



Action Initiative Business Plan Template

<i>Cluster Work Group:</i>	<i>Information Technology</i>
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<i>Date:</i>	<i>DRAFT of March 17, 2005</i>

Title or Name of the Initiative: *Develop a name for the effort that communicates action and positive outcomes. This initiative will be known as:*

Broadening and strengthening R&D – increasing our region’s intellectual capital

Initiative Champion/Implementation Team Members: *Name and contact information for each person working on this initiative.*

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Description & Motivation: *What is the nature of the cluster challenge the initiative will address?*

We believe that the Prosperity Partnership’s focus on “creating 100,000 jobs” is a politically motivated “bumper sticker” that is seriously flawed.

The correct fundamental questions that we should be considering include: “What will be the characteristics of tomorrow’s high-leverage jobs?” “What mechanisms and institutions will create these jobs?” “How will we ensure that *our* children are prepared for these jobs?”

The answers to these questions suggest that the right goal for the Prosperity Partnership is “Increasing the intellectual capital in our region.” The principal mechanisms for this are (a) support of education, (b) support of research, and (c) support of policies that attract and retain the “creative class.”

In this initiative, we focus on (b): broadening and strengthening R&D in our region. R&D is a great business in and of itself, and it is a business whose “product” creates great jobs. Our region has single instances of large national-caliber R&D organizations in the academic, non-profit, corporate, and FFRDC sectors: the University of Washington, the Hutch, Microsoft, and PNNL. We need to strengthen these organizations, we need to expand others (e.g., Intel Research, the Institute for Systems Biology), and we need to attract more (corporate R&D, Federal labs, etc.).

Objective: *What is the objective of the initiative? How will it impact economic or cluster development in the region? Describe how it relates to the Prosperity Partnership's goal of job creation?*

The objective is to strengthen our existing large R&D organizations, to expand our existing small R&D organizations, and to attract additional R&D organizations. This will fuel the “engine” that creates tomorrow’s high-leverage jobs.

Obstacles and Impediments Likely to Affect Implementation: *What do you expect to be the most significant obstacles to implementation? How can/will they be overcome? What resources will be required (e.g., political support, lobbying efforts)*

It will require focus, and it will take money. Public support must be built. This will only happen if we develop the messages and deliver them clearly and persistently. It will require leadership. Hope springs eternal.

Funding: *What is the estimated cost of this initiative, in phases beginning with design, the “ramping up” phase, and then for ongoing annual costs? Note alternative sources of funding for each phase.*

State support for research must increase; \$50M/year. State support of public research institutions must increase: \$100M/year. Inducements must be provided to attract corporate and Federal labs: \$25M/year. CTED must dramatically increase the national profile of Washington as an R&D center, and its recruitment and retention efforts: \$10M/year.

Outcome/Results: *How will know that we have achieved our objective? How will we evaluate whether or not we have been successful?*

Increased Federal grant income. Increased size of R&D organizations. Increased numbers of R&D organizations.

Action Steps: *Describe the initiative in specific steps: Tasks (What, Who, When).*

1. Create an unrelenting “innovation economy literacy program” for the citizens of the State. Approach it as a “campaign” and develop messaging that is targeted at parents, at students age 6-12, 13-18, 18 and older and the general population, i.e., tailor the messaging to these segments of the population. “One size fits all” messaging will not work. A key aspect of the messaging should be – we are creating tomorrow’s jobs but they are going to out-of-state individuals because we are not preparing our own adequately.

2. Increase state support of research (e.g., the Life Sciences Initiative but with an IT component, which was lost during the group grope that led to the final document – any program that attempts to advance “life sciences” in the absence of extensive integration of and support for innovations in IT will fail).

3. Increase state support of public research institutions, such as the University of Washington. This would provide facilities and faculty. It would also involve eased ability for physical expansion, eased ability to transfer technology, etc.

4. Step up recruitment and inducement efforts for corporate and Federal R&D labs. These need not be specifically in IT – all fields of R&D are important, and all fields of R&D are closely linked to IT. For example, a coordinated effort to establish multi-modal integrated imaging of cells and animals, a major mouse genetics facility, and a primate facility in close proximity and potentially linked to a vaccine R&D facility would not only be justifiable to the Feds, it will serve as an attractor of both

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<p>Timeline: Provide a rough schedule of activity for each step above and the lead person for each task. (Example: Establish implementation team/Jones, Hold first planning meeting/Johnson, Prepare concept/funding proposal/Smith, dates).</p>		
Step	Key Person	Timeline
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

<p>Other action steps/implementation timing issues:</p>