

## How can Indiana's colleges and universities help retain Indiana's top talent in the state after graduation?

*"Garfield the Cat" creator Jim Davis works with Ball State University graduate student Kate Taylor. BSU students, through the Business Fellows program, work to create an online reading-improvement game at Paws Inc. Davis is founder and president of Paws, a licensing studio that supports Garfield's global business ventures.*

*“We wanted to transform the way that the university communicated with the business community, and we’ve been more successful than we ever thought we could be.”*

## **‘We’ve transformed the way we do things’ Higher education in Indiana promotes statewide opportunities**

**Within a few miles of Grace College’s campus** in Winona Lake, Ind., an international engine of orthopaedic devices hums. In fact, nearby Warsaw is home to nearly two-thirds of the world’s market-share for orthopaedic devices, held principally by Biomet, DePuy Orthopaedics and Zimmer Holdings.

But until recently, Grace College – once known primarily for its seminary – was not particularly proactive in linking its graduates to the high-paying, high-quality jobs that the local orthopaedic industry offers. College officials had made some overtures, but no formal attempts to help Grace College grads find employment in the region – or even in the state.

This is not an uncommon situation in Indiana, where students who are educated in the state often choose employment in other places, taking their education, ambitions and prospects elsewhere. It is estimated that during the past decade Indiana lost thousands of college graduates each year to out-of-state employment.

In 2003 Lilly Endowment invited Indiana colleges and universities to design programs that would provide educational experiences and help identify and develop economic opportunities – internships, work experiences, and ultimately, jobs – to help reverse the pull on Indiana’s pool of young talent.

Colleges and universities responded. Through its Initiative to Promote Opportunity Through Educational Collaborations, the Endowment awarded nearly \$40 million to fund programs at 37 Indiana campuses. The amount awarded to each institution ranged from \$750,000 to \$5.5 million, based on enrollment.

It was an opportunity not to be missed, according to Grace College officials, who were eager to finally develop a working relationship with their neighbors. With the help of a \$750,000 grant from the Endowment, Grace College created the Orthopaedic Scholar Initiative (OSI), a plan to build a solid connection between the college and the local orthopaedic industry.

“Our goal is to set our graduates apart from all the



*Grace College students Jennifer Brook (left) and Jessica Horning check out a display of joint replacement products at Zimmer Holdings in Warsaw, Ind. Both are Orthopaedic Scholars at Grace and interns in human resources at the company. Heidi Mitchell, head of human resources at Zimmer, explains the display.*



*University of Indianapolis senior Andrew Longbons works at the Indiana Historical Society in manuscripts and visual collections. The program is part of the school's Institute for Emerging Careers.*

others," says Michael Harstine, program coordinator for OSI. "This program is industry-driven. We're determined to position our graduates as the industry's preferred employees because their academic experiences were formed by the industry leaders themselves."

Grace College can already point to its first success story. Josh Glenn, a native of Delphi, Ind., and an accounting and information technology major, helped launch OSI as one of its first scholars.

One month into an internship at DePuy, Glenn was hired as a permanent, full-time employee in DePuy's software development area. "It (the internship) absolutely got my foot in the door," Glenn says. "I know I wouldn't be here without the OSI program. I never even thought about trying to get a job in this field until the opportunity opened up with OSI. It's just an awesome plan for Grace College students."

With its strong accounting and business program, Grace College may be a good source for new talent, according to Bob Vitoux, finance director at DePuy.

"Grace College's program, as well as what they stand for, has be-

come better understood by DePuy and our colleagues throughout the orthopaedic industry here," Vitoux says. "As a seminary program it was well-known, but those of us in the industry have come to understand that Grace has other areas of focus, too. They tend to have very mature students who are also well-rounded, with a strong work ethic and desire to succeed. Ethics are big here (at DePuy), and Grace College students tend to have ethics and integrity very much in line with our credo values."

## Building relationships

At the University of Indianapolis, a similar awakening is happening. With its \$750,000 Endowment grant, officials have created the Institute for Emerging Careers to track the needs of central Indiana's economy and help prepare students for work in those expanding areas. By building relations with local alumni and industry, U of I is both retooling curriculum to meet new demands and hoping to place more students in internships and eventually, jobs.

U of I faculty collaborated in cross-academic partnerships to compete for "mini-grants" to help launch new programs tailored to Indiana's current and future economy,

including bioinformatics, global leadership, medical writing, applied language, supply-chain management, experiential history, and analytical studies in public safety.

Indianapolis, which has a thriving convention and tourism industry, is a natural place to help students find internships and jobs in local museums, especially if those students have an understanding of how history can be brought to life through hands-on experiences, according to history professor Jim Fuller.

"When I arrived on campus in 1999, I was asked to try to make contacts with local museum directors in case a student wanted an internship," Fuller recalls. "It was very haphazard. We placed interns



*Michael Harstine is program coordinator of the Orthopaedic Scholar Initiative at Grace College.*



*Bob Vitoux, finance director at DePuy Orthopaedics, works with Grace students in the OSI program. Also based in Warsaw, Ind., DePuy designs, manufactures and distributes orthopaedic devices and supplies.*

here and there, one or two a year. Now we're going to be able to plug into the local museum industry – and it is thriving – in a way that is much more intentional. We're hoping to recruit certain kinds of students for internships and track their successes."

For an institution that has always considered teaching as its primary mission, such efforts are a real achievement, according to Bruce Strom, a member of the U of I School of Business faculty and director of the institute.

U of I hopes to influence directly at least 150 students in their career paths. But the payoff for the future is incalculable, according to Strom.

"We were hoping to create 25 new business partnerships, but we've gone through the roof on that goal. We're literally in the hundreds of new partnerships now," Strom says. "Faculty have plumbed the wells to develop contacts and partnerships. We wanted to transform the way that the university communicated with the business community, and we've been more successful than we ever thought we could be. Transformation is difficult, but we've transformed the way we do things here," he says.

### Career matchmakers

At some colleges and universities, grants from the Endowment's initiative helped build on or expand existing efforts. That was the case at Ball State University, which already had an established relationship with local employers, as well as a program called Building Better Communities, an economic development effort designed to match the university's expertise and resources to Indiana communities.



*Josh Glenn, Grace's first graduate of the OSI, now works in software development at DePuy.*



*Ball State architecture students (left to right) Amy Hollingsworth, Kyle Hardie and Carla Luna look over a model for a research lab for the Indiana Center for Rehabilitation Sciences and Engineering Research. The Business Fellows program allows for a student/industry collaboration and interaction.*

A \$1.5 million grant from the Endowment’s initiative helped create the Business Fellows program, which provides opportunities for students to turn academic knowledge into business solutions in a real business setting. Students who apply to the Business Fellows program are matched with faculty mentors based on their interests and expertise to work on specific projects, many of which are also part of the Building Better Communities effort.

During the 2004-05 academic year, 13 project teams led by 15 faculty mentors worked on problem-based projects involving 96 students.

Among the projects: “Professor Garfield,” involving education professor Claudia McVicker and six students from several different disciplines – including graphic design, communications and information technology – working with Muncie-based Paws Inc. to launch a dynamic, interactive and educational Web site.

In another project, five Business Fellows worked with Ball State architecture students to design a laboratory for the Indiana Center for Rehabilitation Sciences and Engineering Research. The Business Fellows gathered input from board members and produced research used to facilitate the architecture students’ design for the proposed Indianapolis lab.

“The Business Fellows project is so important to us, in part because one of our objectives is economic development for this region and the state of Indiana,” says Deborah Balogh, associate provost and project co-director.

“We’re taxpayer-supported, and we take that very seriously. Through our Business Fellows program, we’re not just helping students develop skills, job experience and networking opportunities, we’re also communicating a sense that being a good citizen means thinking about participating in activities that benefit Indiana.”

Other colleges and universities used their grant dollars to respond to needs by Indiana’s employers. Supported by a \$2.5 million grant, Ivy Tech State College is implementing a Biotechnology Initiative organized around pilot associate-degree programs strategically located at six Ivy Tech campuses. The goal: produce biotechnology technicians for Indiana’s well-established health care companies.

“The core biotechnology courses for this initiative were built on what the industry says it wants and needs,” says Marnia Kennon, executive director for educational planning



*Ivy Tech State College has instituted a Biotechnology Initiative to interest and educate students for this new-age industry. Here Ivy Tech-Indianapolis student Raymond White works in a newly equipped laboratory.*



*Just another day with Garfield – Ball State Business Fellows consult with Jim Davis at Paws Inc. offices. Standing to his right is Claudia McVicker, education professor who works with six students in the project. Attending this session, students are (left to right) Jonathan Vallano, Dan McGowan, Tricia Dickman and Kate Taylor.*

and project coordinator at Ivy Tech. “There is a big demand for these individuals. And as the technology evolves, there will be a greater need for an educated workforce to support the growing demands of employers.”

Students – many of whom are already employed by companies with a biotech focus – will have access to new, specially designed labs built with grant funds.

“It’s just critical that we respond to this need to develop greater educational capacity in the state of Indiana,” Kennon says.

## “Committed”

Officials at nearly every college and university participating in the Initiative to Promote Opportunity Through Educational Collaborations say they continue to cope with challenges the new opportunities bring.

At Grace College, officials were pleased to send one of their top students – fluent in German and dressed for success – to an interview at one of the orthopaedic companies. All went well until the job candidate was shown a video of how the company’s products were used for trauma-care patients. The graphic nature of emergency room surgeries shocked the Grace College student – and caused Grace College officials to reevaluate the preparation for Orthopaedic Scholars.

“We’re now preparing our interns for what to expect in this industry by visiting labs, looking at graphic medical information and even viewing actual surgeries, because you need to know – even if you’re a cost accountant – what this

business is about,” Harstine says. “We’re committed to helping our students prepare themselves in every way, to set them apart from the rest.”

It’s that kind of enthusiasm for the collaborations initiative that encourages Don K. Gentry, special assistant to the provost at Purdue University. In December 2004 Purdue hosted a special summit for the 37 private and public colleges participating in the initiative, bringing together the individuals responsible for coordinating the grants to share strategies, successes and challenges.

As the daylong conference wound to a close in West Lafayette, Gentry was pleased that Indiana’s “intern people,” as he called the gathering of colleagues, were meeting in a new spirit of optimism and cooperation.

“The big thing that I see is a passion that I have not seen before in my 42-year career in higher education,” Gentry says. “Higher education in Indiana is excited about what we can do for this state.”



*Purdue University’s Don Gentry hosted a special meeting of the “educational collaboration” participants in December to get acquainted and learn from each other.*

## CAPE grants inspire communities to work – and learn – together

**Warren County, in west central Indiana**, is one of the most sparsely populated counties in the state, a rural home to only 8,700 people. Its biggest town, Williamsport, has a population just shy of 2,000.

Roy Stroud, who moved to the area in 1970 to teach school and who eventually served as superintendent for the Metropolitan School District of Warren County, acknowledges that in the past the community has suffered from a bit of an inferiority complex.

“There was the attitude that we were just a rural community, and there wasn’t anything here – no opportunities,” he says.

Now executive director of the Warren County Community Alliance to Promote Education (CAPE), Stroud has noticed a definite change in his neighbors’ perceptions since 2000 when Warren County was awarded a three-year, \$5 million grant from Lilly Endowment for its CAPE program.

“It has made a huge difference,” he says. “By asking us to assess our own needs and find our own solutions, CAPE has created a new attitude in our county.

“The CAPE grant got schools, parents, our local hospital and community leaders to work together. Now we’re working so well together that when we call a meeting, we get results. There’s a can-do attitude,” he says.

Warren County’s accomplishments with CAPE funding include the following: 1) the Warren County Learning Center, attached to a new library in Williamsport, which provides access to laptop computers, workforce development tools and training, and distance learning opportunities for youth and adults; 2) a mentoring program for high school students; 3) childhood, preschool and extended-day kindergarten programs; 4) professional development for teachers; and 5) an alternative school for students in Warren County and neighboring communities who need special help for academic or behavioral issues.

According to Stroud, teachers are now more comfortable with new technology and more open to learning about best practices in education. As a result test scores are rising. Stroud adds that high school students are learning new skills

from adult mentors, and more young children are ready for school as a result of higher-quality preschool experiences. He also notes that the Bi-County Opportunity Center, the alternative school, won recognition from the state of Indiana as an exemplary program.

The new sense of confidence has inspired community leaders to apply for grants from other sources, too, allowing Warren County to leverage its Endowment funds to sustain CAPE programs and launch new efforts.

“It’s really been a source of pride,” Stroud says. “Because of all its programs, the Learning Center has become a new community hub. The benefits of our CAPE grant will continue for many years.”

### CAPE crusaders

The statewide, competitive CAPE initiative was launched in 1999, when Lilly Endowment invited community foundations from around the state to work with their local citizens to identify and prioritize the most compelling educational needs in the communities and then research, plan and implement strategies to address those needs.

Since 2000, when the first grants were awarded, the CAPE initiative has invested a total of \$186.5 million in 44 Indiana counties, funding community-based programs tailored to the particular needs of individual communities. These programs cover a range of needs from increasing parental involvement in schools to improving literacy and from early childhood education to adult education and workforce training. CAPE funds have seeded hundreds of programs that touch the lives of thousands of Indiana residents.

In 2004 the Endowment – impressed by results of the original CAPE grants – announced a new \$50.2 million CAPE initiative. Through the initiative, the Endowment has asked current CAPE grantees to propose strategies to sustain and build on their successful CAPE programs. They will have the opportunity to apply for a supplemental grant of up to \$800,000 (for each county served) to implement the strategies.

Residents of Indiana counties currently not served by CAPE also will have an opportunity to participate. Up to \$15 million will be available for a new series of implementation grants to community foundations, or charitable organizations endorsed by the foundations, for compelling, community-based education proposals.

The new grants will range from \$750,000 to \$1.5 million per county served and will require applicants to meet the same criteria as previous CAPE proposals. New CAPE applicants also will be expected to assess and prioritize the educational needs across the entire age and population spectrum of their county and propose plans to address them.

As with the original CAPE grants, the new initiative is aimed at focusing Indiana communities on the complex and persistent problems facing the state in terms of education and quality of life. The educational attainment level of Indiana residents – while beginning to show signs of improvement – still is far too low to enable Indiana to thrive in a knowledge-driven, global economy.

## Elevating interest in education

The Endowment is encouraged by accounts from throughout the state that CAPE grants have made a difference. Many communities who have put CAPE dollars to work report a noticeable increase in awareness of the importance of education. They also cite new partnerships between community-based organizations, local school systems, colleges and universities and others who are meeting local educational needs in new ways.

In Bartholomew County, a community just south of Indianapolis anchored by its county seat, Columbus, a \$5 million CAPE grant awarded in 2000 has given a boost to education efforts on every level, according to John M. Burnett, president of the Community Education Coalition (CEC).

As far back as 1997, community and business leaders had identified education as a crucial ingredient in improving the quality of life in the county. CEC was organized even before CAPE to create a “seamless” environment for the delivery of education for Bartholomew County residents,

from preschool through high school and postsecondary education, with an ultimate goal of retaining a better-educated workforce in the region.

Since the local community foundation, the Heritage Fund, received a CAPE grant and earmarked the funds to pursue CEC’s goals, great progress has been made in improving the area’s “community learning system,” in both tangible and intangible ways, Burnett says.

He points to programs such as a Center for Teaching and Learning, which provides a multitude of mentoring opportunities, training resources and professional development programs for preschool, K-12 and postsecondary teachers and faculty in the area. The Center for Quality Improvement provides Bartholomew County Consolidated Schools with low- or no-cost quality-improvement consulting to increase measurable standards in local schools. Another program, Careers in Indiana, links people with viable careers and the education and training they need to pursue them.

Most visible is construction of the \$25 million Columbus Learning Center that links existing facilities of Indiana University-Purdue University Columbus (IUPUC) and Ivy Tech State College. The center provides collaborative and integrated planning and delivery of education for learners of all ages.

Offering the latest in high-tech teaching and learning tools, the center brings all major players in postsecondary education and workforce development under one roof, with the participation of IUPUC, Ivy Tech, Purdue School of Technology and WORKONE (including the Indiana Department of Workforce Development). The building, a state-funded project, also received community start-up funding for planning and education programs. CAPE funds helped leverage support for an unprecedented level of collaboration among the partners.

“Our CAPE grant has elevated the interest in and support for education in our community,” Burnett says. “The community as a whole understands, more so now than ever before, the inextricable link between education and quality of life.”