



# **Delaware Valley Innovation Network**

## **WIRED Implementation Plan**

### **Final Draft**

*Updated December 2007*

## Table of Contents

DVIN Overview	3
Implementation Plan Overview	9
Goal One: GAP Analysis	12
Goal Two: Education and Outreach	18
Goal Three: Support for Human Capital Development	24
Goal Four: Regional Collaboration and Knowledge	30
Sustainability	34
Appendix A	35
Appendix B	48
Appendix C	50
Appendix D	54

## **Delaware Valley Innovation Network Overview**

The Delaware Valley Innovation Network (DVIN)<sup>1</sup> was formed in 2005 to apply for a Workforce Innovation in Regional Economic Development (WIRED) grant from the U.S. Department of Labor. This unique, collaborative effort endorsed by the governors of Delaware, New Jersey and Pennsylvania, created a 14-county initiative to strengthen and grow the tri-state region's vibrant life sciences industry, its supporting clusters<sup>2</sup> and the workforce that drives its growth.

The DVIN region is a globally recognized life sciences center – well positioned to attract additional funding to strengthen this vital industry and its supporting clusters. The region contains the top ten multinational pharmaceutical companies; world-class academic research institutions; emerging biotechnology, advanced manufacturing, medical device and diagnostic companies; and an abundance of public and private organizations providing business, entrepreneurial and commercialization support to the life sciences industry.

DVIN is working to continuously fulfill the demand for a highly skilled life sciences workforce. This collaborative effort is transforming the way the tri-state region develops talent and enhancing the region's competitive position, both nationally and globally. The DVIN initiative will initially focus on life sciences, be expanded over time and used as a model for regional collaboration and workforce transformation in other regional economic sectors.

### **Mission**

DVIN's mission is to accelerate the 14-county, tri-state region's life sciences industry and supporting clusters' transformation into an internationally recognized center for excellence. DVIN will attract resources to support research, industry and human capital development.

### **Region**

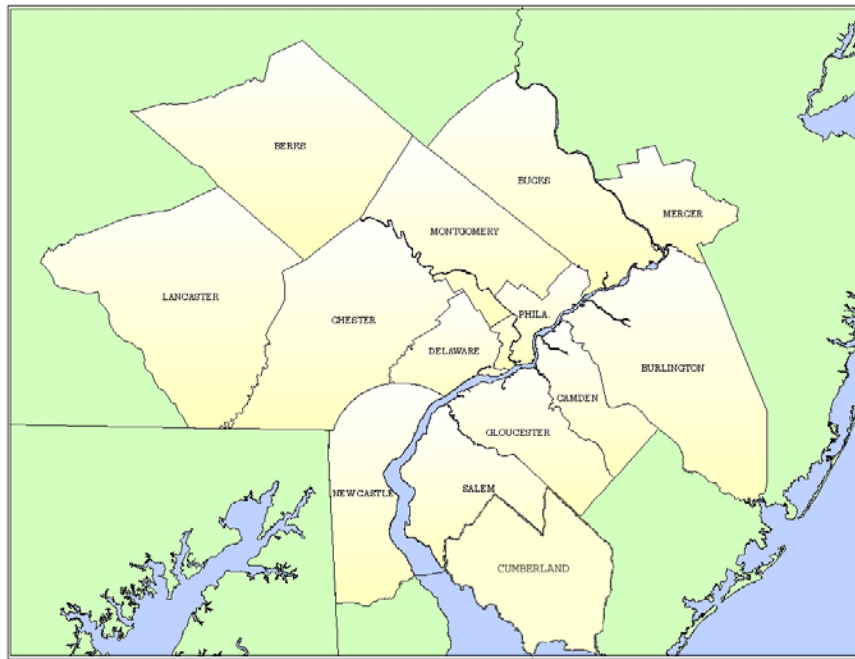
DVIN represents a 14-county region in Delaware, New Jersey and Pennsylvania:

- Delaware (New Castle)
- New Jersey (Burlington, Camden, Cumberland, Gloucester, Mercer and Salem)
- Pennsylvania (Berks, Bucks, Chester, Delaware, Lancaster, Montgomery and Philadelphia)

---

<sup>1</sup> The original grant application was submitted under the Mid-Atlantic Innovation Network (MAIN). The name was changed in February 2007 to accurately reflect the geographical location of the Delaware Valley Region.

<sup>2</sup> When mentioned throughout this document, life sciences should be read as consisting of advanced manufacturing and the biosciences. Its supporting clusters include: financial and professional services (including law, accounting, marketing and communications firms along with others); distribution and packaging companies, and research.



## DVIN GOVERNANCE

The governance of DVIN is structured to ensure that 1) the decision making body, the Executive Committee, has equal representation in DVIN’s participating states – Delaware, New Jersey and Pennsylvania; 2) that the Executive Committee has representation from workforce development, economic development, academia and the life sciences industry in Delaware, New Jersey and Pennsylvania; and 3) that the Executive Committee remains small, no more than 20 members, to maximize efficiency.

The Executive Committee developed and adopted by-laws to institutionalize how DVIN would be structured and how decisions would be made. Please see **Appendix A** for a copy of DVIN’s bylaws.

### Executive Committee

The Executive Committee leads activities, develops and executes a regional strategy to realize DVIN’s mission.

#### Officers:

- Chair: Kelly Lee, Executive Vice President, Innovation Philadelphia
- Vice Chairs: James Moore, Assistant Commissioner, NJ Department of Labor and Workforce Development and Helen Groft, Director, Workforce Center of Excellence, Delaware Economic Development Office
- Treasurer: Sandi Vito, Deputy Secretary for Workforce Development, Pennsylvania Department of Labor & Industry

#### Members:

As outlined in DVIN’s Bylaws there is one representative from each of the following organizations on the DVIN Executive Committee:

Organization	Mission
BioNJ	BioNJ's mission is to formulate and advocate policy positions to elected officials and regulators; acquire and coordinate resources and provide services to members regarding issues critical to building successful biotechnology enterprises; and enhance awareness and appreciation of New Jersey's biotechnology industry.
College and University Presidents' Council	The Greater Philadelphia Chamber of Commerce created the Regional College and University Presidents' Council to focus on new cooperative opportunities among regional participating higher learning institutions, as well as to create linkages and establish relationships with regional business leaders.
Collegiate Consortium for Workforce and Economic Development	The Collegiate Consortium provides a comprehensive, coordinated approach to developing a highly skilled workforce for the region. The combined efforts of the five community colleges, which emphasize advanced technical training, and a university, which offers advanced education, creates a unique model for education and training.
Delaware BioScience Association	The Delaware BioScience Association's mission is to become the catalyst to ensure Delaware becomes a global leader in life sciences by developing a cohesive community that unites the region's biotechnology, pharmaceutical, research, financial and agricultural strengths.
Delaware Department of Labor – Division of Employment and Training	The Delaware Department of Labor, Division of Employment and Training's mission is to provide services enabling employers and job seekers to make informed employment and training choices leading to employment.
Delaware Economic Development Office	The Delaware Economic Development Office attracts new investors and businesses to the state, promotes the expansion of existing industry, assists small and minority-owned businesses, promotes and develops tourism and creates new and improved employment opportunities for all citizens of the state.
Delaware Valley Industrial Resource Center	The Delaware Valley Industrial Resource Center's mission is to improve the competitiveness of small- and medium-sized manufacturers through World Class strategies, operational innovations, and regional economic and workforce development initiatives.
Greater Philadelphia Chamber of Commerce	The Greater Philadelphia Chamber of Commerce is dedicated to promoting regional economic growth, advancing business-friendly public policies and servicing our members through outstanding programs, benefits and services.
Innovation Philadelphia	Innovation Philadelphia is committed to the growth of the technology and creative knowledge industry sectors of the Philadelphia economy, to attracting and retaining young, professional knowledge workers and to generating the innovative ideas that will define Philadelphia's future.
Life Science Career Alliance	Life Science Career Alliance's mission is to maintain and increase the industry's strength in the Delaware Valley by maintaining and improving the regional life sciences workforce.
New Jersey Department of Labor and Workforce Development	The New Jersey Department of Labor and Workforce Development consists of a staff of 3,700 public servants dedicated to promoting economic growth, job creation and providing crucial services to the workers and employers of the state.
New Jersey Governor's	The New Jersey Governor's Office is responsible for the overall policy

Office of Economic Growth	direction of state government activities that affect the business community and directly oversees the research, policy and coordination functions that affect Economic Development throughout the State of New Jersey.
Pennsylvania BIO Association	Pennsylvania Bio is a catalyst to ensure Pennsylvania is a global leader in the biosciences by developing a cohesive community that unites the region's biotechnology, pharmaceutical, research and financial strengths.
Pennsylvania Department of Labor & Industry	The Pennsylvania Department of Labor & Industry's mission is to improve the quality of life and economic security for Pennsylvania workers and businesses, encourage labor-management cooperation and prepare the commonwealth's workforce for the jobs of the future.
Pennsylvania Governor's Policy Office	The Office of Policy and Planning coordinates program planning and policy development among the executive branch agencies and works closely with the Governor's Budget, Legislative and Washington offices to ensure that federal and state policy options are thoroughly examined for their fiscal, legislative and programmatic consequences.
Select Greater Philadelphia	Select Greater Philadelphia, a regional business marketing organization, focuses on building the economy of our region by attracting and retaining businesses.
Workforce Investment Board - Delaware	The Delaware Workforce Investment Board provides workforce investment activities, through a statewide workforce investment system, that increases the employment, retention and earnings of participants, and increases occupational skill attainment by participants, thereby improving the workforce's quality, reducing welfare dependency and enhancing the state's productivity and competitiveness.
Workforce Investment Board-Cumberland and Salem counties - New Jersey	The Cumberland and Salem Workforce Investment Board's mission is to develop and assist in the implementation of employment and training policies to create a coherent, integrated system of employment, training, education programs and services. This WIB represents the six NJ counties within the DVIN region.
Workforce Investment Board, Lancaster County, Pennsylvania	The Lancaster County Workforce Investment Board works to align the workforce's skills with regional industry's needs. This WIB represents the seven PA counties within the DVIN region.

The organizations and institutions represented on the Executive Committee are uniquely positioned to deliver the expertise needed to execute the strategies in this Implementation Plan. The DVIN Executive Committee has become an important resource in the Delaware Valley, as it is the only formally structured body that includes the workforce development, economic development, academic institutions and the life sciences industry leaders in the tri-state region working together toward a common goal. The Executive Committee is a valuable and successful collaboration across geographical, political and institutional barriers. The social capital and goodwill fostered through relationships developed on the Executive Committee will positively influence future economic and workforce development in the tri-state region long after the WIRED initiative has ended.

### **Steering Committees**

Steering Committees are responsible for providing information and making recommendations to guide the Executive Committee's decisions in implementing DVIN's mission and goals. The Steering Committees will consist of DVIN's Stakeholders and other regional, community and industry leaders from the life sciences industry. There will be a minimum of one Steering Committee for each of the four DVIN goals. There will also be a Steering Committee to focus on the sustainability of DVIN. Each member of the Executive Committee will be a member of at least one Steering Committee.

### **Stakeholders**

Stakeholders are regional members of the 14-county, tri-state life sciences and supporting industries. The Stakeholders include diverse academic, non-profit, workforce training, government agencies and representatives from the life sciences business community.

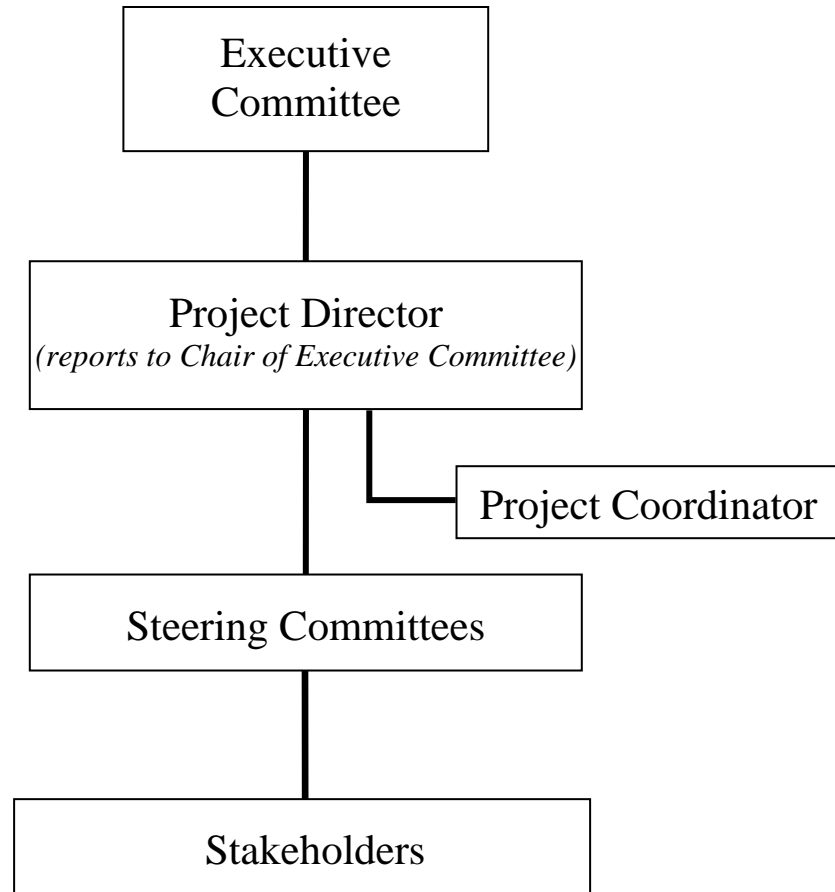
Please see **Appendix B** for a complete list of DVIN Executive Committee members and current Stakeholders. The Steering Committees are being formed, and the list of stakeholders will expand as DVIN executes this Implementation Plan and as additional beneficiaries and partners are identified.

## **Staff**

DVIN will hire a full-time Project Director who will lead and manage the DVIN initiative, including strategic, tactical and administrative operations, and will coordinate Steering Committee and Stakeholder actions to accomplish DVIN's mission and the execution of DVIN's Implementation Plan. The Project Director's responsibilities will include the direct supervision and management of all DVIN program activities and workforce initiatives funded by the U.S. Department of Labor WIRED grant and other funding sources.

Once the Project Director is hired, the incumbent will lead the search to hire a Project Coordinator, who will assist the Project Director. The need for additional staff will be determined as the Implementation Plan is executed.

## Organizational Chart





## Implementation Plan Overview

### Introduction

DVIN developed this Implementation Plan to transform the life sciences workforce because the industry is among the Delaware Valley's most dominant economic generators, delivering \$40 billion in annual revenue and employing more than 509,000 workers. The Delaware Valley is home to the top ten multinational pharmaceutical and life science companies, including GlaxoSmithKline, Bristol-Myers Squibb, Merck, and AstraZeneca; world class academic and research institutions that are the recipients of more than \$550 million in funding from the National Institute of Health; and has an abundance of government and industry organizations, including BioNJ, the Delaware Bioscience Association and the Pennsylvania BIO Association, providing business, entrepreneurial and commercialization support to the life sciences industry.

Although life sciences is a thriving industry within the Delaware Valley, there is a critical need to fulfill the demand for a high quality, skilled life sciences workforce to ensure the industry's growth and make the Delaware Valley an internationally recognized center for excellence in life sciences. Recent research by the Milken Institute has demonstrated this need, reporting that DVIN's region has lost 10 percent of its college-educated, 25-34 year-old population between 2000 and 2005; ranks 18th in college attainment; has followed the national trend of a decrease in the percentage of advanced life sciences degrees awarded from regional colleges and universities; and has one of the lowest rankings in the U.S. in high school math and science test scores. As there is a decrease in the skill set and number of qualified life science workers in the Delaware Valley, the demand has and will continue to increase. Between 2002 and 2012, there will be a 28 percent demand increase for biological technicians and a 37.8 percent demand increase in biophysicists and biochemists. In addition, national and regional studies report that 23-30 percent biotechnology workforce will be retiring over the next 10-20 years.

### Goals

This Implementation Plan was developed by the DVIN Executive Committee to address the preceding life sciences workforce challenges within the 14-county, tri-state region. With the support of the U.S. Department of Labor WIRED funding, additional resources that DVIN will leverage, and collaboration among the regional partners, DVIN will execute the strategies and activities outlined within this Implementation Plan to successfully train 4,000 workers within the life sciences industry and effect 5,000 future workers within DVIN's 14-county region, them for careers in the life sciences industry.

There are four goals in this Implementation Plan that DVIN believes will transform the region into an internationally recognized center for excellence and attract resources to support research, industry and human capital development.

The first goal is to conduct a complete **GAP Analysis** of regional strengths and weaknesses within the life sciences industry, and identify existing programs and gaps in services to the life sciences industry in the 14-county, tri-state region. The analysis will include the "demand" of industry needs and the "supply" of educational and training programs supporting life sciences. The GAP Analysis is one of the most important components of DVIN's Implementation Plan, as the findings will drive how DVIN will allocate what programs and initiatives DVIN will support to meet the other three goals.

The second goal is to support, strengthen and develop the high school and postsecondary **Education and Outreach** infrastructure to address the current and emerging needs of the life sciences industry. Education

and outreach are vital in developing a pipeline of future life science workers, and providing resources and information to the educators who teach them.

DVIN's third goal is to **Support Human Capital Development** by providing training to individuals within the 14-county, tri-state region to build the necessary skills needed to prepare them for work within the life sciences industry. DVIN will accomplish this in two ways. First, DVIN will award Innovation Investment Grants to financially support human capital development and training of life sciences workers. The Innovation Investment Grant pool will receive the largest proportion of DVIN's \$5 million budget. The training initiatives supported through DVIN's Innovation Grants must be life sciences initiatives, effect multiple counties within the fourteen-county region and must meet a need identified in DVIN's GAP Analysis. The second way in which DVIN will support human capital development within the fourteen-county, tri-state region is to provide the expertise and support of the DVIN Executive Committee to encourage and, in some cases, sponsor grant applications to attract resources and funding to the DVIN region to train life sciences workers.

Fostering **Regional Collaboration and Knowledge** about the industry's regional importance is the fourth goal of DVIN. The DVIN region is unique in that a diversity of important industry sectors comprises the economy, including: life sciences, financial and business services, and the creative economy. In order to ensure the necessary collaboration needed to successfully accelerate the transformation of the region's life sciences industry, DVIN will dedicate resources to deepen regional leaders' understanding of economic development, workforce development and educate on the importance of life sciences and the role that regional collaboration will play in ensuring its continued growth. Through the regional collaboration and knowledge initiatives, DVIN stakeholders will be able to meet regularly to develop innovative ways to improve the life sciences workforce, attract jobs and grow the thriving life sciences industry in the DVIN region.

### **Implementation Plan Structure**

The DVIN Implementation Plan is a fluid document that will be continuously reviewed and revised by the Executive Committee as DVIN moves forward and receives input from U.S. Department of Labor, the Steering Committees and Stakeholders. The goals, key strategies, activities, responsible parties, timeframes, milestones, financial resources and desired outcomes described in the matrix on the next pages reflect DVIN's vision of how to transform the region's life sciences workforce. The Implementation Plan also includes a sustainability section to enable DVIN to continue its work after the three-year WIRED grant ends.

DVIN is a collaborative model that has initially targeted the life sciences industry and its supporting clusters. DVIN will use this model to expand into other industry clusters that align with other regional growth strategies. As DVIN expands its industry focus, the Executive Committee will include additional goals, strategies, outcomes and metrics in the Implementation Plan for those new industries.

There are many economic development, workforce development and other organizations that are part of DVIN and will be involved in the execution of the Implementation Plan. The names of the organizations have been abbreviated in the Plan. Please use the following key to identify organizations as you review this document:

<b>Abbreviation</b>	<b>Definition</b>
EC	DVIN Executive Committee
DOL	U.S. Department of Labor
DVIN	Delaware Valley Innovation Network
DVIRC	Delaware Valley Industrial Resource Center
GPCC	Greater Philadelphia Chamber of Commerce
LSCA	Life Science Career Alliance
PC	DVIN Project Coordinator
PD	DVIN Project Director
Regional Biotech Associations	BioNJ, Delaware Bioscience Association, Pennsylvania BIO Association
SGP	Select Greater Philadelphia
State Economic Development Departments	Delaware Economic Development Office, New Jersey Governor's Office of Economic Growth, Pennsylvania Department of Community and Economic Development
State Labor Departments	Delaware Department of Labor, New Jersey Department of Labor and Workforce Development, Pennsylvania Department of Labor & Industry
WIBs	Workforce Investment Boards within the DVIN region

Each goal within this Implementation Plan has been formatted in a matrix. Each matrix is organized by:

- Key Strategies – DVIN has identified the key strategies to accomplish each goal
- Activities – DVIN has identified the multiple activities that will occur to accomplish the strategies.
- Timeframes/Milestones – Lists the estimated dates of when the activities will be initiated
- Responsible Parties – Identifies the entity accountable for fulfilling the activity
- Financial Resources – Quantifies the allocation of DVIN's WIRED U.S. Department of Labor budget (see **Appendix C**) for the activity, or identifies another source of funding
- Outcomes/Metrics – Lists the targeted outcomes of the strategy and the activities, with quantifiable metrics wherever possible

## **GOAL ONE: GAP Analysis**

The Delaware Valley Innovation Network's mission is to accelerate the 14-county, tri-state region's life sciences industry and supporting clusters' transformation into an internationally recognized center for excellence. DVIN will attract resources to support research, industry and human capital development. To accomplish this mission, DVIN recognized the need for a current, detailed analysis of the life sciences industry.

DVIN solicited proposals for a consultant to conduct a GAP Analysis of the life sciences industry in the 14-county DVIN region. The GAP Analysis will measure the:

- size and scope of the life sciences industry as defined by DVIN;
- regional strengths and weaknesses within the life sciences industry;
- industry's occupation and skill "demands" and the "supply" of educational and training programs supporting life sciences; and
- gaps between industry demands of and the supply from the education and training institutions.

As a result of the GAP Analysis, DVIN will have valuable regional data, such as knowledge of the life sciences occupations expected to grow, the current occupations most needed by the life sciences industry, the most important skill sets needed by the life sciences industry, the best regional life sciences training programs and the life sciences training that is most needed in the region. The GAP Analysis is the most important component of DVIN's Implementation Plan. These findings will drive how DVIN will allocate its resources to support its education and outreach initiatives and its human capital development and training programs to meet industry needs.

The GAP Analysis will also be used as a baseline to measure future growth within the life sciences industry and the success of DVIN's efforts going forward.

**Goal One: GAP Analysis**

**Complete an analysis of regional strengths and weaknesses within the life sciences industry including the “demand” of industry’s employment needs and the “supply” of educational and training programs supporting life sciences.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIRED Funding o=Other Funding Source</b>	<b>Outcomes/Metrics</b>
A) Identify professional consultant	<p>1. Send out and RFP to solicit proposals from qualified consultants</p> <p>2. Interview consultants</p> <p>3. Consultant conducts GAP Analysis to identify regional strengths and weaknesses in the life sciences industry and in existing education and training programs</p>	<p>1. September 2007</p> <p>2. December 2007</p> <p>3. December 2007- May 2008</p>	<p>1. EC</p> <p>2. EC</p> <p>3. GAP Consultant</p>	<p>2-3 \$200,000 W (2)</p>	<p>1. Open and accessible process to apply</p> <p>2. Select and hire a consultant</p> <p>3. Professional services to aid in the execution of the Gap Analysis to ensure statistically accurate outcomes</p>
B) Environmental assessment	<p>1. Collect existing life sciences reports and data about the DVIN region</p>	<p>1. December 2007 – January 2008</p>	<p>1. EC and GAP Consultant</p>	<p>No Additional</p>	<p>1. Compile existing reports and data to provide to the consultant to avoid “recreating the wheel”</p>
C) Life sciences education and training assessment	<p>1. Confirm and compile a list of education and training institutions and education and training programs (including the expansion of the LSCA career ladders) currently being offered in the region</p>	<p>1. December 2007- January 2008</p>	<p>1. EC and GAP Consultant</p>	<p>No Additional</p>	<p>1. Identify current education and training programs in existence to help determine where there are gaps between training and industry</p>

**Goal One: GAP Analysis**

**Complete an analysis of regional strengths and weaknesses within the life sciences industry including the “demand” of industry’s employment needs and the “supply” of educational and training programs supporting life sciences.**

Key Strategies	Activities	Timeframes/ Milestones	Responsible Parties	Financial Resources Needed w=WIRED Funding o=Other Funding Source	Outcomes/Metrics
	and those planned for the future				
D) List of NAICS codes to identify all of the life science industries as defined by DVIN	1. Obtain industry data from information from the state labor departments  2. Obtain agreement of NAICS codes by state labor departments	1. December 2007  2. February 2008	1. GAP Consultant and state labor departments  2. EC and state labor departments	No Additional	1. Complete an up-to-date list of NAICS Codes identifying and aligning with industries that fall within life sciences as defined by DVIN  2. Agree upon regional list of companies for each of the NAICS codes
E) Gather occupational data within the life sciences industry	1. Research life sciences occupational data in DE, NJ, and PA  2. Identify leading, concurrent and lagging indicators of industry performance and workforce demand  3. Identify critical jobs as determined by industry members  4. Identify existing forecasting models for life science careers from	1. February 2008  2. May 2008  3. February 2008  4. May 2008	Consultant and state labor departments	No additional	1-3 a. List of the top five current occupations in greatest demand by industry to be used to develop and support training programs in those occupations  b. List of the top five emerging occupations with the largest potential for growth to be used to develop and support education and outreach programs consistent with those occupations  c. Identify the ten most important, currently needed skill sets and five emerging skill sets needed in the

**Goal One: GAP Analysis**

**Complete an analysis of regional strengths and weaknesses within the life sciences industry including the “demand” of industry’s employment needs and the “supply” of educational and training programs supporting life sciences.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIRED Funding o=Other Funding Source</b>	<b>Outcomes/Metrics</b>
	<p>USDOL, state labor departments, WIBs, regional biotech associations, and academic institutions. Evaluate models in order to develop an econometric forecasting model to project occupational needs for the industry</p> <p>5. Create report for broad distribution in data dashboard model</p>	<p>5. May 2008</p>			<p>industry. Develop and support education and training programs and education and outreach programs to provide the identified skill sets</p> <p>4. Create a forecasting model of industry occupational needs</p> <p>5. Create a data dashboard that will be available on DVIN’s Web site to assist education and training institutions in developing training and educational programs to meet the future workforce needs of the life sciences industry</p>
<p>F. Identify and evaluate existing industry workforce partnerships within the DVIN region that provide life sciences training</p>	<p>1.Meet with all PA industry partnerships targeting the life sciences industry to ascertain their findings of educational needs</p> <p>2. Identify initiatives in DE and NJ with a similar mission as PA’s industry partnerships to support education and training needs in DE and NJ</p>	<p>1.January 2008</p> <p>2.February 2008</p>	<p>1.PD and GAP Consultant</p> <p>2.PD and GAP Consultant</p>	<p>No Additional</p>	<p>1. a. Identify the ten best collaborative models providing life sciences training in the DVIN region to use as a guide for developing or supporting successful training programs b. Showcase the ten best collaborative models providing life sciences training in the DVIN region on DVIN’s website so they can be replicated and expanded</p>

**Goal One: GAP Analysis**

**Complete an analysis of regional strengths and weaknesses within the life sciences industry including the “demand” of industry’s employment needs and the “supply” of educational and training programs supporting life sciences.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIRED Funding o=Other Funding Source</b>	<b>Outcomes/Metrics</b>
G. Survey life sciences industry to determine future industry training needs	1. Conduct survey of human resource professionals and training coordinators for life science industry employers	1. March 2008	1 GAP Consultant and Regional Biotech Associations	No Additional	1. Outcomes from 25 one-on-one interviews with the region’s leading life science employers, and the findings from 200 completed electronic surveys to identify the current and future training needs
I. Engage workforce, academic and industry leaders in forums to validate the results of the GAP analysis and develop and frame messages	1. Engage a communications consultant 2. Coordinate forums 3. Gather feedback from the forums and validate GAP analysis findings to develop language to frame key messages	1. May 2008 2. May 2008 3. May 2008	1. Communications consultant 2. PD 3. Communications consultant	\$5,000 –W  No Additional  No Additional	1-3 Hired consultant to conduct three forums (one in PA, NJ and DE) to validate the findings from the GAP analysis and solidify the key messages



**Goal One: GAP Analysis**

**Complete an analysis of regional strengths and weaknesses within the life sciences industry including the “demand” of industry’s employment needs and the “supply” of educational and training programs supporting life sciences.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIRED Funding o=Other Funding Source</b>	<b>Outcomes/Metrics</b>
J. Develop DVIN report and executive summary of GAP Analysis findings	1.Draft GAP analysis report  2.Engage a designer to design a Web-friendly version of the GAP analysis report  3. Print a limited number (500) of reports for Stakeholders	1. June 2008  2. June 2008  3. June 2008  4. May 2008	1. GAP Consultant  2.EC and Designer  3. EC  4. EC	No Additional  \$8,000  \$3,000 -W	1-3 a. Final report of GAP Analysis findings that is accessible and available on line  b. Communicate GAP analysis findings regionally and make report available on DVIN, EC members and key stakeholders websites

## **GOAL TWO: Education and Outreach**

Delaware Valley Innovation Network imagines a future in which the life sciences industry has a steady supply of qualified workers to meet the industry's needs and the region has a workforce that is prepared to meet them.

Delaware Valley Innovation Network's first goal is focused on an analysis that will outline the occupation and skill "demands" of industry, the "supply" of educational and training programs supporting life sciences, and gaps between demands of industry and the supply from the education and training institutions. Goal Two of the DVIN Implementation Plan, Education and Outreach, builds on the conclusions of that analysis to support and strengthen the educational infrastructure (high school, postsecondary and continuing adult education) to address the identified current and emerging needs of the life sciences industry. Education and outreach becomes vital in developing a pipeline of future life science workers, and providing resources and information to the educators who teach them.

This goal focuses on the education of and outreach to both educators and potential life sciences employees. It consists of five strategies:

- Increasing regional career awareness through the participation of 30 high schools in Life Science Career Exploration Clubs that will result in the a 10 percent increase of applications from high school students in post secondary life science programs;
- Developing 28 Life Science Career Awareness Campaign events reaching 900 individuals;
- Enhancing Science, Technology, Engineering and Mathematics (STEM) literacy, and through the distribution of 5,000 career ladder brochures and outreach workshops, assemblies and seminars to reach 3,000 students, administrators, teachers and parents to educate them about the STEM/life science careers;
- Aligning and strengthening educational and program development through the replication of educational programs at apprenticeship, high school, community colleges, four-year institutions or professional schools; and
- Enhancing professional development and industry awareness for educators through the education of 300 administrators, teachers and counselors about STEM/life science career opportunities for students.

The successful execution of these strategies will rely heavily on the expertise of DVIN's Education and Outreach Steering Committees. With the expertise of Steering Committees driving the educational infrastructure initiatives outlined in the Plan, DVIN will ultimately reach more than 10,000 high school, community college and postsecondary students and 500 educators in the Delaware Valley region. This will go a long way

toward realizing our vision of a center for excellence in human capital development for the life sciences industry.

**Goal Two: Education and Outreach**

**Support, strengthen and develop high school and postsecondary education and outreach initiatives to address the current and emerging needs of the life sciences industry.**

Key Strategies	Activities	Timeframes/ Milestones	Responsible Parties	Financial Resources Needed w=WIREDFunding o=Other Funding Source Resources Needed	Desired Outcomes/Metrics
<p>A) Career Awareness and Development</p>	<p>1. Engage industry in educational and career awareness activities and participation in Life Science Career Exploration Clubs</p> <p>2. Create a database of regional life science educational programs including degree/certificate programs, summer and after school programs, industry based programs and others</p> <p>3. Create a shared portal on DVIN's Web site for industry and educator exchanges</p> <p>4. Develop a step-by-step guide of STEM-related pathways and skill sets needed to navigate the highest demanded occupations in the industry on the DVIN shared portal</p> <p>5. Conduct Outreach and awareness events on STEM/Life Sciences throughout the DVIN region</p> <p>6. Develop a regional Life Science Awareness Campaign. (ex. BioScience/Life Science day or week)</p>	<p>1. March 2008-ongoing</p> <p>2. January 2008</p> <p>3. March 2008 and ongoing</p> <p>4. March 2008 and ongoing</p> <p>5. March 2008 and ongoing</p> <p>6. March 2008 and ongoing</p>	<p>1. PD and SC</p> <p>2. GAP Consultant and PD</p> <p>3. PD</p> <p>4. PD and SC</p> <p>5. PD, SC, Regional Biotech Associations</p>	<p>\$150,000 (3.1)</p> <p>No Additional</p> <p>No Additional</p> <p>\$10,000 (3.1)</p> <p>\$60,000 (3.1)</p> <p>\$80,000 (3.1)</p>	<p>1. a. 30 high schools in the 14-county region develop Life Science Career Exploration Clubs to participate in career exploration activities and work with educators and employers in planning career awareness programs.</p> <p>b. Each career club participates in three career exploration and awareness activities at three different employer sites in the region</p> <p>c. Student applications from these high school to life science-focused career programs increase by 10 percent</p> <p>d. Applications to the model life science education programs as identified by DVIN increased by 10 percent</p> <p>e. Five of these model life science education programs are replicated in the region and participate in a Major Life Science Careers Week regional exhibition sponsored by ten regional employers</p> <p>2., 3., and 4 Have a minimum of 30 diverse educational institutions committed to using the educational database and the shared portal</p> <p>5. Successful outreach workshops, assemblies and seminars engaging 300 industry participants reaching 3,000 students, administrators, teachers and parents to educate them about the STEM/life science careers.</p> <p>6. 28 Life Science Awareness Campaign events reaching approx. 900 individuals)</p>

**Goal Two: Education and Outreach**

**Support, strengthen and develop high school and postsecondary education and outreach initiatives to address the current and emerging needs of the life sciences industry.**

Key Strategies	Activities	Timeframes/ Milestones	Responsible Parties	Financial Resources Needed w=WIRED o=Other Funding Source Resources Needed	Desired Outcomes/Metrics
<p>B) Industry awareness for educators</p>	<p>1. Establish a Life Science Career Consortium that includes 300 administrators, teachers and counselors to work with the SC to develop programs, boot camps, courses and career advice in the STEM/life science programming in the 14 counties.</p> <p>2. Develop an inventory of regional programs and professional development policies in the DVIN region sorted by state, county and school districts.</p> <p>3. Develop an inventory of national programs and tools that provide life science resources for educators</p> <p>4. Create a repository of programs and tools on DVIN's Web site and promote these resources to educators throughout the DVIN region.</p> <p>5. Create a calendar of events for teachers on life science industry awareness programs</p> <p>6. Encourage industry involvement in awareness activities for educators</p>	<p>1. April 2008 and ongoing.</p> <p>2. April 2008 and ongoing</p> <p>3. April 2008 and ongoing</p> <p>4. January 2008</p> <p>5. April 2008</p> <p>6. April 2008</p>	<p>1. PD and SC</p> <p>2. PD and SC</p> <p>3. PD</p> <p>4. PD</p> <p>5. PD and SC</p> <p>6. PD and SC</p>	<p>\$135,000 (3.2)</p> <p>\$15,000 (3.2)</p> <p>No Additional</p> <p>No Additional</p> <p>No Additional</p> <p>No Additional</p>	<p>1. Life Science Career Consortium to convene 30 workshops, boot camps, summer education programs and externships.</p> <p>2., 3., and 4. Updated and managed repository of national and regional programs for educators that can be used and/or replicated in the DVIN region.</p> <p>6. 50 life science employers working with the Life Sciences Career Consortium to sponsor industry awareness events, workshops and experiential learning initiatives for educators</p>

**Goal Two: Education and Outreach**

**Support, strengthen and develop high school and postsecondary education and outreach initiatives to address the current and emerging needs of the life sciences industry.**

Key Strategies	Activities	Timeframes/ Milestones	Responsible Parties	Financial Resources Needed w=WIRED o=Other Funding Source Resources Needed	Desired Outcomes/Metrics
C) Educational Program Development	<ol style="list-style-type: none"> <li>1. Use the GAP Analysis to identify the gaps between curriculum and industry needs</li> <li>2. Research best practice regional and national models of educational training programs in apprenticeship programs, high schools, community colleges, four-year institutions and professional schools. to address the gaps</li> <li>3. Create a repository of regional and national best practices on DVIN's website</li> <li>4. Encourage and support replication of best practices</li> </ol>	<ol style="list-style-type: none"> <li>1. May 2008</li> <li>2. June 2008 and ongoing</li> <li>3. June 2008 and Ongoing</li> <li>4. June 2008 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. PD and SC</li> <li>2. PD and SC</li> <li>3. PD</li> <li>4. PD and SC</li> </ol>	<p>No Additional</p> <p>\$20,000 (3.3)</p> <p>No Additional</p> <p>\$280,000 (3.3)</p>	<ol style="list-style-type: none"> <li>2. Identify at least ten model educational curricula programs per year, including STEM and Project Lead the Way throughout the 14 counties</li> <li>4. Replicate as many model educational programs as possible within regional apprenticeship programs, high schools, community colleges, four-year institutions or professional schools.</li> </ol>

**Goal Two: Education and Outreach**

**Support, strengthen and develop high school and postsecondary education and outreach initiatives to address the current and emerging needs of the life sciences industry.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIREDFunding o=Other Funding Source Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
D) Postsecondary Collaborations	<p>1. Work with the LSCA and their Department of Labor High Growth Job Training Advanced Manufacturing Grant to develop a consortium of educators from the community colleges and two- and four-year institutions with biotechnology programs in the three states to identify core life science competencies. Colleges will be actively involved in the development of the certificates and the curriculum.</p> <p>2. Review the gap analysis and education report, and determine ways in which higher education can respond to close the gaps.</p>	<p>1. March 2008- December 2008</p> <p>2. May 2008</p>	<p>1. PD, LSCA and CC</p> <p>2. PD, and CC</p>	<p>\$90,000 (3.4)</p>	<p>1-2.a Consortium that includes representatives from at least 60 percent of the two- and four-year postsecondary programs in the region that offer courses of study in biotechnology, pharmacology or other relevant degrees or certificate programs.</p> <p>b Consortium cooperatively creates, throughout the region, three new certificate programs or adapts existing programs to respond to industries' educational needs as identified by the GAP analysis.</p>

### **GOAL THREE: Support for Human Capital Development**

The Delaware Valley Innovation Network will leverage the initial WIRED investments to encourage awareness, innovation and ultimately transformation of our regional economy.

Goal Three of the DVIN Implementation Plan, **Support for Human Capital Development**, is especially concerned with maximizing our leveraging potential.

Aligning resources to focus on identified needs and promise is key to assuring the region's success and DVIN's sustainability. Only by leveraging our initial WIRED Grant to support innovative and promising life sciences "feeder" programs can the DVIN reach, train and educate 5,000 of the region's current and future workforce by 2010. Forty-three percent of DVIN's budget, \$2.6 million, will be used to support Human Capital Improvement and training in the life sciences industry.

From the gap analysis in Goal One, the DVIN will have an informed understanding of the strengths and weaknesses of the regional life sciences workforce system – the high school, postsecondary and incumbent worker pipeline. With this understanding, the DVIN will strategically investment WIRED funds in two approaches to enhance regional strengths and mitigate regional weaknesses: 1. DVIN Innovation Investments – grants to support promising innovative programs and expand proven already established initiatives; and 2. Gap Investments – grants to fill gaps identified in the DVIN gap analysis. See **Appendix C**, "DVIN Innovation Investment Guidelines" to see how this approach will be governed.

All DVIN investments, both Innovation Investments and Gap Investments, will be linked to DVIN project goals, support the life sciences sector and have a 1:1 match minimum. Seven DVIN principles will be integral to all funded programs:

- **Collaboration:** Partnerships and networks are a cornerstone of the WIRED initiative.
- **Regionalism:** Projects will support the entire DVIN region, or demonstrate meaningful inclusion of and benefits provided to the entire region and/or how the project will be able to be replicated throughout the entire region.
- **Transferability:** Innovation Investments projects will be developed once and implemented multiple times; and/or can be applied first to the life sciences sector and then to other industry sectors.
- **Sustainability:** Projects will be embedded within the recipient organization policies and procedures and funded beyond the grant period by other means.
- **Accountability:** Projects will demonstrate the ability to produce and report qualitative and quantitative outcomes.
- **Demand/Industry-Driven Approach:** DVIN Innovation Investments will meet the needs of the life sciences sector and key supporting industries.



- Innovation: Projects will enhance existing or develop new processes or practices that encourage the use of technology and other non-traditional methodologies to deliver education and training programs.

To further align and direct additional resources to the Delaware Valley region, the DVIN will support grant proposals of other organizations. The DVIN Executive Committee has developed guidelines for DVIN grant application support. See Appendix **D**, “Guidelines for Requesting DVIN’s Support for Grant Applications”. DVIN will support only those proposals that:

- fulfill the DVIN Mission to strengthen and expand the tri-state, fourteen-county, regional life sciences industry through growing and enhancing its human capital infrastructure;
- demonstrate meaningful inclusion and benefit to all three states, Delaware, New Jersey and Pennsylvania; and
- clearly support the life science industry as defined by DVIN.

**Goal Three: Human Capital Development**

**Invest in the region's workforce in order to develop the necessary skills to meet the current and emerging human capital needs of the Delaware Valley's Life Science Industry**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIREDFunding o=Other Funding Source</b>	<b>Outcomes/Metrics</b>
<p>A) Develop DVIN Innovation Investments Guidelines</p>	<p>1.Gather samples of other WIRED investment programs' guidelines to use as a model</p> <p>2. Draft DVIN's guidelines that reflect DVIN's mission; support promising innovative programs and expand proven, established initiatives; and/or fill human development gaps identified in the DVIN GAP analysis</p> <p>3. Have draft of DVIN's Innovation Investment guidelines approved by EC</p> <p>4. Have draft of DVIN's Innovation Investment guidelines approved by the state labor departments</p> <p>5. Develop a process to receive, review, evaluate and award DVIN Innovation Investment grant requests</p> <p>6. Make Innovation Investment grants available to regional organizations and institutional eligible to apply</p>	<p>1.August 2007</p> <p>2.September 2007</p> <p>3. October 2007</p> <p>4. December 2007</p> <p>5. January 2008</p> <p>6. January 2008</p>	<p>1.EC</p> <p>2.EC</p> <p>3.EC</p> <p>4.State labor departments</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>1.Accurate and legal DVIN Innovation Investment guidelines that reflect DVIN's intention to support promising innovative programs, expand proven already established initiatives and /or fill gaps identified in the DVIN gap analysis</p> <p>2. Accessible information about the Innovation Investment grants to attract applicants from throughout the region</p>

**Goal Three: Human Capital Development**

**Invest in the region's workforce in order to develop the necessary skills to meet the current and emerging human capital needs of the Delaware Valley's Life Science Industry**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIREDFunding o=Other Funding Source</b>	<b>Outcomes/Metrics</b>
<p>B) Support ten human capital development initiatives in the tri-state region annually</p>	<p>1. Distribute information about the Innovation Investment grants to regional life science businesses, workforce training and economic development institutions, and stakeholders</p> <p>2. Promote the availability of the Innovation Investment grants and online application on DVIN's Web site <a href="http://www.delawarevalleyinnovationnetwork.com">www.delawarevalleyinnovationnetwork.com</a></p>	<p>1. January 2008-ongoing</p> <p>2. January 2008-ongoing</p>	<p>1. PD</p> <p>2. PD</p>	<p>None</p> <p>\$2,400,000 (4.1)</p>	<p>1-2 a. Provide support for the appropriate education and training of 5,000 individuals to make them ready and available to work in the life sciences industry in DVIN's tri-state region</p> <p>b. The 30 human capital initiatives will train 500 individuals by 12/31/08, 2,500 individuals by 12/31/09, and 5,000 individuals by 12/31/10</p>

**Goal Three: Human Capital Development**

**Invest in the region's workforce in order to develop the necessary skills to meet the current and emerging human capital needs of the Delaware Valley's Life Science Industry**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIREDFunding o=Other Funding Source</b>	<b>Outcomes/Metrics</b>
C) Use Innovation Investment grants to fund initiatives that meet the most critical human development needs of the regional life sciences industry	1. Use the GAP analysis to identify the most critical life science human capital skills needed  2. Review the life sciences training assessment (Goal 1, B) to identify existing human capital training programs that address the most critical needs of the life sciences industry identified in the GAP Analysis	1. April 2008  2. April 2008	1. PD, EC, SC  2. PD, EC, SC	No Additional  No Additional	1 and 2. Informed PD, EC and SC capable of identifying the most appropriate applicants to receive Innovation Investment grant support that will meet the human capital needs of the life sciences industry
D) Leverage DVIN's WIRED resources to attract additional resources to support programs and initiatives receiving funding through the Innovation Investment grants	1. Include a 1:1 match in Innovation Investment grant criteria	1. December 2008-ongoing	1. EC	TBD	Attraction of additional funding support for all programs and initiatives receiving funding from DVIN's Innovation Investment grants to ensure the sustainability of these programs after DVIN funding ends

**Goal Three: Human Capital Development**

**Invest in the region's workforce in order to develop the necessary skills to meet the current and emerging human capital needs of the Delaware Valley's Life Science Industry**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIREDFunding o=Other Funding Source</b>	<b>Outcomes/Metrics</b>
E) Support grant proposals of regional organizations that meet the mission of DVIN (Note: These are proposals that are not affiliated with WIRED)	1.Establish criteria and guidelines for supporting grant proposals that fit within DVIN’s mission, will effect the DVIN region and support one the four goals of DVIN  2 Write DVIN letters of support for grant proposals that meet DVIN’s criteria	1.June 2007  2. June 2007-ongoing	1.EC  2. EC	None  None	1.Guidelines to ensure that DVIN is supporting grant proposals fall within its mission  2. Support a minimum of three proposals annually to attract additional resources to the DVIN region to train life sciences workers and enhance the human capital capacity
F) Develop a central repository of grant opportunities to support life sciences human capital development in DVIN’s Web site	1. Identify state and federal grant opportunities to enhance the workforce of the DVIN regions life sciences industry  2.Manitain a current list of the grant opportunities in G,1 on DVIN’s Web site	1. November 2007  2. December 2007	1.EC and SC  2 PD	None	1. Increase in resources being used by the tri-state region to support human capital development

## **GOAL FOUR: Regional Collaboration and Knowledge**

Just as we will leverage educational and training resources in Goal Two and financial resources in Goal Three, in Goal Four, **Regional Collaboration and Knowledge**, Delaware Valley Innovation Network will leverage the knowledge within the region to develop the talent pool our life sciences industry requires. Here, DVIN will align our life science industry, academia, economic development and workforce development Stakeholder experts in a collaboration that will sustain and expand DVIN's work.

At the heart of the collaboration will be DVIN Stakeholders acting to identify, inform and engage various constituencies and additional resources beneficial to DVIN initiatives.

- Annually, DVIN will engage 500 stakeholders to update and educate 3,500 economic development and workforce development professionals and educators.
- DVIN Stakeholders will participate in DVIN Steering Committees to provide information and make recommendations to guide the decisions of the Executive Committee in implementing DVIN's mission and goals. See Appendix A, DVIN Bylaws.
- DVIN Stakeholders will act as subject-matter experts for DVIN, helping to educate the Executive Committee, academia, educators, economic development and workforce development professionals, the larger community and the media on the reality and potential of the life sciences industry in the region.

Ultimately, DVIN Stakeholders will help identify opportunities to reach beyond the life sciences industry to spread the influence of DVIN to other industry clusters with potential through workforce development and economic development innovation to assure DVIN's sustainability and the region's success.

**Goal Four: Regional Collaboration and Knowledge**

**Foster regional collaboration and knowledge of the importance of the life sciences industry to the DVIN region, promote the influence of DVIN's goals, increase the support of regional leadership and ensure the sustainability of the DVIN initiative.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIRED o=Other Funding Source</b>	<b>Desired Outcomes/ Metrics</b>
A) Establish and maintain a current database of DVIN stakeholders	<p>1.Review current list of stakeholders to identify missing partners</p> <p>2. Initiative outreach in DE, NJ and PA to attract new stakeholders</p> <p>3.Engage stakeholders in DVIN initiatives</p>	<p>1.March 2007-ongoing</p> <p>2.Ongoing</p> <p>3.Ongoing</p>	<p>1.EC</p> <p>2.EC</p> <p>3. EC</p>	<p>None</p> <p>None</p> <p>None</p>	<p>1.Identify 500 stakeholders representing the life sciences industry, academia, economic development and workforce development collaborating and engaged in DVIN's programs and initiatives to help DVIN achieve its mission</p>
B) Increase participation in DVIN's programs through regional promotion through the media.	<p>1.Indentify key DVIN milestones and initiatives to engage regional partners</p> <p>2.Send out information, through regional media outlets, about DVIN milestones and initiatives</p>	<p>1.Ongoing</p> <p>2.Ongoing</p>	<p>1.PD and SC</p> <p>2. PD and SC</p>	<p>None</p>	<p>1. Generate coverage in three regional daily publications quarterly, generating 100,000media impressions about DVIN's programs</p> <p>2.Increased participation as a result of the increased awareness of</p>

**Goal Four: Regional Collaboration and Knowledge**

**Foster regional collaboration and knowledge of the importance of the life sciences industry to the DVIN region, promote the influence of DVIN's goals, increase the support of regional leadership and ensure the sustainability of the DVIN initiative.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIREDFunding o=Other Funding Source</b>	<b>Desired Outcomes/ Metrics</b>
					DVIN's programs
C) Conduct and participate in workshops, industry meetings and conferences in DE, NJ and PA that will bring stakeholders together	1.Develop workshops and host meetings for regional partners and stakeholders provide them with information on how to get engaged with DVIN.  2.Identify opportunities for DVIN to participate in and contribute to events being held by key stakeholders  3.Invite leadership from USDOL to appropriate DVIN workshops and meetings to speak to stakeholders	1.Minimum of one event per quarter	1. PD	\$153,000 (5.1)	Educate 3,500 economic development, workforce development and education professionals annually to deepen their understanding of life sciences and the DVIN initiative  Stakeholders participation  30 stakeholder meetings, workshops and events over three years
D) Develop educational materials to describe DVIN's programs and initiatives to inform DE, NJ and PA stakeholders	1. Engage a communications professional to assist in developing and creating DVIN collateral  2. Distribute appropriate	June 2008 - ongoing	1. PD	\$50,000 (5.2)	1-2 Informed DE, NJ and PA stakeholders on DVIN's programs and initiatives to increase their participation



**Goal Four: Regional Collaboration and Knowledge**

**Foster regional collaboration and knowledge of the importance of the life sciences industry to the DVIN region, promote the influence of DVIN's goals, increase the support of regional leadership and ensure the sustainability of the DVIN initiative.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Timeframes/ Milestones</b>	<b>Responsible Parties</b>	<b>Financial Resources Needed w=WIREDFunding o=Other Funding Source</b>	<b>Desired Outcomes/ Metrics</b>
	education collateral at DVIN meetings, workshops and events				
E) Create and host a Web site, <a href="http://www.delawarevalleyinnovationnetwork.com">www.delawarevalleyinnovationnetwork.com</a> , as a regional repository about DVIN's programs and information about the life sciences industry	1.Develop Web site and purchase URL  2.Hire Web site design firm to design the DVIN website and include the on-line Innovation Grant application, Education and Outreach information and other DVIN materials  3.Maintain current content on the site	1.October 2007  2.December 2007  3 October 2007 - ongoing	1.EC  2. EC  3. EC and PD	No additional	1.Regional tool for information about life sciences in the DVIN region and updated information about DVIN's programs and initiatives  2. Attract 100,000 total hits in year 1; 150,000 in year 2; and 200,000 in year 3 of viewers interested in becoming knowledgeable about DVIN and the life sciences industry

## Sustainability

DVIN's sustainability relies on a successful, continuing plan for project outreach to stakeholders. Since its formation, the executive committee of DVIN has taken steps to communicate to their varying constituencies the purpose and scope of work that they intend to do as part of this project. Crucial to ensuring that stakeholders receive consistent messages is the continued development of internal and external tools that communicate the vision, purpose and scope of work of DVIN.

Initial DVIN branding of through the creation of logos, informational press kits and a Web site provides stakeholders with access to a constant and consistent flow of information regarding DVIN and its activities. The recent launch of an independent Web site ([www.delawarevalleyinnovationnetwork.com](http://www.delawarevalleyinnovationnetwork.com)) serves as a connection point where interested parties can learn more about DVIN resources and events.

While DVIN is establishing its presence in the Delaware Valley region, it will need to continuously evaluate what steps it can take to ensure its sustainability beyond USDOL's initial WIRED funding.

Even though the initial focus of DVIN is in the life sciences sector, there is a strong desire by DVIN to develop a model of activity that would support expansion into other industry clusters. This expansion would be lead by the existing executive committee, and the committee would expand as needed to reflect industry needs.

In order for DVIN to continue after USDOL funding has ended, DVIN must transform into a self-sustaining, revenue-generating organization. To meet this goal, DVIN will assemble a Sustainability Steering Committee to explore the feasibility of becoming a non-profit entity, and the effect it would have on the states and institutions that currently sit on the Executive Committee. DVIN will make a decision regarding the feasibility of applying for non-profit status by September 2008. If DVIN becomes a non-profit entity, DVIN would have an opportunity to identify alternative funding sources, including corporate and private dollars. DVIN would also shift from being a project to being an organization, giving DVIN more public recognition and potentially increasing its ability to attract private sector support.

Because no organization should rely on solicited funding for sustainability, DVIN also recognizes the need to evaluate value propositions for potential products and services with the potential for generating revenue. DVIN will identify and create four fee generating DVIN products and services that could contribute to the sustainability of DVIN by January 2009. The Sustainability Steering Committee will also work with the Executive Committee to identify such products and services to ensure that they do not duplicate products and services being offered by the regions' Biotech Associations. The Steering Committee will also ensure that products and services being offered by DVIN address the industry's needs. As a distinct non-profit entity, such activity could be pursued.



**DELAWARE VALLEY INNOVATION NETWORK  
BYLAWS**

**ARTICLE I  
Name and Authority**

**Section 1: Name**

The name of this organization shall be the Delaware Valley Innovation Network, hereinafter “DVIN.” The organization’s area of interest is the Delaware Valley, encompassing fourteen (14) counties in northern Delaware, southwestern New Jersey, and southeastern Pennsylvania. The fourteen counties include: New Castle (Delaware); Burlington, Camden, Cumberland, Gloucester, Mercer, and Salem (New Jersey); and Berks, Bucks, Chester, Delaware, Lancaster, Montgomery, and Philadelphia (Pennsylvania).

**Section 2: Mission**

To accelerate the transformation of the life sciences industry in the fourteen county tri-state region into an internationally recognized center for excellence. DVIN will attract resources to support research, industry and human capital development.

**Section 3: Authority**

DVIN’s Executive Committee, hereinafter “Executive Committee,” was formed in response to a federally funded United States Department of Labor (DOL) Workforce Innovation in Regional Economic Development (WIRED) grant to capitalize on and build on the region’s competitive advantage in life sciences, to promote growth in that sector, and in turn to create innovation and growth in other knowledge intensive industries in the region. The Executive Committee is composed of representatives from the 14 county region and made up of individuals representing economic and workforce development, academia, life sciences industry, and state government.

**Section 4: Interrelationship of the Executive Committee and the Staff**

- 1) **Executive Committee:** The Executive Committee is a body formed to carry out the mission and goals of DVIN as a result of the January 5, 2006 grant application presented to DOL by Governors Ruth Ann Minner (DE), Richard J. Codey (NJ), and Edward G. Rendell (PA) and funded by DOL in March of 2006. The Executive Committee itself will retain ultimate authority over final resolution of DVIN issues. The Executive Committee is empowered to make administrative decisions of spending and process.
- 2) **Fiscal Agent:** Pursuant to the grant application of January 5, 2006, Innovation Philadelphia (IP) will serve as the Fiscal Agent of the DVIN grant. In this role, IP will have a fiduciary responsibility to the Pennsylvania Department of Labor and Industry (L&I), as well as to DOL for the lifetime of this project. In that capacity, purchasing policies and procedures, including bidding, will follow IP guidelines. IP is enabled to



make administrative expenditures, without expenditure-by-expenditure approval by the Executive Committee, so long as such purchases are within the confines of the approved budget. IP, acting as fiscal agent, and L&I, acting as grantee by DOL reserve the right to veto any action determined to be fiscally irresponsible or contradictory to the intent of the original grant. Officers of the Executive Committee (represented by all three states) will be notified a minimum of two weeks in advance of such veto taking effect and may request a reconsideration of the original action by the Executive Committee before any veto action takes effect.

- 3) Project Director: The Project Manager is responsible for the day-to-day implementation of DVIN’s mission and goals. The Project Director reports to the Chairperson of the Executive Committee of DVIN. In the event that the Chairperson is unavailable the Project Director will report to the Vice-Chairpersons. The Executive Committee has the power to add or eliminate staff as they see fit to implement the mission.
- 4) Steering Committees: These Committees are responsible for providing information and making recommendations to guide the decisions of the Executive Committee in implementing DVIN’s mission and goals. The Steering Committees will be comprised of members representing the tri-state life sciences industry including academia, business, non-profit, training organizations, and government agencies. Members of the Steering Committee will be required to:
  - a) Participate<sup>1</sup> in 75% of Steering Committee meetings per year;
  - b) Provide input within their field of expertise; and
  - c) Promote the goals, objectives, and strategies of DVIN to local constituencies.
- 5) Stakeholders: Stakeholders generally include the various and multiple constituencies that have an interest in the work and success of the DVIN. Stakeholders may include but are not limited to:
  - a) Organizations represented by the DVIN Executive Committee
  - b) Volunteers and other project participants
  - c) Beneficiaries of the work of DVIN, including businesses and individuals
  - d) State, federal, and private funders that support the work of DVIN
  - e) Contracted organizations performing work for the DVIN

The Executive Committee in the administration of its duties will remain cognizant of and respect the interests of DVIN’s stakeholders.

---

<sup>1</sup> For purposes of the entire Bylaw document and all future amendments, the word “participate” shall include participation in person, by proxy or by conference call.



## ARTICLE II

### Membership and Officers

#### **Section 1: Executive Committee Composition**

DVIN's Executive Committee is composed of at least nine, but no more than twenty, voting members representing a cross section of individuals and organizations with interest in the life sciences industry in the Delaware Valley. Their range of expertise shall include economic and workforce development, government, academic, and business and industry.

As of February 1, 2007\* the Executive Committee includes, but is not limited to representatives from:

- Biotechnology Council of New Jersey
- College and University Presidents Council
- Collegiate Consortium for Workforce and Economic Development
- Delaware Bioscience Association
- Delaware Department of Labor – Division of Employment and Training
- Delaware Economic Development Office – Workforce Center of Excellence
- Delaware Valley Industrial Resource Center
- Innovation Philadelphia
- K-12 Representatives
- New Jersey Department of Labor and Workforce Development
- New Jersey Governor's Office of Economic Growth
- Pennsylvania BIO Association
- Select Greater Philadelphia
- The Life Science Career Alliance
- Pennsylvania Department of Labor & Industry
- Pennsylvania Governor's Policy Office
- WIB Representative from Delaware
- WIB Representative from New Jersey
- WIB Representative from Pennsylvania

This list may be amended pursuant to the Resignation and Vacancies Sections of this Article. In addition, all members of the Executive Committee are required to meet the criteria set forth in Section 2 of this Article.

\*Updated October 2007

#### **Section 2 Criteria for Executive Committee**

Members of the Executive Committee must meet the following criteria:

- 1) Experience in one or more of the following disciplines:
  - a) Life sciences industry;
  - b) Workforce development in the Delaware Valley;
  - c) Economic development in the Delaware Valley;

Approved by Executive Committee on March 8, 2007



- d) Education; and/or
- e) State government.
- 2) Willingness to assume responsibility for communicating with a major stakeholder, and to attend regular meetings.
- 3) Ability to meet the Responsibilities described in Article II, Section 3.
- 4) Compliance with the Conflict of Interest Rules in Article III, Section 7.



**Section 3: Responsibilities**

To help satisfy the duties of the Executive Committee as a whole, the minimal responsibilities of each Executive Committee member are to:

- 1) Participate in scheduled meetings. In addition, members may not miss more than three consecutive meetings and must attend a minimum of 25% of meetings per year. Failure to comply with this requirement will subject the member to removal as stated in Article II, Section 5.
- 2) Read and send comments on proposals or other issues when asked to do so by the Chairperson or other member of the Executive Committee.
- 3) Vote when asked to do on issues related to DVIN.

More active participation is encouraged. Members in violation of these responsibilities will be notified in writing and will be subject to the removal proceedings in the Article II, Section 5.

**Section 4: Nominating of Executive Committee Member**

Nominations. The Chairperson of the Nominating Committee shall be one of the Vice Chairs, if available and willing to accept such chairpersonship. If the one of the Vice Chairs is unavailable, the Executive Committee shall appoint the Chairperson. The committee shall consist of at least three (3) members. The Nominating Committee may consider for candidacy any person qualified therefore although such person may not have been recommended by Members.

- 1) Qualification and Assurance of Candidates. At the time of nomination, each candidate must be in the employ of an Executive Committee Member Organization. The Chairperson of the Nominating Committee shall require in writing from each candidate, a written statement by which the candidate offers his/her assurances that, if elected, he/she will diligently fulfill the duties of the position for which nominated during the term thereof. The Nominating Committee shall determine the qualifications, including consideration of any possible conflict of interest, of all candidates. In the event the Nominating Committee's decision as to the qualifications or conflict of interest is disputed, the Executive Committee shall resolve such dispute.
- 2) Report. The Nominating Committee shall report to the Chairperson of the Executive Committee the names of one or more persons whom they have placed in nomination for each position that is vacant.
- 3) Withdrawal from Candidacy. Any duly nominated candidate may withdraw his/her name from nomination by submitting a written request to such effect to the Chairperson of the Nominating Committee no later than 6:00 pm (local time) on the day preceding the day of election.
- 4) Election Procedure. At the next scheduled Executive Committee meeting the Chairperson of the Nominating Committee shall cause to be announced the names of those persons who have been nominated for each position, who have given the requisite written assurances of performance in the event of election, and who have not withdrawn. If a nominee for a position shall be unopposed, a majority vote by a quorum of the Executive Committee will ratify the nomination. As to those positions, which are contested, an election shall be held by



written ballot. The Chairperson of the Executive Committee shall cause ballots to be distributed to those eligible to vote.

- 5) **Vote Required for Election to Executive Committee.** When more than one (1) candidate is nominated for an Executive Committee position, the winning candidate must receive a majority of the votes cast (for that office) in order to be brought on to the Executive Committee. When vacancies on the Executive Committee are to be filled by election and there are more candidates than vacancies, the following procedure will be used. The candidates will be ranked according to the number of votes received, most to least (ties to be broken by drawing of lots supervised by the inspectors). The first candidate on the list will fill one position, the next candidate, the next position, etc., until all vacancies are filled unless the last candidate to fill a committee position is tied with the next candidate on the ordered list; in which case, these two candidates will be entered in a runoff election, and the candidate receiving a majority of the votes cast will fill the position.

#### **Section 5: Resignations**

Any Executive Committee member may resign at any time by giving written notice to the Chairperson of the Executive Committee or one of the Vice-Chairpersons if the Chairperson is unavailable. Such resignation shall be effective as of the date of the receipt of such notice or any such later time specified therein and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary for the resignation to be effective.

#### **Section 6: Vacancies**

The Executive Committee may declare a vacancy on the Executive Committee if a committee member is of unsound mind by an order of the court, or convicted of felony, or for any other proper cause, or if within 60 days after notice of selection for the Committee, the nominated member does not accept such position either by writing or by attending a meeting of the Executive Committee.

Any vacancy or vacancies in the Executive Committee because of death, resignation, removal in any manner, disqualification, a decrease in the number of members, or any other cause, may be filled by the Executive Committee based upon nominations presented at any regular or special meeting; and each person so elected shall be a member to serve for the balance of the unexpired term. Any nominated Executive Committee member must meet the Criteria for the Executive Committee stated in Article II, Section 2. Failure to meet those criteria prevents a person from being nominated to the Executive Committee. A nominated person will be confirmed by a 2/3 vote of the entire Executive Committee.

Members of the Executive Committee may also be removed as prescribed in the removal process set forth in this section for failure to attend the appropriate number of Executive Committee meetings.

Before any Executive Committee member is removed from the Committee the following process will be followed:





- 1) Nomination for removal proceedings must be made by an Executive Committee Member and cause for removal stated.
- 2) Members of the Executive Committee must reach a 2/3 consensus for removal proceedings to be approved.
- 3) The Chair will provide notice in writing to the Executive Committee member subject to removal stating the reason for removal and providing them the opportunity for a hearing in front of the entire Executive Committee.
- 4) If the issue is not resolved following the written notice, the Executive Committee will vote at the next meeting following the written notice to remove the member from the Executive Committee. A 2/3 vote of the entire Executive Committee is required for removal from the Executive Committee.

**Section 7: Officers**

- 1) Elections and Terms of Office

Voting members of the Executive Committee shall elect officers of the Executive Committee. The officers shall consist of a Chairperson, two Vice Chairpersons, and Treasurer. Term of office for each officer shall consist of one (1) calendar year, with a maximum of three consecutive terms. A representative from each of the three states, Delaware, New Jersey, and Pennsylvania, shall each hold an officer position on the Executive Committee.

- 2) Chairperson

A Chairperson of the Executive Committee shall be elected by a majority vote of the Executive Committee with a quorum present.

- 3) Vice-Chairpersons

Two Vice Chairpersons shall be elected in the same manner as the Chairperson. The Vice-Chairpersons shall serve as Chairperson in the absence of the Chairperson. In the event the Chairperson is unable to continue to serve, one of the Vice Chairpersons shall assume the Chairperson's duties until a new Chairperson is elected. A majority vote by a quorum of the Executive Committee will determine which Vice Chairperson will serve as Interim Chairperson.

- 4) Treasurer

The Treasurer shall be responsible for oversight and reporting to the Executive Committee on all budgetary and financial matters related to DVIN funds and grants from all sources. As related to grants, the oversight and reporting duties and obligations of the Treasurer are limited to those financial matters where the DVIN is the grantee of record or has a contractual duty to perform under the grant.

The Treasurer shall be the point of contact on the Executive Committee for the Program Manager and Fiscal Agent in relations to grant fiscal issues.



**.ARTICLE III**

**Meetings**

**Section 1: Meetings**

Meetings of the Executive Committee shall be held regularly.

**Section 2: Agenda Items**

Matters may be placed on the agenda for consideration at meetings of the Executive Committee through any of the following actions:

- 1) Request to the Chairperson
- 2) Request to the Vice-Chairperson
- 3) Request by a Member of the Executive Committee

**Section 3: Expenses**

All members shall serve without compensation. Members may be reimbursed for the following expenses related to attending official federal WIRED functions: transportation costs, overnight travel meals and lodging, tolls and parking fees, and costs associated with attending official DVIN events. Completed travel reports and receipts are necessary and must be submitted monthly.

Expense reimbursement for costs related to the monthly Executive Committee meetings is not available.

Attendance at other meetings for general interest is encouraged, reimbursement for these activities are generally not covered, but may be pre-authorized on a limited basis as funds are available. Guidance in these situations may be requested.

Expense reimbursement will be made in compliance with the regulations and restrictions set forth in the U.S. D.O.L. Rules and Applicable Laws.

**Section 4: Attendance**

If any member fails to attend three consecutive regular meetings without extenuating circumstances and/or fails to attend the minimum required 25% of meetings per year, the Executive Committee Chairperson shall recommend that the member be removed and this action must be voted on by 2/3 of the entire Executive Committee.

**Section 5: Quorum, Voting Rights, and Voting Members**



A 2/3 majority of all voting members shall constitute a quorum. Each organization represented on the Executive Committee receives one vote. Although some organizations may have more than one member in attendance at the regular Executive Committee meeting, the organization must provide the Chairperson with the name of the voting member of the organization. The voting member may authorize voting by proxy. Such proxy voting is detailed in Article III, Section 6.

All members of the DVIN Executive Committee will be notified in advance of a Full Executive Committee Meeting of any issues that will be brought up for a Committee vote.

Issues raised at an Executive Committee Meeting necessitating a vote will be held over for vote at the next scheduled Executive Committee Meeting so that any Committee members not in attendance at the initial meeting will have sufficient notice of the upcoming vote.

**Section 6: Alternates**

A member can designate, in advance, one alternate to represent him/her at a meeting. This alternate will represent the Executive Committee member for the purposes of the Responsibilities in Article II, Section 3. Alternates do not ordinarily have voting rights, however, when provided with a duly authorized proxy signed by the voting member and submitted to the Chairperson, the alternate has the authority to vote on behalf of the Executive Committee member at the meeting. Alternates must be prepared to vote on any matter that is brought to the floor of the Executive Committee at the time the issue is raised and during the meeting it is raised in. Only alternates with a duly authorize proxy will be counted towards a quorum.

**Section 7: Conflicts of Interest Policy, Recusals**

A conflict of interest exists when:

- 1) An Executive Committee member's paid professional activities undermine rather than enhance the member's ability to meet their Executive Committee responsibilities.
- 2) An Executive Committee member's non-professional activities which are engaged in for personal gain undermine rather than enhance the members ability to meet their Executive Committee responsibilities; or
- 3) An Executive Committee member's employing organization is in direct conflict with DVIN objectives or potential funding sources.

An Executive Committee member who has any interest, directly or indirectly, in any commercial contract, transaction, proposed contract or proposed transaction, or grant proposal under consideration by the Executive Committee and/or member organization, and participates in any decision related to these matters shall:



- 1) Declare the nature and extent of the interest as soon as possible and no later than the meeting(s) at which the matter is to be considered by DVIN;
- 2) Withdraw from the DVIN Executive Committee meeting where the matter is being discussed;
- 3) Refrain from taking part in any other DVIN related discussion of the matter; and
- 4) Refrain from voting on the matter on the DVIN Executive Committee.

The Executive Committee takes seriously any violation of the Conflict of Interest Policy. Any member found in violation of this policy will immediately be put into removal proceedings pursuant to Article II, Section 5.



**ARTICLE IV  
Procedures**

**Section 1: Steering Committees and Task Forces**

The Executive Committee may designate steering committees to study issues of concern and present recommendations and report regularly to the full Executive Committee. Every Executive Committee member shall be required to serve on at least one Steering Committee. Steering Committees may establish their own priorities, unless directed to focus upon a particular matter by the full Executive Committee and Steering Committees may establish subcommittees.

Task forces may be appointed to study or address issues that generally are of short duration and very specific in their responsibilities.

**Section 2: Procedures for bringing issues before Executive Committee for Action**

Whenever possible, issues brought before the Executive Committee for a vote shall be fully researched by an Executive Committee member, a Steering Committee or a task force, with arguments on both sides of an issue presented to the full Executive Committee prior to the meeting where the vote will be taken. Exceptions may be made when immediate action is critical to impact a decision.



**ARTICLE V**  
**Alteration, Amendment, and Revocation**

These bylaws may be altered, amended, or repealed and new bylaws may be adopted by a two-third vote of the Executive Committee meeting. These bylaws shall not be altered, amended, or repealed, nor shall any new bylaws be adopted at any regular meeting of the Executive Committee unless notice of such is given at least twenty days prior to such meeting. These bylaws shall be effective immediately upon adoption.



**ARTICLE VI**  
**Principles of Executive Committee Members**

- 1) The DVIN WIRED initiative comes before other special and/or jurisdictional interests.
- 2) Members will act on the basis of information and understanding.
- 3) Members will focus their efforts strategically to achieve the greatest contribution possible.
- 4) Members shall strive to achieve a Committee consensus bringing together diverse views to yield actions or recommendations important to the initiative.
- 5) Members will treat each other with mutual respect and common courtesy.
- 6) Members will comment as a Committee constructively and with appropriate suggestions and offers of help.
- 7) Members will be proactive.
- 8) As individual members of the Executive Committee there shall be:
  - a) Considerate listening to each other;
  - b) The freedom to speak beliefs without criticism;
  - c) Objective view points; and
  - d) Collaboration and work toward the benefit of the DVIN WIRED initiative rather than special interest or self-interest.



**DVIN Executive Committee**

Ali Cleveland  
Consultant  
Pennsylvania Bio  
**Alternate**

Erika Crawford, **(Grant Coordinator)**  
Deputy Director  
Office of Policy Planning & Development  
Pennsylvania Department of Labor and Industry and  
Liaison to the Office of the Governor  
**Member**

Marilyn Davis  
Deputy Commissioner  
NJ Department of Labor and Workforce Development  
**Member**

Bob Dayton  
President  
Delaware Bioscience Association  
**Member**

Fred Dedrick  
Director of Innovation and Technical Assistance  
Pennsylvania Department of Labor and Industry  
**Alternate**

Dennis M. "Mickey" Flynn  
President  
Pennsylvania Bio  
**Member**

Tony Girifalco  
Executive Vice President  
Delaware Valley Industrial Resource Center  
**Alternate**

Helen M. Groft, **(Vice Chair)**  
Director  
Workforce Center of Excellence  
Delaware Economic Development Office  
**Member**

Ronald Halperin  
Industry/College Project Coordinator  
BioNJ  
**Alternate**

Debbie Hart  
President  
BioNJ  
**Member**

Joe Houldin  
CEO  
Delaware Valley Industrial Resource Center  
**Member**

Gwendolyn Jones  
Executive Director  
Delaware Workforce Investment Board  
**Member**

Kelly R. Lee, **(Chairperson)**  
Executive Vice President  
Innovation Philadelphia  
**Member**

Nadine A. Lomakin  
Executive Director  
Life Science Career Alliance  
**Member**

Claire Marrazzo Greenwood **(External Relations Coordinator)**  
Manager, Policy Development  
Select Greater Philadelphia  
**Alternate**

Lorie McGee  
Office of Economic Growth  
Governor's Office of New Jersey  
**Member**

Thomas G. Morr  
President & CEO  
Select Greater Philadelphia  
**Member**

James H. Moore, Jr. **(Vice-Chair)**  
Assistant Commissioner  
NJ Department of Labor and Workforce Development  
**Alternate**

Eric Nelson  
Executive Vice President  
Philadelphia Workforce Investment Board  
**Alternate**



Mel Payne  
Project Director  
Delaware Valley Industrial Resource Center  
**Alternate**

Bill Potter  
Deputy Director  
Delaware Workforce Investment Board  
**Alternate**

Michelle Richardson  
Assistant Commissioner  
NJ Department of Labor & Workforce Development  
**Member**

Dante Rieti  
Director  
Cumberland/Salem Workforce Investment Board  
**Member**

Barbara Saverino  
Vice President  
Greater Philadelphia Chamber of Commerce  
**Member**

Scott J. Sheely  
Executive Director  
Lancaster County Workforce Investment Board  
**Member**

Robert Strong  
Deputy Principal Assistant to the Secretary of Labor  
Delaware Department of Labor  
**Member**

Sandi Vito  
Deputy Secretary for Workforce Development  
PA Department of Labor & Industry  
**Member**

Joseph P. Welsh Esq.  
CEO  
Collegiate Consortium  
**Member**

Kelly West  
Coordinator  
Burlington County Workforce Investment Board  
**Alternate**

*Appendix C – DVIN Budget*

ACTIVITY	BUDGET	IP In Kind	Yr 1 - ending 12/31/07	Yr 2 - ending 12/31/08	Yr 3 - ending 12/31/09	Yr 4 - ending 12/31/10	% of Total BUDGET
<b>Distribution of Funds from D.O.L.</b>			<b>\$ 500,000.00</b>	<b>\$ 2,000,000.00</b>	<b>\$ 2,000,000.00</b>	<b>\$ 1,000,000.00</b>	<b>\$ 5,500,000.00</b>
<b><u>General Administration (1)</u></b>							
<i>Contractual Agent Administration</i> (1.1)	15,877.18		877.18	5,000.00	5,000.00	5,000.00	0.31%
<i>Contractual Agent Administration sub-total</i>	<b>15,877.18</b>		<b>877.18</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.31%</b>
<i>Fiscal Agent Administration:</i>							
Salaries (1.2)	146,763.03		10,563.03	45,400.00	45,400.00	45,400.00	2.88%
Benefits (1.3)	41,093.65		2,957.65	12,712.00	12,712.00	12,712.00	0.81%
Rent (1.4)	28,376.46		1,376.46	9,000.00	9,000.00	9,000.00	0.56%
Communications (1.5)	2,850.00		600.00	750.00	750.00	750.00	0.06%
Supplies (1.6)	10,965.00	8,950.00	225.00	3,580.00	3,580.00	3,580.00	0.22%
Insurance (1.7)	5,920.00	5,920.00	1,480.00	1,480.00	1,480.00	1,480.00	0.12%
Audits/Legal (1.8)	15,000.00		0.00	2,500.00	2,500.00	10,000.00	0.29%
<i>Fiscal Agent Administration sub-total</i>	<b>250,968.14</b>		<b>17,202.14</b>	<b>75,422.00</b>	<b>75,422.00</b>	<b>82,922.00</b>	<b>4.92%</b>
<i>DVIN Program Cost</i>							
Project Director, Project Manager and Project Administrator (1.9)	694,930.00		1,380.00	220,000.00	231,000.00	242,550.00	13.63%
Benefits (1.10)	194,194.00		0.00	61,600.00	64,680.00	67,914.00	3.81%
Supplies and Equipment (1.11)	31,500.00		0.00	21,500.00	5,000.00	5,000.00	0.62%
Communications (1.12)	8,895.59		795.59	2,700.00	2,700.00	2,700.00	0.17%
WIRED Academy Travel Expenses (1.13)	92,644.01		15,977.34	33,333.33	33,333.34	10,000.00	1.82%
General Travel Expenses (1.14)	25,000.00		0.00	10,000.00	10,000.00	5,000.00	0.49%
Website Development & Hosting (1.15)	68,000.00		0.00	48,000.00	10,000.00	10,000.00	1.33%
<i>DVIN Administration sub-total</i>	<b>1,115,163.60</b>		<b>18,152.93</b>	<b>397,133.33</b>	<b>356,713.34</b>	<b>343,164.00</b>	<b>21.87%</b>
<i>General Administration sub-total</i>	<b>1,382,008.92</b>		<b>36,232.25</b>	<b>477,555.33</b>	<b>437,135.34</b>	<b>431,086.00</b>	<b>27.10%</b>

*Appendix C – DVIN Budget*

<b><u>GAP Analysis (Goal 1) (2)</u></b>	200,000.00	0.00	200,000.00	0.00	0.00	3.92%
<i>sub-total</i>	<b>200,000.00</b>	<b>0.00</b>	<b>200,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.92%</b>
<b><u>Education &amp; Outreach (Goal 2) (3)</u></b>						
Career Awareness Development (3.1)	300,000.00	0.00	100,000.00	100,000.00	100,000.00	5.88%
Industry Awareness for Educators (3.2)	150,000.00	0.00	50,000.00	50,000.00	50,000.00	2.94%
Educational Program Development (3.3)	300,000.00	0.00	100,000.00	100,000.00	100,000.00	5.88%
Postsecondary Collaboration (3.4)	90,000.00	0.00	30,000.00	30,000.00	30,000.00	1.76%
<i>sub-total</i>	<b>840,000.00</b>	<b>0.00</b>	<b>280,000.00</b>	<b>280,000.00</b>	<b>280,000.00</b>	<b>16.47%</b>
<b><u>Human Capital Development (Goal 3) (4)</u></b>						
Investments in Workforce Development (4.1)	2,400,000.00	0.00	400,000.00	800,000.00	1,200,000.00	47.06%
<i>sub-total</i>	<b>2,400,000.00</b>	<b>0.00</b>	<b>400,000.00</b>	<b>800,000.00</b>	<b>1,200,000.00</b>	<b>47.06%</b>
<b><u>Regional Collaboration &amp; Knowledge (Goal 4) (5)</u></b>						
Stakeholder Workshops & Awareness Development (5.1)	153,000.00	3,000.00	50,000.00	50,000.00	50,000.00	3.00%
Educational Materials and Resources (5.2)	50,000.00	0.00	30,000.00	10,000.00	10,000.00	0.98%
<i>sub-total</i>	<b>203,000.00</b>	<b>3,000.00</b>	<b>80,000.00</b>	<b>60,000.00</b>	<b>60,000.00</b>	<b>3.98%</b>
<i>Project Administration sub-total</i>	<b>3,643,000.00</b>	<b>3,000.00</b>	<b>960,000.00</b>	<b>1,140,000.00</b>	<b>1,540,000.00</b>	<b>71.43%</b>
<b><u>Evaluation (6)</u></b>						
Independent Project Evaluation (6.1)	75,000.00	0.00	0.00	45,000.00	30,000.00	1.47%
<i>Evaluation sub-total</i>	<b>75,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>45,000.00</b>	<b>30,000.00</b>	<b>1.47%</b>
<i>Subtotals (by Program Year)</i>		<b>39,232.25</b>	<b>1,437,555.33</b>	<b>1,622,135.34</b>	<b>2,001,086.00</b>	
<b>Budget Total</b>	<b>\$5,100,008.92</b>					
<b>Total Grant</b>	<b>\$5,100,000.00</b>					
<b>Unobligated Total</b>	<b>\$8.92</b>					

Last Updated: December 7, 2007

**COMMENTS:**

- (1) - Administrative costs associated with implementing the DVIN grant
  - (1.1) - Administrative costs associated with administering the DVIN grant by the contractual agent, specifically the PA Comptroller
  - (1.2) - Percentage of salaries for Innovation Philadelphia staff - Kelly Lee, Tysha Dixon (Accounting) and Marc Selkow (IT)
  - (1.3) - Percentage allocation of benefits for IP employees in Comment 1.1 - benefits are 28% of salary
  - (1.4) - Rent for 3 spaces at \$750 per month
  - (1.5) - Percentage of telephone lease, telephone usage (long distance/international) and fax usage
  - (1.6) - Percentage of copier lease, space on server, website and email services
  - (1.7) - IP in-kind donation of percentage of Directors and Officers insurance, workers compensation, etc
  - (1.8) - Cost associated with auditing and legal services
  - (1.9) - Salaries for DVIN Staff (5% salary increase per year)
  - (1.10) - Benefits at 28% of salary for DVIN staff
  - (1.11) - Office supplies, computer software and hardware purchases; 12/5/07 added the purchase of three Blackberries @ \$500.00/piece
  - (1.12) - Cell phone charges at \$75 per phone for three phones per month
  - (1.13) - Travel related expenses for WIRED Academies
  - (1.14) - Travel related expenses for staff of the DVIN project to include meetings, conferences, etc.
  - (1.15) - Development of DVIN website and monthly hosting fees, including the development of an online application process for funding requests  
Year 2 of Website costs includes 48,000 for general website development and development of the online (grant) application system and process
  
- (2) - GAP Analysis numbers are only included in Year 2 .
  
- (3) - Education and Outreach is scheduled to begin in Year 2 once the results of the GAP Analysis are reviewed
  - (3.1) - Expansion of current and the development for new programs for future life science workers including STEM guides creation, LS Career Exploration Clubs, and LS Awareness Week
  - (3.2) - Educational programs, workshops, speakers and seminars for educators to increase their knowledge of the life sciences industry and to enhance the classroom experience for students.
  - (3.3) - Funds allocated to provide financial replicate model programs in the DVIN region
  - (3.4) Funds allocated to for collaborative body of post secondary educational institutions with LS programs

(4) - Funds that will be used to support life sciences workforce training

(5) - Foster Regional Collaboration and Knowledge for economic development, workforce development and education professionals to deepen their understanding of the life sciences, supporting knowledge industries and the DVIN initiative

(5.1) - Workshops, seminars and job fairs that educate and engage partners and stakeholders in the region's life sciences industry

(5.2) - Educational materials explaining DVIN and its initiatives, providing information about life sciences education and career awareness and communicating the importance of life sciences in the region

(6) - Resources allocated to reviewing and measuring the success and impact of DVIN initiatives and programs on the region's life sciences industry by an independent third party project evaluator for the sustainability of DVIN



## **Innovation Investment Guidelines**

**Table of Contents**

**Section I – Introduction.....3**

**Section II – Program Design and Goals .....4**

**Section III – Eligible Applicants.....5**

**Section IV – Application Content.....6**

**Attachments**

**Attachment 1 – Quantitative Measures Record .....9**

**Attachment 2 – Sample Timeline.....10**

**Attachment 3 – Budget Summary.....11**

**Submit Proposals On-line at [www.delawarevalleyinnovationnetwork.com](http://www.delawarevalleyinnovationnetwork.com)**

**and**

**Mail 5 Copies to**

Kelly R. Lee  
Executive Vice President  
Innovation Philadelphia  
2600 Center Square West  
1500 Market Street  
Philadelphia, PA 19102

## **Section I - Introduction**

The Delaware Valley Innovation Network (DVIN) is a partnership between local, regional and state workforce development organizations, economic development agencies, technology investment groups, educational and research institutions and experts from the life science's private sector throughout Delaware, New Jersey and Pennsylvania. DVIN formed as a result of a Workforce Innovation in Regional Economic Development (WIRED) \$100,000 grant from the U.S. Department of Labor in early 2006. In March 2007, DVIN received an additional \$5 million. These grants are funded through the "H-1B Nonimmigrant Petitioner Account" (8 USC §1356(s)) and known as "H-1B funds." The purpose of the grant is to accelerate the transformation of the life sciences industry, that includes biotechnology, pharmaceuticals, medical devices, associated research and development activities, and supporting infrastructure, in the 14-county tri-state region into an internationally recognized center for excellence. DVIN will attract resources to support research, industry and human capital development.

The grant extends through January 2010 and represents a 14-county region:

- Pennsylvania: Berks, Bucks, Chester, Delaware, Lancaster, Montgomery, and Philadelphia
- New Jersey: Burlington, Camden, Cumberland, Gloucester, Mercer, and Salem
- Delaware: New Castle

The WIRED Initiative is designed to support the development of a regional, integrated approach to workforce and economic development and education. The ultimate goal of WIRED is to expand employment and advancement opportunities for American workers and catalyze the creation of high-skill and high-wage jobs. This goal and more information about the WIRED initiative and the project can be found at [www.doleta.gov](http://www.doleta.gov).

Innovation Philadelphia, Inc. is the fiscal agent of the DVIN initiative. More information about the DVIN initiative can be found at [www.delawarevalleyinnovationnetwork.com](http://www.delawarevalleyinnovationnetwork.com).

DVIN has identified the following goals to drive the transformation of the life sciences industry into an internationally recognized center for excellence:

1. Conduct a **GAP Analysis** to ensure that the "demands" of the life sciences industry are being supported by the "supply" from educational and training institutions.



2. To support and strengthen the **Education and Training** structure (K-adult continuing education) to address the current and emerging needs of the life sciences industry.
3. Develop a **Grant Pool** to provide resources to support the development and implementation of innovative products and/or services in the life sciences industry.
4. Foster **Regional Collaboration and Knowledge** for economic development, workforce development, and education professionals to deepen their understanding of the life sciences, supporting knowledge industries, and the DVIN initiative.

## **Section II – Program Design and Goals**

### **DVIN Innovation Investments**

Strategic investment of the WIRED funds will be made through two approaches: Innovation Investments and targeted Gap Investments. The results of the Gap Analysis currently underway will help to articulate the focus areas for investment and the allocation of funds for them.

All investments must be linked to the projects guiding principles. Investment projects must support the life sciences sector that includes biotechnology, pharmaceuticals, medical devices, associated research and development activities, and supporting infrastructure.

The involvement of and leadership from life sciences firms is required.

### **Guiding Principles**

Innovation Investments should demonstrate adherence to the following principles:

- **Collaboration:** Partnerships and networks are a cornerstone of the WIRED initiative. Organizations such as colleges and universities, workforce investment areas, public education, community based organizations, economic development agencies, etc. should demonstrate how they are working or plan to work together.
- **Regionalism:** Projects should include, where possible and appropriate, organizations from the entire DVIN region. If the project does not immediately involve organizations from the entire region, the proposal must demonstrate meaningful inclusion of and describe the benefits provided to the entire region and/or how the project will be able to be replicated throughout the entire region.
- **Transferability:** Can be developed once and implemented multiple times; and/or can be applied first to the life sciences sector and then to other industry sectors.

- **Sustainability:** Will be embedded within policies, procedures, and organizations and funded beyond the grant period.
- **Accountability:** All projects must demonstrate the ability to produce and report qualitative and quantitative outcomes.
- **Demand/Industry Driven Approach:** Meets the demonstrated needs of the life sciences sector and key supporting industries, K - 12 education, and community based organizations can provide programs that enhance the workforce and education pipeline, build capacity to provide education and training, and develop foundational skills.
- **Innovation:** Either enhancement to existing or developing new processes or practices that encourage the use of technology and other non-traditional methodologies to deliver education and training programs.

### **Examples of Projects**

This list is intended to promote ideas and not to limit the type of projects submitted.

Project examples include, but are not limited to:

- Curriculum development and or delivery through non-traditional methodologies
- Experiential learning within the life sciences sector (e.g. internships and cooperative learning)
- Community based programs to enhance the foundational skill set for the life sciences sector
- Pipeline programs targeting diversity
- Career and Educational Awareness programming
- Professional Development for Educators
- Pilot programs or demonstration projects will be considered

All projects will be required to have qualitative and quantitative outcomes jointly agreed upon by the applicant and DVIN.

### **Section III – Eligible Applicants**

Eligible applicants for the Innovation Investments are: 501(c)3 non-profit organizations, individual businesses or business partnerships, educational entities, economic development organizations, workforce intermediaries, and community-based organizations.

The applicant must demonstrate collaboration within the 14 county, tri-state region. If the project will not immediately impact all 14 counties, demonstration of

how the project can be replicated throughout the complete region must be provided.

The lead applicant will serve as the fiscal recipient of the funds and should have a leadership role in developing and maintaining the Innovation Investment. The lead applicant will be responsible for all reporting and will ensure the utilization of funds in accordance with H-1B funds guidelines.

The region, for the purpose of the DVIN, is:

- Pennsylvania: Berks, Bucks, Chester, Delaware, Lancaster, Montgomery, and Philadelphia counties
- New Jersey: Burlington, Camden, Cumberland, Gloucester, Mercer, and Salem counties
- Delaware: New Castle county

To ensure collaboration and alignment with other regional workforce development initiatives, Local Workforce Investment Boards (LWIBs) must be participants in the Innovation Investment application, but not necessarily the applicant.

**Timeline**

<b>January 15, 2008</b>	<b>Full Proposal Due</b>
<b>February 1, 2008</b>	<b>Review &amp; Selection</b>

**Section 4 – Application Content**

**How to Apply**

*Step 1:* Applicants will send one electronic full proposal and 5 paper copies of the remaining grant application.

*Step 2:* DVIN will notify all applicants about grant decisions.

**Proposal**

Proposals should include the following:

- Cover sheet – Include the project title and applicant name
- Project summary (20 page maximum) – Identify the focus of the project, the activities to be performed, the primary audience, goals, objectives, deliverables, timetable, management plan and roles and responsibilities of stakeholders. This document should use a minimum 11-point font (Times, Times New Roman or Arial), have 1” margins and be double-spaced.
- Budget – Refer to the Attachments for the standard form.

**Reporting**

All grant recipients will be required to report on the process and provide quantifiable outcomes of the funded project. Measurement will be based on the goals of the project. DVIN staff will work with recipients to define reporting and

measurement details for each Innovation Investment. The timeline for reporting will be a monthly update and quarterly full report, including a budget report. Dates and additional guidance will be communicated as part of the notification to complete the application.

### **General Administrative and Fiscal Requirements**

DVIN Innovation Investments are federal funds to which a number of rules and conditions of use apply. Specific details of these rules differ by the type of grantee (state or local government, educational institution, non-profit institution, for profit commercial organizations, entities involved in administering the workforce investment system and economic development agencies)

Innovation Investments may not be used for construction, capital improvements, redistribution of funds or incentives.

The U.S. Department of Labor requires in 20 CFR 667.200 that recipients follow OMB Circulars that define procurement requirements, eligible expenses or other administrative and audit compliance regulations. Commercial for-profit contractors who become WIRED grantees are governed by requirements published at 48 CFR Chapter 1 for cost principles and 29 CFR, Parts 95 and 96 regarding administrative and audit requirements. It is the grantee's responsibility to comply with all applicable requirements listed above in 20 CFR 667.200.

OMB Circulars: [www.whitehouse.gov/omb/circulars/index.html](http://www.whitehouse.gov/omb/circulars/index.html).

48 CFR and 29 CFR: <http://www.access.gpo.gov/bnara/cfr/cfr-table-search.html#page1>

### **Funding**

It is anticipated the three (3) Innovation Investments will be funded. It is anticipated that the average award will be \$130,000.

In recognition of the tri-state nature of the DVIN project, one grant will be awarded in each states of the prescribed region (see Eligible Applicants).

All Innovation Investments will be distributed and administered according to US Department of Labor H-1B funds guidelines. The guidelines can be found at [www.delawarevalleyinnovationnetwork.com](http://www.delawarevalleyinnovationnetwork.com)

***Distribution of funds will coincide with the reporting timeline and will be based on continued demonstration of progress toward the goals of the specific project.*** The timeline will be established for each funding cycle and communicated to recipients upon approval for allocation.

### **Matching Funds**

**Innovation Investment requests must have a 1:1 match.** Aligning resources is a key component to sustainability. Applicants can provide cash or in-kind

resources. Please note that neither prior investments nor Federal resources may be counted as match.

To be allowable as part of match, a cost must be an allowable charge for Federal grant funds. Determinations of allowable costs will be made in accordance with the applicable Federal cost principles. If the cost would not be allowable as a grant-funded charge, then it also cannot be counted toward matching funds. Matching funds must be expended during the grant period of performance.

**Requirements**

- All Innovation Investment recipients will be required to include the DVIN Logo and acknowledgement of US Department of Labor in all materials.
- The US Department of Labor has the right to use and disseminate all the models and materials created as a result of the DVIN Innovation Investments.

**Attachments**

**Attachment – 1**

**Quantitative Measures Record  
Reporting Document**

Organization Name:	Address:
Organization FEIN:	Phone:
NAICS Industry Code: (North American Industry Classification System)	Fax:
	Email:
Training Participant Name: (Required for each individual training participant)	Training Participant Social Security Number: (Required for each individual training participant)
Training Start Date:	Training Completion Date:
Training Description:	
Certificate Obtained Upon Completion: (Circle one) Yes No	Date Obtained:
Credential Obtained Upon Completion: (Circle one) Yes No	Date Obtained:

**Attachment 2**

**Sample Time Line**

This section should include a timeline for all aspects of the project, with particular emphasis on program design and training delivery. The sample timeline table below should be modified to fit your project.

	Outline of Process	Duration	Start Date	Finish Date
<b>Creating a program foundation</b>				
	Identifying the partnership			
	Recruiting additional stakeholders			
	Selecting a program			
	Hiring project manager			
<b>Program Design</b>				
	Recruiting and selecting firms			
	Assessing training needs			
	Selecting training to be delivered			
	Aligning the resources of existing training systems			
	Designing curriculum			
	Designing assessments			
<b>Program Support</b>				
	Identify and implement support activities			
	Define process for recruiting and selecting training participants			
	Define measures of program success			
<b>Training Delivery</b>				
	Locate facilities			
	Schedule training			
	Recruit and select participants			
	Deliver training			
	Assess training outcomes			
	Define next step activities			

**Attachment 3**

**Budget Summary**

<b>Budget Categories</b>	<b>FY 07-08 Budget Request</b>	<b>Matching Funds*</b>	<b>Total</b>
<b>Administration**</b>			
<b>Program Manager</b>			
Salary			
Benefits			
Travel			
<b>Subtotal</b>			
<b>Operating Costs</b>			
<b>Subtotal</b>			
<b>Other***</b>			
Office Supplies/Postage			
Miscellaneous Costs			
<b>Subtotal</b>			
<b>Training Costs</b>			
Materials			
Training Materials (Equipment is not an eligible expense)			
Instructors (In-house "Company Trainers")			
Contracted Instructional Services (List All Contracted Providers)			
Other Costs (Provide Detail)			
<b>Subtotal</b>			
<b>Total</b>			

*\*Please provide sources of matching funds on a separate sheet*

*\*\*Not to exceed 5% of the total request*

*\*\*\*Additional Budget Categories can be added as appropriate*

*Matching funds required: 1 to 1 ratio*