiana cities have been cited for particularly significant activity, according to the 2016 Biotechnology Industry Organization (BIO) and TEconomy Partners bi-annual report *The Value of Bioscience Innovation in Growing Jobs and Improving Quality of Life 2016*: Bloomington, Evansville,

Indianapolis, Lafayette, Michigan City, South Bend and Terre Haute. In addition, Bloomington, Indianapolis, Lafayette and South Bend were named as having some of the strongest industry performance in the U.S. In Indiana, Warsaw—still the “orthopedics capital of the world”—would also readily fit within this distinguished leadership group, but with a population of under 20,000 (about a third of whom work in the orthopedics sector), Warsaw is simply too small to be included among the cities that are surveyed.

Other indicators of advancement were detailed in BioCrossroads' report *Indiana's Health and Life Sciences Talent and Workforce: Developing Strategies to Compete in a Global Economy*. The health and life sciences industry accounts for one of every 10 private sector jobs in Indiana and has experienced job growth of more than 22% since 2001.

There are solid job gains across a broad range of skill levels and diverse job opportunities. Wages for these jobs continue to run well above the overall average wages in Indiana. However, the ratio between job openings and workers is unbalanced. While demand is strong and continues to grow, there are capacity challenges to meet the needs of industry for health and life sciences workers due to several interrelated talent supply and workforce preparedness pressures. BioCrossroads and our sister organization, Ascend Indiana, are developing programs to begin to address these gaps in 2017.

## ADVANCING A CATALYTIC STATE

BioCrossroads cultivates our entrepreneurial environment by investing in startup companies through the Indiana Seed Fund, and by connecting these companies with industry and development partners, and linking them to talent and other resources.

The Seed Fund invested in three companies in 2016, including SpeechVive, a startup focused on developing medical devices to improve speech clarity of Parkinson's patients based on the research of Jessica Huber, Ph.D. at the Department of Speech, Language and Hearing Sciences, Purdue University. The SpeechVive device, which fits like a hearing aid in the patient's ear, detects when a patient is speaking and elicits louder and clearer speech through an involuntary reflex known as the Lombard Effect. Allinaire Therapeutics also received an Indiana Seed Fund investment. The company's development of novel therapeutics for pulmonary disease is based on technology from Indiana University School of Medicine.

In order to highlight what powers Indiana's life sciences entrepreneurial success, a white paper, *Powering Indiana's Life Sciences Community: Profiles of Money, Molecules and Management*, was released in October. The paper takes a look at the funding, science and people that provide the vision, drive discovery, and form and support new entities.

In the fifth annual BioCrossroads New Venture Competition, Scioto Biosciences took home the top prize of \$25,000. The startup develops medicines to support microbiome health through a novel micropartical platform leveraging probiotic biofilms. Daylight OB was awarded second place for a medical device to improve health and safety in labor and delivery units. Third place went to VinSense for its innovative software that helps wine growers make better decisions based on real-time sensed data to enhance crop uniformity, production and profitability (Purdue University). The pre-venture prize was given to Rusher Medical which is developing a portable positive expiratory pressure therapy device that helps those compromised by lung function to breathe easier.

Over the last five years, the competition has awarded more than \$300,000 to 20 startup companies, which have, in turn, gone on to secure \$21 million in additional funding.

## SHARING INFORMATION

The events calendar was very full for BioCrossroads in 2016. Eight Frameworkx sessions addressed and educated our community across a wide range of issues in talent, science and innovation over the year:



An Idea Exchange for Indiana Life Sciences

- **The Microbiome:** *Uncovering answers in human, animal and environmental research*
- **Indiana Agbiosciences:** *Ensuring a sustainable workforce for our future*
- **Indiana Health Information Exchange:** *An Indiana success story and a national model in healthcare*
- **Accelerating Innovation:** *How Indiana's universities are taking innovative ideas to market*
- **Innovative Cancer Research:** *A showcase of novel work at Indiana's academic institutions*
- **Indiana Life Sciences Talent and Workforce:** *Developing strategies to compete in a global economy*
- **Concussions:** *How Indiana is leading the nation in sports injury prevention and treatment*
- **Prescription Drug Misuse Epidemic:** *How Indiana's healthcare and life sciences industries are responding and developing solutions*

## CELEBRATING INNOVATION

In October, BioCrossroads hosted the thirteenth annual Indiana Life Sciences Summit. More than 225 attendees discussed the topics of success in innovation districts, entrepreneurial experiences, and breakthroughs and innovations at life sciences companies and universities.

John Swisher, founder of JBS United, was named the 2016 Watanabe Life Sciences Champion of the Year. Ag-focused technologies form a large component of Indiana's diverse life sciences industry, and Swisher has become an international icon for what it means to be a reputable, effective and visionary agbiosciences entrepreneur. Some of his achievements include engagement in international joint ventures, investment in leading agtech companies, and donating to underserved communities.

New at this year's Summit were a scientific track and a poster session. Keynote presentations included internationally renowned speakers Dr. Gary Pisano from Harvard Business School and Dr. Rainer Fischer from the Fraunhofer Institute (now the chief scientific and innovation officer for the Indiana Biosciences Research Institute).

BioCrossroads harnesses Indiana's impressive life sciences assets into actionable, innovation-driven outcomes. It's a strategy that continues to deliver, after 15 years, for our prospects of living in a more prosperous, healthier State of Indiana over the century ahead.



During the 2016 Indiana Life Sciences Summit, panelists discuss university innovation and commercialization.



David L. Johnson, President and CEO, BioCrossroads presents JBS United Founder John Swisher with the annual Watanabe Life Sciences Champion of the Year award.



Danny Cabrera, Founder and CEO of 3D bioprinting company BioBots, gives a keynote presentation.

# CONEXUS INDIANA

*Advanced manufacturing and logistics (AML) continue to be the lifeblood of Indiana's economy, with one out of every 12 workers employed in the industry sector. On the national level, Indiana has the largest state share of advanced manufacturing employment<sup>1</sup>. And that share is growing.*



Against this backdrop, Conexus Indiana continues to deliver its mission: uniting business, government and academic leaders to strengthen Indiana's AML advantage through workforce and business development initiatives.

Conexus Indiana devoted 2016 to increasing its talent development footprint, reaching more high school students with its AML curriculum than ever before and providing hundreds of students with work-based learning opportunities in manufacturing and logistics companies around the state. Colleges and universities became important partners as Conexus Indiana, and its industry leaders, strengthened post-secondary logistics curriculum offerings, introducing more students to AML career opportunities.

In addition to its talent development initiatives, Conexus Indiana and its industry-led councils of aerospace and defense, automotive, and logistics delivered strategic initiatives to support industry growth, connect buyers with Indiana suppliers, and protect and leverage Indiana's position as the "Crossroads of America."

## A TALENTED WORKFORCE DRIVES INDUSTRY GROWTH

Education is an important driver of advanced manufacturing growth, noted researchers at the Center for Business and Economic Research at Ball State University in its *2016 Advanced Manufacturing in the United States* report. A well-educated and ready workforce matters more than any other single factor in the health of advanced manufacturing firms, they concluded.

## HIGH SCHOOL STUDENT IMPACT

Since introducing its first workforce development program in 2012, Conexus Indiana has made significant strides in building a talented and skilled workforce. Thousands of students have earned industry-recognized credentials, dual credits and internships, and participated in industry-sponsored awareness programs. Lilly Endowment Inc. awarded the Central Indiana Corporate Partnership Foundation a \$6 million grant in 2016 for Conexus to continue growing its successful education and outreach programs. This is the largest single grant Conexus has received since it was launched in 2007.



Pike High School students Terrell Malone and Trevian Booker are among the thousands of high school students who participate in Hire Tech and other programs that introduce them to advanced manufacturing and logistics careers and teach them the skills to succeed.

<sup>1</sup> Ball State University Center for Business and Economic Research, (2016), *Advanced Manufacturing in the United States*.



## STUDENT IMPACT

The Conexus Interns Program has measurably impacted student interest in AML careers, according to Conexus Indiana survey results



Internship Experience Made More Likely to Pursue a Career in Advanced Manufacturing and Logistics



Impacted Plans After High School



Found Experience Valuable

From 2012 through 2016, Conexus Indiana's hallmark talent development program, Hire Tech, had enrolled more than 5,000 high school students and awarded nearly 4,000 industry-recognized credentials and 10,000 dual credits. Offered in partnership with Ivy Tech Community College, Hire Tech is a two-year course sequence that prepares students to succeed in middle-skill AML careers right out of high school or to get a jump-start on post-secondary education. It offers students opportunities to earn up to 15 dual credits from Ivy Tech and industry certifications that are valued by industry employers.

Hire Tech schools connect classroom instruction with hands-on experience through partnerships with AML companies in their local communities. These companies, called Conexus Indiana A+ Partners, provide industry-specific experience for students by hosting events at their facilities and engaging students in the classroom with real-world applications. In 2016, more than 250 companies participated in the A+ Partners program. Today, the program provides students with opportunities in many different industry settings, thanks to the enthusiastic support of the companies represented on the Conexus Indiana automotive, logistics, and aerospace and defense councils.

These same council members have helped increase the number of companies and students participating in the Conexus Indiana Interns Program as well. The Conexus Interns Program is the only statewide high school internship opportunity for the AML industry. It's a six-week, paid work experience for students who have excelled in Hire Tech, Project Lead The Way or other AML courses, and it extends a student's classroom experience into the workplace. The 2016 Interns Program placed 230 high school students in 79 companies and received impressive reviews from student and company participants.

## POST-SECONDARY STUDENT IMPACT

Increasing post-secondary student interest and skills in AML careers took on new meaning in 2016. Conexus and its industry council members focused on building meaningful partnerships with Indiana universities and colleges and helped build career pathways and highlight career opportunities in Indiana AML companies.

The first-ever Conexus Indiana Logistics Case Competition expanded student interest in Indiana's logistics industry. The case competition hosted 17 Indiana universities and 65 post-secondary students for a three-day logistics business case challenge in Indianapolis. In addition to solving the case, students networked with logistics company CEOs, COOs, and other high-level executives, and learned about logistics career opportunities.



Valparaiso University students won first place and \$5,000 in the first Conexus Indiana Logistics Case Competition. U.S. Representative Todd Rokita presented the check to the students.

Conexus Indiana Logistics Council members also worked hand-in-hand with Indiana colleges and universities to review, enhance, and, in some cases, endorse curriculum that prepares students for careers in the logistics industry.

Conexus Indiana also built on its successful Industrial Maintenance training program developed by the Indiana Automotive Council, Ivy Tech and Vincennes University. In 2016, more than 800 students participated in the program that provided experiential co-op opportunities and a combined classroom study and workplace experience.

## **CONNECT AND BUILD**

Conexus Indiana works closely with its industry councils, connecting businesses with opportunities and strengthening Indiana's position as an AML leader.

Conexus Indiana launched a web-based database, Conexus ICON, connecting more than 6,500 Hoosier-based original equipment manufacturers (OEMs), state agencies, universities, and small- to medium-sized businesses with procurement opportunities.

The free supplier database simplifies matchmaking and connects Indiana suppliers with buyers throughout the state and around the world. Its robust search capabilities and GIS mapping tool pinpoints company locations and industry clusters. Since its introduction in July, nearly 300 new users have registered, all AS9100 companies are represented and micro-sites for automotive and aerospace and defense companies have become operational.

Global buyers have a window into the world of Hoosier suppliers through this database, providing untapped opportunities for business growth and development. In comparison to supplier databases in other states, Conexus ICON sets a new standard, further differentiating Indiana's business environment.

Members of the Conexus Indiana Aerospace and Defense Council continued to work with the Indiana Economic Development

Corporation to strengthen Indiana's leadership in the aerospace and defense industry. Eight Aerospace and Defense Council companies joined state leaders at the Farnborough International Airshow in Paris, the world's largest exhibition dedicated to the aviation industry. During the event, the Aerospace Industries Association announced that Indianapolis will host the association's 2018 Supplier Management Council conference, providing additional opportunities to showcase Indiana's growing aerospace and aviation industry.

Conexus Indiana Logistics Council also worked diligently in 2016 to begin implementing projects outlined in its six logistics strategic plans. More than 225 Indiana logistics executives identified infrastructure, public policy and workforce development opportunities in each of the state's 92 counties. The council members moved quickly to implement priority infrastructure projects and recommend associated funding options now under consideration by the 2017 Indiana General Assembly.

2016 marked Conexus Indiana's ninth year in operation, and it saw unprecedented collaboration among industry leaders in the aerospace and defense, automotive and logistics industries which all worked toward a stronger Indiana and developing talent for our growing workforce.

# ENERGY SYSTEMS NETWORK

*Energy Systems Network (ESN) has continued advancing the use and development of clean energy technologies through a number of ongoing initiatives. The Battery Innovation Center (BIC), incubated and launched out of ESN, continued to expand with new testing, validation and research projects. ESN supported Duke Energy in planning the state's largest solar energy installation at Naval Surface Warfare Center Crane, which broke ground in 2016. And ESN continued serving as IndyGo's expert consultant in planning and developing the city's electric bus rapid transit line. Beyond these ongoing activities, ESN also invested much time and effort into the following projects:*



## MOVING FORWARD

The Moving Forward program, developed by ESN and the Indiana Housing and Community Development Authority (IHCDA), now has four sustainable affordable housing projects underway throughout the State of Indiana. Developed in 2015, Moving Forward is a first-of-its-kind innovative development program that addresses the challenge of integrated affordable housing with energy efficiency and affordable transportation. The program uses a systems approach to create integrated solutions that increase quality of life while decreasing the cost of living for low- to moderate income individuals and families.

In December 2016, the two developers from the inaugural Moving Forward innovation workshop – Pedcor and BWI, LLC – were both approved for Rental Housing Tax Credits (RHTC) after presenting their final development designs to the IHCDA Board of Directors. ESN worked closely with both developers throughout the course of 2016 to support innovative thinking, ensuring the teams are focused on reaching the “stretch goals” defined at the innovation workshop, and serving as an intermediary to connect with other project partners, including utilities.

Pedcor will begin construction in 2017 at Showers Commons Technology Park in Bloomington, Ind. and BWI, LLC will build its development – named Posterity Scholar House – in Fort Wayne, Ind. Both will be highly-efficient, net-zero developments with on-site renewable energy generation and transportation solutions.

## MOVING FORWARD 2.0

In November 2016, ESN held its second Moving Forward innovation workshop with two new teams, this year selecting from Community Action Agencies (CAAs) across the state. Community Action of Greater Indianapolis (CAGI) and Area IV Agency of Lafayette, along with their selected developers, attended the two-day workshop with more than 30 subject matter experts.

One new area of focus implemented in “Moving Forward 2.0” was the goal of developing a strategy to alleviate the generational cycle of poverty for residents in these developments. A core mission of CAAs is to develop programs and services that support low-income families’ needs and to increase their overall quality of life.



ESN hosted its second annual Moving Forward innovation workshop at the Nature Conservancy in Indianapolis in November.

Both CAAs are now investigating site locations within their designated regions and will spend much of 2017 finalizing the sites and undergoing the design process for their developments.

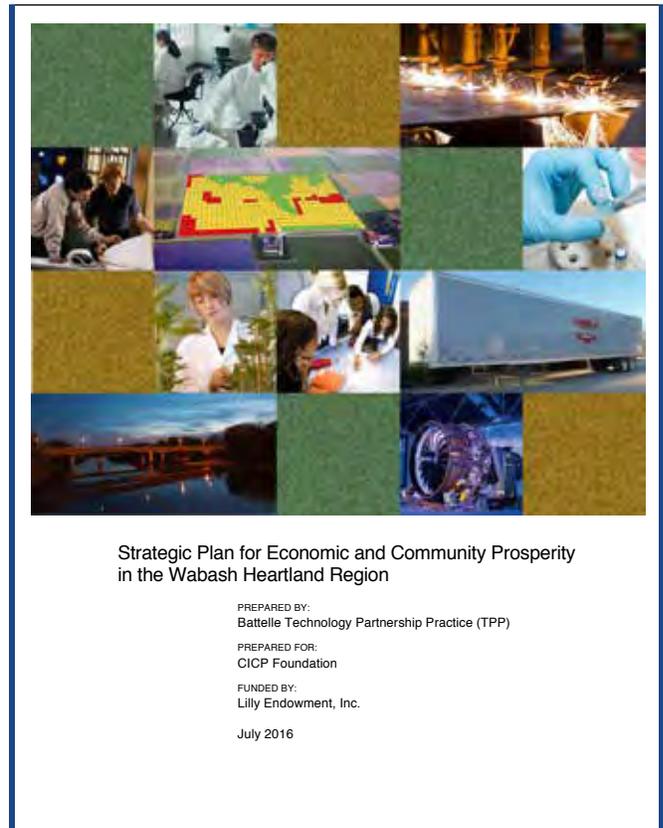
## BLUEINDY DEPLOYMENT CONTINUES

Since its grand opening in September 2015, BlueIndy – the all-electric car sharing service – has become the fastest growing of all of Bolloré’s electric car sharing programs globally. Membership and ridership continues to grow throughout Central Indiana, and to date, there are more than 280 BlueIndy electric vehicles on the roads. ESN has continued its role in recommending car sharing station sites for consideration to Bolloré and the City of Indianapolis throughout 2016.

Of the 80 stations and around 400 charging stations now open to the public, the most utilized is the new BlueIndy station at the Indianapolis International Airport. Several Indianapolis-area college campuses are also in discussions with BlueIndy to provide car sharing services on campus, which will provide transportation for college students – a major demographic of car sharing users who often do not own their own vehicles.

## WABASH HEARTLAND INNOVATION NETWORK RELEASES STRATEGIC PLAN

ESN President and CEO Paul Mitchell and the ESN team supported the Wabash Heartland Innovation Network (WHIN) on behalf of CICIP Foundation in 2016 through a grant previously provided by Lilly Endowment Inc. In August 2016, the Steering Committee released the final strategic plan for the Wabash Heartland Region entitled *Strategic Plan for Economic and Community Prosperity in the Wabash Heartland Region*. The plan was drafted by Battelle Memorial Institute, Technology Partnership Practice and was finalized by members of the Steering Committee. CICIP Foundation staff provided extensive support in updating, revising, editing and contributing to the report. The result was a comprehensive plan that outlined very specific initiatives that address each of the Steering Committee’s four strategies, which are as follows:



- Catalyze the growth of industrial clusters for which the region has a unique comparative advantage;
- Advance systemic workforce development/talent initiatives aligned with industry cluster needs;
- Leverage the region’s longstanding research strengths and recent investments to diversify the economy through innovation, entrepreneurship, and education; and
- Foster a high-value quality of place

The Steering Committee’s next steps are to prioritize actions to pursue for implementation and for further funding opportunities as they share the outcomes of the plan with stakeholders throughout the region.

# TECHPOINT

*Indiana's economic recipe for growth requires four main ingredients: talent, capital, connectedness and opportunity. The team at TechPoint is attracting and delivering those ingredients to an ecosystem of tech companies, highly tech-enabled companies, and their workforces to catalyze further growth and prosperity in the region.*



## THE STATE OF TECH

Nationally, about half of all venture capital dollars are invested in tech. In Indiana, the ratio is even higher. Of the \$80 million of venture capital invested in Indiana companies in 2016, two-thirds of the dollars and three-quarters of the deals went to tech companies.<sup>1</sup>

Over 115,000 Hoosiers work in the tech sector with wages more than double the state's median wage. Jobs for computer-skilled professionals rose 21% from 2010 to 2015.<sup>2</sup>

Indiana is gaining momentum as a thriving tech ecosystem, and TechPoint is helping to fuel that through its efforts, but it doesn't do it alone. TechPoint's efforts to further grow the tech sector are made possible by the involvement and generous investments from over 100 companies, universities, service providers, government agencies, and philanthropies.

## ATTRACTING AND RETAINING TALENT

Attracting high-skilled talent to fill the increasing number of tech jobs in Indiana is a core component of TechPoint's mission. To execute that goal, TechPoint added staff, and three new talent programs were initiated thanks to support from Lilly Endowment Inc.

## TALENT PROGRAMS

**Xtern Bootcamp** is a three-week intensive training program for ambitious college students who are aspiring technical talent without work experience. Designed for high-potential freshmen and sophomores with industry relevant technical experience, Xtern Bootcamp provides training to skill-up college students and prepares them for the Xtern program. In 2016, 24 students participated in the program. TechPoint aims to provide 150 college students with the Xtern Bootcamp experience in 2017.

**Xtern** is "the ultimate tech internship experience" that attracts the nation's top tech-skilled college students. The 10-week summer internship includes housing on campus at Indiana University-Purdue University Indianapolis (IUPUI), professional networking with top tech leaders, skills development and community engagement. Since the program launched in 2014, 289 Xterns representing 35 universities and 20 states completed the program. Over 1,300 students applied to be Xterns in 2017, proving that Indiana can be an attractive state for tech-skilled new graduates.



College students interviewed at Xtern Finalist Day.

**Indy Tech Fellowship** is a two-year program for new grads, crafted to place developers, designers, and product managers with leading companies where they can hone their skills, fast-track their careers, and impact our community. Launched in June 2016, with 21 new graduates working at 13 tech companies, the program will recruit a new class in January 2017.

<sup>1</sup> PricewaterhouseCoopers / MoneyTree Report 2016

<sup>2</sup> TechPoint 2015 Workforce Report

**Sales Bootcamp** is a six-week program for new grads and career changers designed to train and provide them a first-hand look inside the work environment at several tech companies, and help them quickly ramp up to be high-potential salespeople. Launched in June 2016, to answer the needs of growing sales teams for tech companies, the inaugural Sales Bootcamp experience included 17 new grads and career changes. All 17 participants received job offers at the end of their training.

**Job Board + Talent Network** are online resources hosted on TechPoint.org. The TechPoint Job Board received 100+ job postings per month in 2016, and has become the top search result for “Indianapolis tech jobs.” The Talent Network was launched in July 2016 as an online portal for out-of-towners seeking to return or relocate to Indiana, giving experienced talent the ability to share their resume with TechPoint’s hiring member companies.

## ACCELERATING SCALE-UP TECH COMPANIES

Scale-up companies are tech product, tech service and tech-enabled companies that are at least one year old, have a desire to grow and hire significantly in Indiana, and have at least 20% annual revenue growth. TechPoint’s Tailwind program was piloted in 2015 with the help of grants from the JPMorgan Chase Foundation and the Indiana Office of Small Business and Entrepreneurship. The program grew to include 18 scale-up companies in 2016. Those 18 companies are accessing critical resources of talent, capital, customers and promotion through TechPoint to become tomorrow’s successes.

**Venture Capital** — In May, the Winners’ Circle event brought together a mix of previous and current Mira Award winners and select scale-up companies from TechPoint’s Tailwind program during Fast Friday at the Indianapolis Motor Speedway. Top executives from 28 of Indiana’s most successful and promising companies met with representatives from 18 venture capital firms, angel investors and investment banks to seek out their next big investment partnerships. Several companies have secured funding rounds since attending the event.



New grads practice tech sales calls during Sales Bootcamp.



Dr. Don Brown, CEO of Interactive Intelligence, accepting the Mira Award for Tech Company of the Year.



TechPoint's logo on the Bankers Life Fieldhouse scoreboard at Suite Speed Dating event.

**Customers** — Suite Speed Dating was hosted at Bankers Life Fieldhouse for 16 scale-up companies to meet face-to-face with a dozen of our state's well-known companies like Eli Lilly and Company, First Internet Bank and OneAmerica.

**Community** — TechPoint launched quarterly peer-to-peer mentorship meetings for scale-up CEOs and team leads of product, sales and marketing.

## ACTIVATING AND AMPLIFYING THE COMMUNITY

TechPoint builds, recognizes, and amplifies an exceptionally connected and collaborative community through events and the digital media platform TechPoint.org.

### COMMUNITY EVENTS

The 17th annual Mira Awards gala, presented by Angie's List, Interactive Intelligence and Salesforce, was held in April at The Westin Indianapolis and honored 'The Best of Tech in Indiana' with a sell-out crowd of 850 people. A total of 17 Mira Award winners and seven runners-up were chosen from 168 applications.

### TECH 25

The second annual Tech 25 event celebrated a prestigious selection of 25 individuals who are critical and exceptional performers helping to grow our community's tech and tech-enabled companies, but who — not being the CEO or other top executives — don't get honored publicly as often as they deserve. Held at The Crane Bay in downtown Indianapolis in August, the event attracted more than 300 attendees.

### POLICY ADVOCACY

TechPoint is not a lobbying organization, yet policies enacted at the statehouse can directly impact our state's

effectiveness in attracting talent and capital and driving growth and innovation. Thanks to a partnership with the Indiana Chamber of Commerce, the Chamber's Technology and Innovation Council was formed, providing a stronger and more unified voice at the statehouse.

### TECHPOINT.ORG + WEEKLY TECH NEWS EMAIL

TechPoint's digital media platform shared over 425 stories of Indiana tech success in 2016. Over 1,200 jobs were posted to the Job Board, and over 380 companies are now listed in the Tech Directory. The platform also hosts community event listings, shares local and national media stories, highlights TechPoint programs and event successes, and then shares them with more than 13,000 email subscribers and 13,000 social media followers.

### MEDIA RELATIONS

TechPoint expanded their team to intentionally collaborate with local and national media outlets and tell more stories of Indiana tech success. Through earned media outreach, TechPoint placed 60 stories and mentions of Indiana tech companies.

# EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

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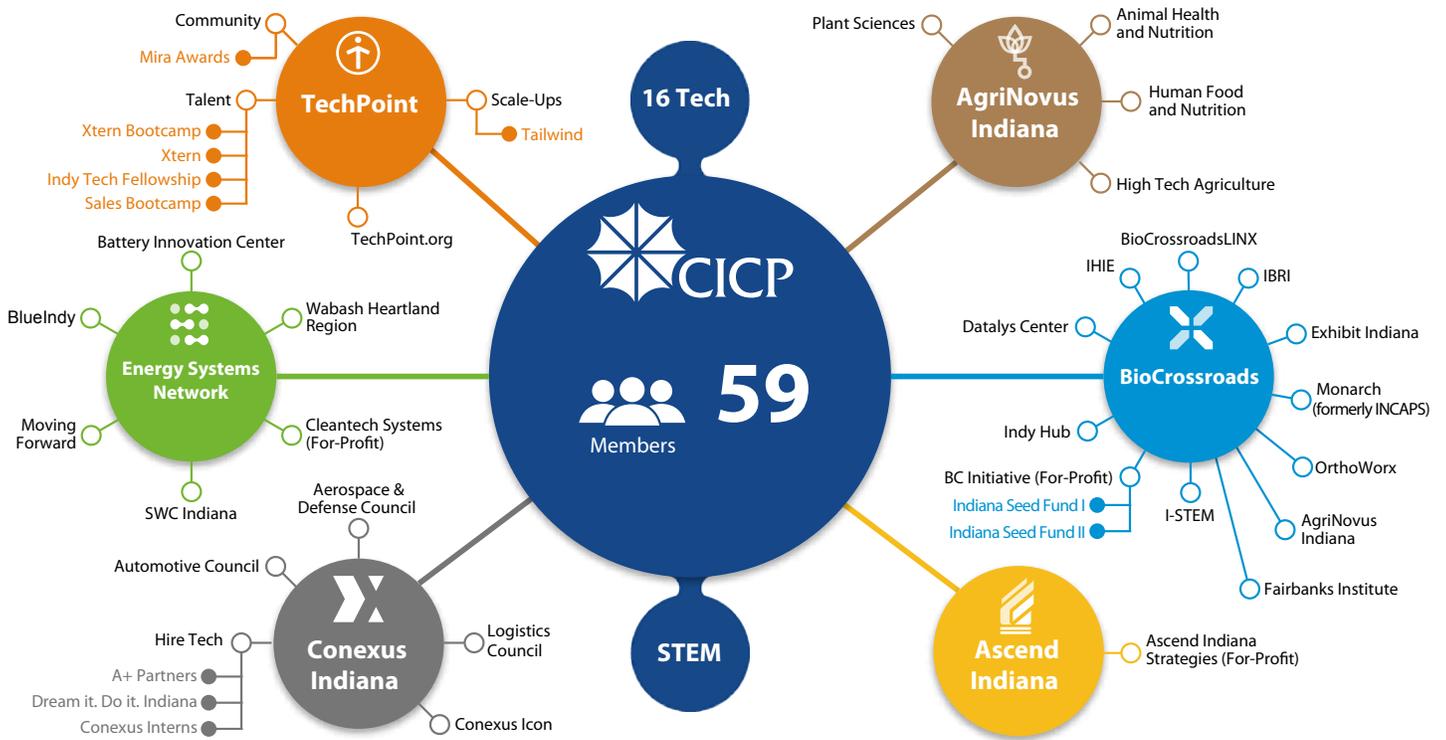
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President, Central Division  
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**Kenneth Zagzebski**

President, The AES Corp.  
Parent Company of Indianapolis Power & Light

# 2016 CICP ENTITIES







Central Indiana Corporate Partnership

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