

# **Leadership Hendricks County Team Discovery Report**

An Economic Reason for Educational  
Centers of Excellence  
In  
Hendricks County

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## **An Economic Reason for Educational Centers of Excellence in Hendricks County**

We begin this report by citing our conclusion. We propose focused training centers, “**Centers of Excellence**”, for adults in Hendricks County to meet the educational/vocational needs of residents seeking life-long learning experiences. The proposal for these centers is driven by the changing business/economy.

Interest in establishing a life-long learning environment is based on the assumption that we are all learners. The changing facets of our educational and economic community attract employers and employees who are expecting to “work smarter”. A continuing ability to develop the mind, put knowledge effectively to work, and keep pace with constantly changing “workplace know how” determines future success.

The initial purpose of this research was to identify the current life-long learning base for Hendricks County; identify opportunities for involvement; and outline strategies for development. The study group initially organized around exploring existing life-long learning programs active in the county to research and gather data. It became rapidly apparent that the economic structure of the county had a major impact on the needs for education. Each sector, however, was developing programs and initiating grant based projects independently.

Our group participated in meetings of separate organized life-long learning groups including Area 31 Business-Education Partnership, Hendricks County Community College Committee, and White Lick Heritage Community Foundation. These organizations, along with 30 organizations now known as Partners for Progress, all provided information and support for the development of the CAPE grant proposal. Partners for Progress springboarded the Community Alliances to Promote Education (CAPE) grant proposal to the Lilly Foundation to promote life-long learning in Hendricks County.

The study group initially attended four Director meetings and attached itself to a total of 4 separate planning sub-committees in some of these formative groups. As the alliance coalesced, the individual organizations, businesses, education and community members all began to view the (CAPE grant) life-long learning center to be the panacea for the needs of the community. Additional organized groups exist currently like PEP (Parents, Educators and Professional Businesses), Tech Prep, and Nursing 2000 to promote the liaison between business and education. Each organization supports its own unique focus.

We reviewed the groundwork already outlined by those various organizations cited in light of economic factors that impact county resident's learning needs. We believe potential for a development plan based on economic development exists for the county. Let us share some of the elements of the Hendricks County economy that led us to believe it should be the cornerstone of any life-long learning plan.

First, a review of educational data demonstrates need. Hendricks County is the second fastest growing county in the state, with a 26% population increase in a recent eight-year period. Educationally we are on a par for higher education nationally, but lag behind surrounding states. Our high schools are considered some of our strongest assets with high SAT scores (again on par nationally), but the graduate rate falls below national and even state averages. More than one-third of the students who graduate leave the state of Indiana. Approximately 90% of the students who remain in Indiana are from two-year colleges. This leaves a great opportunity for ongoing, expanded education.

The Secretary's Commission on Achieving Necessary Skills, "Report for America 2000", Department of Labor, June 1991 provides insight into the fact that basic skills alone do not provide an adequate foundation for modern economic success. Individuals must learn 'real world' competencies to augment the technical expertise they have acquired. This is obviously not training provided in schools of the past. Centers of Excellence can add a competency focus to each identified economic training focus. Lifelong learning then provides a way to expand the abilities (competencies) of the current workforce to entice businesses.

## **Five Life Skill Competencies**

Resources: Identifies, organizes, plans, and allocates resources

Interpersonal: Works with others

Information: Acquires and uses information

Systems: Understands complex inter-relationships

Technology: Works with a variety of techniques

Now, take a look at Hendricks County economic activity. We have a large number of small businesses in Hendricks County, unable to financially support internships for learners. These businesses, when surveyed by the Community Foundation, cited a need for increased employee PC and technology skills, but 43% do not assist in funding or training. Retail Trades (restaurants, department stores, groceries, auto, etc.) are the largest sector of employers with Service Industries (health, lodging, and service businesses) second. Average employee turnover is approximately 19% with severely limited vocational training. More than 50% of county businesses surveyed identified problems finding qualified employees. Yet, we are located with easy access to airports, medical care, and a major metropolitan center and have further growth predicted in our county.

The CAPE grant proposal quoted Graham Toft, President of the Indiana Economic Development Council, as reporting that growth in Hendricks County will continue and become more diverse. Residential growth is expanding, but more workers are employed outside the county: 43% in 1985 and 50% in 1998. A 1997 Indiana Gas Company report on business retention and expansion in Hendricks County offered a collective business perspective outlining one limitation in the county as lack of local technical/vocational training.

The Community Foundation further identified multiple life and work skills as lacking. These skills relate to the five competencies noted earlier, as lacking. A lifelong learning plan that provides a pool of qualified, competent employees will be an aid in attracting and keeping businesses in the county. The blending of identified business needs and competency focused training centers can drive economic success.

In order to accomplish an effective merging of educational and economic/business needs into Centers of Excellence, high school clusters must be identified. Petitioning the six existing school corporations in the county to cooperate in identifying a specialty cluster as a Center of Excellence at each high school and incorporating the competencies is necessary. Existing clusters could decrease in number at individual schools and continue to function. Each identified Center would then expand and accept students from throughout the county. By sharing the training opportunities in Centers of Excellence, each school could develop its specialty to a higher level. Examples of current educational clusters exist in various schools today:

#### Examples of Educational Clusters

- Cascade High School refers to them as Career Pathways:
  - Business, Marketing, and Customer Service
  - Performing Arts, Design, and Media Services
  - Health, Social, Personal, and Public Services
  - Engineering, Manufacturing, and Science Technologies
- Avon High School identifies them as Career Majors:
  - Health and human Services
  - Business and Information
  - Engineering and Manufacturing
- Danville High School denotes them as:
  - Health
  - Business
  - Technology

Encouragement from county government is needed to share and promote focused Centers and develop an overall plan for developing new clusters/Centers as business/economic draws.

Next, Hendricks County developmental business clusters must be identified. At this time warehousing has been expanding, but the Hendricks County Economic Development Plan does not identify target clusters. The Indianapolis Regional Economic development Partnership has an Expansion Guide that lists the seven clusters currently under promotion for the region.

## Indianapolis Regional Economic Clusters

Software and Information Services  
Biotech, Pharm, & Healthcare  
Advanced Manufacturing  
Fabricated Metals  
Finance, Insurance and Real Estate  
Transportation and Distribution  
Motorsports

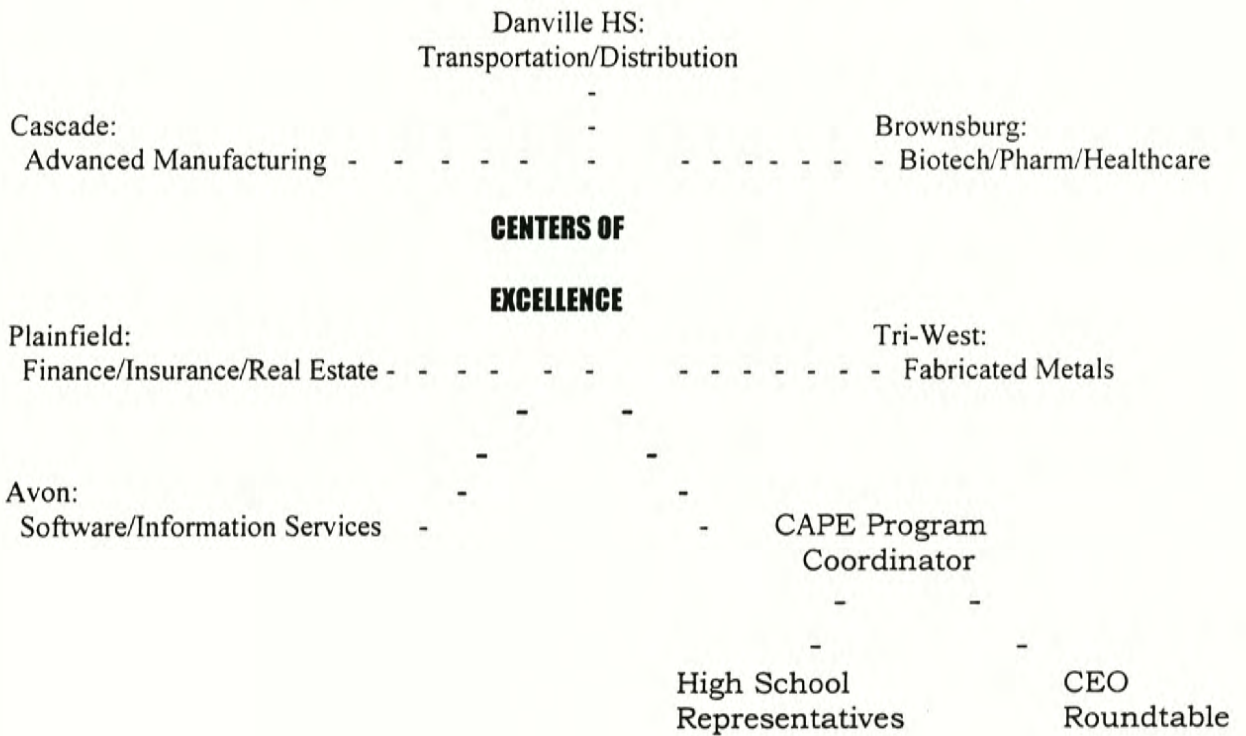
These examples of economic clusters serve as potential clusters for demonstration of the Centers of Excellence plan.

The attached schematic (Appendix A) provides insight into the potential for Centers of Excellence at the high schools. It outlines the framework for Centers of Excellence to work in conjunction with economic development and identified business expansion through the CAPE grant program. These various school Centers would receive coordinated from the CAPE Lifelong Learning Center. County high school administration/guidance staff would provide educational input and expertise, coordinating the on site activities of the Centers. Business input arises from use of the CEO roundtable currently proposed in the CAPE grant for workforce issues and corporate leadership. This roundtable provides an opportunity for the CAPE coordinator to monitor business need and adjust focus.

Once fully developed, this program would provide a springboard for the graduate into the lifelong learning cycle with business support. The community would benefit through the Educational Centers of Excellence training of quality employees for business expansion and retention, an economic reason for their existence.

Appendix A

**Schematic: Centers of Excellence**



# MAJOR INDIANAPOLIS REGIONAL EMPLOYERS

## SOFTWARE AND INFORMATION SERVICES

	# Employees
Ameritech*	3,650
Thomson Consumer Electronics*	2,800
Raytheon	1,980
Indianapolis Newspapers, Inc.*	1,700
MacMillan Publishing USA	800
AT&T	690
EDS Corporation*	400
One Call Communications	380
Tivoli Systems, Inc.*	280
Made2Manage*	240

## BIO-TECH/PHARMACEUTICAL/ HEALTH CARE

Clarian Health*	9,500
Eli Lilly and Company*	9,500
Community Hospital*	7,800
St. Vincent Hospital & Health Care Center*	6,000
Wishard Hospital*	4,500
St. Francis Hospital & Health Care*	3,600
CVS Pharmacy	2,120
Dow AgroSciences*	1,600
Roche Diagnostics*	1,500
St. Johns Health Care Center*	1,450
Covance*	1,000

## ADVANCED MANUFACTURING

Rolls-Royce Allison	4,900
Allison Transmission*	4,100
Delphi Energy & Engine Mgmt.*	3,550
Delphi Interiors & Lighting Systems	2,300
United Technologies Carrier Corp.*	1,400
Arvin Industries	1,220

## FINANCE/INSURANCE/REAL ESTATE/ HEADQUARTERS

	# Employees
Bank One Corporation*	4,600
Conseco, Inc.*	3,120
Anthem, Inc.*	3,000
USA Group*	2,480
National City Bank	1,850
American United Life Insurance*	1,400
Safeco Corporation*	1,300
Resort Condominiums International*	1,210
Simon Property Group	960

## FABRICATED METALS

Visteon Corporation	3,100
GM Metal Fabricating Division	2,800
Navistar International	2,300
DaimlerChrysler	1,340
Indiana Precision Technology*	1,100

## TRANSPORTATION & DISTRIBUTION

FedEx	3,000
American Trans Air*	2,900
United Parcel Service	2,700
Brylane, Inc.*	2,200
United Airlines Maintenance Center	2,200
BMG Entertainment	1,450

\* Denotes home office, regional or divisional headquarters located in the Indianapolis area.

Source: 2000 Indianapolis Chamber of Commerce Largest Employers List, Indiana HarrisInfoSource Industrial Directory 2000



