

MARY BURKE'S PLAN
INVEST FOR SUCCESS

MARY BURKE
GOVERNOR

A Letter from Mary Burke

I am running for Governor because I love Wisconsin and know that we have everything needed to be a thriving, top ten economy. But as I travel the state, I hear too many stories of new college graduates leaving the state because they can't find a good job here. Or of an aspiring entrepreneur with a great idea but can't get the capital needed to turn their idea into a business. Of sons and daughters who just graduated from high school but lack the skills to get a good paying job. And of workers in their 50s who were laid off and worry about finding a job that will make sure they have money for retirement.

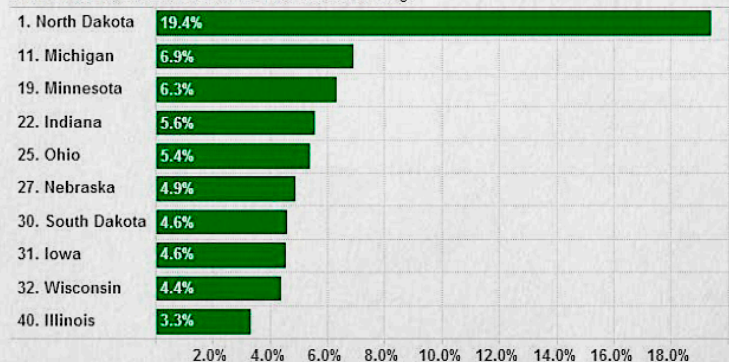
Unfortunately, we all know too many people with similar stories in this economy.

But it does not have to be this way.

Wisconsin, like every other state in the nation, was hit hard by the Great Recession. It was a national calamity, but take a look at how other states are faring today, and you'll see all but one state in the Midwest is doing better than Wisconsin.

Private-sector job growth, January 2011-January 2014, Midwest states

The number before the state name is the national ranking.



Source: Bureau of Labor Statistics, seasonally adjusted Current Employment Statistics, March 17, 2014

I know Wisconsin has everything it takes to have one of the strongest economies anywhere, but we're not even close.

We're 48th in new business startups.

And we're creating jobs at a rate that's just half the national average.

We can do better.

I've spent most of my career in the private sector, and I know what it means to build a Wisconsin success story. At Trek, I grew the division I led from \$3 million to \$50 million in sales annually, helping Trek grow to nearly 1,000 Wisconsin jobs.

That real world experience – and being held accountable for the results – informs my plan and my approach.

What I've learned is that creating jobs doesn't begin, or end, with ideology; it takes clear objectives, honest assessments, and a commitment to working with all partners around the table to ensure success. And most importantly, it requires a clear understanding of what actually makes the economy grow.

For me, it starts with creating more good-paying jobs and making sure workers have the skills necessary to fill those jobs. Succeeding on those fronts strengthens and grows the middle class. And when the middle class thrives, businesses grow – generating more jobs, opportunity and prosperity for everyone. Everybody gets a fair shot – that's the American dream. And we need more people who feel like it can happen for them right here in Wisconsin.

That means making sound, strategic investments. At Trek Bicycle, we grew sales and jobs by investing in our people, offices to open new markets and engineers and designers to create better products. All good business people know it takes investment to grow. It is no different with Wisconsin's economy.

We need big, bold ideas to build a thriving, top ten economy, and we need new leadership to make it happen.

I call my plan "Invest for Success" – and in the pages that follow I lay out the five core strategies I'll use to turn things around.

I hope you'll take the time to read the whole plan. You see, I'm a businessperson, so I view this as a starting point. I want feedback, and input into the plan from business owners, workers, entrepreneurs, students, community leaders – and you – so that we can strengthen and update it along the way.

Because this plan isn't just for the campaign – it's the playbook I'll look to the day I'm sworn in as your Governor, and start working to strengthen Wisconsin's economy and the middle class.

That's what I'll do as your governor.

And I hope you'll join me.

Let's get to work.

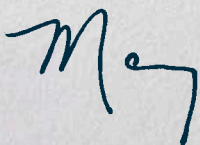


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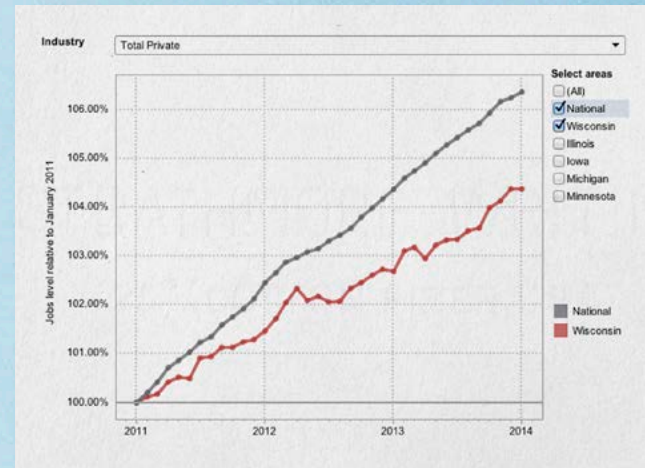
INVEST FOR SUCCESS

My family has been in Wisconsin for four generations. I love this state. But I am deeply concerned about what is happening in Wisconsin today, because for all the talk about being pro-business, the failure to take a businesslike approach to growing jobs here is holding our economy back.

Every businessperson knows that producing growth and jobs doesn't begin, or end, with ideology – it takes a solid plan. It starts with laying out clear objectives, and being honest about how you will assess whether you have achieved them. It means laying out the strategies and the tactics you'll use to reach those goals – not slogans that can fit on a bumper sticker. It means looking at the variables that go into business success, applying them to policy decisions, determining the metrics by which you will measure success, and ultimately being held accountable. And it takes real management expertise, and a commitment to working with *all* the partners at the table, to ensure success.

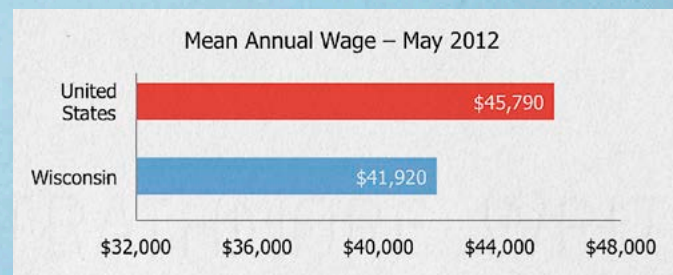
When it comes to job creation, the painful truth is that Wisconsin is doing worse than the country as a whole, and compared with other Midwestern states, we are 9th out of 10. In fact, the rest of the country has been adding jobs at twice the rate of Wisconsin.¹ After I left the position of Wisconsin Secretary of Commerce, the impact of the Great Recession was as bad in Wisconsin as anywhere. Unfortunately, while Wisconsin suffered from the recession like the rest of America, we have not enjoyed the same recovery as the rest of the country. Current policies have made Wisconsin an outlier compared to the general recovery across the country:

■ **Job Growth:** Recently, jobs in our state have grown at only half the rate of the rest of the country. If we had grown at a rate just equal to the average of 49 other states since 2011, we'd have almost 50% more jobs.² This places us at

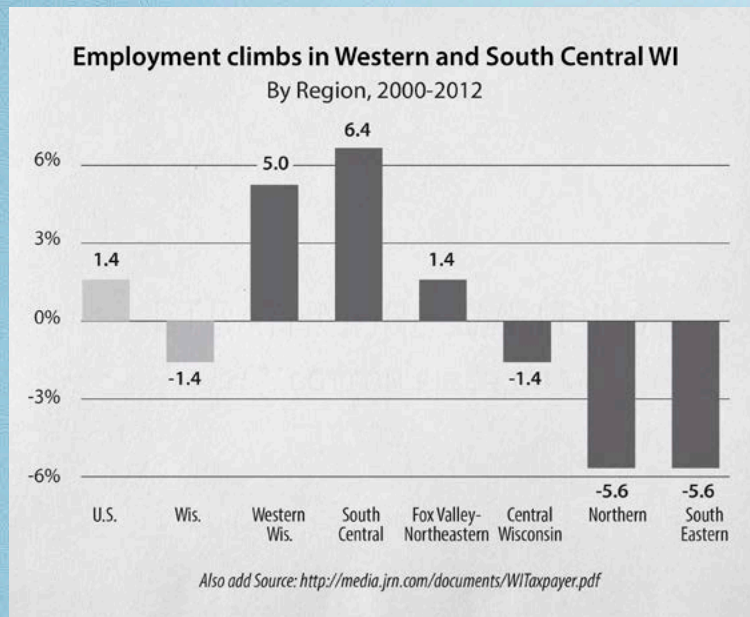


an unacceptable 35th in job creation in even the most recent data.³

- **Unemployment:** When I served as Wisconsin's Commerce Secretary, Wisconsin had 72,000 more jobs than it does now, based on the latest data.⁴ Meanwhile, the state's annual average unemployment rate was never higher than 4.8% when I was Commerce Secretary – but unemployment has never been below 6.1% under the current Administration.⁵
- **Shrinking Wages:** Wisconsin wages are declining at double the rate of other states, and current indicators suggest these trends will continue if we stay on the current path. According to the Bureau of Labor Statistics, private-sector wages in Wisconsin fell 2.2% in the 12 months ending September 2012, double the 1.1% decline experienced by the nation overall.⁶ Wisconsin has a nearly \$4,000 wage gap with the rest of the country.^{7 8}



As bad as the last three years, and their misguided policies, have been for our state, the long-term story is no better. This is not a challenge that has developed overnight – and, if we do not dramatically change direction, it is not one we will solve anytime soon, either. Like many other older, industrial states, Wisconsin has seen its traditional industries – including those in manufacturing and agriculture – lose ground to low-cost foreign competition in a globalizing economy. This is a decades-long story.⁹



Since the start of the Millennium, Wisconsin's overall economy has contracted by 1.4%, even as we've experienced growth in individual regions of the state. Overall, we trail the nation by a whopping 2.8 percentage points – because Wisconsin has contracted by 1.4% as the national economy has grown by 1.4% – declining by as much as employment nationwide has risen (see chart).

Wisconsin needs government to work *with* business to train and educate tomorrow's workers, to build the infrastructure and attract the capital necessary to grow business activity, and to make the investments in communities and quality-of-life that make businesses and workers alike want to call a place "home."

We're clearly not doing that now:

- Wisconsin lags our neighboring states in capital investment in new ventures – with less than half of the level of Michigan and Minnesota, and only about one-eighth the amount invested in Illinois.¹⁰
- The Ewing Kauffman Foundation ranked Wisconsin 48th in new business starts.¹¹
- Wisconsin now ranks among the top ten states for out-migration.¹²

We simply cannot keep on the same path we're on. We need bold change. As a businesswoman, I know something about growing rather than shrinking businesses, and what I've learned is that you have to make investments in order to generate dividends. I want to see our home state become a state of strong growth, in all regions again, one that pays dividends for the next generation the way it did for mine. To do that, we need to start making the investments that will pay off – investments in helping businesses and business clusters grow, investments in the education and quality of our workforce, investments in science and technology, investments in capital formation, investments in trade promotion and export marketing, investments in communities, business climate, and quality of life.

That's a bold change from the policies of our current state government. It's the change we need.

In this document, I lay out the strategies for how we make that change to invest for success. To put these strategies together, I have consulted some of the best minds in Wisconsin, and I have traveled our entire state, talking with farmers and business leaders, entrepreneurs and working families, small business owners and inventors, educators and workers. I've conducted roundtable discussions across Wisconsin, and poured through the many in-depth reports produced on our state's economy like *Be Bold 1 and 2*.

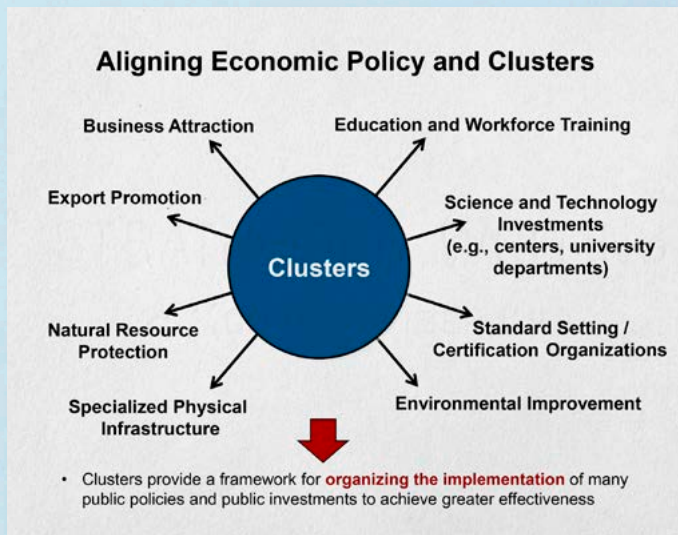
You see, I'm a businessperson, so I view this as a starting point. I want feedback, and input into the plan, so that we can strengthen and update it along the way. Because this plan isn't just for the campaign – it's the playbook I'll look to the day I'm sworn in as Governor, and start working to strengthen Wisconsin's economy.

Investing for Success: Strategies

Strategy 1: Clusters of opportunity.

Organize economic development and public policy efforts around industry clusters, not just individual firms.

order to create a business environment that maximizes their competitiveness and growth potential. A cluster approach to economic development can help firms to achieve a competitive advantage by promoting their common interests, creating wide benefits across interrelated Wisconsin industries – instead of just a few firms, and can make public sector efforts more effective in supporting economic growth.



Source: http://www.isc.hbs.edu/pdf/2013-1024---ICIC_Economic_Summit---Michael_Porter.pdf

Background: Industry clusters are groups of similar or related firms that share common markets, technologies, and skills. Some firms may compete with one another, but in many cases they are linked through the supply chain and rely on each other to do business. The next two pages provide information on Wisconsin's numerous economic clusters. Firms and workers in an industry cluster gain advantages from their proximity to competitors and suppliers alike, as well as from a local workforce pool with specialized skills, and service providers that cater to the specific needs of the cluster firms. Firms in a cluster find mutually beneficial ways to collaborate and pool resources in ways that help the firms to become more competitive.

Vision: Wisconsin must upgrade and modernize its economic development policies around our existing and emerging industry clusters in

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“Helping individual firms grow is good, but investing our research efforts and economic development resources into industry clusters is a much smarter way to build Wisconsin’s economy and create new jobs. We must grow whole chains of promising industries, not just some of the individual links.” – Mary Burke

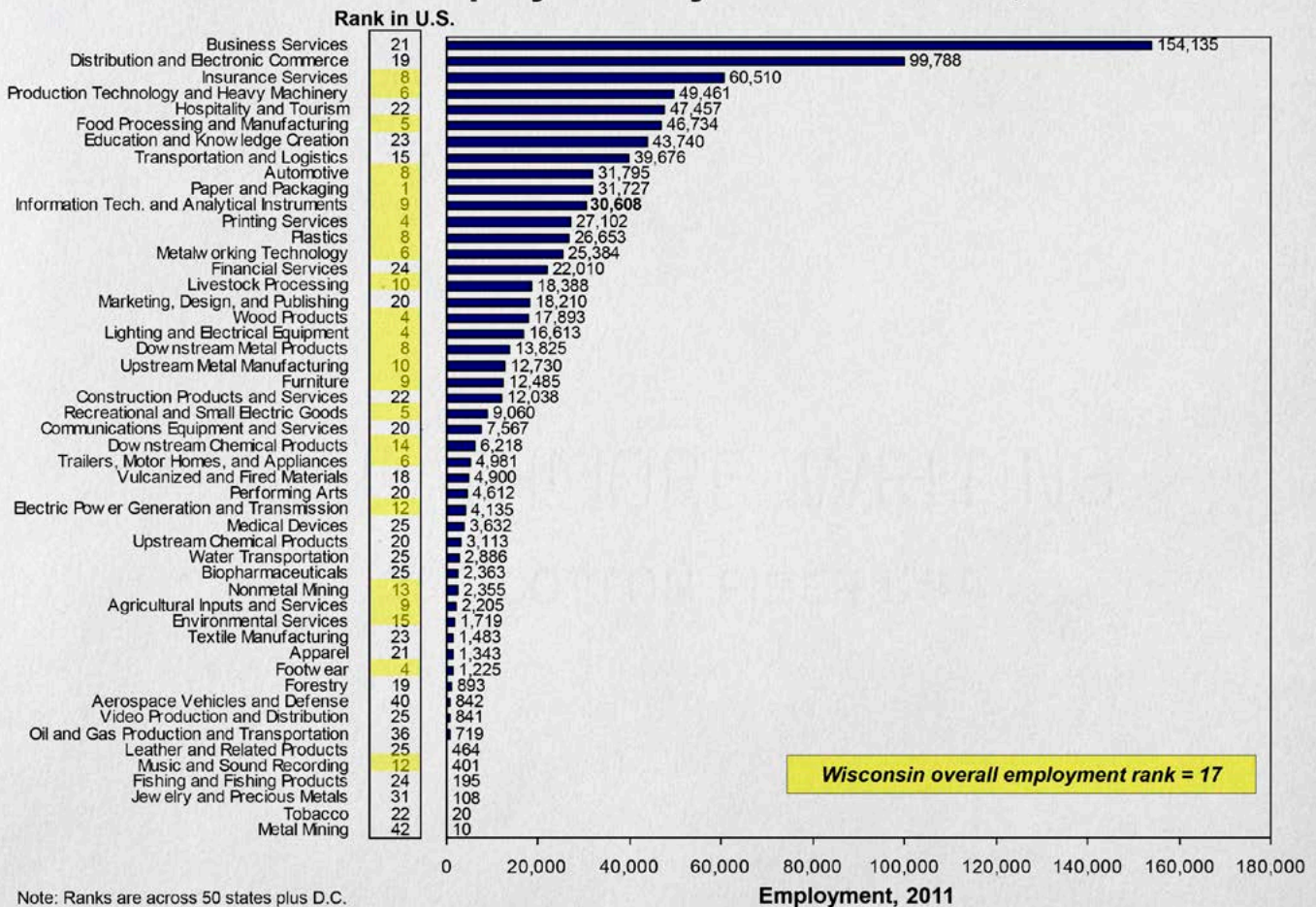
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Wisconsin Clusters

Wisconsin has dozens of thriving clusters already. As noted economic expert Michael Porter has observed, we can think broadly about our industry clusters as being of two kinds: traded sectors and local sectors. While traded industries sell products and services across regional and national borders, local ones provide goods and services to the local market or region, with limited competition across regions.¹³ Both kinds of industries are important to a healthy economy. As this analysis by Harvard Business School's Institute for Strategy and Competitiveness shows,¹⁴ these are our state's largest industry sectors, around which vibrant clusters continue to develop, ranked by the number of Wisconsinites they employ:

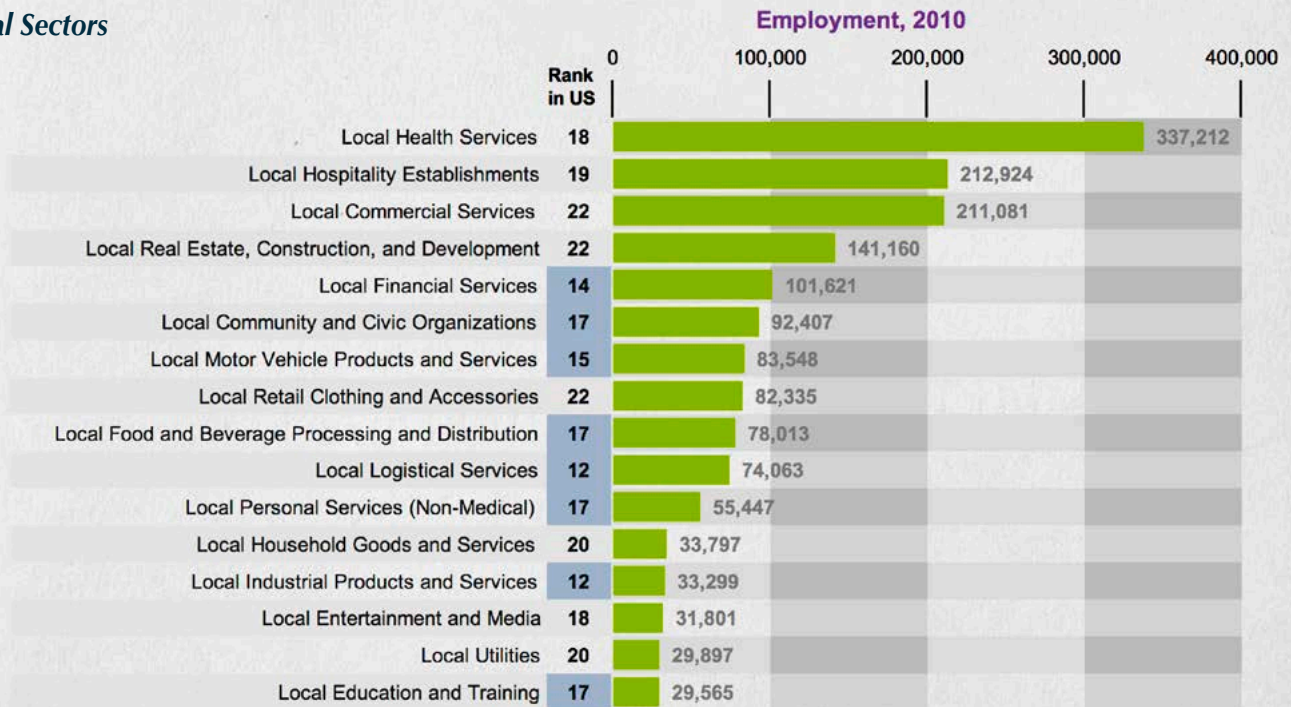
Traded Sectors

Wisconsin Employment by Traded Cluster, 2011



Source: Prof. Michael E. Porter, Harvard Business School, www.isc.hbs.edu; U.S. Cluster Mapping Project, www.clustermapping.us, Richard Bryden, Project Director

Local Sectors



Overall Employment Rank = 17

Source: Prof. Michael E. Porter, Harvard Business School, www.isc.hbs.edu; U.S. Cluster Mapping Project, www.clustermapping.us, Richard Bryden, Project Director

How we get there: 7-steps to creating jobs by growing Wisconsin industry clusters

As Governor, I will realign the state's economic development efforts around core and emerging industry clusters. Industry clusters are a well-established and proven source of competitive advantage.¹⁵ The concept of clusters as an economic strength has been acknowledged since the 1890's but has been modernized as an innovation-centered economic development model relevant to the 21st Century in the work of the leading global adviser on economic strategy, Michael Porter of Harvard University.

This plan does not attempt to define the specific business strategies for clustered sectors such as clean tech, energy, financial services, or others. Rather, the state's economic development activities are refocused around strengthening our clusters' capacity to organize and maximize their resources to become more competitive. The most effective strategies for the growth of

each of our diverse clusters will be identified and developed by industries themselves in partnership with cluster organizations.

In the Strategies and Tactics that follow, I address all the other elements of our economic development policy that flow from a cluster strategy:

- Education and workforce training (Strategy 2);
- Science and technology infrastructure (Strategy 3);
- Business attraction (Strategy 4);
- Export promotion (Strategy 4); and,
- Quality communities and essential infrastructure (Strategy 5).

But I start, here, under Strategy 1, with our programs specifically for supporting cluster strategies. These will include:

1. Strengthen partnerships among companies and local industry associations to drive a cluster-wide strategy.

As a businessperson, I know that businesses create jobs and private sector leadership, workers, ideas, and energy are required to strengthen the competitiveness of Wisconsin's clusters. Under my Administration, state government will support existing cluster organizations and initiatives, encourage new ones to form, and organize the state's efforts around clusters. Steps we will take include:

- Directing agencies to assign specific staff to support and coordinate with individual cluster groups/organizations.
- Working with clusters groups/organizations to assess the cluster's current competitive position and opportunities by drawing on resources like the UW System, state experts, and state-supported organizations.
- Providing grants to support cluster-based planning, organization, and joint initiatives such as training, research, or marketing.
- Establishing matching and accountability requirements for cluster-based grants.
- Creating training programs to build staff capacity – both public and private – in facilitation and cluster-based economic development.

2. Bring together cluster leaders and supporting industries in a Governor's Cluster Leadership Council to help steer development strategies.

To implement a cluster-based strategy, key industry leadership must be engaged to oversee the effort. While each cluster will be encouraged to form their own organizations or associations based on their needs and the private leadership within their industry, I will bring together leaders from the state's key clusters and supporting institutions to provide input on economic strategy and to create a forum for clusters to articulate their needs directly to state officials. As Governor, I will

personally lead these meetings along with relevant cabinet members and agency staff.

3. Apply a cluster strategy to workforce training.

It is also useful to think of workforce skills in terms of clusters. In Wisconsin, five skills clusters – network systems/software development, accounting and finance, nursing and healthcare, mechanical engineering, and metal manufacturing – drive over half of the state's economic output.¹⁶ Yet 1 in 10 jobs in Wisconsin's top five clusters cannot be filled due to a shortage of workers with specific expertise.¹⁷ This presents both a threat to our cluster competitiveness, and an opportunity to engage cluster-based workforce training partners that develop workers with essential skills tailored to cluster demand. Specific initiatives to align workforce development with our cluster-based approach are presented in more detail under Strategy 2.

4. Improve each cluster's competitiveness by enhancing its innovation pipeline through R&D and technology transfer initiatives in partnership with research institutions.

The advantages of knowledge-sharing between research institutions and industry is becoming increasingly apparent. As intellectual property (produced through innovation) continues to increase in

New Research Revolutionizes Old Industries

Patents on two bioreactors developed at UW-Stevens Point Institute for Sustainable Energy hold the key to efficiently converting wood and crops into biofuels, chemicals, and new materials for the 21st Century. Private industry is now investing in these technologies, which have the potential to reinvigorate and redefine Wisconsin's traditional paper industry, by using the same inputs to make new and better products more cost-effectively.

<http://www.jsonline.com/business/research-could-transform-dying-paper-mills-b99213308z1-248035541.html>

Milwaukee's Water Cluster

A good example of this type of strategy is the formation of the state's emerging water cluster: As climate change increasingly affects weather patterns and water resources nationally and globally, Milwaukee is becoming prominent in the world for its concentration of expertise in water resource management and water rights law. The Water Council, consisting of water experts from business, academia, and government, is already working to make the Milwaukee Region the world's preeminent location for water resource research, technology, economic development and education. UW-Milwaukee is home to the only graduate school of freshwater science in the world, and the Great Lakes WATER Institute, and Marquette University is among the few law schools offering special courses in water law. Wisconsin is becoming the center of the water industry of the future.

www.watercouncil.org, <http://www4.uwm.edu/freshwater>

economic value, companies across industry lines are viewing partnerships with research institutions as valuable strategic resources.

5. Help industry grow and innovate by adopting new technologies, improving productivity, and deploying advanced manufacturing processes.

For example, I will work with the Wisconsin Manufacturing Extension Partnership (WMEP), the Northwest Manufacturing Outreach Center (NWMOC), and technical colleges to implement initiatives to strengthen manufacturing clusters. Naturally, our research universities and WMEP have important roles to play in driving industrial innovation and best practices that increase productivity and competitiveness. Wisconsin manufacturing will benefit from bridging the divide between academic research and industrial progress. As a state, we should be using our economic development dollars to support and build on the work of proven leaders in the field.

6. Support the development of centers of excellence, research hubs, and other intellectual or material infrastructure.

Such efforts serve as long-term industry "focal points" to offer support to an industry cluster; help Wisconsin firms adapt to

market changes; and/or lead cluster-wide growth initiatives. As Governor, one of my first priorities will be to ensure that Wisconsin earns a place among the new federal "Manufacturing Hubs," bridging the gap between applied research and product development by bringing together companies, universities and other academic and training institutions, and federal agencies to co-invest in key technology areas that encourage investment and production in the U.S. With the

help of these federal funds, we can make substantial investments in our manufacturing cluster that range from workforce training to advanced manufacturing incubators and infrastructure. Four hubs have already been created – in Youngstown, Raleigh, Detroit and Chicago. The President has pledged to create 8 more such hubs.¹⁸ I'm going to fight for one to be in Wisconsin.

7. Fund cluster-based solutions.

As Governor, I will direct funding to be invested in the kinds of cluster-formation and promotion efforts described above. The purpose will be to help create a business climate where all of Wisconsin's industries can maximize their strengths and take advantage of shared efficiencies to become world leaders in global markets. These funds will be distributed through a competitive grant program designed to develop the cluster "ecosystem" – that is, the resources, infrastructure, and partnerships that will enhance the competitiveness of our industries. Grants will be awarded to cluster-based consortia, with priority given to those proposals that would leverage private sector funds for the greatest impact.

Strategy 2: Close the degree gap and connect middle-class and working people to 21st Century jobs

Background: A qualified workforce has always been – and will continue to be – the number one economic resource in Wisconsin. As the Pathways to Prosperity report from Harvard’s Graduate School of Education¹⁹ documented, 14 million job openings – nearly half of those that

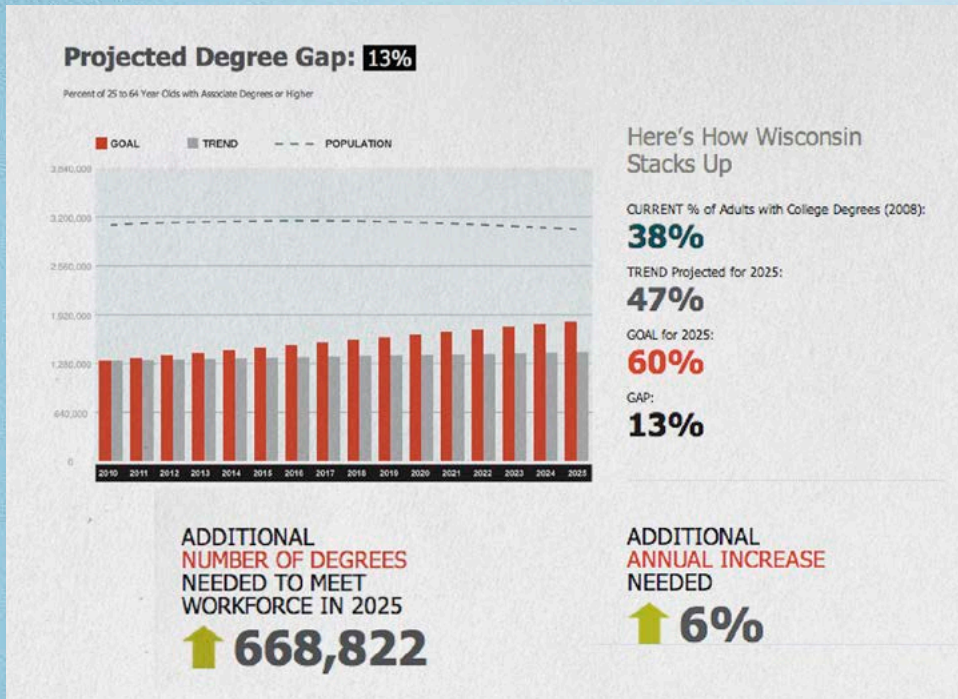
shows, over the next decade, Wisconsin will need nearly 670,000 more workers with at least some form of post-secondary degree.²³

Wisconsin’s workforce is top notch, but the current job market is more competitive than ever, and needed skill sets are changing. Whether with a 2-year or 4-year degree, Wisconsin will need to educate nearly 670,000 more workers beyond high school than we are currently on track to have, in order to fill projected job openings by 2025.²⁴ If we don’t ensure that our workforce has access to the upgraded job skills of the 21st Century, then those jobs will pass us by.

Vision: Wisconsin must be fully invested in our workforce training and education, so that all Wisconsinites can compete not only in today’s job market, but for the new jobs that will grow our economy tomorrow. A well-educated and highly trained workforce is also

critical to attract national and global employers who need workers with the skills to transition traditional industries into the 21st Century. We must link Wisconsin’s workforce training programs more closely with our economic development initiatives – so we are training people for good jobs that really exist – and attracting jobs that Wisconsinites are prepared to do. To grow good jobs here and keep them here, we must invest in the fundamentals with the following goals:

- A Wisconsin workforce equipped to compete with the most in-demand skills needed for 21st Century jobs;
- Increased career focus within our high schools, so that every student graduates with a plan and



Source: http://www.luminafoundation.org/1_no_parent_nav_bar_fix/state_work/wisconsin/

will be filled by workers with post-secondary education – will go to people with an associate’s degree or occupational certificate. Many of these will be in “middle-skill” occupations such as electrician, construction manager, medical technician and paralegal – jobs that require education and training beyond high school, but not necessarily a 4-year degree.²⁰ More surprisingly, they can even pay more than many of the jobs held by those with a bachelor’s degree – in part because many 4-year degrees are earned in fields with low job growth.²¹ In fact, 27 percent of people with post-secondary licenses or certificates – credentials short of an associate’s degree – earn more than the average bachelor’s degree recipient.²² As the chart above

an understanding of how to actualize it;

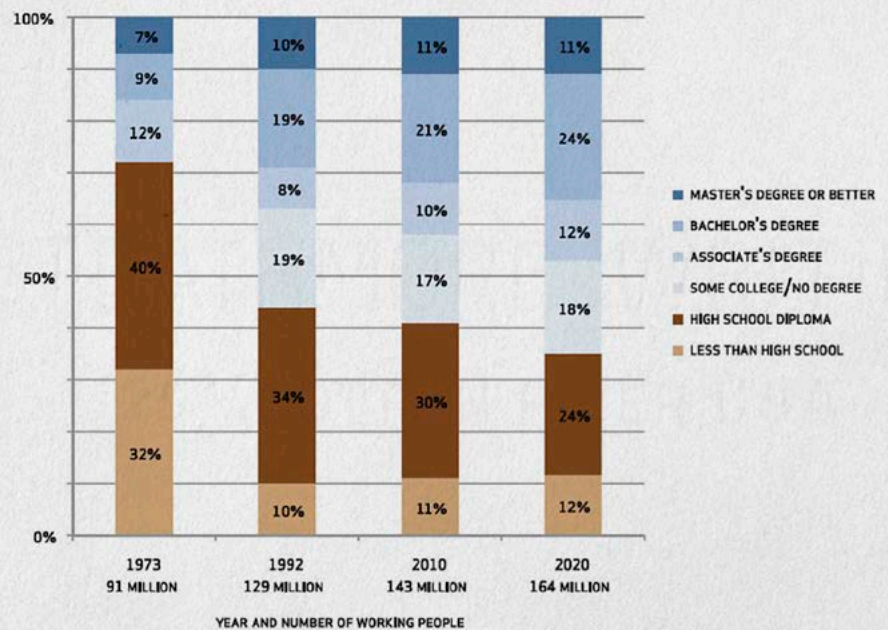
- Greater persistence among students who enter post-secondary courses of study and training and who go on to complete their degree or credential; and
- Enhanced alignment of workforce development programs with the skills in greatest demand by the job market.

To achieve these goals, we must forge stronger partnerships among the employer community, our universities, technical colleges, and high schools and train workers to fill jobs that are available now while attracting good paying jobs in growth industries over the long term.

How we get there: 5 Steps to Investing Wisconsin Brain Power:

Roughly two-thirds of new jobs in the next decade will require education beyond high school. That means preparing the workforce of the future must start in our schools but continue with access to higher education and advanced technical training for the vast bulk of the workforce, including through new innovations in e-learning and distance learning. Every Wisconsinite should be able to get the

By 2020, 65 percent of all jobs will require postsecondary education and training, up from 28 percent in 1973.



Source: <http://all4ed.org/articles/future-shock-by-2020-65-percent-of-jobs-to-require-postsecondary-education-only-36-percent-of-jobs-expected-to-be-open-to-high-school-graduates-finds-new-report/>

training he or she needs to advance further in the workplace – and we've got to do more to keep these educated and trained workers in Wisconsin.

1. Make higher education and skills training more affordable.

A larger and larger share of the workforce requires education and training beyond high school. For many, that means advanced technical training and certification programs – but for a growing percentage, it means full

“Right now, a construction worker and a nurse who together make a little more than \$100,000 cannot deduct their child’s tuition to an in-state UW school or technical college. That not only makes it harder for middle-class families to pay for college, it makes it harder for Wisconsin to close the degree gap and create jobs. Raising the college tuition and fees deduction to \$10,424 and allowing more middle-class families to deduct college tuition is the kind of tax cut that invests in our workforce and builds Wisconsin’s 21st Century economy.” – Mary Burke

four-year college programs ... and beyond. In raw numbers, we know that Wisconsin needs more credentialed workers and degree-holders, but far too many people who begin a course of study never complete it. One of the most common reasons for dropping out is the high cost of tuition, and the overwhelming debt burden placed on many students.²⁵ We can increase college persistence (that is, the number of students who see the program through to completion) by helping to make the investment in education financially realistic for more Wisconsinites. That's why, as Governor, I will:

- a. **Work with universities and technical colleges to increase educational capacity and reduce cost per student.** Tuition at UW schools and other public colleges in Wisconsin has been increasing at more than twice the rate of inflation – in part due to decreases in the state's share of the cost.²⁶ I will work to increase state funding for higher education, including for student financial aid, and leverage e-learning and distance learning to hold down costs while increasing access.
- b. **Establish a first-of-its-kind authority allowing re-financing of student loans at no cost to taxpayers.** As Governor, I will support the creation of a student loan refinancing authority to help qualifying current borrowers refinance their student loans, just like homeowners can refinance their mortgages, so long as they stay in Wisconsin. Thousands of student loan borrowers are being charged interest rates up to 12 percent – higher than the rates they might pay on a mortgage, business loan, or even a used car. Lower interest rates help to make education more affordable and to alleviate the massive debt burden of over 753,000 student loan borrowers in Wisconsin.²⁷ More money in the pockets of Wisconsin's students and families also means more money being spent in *Wisconsin's* economy.
- c. **Make student loan payments tax deductible.** I support making student loan payments deductible from state

taxes, just as you can currently deduct college expenses, resulting in individual tax savings of approximately \$179 for the typical borrower or as much as \$531 annually.²⁸

- d. **Raise the college tuition deduction from \$6,943 to \$10,424 (average amount of in-state fees and tuition for UW-Madison)** and allow middle-class families making up to \$150,000 to use this deduction to help pay for in-state tuition and fees.
- e. **Allow more flexibility in the UW System and the Wisconsin Technical College Systems** to rapidly adjust to industry and workforce needs. While we need a workforce development strategy that is aligned with our economic development goals, this does not imply a one-size-fits-all workforce development solution for the entire state. In order to effectively partner with the local employer community, educational and training institutions must be empowered to take the initiative to identify, fund, and tailor their own programs to specific local workforce needs, and to be responsive and relevant to local employers.
- f. **Strengthen transferability to make it easier for students to take basic requirements at technical colleges and to transfer those credits.** Our university and college systems have made great progress in aligning requirements for course work to make transferring credits easier. However, each UW institution typically sets its own testing and grading policies that govern when credit can be awarded – resulting in inconsistencies about which credits may be transferable to different UW schools.²⁹ We can better serve students by creating a uniform policy across our state's institutions, guaranteeing that a student earning credits at technical colleges can have that course work transferred to a four-year college or university. Full transferability of credits between public institutions – particularly from our technical colleges and the state's universities – will assist not only in reducing expenses associated with

repeating courses but also the time and money lost taking courses that are not recognized for credit between institutions.

- g. Focus workforce development and training initiatives on creating career pathways that build on successively stacking credentials as workers progress along the path.** We must build on current efforts to establish a stackable, modular educational/training credit system that supports lifelong learning and acknowledges the real-life demands of adults who are working and raising families.

2. Create more rigorous career pathways, starting in high school.

Improving the quality of K-12 education means making sure every student graduates from high school job- or college-ready, with a career plan in place. We must do this by supporting public education, and creating new partnerships between K-12 schools, tech colleges, the UW System and businesses, so that students develop the skills they need to compete for the jobs of the future.



As Governor, I will:

- a. Redesign high school offerings to foster next-generation career and technical education planning and programs.** The Harvard Graduate School of Education report points to three current impediments to preparing high school students for 21st

Century careers – a lack of counseling in secondary schools oriented to vocational preparation, a lack of rigorous programs combining secondary education with job preparation, and an obsolete cultural bias in our society against vocational training because of its historical separation from higher learning.³⁰ To address these issues, we must:

- **Enhance the Career Pathways Initiative.** This initiative, offered through the Wisconsin Technical College System, in a partnership with the Department of Workforce Development called RISE (Regional Industrial Skills Education),³¹ enables Wisconsin high school students to begin training for a high-wage, high-growth career before they graduate from high school by taking a series of progressively more advanced courses in a particular area – like electronics, computer programming, allied health or engineering. Career Pathways programs blend academic science, technology, engineering and math coursework with cutting-edge vocational training to give students both the knowledge and the know-how to compete in the new economy.³² Students complete the regular high school curriculum, but they also have the opportunity to take specialized college courses in their “career path” or professional discipline, creating a seamless pathway from high school to a credential or further education.
- **Introduce students to Wisconsin occupational clusters and provide opportunities like virtual job shadows** and other ways for students to learn about different careers – and the education and training required to succeed in them.
- **Expand internships and experiential learning in targeted skill sets.** We must encourage employers to engage the education system earlier to align internships, apprenticeships, dual enrollment opportunities, and applied learning programs with in-demand skills.
- **Create career-focused academies within our high schools.** These academies are

The La Crosse Health Science Academy

La Crosse School District in Wisconsin is home to a career-focused “academy” that offers academic and skills-based courses from the perspective of a career in the health sciences – an important source of employment in the community. Created in an industry partnership with Gunderson Lutheran Medical Center Health System and the Health Science Consortium, the academy makes special courses available to juniors and seniors from area high schools, as well as opportunities for job-shadowing, mentorships, student research, and internships.

<http://www.lacrosseschools.com/se3bin/clientgenie.cgi?G5button=1346>

proven models for combining a high school curriculum that prepares students for college, with a career field-specific focus for interested students, that would give them a leg up on the knowledge and skills they need to pursue a career in that field, or even to decide whether a field is right for them. Evaluations of career-focused academies have shown positive impacts on high school attendance, credits earned, grade point averages, and graduation rates.³³ They also have demonstrated a positive effect on students’ postsecondary opportunities, including increased college attendance and increased earnings.³⁴

- **Train school counselors to prepare students for the workforce.** High-school counselors are on the front lines of preparing and guiding our future workforce. They must be involved in facilitating a new emphasis on career paths

Wisconsin Youth Apprenticeship Program

Under this voluntary program, high school juniors and seniors can complete up to 900 hours of work-based education and training in a variety of fields with participating employers. Over 75 percent of participants go on to enroll in a technical college or university and over 60 percent complete the degrees; far higher than the national average. Furthermore, over 85 percent of graduates are employed after leaving high school, and 98 percent of participating employers recommend the program.

<https://dwd.wisconsin.gov/youthapprenticeship/>

as our workforce development strategy evolves. This means they need access to the most current information about workforce opportunities, high-growth jobs, and what is required to enter those fields, so they can effectively guide high school students toward careers with promising futures.

- b. Expand the Wisconsin Youth Apprenticeship Program to make work-based and experiential learning in targeted skill sets available in all school districts.** Wisconsin has one of the most successful youth apprenticeship programs in the country, but it is not available to enough of our youth who could benefit from it. With a nationally renowned program in our state, we should do more of what we know works and invest in making this opportunity available to significantly more Wisconsin high school students.
- c. Create stronger partnerships between the educational system and Wisconsin businesses to ensure we are developing essential, in-demand career skills.** We must do more to engage the private sector and our labor community to coordinate with workforce development efforts between universities, community colleges, vocational-technical schools, and high schools, and to develop a workforce with more relevant, in-demand skills. The Governor’s Talent Council (described further in Section 3 below) will serve as a proactive liaison between high schools, higher education, and businesses to facilitate the following actions:
  - Reaching out to more employers to introduce them to the advantages of offering apprenticeships.
  - Involving more employers in curriculum development for dual enrollment opportunities, industry and skill certifications, and applied learning programs.
  - Encouraging businesses, especially those in advanced STEM-related fields or target clusters, to host both career-oriented and

subject-matter field trips – and to provide summer work and learning opportunities for both students and teachers to gain the latest in-the-field knowledge.

- Engaging local businesses with the high school career academies we will create across the state.

3. Upgrade skills training for 21st Century jobs.

Job training and education are no longer just for young people. Most workers nowadays must continually upgrade their skills for new jobs and new opportunities. We need to ensure that traditional job training programs augment the foundation we provide through our education systems, by providing the highest-quality, on-going options. My Administration will:

a. Establish a new Wisconsin Talent Development Fund to invest in a world-class system of workforce training organized around 21st Century Skills – not just individual job descriptions.

- The allocation of resources from the Wisconsin Talent Development Fund will be for the alignment of locally based workforce, educational, and economic development strategies, and will reflect the state's economic development priorities.
- The Fund will be administered by the Governor's Talent Council. This Council will merge the current Governor's Councils on Workforce Investment and Workforce and College Readiness into one entity tasked with developing recommendations for policies and programs to improve college- and career-readiness, in alignment with our industry clusters.
- The results of programs and initiatives receiving Talent Development funds will be assessed on an ongoing basis, with distribution adjusted accordingly in support of the changing economic development climate.

b. Get more people into apprenticeships.

The Work Wisconsin Regional Training Partnership (WW RTP/Big STEP) is a 501(c)(3) nonprofit workforce training organization with a Center of Excellence that currently partners with employer groups, community groups, and state agencies to facilitate job training and opportunities for youth and adults.³⁵ We need more people engaged in programs like this. My Administration will provide skilled apprenticeship grants to help ensure that employees have the skills employers want in a wide range of industries, including manufacturing, construction, and all our target clusters.

c. Create workforce supply and demand forecasts based on skills clusters.

We will assign an economist to work with each cluster to develop a comprehensive talent supply and demand projection for Wisconsin that examines the skills required by the state's employer groups, and focuses on aligning and advancing modern skills clusters with these groups.

d. Provide customized workforce training for businesses considering expanding or relocating to Wisconsin.

We need a customized, "on-demand" training program – coordinated through the technical college system – to provide specific businesses with the workforces

Movin' Out

Wisconsin is among the top 10 states for people moving out, according to the annual survey from United Van Lines, with 55% or so moves involving the state being classified as "outbound." As the State Department of Administration has reported, "In Wisconsin, recent decades have been marked by ... out-migration in the post-college cohorts ages 20-24 and 25-29 (sometimes through 30-34)."

"Wisconsin's Future Population. Projections for the State, Its Counties and Municipalities, 2010-2040." Wisconsin Department of Administration Demographic Services Center. December 2013.

they need on a quick-turnaround basis, as well as longer-term continuous training for a firm's existing workers, rather than making businesses navigate various training programs that are fragmented and disconnected from each other.

4. Stop the Brain Drain.

When businesses – especially those with high-growth and high-wage potential – look at where to start or move these days, a main consideration is whether they will have reliable access to a large pool of the educated and skilled workers they want in any given location. Educating and training today's and tomorrow's workforce is essential – but keeping them here in Wisconsin is just as important. We need nearly 670,000 more degreed workers in Wisconsin over the next dozen years to meet projected employer needs. We're not going to meet that objective if the bright minds we send to our universities and technical colleges then leave our state because they can't find the career opportunities – or quality of life – they seek.

To ensure that our communities remain vibrant and our economy strong, I will:

a. Make Wisconsin the place college grads want to come to and stay. We can't afford to let our state's top export be talent. Studies show a disproportionate out-migration of UW grads, especially in engineering.³⁶ There's a range of things we can do to make it more likely that college grads will stay where they've been educated:

- College graduates move primarily to seek the best job opportunities. Wisconsin can retain more recent college graduates by building stronger ties between colleges and local employers. One way to do it: expand internship and cooperative learning opportunities in partnership with local companies, providing work experience for students, lowering recruiting costs for employers, and enhancing the reputation of our terrific colleges and universities.

- Develop an online statewide database for internships through a joint effort between the state government, our colleges and universities, and the business community.
  - Ensure that college placement offices offer robust services and provide linkages with Wisconsin businesses.
  - Strengthen dialogue and partnerships between colleges and Wisconsin employers to ensure that student preparation is aligned with workforce needs and that, by graduation, links have already been formed between the right graduates and the right employers.
  - Offer financial incentives as inducements to college graduates to stay here. As I proposed earlier in this plan, we will make college loan payments tax deductible for those who stay and build their futures in Wisconsin.
  - Invest in Wisconsin's quality of life in order to entice the next generation of ambitious young people to stake their claim here. This means investing in the things that make our communities vibrant places to live and work – from ensuring marriage equality to increasing access to broadband and accessible transportation to the arts and culture. This element of my plan is detailed further below, in Strategy 5.
- b. Help highly skilled international students to stay in Wisconsin after they graduate.** As many as 40 percent of graduate students in science, technology, engineering, and math (STEM) fields are here on student visas.³⁷ Studies have shown that for every 100 foreign-born workers added to the economy in STEM fields, another 262 new jobs were created for native U.S. workers.³⁸ When we educate foreign students here, they become assets. We benefit from keeping them here where they make our state more competitive and help to grow our economy.

5. Make work pay by raising the minimum wage and reinstating equal pay laws.

a. As Governor, I will support phasing in a minimum wage of \$10.10 in three stages over two years to help working families make ends meet, reduce dependence on government assistance and to spur demand that grows our local economy. The time has come to make honest work pay a living wage and to lift hard working families out of poverty. Here's why:

- Large and small business owners across the state who I talk to support this and realize it means less employee turnover and more money to fuel our economy.
- The minimum wage in Wisconsin is \$7.25 an hour; that is 31 percent lower than the real value of the minimum wage in 1968.³⁹
- The 21 states with a higher minimum wage than Wisconsin *all* have higher projected job growth than our state, with the exception of Maine.⁴⁰
- Today, the average minimum wage earner provides half of the total income for his or her family; the Wisconsinites who would directly benefit would also be the most

likely to spend any additional income immediately in their local communities – on groceries, clothing, and other necessities – creating an instant boost in in-state economic activity, which in turn creates jobs.⁴¹

b. Reinstate Wisconsin's 2009 Equal Pay Enforcement Act. Wisconsin is just one of five states (the others are: Alabama, Mississippi, South Carolina, and Utah) without an equal pay law protecting workers from gender discrimination in their paycheck. Wisconsin passed such a law in 2009, The Equal Pay Enforcement Act, but it was repealed in a bill signed by Governor Walker in 2012. In Wisconsin in 2012, the median salary of a woman who works full time, year-round was \$36,535, or 78 percent of a man's median salary of \$46,898.⁴² Women and men alike are supporting families and deserve to be compensated fairly for their work and expertise.



Strategy 3: Invest in the ideas and entrepreneurs who will create the next generation of growth businesses.

Background: New businesses and small business expansions are essential to economic growth – and they’re particularly central to Wisconsin’s economy. Every giant corporation was once a small startup – and, in Wisconsin, nearly all of our largest Wisconsin-based businesses got their

Research spending vs. business start-ups		
INSTITUTION	RESEARCH SPENDING (IN MILLIONS)	NEW COMPANIES FORMED
Univ of Calif system	\$9,857	122
Univ of Texas system	4,618	55
MIT	2,275	35
Johns Hopkins Univ	2,704	21
UW-MADISON	2,161	6
Univ of Michigan	2,151	18
Univ of Washington	1,963	17
Univ of Illinois-Chicago, Urbana	1,783	16
State Univ of New York	1,740	10
Univ of Maryland system	1,704	15

SOURCE: Association of University Technology Managers, TCT Data is 2009 and 2010 combined

start right here in the Badger State ... and stayed. That’s why entrepreneurship matters so much to our state’s long-term future.

Wisconsin ranks 48th of 50 states in new business startups.

And in the short-term, small- and medium-sized businesses have been hiring new employees at a faster rate than large companies since the beginning of the economic recovery in 2009.⁴³ But the Ewing Kaufman Foundation ranked Wisconsin 48th in new business starts.⁴⁵

Successful entrepreneurship requires a good idea and a strong work ethic. But it also requires capital to finance its development, and technical and management skills to prosper. In today’s economic climate, many small business owners

“My father started Trek Bicycle in a barn in Waterloo. I helped build it into a global brand employing nearly 1,000 people here in Wisconsin. So can we really create thousands of jobs from small businesses? The fact is, that’s how Wisconsin has always succeeded, building businesses and jobs from the ground up.” – Mary Burke

– especially first-time entrepreneurs – find it almost impossible to borrow the money they need to start or grow their business in Wisconsin. In spite of our world-class institutions of higher learning and research, some promising ventures to come out of Wisconsin seek greener pastures where they can find startup funding.⁴⁶

Vision: We should make Wisconsin one of the best states in the U.S. for innovative entrepreneurship – which is the biggest driver of job growth across the board. Making Wisconsin more entrepreneur-friendly means attracting more of the capital that businesses – especially startups – need to compete and thrive. It means making sure our state stands at the cutting-edge of scientific research and development. And it means turning those discoveries into the products, services, and companies that will fuel the economy of the future. We will improve access to capital for innovative young companies with potential for growth, create a business environment that promotes new ventures and attracts talent, foster the search for knowledge and innovation, and accelerate the transfer

of technology from our world-class research institutions to the market.

How we get there: Attract ideas and capital to entrepreneurs and small businesses, and connect research to real-world companies.

1. Boost capital investment in Wisconsin.

Small Businesses are a Big Deal

According to the Small Business Administration, small businesses account for 65 percent of net new private-sector jobs, and young companies are among the biggest job creators. Research shows that businesses between one and ten years old create nearly 40% of net new jobs.

<http://www.sba.gov/sites/default/files/sbfaq.pdf>

http://www.kauffman.org/~media/kauffman_org/research%20reports%20and%20covers/2012/11/bds_report_7.pdf

a. Establish a Small Business Capital Access Program

to encourage banks and other lenders to lend more to new small businesses not covered by venture capital funding and angel tax credits. While small businesses are a key driver of new job creation, too many small and startup businesses cannot access the capital they need to expand in Wisconsin. My Administration will establish a capital access program to help fill gaps in the lending market not served by financial institutions or the U.S. Small Business Administration (SBA), which encourages lenders to make loans available to qualified small businesses – particularly those that lack significant credit history – for startup and working capital lines of credit. Access to capital for startups and small businesses will be a top priority for the Governor's Cluster Leadership Council.

b. Increase funding for venture capital investments and broaden the current program.

Wisconsin lags behind our neighbors in capital investment in new ventures – and is far behind leading states. In 2012, for instance, there was \$95.2

million in venture capital investment in our state⁴⁷ – well under half that of Michigan (\$242 million)⁴⁸ or Minnesota (\$225.6 million),⁴⁹ and only about one-eighth the amount invested in Illinois (\$746.1 million).⁵⁰ And we can't even begin to compare with leading states like California, with nearly \$15 billion in venture capital investment.⁵¹ We need to do more if we're going to build a more entrepreneurial economy in Wisconsin. As Governor, I will quadruple our state's venture capital fund from \$30 million to \$120 million over four years. I will use this to attract another \$250 million in private funding on the same terms as private investors.

c. Eliminate the ban that prevents Wisconsin's Venture Capital Fund from investing in the life sciences.

Wisconsin's Venture Capital Fund is currently disallowed from investing in biotech – even though the University of Wisconsin-Madison is one of the leading research institutions in the world, and gets over half of its over \$1 billion in research funding for life sciences.⁵²

d. Expand the Angel Investor Tax Credit.

Under the Act 255 Angel Investor Tax Credit program, an individual investor can claim a 25 percent income tax credit on the total amount invested in a qualified new business venture (QNBV).⁵³ This program, enacted under former Governor Jim Doyle, led to explosive growth in early-stage investing in our state – from \$67 million in 2005, the year the credit was enacted, to \$103 million the next year, and then a further leap to \$147 million in 2007.⁵⁴ In 2012 the credit helped raise \$164.7 million for Wisconsin startups.⁵⁵ There's even more we can do to expand by making the credit both transferable and refundable.

e. Create a nonprofit to hold equity in startups.

The state is regularly asked to support firms with high growth potential through grants or low-interest loans. These firms are often capital-constrained despite their explosive growth potential and yet the taxpayer doesn't directly share the upside when they are successful. By creating a

non-profit entity to hold equity in these companies, the state can provide early-stage capital to high-potential companies and grow a revolving fund to expand our ability to help promising companies. And by investing alongside professional investors (in a sidecar fashion), the state can rely on the due diligence, technological evaluation, and equity pricing of private sector experts.

f. Fight for responsible capital investment, not “state-certified capital companies” (CAPCOs). While Wisconsin needs forward-thinking ideas to attract venture capital to our state, I firmly oppose “seeding” private capital firms with state money. No matter how lobbyists continue to repackage this strategy, Wisconsin does not need to repeat the wasteful mistakes of the past. That approach, while profitable for a few capital firms, resulted in the creation of a total 202 jobs for a \$50 million investment. At \$247,000 per job, CAPCOs – state-certified capital companies – are not a strategy we will revisit on my watch.⁵⁶

2. Ramp up our culture of entrepreneurship.

a. Include entrepreneurship education in the state’s K-12 and college curricula. Entrepreneurship education should be available and incorporated into the mainstream curriculum at our public universities for students of all disciplines – not just business students. We should also be introducing entrepreneurial concepts as early as elementary school – and provide entrepreneurship skills courses for high school students as part of an enhanced career pathways curriculum.

b. Expand the Wisconsin Governor’s Business Plan Contest – now a decade old – to highlight the potential and accomplishments of more new and launching Wisconsin companies by:

- Doubling the amount available for prizes.
- Establishing new business plan award categories for:

- Women- and minority-owned companies.
- Each of the state’s unique economic development regions.
- Young entrepreneurs under 18.
- Technology-related solutions in all clusters identified in our state economic development strategy – including agriculture, wood and paper, tourism, food processing, and traditional manufacturing – not just high-tech sectors like advanced manufacturing, clean tech, IT, business services, and life sciences.
- Expanding the assistance available to include funding from our augmented Wisconsin Venture Capital Fund – the kind of help innovative startups need to stay and grow in Wisconsin.

Some Wisconsin Entrepreneurial Success Stories: Started Here, Grew Here

Johnson Controls Inc. – Glendale,
Manpower Inc. – Milwaukee,
Kohl’s Corp. – Menomonee Falls
Oshkosh Corp. – Oshkosh,
Harley-Davidson Inc. – Milwaukee
Northwestern Mutual – Milwaukee
S.C. Johnson & Sons – Racine
American Family Insurance – Madison
U.S. Venture, Inc. – Appleton
Kohler Co. – Kohler
ABC Supply – Beloit
Menard’s – Eau Claire
Epic Systems – Madison

c. Build capacity in entrepreneurial organizations. Wisconsin should support the enterprising new organizations that are already taking the initiative to lead, train and mentor startups, helping them to get off the ground and attract investors. Wisconsin should use economic

development funds to scale up the proven programs of groups like gener8tor, BizStarts Milwaukee, and Wisconsin Women's Business Initiative Corporation (WWBIC), which are active in coaching startups – including women – and minority-owned businesses – connecting them with investors, and facilitating programs and events to support and accelerate their growth.

d. Establish a Wisconsin Connections program to facilitate partnerships and customer relationships between startups and established Wisconsin companies.

Sometimes more important than capital is landing that first big customer who can lend legitimacy to your products and services. We have great Wisconsin companies that can act as mentors in this effort, something that can be facilitated through the clusters outlined in Strategy 1.

e. Provide state matching funds for federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants.

The Small Business Innovation Research program funds small businesses that undertake R&D on innovative technologies with high potential for commercialization. Through a highly competitive award program, SBIR selects small companies, often startups, to receive funding to propel their innovations into viable, profitable ventures. Many states – but not Wisconsin – offer state matching funds for the recipients of SBIR and STTR grants. These funds can help in part to close the perilous funding gap that exists between Phases I and II of SBIR financing – a period during which many promising ventures fail due to lack of capital.

f. Create an Entrepreneur in Residence Program that will bring seasoned CEO's with successful startup experience to university campuses in order to help identify the most likely commercial prospects from university intellectual property inventories.

3. Translate research and development into startups.

a. Focusing on turning university research into Wisconsin companies.

Great American universities have become "idea factories" that are churning out new businesses. Dozens, if not hundreds, of ventures have been created out of the UW System and other research organizations, but we need to supercharge this effort. I will lead the effort to get the ideas from the bench-top to the business world.

Research We Can Build On

Wisconsin is proud to be home to University Research Park (URP) at Madison, which houses 125 companies and employs nearly 4,000 workers on the cutting-edge of technological innovation. Forbes Magazine recently named URP as one of "12 business incubators changing the world." Institutions like these attract millions of dollars in growth-oriented federal and private investments to Wisconsin. Wisconsin must continue to build on and replicate shining successes like URP as we grow the impact of our other research hubs, such as the Milwaukee Technology Innovation Center, Marshfield Clinic Research Foundation, and the Children's Hospital of Fox Valley.

<http://universityresearchpark.org/newsroom/>

I'll start by building on initiatives like the new D2P, or Discovery to Product, program,⁵⁷ a partnership between UW-Madison and the Wisconsin Alumni Research Foundation (WARF). D2P was established to spin research and ideas from students and faculty into new companies.

I will establish a Wisconsin Innovation Fund focused exclusively on turning innovative research into cutting-edge products and businesses. The Fund will target our universities' traditional strengths: physical sciences and engineering; agriculture; medical

devices; computer science; information technology; and drug development.

b. Allow the University of Wisconsin to participate in classified government research. The UW System is currently prohibited from conducting top secret or classified research. This limits the federal funding that our research facilities are eligible for, and costs our state jobs, investment, and future opportunities in cutting-edge technologies. As Governor, I would sign legislation to remove this band, and I would work to pursue valuable classified research opportunities.

c. Veto any legislation banning stem cell research. If we are to fully leverage our world-renowned scientific resources in growing our economy, and attract top scientists to make world-changing discoveries at our academic institutions, we must once and for all assure the scientific community that researchers will not be held hostage to politics – or they will take their valuable work to another state. I will veto any legislation that would tie the hands of scientists who are using stem cell research to pursue life-saving treatments and to improve the lives of people living with debilitating conditions, from paralysis to Parkinson's disease.



Strategy 4: Position Wisconsin to be highly competitive in the global marketplace.

Background: Wisconsin has what it takes to be highly competitive, not only with other states, but with other countries. Exports are critical to state economies and Wisconsin's is no exception – but

“Wisconsin workers and manufacturers and technology companies can compete with anyone in the world. But to compete and win, we can’t rest on our laurels. Our state has to be far more aggressive in promoting Wisconsin manufacturers and technology companies and growing our relationships in the global marketplace.”

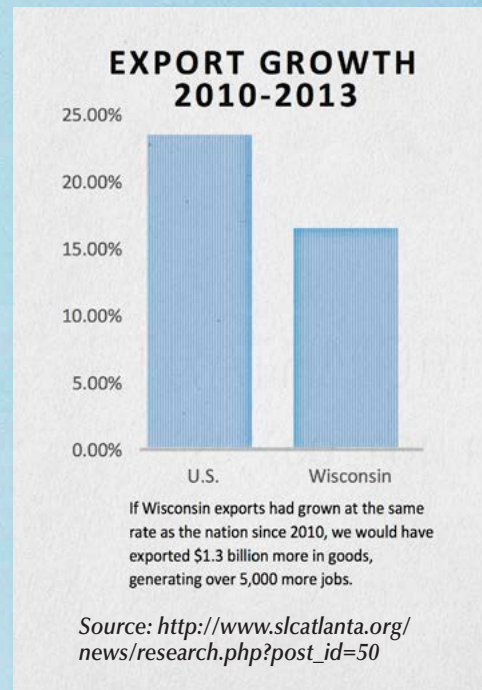
– Mary Burke

we have much greater potential for growth. In 2013, we exported \$23 billion worth of goods – slightly less (0.2 percent) than we exported in 2012 – to trading partners like Canada, Mexico, China, Japan and Germany.⁵⁸ If our exports had just grown at the national average, according to the US Department of Commerce we would have generated over 5,000 more jobs since 2010.⁵⁹ Our exports include \$6.8 billion in industrial machinery, \$2.3 billion in medical and scientific instruments, \$2.2 billion in electrical machinery and \$1.9 billion in vehicles. Our manufacturing and agricultural resource intense economy, along

Slow Export Growth

Wisconsin manufactured exports have grown more slowly than those of our nation as a whole since 2009. This is a red flag that we need to be doing more to remain competitive.

<http://www.nam.org/~media/E1E5CB388C-704F3EABCCB0F52C8E5211.ashx>



Top 5 Wisconsin Exports 2013

Product	\$ Value	Export Growth
Industrial Machinery	\$ 6.8 billion	(-7%)
Medical Equipment	\$ 2.3 billion	(-1%)
Electrical Machinery	\$ 2.2 billion	(-5%)
Vehicles (Not railway)	\$ 1.9 billion	12%
Plastic	\$952 million	8%

<http://inwisconsin.com/exporting/wisconsin-export-data/>

with our internationally accessible location, gives us a natural advantage in exports with industrial machinery, vehicles, farm products, electrical machinery and medical equipment leading the way. In fact, we are currently the third largest dairy export state in the U.S., exporting nearly \$282 million in dairy products.^{60 61 62}

Selling great Wisconsin products overseas worked for Trek – and I know it can work for companies all across Wisconsin. By making smart investments in sales and distribution abroad, we were able to grow Trek’s European sales from \$3 million to \$50 million annually in just a few short years. Ensuring that other companies have the supports needed to

sell internationally will help this bright spot in our economy flourish.

Vision: We need to grow an economy in Wisconsin that aggressively pursues global opportunities and is attractive to international investment. We must look for opportunities beyond our state borders, exporting more of our goods and services to other states while growing markets around the world.

How we get there: Build on our manufacturing and technology muscle and compete worldwide.

1. Expand export-led growth.

When Wisconsin companies export products from our state to foreign markets, and when capital flows *into* Wisconsin from outside our borders, it creates wealth and new jobs.

a. Executive-level commitment to export growth. High-profile promotion of a state export strategy should come from the Governor's office to ensure that the activities of the state's economic development agencies are in alignment with the overarching export promotion strategy, and that exports are a strong component of Wisconsin's cluster-led development strategy. As a high-level state priority, efforts to consolidate broad-based cooperation among private and institutional partners will be more effective, as will media attention to heighten awareness of new opportunities – especially among first-time exporters.

b. Launch a Wisconsin Export Fund to fund forward-looking proposals that are designed to help Wisconsin enterprises become even more globally competitive. Development funds will be awarded to implement the best plans proposed by state agencies, cluster-based organizations, public-private partnerships, or private economic development organizations involved in exports from any sector, on a competitive basis.

c. Expand our state's overseas marketing efforts. My Administration will not only

increase overseas marketing efforts where there is untapped potential, but will also develop performance standards for our field offices to better measure the state's return on investment in its export assistance program.

d. Provide localized, comprehensive early-stage assistance to Wisconsin-based companies to increase exports.

We will create trade alliances and a unified strategy that leverages existing export promotion groups and simplifies the process of navigating these resources – such as dedicated export counseling assistance for companies and cluster-based organizations that may be exploring exporting opportunities for the first time. Export resources must be coordinated and leveraged to:

- Proactively identify businesses and industry clusters with significant untapped export potential.
- Launch a statewide campaign to increase commercial awareness of export opportunities and resources, including federal and private export finance programs, and technical training for export managers.
- Engage and assist cluster-based organizations to integrate a robust export program into their growth strategy.
- Connect businesses to export opportunities by expanding access to and promotion of trade programs and events that connect U.S. sellers and foreign buyers.
- Market export assistance to businesses that are not traditional exporters. Discounts and promotions can be made available for new or potential exporters to attend informational seminars or training sessions.

2. Bring foreign manufacturing back to Wisconsin.

"Offshoring" (or "outsourcing") American manufacturing jobs to other localities where labor is cheaper has been the dismal trend for over thirty years. But today, many companies are beginning to realize that

moving their manufacturing and supply operations overseas has hurt their ability to serve their customers. A recent survey of manufacturers with operations abroad found that well over half (61%) were considering “reshoring” – or “in-sourcing” – their manufacturing operations back to the U.S. to be closer to their customers, to provide better service, and to cut transportation costs. Nearly half of these manufacturers (49%) reported that overseas they experienced problems with delivery time, operations, planning, flexibility, and total cost – and 46% experienced quality control issues.⁶³ Rising energy and fuel costs are also encouraging businesses to bring production home. But there is no lack of competition to attract these companies.

As Governor, I will launch a Wisconsin IN-Sourcing Initiative (WIN) that will specialize in recruiting (and retaining) manufacturers back from abroad by:

- a. Launching a WIN Team,** a committee of economic development professionals that serves as a single point of contact for businesses considering locating or expanding in Wisconsin. The team will work with manufacturing businesses – especially those with international production sites – to introduce them to the many advantages that Wisconsin can offer to meet their specific business needs.
- b. Streamlining access to financial assistance for manufacturers.** The WIN Team will consolidate all available financial assistance for manufacturing companies from state and other sources, with the ability to offer loans, loan guarantees, and equity financing, and to make referrals to appropriate private investment groups to finance the relocation or expansion of operations to Wisconsin.
- c. Working with manufacturers to identify their important suppliers who could also be relocated to the state** – this will have the added benefit of making our state more attractive to manufacturers and also lowering costs and increasing efficiency

for our existing companies – bringing even more new jobs to Wisconsin.

3. Leverage our existing international relationships.

- a. Leverage academic relationships.** We will work with our institutions of higher learning to institute a formal program to identify investment and export opportunities in targeted clusters through the associations and contacts of our universities’ research faculty.
- b. Expand trade opportunities through our immigrant communities.** Immigrant-owned companies may be an untapped resource in generating new export-led economic activity in Wisconsin. We should develop a “Heartland-to-Homeland” Trade Consortium for immigrant-owned companies to help entrepreneurial-minded immigrants in Wisconsin to promote trade with their homelands that create new jobs and wealth in Wisconsin.
- c. Invest in International and Language Education.** We must integrate a strong international component into all of our business programs at our state universities and colleges. In the 21st Century, virtually every business has the potential to compete internationally and business leaders who understand this well – and who can speak a second language fluently – have an advantage in the global economy. Language study and international exchanges should be incorporated as mainstream parts of our business education curricula.
- d. Promote the benefits of a Wisconsin education** – and a Wisconsin business degree in particular – to international students. Enhancing Wisconsin’s attractiveness to foreign students yields a short-term boost to the economy through full tuition payments and other in-state spending, and also lays the groundwork for future export ventures. A special emphasis should be placed on Wisconsin’s top-notch business programs, where the connections that foster international trade are often formed.

Strategy 5: Create a climate to grow jobs and a high-quality workforce.

Background: Wisconsin needs to invest in creating the proper environment for businesses to thrive and grow from within. This means making government effective, efficient, and accountable. It also means building needed economic infrastructure to support business growth. But most of all it means building the kinds of vibrant communities – whether in dense urban cores or rural areas – that will attract and retain the hard-working and high-skilled young people who represent our future. These are the people businesses want to employ. If we don't invest in making sure that Wisconsin remains a good place to live, work, and raise a family, then it won't be a vibrant place to grow a business either.

Vision: We can ensure Wisconsin is a great place to live, work, and grow a business by making the right investments and building the physical and virtual connections that strengthen our communities as well as our businesses. We must hold the line on taxes so that businesses and private citizens can put their money to work in their own communities to build the dreams they are working toward. We need to invest in the infrastructure that business and communities rely on, like high-speed Internet and transportation. And we need to re-invest in strengthening our urban and rural communities alike to ensure they offer the high quality of life that young professionals and families seek in a place to put down roots.

How we get there: 6 steps toward removing barriers to growth and helping every part of Wisconsin create jobs.

1. Improve our business climate.

a. Cut red tape. Excessive bureaucracy and complicated paperwork burdens Wisconsin businesses – especially young companies, for whom money is scarce and time is at a premium. One important way we can improve Wisconsin's business climate is by making it more efficient for businesses to deal with government. My

Administration will:

- Bring greater speed and certainty to government permitting decisions without sacrificing environmental and public safety protections.
- Improve customer service for businesses – ensuring that anytime a business has an issue with a state agency, they can call one number and get what they need. Great customer service shouldn't be limited to Wisconsin's best businesses – it should exist on the part of the state too.
- Streamline regulations and the regulatory process by making sure that rules are written with the small business owner in mind. A business owner should not have to hire a lawyer and an accountant and a consultant to understand the rules that govern his or her business. Simplifying regulations and plain language requirements will lower the costs of doing business, which will be especially significant for small firms.

b. Identify and cut wasteful state government spending.

- **Cut needless government spending.** No businessperson believes in spending money on things we don't need. There are plenty of ways to cut government spending without cutting vital investments and services. I will bring to state government a business efficiency perspective, and a range of ideas for changing how Madison works. We will:
  - Institute continuous improvement initiatives, as is standard business practice.
  - Identify savings in our corrections budget that don't jeopardize public safety through consolidation and contracting reforms that improve efficiency and reduce costs.
  - Encourage communities to merge and cost-share services.
  - Review vacant positions for continuing need.

- Conduct a top-to-bottom efficiency audit of state government to eliminate waste, fraud, abuse, and inefficiency. An efficiency commission would present a package of savings recommendations to the Legislature for an up or down vote to neutralize special interests.

c. Hold the line on taxes. Now is not the time to impose additional economic burdens on Wisconsinites. Wisconsin's property taxes as a percentage of median income are 8th highest in the country, and state and local income taxes rates rank 14th highest.^{64 65} We will hold the line on overall tax levels, while working to reduce the tax burden on individuals, families, and businesses as our economy and tax base grows. If Wisconsin had been creating jobs at just the same rate as the national average in recent years, our state economy would be \$1.9 billion larger. The best way to generate revenues to fund government services is to grow the economy. And by instituting the kinds of savings I just outlined, we'll be able to make the investments in economic growth discussed in this plan, and still hold the lines on taxes – and that's just what I'll do.

d. Fund the needed investments in this Strategy. Below, I highlight different priorities that the state and local units of government need to address together. From infrastructure to tourism and the arts, we need to be smart about how we're investing every single public dollar. As I've said, the revenues required to make these investments won't come from raising taxes – they'll come from a growing economy, closing loopholes, and identifying savings in government spending of things we *don't* need – so we can fund the things we *do* need.

2. Invest in infrastructure.

a. Maximize federal funding available for essential infrastructure projects. In today's economy, infrastructure – from broadband to transportation – is a significant factor in economic competitiveness and educational effectiveness. Access to high-speed Internet is a prerequisite for

communities in every corner of Wisconsin to participate in technology-based economic development and education. But the Walker Administration turned down a \$23 million federal grant to expand broadband to more Wisconsin schools and libraries.⁶⁶ Wisconsin ranks 22nd among states in average broadband speed and 26th in adoption of high-speed broadband.⁶⁷ Statewide, 11.9% of households don't use the Internet at all – and in some communities that percentage is much higher.⁶⁸ When Governor Walker rejected the high-speed rail to connect Madison to Milwaukee, Wisconsin's \$820 million in federal funds for the line was given to other states like California and Florida, to connect their cities with high-speed rail.^{69 70} I will aggressively leverage every penny of federal funding available to build and improve our essential infrastructure – from roads, to rail, to Internet – or our state will be left at the station.

b. Link our infrastructure investment strategy to our economic development goals, prioritizing investments by their real economic impact – including job creation. For example, modest investments in improving the transportation options to and from our airports can make more of Wisconsin accessible to business travelers and tourists alike – which can also make our airports more attractive for lower-cost carriers looking to expand their direct flight routes. It makes sense to invest first in the projects expected to create the greatest economic benefit. Funding for high-impact infrastructure projects will be prioritized based on transparent economic analysis of and clear metrics as to the project's economic value – including the economic impact of the jobs created – and not on inside political dealing.

c. Hold our infrastructure investments to performance and accountability measures for economic impact. Once we have completed our prioritized projects, we must then measure the results of these investments using established economic impact metrics for economic development – such as jobs created, increased revenue,

and other measures of each project's explicit goals.

3. *Support the building of strong regional economies.*

When we talk about Wisconsin's economy, we must always remember we are really talking about many economies. The economically diverse regions of our state are anything but one-size-fits-all. While we have lost jobs in Northern Wisconsin, in part due to falling tourist receipts, jobs are growing at a rate nearly five times the national average in South Central Wisconsin, where the information technology sector is vibrant. Earnings are higher than the national and state averages in Western Wisconsin, where economic growth is diversified, but lagging in Fox Valley – Northeast, even as jobs are holding steady.⁷¹ Our strategy for statewide prosperity must recognize and leverage these differences, and local knowledge, when it comes to strengthening our regional economies.

a. Develop a Community Infrastructure Priority Grant Program to support transformative local projects. Economic development organizations exist throughout Wisconsin at the regional, county, city and community levels, but their potential to pursue high-impact economic development is limited by resources in their local area. These groups can yield even greater impact if they can leverage state funds, along with private investment, in order to implement the best ideas and economic development initiatives for their region. As Governor, I will empower our regional economic development organizations by establishing a Regional Priority Grant Program. Economic and community development groups or partnerships of all sizes will compete for the funds through a competitive RFP process, and selected projects will be required to leverage local and/or private funding in addition to state funds. While statewide action is needed to maximize the impact of a coordinated

cluster strategy, regional agencies are essential to responding to the specific conditions, opportunities, and challenges

Strengthening Community Infrastructure Partnerships

We must empower Wisconsin's economic development groups that understand the local growth potential of our regions, in order to maximize their strengths. These groups include (but are not limited to):

MadREP (Madison Region Economic Partnership)

The New North

Milwaukee 7

Centergy – Central Wisconsin Alliance for Economic Development

Visions Northwest

7 Rivers Alliance

Prosperity Southwest

Grow North

faced by industries at the local level throughout Wisconsin.

b. Promote local clusters, too, as the backbone of our local economies. While traded clusters representing nationally and globally competing firms are the focus of much attention, local clusters – those which are geographically limited, such as health care – account for 70 percent of U.S. employment.⁷² There is significant untapped economic potential in developing business-to-business relationships in local clusters. For example small, local firms that grow and develop within local clusters in turn become well positioned to expand into even more profitable partnerships with larger, corporate firms beyond the local cluster.

c. Target local areas where unemployment is highest. I will assign a "Jobs Today" Task Force for any county that experiences unemployment rates above the state's average by 30 percent or more over a period of one year. The Task Force will consist of a dedicated facilitator assigned

to bring together local officials, business leaders, and economic development practitioners to develop a concrete action plan for increasing employment in the local area to the state average.

4. Leverage anchor institutions to generate wealth in urban communities.

Universities, hospitals, foundations, industry research centers and large employers are examples of “anchor institutions.” Anchor institutions provide more inner-city jobs than any other sector, and are the number one employer in 66 percent of U.S. inner-city communities.⁷³ Anchor institutions employ many people directly, but they also are powerful catalysts for creating new wealth through small local businesses that supply and support their operations. They keep money working locally through employment, and the goods and services they purchase, contributing to new asset growth in the neighborhood. We must maximize the many untapped opportunities for channeling more institutional spending into local procurement – and the development of thriving business clusters around these institutions.

a. Promote the formation of community-based businesses and cooperative ventures by matching anchor institutions and their local vendors with community Business Development Partners. Anchor institutions are hubs of local commerce around which entrepreneurial training, mentorship, and cooperation between complementary businesses have proven to be possible through the formation of community-based cooperatives. Anchor institutions benefit by having more reliable, higher quality, and geographically closer services available to them – and a more stable workforce. I will ensure that economic development funds are made available for these proven models of job and business creation.

b. Emphasize local procurement among anchor institutions for job creation –

especially in low-income communities.

While investment in technological innovation is a high-end, and important, component of economic growth, less attention has been paid to the potential economic impact of anchor institutions as a source of local job and wealth creation among low-income communities. We can further increase this impact by encouraging that state funding for anchor institutions be used to procure local goods and services.

c. Involve anchor institutions in neighborhood revitalization and workforce housing and home ownership programs. Anchor institutions have a vested interest in the economic well-being of the neighborhoods they do business in, and in which their employees live and work. I will direct the Wisconsin Housing and Economic Development Authority (WHEDA) to engage these employers and other community development partners to replicate proven, win-win programs to stabilize neighborhoods by helping employees to purchase and improve single-family dwellings in the neighborhood.

d. Create programs for research collaboration and technology transfer between anchor institutions and startup firms that purchase and/or lease land in adjacent areas targeted for revitalization. Anchor institutions are often associated with high-tech industry clusters like bioscience, because of the potential for research collaboration and technology transfer at universities and hospitals. Win-win programs such as these have led to the creation of high-value clusters in previously blighted areas, creating jobs in manufacturing as well as lab work.

e. Provide expert technical assistance to anchor institutions for the purpose of projecting future job needs, and then engage local technical colleges to prepare local residents to fill these jobs.

5. Grow our rural economies.

We recently learned that Wisconsin has lost

nearly 9,000 farms – or 11 percent of total farms – in a period of just 5 years. Those losses are more than double the national average of about 4 percent.⁷⁴ Wisconsin ranks 10th among states for number of farms, but the total acreage devoted to farming is shrinking.⁷⁵ Meanwhile the average age of Wisconsin's farm owner-operator is over 56 years old, while the number of farmers under age 45 fell by over 27 percent over the same five-year period. The loss of small family farms is of serious concern, since they represent the economic lifeblood and cultural legacy of rural communities across the state. But agriculture is not the only business of rural Wisconsin. In addition to the service and retail businesses that serve rural communities, rural Wisconsin is home

to bedrock industries like forest products and tourism. Strengthening our farm economy isn't the only thing we need to do to grow rural Wisconsin – but it's where we need to start.

We must ensure that agriculture remains a viable livelihood for the next generation of Wisconsin family farmers, and also support economic development that brings needed new jobs to rural communities.

a. Ensure the long-term survival of family farms by helping them modernize, with the assistance of our agricultural programs at the UW System and technical colleges. We need to refocus the efforts of agricultural programs at our universities and technical colleges, along with



UW-Extension on assisting small- and family farms to adopt modern, and even cutting-edge, technologies, processes, and practices to make their operations more competitive. These institutions can provide a wide range of support to a new generation of small farmers to help them to improve productivity and profitability. Research and new technologies have played a significant role to increase yields and reduce costs throughout the agricultural system. New technologies – like GPS systems to guide farm machinery and reduce overlap, early pest detection, identification of soil nutrient deficiencies, detection of plant stress, use of yield monitoring equipment – can significantly help farmers be more productive. Other areas where small farm support can be enhanced include:

- **Digester technologies.** New technologies for handling livestock waste and wastewater include anaerobic digesters that can resolve land and water contamination while at the same time converting the harmful waste into a source of renewable, locally-generated energy.⁷⁶
  - **Organic agriculture.** Wisconsin is a leading state in organic agriculture; it is first in organic dairy and organic beef production, and in the top five states for organically farmed acreage.⁷⁷ Many small farmers could benefit from technical and financial assistance in pursuing the organic certification process – as well as expert guidance in tapping new growth markets, and profiting from add-value organic products, either directly or as a supplier.
  - **Creating new incubator farms.** An incubator farm, like other entrepreneurial incubators, is a place where aspiring farmers can have temporary, affordable access to small parcels of land and infrastructure, training, practice, and mentorship for the purpose of honing skills and launching farm businesses.⁷⁸
  - **Expanding intern programs** to provide help to small farmers and also give students direct agricultural education and experience.
  - **Developing new programs that match new farmers with those retiring** who have no successors interested in continuing the family farm.
  - **Financing assistance programs to make it easier and more affordable** to transition ownership of smaller farms from retiring owner-operators to new farmers and to modernize.
  - **Supporting the development of public-private partnerships** by working to match small farmers with business professionals to help farmers improve management, develop new markets plans and improve use of risk management tools and risk-reduction strategies.
- b. Promote the replication of Food Hubs for helping small farmers get their produce to retail markets, profitably.** The Food Hub model, exemplified by the Wisconsin Food Hub Cooperative (WFHC), helps local farmers through marketing, sales, aggregation, and logistics, to access wholesale markets.⁷⁹ Farmers capture a greater share of their product's value, and large buyers in the retail, foodservice, and institutional sectors have more opportunities to buy locally – keeping more money in our communities and regional economies.
- c. Enhance our state's promotion of agritourism initiatives.** In Wisconsin, agriculture is a cherished cultural asset, as well as an economic one. We can build upon this strength by introducing our traditional and modern rural farmways, techniques, and lifestyle to a wider audience through agritourism – while marketing agricultural products and services to new and wider markets. We must support the efforts of the Wisconsin Agritourism Association in our state tourism campaigns, and engage diverse rural communities and entrepreneurs throughout the state. The initiative will serve to:
- **Promote Wisconsin agritourism internationally** to raise awareness among global travelers visiting the U.S who have

a particular interest in rural farm-ways, technologies, and experiences.

- **Educate and train farmers and entrepreneurs in rural communities about opportunities in the growing agritourism trend.**
- **Create opportunities for joint marketing,** to help small and rural farmers and entrepreneurs access much wider markets.

6. Leverage federal funding for needed investments.

Wisconsin's federal funds gap is among the highest in the country at \$13 billion.^{80 81} That means that, of the \$45 billion Wisconsin taxpayers send to the federal government every year, only 86 cents of every dollar is returned here in federal spending.⁸² We must insist on our state getting its fair share of our hard-earned income, and do more to win all the federal funding available for grants and procurement, advanced research and economic development projects, reduce our federal funding gap, and bring our fair share of federal tax dollars back to our state – beginning with acceptance of the federal expansion of Medicaid.

My Administration will aggressively pursue federal dollars by establishing a Governor's Grants Office to identify federal grant opportunities across the entire state. Wisconsin should pursue new federal funding for defense, transportation, research, social services, health care and other industries, and continually maximize available funding to accelerate our high-wage, fast-growing advanced technology and life sciences economies statewide – not only at UW-Madison. Competition for federal and private grants has increased in the current economic climate, and a dedicated office to ensure we qualify for these funds has the potential to bring billions of dollars to our state.

How We'll Know We're on the Right Track

In business, leaders are not judged on their goals; they are not even judged by their promises or pledges. They are judged by their results.

Goal-setting is a first step – but it is only the first step. What counts is how performance stacks up against those goals in ways that can be measured and verified objectively. As Governor, I will put in place the tools for objective, verifiable monitoring of our state's progress.

In business, you have to back your claims with facts. State government must be held to the same standard. As Governor, I will institute a system of performance management to ensure not only that I am accountable to the citizens of Wisconsin in doing my job, but also that each and every state official and agency knows where we stand in relation to where we want to be, and whether their organization is on track to deliver the results that Wisconsinites rightfully demand. Most importantly, we will always have our eye on exactly what the people of Wisconsin care about most: growing our economy, expanding opportunity, and creating jobs: When I'm Governor, *that* will be our business, and I will do it effectively, efficiently, and with accountability.

I will begin my term by creating an online Wisconsin Jobs Dashboard that makes clear to state officials and to every citizen exactly what we're measuring, and why and whether we are on track to achieve what we set out to do – the way that business professionals do.

To ensure we get on, and stay on, the right track for economic prosperity, the Wisconsin Jobs Dashboard will display measurements for:

- **Rate of New Job Creation:** Too many Wisconsinites are still struggling to get back to work, and too many young people not finding career opportunities. It is not acceptable that we are now creating new jobs at half the rate of the rest of the country. If our neighbors are outpacing us, we're on the wrong track.
- **Representative Metric(s):** Wisconsin job growth; labor force growth; Wisconsin state ranking in job growth; and job growth relative to neighboring states are metrics that will also be tracked regionally across the state, since in order for Wisconsin to thrive all of our regions must be thriving.
- **Our Measure of Success:** Our goal is for job creation to outpace the nation until our workers catch up, and then set our sights on becoming a thriving Top 10 Economy in terms of job growth.
- **Wage and Income Growth:** Every new job created in Wisconsin is good news. But over time, the types of jobs being created matters to our state and the standard of living our citizens can expect for themselves and their families. Wisconsin has a nearly \$4,000 wage gap with the rest of the country.⁸³ Wisconsin needs to make progress in creating more jobs that pay enough to support a family.
  - **Representative Metric(s):** Average wage; per capita personal income; median household income (statewide and by region).
  - **Our Measure of Success:** Our goal is to increase the average wage for Wisconsin workers and work toward the longer-term goal of exceeding the national average.
- **Traded Cluster Metrics:** To ensure strong job growth and focus on our traded clusters, Wisconsin needs to measure progress on a cluster-by-cluster basis. Our traded clusters are especially important because of the role they play in driving the overall economy. We'll track employment, output, wages, and exports within each cluster. While every cluster will have its own unique dynamics, our goal is to strengthen each cluster, capitalize on our competitive advantages, and maximize its economic value.
  - **Representative Metric(s):** Cluster employment, cluster wages, cluster output, cluster exports, cluster foreign direct investment.
  - **Our Measure of Success:** To outperform the nation in as many clusters as possible

in both growing clusters and in fighting to maintain jobs in historically strong but challenged clusters.

- **Innovation and Entrepreneurship Measures:** We know that innovation and entrepreneurship play a vital role in increasing economic growth and fostering the creation of new companies with rapid growth potential. For too long Wisconsin has failed to fully capitalize on our assets. We need to track and improve our performance by expanding and capitalizing on our innovation and entrepreneurship potential.

- **Representative Metric(s):** State New Economy Index, Kauffman Index of Entrepreneurial Activity, patents per capita, angel and venture capital per capita, research spending per capita, new business formation – identified by both traded and local clusters.

- **Our Measure of Success:** Maintain leadership in areas such as research spending, and expand capital availability and innovation capacity to become a leader in commercialization and entrepreneurship.

- **Workforce Strength:** Business leaders, economists, and economic development professionals are increasingly focused on and concerned with the availability of a well-trained workforce. As technology and global competition intensifies, skilled workers increasingly make the competitive difference. We need to significantly increase capacity and reorient our education around employment needs and job growth.

- **Representative Metric(s):** High school graduation rates; number and percentage of high school students with career plans, number and percentage of population with associate and bachelor degrees, and professional certificates; number and percentage of college graduates staying in-state; employer-reported ease of hiring employees with needed skills

- **Our Measure of Success:** Grow our skilled and educated workforce to meet job needs and compete for jobs of the future.

- **State and Local Taxes and Fees:** An important part of the state's overall economic climate

is the share of income that businesses and families have to pay for government services. We will reduce that share over time by holding the line on taxes, making government more efficient and growing the tax base.

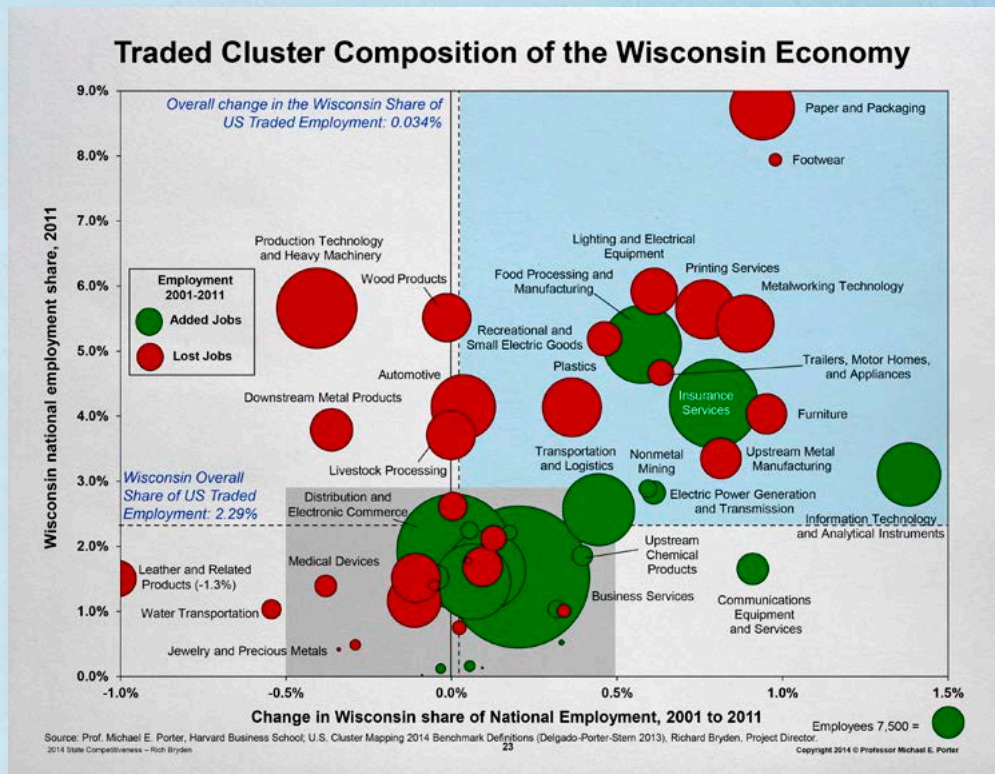
- **Representative Metric(s):** Share of annual income paid in combined state and local taxes and fees by businesses and families; national ranking on combined state and local taxes and fees by businesses and families;

- **Our Measure of Success:** Maintain an adequate state and local tax base to continue providing needed government services while growing incomes to lower the share of income paid in taxes and fees.

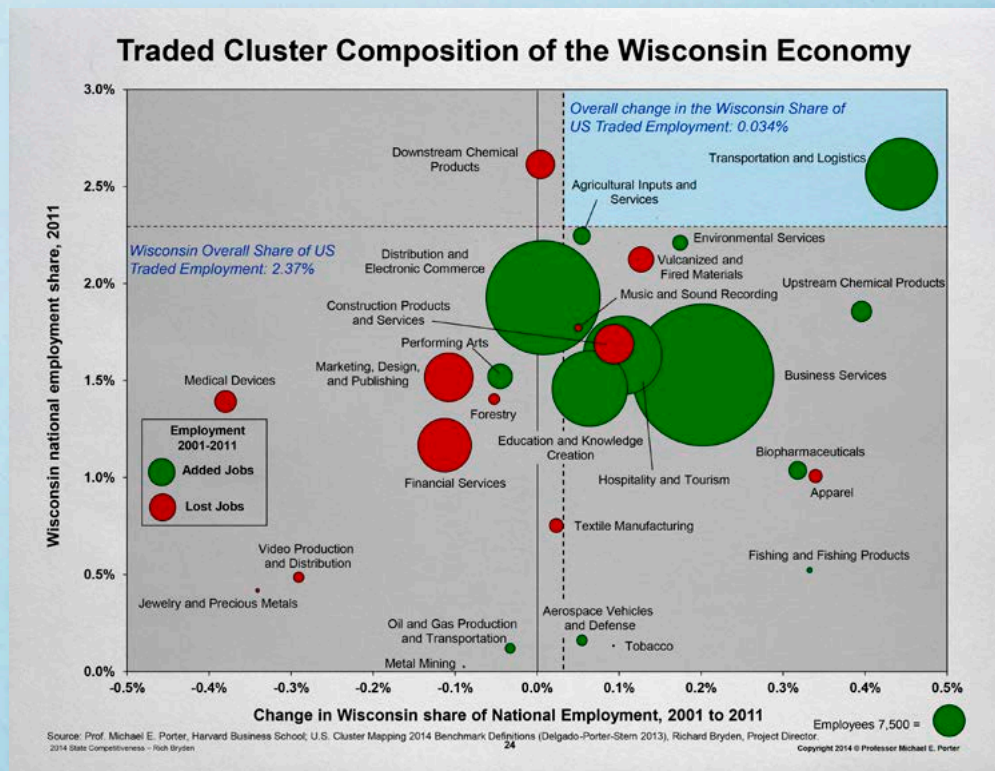
Together, the elements of this plan – a clear-headed assessment of where we stand today, the interlocking strategies we need to get where we want to be, and the metrics to manage our way to these results and hold everyone in government, including me, accountable – are what we need to produce real economic growth and job creation here in Wisconsin.

I know that this business-like approach will work, because I've made it work in the business and non-profit sectors. The difference is simply that, if we want state government to create jobs like a business, we most of all need a CEO who means business. We *will* when I am Governor.

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Source: "Source: Prof. Michael E. Porter, Harvard Business School, www.isc.hbs.edu; U.S. Cluster Mapping Project, www.clustermapping.us, Richard Bryden, Project Director"



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INVEST FOR SUCCESS

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