



## **Regional Implementation Plan**

**October 4, 2006 Edition**

**Workforce Innovation in Regional Economic Development (WIRED)**

## **BACKGROUND**

This document integrates comments received during the July 27, 2006 meeting of the \*Mid Michigan Innovation Team (MMIT) Steering Committee and their guests and the Prima Civitas Foundation staff along with their Corporation for a Skilled Workforce partners with the ETA/U.S.DOL staff as well as those received after that meeting from the Mid Michigan Innovation Team's nine subcontractors.

**\*Please note that following receipt of the WIRED funding, the Mid Michigan WIRED Steering Committee renamed itself the Mid Michigan Innovation Team (MMIT). The MMIT is committed to working together for the long term beyond the 3 year WIRED grant period and appreciates the opportunity provided by the ETA/U.S.DOL to spearhead the economic transformation of the Mid Michigan region.**

Since the July 27, 2006 meeting, the MMIT Steering Committee held several conference calls and met twice in September to finalize the Mid Michigan Regional Implementation Plan and Goal Matrices. During the course of those meetings, the MMIT Steering Committee, along with all of its sub contractors, came to agreement on the goals and strategies for the Mid Michigan region included in this report and on the following mission and vision statement:

### **MISSION STATEMENT**

To renew mid Michigan's economic prosperity by reorienting and reinventing the region's industrial base, developing next-generation talent, and capitalizing on the region's assets, partnerships and networks.

### **VISION STATEMENT**

The Mid Michigan Innovation Team (MMIT) envisions a powerhouse regional economy that:

- Benefits the diverse communities across mid Michigan's 13 counties;
- Fosters coherent regional thought and action, and promotes the application of existing and emerging assets in alternative fuels and energy, advanced transportation and manufacturing, health care and construction; and entrepreneurship.
- Results in new business, better jobs, generation and retention of top-notch talent, and a continuous demand for efficiently provided world-class economic, education and business support services.
- Is sustained over time, ensuring that Mid Michigan continues to thrive in the 21<sup>st</sup> century economy.

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**Mid Michigan Innovation Team (MMIT) Regional Economic Transformation Initiative**  
**WIRED Implementation Plan**  
**October, 2006**

**I. Executive Summary**

Mid Michigan's economy needs help. Its flagship industry—GM and Ford automobiles—has rapidly and fundamentally changed, leaving people, firms and communities who have long identified with “big auto” disoriented and uncertain about their futures.

The cities of Flint, Lansing, Midland, Bay City, and Saginaw, and a host of smaller communities anchor mid-Michigan's 13-county region. Their collective economic challenges are easy to identify:

- Too many people are out of work
- Many existing businesses are in mature or declining sectors
- Too few people are starting businesses.
- Too few people are confident about their economic futures.

But the solutions are hard. Positive change will require a long-term commitment to supporting innovation, growing talent and creating opportunity in as many places in the region as possible—and connecting those places.

This is the challenge before the Mid Michigan Innovation Team (MMIT), a network of community leaders representing education, business, and economic and workforce development from across the region. The MMIT leadership is committed to a long term regional strategy and views the WIRED grant as a critical asset to launch, manage, and crystallize this effort.

The overall project has one central objective: *to catalyze regional economic transformation, creating better opportunities for more Michiganders who are better equipped to take advantage of them—right here in mid Michigan.* Fundamentally, we aspire to help mid-Michigan firms, inventors, investors, and aspiring entrepreneurs reinvent our economy by fostering innovation wherever we find it, connecting ideas and assets, and engaging people within and across communities.

It is organized around three primary goals:

1. **INNOVATION**-*Reinventing our industrial base around innovation—to seed economic activity in Michigan's future industries; accelerate growth in Michigan's entrepreneurial firms; and build strong networks.*
2. **TALENT**-*Developing next-generation talent through learning—including business-based learning opportunities for workers and students, increased region-wide training opportunities in key industries (current and emerging), and communication and engagement with people, firms, and communities about current and emerging opportunities in Mid-Michigan.*

3. **COLLABORATION**-*Asset-building through connections and partnerships*—specifically, identifying and building key assets *in the region* and making them available and accessible *to the region*; influencing the way key institutions and organizations work within the region; and supporting and promoting learning and networking (at all levels) in the region.

### **INNOVATION-Reinventing Our Industrial Base**

The Project has committed to four interrelated industry-focused strategies:

- Promoting and investing in emerging sectors and clusters that promise high-quality business and job opportunities—alternative energy/biomass, life sciences, homeland security/defense and advanced manufacturing are examples of such clusters.
- Helping high-potential firms develop new markets (domestically and internationally) by growing their customer base, applying existing technologies in new ways and supporting innovation.
- Facilitating the launch of new businesses through accelerated technology transfer, support and training for high-growth firms, improved linkages and collaboration across firms and sectors and increased entrepreneurship.
- Building deep and broad networks within and across stakeholder groups including learning communities, supply chain and business development partnerships and others and promote networking across geographic, professional, business and interest-based communities.

### **TALENT-Developing Talent through Learning**

The Project has identified three key strategies for developing the talent the region will need as the economy changes. These include:

- Investing in the skills of career advancers and changers, in growing industries including healthcare, building and construction, alternative fuels, bio diesel, advanced manufacturing and in career advancement and learning for life.
- Focusing on the region's next generation of talent (K-16) by promoting career exploration, certified job training programs, enterprise, entrepreneurship and technology transfer, particularly in emerging industries.
- Influencing the opinions, attitudes, beliefs and ultimately behaviors of regular people by promoting entrepreneurship as a core skill-set, engaging individuals and communities in the change process and engaging them in the change process.

### **COLLABORATION-Maximizing Assets**

Finally, the Project must maximize regional assets in order to achieve and sustain economic advantage. Toward that end, the MMIT Steering Committee has committed to a strategy of forging connections, networking and aligning investments and capacities of key stakeholders in education, workforce, economic development and industry. These include:

- Implementing a Regional Innovation Assessment to measure the region's current capacity to support innovative firms, institutions and people. The ultimate goal would be to use this assessment to improve the regional innovation environment.
- Identifying and promoting the transfer of best-practices in reinventing local economies and developing local talent bases so that they become regional practices through summit meetings, town halls, publications, websites, and practice/learning communities
- Encouraging and cultivating a regional identity through the dissemination of resources, trainings and opportunities to change the way organizations and institutions think about their constituency groups leading to the long term sustainability of the Mid Michigan region.
- Maximizing talent development by assuring that programs offered in one region are available across the region through shared enrollments, distance education, and other methods.

Specific partners and projects we will support through the WIRED grant include:

- **Center for Automotive Research (CAR)** will manage a suite of advanced manufacturing initiatives including: the Program for Automotive Renaissance (PAR) incubator; the Automotive Communities Program (ACP) for aggregating automotive assets seeking to overcome industry challenges; the Program for Automotive Labor Education (PALE) that focuses on workforce training and skills gaps; and the Global Automotive Marketing Program (GAMP) which assists the region's suppliers in accessing new markets. We expect the combined impact of these programs to bring 600 new jobs and retain 525 jobs in the region.
- **Greater Flint Healthcare Coalition** will expand the successful career lattice program model used by the Flint Healthcare Employment Opportunity project geographically (in strategic locations in the region) and apply the model in new healthcare occupations. The model emphasizes, career exploration and advancement services for current healthcare workers, diversity training for hospital staff intended to reduce turnover rates, retraining programs that transition unemployed and displaced workers from other industries into healthcare occupations, and specific nurse education initiatives. By the end of the WIRED grant period, we expect the project to deliver 125 new healthcare workers (trained and placed into entry to mid level healthcare jobs), expanded opportunities for young people to connect to health care career exploration/learning opportunities, and new FHEO-linked training and employment opportunities across the region.
- **Kettering University** manages the Center for Fuel Cell Systems and Power train Integration, an incubator focused on research, education and commercialization of fuel cell systems. Working with key industry partners, the Center will launch a math and science teacher-training program—including the first summer pre-college (8<sup>th</sup>-11<sup>th</sup> grades) program scheduled for the summer of 2007, and establish a teaching laboratory. It will also launch a graduate program in Hybrid Technologies. Finally, working with Saginaw Valley State University's entrepreneurship and incubator programs, it will make its wealth of research and

technical expertise available to firms and aspiring inventors from across the region.

- **Lansing Community College** will launch an entrepreneurship curriculum ( 12 sections of entrepreneurship courses will be taught) designed to prepare the student to own his/her business by helping the student identify a specialty area coupled with entrepreneurship, the steps to developing a business plan, financing, launching the business, and managing a new business. Academic course work, seminars for current and potential small business owners, and a business incubator will provide emerging small businesses with services including advice, counseling and mentoring. A small business service and technology incubator will be launched to foster the start up and growth of new companies with ties to the Lansing Community College Small Business Exploration Certificate of Completion and Associates in Business. The incubator is expected to accommodate up to 40 companies for each year of the grant for a total of 120 companies. Lansing Community College is working with the Mid Michigan intermediate school districts, the Michigan Small Business & Technology Development Center, and Saginaw Valley State University in the implementation of this initiative. At the end of the 3 year grant period, the anticipated results are:
  - 40 new businesses launched
  - 200 K-12 students introduced to entrepreneurship and 80 graduating seniors will feed into the post secondary credit and non credit entrepreneurship programs
  - 20 new completers of the Entrepreneurship Studies Certificate and/or Associates Degree program
  - 240 small business and potential small business owners trained through contracted seminars
  - 240 occupational program students completing entrepreneurial studies courses
- **Lansing Community College** will also launch a 3 year healthcare initiative with focus on several innovative programs that will result in:
  - Accelerated prior-degree Nursing program to add 32 nurses per year to the workforce who have bachelor's degrees in some other area
  - Addition of credentialed Respiratory Therapists to the Fast Track Nursing program, where licensed Paramedics and Practical Nurses may enter Nursing with advanced standing and become Registered Nurses (RN's) in one year, adding an additional 32 nurses per year to the workforce
  - Development of 30 Nursing preceptors, by providing stipends to nurses working in area healthcare institutions to complete BSN programs in preparation for becoming faculty preceptors for Nursing students, assisting with clinical placements for Nursing students
  - Upgrading of one K-12 health technology program to prepare 24 students per year for Certified Nurse Assistant (CENA) certification upon completion
  - Upgrading of another K-12 health program to prepare 24 students per year for EMT certification upon completion

- Introduction of an estimated 150 K-12 students to the healthcare workplace through working with the Intermediate School Districts (ISD's) in Ingham, Clinton, and Eaton Counties and developing job shadowing, cooperation employment, and volunteering opportunities in a multitude of healthcare institutions
- Development of an additional career ladder program—CENA to LPN
- **Michigan Manufacturing Technology Center (MMTC)** will lead the effort to help mid-Michigan firms develop new markets and address facility and job retention beyond automotive. With the help of the Michigan Works! Agencies and local economic developers participating in the project to supplement the starting list of facilities identified in the region, the MMTC invited over 1,050 facilities in the region to participate in 3-5 “Discovery Sessions” held around the region in late summer and early Fall of this year. Facilities whose management wishes to participate will be required to complete an assessment questionnaire focused on product development, market research, marketing, and sales history of the facility. It will also provide high-potential firms with consulting services aimed at identifying new markets, growing their presence in existing markets and preparing to serve emerging markets. We expect 15 firms to be served in ways that add value to their enterprises over the course of the grant.
- **Michigan State University**, in collaboration with Dow Chemical Company, Dow-Corning and a variety of investors and stakeholders, will find ways grow and process bio-fuels as alternatives to increasingly expensive petroleum and fossil fuels, and seeding the development mid-Michigan’s bio-economy. MSU will develop a video and computer-based training curriculum to prepare workers for employment in this emerging industry and develop a hands-on bio-refinery demonstration site. We expect 640 adults to enroll in training over the course of the grant period.
- **Mott Community College** will manage the Building and Construction Technology Employment Initiative (BCON). The project seeks to increase the number of WIA customers entering the BCON trades, create a fast-track certification process for semi-skilled workers to change careers or advance on the job, increase the number of young people seeking to enter the trades at high skill levels, increased the number of skilled carpenters trained in finish carpentry, and develop and deliver a certified surveyor program for college credit. We expect 383 individuals to be trained through these initiatives. Mott will also manage an Advanced Manufacturing project that provides focused intervention training to 5 regional companies to develop strategies that integrate the use of advanced technology tools to improve productivity.
- **Prima Civitas Foundation**, supported by **Corporation for a Skilled Workforce**, will be responsible for overall project management, with specific emphasis on governance, connecting new partners, communications and facilitation aimed at shared learning, public choice-making, and structural transformation. Their work will insure that existing independent projects and assets become part of the region’s economic ecosystem—and ultimately move toward transformation.
- **Saginaw Valley State University** will manage an Accelerated Entrepreneurship Initiative that will consult with, network, incubate, train and otherwise support new



ventures. It will coordinate the services and supports of over 20 partners to focus on new business creation, accelerated market diversification (for existing firms), increase commercialization of intellectual property, new market development, self-employment, industrial retraining, and assistance to schools in targeting entrepreneurship training efforts in Michigan's high-growth or emerging industries. During the life of the grant, we expect a combined impact of: 27 firms incubated, 15 of them high-growth; 60 firms to receive help with technology integration or market diversification, and eight of those in new economy industries to hire at least one new employee; 45 entrepreneurs to receive training/information in commercialization opportunities in the region; 48 businesses to be assisted in identifying new markets; 300 workers to complete workshops in self-employment opportunities, 100 workers to be retrained in high-level skills in-demand in the region; and 60 high-school trainers to be trained in industry-focused entrepreneurship.

**NOTE: Please refer to VI. Budget and Fiscal Management, Table 1 on page 23 for specific grant amounts for each of the projects described above.**

### **Other Partnerships in Mid Michigan**

The MMIT's network of community leaders places a high value on developing working relationships with stakeholders and employers to identify and address business, education and workforce needs. This includes strengthening connections with community colleges, universities and local economic development agency staff, and local workforce investment boards—whether or not they are directly supported by the WIRED project.

As importantly, MMIT partners recognize the value of connecting with regional economic, education and workforce initiatives already in place in the Mid-Michigan region, many launched by the State of Michigan.

The Department of Labor and Economic Growth (DLEG) in particular has been a leader in facilitating regional-level strategic planning, coordination and development in Michigan and is a significant partner in the Mid Michigan WIRED initiative. DLEG has initiated a number of programs and projects whose objectives complement those of Mid-MI WIRED:

- DLEG recently launched its *21st Century Workforce Strategy Initiative* to support Michigan Works! Agencies (MWA's) in developing a coordinated approach to business services and supports, including layoff aversion and rapid response that specifically encouraged collaboration with the state's WIRED initiatives and provided a financial incentive for them to join forces at the regional level. All of Mid Michigan's MWA's did—and the Executive Directors of two of them are members of the MMIT Steering Committee. In addition, Irma Zuckerberg, the MMIT Project Director, also participates in the 21<sup>st</sup> Century Workforce Strategy Leadership team meetings to assure alignment with the goals and strategies agreed upon by our Mid Michigan partners.

- The Mid Michigan region has launched four state-supported *Michigan Regional Skills Alliances* (MiRSAs) active in Lansing Metro, Saginaw-Bay-Midland-Thumb, Flint and Lapeer focused on the healthcare, construction, advanced manufacturing and homeland security industries. These employer led efforts have proven effective vehicles for helping the workforce stakeholders develop the agility and collaborative capacity to respond effectively to employer need. One of our Mid Michigan partners recently submitted a proposal for a Regional Skills Alliance with a focus on Agricultural Business. We are hopeful that will be funded.
- The Mid Michigan region maintains five *Accelerated Health Care Career Training Initiatives* that reach all 13 counties in the region. This initiative seeks to expand the capacity of the Michigan higher educational system to develop the skilled talent the region's Healthcare industry desperately needs through the collaboration between publicly funded training institutions (Community Colleges/Universities), local hospitals and a Michigan Regional Skills Alliance. Recently, due to the success of the 2005-2006 Accelerated Health Care Career Training Initiative, the Michigan Department of Mental Health in collaboration with the Michigan Department of Labor and Economic Growth announced additional funding opportunities in the amount of \$10 million for Fiscal Year 2006-2007. Several of Mid Michigan's partners are expected to apply for that funding.
- The Michigan Strategic Economic Investment and Commercialization (SEIC) Board recently awarded \$100 million to 61 grant recipients whose work focuses on competitive –edge technologies in the targeted sectors of life sciences, alternative energy, advanced automotive materials and manufacturing, and homeland security/defense. Fourteen (14) of those grants were awarded to Michigan State University. Another 13 were awarded to various Mid Michigan regional partners. These awards will further assist the Mid Michigan region to strengthen and diversify its economic base by fostering the creation and growth of new jobs, new businesses and new industries. These awards are expected to create more than 3,000 new in-state jobs. It should be noted that another \$37 million to fund an additional 24 proposals was recently approved by the Michigan Strategic Fund and will be presented to the SEIC October 16, 2006 to finalize the awards process. The additional \$37 million will fund all 85 projects deemed “highly recommended” by the American Academy for the Advancement of Sciences, who performed the due diligence peer review process.
- The Michigan Association of Counties recently agreed to show its support and commitment to the Mid Michigan WIRED economic transformation initiative by convening the local county economic developers in the Mid Michigan region to facilitate greater collaboration among Mid Michigan's economic development partners and to assure the successful implementation of the goals and strategies agreed upon by the MMIT Steering Committee.
- Through the assistance of several MMIT members, efforts to convene a bi partisan and bi cameral MMIT Legislative Caucus of key legislators who are a part of the Mid Michigan region are underway.

We are working on ways to connect these initiatives at both the strategy and governance level, and, as importantly, at the program and community levels.

WIRED matters to us. WIRED will matter to the region. If we achieve our intended impact, we will seed new economy industries in our region—creating great jobs and diverse business opportunities, making entrepreneurship a viable option for career launch, transition or development, and inspiring the generation of creative, curious and skilled talent that will reinvent our region, our state and our world.

## **II. Implementation Plan**

MMIT understands that the WIRED implementation plan is the primary mechanism through which project stakeholders and participants will communicate goals, define strategies and tactics, develop and align resources and measure performance over time.

This document is intended to guide our activities through the end of 2006, recognizing that it also includes some information about subsequent activities to the extent we can provide it at this time.

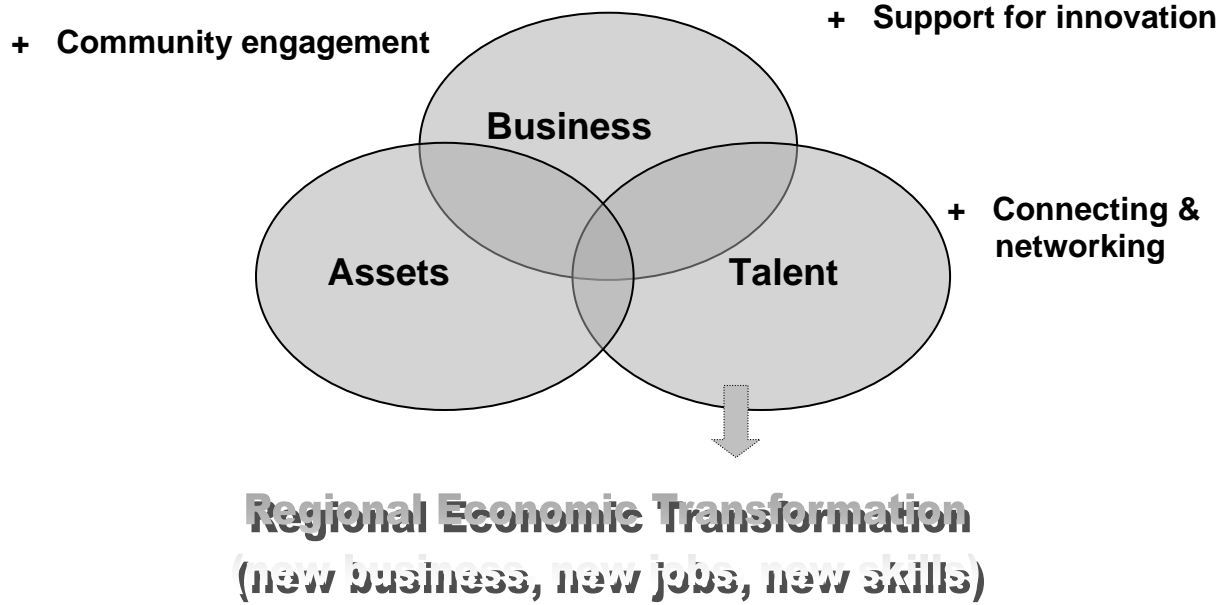
### **I. Overall Objective**

The overall project has one central objective: *to catalyze regional economic transformation, creating better opportunities for more Michiganders who are better equipped to take advantage of them—right here in mid Michigan.*

Fundamentally, we aspire to help mid-Michigan firms, inventors, investors, and aspiring entrepreneurs reinvent our economy. This means creating new business, better jobs, top-notch talent, and a demand for world-class economic, education and business support services. We plan to do this by fostering innovation wherever we find it, connecting ideas and assets, and engaging people within and across communities.

Please refer to Diagram 1 on the next page for a visual representation of this overall objective.

**Diagram 1: Overall Objective of MMIT WIRED**



We have identified three goals—one around each of the spheres we seek to influence (business, talent, assets). Each of these goals will be supported by a range of strategies and tactics, some of which we know today, and others to be developed over time. Importantly, these goals are *interrelated*. They reflect the project's overall belief that making connections (multiple times) matters—even if the outcomes of such connections are unknown. We cannot force change in mid Michigan. But we are confident that by connecting and supporting the (positive) changes that are already occurring, we will create a network effect—and a tipping point—helping the region invest in its future in ways that honor its industrial past.

**Goal #1: INNOVATION-Reinventing our industrial base around innovation—to seed economic activity in Michigan's future industries; accelerate growth in Michigan's entrepreneurial firms; and build strong networks.**

The specific focus of Goal #1 is business and innovation. The project seeks to accelerate the development of Michigan's new economy industries; facilitate the launch of new businesses, and help existing businesses transition to new markets. The project has adopted a variety of strategies to support this work, all rooted in:

- Networking and collaboration—the *proactive* variety—promoted, supported and practiced by provider organizations
- Training—with a capital “T”—for firms, groups of firms and current and aspiring entrepreneurs. We expect management and integrating technology to increase productivity will be particular areas of emphasis.
- Business Support—with a capital “S”—ranging from incubation services to assistance with technology transfer of intellectual property protection. We expect the demand for these services to increase and reach and quality of services provided to improve.

These are described in more detail in our matrix for Goal #1. Refer to Attachment 1 for the Matrix.

**Goal #2: TALENT-Developing next-generation talent through learning—including business-based learning opportunities for workers and students, increased region-wide training opportunities in key industries (current and emerging), and communication and engagement with people, firms, and communities about current and emerging opportunities in Mid-Michigan.**

Goal #2 focuses on talent. Strategies designed to advance this objective, described in the matrix for Goal #2 include:

- Training in skills that move firms in growing industries “up-market”

- Promotion, practice and instruction around entrepreneurship (for adults, youth and small business). **Note: In addition to the specific initiatives described in the matrices, the MMIT Steering Committee plans to request that an inventory of support programs and entrepreneurship education programs (especially for young people) be among the first tasks of the entrepreneurship learning community.**
  - Networking and collaboration among people, firms and provider organizations
- Refer to Attachment 2 for the matrix.

**Goal #3: COLLABORATION-Asset-building through connections and partnerships—specifically, identifying and building key assets in the region and making them available and accessible to the region; influencing the way key institutions and organizations work within the region; and supporting and promoting learning and networking (at all levels) in the region.**

Goal #3 emphasizes assets—both system-level assets such as economic development, education (K-12, colleges and technical training providers and higher education), and workforce development systems.

The strategies designed to achieve Goal #3 are rooted in:

- Learning within and across stakeholder communities and systems
- Alignment of investments and program strategies
- A focus on “Regionalism”

Refer to Attachment 3 for the Matrix.

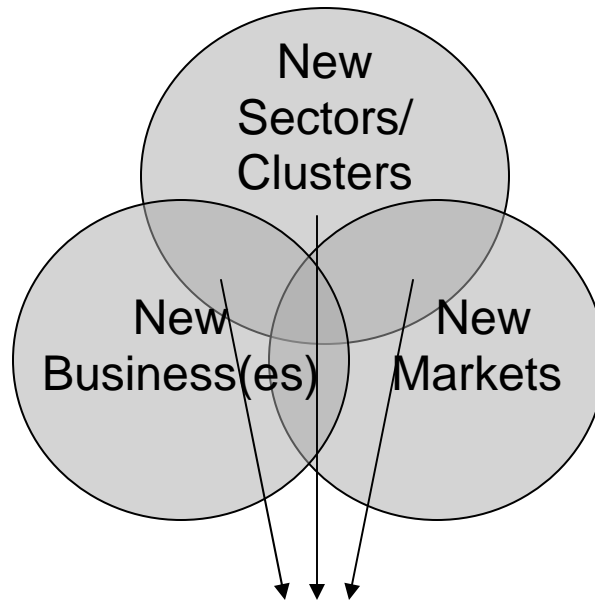
The MMIT Steering Committee fundamentally believes in the power of regionalism. That said each member has also confronted the reality of “home rule” in many Michigan communities and among organizations and institutions that would stand to benefit most from collaboration. Overcoming this kind of “protectionism”—and not for just one program or initiative but for long term—is one of the most formidable challenges the project faces.

### **A Note on Integration**

All three primary Goals are represented visually in Attachments 1-3 (the matrices). Although we have presented them separately here, it is critical to understand that the key goals are *interrelated*. We expect, for example, that firms pursuing innovation will demand top-notch talent—and make those demands clear to the labor market. Similarly, we expect that top-notch talent will demand engaging, innovation-focused oriented work—and will demand it of their employers. Both will demand the highest caliber services from education and business support organizations for themselves, and for their children and grandchildren. We expect a sort of virtuous spiral effect in which demand drives supply which drives demand, the result of which will be better jobs for more people in innovative Michigan firms. And a much improved economic future. Refer to the next 3 pages for visual representations of Goal #1, 2, and 3.

**Diagram 2: Goal #1—INNOVATION-Reinventing our industrial base through business/industry partnerships around innovation-to seed economic activity in Michigan’s future industries; accelerate growth in Michigan’s entrepreneurial firms; and build strong networks.**

1. Accelerate new business creation in the region through entrepreneurship initiatives, incubators, networks, media
2. Accelerate tech transfer
3. Facilitate access to capital, expertise to support new ventures



1. Invest in the bio-economy (energy/ bio-fuels, agriculture, medicine/ medical devices, nanotechnology, etc. and their applications in other industries)
2. Support advanced manufacturing in current and emerging industries, including auto and next generation transportation

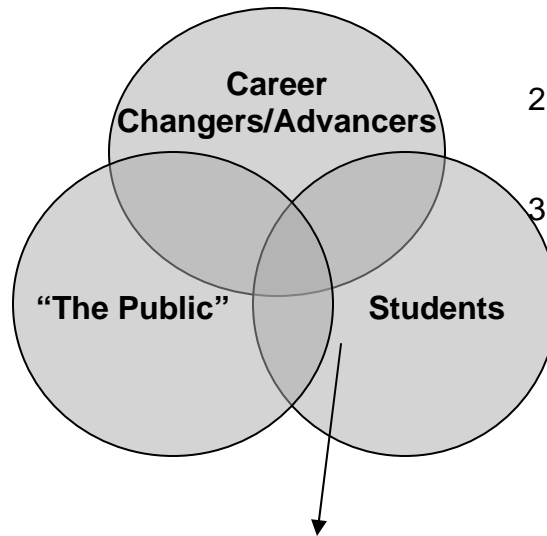
1. Assist firms to expand existing products/ services into new markets (domestic and international)
2. Help firms apply existing technologies/ products/services in new ways
3. Promote innovation (process, products, services) and technology upgrading

Build **deep and broad networks** across and within stakeholder groups (e.g. learning communities, supply chain and business development partnerships, venture networks, etc.)



**Diagram 3: Goal #2—TALENT-Developing next-generation talent through learning-including business-based learning opportunities for workers and students, increased region-wide training opportunities in key industries (current and emerging), and communication and engagement with people, firms, and communities about current and emerging opportunities in Mid Michigan.**

1. Promote the value of skills upgrading, lifelong learning, continuous education
2. Promote business-ownership/ entrepreneurship as a valid, valued and viable job/career path in Mid Michigan
3. Document and share information about innovation and change using diverse/multi media

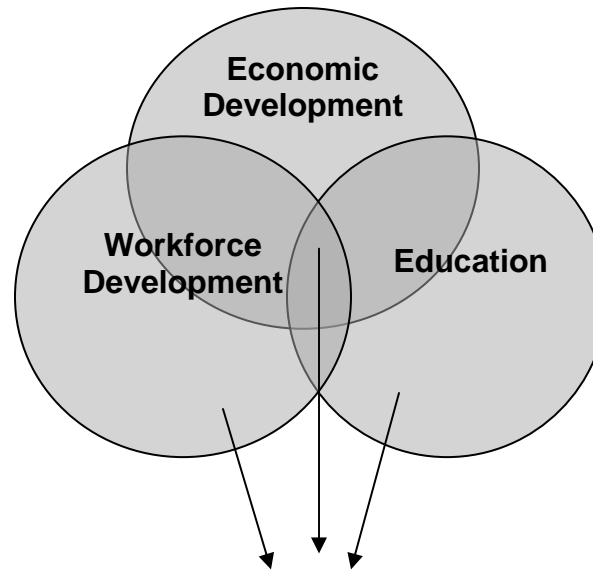


***Promote innovation!  
Build networks!***

1. Cultivate talent in construction (including “green” construction methods, materials, design)
  2. Cultivate talent in Healthcare (including non-clinical work in healthcare facilities and alternative care environments)
  3. Promote skills upgrading for all workers, throughout life
- 
1. Expand opportunities for students explore entrepreneurship in the region’s higher education system
  2. Promote application/ commercialization of new technologies by college/university students/graduate students and researchers
  3. Unleash an entrepreneurship virus in K-16 and promote it-

**Diagram 4: Goal #3—COLLABORATION-Asset building through connections and partnerships-specifically, identifying and building key assets in the region and making them available and accessible to the region; influencing the way key institutions and organizations work within the region; and supporting and promoting learning and networking (at all levels) in the region.**

1. Develop regional-level focus within and across programs and organizations
2. Align with need/demands of transitioning economy
3. Promote innovative approaches to learning, policy and practice



***Promote innovation & alignment!***

1. Develop regional level focus (where this makes sense) among stakeholder institutions making investments in the economy of the region
  2. Align with need/demand of region's transitioning economy
  3. Promote innovative approaches to learning, policy and practice
- 
1. Develop regional level capacity, peer-to-peer relationships, feeder-school relationships
  2. Align with need/demands of transitioning economy services)
  3. Promote innovative approaches to learning, policy and practice

### III. Governance

To date, the post-award launch of the project has been managed by a Steering Committee of ten leaders representing geographically dispersed economic development councils, K-12 and higher educational institutions, and workforce development agencies:

- Ed Donovan (Co Chair, Genesee County Regional Chamber of Commerce)
- George Puia, (Co Chair, Saginaw Valley State University)
- Tom Crampton, Mott Community College
- Fred Dillingham, Livingston County Economic Development Corporation
- Paul Hunt, Michigan State University
- Marv Pichla, Thumb Area MI Works
- Scott Walker, Midland Tomorrow
- Doug Stites, Capital Area Michigan Works! (Housed in Lansing, MI)
- Stan Kogut, Ingham Intermediate School District (Representing the 13 Mid Michigan Intermediate School Districts (ISD's))
- Jack Litzenberg, Charles Stewart Mott Foundation (*ex officio*)

**NOTE: The Michigan Department of Labor and Economic Growth, Bureau of Workforce Programs, an integral partner of the Mid Michigan WIRED initiative, is also represented as a non voting member of the MMIT Steering Committee.**

The MMIT Steering Committee is now evolving into a Governing Board. A key priority for current members is expanding and diversifying the MMIT Steering Committee's/Board's membership. They have settled on the following process to support this transition:

- Each of six Stakeholder Learning Communities (LC's) will elect an individual to represent them on the MMIT Steering Committee/Governing Board (initially, these communities include: Healthcare; Construction; Auto/Advanced Manufacturing; Bio-economy/Alternative Fuel; Entrepreneurship/Incubators/Tech Transfer and the Intermediate School Districts (ISD)—(the last one is the only one organized by stakeholder organization rather than by issue area). These six individuals will become voting members of the MMIT Steering Committee/Governing Board. The first of them, Stanley Kogut of the Ingham ISD, was voted onto the MMIT Steering Committee in July 2006. **NOTE: In most cases, learning communities are not homogenous stakeholder groups. We are trying to organize a structure around the objectives and activities that will advance our economic transformation rather than the identity of the stakeholders participating in the project. All grant recipients must be active participants in the Learning Communities that correspond with their grant funded activities. This approach supports: (1) the ability of the stakeholders to move across or between groups based on what they are**

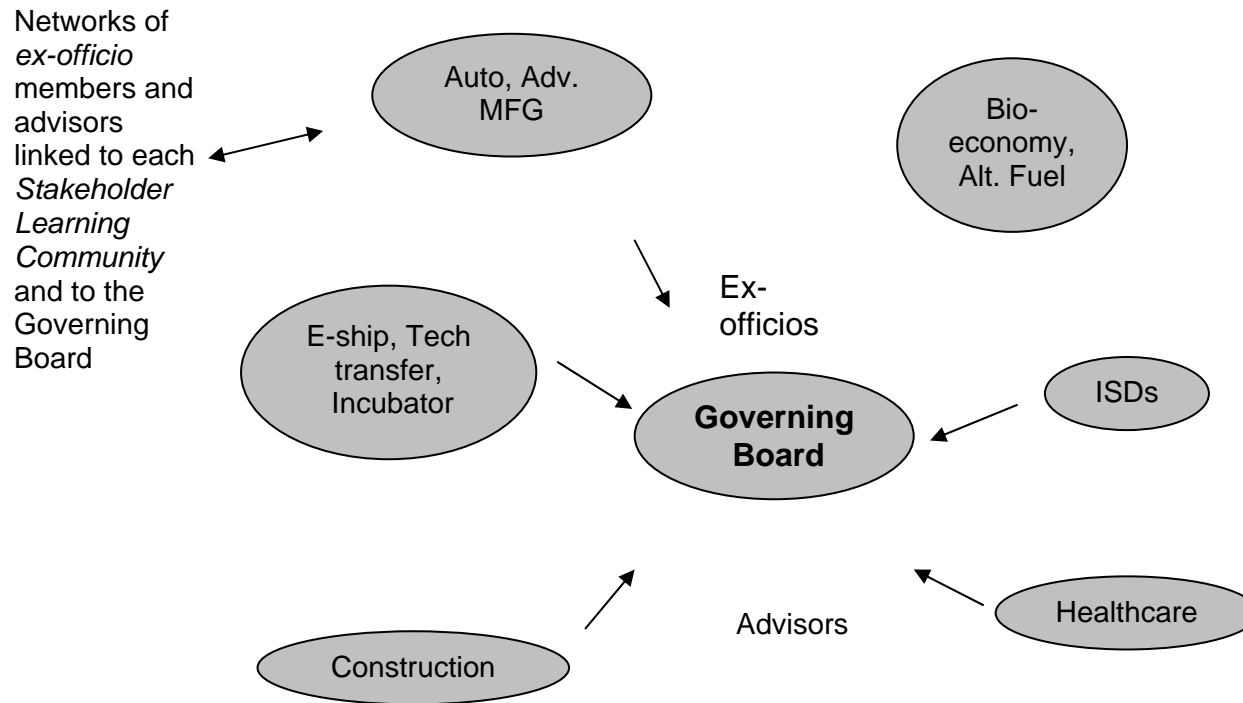
**working on or want to learn about; and (2) focus on learning and collaboration among individuals who may not be in the same kinds of organizations. We also hope that it will support a more diverse membership on the MMIT Steering Committee/Governing Board. If this does not, we are absolutely committed to finding alternative ways to engage diverse stakeholders and opinions.**

- The MMIT Steering Committee/Governing Board will also maintain a number of *ex officio* members who will not vote but can provide valuable ideas and input. Stakeholder Learning Communities will be encouraged to invite their own *ex-officio* members to engage in their work as well.
- The MMIT Steering Committee/Governing Board will also develop, over time, a roster of advisors and community representatives on a range of issues as they emerge. Again, the stakeholder Learning Communities will be encouraged to adopt this same approach as they advance their work.

The MMIT Steering Committee/Governing Board, staffed by the Prima Civitas Foundation, is responsible for facilitating the overall intent of the grant. It will work closely with Michigan State University, the fiscal agent and subcontractor to the State of Michigan, to insure the delivery of specific program outcomes and deliverables, but will also concentrate on the intangibles—making sure that the grants activities deliver more than the sum of their parts to people, firms and communities in mid-Michigan. This work includes the range of networking, communications, political, policy and community engagement work that will make it possible for a collection of initiatives to begin to transform the region’s economy and create a foundation for its next generation firms and talent.

Importantly, we have worked hard to generate a common understanding among partners of what regionalism means. It does not mean that the geographic region is the sole referent for strategy and planning of economic, workforce and education programs. We understand that regions take different shapes and forms—like economies—depending upon the issues people organize around. Regionalism means that we think we can accomplish more together than any of us can alone and that we will make a priority of such collaboration within the geographic area (the “region”) of Mid-Michigan. The MMIT Steering Committee/Governing Board will infuse this perspective throughout the WIRED-connected projects and activities and the work of the organizations the MMIT Steering Committee/Governing Board members represent. While this work is informal now, over time, as it grows, the MMIT Steering Committee/Governing Board will develop a formal charter or set of by-laws to govern its operations and processes for decision-making among diverse constituencies.

**Diagram 5: MMIT Governance Through 2006**



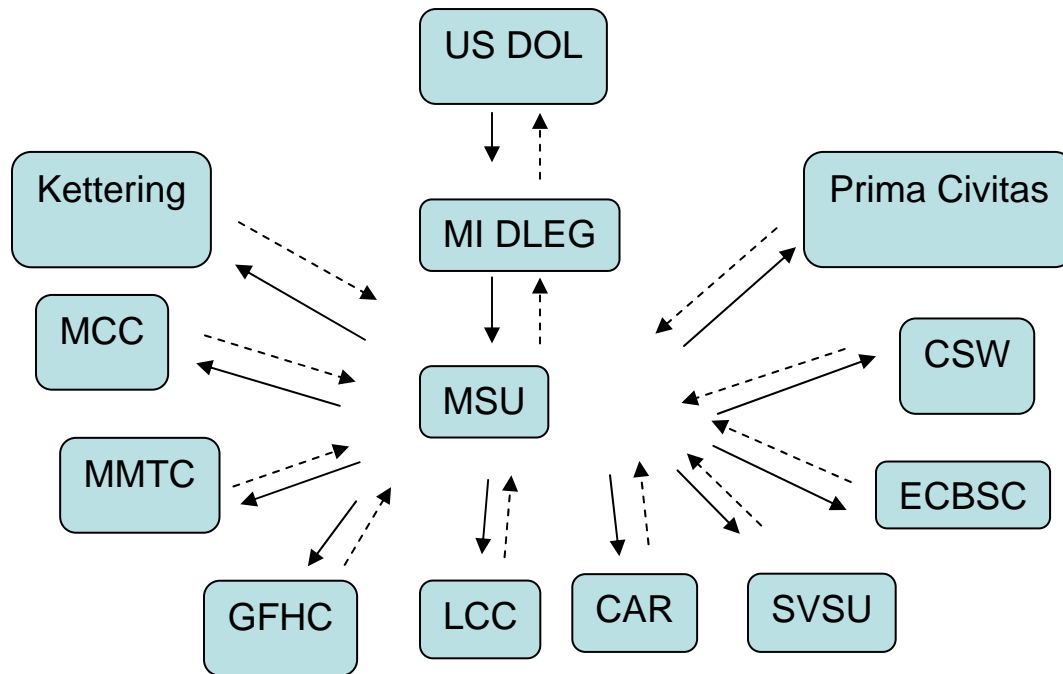
8 Steering Committee members plus 6 (elected) representatives of key stakeholder learning communities (one from each of six groups)

#### **IV. Fiscal Management**

Michigan State University is the fiscal agent and subcontractor to the Michigan Department of Labor and Economic Growth. It is responsible for making sure that specific deliverables promised within the nine sub-contracts occur on time and on budget. Michigan State University is also responsible for collecting and compiling subcontractor fiscal and program narrative reports in accordance with ETA/U.S.DOL requirements and submitting those reports to ETA/U.S.DOL through the Michigan Department of Labor and Economic Growth at the end of each calendar quarter. Michigan State University is also responsible for posting those reports on the WIRED Collaborative Workspace. At this time, Michigan State University plans to discharge the full range of oversight and administration responsibilities associated with the management of a major Federal grant, at the end of the grant period, collaborating with the Prima Civitas Foundation on specific monitoring, evaluation and reporting protocols. Dr. Paul M. Hunt, the Associate Vice President for Research & Graduate Studies, serves as the principal investigator for MSU.

Diagram 6 illustrates our proposed model for fiscal accountability.

Diagram #6: WIRED Fiscal Accountability Map



← WIRED Grants Funds  
- - - Accountability for performance on contract

## V. Operations

At the program level, we have initiatives at different stages of development—some have launched, others are launching or launch-ready and still others are in the pre-launch phase.

While we want to be clear that our intent is for the projects to deliver more positive impact to the region than any of them could ever do alone, each project does reflect important assets to our community and all of them maintain specific deliverables. Please refer to page 2 through 6 of the Executive Summary, under “COLLABORATION-Maximizing Assets” for a brief description of each project and to VI. Budget and Fiscal Management, Table 1 on page 23 for specific grant amounts. Although the intended impacts are intended to accrue over the life of the grant, it is understood that the contracts will be renegotiated annually. Additional detail of how the various projects align with the 3 goals and strategies is provided in the Goal Matrices found in Attachments 1, 2, and 3.

Project management staff recently came on-board. The overall Project Director and key staff to the MMIT Steering Committee/Governing Board, Irma Zuckerberg, started at the end of July 2006. In addition, Ellen Sluka was recently designated to provide program support to Ms. Zuckerberg and the MMIT Steering Committee/Governing Board.

While we are just developing protocols for managing Mid-MI WIRED, we know we must address the following operational issues in the short-term:

- *Contracts management and project evaluation.* The Prima Civitas Foundation (on behalf of the MMIT Steering Committee/Governing Board) and Michigan State University will need to establish protocols for managing performance on contracts from both perspectives of realizing intent and delivering regional impact and for purposes of project outcome evaluation consistent with USDOL’s emerging expectations. While basic reporting mechanisms have been developed and are being used by our partners, more specific methods need to be established to make sure partners are managing projects in ways intended to achieve the project’s regional goals, producing specific deliverables and collecting appropriate data for downstream evaluation purposes.
- *Sustainability.* We developed and submitted a grant proposal to the Department of Labor (Community-based High Skills Grant Program); the Lansing Regional Economic Development Team recently submitted a proposal to the US Economic Development Administration (EDA) (as a first step toward applying for grant support there) and several partners are pursuing grants from private and corporate foundations—all with the intent to support the economic transformation efforts anchored by the WIRED project. While we are encouraging partners to pursue these opportunities, we need to



create ways for them to share information and invite collaboration. We want as many smart people to work creating ways to leverage resources as possible, but in a rational and transparent way. A Sustainability subcommittee of the MMIT Steering Committee/Governing Board will be developing criteria to inform, guide, and support these efforts. **NOTE: No WIRED resources are directly supporting additional fundraising linked to the WIRED project.**

- *Messaging and communications.* We are very excited about the broad and deep support expressed by both key project partners and funders (like the Mott Foundation) for community engagement. We know that changing our economic future requires changing attitudes and behaviors—and that we need to establish a baseline very soon. In addition to just measuring change, we seek real engagement—in a campaign-like manner—and are collecting ideas about strategies and sample tools now for use as the project progresses.
- *Inventorying WIRED-connected programs and strategies.* Since the launch of the WIRED project, partners have been further developing their initial work plans and creating new ideas (e.g., a regional industrial site certification program, a Michigan Career Readiness Certificate, etc.), all of which we've encouraged. As the project adopts a more formal set of operating principles, we will need to recalibrate our collective efforts. One of the first things the new MMIT project director (Irma Zuckerberg) did was meet with each MMIT subcontractor to obtain input and their support of the MMIT goals and strategies for economic transformation of the Mid Michigan region. Ms. Zuckerberg plans to conduct follow up meetings to inventory projects that have launched, etc, through the WIRED grant and what new ideas are on the table, so that we can insure the information, networking and learning infrastructure in the regions supports and connects them.

We know that our operational infrastructure must be developed in parallel to our governance structure over the coming months.

## **VI. Budget and Fiscal Management**

Virtually every subcontract within the Mid-Michigan Innovation Team's WIRED project will support all three of the Implementation Plan goals identified above. However, each subcontract can be correlated with a primary goal from among the three. Those correlations are displayed in Table 1: Budget Allocations by Program and Primary Goal. **NOTE: Although the intended impacts are expected to accrue over the life of the grant, the dollar amounts listed are for Year 1 only, since the contracts will be negotiated annually.**

Table 1: Budget Allocations by Program and Primary Goal

Programs & Projects			Principal correlation with MMIT "WIRED" Primary Goals		
Year One Activity	Agency	Revised Budget	Business Innovation	Talent Development	Regional Asset Development
New Market Transition	MMTC	199,421	199,421		
Fuel Cell Tech HS S/M Teachers	Kettering	216,219		216,219	
AET Summer Pre-College	Kettering	101,633		101,633	
Commercialization Incubator	Kettering	96,425	96,425		
Hybrid Tech Graduate Educ	Kettering	304,898		304,898	
Healthcare	LCC	588,942		588,942	
Entrepreneurial	LCC	165,214	165,214		
Automotive Renaissance	CAR	47,000	47,000		
Automotive Communities	CAR	47,000	47,000		
Automotive Labor Educ	CAR	0		0	
Global Auto Marketing	CAR	70,500			70,500
Entrepreneurship & Training	ECBSC	865,042	865,042		
Biobased Economy Training Media	MSU	386,340		386,340	
Biorefinery Site Training	MSU	587,195		587,195	
Advanced Manufacturing	MCC	41,940		41,940	
Health Employment	GFHC	423,056	423,056		
Building & Construction	MCC	333,085		333,085	
Project Leadership	MSU	11,306			11,306
PCF & CSW	PCF-CSW	471,022			471,022
Academy Travel Fund	All	42,400			42,400
<b>Total</b>		<b>4,998,640</b>	<b>1,843,160</b>	<b>2,560,252</b>	<b>595,228</b>

Collectively, the correlations provide a reasonable indication of the Year One balance of US DOL financial support to the three MMIT “WIRED” goals:

- Approximately 51% of the WIRED resources support Talent Development as a primary objective;
- Approximately 37% support primarily Business Development; and
- Approximately 12% are dedicated primarily to the Development of Assets, regionally.

This balance reflects a purposeful increase in the regional development component of the MMIT “WIRED” project by the MMIT Steering Committee, subsequent to the award of the grant.

What follows is Table 2: Non Federal Investment Resources, which includes leveraged resources identified in the original grant proposal. Since project launch, some of this has changed and new opportunities, due to the WIRED initiative are in development. An example of those opportunities was demonstrated at the recent ETA/U.S.DOL meeting of foundations, where the Mott Foundation presented on how the WIRED grant has enhanced the impact of past Mott grant investments in the region such as grants to the Michigan Bio Technology Institute helped foster the expertise at Michigan State University in bio mass fuels, grants to the Michigan Manufacturing Technology Center (MMTC) in Ann Arbor helped incubate the Center for Automotive Research (CAR) and the grant to the Department of Labor and Economic Growth for Regional Skills Alliances (RSA’s) helped spawn at least 4 in the Mid Michigan region. We understand that the point of tracking this information is to understand the impact of leveraging---what is different as a result---not just track leveraged resources. We are developing methods for collecting this information now and plan to revisit it in six month increments. **(NOTE: The information in Table 2 on page 25 is provided to demonstrate the leveraging of funds and is not a formal match).**

**Table 2: NON-FEDERAL INVESTMENT RESOURCES**

Grant Program	Total \$	Comments
Future Group EDJT	\$200,000	Michigan Economic Development Corp. (MEDC)
Automotive Renaissance	350,000	Mott Foundation support
Automotive Communities	120,000	Expected MEDC continuing support
Automotive Labor Education	300,000	Mott Foundation support
Global Automotive Marketing	250,000	Mott Foundation support
SVSU	99,000	Cash pledge
Saginaw Valley Mfg Assoc	10,500	Cash pledge
Bio based Economy Training	150,000	Cash pledge from MSU
Bio refinery Site Training	10,000,000	Estimate: Funds to be sought from other sources
Delta College	150,000	In kind
Huron County EDC	15,000	In kind
Midland Tomorrow	150,000	In kind
MiTECH+	1,000,000	In kind
Saginaw County Business and Education Partnership	9,000	In kind
Saginaw Future, Inc.	100,000	In kind
LCC Healthcare Workforce	1,020,000	LCC, K-12, hospital preceptors; in kind
Flint FHEO - Skill Sets	1,128,250	State of Michigan
Flint FHEO - Labor Pool	52,237	State of Michigan
Flint FHEO -Partner Capacity	3,388,978	MiRSA partner
Mott Foundation	16,457,528	Multiple grants
Total	\$ 34,950,493	

## VII. Technical Assistance

While we are certain that our needs will change (and grow!) over time, we recently identified and submitted the following areas, in order of priority, to ETA/U.S. DOL in which we could benefit from technical assistance in the coming months.

- *Help understanding “the region” and the need for regionalism. This includes:*
  - A regional innovation survey or some analytical tool that would enable us to create a baseline for our intended transformation work and serve as comparison data for local elected officials and community leaders;
  - A “Regional Economies 101” session(s) for local elected city and county staff, etc.; and/or other community stakeholders. We would also benefit from a version we could all use as we work with community groups and stakeholders across the region.
- *Help understanding the Bio-Economy.* We think we have many discrete bio-economy assets, but our key stakeholders are at very different levels in understanding where this economy is, what it looks like, and what it means. We would like assistance with some combination of the following:
  - Workshop or seminar-style introduction to the Bio-economy appropriate for those unfamiliar with the sector and the language associated with it
  - Analysis of Bio-economy sectors and sub-sectors, potential applications in other sectors
  - Mapping of Bio-economy assets in our region
- *Help developing an action plan around Angel Investors and Networks.* We know this is a weakness in our area generally—we don’t have many angel investors and those we do have tend to invest outside the region. We would like help thinking through possible strategies for identifying and connecting with these investors and supporting their success and the successes of their ventures. Among the issues we would be interested in learning about are:
  - Finding Angel Investors
  - Organizing Angel Networks
  - Connecting Angel Investors to emerging or existing ventures in the region
  - Taking successful firms and their investors to the next level (connecting them to next-level investors)
- *Distance learning connected to new economy industries* (rationale, methods, effective practices, etc.)
- *Aligning and focusing K-16 systems on new economy skills, industries, opportunities for career exploration*

We look forward to the forthcoming *Workforce Innovations and Technological Solutions (WITS)* webinar and see this resource as an important part of the information and knowledge foundation we are starting to build.