

# 2017 Central Indiana Corporate Partnership ANNUAL REPORT





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## LETTER FROM THE PRESIDENT



Nearly 20 years ago, the heads of our region's leading companies, philanthropic foundations and universities came together to drive the formation of the Central Indiana Corporate Partnership (CICP). The organization's leaders were then—as they continue today—empowered and

deliberate in their shared determination for CICP to represent the region's premier collaborative effort dedicated to advancing prosperity and growth.

The intentionality that led to CICP's founding proved to be prophetic—and nationally remarkable. In late 2016, I was contacted by Urban Expert and Brookings Institution Centennial Scholar Bruce Katz about a book that he and Brookings Senior Fellow Jeremy Nowak were writing that would detail how cities/regions must look at new and strategic ways to better deploy locally based assets and consolidate public and private leadership to assure economic success in a world in which such success will come increasingly through local determination and collaborative creativity rather than federal programs and policies. To make their case, Katz and Nowak were on the trail of compelling examples, clear stories from cities across the U.S.—and around the world—that had at least begun to figure out certain fundamental elements to enable a place in the vanguard of progress at a time of growing global complexity and change.

Katz's and Nowak's research led them to Indianapolis. Here, they rapidly focused on CICP's history, structure and

impact as a potential example of an approach by intentional regional leaders to structure networks for governance and collaboration in new and different ways to succeed. Over the early months of 2017, Katz and Nowak interviewed me and our Vice President for Communications, Lori LeRoy, over many conference calls and email exchanges. Out of these discussions, we happily sent them histories, media stories, consultant and stakeholder reports, and other information (which as it turned out, we had in abundance) about CICP and our six key talent and industry sector initiatives.

What resulted was a major and encouraging focus on Indianapolis and CICP in their thought-provoking new book, published by the Brookings Institution Press, *The New Localism - How Cities Can Thrive in the Age of Populism*. The book devotes an entire chapter to Indianapolis as a city always thinking ahead about new ways to pursue growth through an evolving series of collaborative efforts spanning more than 40 years, and leading to the formation of the Central Indiana Corporate Partnership at the beginning of the 21st century.

In our organization—with its clear mission, membership comprised exclusively of executive leaders, focus on data-driven strategies, projects and investments, diversely skilled professional staff, and insistence upon specific outcomes and results—Katz and Nowak find their example of a winning “structure to the practice of collaboration” worthy of greater study and far wider attention. As one example, Katz and Nowak detail how CICP's oldest industry sector initiative, BioCrossroads, has succeeded in establishing an emerging venture capital ecosystem, advancing market-driven enterprises, and driving industry, university and philanthropic collaborations to begin to realize and leverage the power of the region's historically significant—but traditionally fragmented—life sciences sector.

*The New Localism* represents a major work, and certainly, we are grateful to its authors for giving CICIP such a prominent place in their illustrations of success. But even more, this book reminds us all of the enormous debt we owe to those restless, far-sighted early leaders like Clay Robbins, Larry O'Connor and Sallie Rowland who brought such a smart and ambitious set of goals, structures, resources and leaders together to make CICIP what it has become today.

Indeed, 2017 showed that CICIP's story and the scale of our efforts only continue to grow. Our six key talent and industry sector initiatives are engaged in important and transformative projects all over the state; in Indianapolis, the 16 Tech Innovation District is about to break ground; in the south-central portion of the state, the Applied Research Institute has taken shape with a powerful board of directors including the Governor, the leaders of Indiana University and Purdue University, and the heads of major corporations; our talent and workforce initiatives have dramatically expanded operations and scope; and we continue to partner with both State and local government, and other regional leaders, to advance bold new initiatives around innovation, venture capital and human capital growth.

Today, we are 65 members strong, adding to our impressive leadership group in 2017: Scott C. Beck, president, Beck's Hybrids; David M. Findlay, president and CEO, Lake City Bank; Rick Fuson, president and COO, Pacers Sports and Entertainment; Jim Irsay, owner and CEO, Indianapolis Colts; the Rev. John I. Jenkins, president, University of Notre Dame; Bruce King, CEO, Helmer Scientific; and Michael J. Packnett, president and CEO, Parkview Health.

I am especially grateful to Cathy Langham for chairing the CICIP Board of Directors over the last two and a half years. Much of CICIP's growth, along with the expansion of our talent and

industry sector initiatives into new areas and projects, has happened on Cathy's watch. And, in helping us improve our governance practices and add key leaders to our membership, she has been an invaluable leader and friend. For the year ahead, we look forward to having Jack Phillips, president and CEO of Roche Diagnostics, serve as our new board chair, with Bryan Mills, president and CEO of Community Health Network, serving as vice chair. We welcome Mark Howell to our team as he takes the post of president and CEO of Conexus Indiana, following Steve Dwyer's retirement. And we congratulate Beth Bechdol as she moves into the role of serving as the first full-time president and CEO of AgriNovus Indiana.

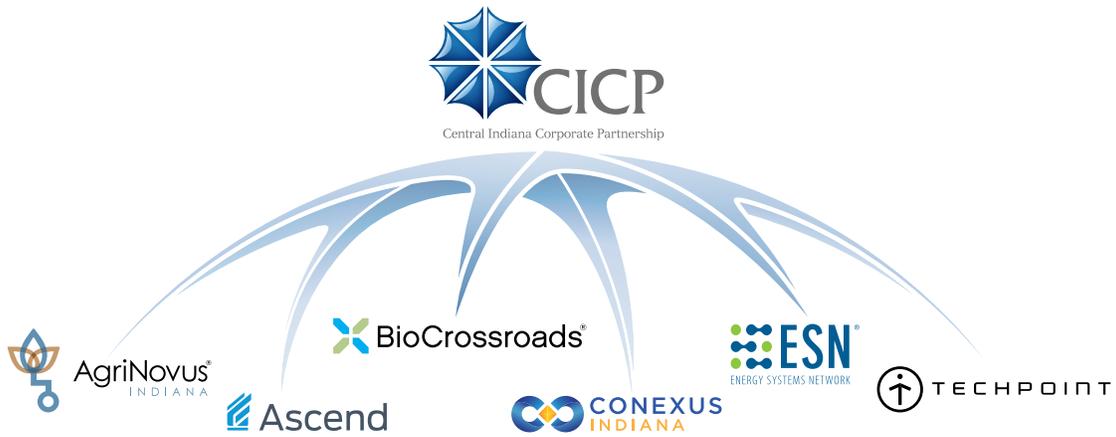
*The New Localism* singles out Indianapolis as a national leader "for its collaborations within sectors, technological innovations and investment in the workforce of the future—launched into the global sphere through civic efforts and strong local leadership." At least in the eyes of some experts, we appear to be setting a national standard for getting important things done. And so, it's only fitting that we keep raising the bar. For 2018, we are determined to become even more engaged in addressing challenges and driving talent and innovation in new, better and more effective and inclusive ways to further our community's opportunities to become all we truly can be.

Sincerely,



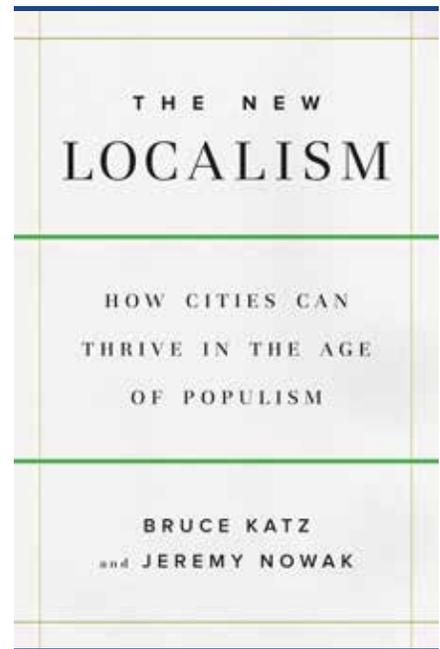
**David L. Johnson**  
*President and CEO*  
Central Indiana Corporate Partnership

# CENTRAL INDIANA CORPORATE PARTNERSHIP (CICP)



***When it comes to effective 21st-century economic development, Indianapolis has now been singled out in an important new book as a national leader “for its collaborations within sectors, technological innovations and investment in the workforce of the future—launched into the global sphere through civic efforts and strong local leadership.”*** The book, *The New Localism - How Cities Can Thrive in the Age of Populism*, by Brookings Institution’s Centennial Scholar Bruce Katz and Senior Fellow Jeremy Nowak, tells the stories of global cities in the vanguard of progress at a time of growing global complexity and change. In particular, and along with Pittsburgh and Copenhagen, Indianapolis is featured at length in the book as a world leader for devising and persisting in pursuit of collaborative approaches and sustained solutions to the challenges of growth.

The book highlights Indianapolis as a city that was thinking ahead of its time in 1999 with the establishment of a uniquely effective collaborative governance mechanism—the Central Indiana Corporate Partnership (CICP). Katz and Nowak accurately capture CICP’s unique capacity to combine effective corporate, philanthropic and university leadership; responsive data and strategy; and substantial targeted funding for specific projects and initiatives. Now nearly 20 years later, CICP and its six key talent and industry sector initiatives continue to work every day to foster and develop talent, spur innovation, and seek partnerships and cooperation across our region’s advanced industries that will drive the 21st-century economy and move our region forward. 2017 brought further progress through achievement of important results for several of our leading projects and initiatives.



*The book highlights Indianapolis as a city that was thinking ahead of its time with the establishment of a uniquely effective collaborative governance mechanism—the Central Indiana Corporate Partnership (CICP).*



## A PLACE WHERE TALENT AND INNOVATION WILL COLLIDE

CICP's work on the development at 16 Tech continued in 2017 with the accomplishment of some major milestones. A national search for 16 Tech's President and CEO concluded in May with the hiring of Robert W. Coy Jr., a 32-year veteran economic and entrepreneurial development expert. Coy most recently served 11 years as President and CEO of CincyTech, a venture development organization that accelerated the growth of start-up bioscience, healthcare, technology and advanced manufacturing companies in Southwest Ohio.

Coy hit the ground running when he officially joined 16 Tech in May. Thanks to a \$2 million grant to the non-profit 16 Tech Community Corporation from the Richard M. Fairbanks Foundation, Coy has acquired land and has moved forward with development plans for the anchor tenant, Indiana Biosciences Research Institute, and is building a staff. 16 Tech is a step closer to becoming Indianapolis' largest talent attraction, retention and development project and a 60-acre innovation community where talent across the life sciences, tech and engineering industry sectors will soon converge to live, work, play, learn—and innovate.



*Robert W. Coy, Jr.,  
president and CEO, 16 Tech*

## APPLIED RESEARCH INSTITUTE (ARI)

In August, leaders from Indiana government, the state's largest military asset, industry, and research universities established the Applied Research Institute (ARI). ARI will facilitate and manage collaborative research teams to pursue federal grants

and contracts as well as corporate-sponsored research. ARI's board of directors approved \$3.5 million over two years for the development of trusted microelectronics, technology which is immune to a wide variety of emerging hardware and software-based attacks, is resistant to counterfeit and has applications in nearly all electronic devices.



*The first Board of Directors meeting for the Applied Research Institute in August 2017*

The ARI board of directors is comprised of Governor Eric Holcomb; ARI Interim CEO and Board Chair, General Gene Renuart USAF (Ret.); Purdue University President Mitch Daniels; Indiana University President Michael McRobbie; Cook Group Chairman Steve Ferguson; Rolls-Royce Defense Aerospace North America President Phil Burkholder; and Tsuchiya Group North America, TASUS Corporation President Melanie Walker. The Technical Director, Naval Surface Warfare Center Crane, Dr. Brett Seidle, serves as the Naval Sea Systems Command Liaison to the board. In addition, Regional Opportunity Initiatives (ROI) CEO Tina Peterson; and Radius Indiana President and CEO Jeff Quyle, serve as ex-officio members of the board.

ARI was formed through a \$16,225,000 grant from Lilly Endowment Inc. to the Central Indiana Corporate Partnership's supporting foundation, CICIP Foundation Inc., as part of a larger \$42 million grant for organizations to enhance economic prosperity, collaboration and growth across Southwest Central Indiana.

## ADVANCING STEM EDUCATION IN INDIANA

Building upon previous efforts to ensure every Hoosier student has access to STEM-based learning, CICIP continued to convene key stakeholders and research to address the STEM education gap across the state. Indiana does not have a central policy or strategy for STEM education, making the leveraging of our efforts even more important to the future success of Indiana's students and the continued growth of talent to power our state's advanced industries.

During the 2017 legislative session, the Indiana General Assembly recognized the need to align resources and policies to advance STEM education in Indiana and appropriated \$2 million to the Indiana Department of Education (DOE) to improve K-12 student achievement and participation in STEM. In partnership with the DOE and other STEM decision makers, CICIP helped facilitate implementation during the summer, and the Indiana STEM Council which includes CICIP, was created to devise, approve and implement a statewide strategy and develop policy and funding recommendations for the 2019 legislative session. The Council held its inaugural meeting in September to set priorities for moving forward.

In parallel with the establishment of the STEM Council and based upon earlier conversations with STEM stakeholders, it also was apparent that state STEM efforts could be improved through the use of national best practices to illustrate models of success and highlight the scale and scope of other STEM initiatives across the country. To that end, CICIP engaged a national educational policy organization to further catalog well-regarded state STEM strategies and models to provide direction to Indiana's future STEM strategy.

## CONVENING MEMBERS ON KEY TOPICS

CICIP organized several small sessions with government and civic leaders to talk about critical regional issues in 2017. Group meetings with Jennifer McCormick, Indiana's Superintendent of Schools, discussed her position on the state's educational system and how her administration will work to improve student success. In addition, CICIP convened member lunches with Indianapolis Mayor Joe Hogsett, where he provided insight into the city's current fiscal situation and pending opportunities and challenges through frank discussions with our business, higher education and philanthropic leaders.



*Annenberg Meeting*

An especially timely opportunity unfolded in 2017 thanks to Jeff Smulyan, chairman and president of Emmis Communications and CICP board member. A proud USC alum and trustee, Jeff was approached by the University of Southern California Annenberg Center on Communications Leadership & Policy with an offer to bring one of the Center's signature leadership conversation events to Indianapolis. Jeff and CICP worked together to coordinate an engaging and energetic daylong session on the future of Indiana's healthcare system.

Meeting participants included the CEOs of most of the state's largest hospital systems, life sciences companies, and other significant players in Indiana's healthcare landscape, including Indiana's Family and Social Services Administration, the Marion County Public Health Department, the Indiana Hospital Association, the Richard M. Fairbanks Foundation and the Fairbanks School of Public Health at Indiana University. Lending a national perspective were former Congressional Budget Office Director Douglas Holtz-Eakin and the Director of the Annenberg Center on Communication Leadership & Policy Adam Powell.

The discussion focused on state-level opportunities to improve healthcare at a system level, as a more predictable cost for employers, and as a source of better outcomes for Hoosier citizens, especially at a time of epidemic population health disorders, including tobacco and opioid abuse, other behavioral disorders, and cardiovascular and metabolic challenges such as obesity and diabetes. Convened amid

the roiling backdrop of a federal healthcare debate that has persisted for decades, but has more recently led to a series of dysfunctional outcomes, the meeting discussion was both spirited and far-reaching, resulting in an initial list of identified priorities for collaboration and action. An opportunity to participate in the continuation of this Annenberg healthcare discussion in small-group settings will be offered to all our CICP members in 2018.

Finally, Governor Eric Holcomb attended our board of directors meeting in December to provide an update on progress that his administration has made regarding state transportation infrastructure, workforce initiatives and funding for innovation. He previewed policies and priorities, for both the upcoming 2018 legislative session as well as the longer budget session of the Indiana General Assembly in 2019, of direct interest and potential impact for the state's business community.



*Governor Eric Holcomb addresses members of the CICP Board of Directors in December 2017*

# AGRINOVUS INDIANA

*2017 presented AgriNovus Indiana with an opportunity to shift from economic and sector analysis and research to “action”. Indiana’s agbiosciences sector is done being modest and spent much of the year promoting the state’s strength. Indiana’s leadership in agriculture is converging with the fields of technology, engineering, advanced manufacturing and life sciences to create the agbiosciences.*

To retain and increase that growth in the agbiosciences sector, AgriNovus has created strategic programs to meet the public education, talent and workforce, and entrepreneurial needs of the sector in Indiana. AgriNovus will use a two-year, \$4.2 million grant (with a \$500,000 match) from Lilly Endowment Inc. to support those efforts.

This will continue AgriNovus’ focus on promoting and advancing the agbiosciences sector through public education and awareness, building a 21st century agbiosciences workforce, researching and identifying the growth opportunities to build a robust entrepreneurial ecosystem, and developing strategic collaborations among partners to promote innovation. AgriNovus does this through four key sectors of agbiosciences that have the greatest opportunity for economic growth in Indiana: Plant Sciences, Animal Health and Nutrition, Human Food and Nutrition, and High Tech Agriculture.

## SHARING INDIANA’S AG + BIO + SCIENCE STORY

### #timetotell Campaign

In August, AgriNovus designed and released the first element of its #timetotell campaign which defines the agbiosciences sector as an “addition equation” or the summation of traditional ag, life sciences and pharma, and science and technology. A two-minute video was produced featuring several key Indiana leaders committed to the agbiosciences industry, including:

- **Governor Eric Holcomb**
- **Mitch Daniels**, president, Purdue University
- **Sue Ellspermann**, president, Ivy Tech Community College
- **Rainer Fischer**, CEO and chief scientific and innovation officer, Indiana Biosciences Research Institute
- **Scott Massey**, co-founder and CEO, Heliponix
- **Johnny Park**, founder and CEO, Spensa Technologies
- **Dave Ricks**, chairman and CEO, Eli Lilly and Company
- **Kyle Tom**, member, Tom Farms
- **Susanne Wasson**, commercial leader for US Crop Protection, Dow AgroSciences



The agbiosciences sector is an important contributor to the overall Indiana economy



**75K**  
HIGH-WAGE  
agbiosciences jobs<sup>1</sup>

Agbiosciences Wages

**30%**  
MORE THAN  
avg. Indiana wage<sup>2</sup>



**\$16B**  
share of the  
GROSS STATE  
PRODUCT<sup>3</sup>

Agbiosciences Jobs

**22%**  
GROWTH  
since 2003,



well outpacing the rest of Indiana’s total private sector employment rate<sup>4</sup>.

1 Source: TEconomy Partners

2 Source: TEconomy Partners

3 Source: Battelle Technology Partnership Practice

4 Source: TEconomy Partners



The #timetotell video corrects outdated misperceptions about the sector, defines the agbiosciences and asserts Indiana’s leadership in the industry. “It’s Happening Here!” is a key message to the overall #timetotell campaign. It can be viewed and shared at [timetotell.us](http://timetotell.us).



*Jeff Simmons, president of Elanco Animal Health, delivers keynote address*

### Indiana Agbiosciences Innovation Summit

In November, AgriNovus hosted its third annual Indiana Agbiosciences Innovation Summit “Creating a Movement” presented by Dow AgroSciences and Elanco Animal Health. The event nearly doubled in size from the previous year and brought together 350 industry executives, policy leaders, academics, entrepreneurs, scientists, investors and students to hear about the research advancements being made in the agbiosciences. They also learned about the leadership needed to grow the sector and the importance of innovation convergence and collaboration with other industries.



*Sonny Ramaswamy, director of USDA-NIFA, delivers opening address to nearly 350 attendees*

### Announcement of AgTech Indianapolis Summit with Forbes

AgriNovus and the Indiana Economic Development Corporation (IEDC) joined forces to land an inaugural Forbes AgTech Summit in 2018 in Indianapolis. The Forbes organization has held AgTech related events in Salinas, California and New York City in recent years, but had not focused on

the Midwest. After attending recent AgriNovus Innovation Summits, Forbes recognized the natural fit to initiate a new national event focused on food and agricultural innovation in Indiana. The Forbes AgTech Indianapolis Summit will be September 26-27, 2018.



*Indiana delegation at Forbes Mixing Bowl event in New York City to announce the Forbes AgTech Summit – Indianapolis. (L-R): Aaron Schacht, Elanco Animal Health; Dan Dawes, AgriNovus Indiana; Beth Bechdol, AgriNovus Indiana; Elaine Bedel, IEDC; Karen Plaut, Purdue University; Mark Poeschl, National FFA; Matthew Wade, IEDC; Mark Zeltwanger, MZ Enterprizes.*

### Agbiosciences Start-up Showcase

AgriNovus hosted its first agbiosciences start-up showcase event in partnership with the Purdue Foundry at Launch Fishers. Five agbiosciences start-ups were featured (Choco Finesse, Gen3Bio, HydroGrow, Teichos Laboratories, and Phicrobe), and the event brought together leaders from Indiana’s start-up community. Over 150 attendees were at the showcase representing several sectors.

## BUILDING A 21ST CENTURY AGBIOSCIENCES WORKFORCE

AgriNovus has designed a comprehensive “Do What Matters” talent and workforce initiative focused on K-12 youth, college and university students, young professionals, and professional retirees. This was based on key recommendations from the

talent and workforce report that AgriNovus released in 2016 that had strategic actions around career awareness and engagement, talent mentoring, professional development, and entrepreneurial opportunities.

The Lilly Endowment grant will allow AgriNovus to advance this initiative, especially with college and university students, to:

- Research and promote agbioscience career opportunities through an extensive career awareness program
- Develop industry relevant certificate programs
- Develop and launch an Agbiosciences Fellows program to attract more “allied” discipline students to career pathways in the agbiosciences.

## 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 on key innovation trends and help explore and coordinate strategic projects. The Innovation Council meetings generated productive discussion around education, talent recruitment and sector promotion opportunities.

## FOSTERING A ROBUST ENTREPRENEURIAL ECOSYSTEM

Early-stage agbiosciences companies are growing in number and gaining visibility. In 2017, AgriNovus assisted in the collaboration and networking of over 60 entrepreneurial, corporate, university, and government stakeholders to foster the formation and growth of new, innovative companies. AgriNovus has 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 university’s AgCelerator investment competition.

# ASCEND INDIANA

*Ascend Indiana’s vision is for every Indiana employer to have access to the skilled workforce necessary to thrive, and for every Indiana citizen to have the opportunity to pursue a meaningful career. As an intermediary between employers, education providers, and talent, Ascend seeks to increase connectivity and collaboration.*



Ascend has implemented a three-pronged approach to accomplish its vision. First, they developed the Ascend Network (Network), a cloud-based platform that profiles employers and candidates and uses an algorithm to make high-quality recommendations to each group. In addition, Ascend provides strategic consulting services to organizations to address labor market and talent development gaps through customized solutions including one-of-a-kind talent pipelines. Lastly, Ascend aims to strengthen Indiana’s workforce ecosystem through research and policy briefs. In all activities, Ascend aims to create

equitable access for all Indiana citizens to a self-sustaining career, with a particular emphasis on individuals from underrepresented college student populations.

Since its October 2016 launch, Ascend has greatly expanded its capacity to serve the Central Indiana community, growing from seven to over 40 employees and receiving more than \$9 million in funding. In October, Ascend exceeded Lilly Endowment’s \$1 million corporate matching requirement by securing \$1,066,000 in support from Indiana employers.

**Talent profiles** provide a full candidate picture.

**Employer profiles** reflect culture, values and teams.

**Job postings** go beyond the role to include work style, benefits, and more.

**Personal recommendations** result in intentional connections.

[Network for talent >](#)

[Network for employers >](#)

Ascend Network

## ASCEND NETWORK

To better identify and connect talent to employment opportunities at scale, Ascend designed and developed its Network. The Network is a human-powered, tech-enabled recruitment strategy that utilizes a matching algorithm to recommend quality candidates to hiring managers and employment opportunities of best fit to job seekers. Recommendations are based on a combination of technical skills, soft skills and work style preferences.

Ascend began the development of the Network by conducting market research to understand the perspective of each stakeholder in the hiring process. Based on the findings, Ascend and its partners designed the user interface and user experience of the platform to be both intuitive to users and productive in driving connectivity. An Indianapolis-based software development firm implemented the research-based design to bring the platform to life.

The Network's pilot phase launched in the fall of 2017, and will continue through the end of 2018. In the pilot, Ascend's efforts are focused on connecting early-in-career talent to internships and jobs at Indiana employers. Ascend's current pilot partners include more than 40 employers and 14 higher education institutions. Pilot employer partners include a cross-section of organizations such as Roche Diagnostics, OneAmerica, Ontario Systems, Cook Medical, and the United Way of Central Indiana. Pilot education partners include Butler University, Indiana University, Purdue University, and Ivy Tech Community College.

## ASCEND SERVICES

Ascend Services offer strategic consulting services to address labor market and talent development gaps. Through a multi-stage methodology that takes between eight and 14 months, the Services team provides customized solutions to employers such as creating a one-of-a-kind talent pipeline or developing an organizational strategic plan. In 2017, Ascend completed one talent pipeline and is in the process of creating two more alongside employers and higher education.

## Community Health Network (CHNw) Nursing Academy



*Students participate in hands-on education through Community Health Network's Nursing Academy*

Ascend facilitated the creation of a Nursing Academy through a partnership between CHNw and the University of Indianapolis (UIndy). The Nursing Academy is an innovative education model that prepares registered nurses through a seamless pathway from education to employment, with reduced fees and a focus on clinical training. The first class of seven students graduated in 2017.

## Community Health Network (CHNw) Behavioral Health Academy

Through support from the Richard M. Fairbanks Foundation, Ascend and CHNw are developing a behavioral health academy to address the need for increased substance abuse disorder (SUD) training within behavioral health. CHNw selected Indiana University-Purdue University Indianapolis and UIndy to partner in building a talent pipeline producing 30 new professionals capable of providing SUD-specific care. The additional capacity will allow CHNw to increase their caseload by approximately 3,000 patients annually. The project is on track for completion by September 2018.

## Roche Biomedical Technician Pipeline



*Ascend and Roche are collaborating to build a talent pipeline of new diagnostic technicians*

In 2017, Ascend and Roche Diagnostics started the development of a multifaceted technician pipeline. Roche Diagnostics and UIndy will create a pipeline of early-in-career biomedical equipment technicians with the potential to produce 25-30 work-ready hires per year. The project is scheduled for completion by June 2018.

## College for America (CfA)

Ascend continues to support the adoption of CfA in Central Indiana. A division of Southern New Hampshire University, CfA is an accredited, nonprofit college that provides incumbent workers at partner employers with affordable, online, work-applicable Associate's and Bachelor's degrees. Since the partnership began in September 2016, CfA has enrolled 184 students in Indiana across 11 employers.

## STUDIES/REPORTS

As part of Ascend's mission to analyze and understand workforce trends and market data, they partnered with FutureWorks to conduct a study to identify in-demand, cross-sector soft skills and understand how employers operationalize these employability skills in their hiring processes. FutureWorks produced a landscape analysis

and held interviews with statewide human resources professionals to validate general skillsets. The full report is published on Ascend's website ([www.AscendIndiana.com](http://www.AscendIndiana.com)). Ascend is also working with FutureWorks to collect data for the development of annual supply and demand reports.

In addition, CICIP and Ascend contracted with the Brookings Institution on an "opportunity jobs" study to understand the durability of jobs across sectors and examine the impact of major economic forces on Central Indiana's current and future labor market. The study will begin in 2018.

## BIOCROSSROADS

*The impact of the life sciences industry on this state's economy can be measured in billions of dollars because of the impressive number of workers and companies that call Indiana "home". In 2017, three separate billion-dollar transactions (CoLucid and Eli Lilly and Co., Catalent and Cook Pharmica, and Assembly BioSciences' market capitalization) reinforced the state's leadership position and underscored the incredible work that is happening here every day.*



These are not only big deals for Indiana, but represent major transactions anywhere in the world. They also serve as confirmation that when it comes to the life sciences industry, Indiana indeed remains a "Tier 1" state.

2017 was also a remarkable year for BioCrossroads, as the organization celebrated its 15th anniversary. BioCrossroads was created in 2002 to serve as a catalyst for the development of the region's substantial life sciences industry and intellectual property assets. Their history has been a productive one:

- Designing and developing unique collaborations
- Cataloguing and branding the life sciences sector and marketing its significant strengths
- Igniting a long-overdue venture capital market through the establishment of a series of successful seed and early-stage venture funds
- Advancing STEM education and public awareness
- Working with academic and industry partners to help accelerate the movement of research from laboratory to the patient



More than 250 people attended BioCrossroads' 14th Annual Indiana Life Sciences Summit in October

To tell the story of BioCrossroads' success, it released a report highlighting seven distinct programs developed with the support of local life sciences leaders and other partners who saw the market opportunity for these enterprises, including OrthoWorx, IndyHub, Indiana Biosciences Research Institute, Datalys Center, Indiana Seed Funds, Indiana Health Information Exchange, and AgriNovus Indiana. As was the case when it started 15 years ago, collaboration remains at the heart of what BioCrossroads does today.

From an economic standpoint, Indiana's vibrant life sciences sector continues to grow, contributing a \$78 billion economic impact to the state.

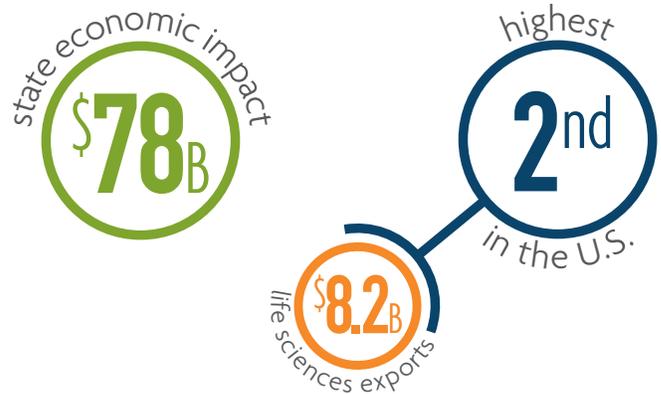
### MAGNIFYING MARKET KNOWLEDGE

Promoting a mission to educate and spread the word about the life sciences industry, BioCrossroads maintained an active events calendar, launched a new life sciences news website and commissioned new reports in 2017, as it sought to widen knowledge of the life sciences industry and opportunities to new audiences.

To promote industry and academic life sciences activity, BioCrossroads launched [www.biospeakindiana.com](http://www.biospeakindiana.com) in the summer of 2017. The website is a hub for Indiana life sciences company and research news and event announcements.

In September, TEconomy Partners (formerly Battelle Technology Partnership Practice) published a report on the *Importance of Indiana's Research Universities*, which detailed four major engagement contributions of Indiana University, Purdue University and the University of Notre Dame: knowledge expansion and innovation; economic development; the enhanced capabilities of human capital; and societal well-being and quality of life. TEconomy's research showed that Indiana's three major research institutions have a powerful impact on our state with a combined 1.44 million living alumni, \$1.3 billion in annual research expenditures in 2015, and programs that touch all 92 counties. All three of these universities are recognized among the top 150 best research institutions in the world (according to The Times "World University Rankings")

# A CATALYTIC STATE FOR LIFE SCIENCES



## Workforce

**1,689 companies** working in the areas of drugs and pharmaceuticals, medical devices and equipment, agricultural chemicals and feedstock, medical, research and testing laboratories and biologics



**\$94,749**  
wages  
per person

**\$5.3B**  
total industry  
wages



## Wages

**\$94,749 wages** per person in life sciences; \$44,750 per person in private sector



*A new hub for Indiana's life sciences news, [www.biospeakindiana.com](http://www.biospeakindiana.com), features company, people, research and start-up stories*

and boast alumni and faculty that include 73 National Academies Members, 20 Nobel Prize winners and three World Food Prize recipients.

October marked a successful 14th Indiana Life Sciences Summit and Scientific Session with more than 300 attendees at three different programs. The Scientific Session doubled in size with a full day of lectures and twice as many attendees as in 2016. The poster session drew in 16 presenters ranging from high school students to PhDs, representing both academia and industry organizations, as well as U.S. and international participants.

As is tradition at the Summit, BioCrossroads named the 2017 recipient of the August M. Watanabe Life Sciences Champion of the Year Award. Marion County Public Health Department Director Virginia A. Caine, M.D., was honored for her many roles in the community, including serving as an ardent voice for public health and access to medical care for the disadvantaged



*Dr. Virginia Caine was honored as BioCrossroads' 10th annual Watanabe Life Sciences Champion of the Year award recipient by President and CEO David L. Johnson*

and encouraging policy that will better healthcare. She is also an Associate Professor of Medicine for the Infectious Disease division of the Indiana University School of Medicine.

BioCrossroads organized and hosted six educational Framework events with partners including Roche Diagnostics, Eli Lilly and Company and the Carlyle Group, and expanded the series to include scientific-specific content in partnership with the Indiana Biosciences Research Institute.

## STIMULATING START-UPS

BioCrossroads kicked off 2017 with an Indiana Seed Fund II investment in Allinaire Therapeutics, working in conjunction with BioMotiv, a biomedical accelerator affiliated with the Harrington Project for Discovery & Development; and Indiana University's Innovate Indiana Fund. The funding will help the company advance the development of therapeutics for the treatment of chronic obstructive pulmonary disorder and other respiratory disorders, including acute lung injury.

In its fifth year, BioCrossroads' New Venture Business Competition continued to draw out promising life sciences start-ups from university research as well as independent entrepreneurs. Purdue's LoDos Theranostics was named the winner of the competition and earned a \$25,000 prize. A technology from Indiana University School of Medicine won second place: Indiana Lysis Technologies. And Jeffersonville-based Inscope Medical Solutions took third place honors.

## CATALYZING COLLABORATIONS

In October, BioCrossroads received a two-year, \$2.9 million grant from Lilly Endowment Inc. to advance and develop new phases of our scientific, educational and charitable mission. Through such significant philanthropic support, BioCrossroads continues to build on the foundation and spirit of collaboration, bringing together industry, academia and philanthropic partners. In 2017, the BioCrossroads team embarked on new phases of important work with the Indiana Biosciences Research Institute, the Indiana Clinical and Translational Sciences Institute (at the IU School of Medicine),

16 Tech Innovation District and science, technology, engineering, and mathematics (STEM) programs for Indiana's K-12 teachers and students – all efforts which advance talent and innovation.

BioCrossroads' success in establishing and driving such intentional partnerships has been extensively noted in the new book, *The New Localism - How Cities Can Thrive in the Age of Populism*, by Brookings Institution's Centennial Scholar Bruce Katz and Senior Fellow Jeremy Nowak. As a leading example, Katz and Nowak detail how BioCrossroads, as CICP's oldest industry sector initiative, has been successful establishing a venture capital ecosystem, market-driven enterprises, and industry, academia and philanthropic collaborations, and in the process, accomplishing what the book calls "perfecting a culture of collaborative action".

# CONEXUS INDIANA

*“More than half of the Indiana economic expansion since the end of the Great Recession has come in the form of producing and moving goods” - Michael Hicks, director of the Ball State Center for Business and Economic Research (CBER).*



## CONEXUS INDIANA CELEBRATES 10 YEARS – POSITIONS FOR CONTINUED GROWTH



In 2017, Conexus Indiana celebrated its 10th anniversary, proudly coinciding with the state’s positive decade-long trend of growth for the industries that make and move goods. As the advanced manufacturing and logistics (AML) industries continue to make sizeable gains in Indiana, the Conexus Indiana mission to create an environment for competitive advantages for the AML industries grows in equal proportion.

Conexus Indiana developed new programs and fortified existing educational and workforce development platforms to fill the pipeline with skilled talent. The organization reached thousands of high school and postsecondary students with curriculum, hands-on work experience and networking opportunities – encouraging the next generation of skilled talent to explore career opportunities and become valued members of Indiana’s largest industry. Conexus Indiana also leveraged its strong, industry-driven stakeholder network to strengthen the state’s business environment, attracting new companies and encouraging existing businesses to invest more and expand their presence here.

Topping off its milestone year, Conexus Indiana and its long-time CEO Steve Dwyer were recognized in June for significant contributions to the AML industries. Indiana Governor Eric Holcomb presented Dwyer with the Sagamore of the Wabash Award for his unrelenting leadership in supporting the growth of Indiana’s AML global position. Dwyer also announced his retirement, and the Conexus Indiana Board of Directors launched a nationwide search for the next Conexus Indiana CEO to guide the organization in the years to come. J. Mark Howell, a long-time business leader and an early Conexus Indiana architect, was named President and CEO in November and officially joined the organization in January 2018.



*Governor Eric Holcomb presents Conexus Indiana President and CEO Steve Dwyer with the Sagamore of the Wabash Award*



*Mark Howell, president and CEO, Conexus Indiana*

## DEVELOPING THE AML TALENT PIPELINE

Conexus Indiana has gained its strength from close relationships with industry leaders. As part of its ongoing work with Indiana manufacturers and logistics companies, Conexus Indiana identified an opportunity to help companies retain, attract and develop talent who were departing the military and launching the next chapter of their career. One of Conexus Indiana's own leaders related with veterans on a personal level – as a military veteran who struggled to find his next career opportunity. He landed at Conexus Indiana and quickly defined a new program called INvets. This first-of-its-kind initiative connects Hoosier companies directly to veterans from around the country as they exit the military. The program helps companies fill the skills gap and provides veterans high-demand civilian career opportunities. The program has been designed in partnership with five Indiana advanced manufacturing companies and Conexus partners, including Allison Transmission, Faurecia, Honda Manufacturing of Indiana, Subaru of Indiana Automotive and Toyota Motor Manufacturing of Indiana. The program soft-launched in 2017 and is rolling out officially in 2018.

Conexus Indiana continued its talent development programs in 2017. Its work-based learning programming, high school curriculum delivery and postsecondary partnerships increased in both size and scope.

In its fifth year, Hire Tech, Conexus Indiana's two-year AML curriculum for high school students, reached students in more than 80 schools, with thousands having now earned credentials through industry organizations, dual credit from Ivy Tech Community College and internships. Since launching in 2012, Hire Tech has awarded approximately 4,000 credentials and more than 10,000 dual credits to more than 6,000 high school students.

Hire Tech prepares students to work in AML careers right out of high school or to get a 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 employers. For the 2017-2018 school year, Conexus Indiana refreshed the Hire Tech curriculum to align with requirements of the Manufacturing Skill Standards Council (MSSC) safety test. This allows students to earn a credential in Year 1 of the program, even if they don't proceed to the Year 2 coursework.



Delivering hands-on summer work experience for high school students took on added emphasis in 2017. The Conexus Interns program offers high school students a work-based learning opportunity for full-time, paid internships for six weeks during the summer. More than 90 companies hosted 278 interns from 134 high schools in 2017, giving students relevant work experience and an opportunity to work in high-tech facilities in the automotive, aerospace and defense, logistics, and biomedical sectors.

## SUMMER 2015-2017 OUTCOMES



### Future Employees

**>80%** of Conexus Interns reported they were more likely to pursue a career in advanced manufacturing or logistics after their experience.



### Game Changer

**>50%** of Conexus Interns stated that their internship experience changed their plans after high school.



### Valuable Learning

**>94%** of Conexus Interns found the program valuable.

With the help of its industry and educational partners, Conexus Indiana expanded its post-secondary partnerships. In 2017, Conexus Indiana and industry representatives visited eight college and university campuses to discuss career opportunities with students. Companies also hosted students at their facilities, demonstrating the tremendous career pathways available in the high-tech logistics field.



Conexus Interns learn about the work of partner company Wabash National

The Conexus Indiana Logistics Case Competition provided students from 20 colleges and universities a chance to put their knowledge to work to solve a real-life logistics business case. More than 80 students gathered in Indianapolis from October 18 to 20 for the event, all competing for awards for first, second and third place, totaling \$8,000 in cash. The goal was to increase awareness of logistics career opportunities and build the pipeline of students seeking logistics careers.



Conexus Indiana Logistics Case Competition winners from Purdue University Krannert School of Management. Pictured (L-R) are Indiana State Senator Michael Crider, Krannert team members Lawson Drury, Shane Flanagan, Parker Campbell and Joshua Groh, and Conexus Indiana Board Chair Chip Edgington

Due to the success of the Logistics Case Competition, the Conexus Indiana Automotive Council Case Competition launched an inaugural event in 2017, which brought 56 Indiana students from 14 colleges and universities together in Indianapolis for the event in November.



Cummins Chairman and CEO Tom Linebarger presents the \$5,000 check for the Conexus Indiana Automotive Council Case Competition to IPFW students Nguyen Vo, Evan Lunceford, David Ruiz and John Rosswurm

## CONVENING INDUSTRY LEADERSHIP

The Conexus Indiana industry-led, sub-sector councils representing the aerospace and defense, automotive and logistics sectors, worked to strengthen the state's AML leadership in 2017 by galvanizing support from industry partners. The councils continue to focus on identifying shared business opportunities and developing solutions.

The Conexus Indiana Logistics Council works to inform public policy, improve public perception, identify infrastructure improvement projects and develop a workforce to meet the current and future needs of its subsector. The Council realized a major victory in 2017 as it identified transportation infrastructure needs across the state and helped communicate how to address and fund those needs to legislators, which led to the passage of House Bill 1002. The bill will eventually deliver \$1.2 billion additional dollars per year into infrastructure work in Indiana to support the state for years to come.

The aerospace and defense and automotive councils continued their work with industry partners to support industry needs and support Conexus Indiana's talent initiatives, including Hire Tech, Conexus Interns and INvets.

## ENERGY SYSTEMS NETWORK (ESN)

*Energy Systems Network (ESN) has continued advancing clean energy technologies through a number of ongoing initiatives. The Battery Innovation Center (BIC), incubated and launched out of ESN, is continuing to expand with new testing, validation and research projects. ESN supported Duke Energy in planning one of the state's largest solar installations at Naval Surface Warfare Center Crane, which opened in 2017. And ESN continued working with BlueIndy on the ongoing deployment of its electric car sharing stations across Central Indiana. Beyond these activities, ESN also invested much time and effort into significant projects throughout the state.*



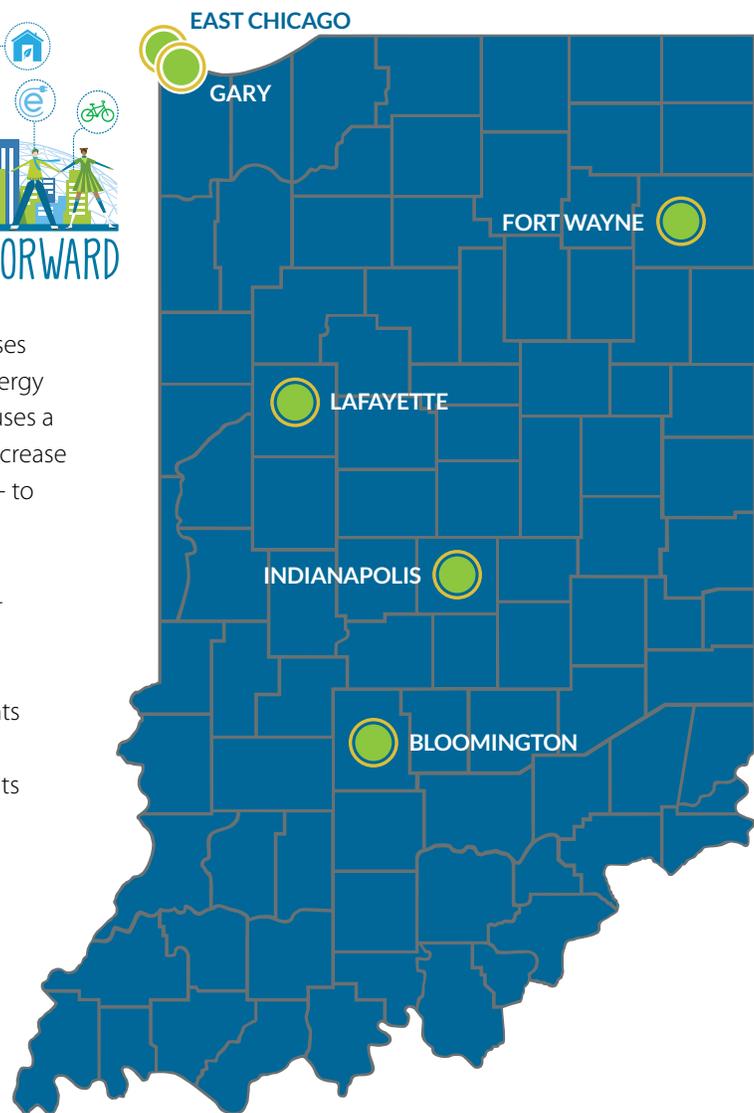
### MOVING FORWARD

The Moving Forward program, developed by ESN and the Indiana Housing and Community Development Authority (IHCDA), now has six sustainable affordable housing projects underway throughout the state of Indiana. Developed in 2015, Moving Forward is a first-of-its-kind innovative housing 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.



Two developments are in, or near, construction phase – housing developer Pedcor's B-Line Heights site in Bloomington, Ind. is expected to break ground in early 2018, and housing developer BWI, LLC's Posterity Heights in Fort Wayne, Ind. broke ground in September 2017. Posterity Heights is expected to have the first phase of its development completed by the fall of 2018.

Community Action of Greater Indianapolis (CAGI) and Area IV, both Community Action Agencies, and their respective developers, were both approved for Rental Housing Tax Credits (RHTCs) in late 2017 for their sites, located in Indianapolis and Lafayette, Ind. respectively. Both teams will finalize design plans and preparation for construction in 2018.

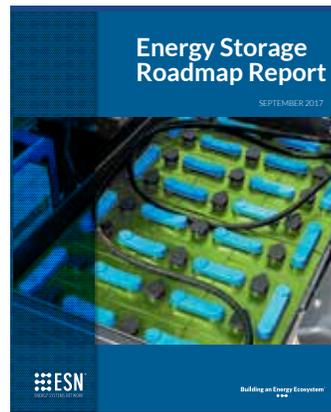




Ground breaking of first Moving Forward development, Posterity Heights, in Fort Wayne, Ind. Indiana Lt. Governor Suzanne Crouch addresses supporters at the construction site in September 2017

Finally, ESN hosted the Moving Forward 3.0 Innovation Workshop in November 2017 with two newly selected developers – Miller Valentine Group and UP Development. Indiana Governor Eric Holcomb requested that IHCD specifically focus Moving Forward 3.0 on the northwest region of Indiana as a result of its Superfund site (USS Lead) and the subsequent shortage of affordable housing in the area. For the first time, ESN’s Innovation Workshop was held outside the capital city and was held at the old Carrie Gosch Elementary School in East Chicago, Ind. More than 50 participants from across the country, including subject matter experts and state and local leaders, attended the two-day workshop. At the end of the workshop, the participants had developed two high-level design plans for sustainable affordable housing and transportation – one single family home development sited in East Chicago, and another multi-family home development in Gary, Ind. One new area of focus implemented in this workshop was targeting the improvement of quality of life, in addition to poverty alleviation strategies, to ensure residents have a path toward self-sufficiency.

## ESN PUBLISHES ENERGY STORAGE ROADMAP REPORT



Energy Storage Roadmap Report

In September 2017, ESN published a report commissioned by several of its board member companies, including Cummins, Duke Energy, MISO and Vectren Corporation. The report, *Energy Storage Roadmap Report*, provides a comprehensive and detailed analysis of energy storage technologies, including a technology overview, state and federal policy review, analysis of economics and pricing of battery technologies, and key insights by ESN. The 90-page report is exclusively available to the commissioning companies at this time, though ESN hopes to share the findings of its report more broadly, with the companies' permission, in 2018.

## WABASH HEARTLAND INNOVATION NETWORK AWARDED NEARLY \$40 MILLION GRANT

ESN President and CEO Paul Mitchell and staff have participated on the Steering Committee with the Wabash Heartland Innovation Network (WHIN) on behalf of CICP Foundation since 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 Wabash Heartland Region encompasses ten counties in the Greater Lafayette area. In 2017, the Steering Committee prioritized actions to pursue for implementation and further funding opportunities as they shared the outcomes of the plan with stakeholders throughout the region. In December 2017, Lilly Endowment Inc. awarded WHIN \$38.9 million to implement its strategies around Internet of Things, advanced manufacturing and high-tech agriculture.

# TECHPOINT

*Large tech companies are in a global battle to attract talent. Start-up and scale-up stage tech companies desperately need resources for growth. Pillar employers in other industries face intense pressure from digital transformation. Universities need an interface to tech employers and job opportunities for students. Cities and states need all these entities to be successful in order to secure a prosperous future for citizens. All of the above rely on a strong local tech community. TechPoint was hard at work in 2017 stewarding and accelerating the growth of Indiana's tech ecosystem.*



## THE STATE OF TECH

Technology is now synonymous with the workforce growth Central Indiana saw in 2017. Sixty-four tech and tech-enabled firms committed to growing their companies here in Indiana, promising to create 7,636 high-wage jobs in the coming years.<sup>1</sup>

Our ecosystem requires seven main ingredients for growth: talent, capital, companies, innovation, community, promotion, and research and policy. The team at TechPoint is attracting and delivering those ingredients to our ecosystem of tech companies, tech-enabled companies, universities and their workforces, to catalyze further growth and prosperity in our region.

Thanks to the involvement and generous investments from over 100 companies, universities, service providers, government agencies, and philanthropies like Lilly Endowment Inc. and the Indy Women in Tech Foundation, TechPoint successfully served more individuals and companies in 2017 than ever before.

## ATTRACTING AND RETAINING TALENT

Attracting tech-skilled talent to fill the increasing number of jobs in tech in Indiana is a core component of TechPoint's mission, and additional programs were added in 2017 to fill the talent pipeline. Lilly Endowment Inc. awarded TechPoint's talent initiatives a grant of \$5.7 million over three years to enhance our efforts in attracting and retaining tech talent in the state. This is the third Lilly Endowment grant awarded to the CICIP Foundation to support TechPoint's talent development initiatives. In 2013, TechPoint received a \$1.3 million grant to help launch the Xtern program and a \$1.4 million grant in 2015 to continue program support.

<sup>1</sup> Indiana Economic Development Corporation (Dec. 13, 2017)

## 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 2017, 122 students participated in the program, up from 25 the previous year. TechPoint aims to provide 150 college students with the Xtern Bootcamp experience in 2018.

**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, 375 college students hailing from 53 different universities and 31 states completed the program. For the 2018 program, more than 1,500 students from 95 different universities and 42 states applied to be Xterns, proving that Indiana can be an attractive state for tech-skilled new graduates.



Xtern Class of 2017

**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. The program recruited a new class in January and June of 2017 to attract new graduates, and 23 students were inducted into the class of 2018.

**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, TechPoint successfully completed three cohorts of the program. Of the 52 total participants, 92 percent have received job offers and 42 participants have accepted roles right here in Indianapolis.



*Antoinette Burroughs of Sales Bootcamp, January 2017*

**Job Board + Talent Network** are online resources hosted on TechPoint.org. The TechPoint Job Board receives more than 100 job postings per month and has become the top Google search result for "Indianapolis tech jobs." A total of 1,237 entry-level, mid-experience and executive-level jobs were posted to the Job Board in 2017 from 177 companies.

The Talent Network is an online portal for out-of-towners seeking to return or relocate to Indiana. Acting as a reverse job board, 113 individuals shared their information with the Talent Network in 2017.

## ACCELERATING SCALE-UP TECH COMPANIES

Scale-up companies are tech product, tech service and tech-enabled companies that are rapidly growing and have a desire to be market-leading major employers.

TechPoint's **Tailwind** program, supported by grants from the JPMorgan Chase Foundation and the Indiana Economic Development Corporation, grew to include 23 scale-up companies in 2017. Those 23 companies are accessing critical resources of talent, capital, customers and promotion through TechPoint to become tomorrow's successes.

**Venture Capital** – TechPoint worked extensively with Governor Holcomb's team and legislative leadership to architect and build support for the Next Level Fund, a \$250 million fund formed during the 2017 legislative session that will invest into venture capital funds and expand venture capital investment possibilities for Indiana companies. Indiana now has one of the largest funds of its kind in the country.

The third annual Winners' Circle event brought together a mix of previous and current Mira Award winners and select scale-up companies from TechPoint's Tailwind program for a half day event in June. Executives from 35 of Indiana's most successful and promising companies met with representatives from 37 venture capital firms, angel investors and investment banks to seek out their next big investment partnerships. A total of 214 introductions were made, and several companies have secured funding rounds since attending.



*Investors Ting Gootee, Tim Kopp, Don Aquillano and Jeff Barry at Winners' Circle*

## ACTIVATING AND AMPLIFYING THE COMMUNITY

TechPoint builds, recognizes, and amplifies an exceptionally connected and collaborative community through more than 30 annual events and the digital media platform [TechPoint.org](http://TechPoint.org).

### Community Events

The 18th annual Mira Awards gala, presented by Angie's List, Genesys and Salesforce, occurred on Saturday, April 29 at The Westin Indianapolis to honor 'The Best of Tech in Indiana' with a sellout crowd of 1,000 attendees. A total of 17 Mira Award winners and seven runners-up were chosen from 180 applications. In a surprise announcement during the Mira Awards, Governor Eric Holcomb honored TechPoint President and CEO Mike Langellier with the Sagamore of the Wabash award — the state's highest civilian honor.



*Scott McCorkle, Angie Hicks and Lauren Petersen on stage at the 2017 Mira Awards Gala*

### Tech 25 Awards

The third annual Tech 25 Awards celebrates 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 Indianapolis Motor Speedway on September 7, the event attracted more than 300 attendees.

### TechPoint.org + Weekly Tech News Email

TechPoint's digital media platform aims to create an informed and inspired community through storytelling, events, and resources for those working in or supporting our tech ecosystem. In 2017, it shared over 230 stories of Indiana tech success, and more than 500 companies are now listed in the Tech Directory. The platform also hosts community event listings, shares local and national media stories, highlights TechPoint program and event success, and then shares them with over 30,000 combined email subscribers and social media followers.

# EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

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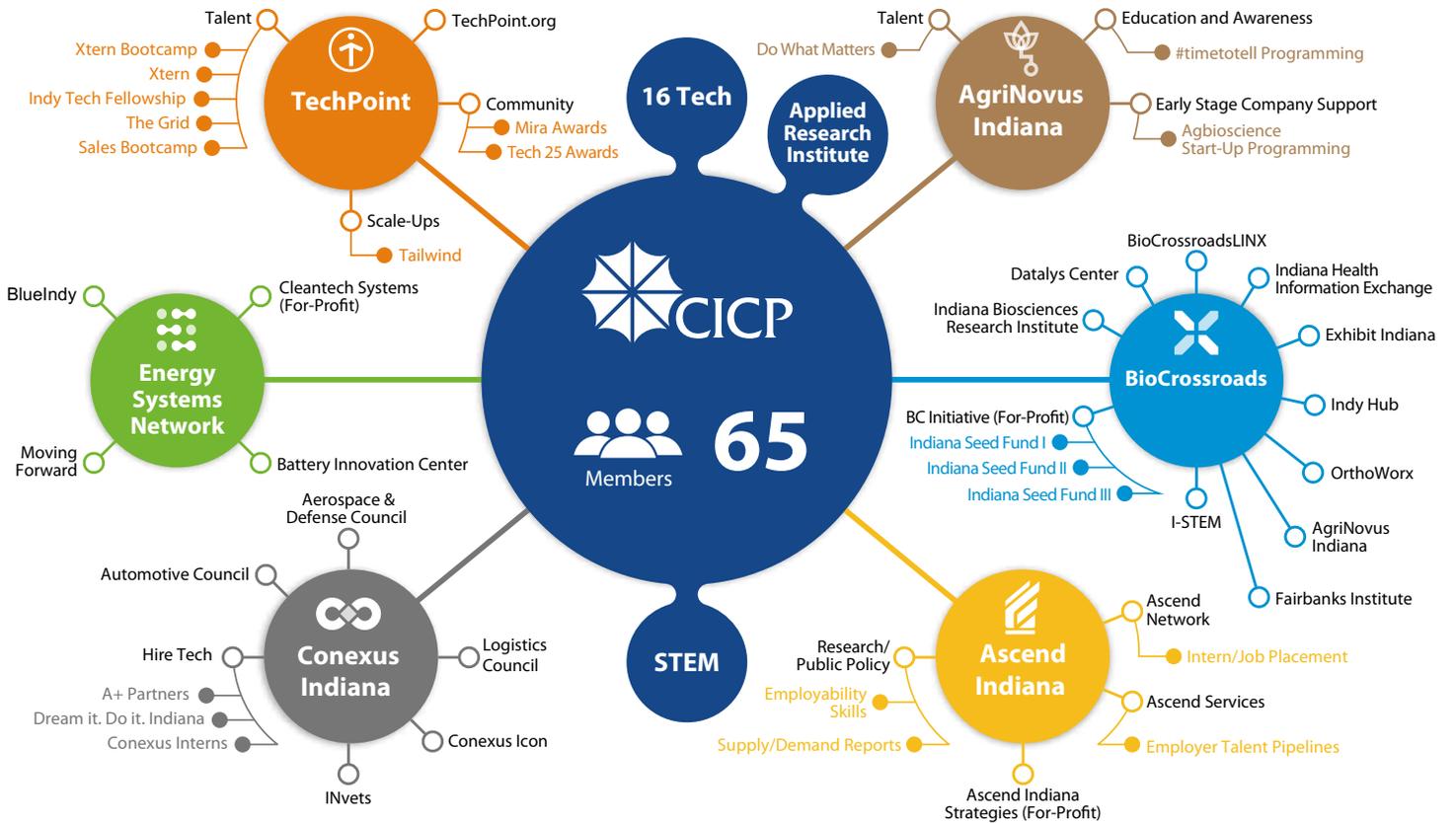
Walker Information

**Katie Wolfram***President, Central Division*

Kroger

**Kenneth Zagzebski***President, AES United States*Parent Company of Indianapolis Power  
& Light

# 2017 CICP ENTITIES







Central Indiana Corporate Partnership

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