

**Search for
President and Chief Executive Officer**

16Tech

Indianapolis, Indiana

October 2016



Introduction

16 Tech Community Corporation, Inc. (“16 TCC”), the organizer and manager of an advanced technologies innovation district in Indianapolis, Indiana, seeks a President and Chief Executive Officer to lead one of the most promising and broadly supported urban development projects in the U.S.

The successful candidate for this position will lead the ongoing development of the 60+-acre near-downtown site currently known as “16 Tech” into a major hub for scientific research, technology innovation, entrepreneurial activity and talent attraction. As envisioned, 16 Tech will be a dynamic urban community that will support a wide range of research, business and residential uses, and create diverse and well compensated jobs. It will serve both as a signature development project for the new, metropolitan-based 21st century economy of advanced industries and university partners as well as an accelerator for Indiana’s innovation community, catapulting the region to global recognition for cross-sector collaboration and innovation.

While representing a key objective for public development and private investment for nearly 20 years, 16 Tech was recently launched as an active project, following the achievement of two significant milestones. First was the determination by the founders of the Indiana Biosciences Research Institute (“IBRI”) to locate the IBRI’s permanent facilities at 16 Tech in April 2015, thereby serving as a strong and substantial anchor tenant. This IBRI decision as “first mover” validated and advanced the vision of 16 Tech as a central means for talent development, retention and attraction for other critical stakeholders, including Indiana University, Indiana University Health, Health and Hospital Corporation of Marion County and the Central Indiana Corporate Partnership. Second, this important decision by the IBRI was also met with enthusiasm and support by the City of Indianapolis, leading to the unanimous vote by the Indianapolis City-County Council in November 2015 to provide approximately \$60 million in tax increment financing for essential infrastructure improvements to enable 16 Tech’s rapid and successful development. For Indianapolis, this funding authorization by the City represents the third highest level of public support for any project in the millennium.

Indiana – A Growing Technology Hub

Indiana is a national leader in life sciences sector employment, with sizeable employment and industry concentration in the areas of agriculture feedstock and chemicals, drugs and pharmaceuticals, and medical devices and equipment. Indiana’s life sciences industry is one of the top in the U.S. as measured by employment, patents, and numbers of companies. Indianapolis itself ranks 5th nationally for employment in

drugs and pharmaceuticals, 2nd in the U.S. for employment in agricultural feedstock and chemicals, and has increased its position to 10th in bioscience-related distribution. The state is home to the global headquarters for Anthem, Cook Medical, DePuy Orthopaedics, Dow Agrosiences, Eli Lilly and Company, Zimmer Biomet, and is the North American headquarters for Roche Diagnostics. Beckman Coulter, Boston Scientific, Covance Express Scripts, Mead Johnson, and Medtronic all have significant operations located within the state.

Indianapolis is also home to a growing and strong technology community. This community is the centerpiece for Indiana's 63,000 jobs in B2B marketing and sales, health informatics and security technologies, driving a sector that represents one of the fastest growing sectors in the state's economy. The city owes its emergence as a tech hub to mainly three factors. First, the small innovation of massive significance: digital marketing, in which local entrepreneurs have recently excelled, resulting in 18 IPOs / acquisitions and companies valued at nearly \$6.5 billion employing over 4,000 skilled tech professionals; second, the emphasis given to innovation and entrepreneurship by the state's universities; and third, the state of Indiana's business-friendly policies. In 2013 Salesforce acquired Exact Target for over \$2 billion and is expanding its footprint in the city – the tallest building will sport the Salesforce name and logo.

16 Tech Community Corporation

During the formative phase, 16 TCC has been led by an interim President and a team of project managers provided by the Central Indiana Corporate Partnership and CICIP's BioCrossroads initiative, in close collaboration with leadership of the IBRI. These volunteer leaders have laid the foundation for 16 Tech's growth by (i) working to develop a compelling Master Plan for 16 Tech that has energized widespread business, community and stakeholder interest; (ii) securing commitments from the major landowners at the site to contribute their property for common development, with required land transactions to complete the transfer of control to 16 TCC now in process; (iii) enlisting enthusiastic support from the neighborhoods surrounding 16 Tech for the opportunities made possible by this development; (iv) coordinating the successful effort to secure major public infrastructure funding to enable the site; and (v) incorporating 16 TCC and enlisting a strong board of directors to guide operations and growth.

At this pivotal time, a President and Chief Executive Officer is needed to take 16 Tech forward.

As a 21st-century innovation community, 16 Tech will become a purpose-built environment, attractive and inviting to a global talent pool. It will bring talent together

to collaborate, share resources and catalyze knowledge transfer and entrepreneurship. Anchored by the Indiana Biosciences Research Institute, 16 Tech will also include flexible research space, ample public space for events and programming, a mix of housing opportunities and retail, and office space for entrepreneurs and established companies. In addition, as an economic driver for the community, 16 Tech will work with the City and State to set an example of access, opportunity, education and partnership with the surrounding neighborhoods through ongoing programming, investments, and job training and career opportunities.

The work at 16 Tech will foster opportunities for significant discovery-level research and other pursuits of innovation for both start-ups and longstanding companies. By creating a vibrant innovation community with a focus on the convergence of industry and research, 16 Tech will allow participating organizations to interact more readily and discover opportunities for collaboration and joint impact. Life sciences and tech companies will co-exist in the same space, forming relationships and a common understanding as to how they can better enable one another's progress.

The 16 Tech innovation community will be established through its "place" -- the Master Plan and future real estate development of nearly six million square feet of innovation/office, residential, retail, and hotel space on 60-80 acres over the next 15-20 years. In Phase I, 16 Tech is expected to grow to nearly two million square feet, over half of which will be dedicated to advanced industry innovation pursuits and the rest of which will enable the dynamic and energetic "city within a city" of 16 Tech through residential and retail development. In anticipation of this real estate development, nearly \$60 million of public funds (as referenced above) have been authorized for infrastructure relocation and creation. According to a 2015 study by Battelle Technology Partnership Practice, Phase I of 16 Tech is expected to create over 2,600 new jobs, balanced across a full spectrum of skill levels.

16 Tech is strategically situated among significant university, life sciences and healthcare research assets. At the northwest corner of downtown Indianapolis, 16 Tech also offers an accessible, pedestrian and bike-friendly environment, connected to all major points of the city and region via an ever-expanding trail network, the Indianapolis Cultural Trail and the confluence of the White River and Fall Creek. 16 Tech is also proximate to a variety of other, major cultural and other offerings, including the Indianapolis Museum of Art, the Children's Museum, Bankers Life Fieldhouse, Lucas Oil Stadium, NCAA Hall of Fame, Madame Walker Theater, White River State Park, Indianapolis Symphony Orchestra and the Indianapolis Zoo, among many others.

As an integral part of this development, 16 TCC has publicly committed to establish the 16 Tech Community Investment Fund (“CIF”), perpetually funded by a community investment assessment for all tenants in 16 Tech and initially capitalized by the City of Indianapolis at \$3 million. The CIF is intended to be a vehicle to enhance community revitalization efforts in the surrounding neighborhoods. A CIF investment committee, established and governed by the Board of Directors of 16 TCC, will be responsible for the evaluation and recommendation to the Board of the distribution of grants from the CIF to the surrounding areas.

Role of the President and Chief Executive Officer

The President and CEO, who will also be a member of the Board of Directors, will report to the Chairman and the 11 other members of the 16 TCC Board of Directors, comprised of executives from (i) the founding landowners and other stakeholders supporting 16 Tech, (including the Indiana Biosciences Research Institute, Indiana University, Indiana University Health, Health and Hospital Corporation / Eskenazi Health, the Central Indiana Corporate Partnership and the City of Indianapolis) and (ii) other key organizations supporting the broader interests of the community in 16 Tech’s successful development. Please see the Appendix for more information on governance.

The President and CEO will recruit, oversee and develop a small professional team to perform a wide range of business, engagement and communications functions focused on the creation and execution of a world-class innovation community, including real estate acquisition and development; interface with site developers; infrastructure development, branding, marketing, programming and public relations; financial management; facilities maintenance; business development and fundraising; and community outreach. In addition to managing the professional team and working with the Board of Directors, the President and CEO will carry out a critical and visible external role, collaborating with community leaders and public officials at all levels of government, business partners, academic officials, research scientists and entrepreneurs. The President and CEO will also serve as a member of the investment committee for the 16 TCC Community Investment Fund.

Aspirations and Opportunities for the President and CEO

The President and Chief Executive Officer will be responsible for all phases of 16 Tech’s growth, sustainability and brand, and will address the unique opportunities—and challenges—that come in driving the successful development of an innovation community literally from the (professionally planned and sustainably funded) ground up.

In addition to working closely with the 16 TCC Board of Directors and overseeing the professional team, key duties in this role will include:

- Completing, fully initiating, and executing a cohesive business development plan that details and prioritizes how 16 Tech can realize the vision of the site Master Plan through the attraction of key participants to the district, including research organizations, university tech transfer offices and operations; incubators, accelerators, companies dedicated to innovative research and development, contract laboratory facilities and providers of makers’ space for technology innovation and development; education, arts and cultural amenities; and innovation district-appropriate residential and retail opportunities.
- The business plan will define how 16 Tech can best be advanced, including consideration of the ideal mix and usage of physical space (both office and laboratory components), parking strategies and locations, compelling use of green space and iconic structures or amenities. The plan will include pathways for achieving enterprise sustainability within five (5) years through efforts including the establishment of innovative financial structures with private developers, such as prepaid land leases and participation in developer and marketing fees; securing philanthropic grants and other contributions from stakeholders and community leaders for early operations, land acquisition and / or site development; and exploring other sources of public and private support.
- Designing and recommending to the 16TCC Board of Directors appropriate systems and controls to effectively manage the 16 TCC non-profit organization, including controls related to financial, compliance, environmental, reputational and other risks.
- Working and negotiating with commercial developers, architects and engineering firms for each component of 16 Tech to assure alignment with the 16 Tech site

Master Plan, 16 TCC business development plan, and real property requirements developed by 16 TCC in connection with the aggregation of the 16 Tech site.

- Overseeing the launch, priorities and operations of the 16 Tech CIF, a dedicated fund for priority community and neighborhood improvements under the direction of a community advisory board named by and accountable to the 16 TCC Board of Directors. The 16 Tech President and CEO will also be a voting member of this community advisory board.
- Establishing appropriate transparency in the CIF’s operations and grant funding processes, minority hiring requirements, infrastructure development and other aspects of 16 Tech commitments to the public to engender public trust in financial stewardship.
- Working directly and collegially with key 16 Tech tenants, particularly the IBRI as it seeks to develop world-class research capabilities and attract world-class innovative talent to the pursuit of “discovery with purpose” in the areas of metabolic disease, diabetes, and obesity.
- Working collaboratively with all of the 16 Tech stakeholders, using 16 Tech as a continuing platform for bringing institutions together to identify areas for additional cooperation and / or leverage, and starting or supporting initiatives among development, corporate, academic and research partners that will sustain long-term interest and participation.
- Serving as the “public face” of 16 Tech in building ongoing partnerships with the surrounding communities and with the City of Indianapolis, which has made a major investment in public infrastructure to enable the development of this site on the assumption that all can be meaningfully included in 16 Tech’s success.
- Elevating the profile of 16 Tech locally, nationally and internationally through an effective and sustained education and communications campaign to animate the attraction of business development, capital investment and talent to the region.

Qualifications

The new President will have a successful track record leading and managing development projects in multi stakeholder situations with complex and ambiguous decision making processes. He/she will need to lead others through influence and persuasion and play a key role in defining and developing the governance processes that will assure 16 Tech is well led into the future. Integrity beyond reproach is essential. The new President will have strong media presence and communication skills to establish and maintain with both internal and external important stakeholder groups as well as market and brand 16 Tech.

Ability and openness to work in an entrepreneurial, start-up setting on multiple projects involving a range of stakeholders and partners is critical, and the President will need a laser like focus on achieving results and have the capability to do so by collaborating with others.

Experience working with research university and institute partners and intellectual curiosity and openness to the research and innovation priorities of key 16 Tech tenants, including the IBRI

The President will need demonstrated skills in financial planning and management; pertinent development experience with fundraising from public, corporate or philanthropic sources; a working knowledge of real estate finance to be able to evaluate, advise and contribute to complex decisions regarding facilities development and financing; familiarity with the legal aspects and financial challenges facing innovation-intensive companies at all stages of development; and a strong understanding of the specialized infrastructural needs of a wide range of priority 16 Tech participants.

Please send nominations and applications to:

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Odgers Berndtson, LLC
Boston MA

Appendix

Governance

16 TCC was incorporated as an Indiana corporation and, for federal tax purposes, as a 501(c)(3) tax-exempt supporting organization on September 4, 2015. 16 TCC received its determination of federal tax-exempt status on January 11, 2016.

The **16 Tech Community Corporation Board of Directors** includes a strong and diverse group of corporate, civic and community leaders:

- David A. Broecker, President and CEO, *Indiana Biosciences Research Institute*
- Daniel F. Evans, Jr., President and CEO (retired), *Indiana University Health, Inc.*
- Matt Gutwein, President and CEO, *Health and Hospital Corporation of Marion County, Indiana* (Treasurer)
- Jeffrey Harrison, President and CEO, *Citizens Energy Group, Inc.*
- Troy D. Hege, Chief of Staff and Executive Vice President, *Indiana Biosciences Research Institute* (Secretary)
- David L. Johnson, President and CEO, *Central Indiana Corporate Partnership, Inc. / BioCrossroads* (Chair—Interim)
- Angela Smith Jones, Deputy Mayor for Economic Development, *City of Indianapolis, Indiana*
- David C. Lewis, Sr., Director, External and Corporate Affairs, *AT&T Indiana*
- Kristin Mays-Corbitt, President, *Mays Chemical Company, Inc.*
- Betsy McCaw, President, *16 Tech Community Corporation, Inc.* (Interim)
- Bart Peterson, Senior Vice President Corporate Affairs and Communications, *Eli Lilly and Company, Inc.*
- Marya Rose, Vice President and Chief Administrative Officer, *Cummins, Inc.*
- William Stephan, Vice President for Engagement, *Indiana University*
- For additional information about 16 Tech: <http://www.16techindy.com>