

# Central Indiana Corporate Partnership

## Overview

The Central Indiana Corporate Partnership (CICP) is an alliance of business and research university leaders in the 15-county region of Central Indiana. Founded in 1999, CICP assembled leaders to build understanding and agreement on the implications of the changing Central Indiana economy. Leaders feared the difficult transition of the region's shift from an old-line manufacturing economy to a new information-based economy. Heavy losses in manufacturing, almost 90,000 jobs in the state from 2000 to 2003, caught the attention of leaders of the region's major businesses and educational and research institutions. CICP has grown to become a 47-member leadership group. Its Board of Directors includes CEOs from Emmis Communications, Eli Lilly, ATA Airlines, Anthem, Cummins Engine, and Delco Remy International. The Presidents of Indiana State University, Ball State, Purdue University, Indiana University, Rose-Hulman Institute of Technology, and the Lilly Endowment are also members.

CICP's mission is to use its members' collective influence to shape the region's economic future. It is the only regionally-based CEO leadership group in Central Indiana. CICP has focused on developing a strategy to transition from traditional manufacturing to high-wage, high-growth industry clusters. CICP is centering its efforts on three such industries: life sciences, advanced manufacturing (energy technology), and logistics.

## Regional Priorities

CICP's regional priorities revolve around the development of new high-wage, high-growth jobs in the Central Indiana area. CICP's most developed effort on this front is the life sciences initiative. The initiative is a public-private-academic coalition of business, universities, and the public sector focused on growing Central Indiana's life sciences industry. CICP's role has been to identify life sciences as an opportunity and to promote its development in Central Indiana.

The idea for a life sciences initiative rose from a CICP-commissioned regional "action plan" in December 2000. The plan/survey, which identified three economic development priorities for Central

## ORGANIZATIONAL SNAPSHOT

### Type of Organization

Exclusively led by corporate and university CEOs

### Unit of Membership

Individual

### Number of Members

2003: 47

1998: N/A

### Membership by Company Size

Small Companies: 5%

Mid-sized Companies: 30%

Large Companies: 65%

### Dues Determined by

Number of employees, company revenue and history of company in community

### Annual Dues Paid by

Largest Member Companies: \$50,000

Smallest Member Companies: \$15,000

### Annual Operating Budget

2003: \$500,000 to less than \$1 million

1998: Less than \$500,000

### Staff Members (FTE)

2003: 6

1998: N/A

### Board Members

2003: 47

### Regional Priorities

High-Wage, High-Growth Regional Economic Strategy

Indiana, became the road map for CICIP's work plan. Foremost among the industries was life sciences, a high value-add industry that capitalized on Central Indiana's existing life sciences assets, including the corporate headquarters of many international life science companies and the presence of research universities.

CICIP and the life science initiative have been strong advocates of the state's 21st Century Research and Technology Fund. The Fund pairs colleges and companies to spur growth in life sciences and other industries. "In doing so, the Fund taps into one of Indiana's most potent economic assets — the research capabilities of our universities," wrote CICIP CEO and President David Goodrich in the *Indianapolis Star*. CICIP was instrumental in lobbying for the Fund's continued financial backing by the Legislature in early 2003.

In October 2003, the life sciences initiative launched BioCrossroads, a new identity and a new marketing focus. The goal was to target the "bioentrepreneur" as the key to life sciences growth in Central Indiana. BioCrossroads will use a new \$72 million venture capital fund, Indiana Future Fund I, to seed the next generation of life sciences companies. The Indiana Future Fund I will invest in local, regional and national venture capital funds, encouraging them to invest in Indiana's life sciences industry. CICIP and BioCrossroads played a leading role in setting up the Indiana Future Fund I.

In addition to life sciences, CICIP has begun initiatives to grow the energy-technology and logistics industries in Central Indiana. Both of these industries, part of the advanced manufacturing cluster, hold potential for high-wage, high-growth jobs. They take advantage of some of Central Indiana's competitive advantages. One of these advantages is the region's engineering expertise. The region also has a high concentration of firms in energy technology components of electric motors, hybrid and electric cars, fuel cells, distributed power, power electronics, and advanced batteries. The other advantage for these industries is the region's location as a transportation crossroads.

CICIP invests \$3 million to \$4 million each year in the three initiatives of life sciences, advanced manufacturing, and logistics as well as public policy research. CICIP invests in initial cluster research and feasibility studies, efforts to build a coalition of leaders to promote the agenda, and seed funding to spur development and implementation.

"Our challenge is to tie all this progress together into an integrated plan that can inspire optimism and a willingness to work hard — and work together — to make it happen," said Jeff Smulyan, CEO of Emmis Communication and Chairman of CICIP, in a November 2003 *Indianapolis Star* spotlight feature.

### **Structure and Operations**

The Central Indiana Corporate Partnership was formed in 1999 to bring together the chief executives of the private sector and the presidents of the region's largest research universities.

CICP's membership includes executives from many of the region's largest employers. Sixty-five percent of the 47 board members represent large businesses, 30 percent represent medium-sized firms, and only 5 percent represent small businesses.

CICP's Board meets three times a year, a frequency established to insure the participation of busy executives. The board's meeting in the fourth quarter of 2003 demonstrated a strong turnout. "Every major company in the region had their CEO at CICP's board meeting," said Jeff Smulyan, CICP's Chairman. "It is impractical to assume that CEOs of these major corporations can come together more than that during the year." CICP's six-person staff supports the Board's directions and carries out the organization's day-to-day work.

CICP's annual operating budget is about \$1.5 million. CICP has been a recipient of several significant grants from the Lilly Endowment, a national foundation based in Indianapolis. CICP has used Lilly's assistance to distribute seed grants and acquire research relevant to its goals. As CICP grows and reaches into the community, it hopes to broaden the base of its support to include more funding from private sector members.