

## Statistical Background Report of the 2009 Region 4 State of the Workforce

### Snapshot: The Human Capital of Region 4

#### INTRODUCTION

This snapshot has been prepared as a quick compendium of Region 4's workforce-related facts, figures and context. It is designed for quick read with pertinent graphs and charts supported by summary text. The Snapshot does not seek to find reasons for what is going on, explain causalities, or make recommendations for action. In short, it is a reference 'fact-finder' for use in the State of the Workforce project. More information about many of the facts presented herein can be obtained from the four in-depth reports prepared as part of the State of the Workforce project.

#### SNAPSHOT: REGION 4 QUICK FACTS

<b>Population (Census), 2008:</b>	488,778
Population Growth, 1998-2008:	5.1%
State Population Growth, 1998-2008:	7.9%
<b>Employment (BLS, QCEW), Q4 2008:</b>	194,554
Employment Growth, 1997-2007: -	3.9%
State Employment Growth, 1997-2007:	4.0%
<b>Unemployment Rate (BLS), May 2009*:</b>	12.1%
State Unemployment Rate (BLS), May 2009*:	10.4%
<b>Underemployment (author's est. Feb. 2009)</b>	54,222
<b>Labor force Participation Rate (ACS), 2007:</b>	63%
State Labor Force Participation Rate (ACS), 2007:	66%
<b>New Jobs (LEHD), Q2 2008:</b>	15,297
New Jobs per 100 Employed, 2007**:	5.4
State New per 100 Employed, 2007**:	5.8
<b>Establishments (NETS), 2006:</b>	23,772
<b>Per Capita Income (BEA), 2007 (infl. adj.):</b>	\$29,199
State Per Capita Income, 2007 (infl. adj.):	\$33,215
Per Capita Income Growth, 1997-2007 (infl. adj.):	4.1%
State Per Capita Income Growth, 1997-2007 (infl. adj.):	10.3%
<b>Components of Population Change (Census)</b>	
Net Domestic Migration 2007 to 2008:	-1,622
Net International Migration 2007 to 2008:	1,060
Net Migration TOTAL 2007 to 2008:	-562
Natural Increase (births minus deaths):	2,234
<b>Gross Region Product (EMSI), 2007:</b>	\$15.170 (bn.)

\* not seasonally adjusted    \*\* average quarterly data

These data point to the following impressions about Region 4, illustrated further in the pages that follow:

- growing slower than the state in population, employment and per capita income
- stalling population growth due to net migration loss
- scoring a recessionary unemployment rate higher than the State (State unemployment is higher than the U.S. –10.4% vs. 9.6%, May 2009)
- participating adults in the labor force at a lower rate than Indiana
- challenging 55,000 workers 'able and available' for employment as of mid 2009

Historically, the west sub-region has been known for low and quite stable unemployment, while unemployment in the east sub-region fluctuates with the fate of the manufacturing and national business cycle.

According to a short-run economic forecast by the Center for Econometric Model Research at IU Bloomington (May 2009)<sup>1</sup>, Kokomo is one of the six metropolitan areas in Indiana that is projected to experience employment decline between 2007 and 2012 (though at a lesser rate than in the previous six years), while Lafayette and five other regions are expected to show job growth. Lafayette's income growth is furthermore expected to surpass the state average (though still substantially below the national average), while Kokomo is expected to lag behind with Gary and Muncie.

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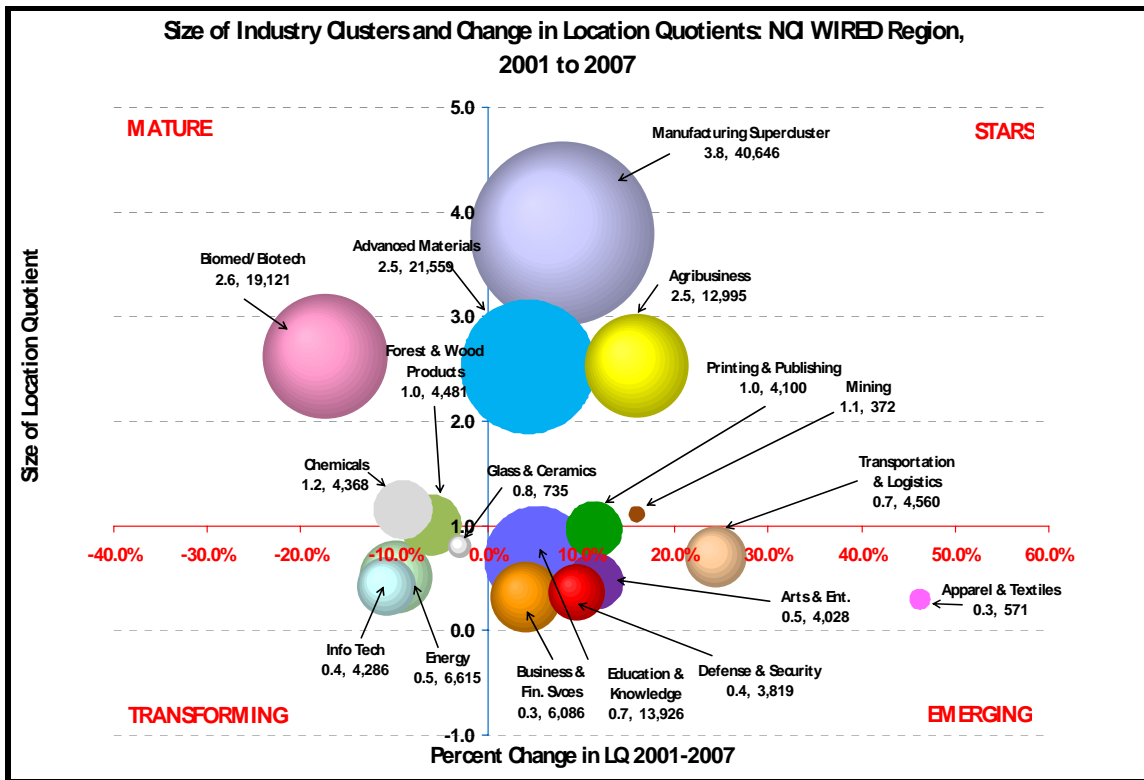
<sup>1</sup> [http://www.iu.edu/~cemr/current\\_summaries/issm.html](http://www.iu.edu/~cemr/current_summaries/issm.html)

**Findings on Commuting**

- ➔ Based on U.S. Census data, the region is still two distinctive labor markets: almost half of all commuters from the west region commute to Tippecanoe County and of the east region to Howard County.
- ➔ There are signs of increasing flow of workers from the east sub-region to the west but the reverse is not true for commuters from the west to the east sub-region. Overall, commuting within the region has increased by 1.8% over the last 10 years, while overall commuting has increased by almost 10%.
- ➔ 40% of non-Tippecanoe County commuters in the West EGR 4 commute to Tippecanoe County, down from 45% 10 years ago; 7.9% commute to the East EGR 4 and about half of those to Howard County. This compared to 8.5% of commuters in 1997 with two-thirds going to Howard County.
- ➔ Almost 35% of the non-Howard County East EGR 4 commuters work in Howard County in 2007. This is down from 42% in 1997. Commuters from East EGR 4 to West EGR 4 increased from by 9.8% to about 11% in 2007.
- ➔ Howard County has notably decreased its share of incoming commuters from West EGR 4 over the last 9 years.
- ➔ Cass County is the only eastern county that has significantly increased its commuter share to both Tippecanoe and the rest of West EGR 4.
- ➔ White County has significantly increased its commuter share to non-Howard areas of East EGR4 while Clinton County saw a big drop in its commuters to Howard County.
- ➔ About 2.8% of Region 4 commuters are travelling to Fulton and Wabash County. Close to 20% of commuters from these two counties travelled to the Region 4 in 2007.

## Findings on Industries

### → Cluster Studies by Purdue



Source: PCRD, IBRC & SDG, June 2007

Manufacturing is still the key growth industry cluster in the region, with increasing specialization in primary metals and machinery. Other strong areas of specialization lie in the advanced materials and agribusiness, while some of the new emerging clusters are in apparel & textiles and transportation & logistics.

### → A Strong Goods Producing Sector

Despite economic restructuring, the region still shows a strong export base compared to Indiana and does not seem to lose jobs in the goods-producing sector as fast as the state average. The consequences of the current recession are still to be measured.



Source: BEA, EMSI

Note: Manufacturing total private employment from BEA, Agriculture and Mining from EMSI due to suppression in federal data sources

### ➔ Growth Businesses (Establishments)

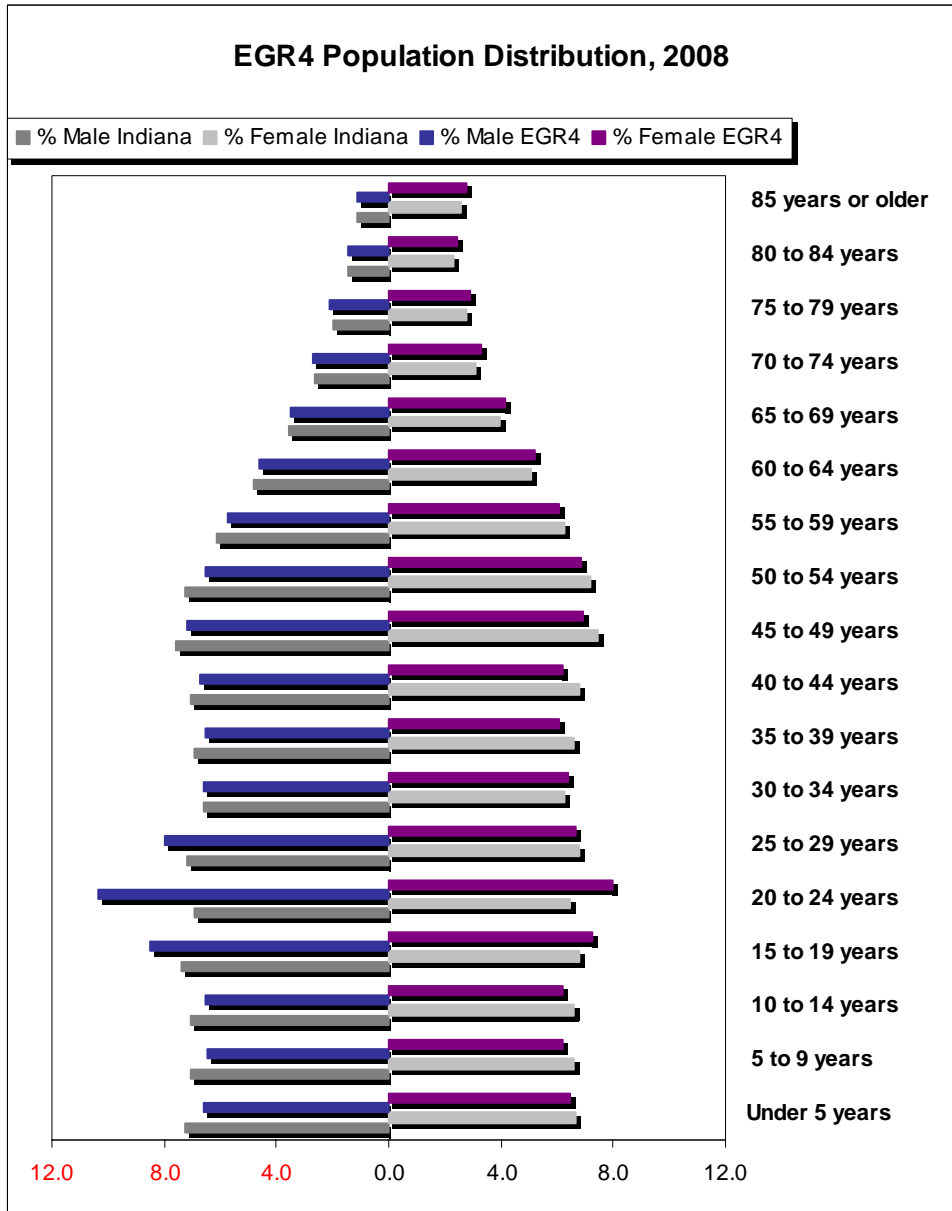
This report's analysis of high-sales-growth establishments (based on growth between 2002 and 2006) reveals that:

- I. The two industry sectors with the highest concentration of growth businesses by sales growth in Region 4 have been :
  - 1.) Finance and Insurance, and
  - 2.) Administrative and Support and Waste Management and Remediation Services
- II. Half of the high-sales-growth industry codes are also represented in clusters identified in the recent Purdue cluster analysis for the Region, in particular industries that are part of the star cluster Agribusiness and the emerging cluster Business & Financial Services (both have increasing job concentrations in the region)

**SNAPSHOT: Demographics**

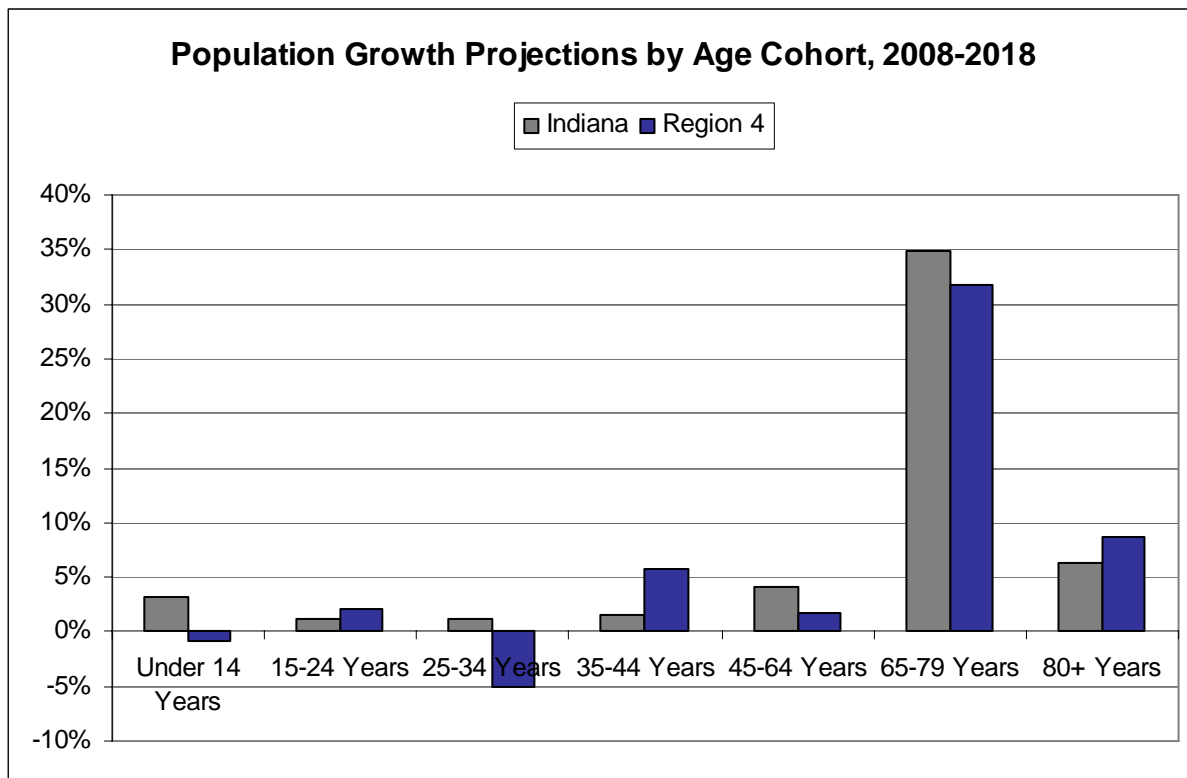
**Findings**

- ➔ Less youth than the State; more young adults aged through 29 years; a few less at prime working age; and more mature-age population over 60.



Source: Census Bureau, Population Estimates, July 2008

- ➔ Looking to the next 10 years, there will be significant future aging demographics of the Region.



Source: Census Bureau, Population Estimates, July 2008, EMSI

➔ The ethnic and racial make up of the Region will change over the next 10 years as all net population growth will come from non-white populations.

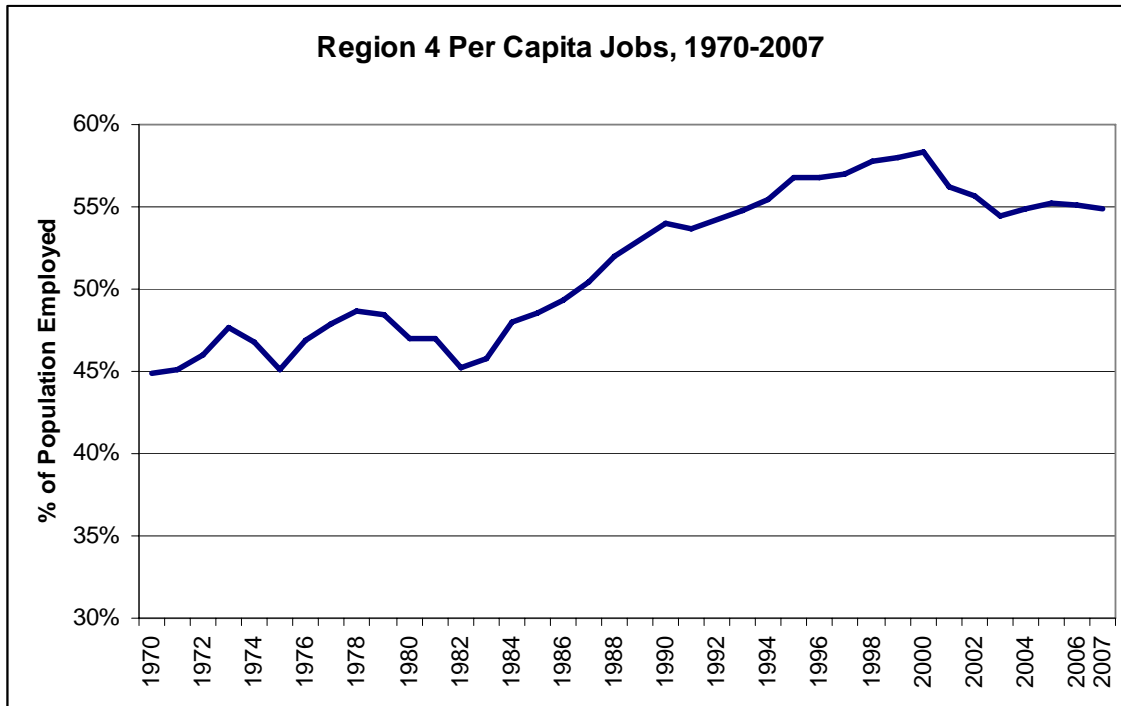
Demographics by Race/Ethnicity, 2008-2018			
	2008 Population	2008 % of Region	2018 % Change (EMSI)
<i>Non-Hispanic</i>			
White	428,607	87.7%	-0.4%
Black or African American	14,458	3.0%	21%
American Indian or Alaska Native	1,516	0.3%	13%
Asian	10,660	2.2%	41%
Native Hawaiian and other Pacific Islander	89	0.02%	33%
Two or more races	4,976	1.0%	45%
<i>Hispanic</i>	28,472	5.8%	39%
	488,778		

Source: Census Bureau, Population Estimates, July 2008; EMSI

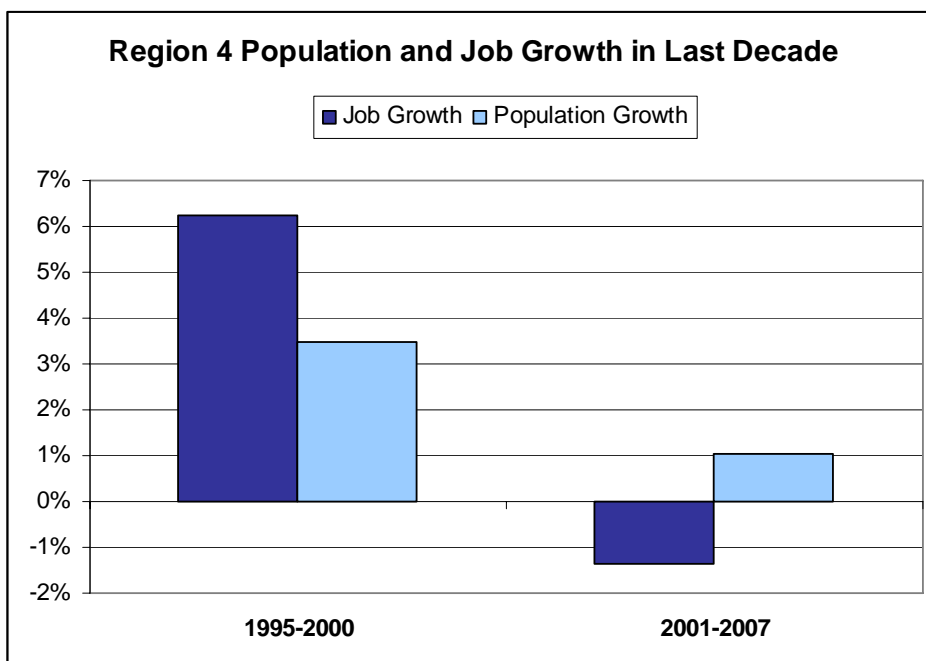
**SNAPSHOT: Population Change and Employment**

**Finding on Jobs as Percent of the Population**

➔ The big increase in workers during 1980s and 90s was due to increased labor force participation by women as well as falling unemployment. Since the 2001 recession, participation rates however have slowed and there has been a steep increase in unemployment in the region up to 2003 but showing improvement up to 2008, consistent with the stabilization in the per capita jobs. But, with a slowing participation rate the most likely supply of new labor will be returning mature workers and immigrant labor, domestic and foreign.



Source: Bureau of Economic Analysis



Source: Bureau of Economic Analysis

## SNAPSHOT: Critical Occupations

Three major regional reports reference 'critical occupations': Top 60 Critical Occupations in West Central Indiana 2008,<sup>2</sup> Hoosier Hot 50 Region 4,<sup>3</sup> and Demand and Growth Occupations 2007,<sup>4</sup> These combine for a source list of 132 occupations. To this list, this State of the Workforce research has added 18 occupations critical to high-growth businesses in the region.

While several of these occupations are business/industry specific, most are generic in nature. Consequently preparing for these occupations not only considers growth, but also accommodates broader occupational demand. This is good news for individuals who want to be ready for growth opportunities on the one hand while also being in an occupation that offers lots of choice for future work. Indeed these occupations offer quite some industry and blue-white collar diversity. Most do not require a four-year degree, but lots of vocational training and on the job experience.

<b>Region 4 Additional Critical Occupations found in High-Growth Industries</b>	
<b>Occupation Title</b>	<b>Education / Training Requirement</b>
Office clerks, general	Short-term on-the-job training
Bookkeeping, accounting, and auditing clerks	Moderate-term on-the-job training
Counter and rental clerks	Short-term on-the-job training
Receptionists and information clerks	Short-term on-the-job training
Farm-workers and laborers, crop, nursery, and greenhouse	Short-term on-the-job training
Landscaping and grounds-keeping workers	Short-term on-the-job training
First-line supervisors / managers of retail sales workers	Work experience in a related field
Insurance sales agents	Bachelor's degree
Physicians and surgeons, All Other	First professional degree
First-line supervisors / managers of construction trades and extraction workers	Work experience in a related field
Medical secretaries	Postsecondary vocational award
Operating engineers and other construction equipment operators	Moderate-term on-the-job training
Printing machine operators	Moderate-term on-the-job training
Farm, ranch, and other agricultural managers	Degree plus work experience
First-line supervisors / managers of housekeeping and janitorial workers	Work experience in a related field
Cost estimators	Work experience in a related field
Property, real estate, and community association managers	Bachelor's degree
Office clerks, general	Short-term on-the-job training
<i>Source: EMSI Covered Employment - Fall 2008</i>	
<i>*State wages for all industries</i>	

<sup>2</sup> [www.wca4a.org/UserFiles/File/TAP\\_TOP\\_60.pdf](http://www.wca4a.org/UserFiles/File/TAP_TOP_60.pdf)

<sup>3</sup> <http://www.hoosierdata.in.gov/docs/ltproj/pdf/r/EGR04CP.pdf>

<sup>4</sup> [http://www.in.gov/dwd/files/Reg4\\_swic.pdf](http://www.in.gov/dwd/files/Reg4_swic.pdf)

**SNAPSHOT: Educational Attainment and Labor Market Needs**

**Finding on Skills Matching**

➔ The table below implies that there is a significant proportion of the population with a Bachelor’s degree or higher that is either unemployed or working below training level or working outside the region. Conversely, the Region experiences a shortfall of residents trained for occupations linked to 2-year degrees and lower. These mid-level occupations are particularly associated with WorkKeys silver level certificates. The WorkKeys requirements of the critical occupations in demand by growth businesses can be primarily met at the silver level, again a sign for the need for strong mid-level skills in the workforce.

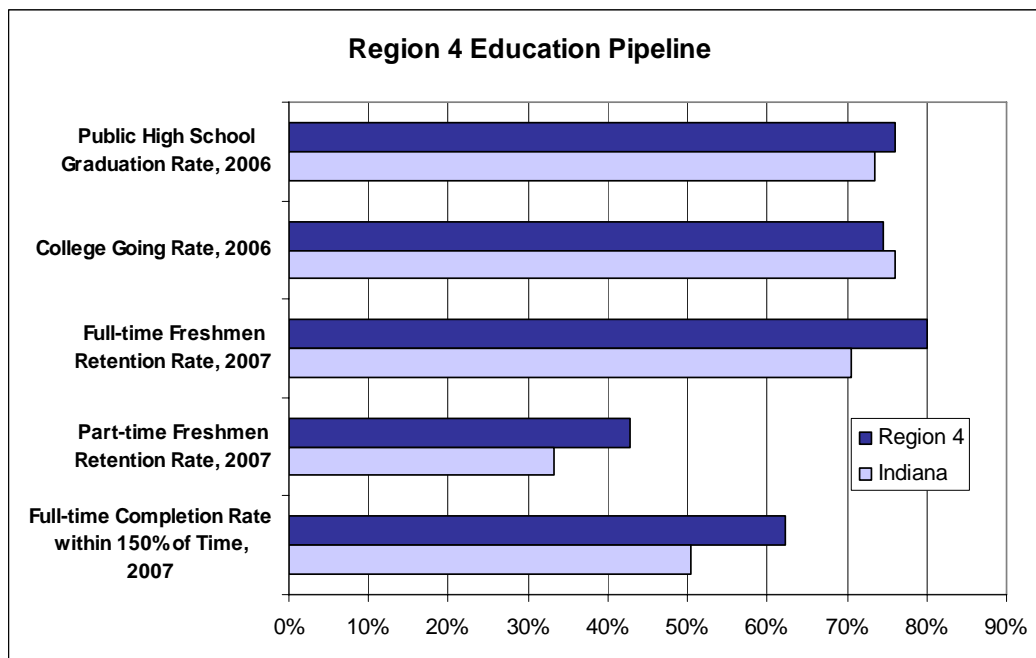
An exploratory analysis of WorkKeys scores of 2,945 individuals tested on all three basics tests between November 1, 2007 and April 30, 2009 indicates a distribution weighted in favor of silver and gold levels. While this sample cannot be taken as representative of the population at large, it is a good sign. The sample does provide, for the first time, actual basic skills information collected locally, offering a first glimpse at what the Region 4 worker basic skills profile looks like.

<b>EGR4 Educational Attainment vs. Demand</b>		
	<b>Educational Attainment Of the 25years+ Population</b>	<b>Job Requirements</b>
No degree	74%	74%
Associate's Degree/Vocational	6%	8%
BA or higher	20%	18%

*Source: EMSI, 2008 Estimates*  
*Note: assumes people do not work in jobs with educational requirements below their attainment*

**Finding on Education Pipeline**

➔ The Region’s education pipeline looks good.



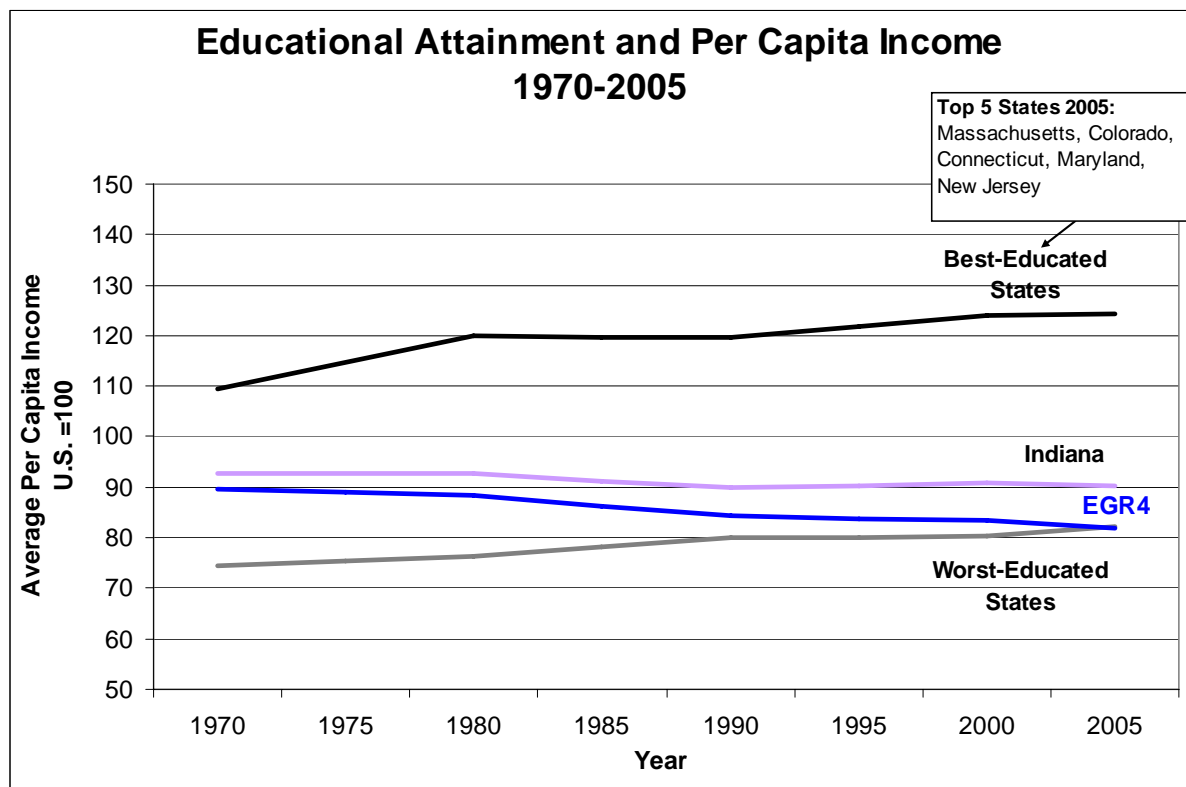
Source: NCES, Indiana Department of Education, IPEDS<sup>5</sup>

<sup>5</sup> All aggregate college results are weighed by enrollment  
 Alliance 4 Advancement West Central Indiana Region 4 Workforce Board  
 Statistical Background for the State of the Workforce Report, Region 4 Indiana

Region 4 is not currently experiencing a ‘brain drain’. In fact those with Associate’s degree or above have increased numerically over the last 7 years (total: 22,217) and have increased proportionately in both the early/mid-career cohort (age 25-44) and the mature-age cohort (age 45-64). However, the loss of nearly 20,000 ‘some college’ younger workers from the Region are troubling because gains have not been made up at this educational level by the mature-age cohort. Such workers are critically important as mid-skills jobs grow in advanced economies. In addition, mature residents in the Region remain under-skilled.

**Finding on Education and Income**

- ➔ Higher productivity should be reflected in higher per capita income and vice versa. On per capita income, the region has been losing ground relative to the U.S. and Indiana, and has converged to the level of the worst educated states. Given that the educational assets of the region are relatively strong, other forces must be at work to keep the region’s per capita income level below average. While value-creation data is difficult to obtain at the county/regional level indications from sales/employee data suggest room for improvement in most industries in the Region (see Business Value/Wealth Creation below).



Source: Bureau of Economic Analysis, U.S. Census Bureau

## SNAPSHOT: Workforce

### Finding on Labor Force

- A strong per capita job growth in the 1990s was driven by a higher female labor force participation rate as well as a fall in unemployment. Since 2000, the regional unemployment rate shot up and per capita job growth plummeted, hitting a low in 2003. It has somewhat stabilized since then, but falling labor force participation rates for both men and women remain a challenge.

<b>EGR4 Labor Force Participation Trend</b>			
	<b>Total</b>	<b>Men</b>	<b>Women</b>
2007 Estimate (ACS)	<b>63%</b>	68%	57%
2000 Census	<b>65%</b>	71%	59%
1990 Census	<b>64%</b>	73%	56%

*Source: Census Bureau, Decennial Census, American Community Survey 2005-2007 3-year Average*  
*Note: The ACS 2005.2007 results include Wabash County!*

### Labor Force Participation by Age

The most current regional labor force estimates show that Region 4 still has a below average labor force participation rate compared to the State average, especially for males, the student population (Tippecanoe county rates pull down the average) and early career workers as well as the mature workers. The Region measures near the State average for the mid-career workers, deferred retirement workers and elders. A more detailed study, in the mature workers in-depth report, shows that while traditional retirement dates remain important they are becoming less so.

<b>Civilian Labor force participation rates by Gender and Age Group, 2007</b>		
	<b>Indiana</b>	<b>EGR4</b>
Total	66%	63%
MALE	72%	68%
FEMALE	60%	57%
School-to-career workers, 16-24 years	63%	56%
Early career workers, 25-34 years	82%	80%
Mid-career workers, 35-44 years	83%	83%
Mature workers, 45-64 years	74%	72%
Deferred retirement workers, 65-74 years	24%	23%
Elders, 75+ years	6%	6%

*Source: ACS PUMS 2005-2007 3-year Average; Note: The ACS 2005.2007 results include Wabash County!*

### Finding on Underemployment

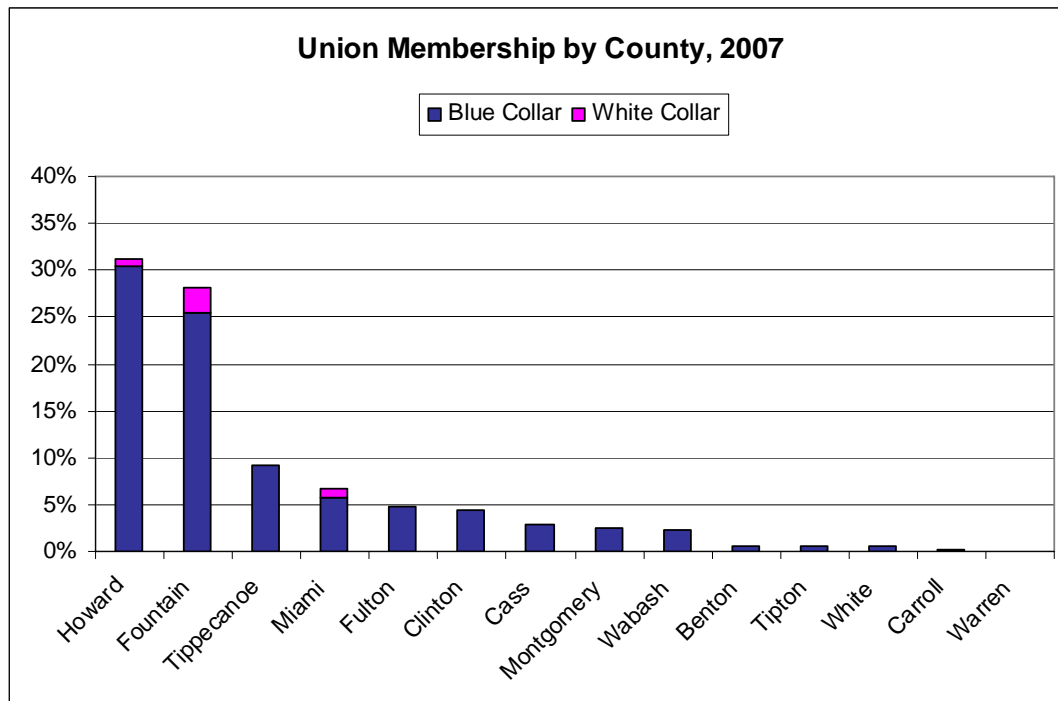
<b>Underemployment in Region 4, Feb. 2009</b>		
	<b>Official Unemployment (U3)</b>	<b>Underemployment (U6)</b>
<b>Region 4</b>	<b>29,672</b>	<b>54,222</b>
East	13,548	24,755
West	14,604	26,690

*Source: Bureau of Labor Statistics, LAUS and CES*  
*Note: "U3" represents official unemployment. The "U6" value in the table represents a wider pool including both officially unemployed persons plus those who are working part-time for economic reasons and who are marginally attached to the labor market.*

- Unemployment and underemployment are always of social and economic concern. On the other hand, this substantial pool including many experienced and qualified people can help leaders position the Region for next growth as the national recession comes to an end.

**Finding on Union Activity**

- The DOL records do not show membership by place of work but by the location of the local union, hence some union members could work outside the county or region. The only counties with service-related unions are Howard, Fountain, and Miami County. The high number for Fountain County is due to the presence of an AUTO WORKERS AFL-CIO Leadership Council that covers some of the workers of the Harrison Steel Castings Company. Between 2000 and 2007, union members as a percent of employed has dropped in all areas. Region 4's share has decreased 0.6% whereas Fulton and Wabash have experienced decreases of 35% and 70% respectively.



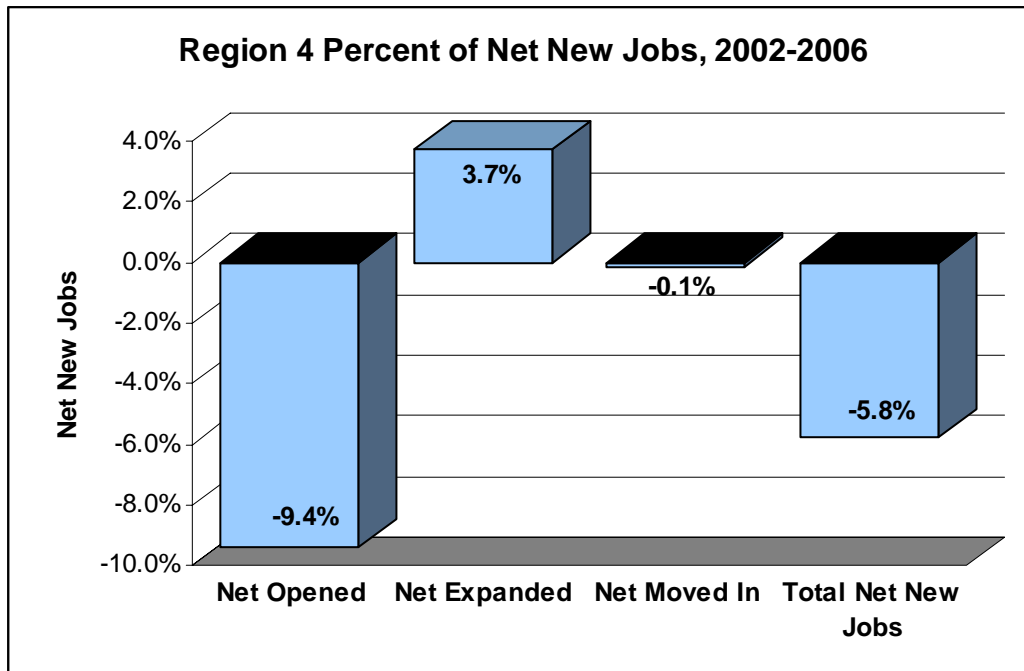
Source: Department of Labor, Bureau of Labor Statistics

## SNAPSHOT: Entrepreneurial Dynamics

### Finding on Job Dynamics

- ➔ These data help our understanding of the internal dynamics of job creation. 'Net Opened' = jobs created by businesses opening minus closing. 'Net Expanded' refers to jobs created by exiting business (expansions minus contractions). 'Net Moved In' refers to jobs created by businesses relocating to the Region minus those leaving.

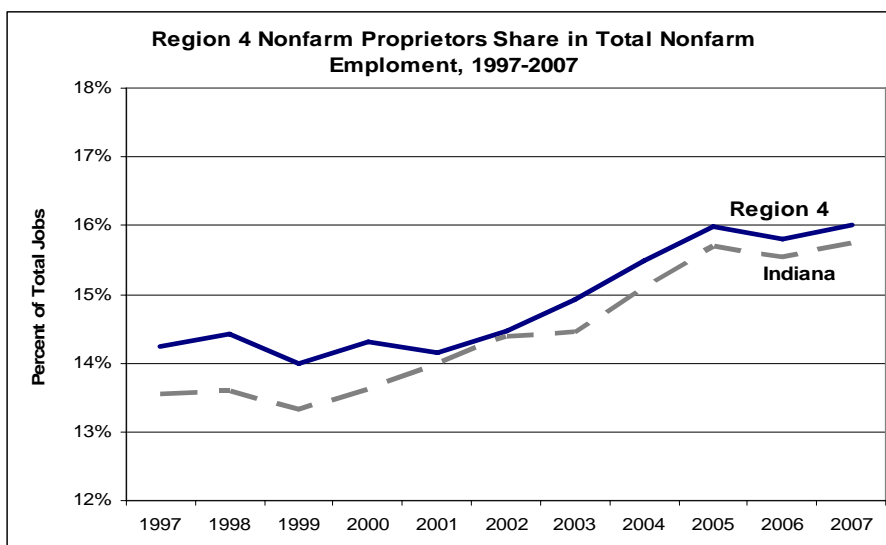
Although the Region experienced a net job loss between 2002 and 2006, existing business contributed net job gain.



Source: *Youreconomy.org*

### Finding on Self-employment, past and present

- ➔ Self-employment is on the rise. Region 4 has had an above average nonfarm self-employment share compared to the State over the last decade, and since the last recession the rate has increased significantly.



Source: *Bureau of Economic Analysis*. Includes sole proprietors and business partners not assumed to be limited partners

## SNAPSHOT: Business Value/Wealth Creation

Ultimately, an economy progresses to the extent that its businesses create wealth by adding value to its outputs, then passing that wealth onto stockholders, managers and workers, ultimately reflected in per capita income.

Looking at sales per job in the region reflects the combined effects of production smarts, technology investment, worker skills, business strategy and market pricing. This can shed some light on Region 4's poor performance in per capita income growth.

The sales/job data comes from a specialty D&B data set called NETS, National Establishment Time Series. The measure used is the sales/job of the median establishment. What is most useful with a wealth creation-type measure is not the actual level but change over time and comparison with a benchmark, in this case Indiana as a whole. The region has seen a decline in sales/job between 2002 and 2006 of 2.6%, although the decline has been less pronounced than in the State overall.

<b>Annual Average Sales per Job Growth by Industry Sector, 2002-2006</b>	
<b>Industry Sector</b>	<b>Average Annual Growth Rate</b>
Agriculture, Forestry, Fishing and Hunting	-5.2%
Mining	-0.8%
Utilities	-3.7%
Construction	-1.7%
Manufacturing	-2.4%
Wholesale Trade	-1.8%
Retail Trade	-3.2%
Transportation and Warehousing	-1.6%
Information	2.6%
Finance and Insurance	-1.2%
Real Estate and Rental and Leasing	0.1%
Professional, Scientific, and Technical Services	-0.3%
Management of Companies and Enterprises	-0.8%
Administrative and Support and Waste Management and Remediation Services	-1.6%
Health Care and Social Assistance	-0.3%
Arts, Entertainment, and Recreation	-1.4%
Accommodation and Food Services	0.5%
Other Services (except Public Administration)	-1.1%
<b>Region 4</b>	<b>-2.6%</b>

*Source: NETS; Annual Establishment Sales per Employee. Growth rate = average of annual growth*

## SNAPSHOT: Earnings

### Finding on Occupations with the highest wage growth

- ➔ Based on data from the metropolitan areas of Lafayette and Kokomo, the following occupations grew by more than 50% between 2002 and 2008 in one of these two areas.

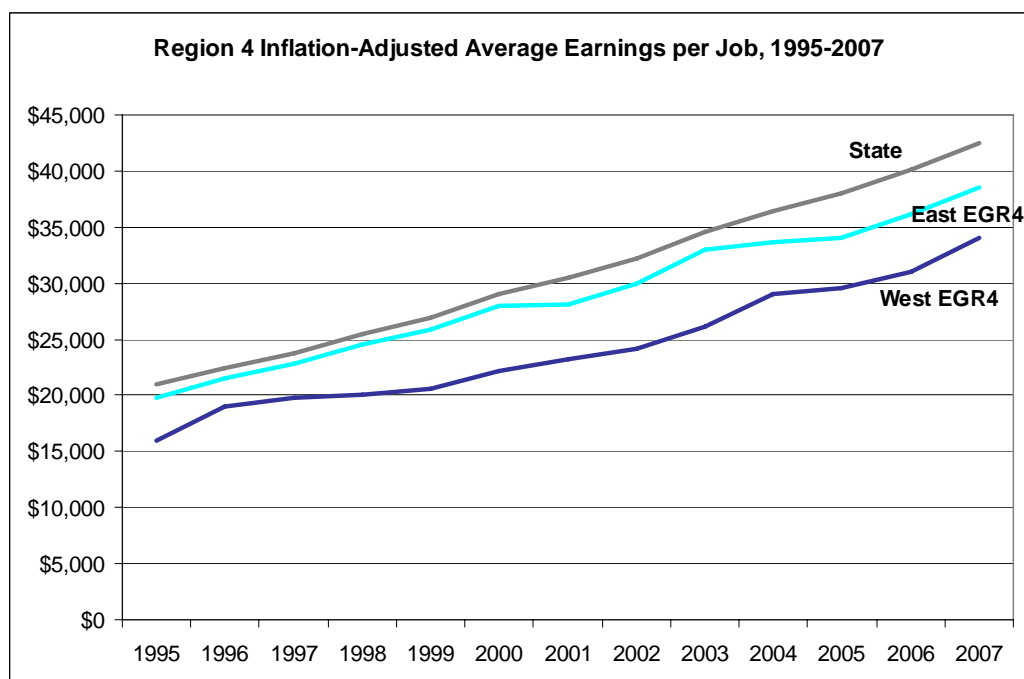
#### High-wage-growth Occupations in the Region, 2008

SOC	Occupation Title	Median Hourly Wage
29-2021	Dental hygienists	\$36.5
11-9031	Education administrators, preschool and child care center/program	\$27.0
35-1011	Chefs and head cooks	\$16.7
53-7062	Laborers and freight, stock, and material movers, hand	\$22.6
49-3031	Bus and truck mechanics and diesel engine specialists	\$28.3
27-4021	Photographers	\$16.8
17-3027	Mechanical engineering technicians	\$34.6
11-3011	Administrative services managers	\$36.7
13-1072	Compensation, benefits, and job analysis specialists	\$34.4
43-4151	Order clerks	\$18.9
17-3026	Industrial engineering technicians	\$27.4
53-1031	First-line supervisors/managers of transportation and material-moving machine and vehicle operators	\$30.1
25-4021	Librarians	\$28.9

Source: Bureau of Labor Statistics, OES

### Finding on Average Wages in each Sub-Region

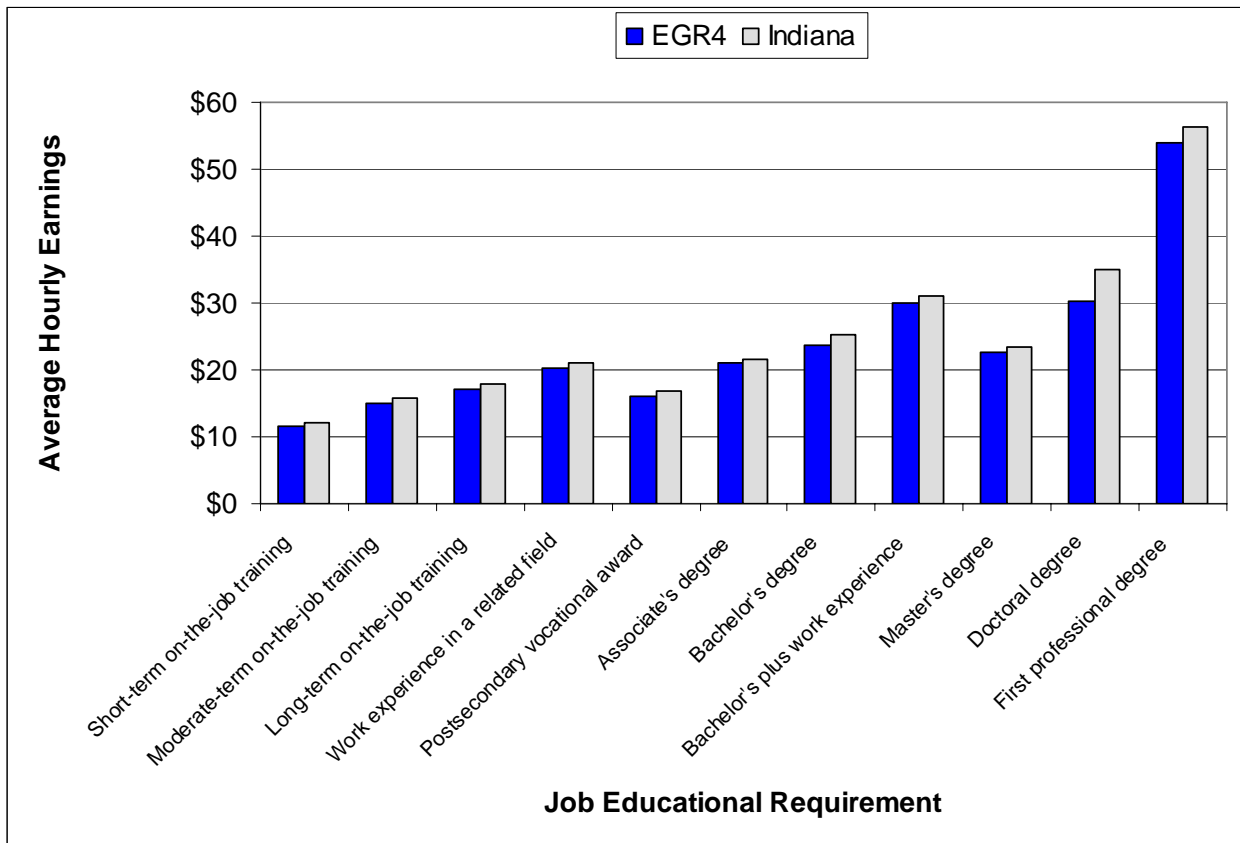
- ➔ Earnings per job in the East sub-region have been significantly above the West region for over a decade. However, both lie below the State average with a widening gap since 2003.



Source: Bureau of Economic Analysis, 2007 Dollars

**Finding on Earnings vs. Educational Job Requirement**

- ➔ There is a group of occupations, representing over 40% of jobs in the region, that require extensive on-the-job training or work experience but no degree, and that pay on average only 12% less per hour than occupations requiring a college degree (excluding professional degrees).
- ➔ The Region (and the State) seems to have a lack of well-paid occupations requiring Master’s degrees but has a disproportionately high share of occupations requiring basic skills and extensive work experience.
- ➔ Average Hourly Earnings in the region for all educational requirements are below the state average.



Source: EMSI, 2009

## ABBREVIATIONS

**ACS: American Community Survey** - ACS is a nationwide survey designed to provide communities a fresh look at how they are changing. It is a critical element in the Census Bureau's reengineered decennial census program. The ACS collects and produces population and housing information every year instead of every ten years. The Public Use Microdata Sample files, or PUMS, are a sample of the actual responses to the American Community Survey and include most [population and housing characteristics](#).

**BEA: Bureau of Economic Analysis** - BEA is an agency of the Department of Commerce. Along with the Census Bureau and STAT-USA, BEA is part of the Department's Economics and Statistics Administration. BEA produces economic accounts statistics that enable government and business decision-makers, researchers, and the American public to follow and understand the performance of the Nation's economy. To do this, BEA collects source data, conducts research and analysis, develops and implements estimation methodologies, and disseminates statistics to the public.

**BLS: Bureau of Labor Statistics** - BLS is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics.

**Census: The US Census Bureau** collects data: [Population & Housing Census](#) - every 10 years, [Economic Census](#) - every 5 years, [American Community Survey](#) - annually

**CES: Current Employment Statistics** - Each month the Current Employment Statistics (CES) program surveys about 150,000 businesses and government agencies, representing approximately 390,000 individual worksites, in order to provide detailed industry data on employment, hours, and earnings of workers on nonfarm payrolls. This is performed through the Bureau of Labor Statistics.

**DOL: Department of Labor** - The DOL fosters and promotes the welfare of the job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment, protecting their retirement and health care benefits, helping employers find workers, strengthening free collective bargaining, and tracking changes in employment, prices, and other national economic measurements. In carrying out this mission, the Department administers a variety of Federal labor laws including those that guarantee workers' rights to safe and healthful working conditions; a minimum hourly wage and overtime pay; freedom from employment discrimination; unemployment insurance; and other income support.

**EMSI: Economic Modeling Specialists, Inc.** - EMSI produces user-friendly web-based tools and reports that interpret and analyze labor market and demographic data for any geographic area in the United States or Great Britain. The tools conduct a wide variety of workforce and economic analysis and quickly produce custom reports using up-to-date labor market, industry, and demographic data.

**LAUS: The Local Area Unemployment Statistics (LAUS)** program produces monthly and annual employment, unemployment, and labor force data for Census regions and divisions, States, counties, metropolitan areas, and many cities, by place of residence.

**LED: Local Employment Dynamics (LED)** is a voluntary partnership between state labor market information agencies and the U.S. Census Bureau to develop new information about local labor market conditions at low cost, with no added respondent burden, and with the same confidentiality protections afforded census and survey data.

**LEHD: Longitudinal Employer-Household Dynamics (LEHD)** is an innovative program within the U.S. Census Bureau. We use modern statistical and computing techniques to combine federal and state administrative data on employers and employees with core Census Bureau censuses and surveys while protecting the confidentiality of people and firms that provide the data.

**NETS: National Establishment Time-Series (Nets) Database** - For more than thirty-two million establishments, the National Establishment Time-Series (NETS) Database provides time-series information on mobility patterns, employment and sales growth performance, job creation and destruction, business startups and failures, changes in primary markets, corporate affiliations, and historical Dun and Bradstreet ratings, to name a few. Developed through a joint venture with Dun and Bradstreet, it covers more than 250 fields and seventeen years of historical information thoroughly documenting economic activity from 1989 through 2006. This unique business establishment database is the only commercially-available historical database of its kind on the market. This file shows a sample analysis of the coffee industry.

**OES: The Occupational Employment Statistics (OES)** program produces employment and wage estimates for over 800 occupations. These are estimates of the number of people employed in certain occupations, and estimates of the wages paid to them. Self-employed persons are not included in the estimates. These estimates are available for the nation as a whole, for individual States, and for metropolitan and nonmetropolitan areas; national occupational estimates for specific industries are also available.

**PCRD: Purdue Center for Research and Development** - The Purdue Center for Regional Development (PCRD) supports collaborative regional and multi-institutional approaches to problem solving and development. Some core competencies include: Regional Analysis and Planning, Economic Development Planning, New Models of Workforce Development, Small Business Development, Community/Regional Entrepreneurship Development, Rural and Small Town Community and Economic Development, Civic Leadership/Governance, GIS and Spatial Techniques and Analysis.