Strategic Doing:

How Communities Can Facilitate Sustainable Economic Development

October 3, 2016
Janyce Fadden, University of North Alabama
How an economy works

Good $ $ $ $ Neutral $ $ $ Bad $ $ $
Strong regions possess a balanced portfolio

- High Growth
- Brainpower
- Innovation
- Collaboration
- Clusters
- Creative People
- Narratives/Stories
- Quality Places
- Hotspots
New thinking: the two economies

Civic Economy

Market Economy
Hierarchy of Complex Systems

- Social Organizations – economics, education, politics
- Individual Human – language capacity, knowledge accumulation, design and use of tools
- Animal – mobility, information processing
- Plants – viability
- Open Systems – matter, energy
- Cybernetics – computers
- Clockworks – engines
- Frameworks – buildings, cells

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“We live in the world our questions create.”

David Cooperider
### Technical versus Adaptive Questions

<table>
<thead>
<tr>
<th></th>
<th>What’s the Work?</th>
<th>Who does the work?</th>
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</thead>
<tbody>
<tr>
<td><strong>Technical</strong></td>
<td>Apply current know-how</td>
<td>Authorities</td>
</tr>
<tr>
<td><strong>Adaptive</strong></td>
<td>Learn new ways</td>
<td>The people with the problem</td>
</tr>
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(Heifetz and Linsky, 2002)
Strategic Doing enables people to form action-oriented collaborations quickly, move them toward measurable outcomes, and make adjustments along the way.
Change our strategy...

Grandfather

Think

Do

Strategic Planning

Grandchildren

Think

Do

Strategic Doing
Thinking Differently
Network structure & combining networks

Boundary Spanner

Hub
The “most-connected” communities had more than double the job growth of the “least-connected” communities.
Behaving Differently
We move in the direction of our conversations
Doing Differently
Where are we going?

Outcomes

How will we get there?

Pathways

We are here
Where are we going?

Outcomes
Link, Leverage & Align

How will we get there?
Pathways

What's our 30/30?

What Could we do?

What Should we do?

What Will we do?
It’s critical to come back together
A Vibrant Region Needs a Portfolio of Strategies

Strategic Doing is an agile strategy discipline for designing and guiding collaborative networks, moving them toward measurable outcomes, and making adjustments along the way.
Water Technology District has spurred $211.6 million in development.

THE "GOLD RUSH" OF DECADES AGO IS BEING REPLACED WITH TODAY'S "WATER TECH RUSH".
Charleston Digital Corridor is the response to a request by the citizens of Charleston to grow a high-wage economy while further diversifying Charleston's economy.

The Charleston Digital Corridor is a successful public-private business development partnership launched in February 2001 to attract, nurture and promote knowledge-based companies growing from 18 to over 100 companies.
## Integration of Innovation and Entrepreneurship in Action

### PROJECT TYPE

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Number of Projects completed or underway</th>
<th>Potential impact (total undergraduate engineer enrollment at schools using strategies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New or redesigned courses</td>
<td>13 (25 still in development)</td>
<td>53,139</td>
</tr>
<tr>
<td>New or renovated makerspaces</td>
<td>7 (20 still in development)</td>
<td>36,816</td>
</tr>
<tr>
<td>Credentials (minors, certificates or degrees)</td>
<td>1 (12 still in development)</td>
<td>22,325</td>
</tr>
<tr>
<td>Infrastructure (new classrooms, IP policies, champion development)</td>
<td>7 (12 still in development)</td>
<td>36,088</td>
</tr>
<tr>
<td>Non-credit learning (workshops, internships)</td>
<td>9 (12 still in development)</td>
<td>30,406</td>
</tr>
<tr>
<td>Competitions</td>
<td>10 (5 still in development)</td>
<td>27,110</td>
</tr>
<tr>
<td>Consolidations of I&amp;E activity across campus</td>
<td>5 (5 still in development)</td>
<td>17,738</td>
</tr>
<tr>
<td>Others</td>
<td>1 (4 still in development)</td>
<td>7,903</td>
</tr>
<tr>
<td>All strategies</td>
<td>53 (84 still in development)</td>
<td></td>
</tr>
</tbody>
</table>
A New Alliance for New Jersey's Future

NJ MarketShift, funded by the U.S. Department of Defense, is designed to strengthen New Jersey’s Aerospace & Defense (A&D) industries by providing your business with the tools you need to compete effectively in the changing global marketplace. NJ MarketShift also helps community leaders and policymakers by providing powerful web-based applications to improve regional planning and economic development.

Our goal is to create and sustain a community of New Jersey companies who connect with each other to improve their opportunities in the A&D-related supplier networks.

Three Paths to Better Business Results

Collaboration Network

MarketShift Intelligence

Innovation Academy
Rockford Area Aerospace Accelerator Project

- NIU convened a group of higher education, economic development and workforce development leaders to discuss how to accelerate innovation, job creation and global competitiveness in the robust aerospace cluster.

- In 2010, the collaborative was awarded one of 20 competitive federal Jobs and Innovation Accelerator Challenge (JIAC) grants, creating a $2.4 million investment in this effort.
Workforce Development Outcomes

• Higher level of engagement between higher education and local manufacturers
• Increased understanding of high-tech workforce needs
• Collaborative, assets-based approach to regional innovation, economic and workforce development and global competitiveness
Shoals Shift: Building a Digital Technology Cluster in the Shoals

Innovation lives here.
An open and collaborative community shifting the future of the Shoals through creativity & entrepreneurship.

ShoalsShift.com- the new narrative
Establishing a core team to guide the transformation

UNA introduced using the Strategic Doing™ process to convene and inspire community partners to be part of transforming the way the region views economic development.
A collaborative project to impact the future of the Shoals by building a digital technology hub – a “Tech Town”

Using Strategic Doing Process, a new way to think, behave, and do using flexible agile methods

Launched Jan 2014

Over 25 initiatives completed, many repeating regularly

Creating a pipeline of new talent, companies and jobs
Workshop attended by over 50 people
Focused on Digital Technology Hub and a team from Corinth, MS

Oct 20-21, 2014
200+ involved over 2 day event
University of North Alabama
Florence, AL

www.una.edu/strategicdoing
Do you have a business idea? Bring it to the Idea Audition!

You could win $5,000 on November 18th!

Do you have an idea for a new business? You could win some money at the Shoals Idea Audition. Part Shark Tank, part American Idol, you’ll pitch your idea in front of a panel of business leaders. Whatever you’ve got, put your best face forward; if they think you’ve got a winner, you win! We’ll even teach you how to sell your idea and it could be very profitable!

The Idea Audition is a joint venture of the UNA College of Business and the University of North Alabama. Even if you don’t win, you’ll still gain exposure to business mentors and supporters who might help you get off the ground. You have nothing to lose — and you might just win big!

Want more information? Call Mary Marshall at 256-780-1310 or mvansant@shoalschamber.com. Rules and applications are available at shoalschamber.com. Reserve your spot today!

The Idea Audition is made possible with contributions from:

- Shoals Chamber of Commerce
- Independent Bank
- BBVA Compass Bank
- Renaissance Economic Development Corporation
- Shoals Angel Network

The Idea Audition 2015 Sponsors:

- Bank of Independent
- BBVA Compass Bank
- Renaissance Economic Development Corporation
- Shoals Angel Network

UNA College of Business
Shoals Alabama Launchpad Regional Startup Competition - Welcome!

Shoals Alabama Launchpad is a partnership among the University of North Alabama College of Business, the Shoals Chamber of Commerce and the Shoals Entrepreneurial Center and is the first regional expansion for Alabama Launchpad, a program of EDPA. Startups are invited to compete for funds in a regional challenge based on the successful statewide Alabama Launchpad challenge and the winners could receive a share of $100,000!

Ready to get started? Apply Here

For details regarding rules, eligibility and guidelines, please visit the Shoals Guidelines page.

For more information, please contact Caitlin Holland cholland@shoalschamber.com or 256.764.4661
Imagine the Shoals as

THE NEXT LEADER IN DIGITAL TECHNOLOGY

YOU CAN HELP US MAKE IT HAPPEN!
CO.STARTERS is a nine-week program that equips aspiring entrepreneurs with the insights, relationships, and tools needed to turn business ideas into action and turn a passion into a sustainable and thriving business.

7 Entrepreneurs graduated from the first class! Will be offered 3 times per year
Shoals Tech MeetUP

Welcome!

Suggest a new Meetup

Upcoming 6  Past  Calendar

How Has Digital Technology Disrupted the Music Industry?
414 Warehouse  Thu Sep 8

Northwest Alabama Software Developers

Welcome!

We're 35 Coders

Presentation and discussion of programming languages, frameworks, and tools.

Visit us at http://nwalsdev.herokuapp.com

We're 35 Coders
Angel Capital Group Announces a Micro Venture Fund, The Mane Capital Fund, in North Alabama

Angel Capital Group, a leading national angel investor network, is proud to announce a new micro venture investment fund in North Alabama (http://www.theangelcapitalgroup.com/locations/florence/). The MCF will target capital investments ranging from $1 mil to $5 mil for local, regional, and national startups.

Since 1992, the SEC incubated more than 150 businesses and created more than 1,500 jobs. The Center supports start-up and emerging companies to help them successfully launch and grow.
Institute for Innovation and Economic Development

Leading Experts Available at the Institute Include:

- Dr. Doug Barrett
- Sean Collin, Esq.
- Janyce Fadden
- Mitch Hamm
- Dr. Keith Malone

Project Examples:

- Shoals Cultural Asset Impact Analysis
- Strategic Doing Digital Cluster Project
- UNA Economic Impact Analysis

The Institute for Innovation and Economic Development provides a centralized place for student, industry, and government to access university resources in four areas:

- Innovation
- Economic Development
- Corporate Consulting
- Strategic Doing
Brainpower
- Black Rocket Coding Camp
- Strategic Doing Course
- Pathways to Innovation Team
- MBA Innovative Economic Development
- Hour of Code
- HCI/UX
- Innovation Engineering

Innovation
- Shoals Alabama Launchpad
- UNA Innovation Grants
- NW AL Software Developers Meetup
- Co.Starters
- Innovation Fellows
- 3 Day Startup
- Mane Capital Fund
- Biz Buzz Meetup

Shoals Shift
Collaborations

Quality Connected Place
- The Generator
- FLPL Collaboratory
- Shoals Big Idea
- Expanded Wi-Fi Hangouts
- Institute for Innovation and Economic Development

New Narratives
- Tech Meetup
- Biz Buzz Meetup
- Shoals Idea Audition
- Propel
- Shoals Shift website
- Innovation Speaker Series
- LeoCon E-Games
$997,150 ARC grant to the Shoals Entrepreneurial Center in Florence, AL for the Shoals Shift project. The funds will be used to offer a wide range of entrepreneurial programming, including improved access to capital and credit and development of strategies to increase the profitability of the region’s start-ups and existing businesses through more efficient use of broadband technologies. The programming includes training and activities for community members and student entrepreneurs from middle schools all the way to the university level. Activities will take place in a nine-county region covering parts of northwest Alabama, northeast Mississippi, and south central Tennessee. The project is expected to help create or retain 110 jobs, start 20 new businesses, and leverage $10,000,000 in private investment. Major partners include University of North Alabama and Shoals Chamber of Commerce.
Shoals Shift project receives National Award from University Economic Development Association

OCT. 16-19, 2016

IT TAKES A REGION
talent + innovation + place
UEDA Annual Summit 2016 Roanoke, VA

UNA Shoals Shift project selected as Finalist, Representing Leading Economic Development Initiatives Across North America
Welcome to Shoals Shift
A growing digital hub in Northwest Alabama

Learn more at www.una.edu/strategicdoing
or
www.shoalsshift.com
Strategic Doing is an agile strategy discipline for designing and guiding collaborative networks, moving them toward measurable outcomes, and making adjustments along the way.

Purdue Center for Regional Development