

Purdue University

A Game Plan to Engage Indiana in the New Economy

-Using Thomas P. Miller & Associates, Inc.'s New Economy Community-based Outreach Methodology -

Purdue University, as Indiana's land grant institution, has a rich tradition of assisting the state during major shifts in the economy. The cooperative extension service helped Indiana become a world leader in agriculture. As the economy began to industrialize, Purdue again stepped forward with programs to help Indiana get a stronghold on manufacturing. Now, at the dawn of another economic shift, Purdue is positioned and ready to assist Indiana to do business in this new economy.

The capacity for Indiana communities to change and adapt to new circumstances has historically depended on their ability to develop change momentum at the local level. . Momentum, in turn, depends on three elements: 1) building key community stakeholder buy-in; 2) establishing an effective framework for identifying and leveraging community-based resources in the context of strategic programs; and 3) applying technical and program expertise towards the development and implementation of action plans. These three elements comprise the essence of Thomas P. Miller & Associates, Inc.'s methodology, New Economy Community-based Outreach. This proposal applies this methodology to Purdue University's unique vision of continuing to be a key partner to Indiana communities in their attempts to adapt to the changing economy.

In the context of TPMA's methodology, Purdue University will be able to target specific communities that fit an Adaptation Readiness Profile and build support among key stakeholders in those targeted communities. Purdue University will then be able to apply and customize a Strategic Framework for Change that will incorporate community-based resources, and set the stage for identification of community-based new-economy strategies. Finally, Purdue University will be positioned to champion the action plans, and to provide the technical and program specific knowledge necessary to make them successful. By working with communities as part of their grassroots efforts, Purdue University will help confirm the effectiveness of strong partnerships between Purdue and local communities and also demonstrate that Purdue is uniquely positioned to lead, on a wider scale, Indiana's participation in the new economy.

TPMA's methodology includes 2 Phases. Phase 1 focuses on the community-based strategic planning effort and Phase 2 focuses on implementation of the resulting plans from Phase 1. Prior to executing the methodology, TPMA will work with Purdue to further define the scope of the project including a detailed timeline and the financial resources available for the project. TPMA initially suggests that Phase 1 be conducted in selected communities other than the Central Indiana region. Indianapolis and the surrounding counties have some dynamics that require a slightly different approach that includes an accelerated version of Phase 1 moving immediately into Phase 2. A discussion of the Indianapolis approach follows the explanation of Phase 1 below.

Phase I offers a five-step approach to accomplish the first two elements of change momentum mentioned above. These elements comprise the planning effort and target stakeholder buy-in and collaboration, as well as strategic planning.

Step One: Scouting Report

TPMA will assist Purdue in creating an extensive demographic, economic, and perception profile for each community. This will not be a “run-of-the-mill” profile with only the typical census statistics. That may be fine for an old-economy profile but to assess how a local community stacks up in the new economy, a variety of methods for data collection and analysis will be utilized. The product of this step will be a Scouting Report that tells the unique new-economy situation of each community. Additionally, TPMA will comment about the community’s readiness for change.

Step One Deliverables:

- New-Economy Adaptive Readiness Profile (electronic and hardcopy) for each community.
-

Step Two: The Line Up

TPMA will identify the key players for each community by conducting a search for the thought-leaders, visionaries, and resource persons who can take on a local leadership role in a partnership with Purdue to further move their community into the new economy. TPMA’s well-established relationships with Indiana’s high tech business community, local community leadership structures, and local institutions (i.e., school corporations, economic development organizations, etc.) will be used to accomplish this task. The product of this step will be a roster of these key players and recommended roles for each person (although TPMA cannot control whether or not individuals will accept their roles).

Step Two Deliverable:

- Community Leadership Roster (electronic and hardcopy) for each community including contact information and “bio” for each individual.
- Recommended Roles (electronic and hardcopy) for each person on each Community Leadership Roster.

Step Three: Choosing a Formation

TPMA will conduct a competency audit to strategically match Purdue technology-related programs that are a best fit for each community. For instance, if in a given community, the activities in Steps One and Two indicate that a project related to nanotechnology would have the greatest chance for success, then the competency audit for that community would gather information about Purdue programs related to nanotechnology. The product of Step Three will be a competency audit detailing “best match” programs for each of the communities.

Step Three Deliverable:

- Competency Audit Matrix (electronic and hardcopy).

Step Four: Purdue Playbook

The information gathered in Steps One through Three will be used to develop the Purdue Playbook. This resource will provide Purdue officials with the background information needed to begin informed discussions. The product of this step will be a Customized Resource Manual for each community. Additionally, TPMA will prepare a suggested Strategic Framework for Change that will provide one possible approach to leveraging the information in the Customized Resource Handbook.

Step Four Deliverables:

- Customized Resource Manual (hardcopy) for each community.
- Strategic Framework for Change (hardcopy) for each community.

Step Five: Scrimmage

TPMA will facilitate an initial meeting between Purdue and local leaders identified in Step Two. Using the Purdue Strategic Framework for Change to guide the discussion, this strategy session will provide a face-to-face opportunity for Purdue to communicate its goals for the project and to highlight the Purdue programs that are likely to be of the most interest to each group of community representatives. The product of Step Five will be the successful presentation of Strategic Framework for Change in each community, as well as a facilitated question and answer session during the initial meeting in each community.

Step Five Deliverable:

- Meeting summaries (electronic and hardcopy) for each meeting.

Timeline for Phase One

TPMA anticipated that Phase 1, as outlined above, can be accomplished in three to five months, depending on the number of communities targeted, and the readiness of each community to participate in the program. The goal will be to commence Phase 1 in mid-September 2001 and be completed by mid-December 2001, although completion of all communities selected may not occur until Spring of 2002.

Cost for Phase One

TPMA suggests that five to seven communities be targeted for this project. Based on this number of communities the services and deliverables described above in Steps One through Five can be executed for \$12,000 per community.

Phase 2 (for all counties excluding Indianapolis)

Once Phase 1 is completed, and with Purdue's continued interest in and support of the directions set forth in each community's Strategic Framework for Change, project implementation can

commence. Project implementation may require a significant resource commitment from both Purdue and the local communities, part of which would be used to purchase the technical and program expertise required to enable the community-based initiatives be successful. TPMA has significant experience in project management and would welcome the opportunity to propose how it could provide management consulting services in the context of technical and program expertise.

Phase 2 for Central Indiana: Marketing and Strategic Alliances

Economies based on knowledge will be built upon the success of regionalized strategies. These strategies are best developed and implemented independent of political and geographic limitations. After an accelerated Phase 1 methodology is performed in Central Indiana (the steps of which are described above, but executed more quickly), Purdue University will be well positioned to take a greater and more visible leadership role in the Indianapolis region as well as other regions throughout Indiana. Purdue University will be set to establish itself as the recognized technology thought leader and resource in the State - and pre-eminent in country. TPMA is prepared to assist and, where required, drive Purdue's marketing and strategic alliance development first in Indianapolis and then in other areas of the state. This will be accomplished by executing the following steps:

Step One: Central Indiana Engagement

TPMA will guide and direct the engagement of the University in key corporate, public, not-for-profit, and other university related entities. The prevailing objective is to optimize the visibility of Purdue University in critical community decision-making processes.

Step One Deliverable:

- Organizational Assessment and Recommended Strategies (electronic and hardcopy)
- Immediate meetings with key individuals to articulate Purdue's vision for Engagement.

Step Two: Office Space and Business Incubation (Technology Cooperative)

In partnership with David Becker, First Internet Bank, Virtual Financial, and Inception LLC, space will be made available to Purdue University for a Central Indiana business incubator to house commercialization projects with corporate partners. Business advisory, investment services and infrastructure will be provided to Purdue affiliated projects.

Step Two Deliverable:

- Structure partnership agreement with David Becker, including lease agreement, and scope of business and investment services to be provided.

Step Three: Target Research Agreements

TPMA will conduct an initial feasibility analysis to determine the most likely collaborative research partners located in Central Indiana.

Step Three Deliverable:

- Feasibility Analysis (electronic and hardcopy).

Step Four: K-12 Outreach

TPMA will conduct feasibility analysis to determine the best way to market Purdue's current outreach programs and determine future opportunities. Some additional possibilities may include expanding mentorship and scholarship programs as well as sponsorship and support of science and technology camps

Step Four Deliverable:

- Inventory (electronic and hardcopy) of emerging opportunities.

Step Five: Seed Capital Investment: One of the largest barriers to technology-driven entrepreneurial growth in Indiana that remains is access to capital during early stages of growth. This is true in Central Indiana, but even more relevant in communities throughout the state. TPMA will assist Purdue in conducting initial due diligence to determine the feasibility of directly investing small amounts of seed capital in start-up companies located in Central Indiana and throughout other "targeted communities"

Step 5 Deliverable:

- Preliminary Investment Assessment (electronic and hardcopy).

Timeline for Phase 2

Phase 1 for Indianapolis will be put on a 45-60 day fast track. The Five Steps described above for Phase 2 will be conducted between October 2001 and January 2002.

Cost for Phase 2

These Phase 2 services in Central Indiana, as described above, can be preformed for \$100,000.

Proposal Pricing At a Glance:

Scope: Phase 1 and 2 for Indianapolis (central IN), and Phase 1 for 7 additional targeted communities:

Community	Phase 1	Phase 2	Total Cost
Indianapolis (central IN)	N/A	\$100,00	\$100,000
Community 1	\$12,000		\$12,000
Community 2	\$12,000		\$12,000
Community 3	\$12,000		\$12,000
Community 4	\$12,000		\$12,000
Community 5	\$12,000		\$12,000
Community 6	\$12,000		\$12,000
Community 7	\$12,000		\$12,000
Total	\$96,000	\$100,000	\$184,000