



michigan**turnaround**plan

A Plan to Transform Michigan's Economy and Create Jobs
[UPDATED June, 2010]

Business Leaders for Michigan

Website: BusinessLeadersforMichigan.com

Introduction

Two generations ago, Michigan was a Top Ten state for job and economic growth. For the past generation, we have lagged the nation. We are becoming economically poorer, smaller and less competitive. In order to stop this trend, we must do what any business facing these conditions would do – adopt a “turnaround plan.”

We are proposing this Michigan Turnaround Plan to get our state back to being a Top Ten economic leader again. This plan is specific, action-able and based on facts.

Business Leaders for Michigan companies employ over 300,000 people in Michigan, generate nearly \$1 Trillion in annual revenue and serve over 130,000 students. We live here, raise our children here, have our businesses here and are part of our communities. We can't grow our businesses and employ more people without a healthy, vibrant Michigan.

The Michigan Turnaround Plan will help Michigan rediscover the role it played a generation ago – being a leader in creating good paying jobs for its citizens and being a model for the nation.

Table of Contents

CONTENTS	PAGE
Executive Summary	5
The Case For Change	6
Goals	29
Outcomes Needed	30
The Five Step Turnaround Plan	31
Where We Could Be	44
The Commitment	45

Executive Summary

A State in Crisis

Michigan has been getting poorer, smaller and less competitive. The result is a state with chronic budget shortfalls & an unemployment rate far above the national average. Incremental changes to the state's budget, tax and economic development policies will be insufficient to grow the state's economy. Only a holistic, transformative strategy will do the job.

- **Issue: Michigan's economy has been in decline for at least a decade**
 - Michigan ranks 50th in both private job & per capita income growth since 2000¹

- **Root cause: Michigan is uncompetitive**
 - Ranks average to below average on most of over 100 factors that drive job creation²

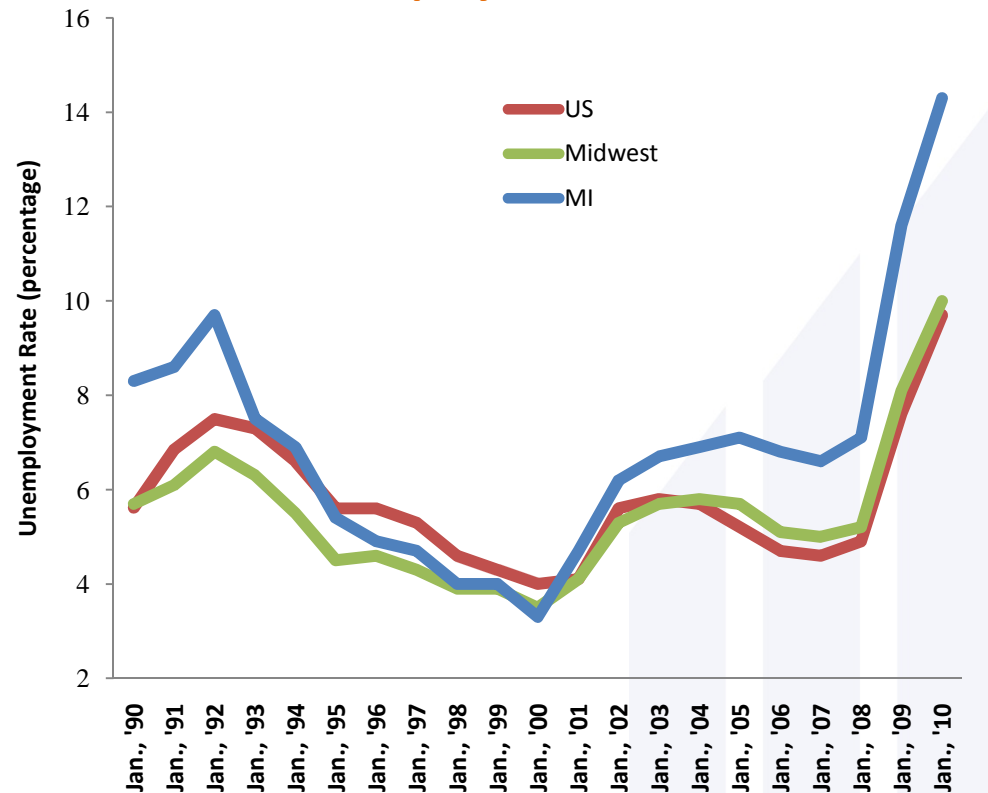
- **Solution: A holistic plan**
 - The Michigan Turnaround Plan outlines a specific five-step strategy to transform our state by improving the way our government works, getting competitive, leveraging our assets, accelerating growth and working cohesively

The Case for Change: Rising Unemployment

Since 2000 -
Michigan Has Lost
More Jobs Than Any
State

Michigan lost 1 of every 2 U.S. private sector jobs since 1999 and 1 out of every 4 total jobs since 2000. While Michigan's private sector jobs make up only 3% of the workforce nationally, 16% of U.S. private sector job losses have occurred in Michigan - more than any state.

Unemployment Rate



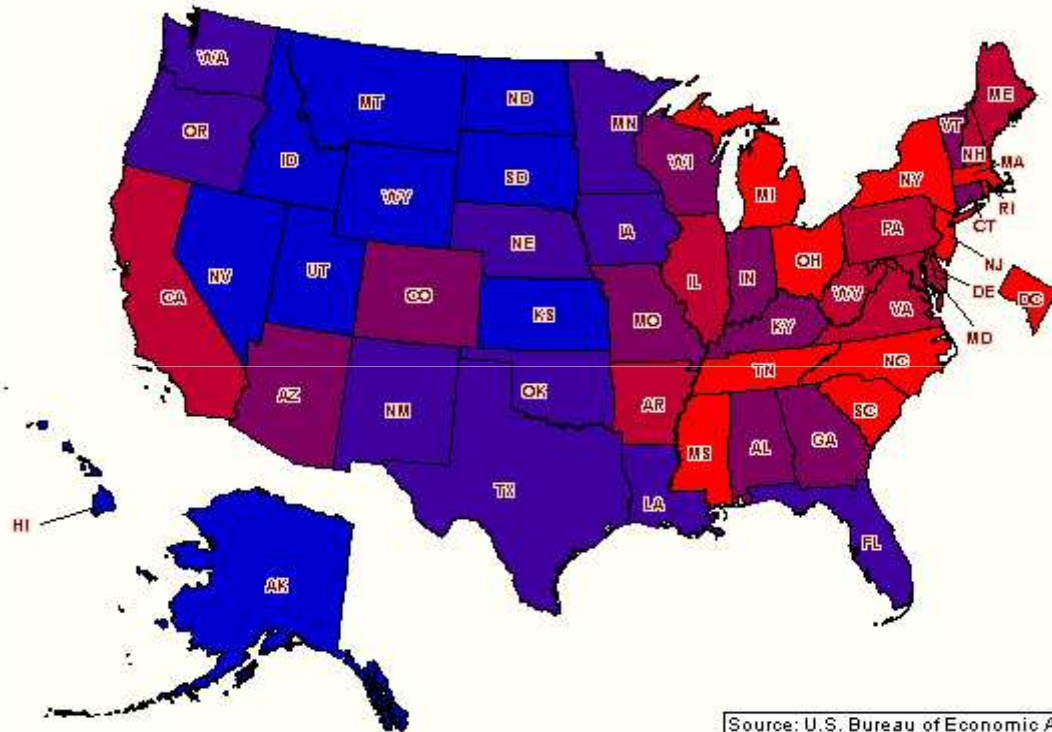
Source: Bureau of Labor Statistics

The Case for Change:

Manufacturing Job Losses Impacted Many States

Michigan Lost the Most, But Other States Also Lost Many:

Michigan lost the greatest percentage of its manufacturing job base since 2000 than any state. Other states have lost nearly as much, but haven't been as adversely impacted since their economies were more diversified.



Least Manufacturing Job Loss
2000-2008



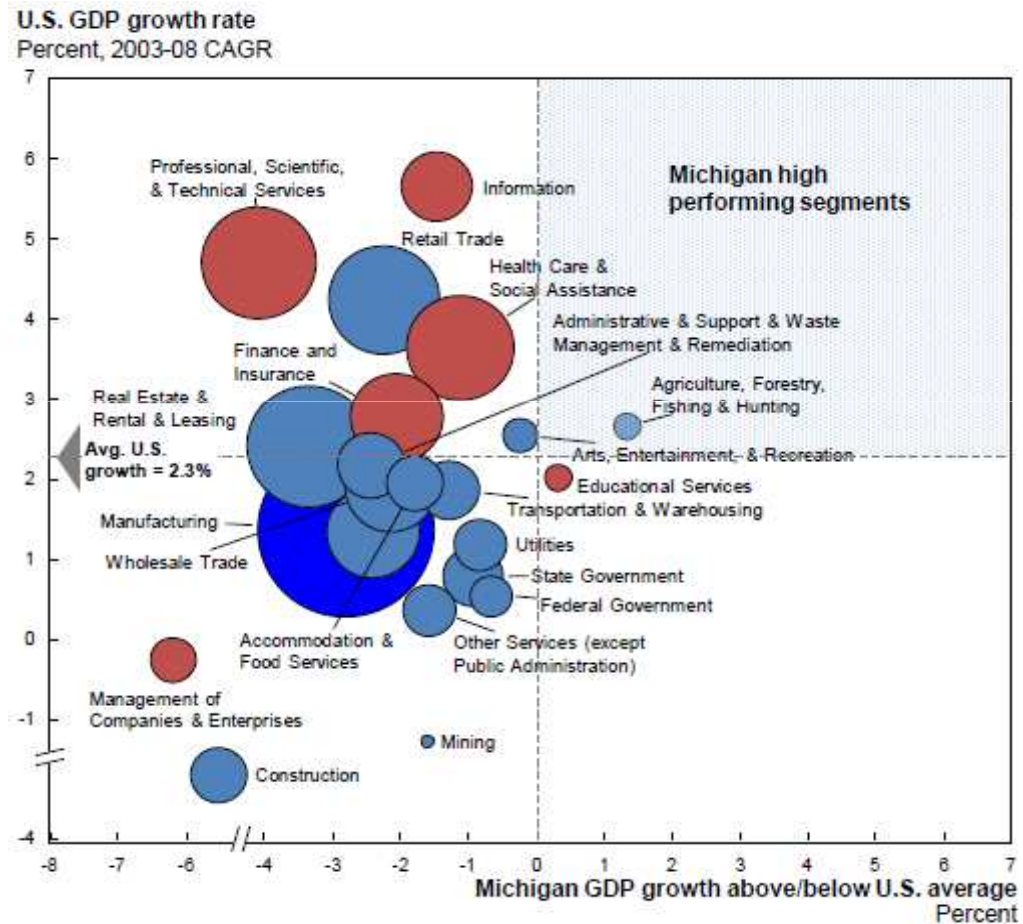
Most Manufacturing Job Loss
2000-2008

The Case for Change:

Job Growth Lagged Across 90% of Job Sectors

Under-Performing Across Nearly All Job Sectors:

- The chart shows 200 U.S. job sectors aggregated into 22 industry clusters
- Only one of 22 industry clusters grew in Michigan above the U.S. average - Agriculture
- Michigan under-performed the nation in 90% of the 200 U.S. job categories

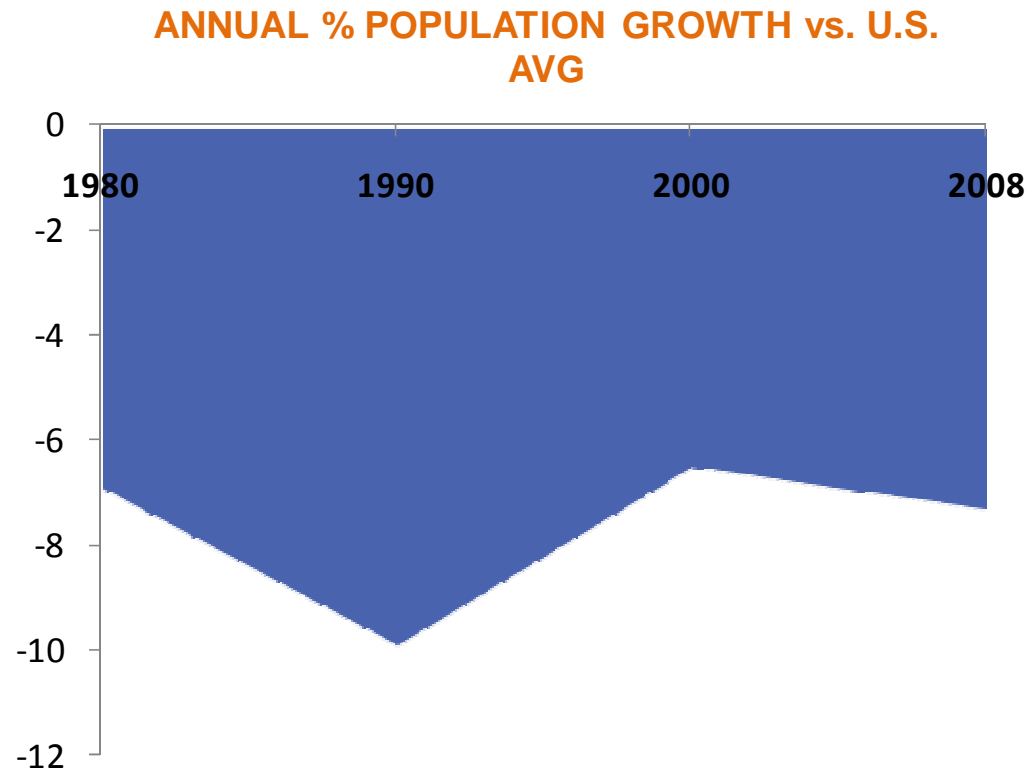


Source: 2010 BLM Benchmarking Report

The Case for Change: Getting Smaller

Michigan Getting Smaller Relative to U.S.:

Michigan has been growing at a slower rate than the average U.S. state for nearly 40 years. This has resulted in Michigan becoming less desirable for business investment as its share of the consumer market declines.

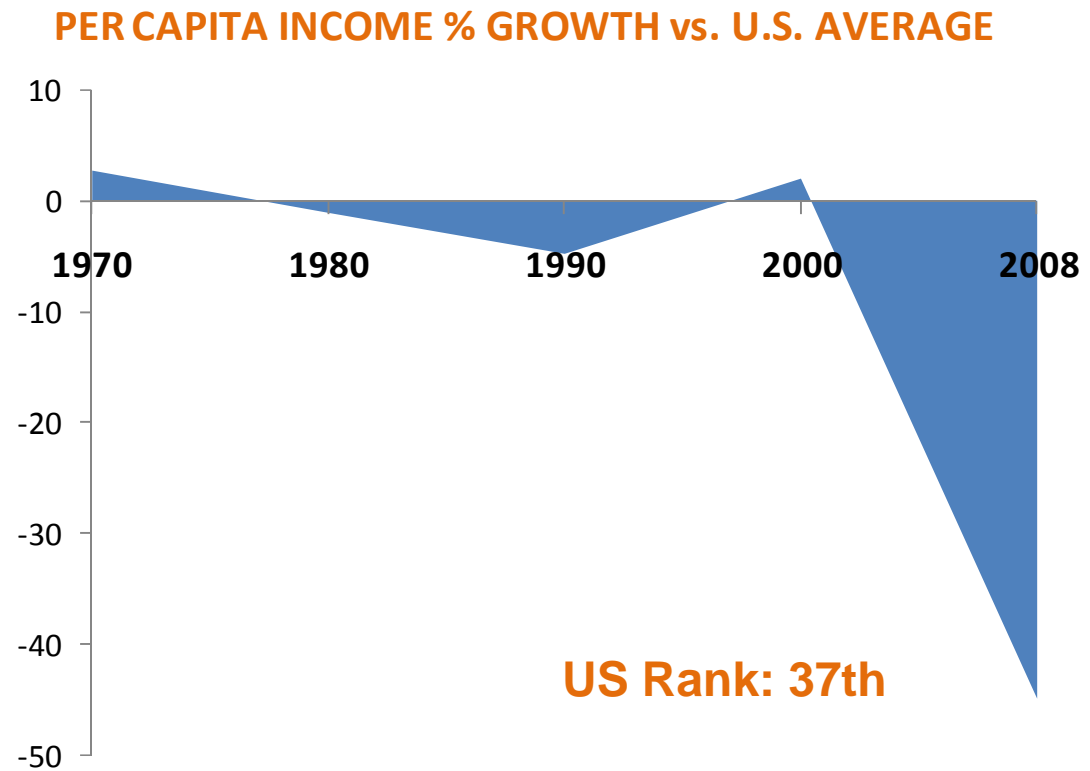


Source: U.S. Census Bureau Population Estimates Program

The Case for Change: Getting Poorer

Michigan Getting Poorer Relative to U.S.:

Michigan's per capita income has been declining for nearly 40 years and the rate of decline has accelerated dramatically in the past decade.



Source: U.S. Bureau of Economic Analysis

The Case for Change: Getting Poorer

Michigan Ranks Last in GDP Growth:

- Michigan's Gross Domestic Product (GDP) is \$382 Billion as of June 2009
- Since 2000, if Michigan's economy had grown at the average rate of the Top 10 states, Michigan would produce \$118B (31%) more GDP

State	GDP CAGR, 2000-07 Percent	GDP growth 2008- 09(Q2) Percent	2008-09(Q2) Rank
MI	-0.1	-7.6	50
OH	0.7	-3.6	40
IN	1.3	-4.2	41
GA	2.0	-2.7	36
TN	2.7	-2.2	30
AL	2.7	-2.2	31
IL	1.6	-2.4	33
NC	2.8	-2.6	34
CA	2.7	-1.7	27
MA	1.7	-1.0	19
TX	3.4	-0.4	13
Top 10 ¹	3.2	-1.2	

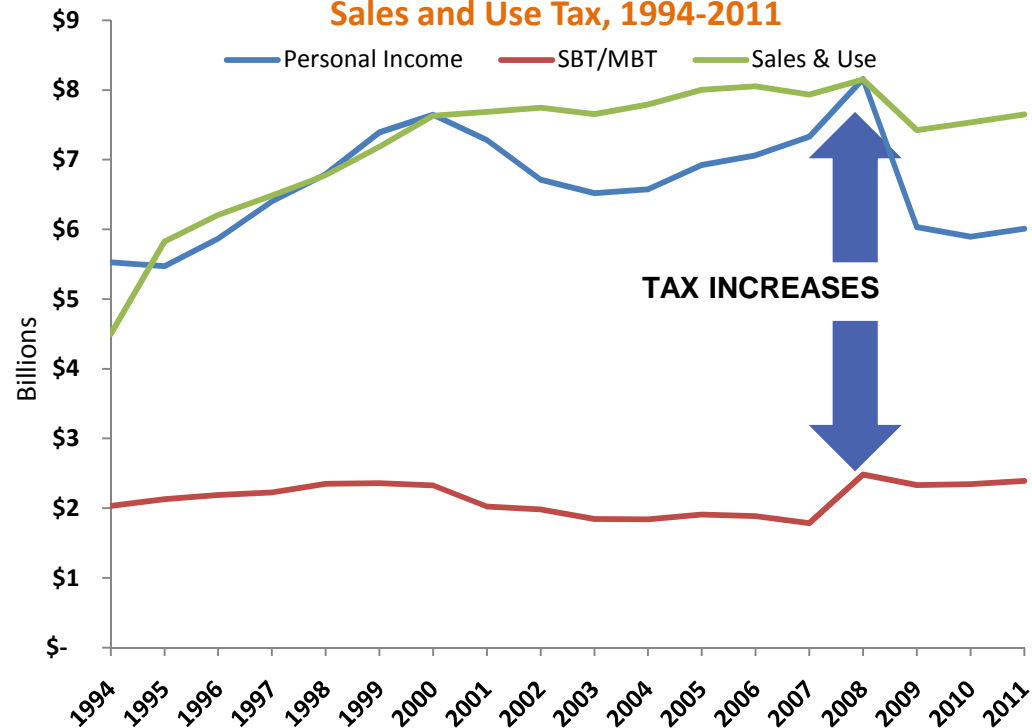
Source: 2010 BLM Benchmarking Report

The Case for Change: Declining or Flat State Tax Revenue

Michigan Revenues Reflect State's Economy:

Since 2000, state tax revenue has declined or been flat. Even when tax increases to the MBT and personal income were enacted in 2007, only short-term revenue increases resulted due to the deteriorating state of the Michigan economy.

Michigan Tax Revenue: Personal Income Tax, SBT/MBT, and Sales and Use Tax, 1994-2011

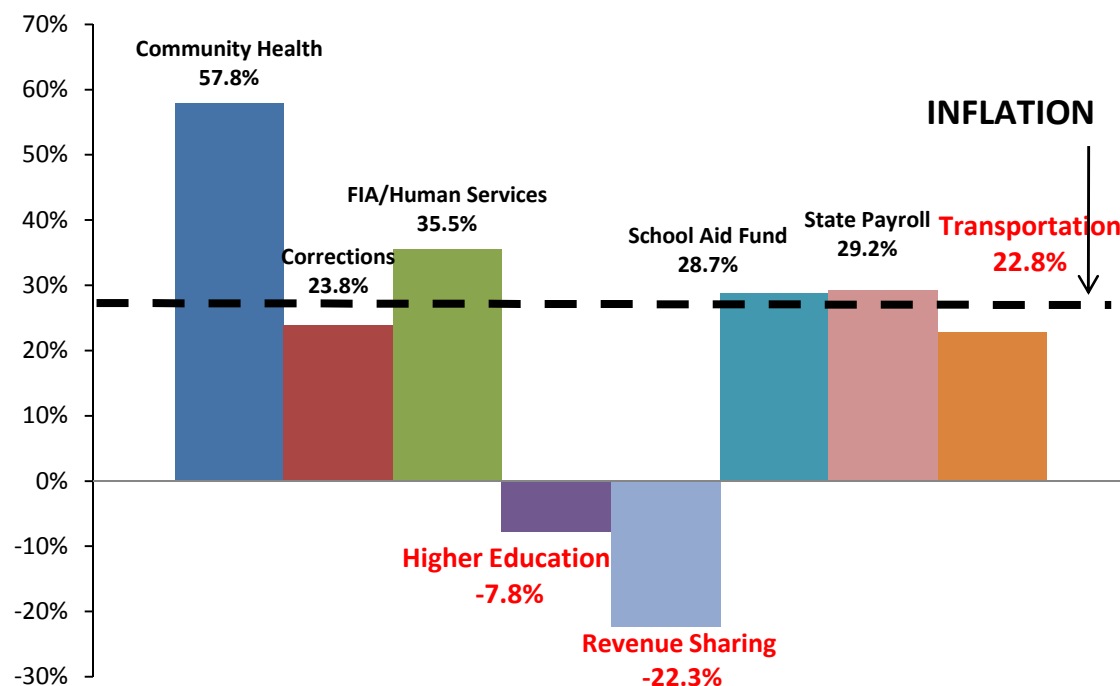


The Case for Change: State Spending Priorities

Health & Human Services Consume State Spending:

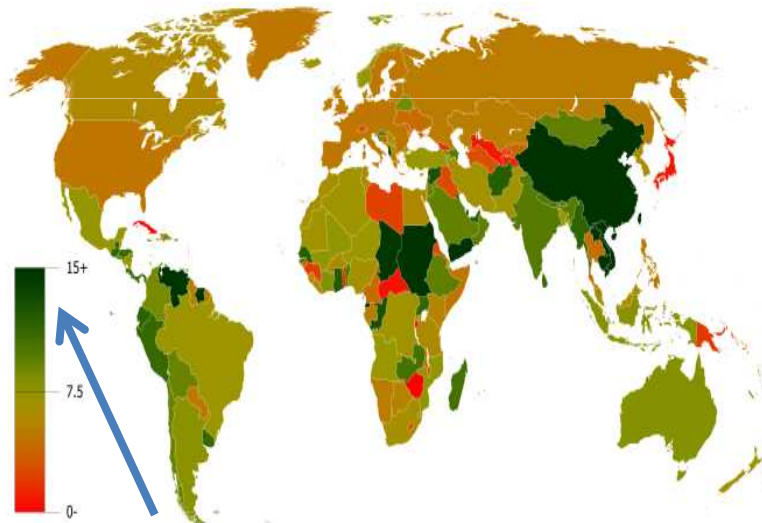
The state has managed to balance the budget the past decade largely with one-time budget fixes, federal stimulus funds & cutting areas that would most drive economic growth – higher education and transportation.

State Gross Expenditures, Percentage Change, FY 2000-2010



The Case for Change: States Must Compete for Jobs & People

**Competition For Job
Creation Is Now Global¹:**
The U.S. is Not a Growth Market

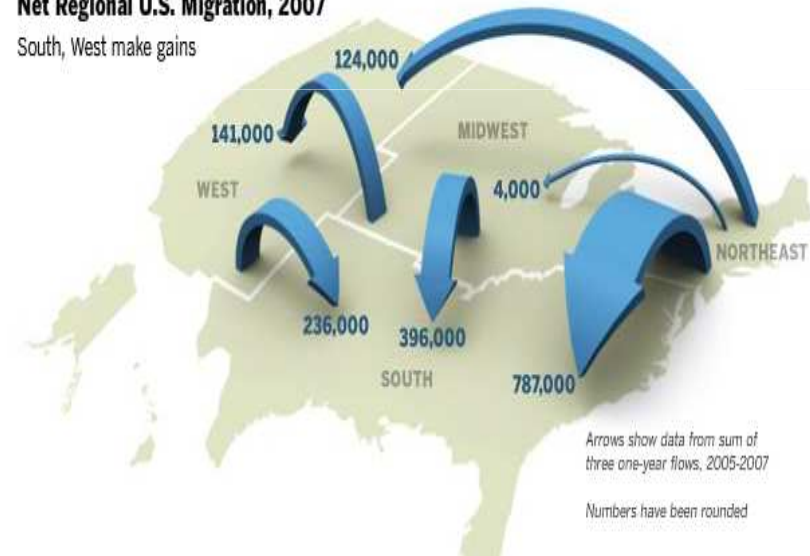


Highest economic/job growth

**People Relocate More Than Ever
In A Global Society²:**
The Midwest is Exporting Talent

Net Regional U.S. Migration, 2007

South, West make gains



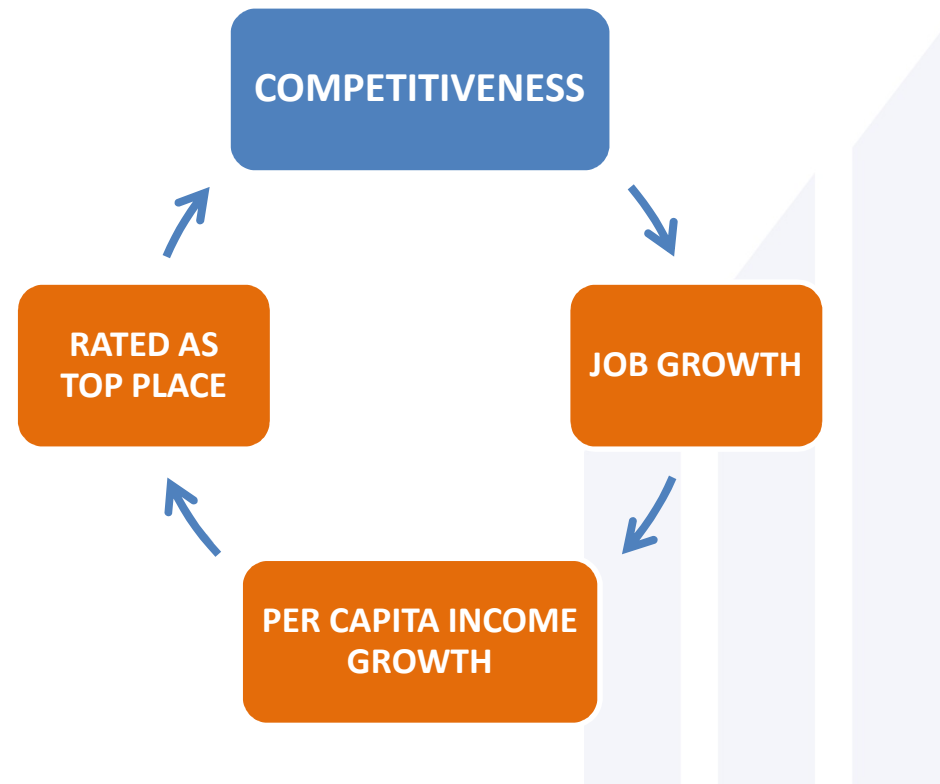
Source: ¹ Gross Capital Formation 1990-2008 (KnoI.com)
² Pew Research Center

The Case for Change: Competitiveness Matters

A Competitive Location Means Growth:

The most competitive locations are places where costs are commensurate with the market, value and assets offered by the location. Top Ten states generally are competitive locations that have resulted in: strong job growth, high per capita income growth and high rankings as a place to live, work or grow a business.*

The more competitive a state is...the more likely it will be among the Top Ten states for:



The Case for Change: Michigan Is Not *Perceived* As Competitive

The Top Ten: States Most Frequently Cited for Top Job Climate

2009 Top Ranked States	Site Selection Top Ten	Directorship Top Ten	Forbes Magazine Top Ten	CEO Magazine Top Ten	CNBC Top Ten
1. TEXAS	X	X	X	X	X
2. VIRGINIA	X	X	X	X	X
3. (TIE) COLORADO		X	X	X	X
3. (TIE) GEORGIA	X		X	X	X
3. (TIE) NORTH CAROLINA	X		X	X	X
6. (TIE) TENNESSEE	X	X		X	X
6. (TIE) UTAH		X	X		X
8. (TIE) INDIANA	X	X			
8. (TIE) NEBRASKA		X	X		
8. (TIE) NORTH DAKOTA		X	X		
MICHIGAN					

The Case for Change: Michigan Has Not *Performed* Competitively

The Top Ten: States That Have Performed Best Since 1990

Top Performing States	1990-2008 Job Growth (BEA)	1990-2009 Per Capita Income Growth (BEA)	Number of Times Among Top 25 States in National "Best State" Rankings*
1. WYOMING	2.7%	5.1%	4
2. UTAH	3.8%	3.9%	4
3. NORTH DAKOTA	2.3%	4.9%	4
4. MONTANA	2.8%	4.3%	1
5. COLORADO	2.9%	4.1%	4
6. SOUTH DAKOTA	2.4%	4.5%	4
7. NEW MEXICO	2.5%	4.3%	0
8. TEXAS	2.7%	4.0%	5
9. LOUISIANA	1.7%	4.6%	1
10. WASHINGTON	2.1%	4.0%	3
US	1.7%	3.8%	--
49. MICHIGAN	0.8% (48th)	3.2% (50th)	0

NOTE: Top Ten had to be > national average in both employment & per capita income growth
•See previous slide for ranking sources

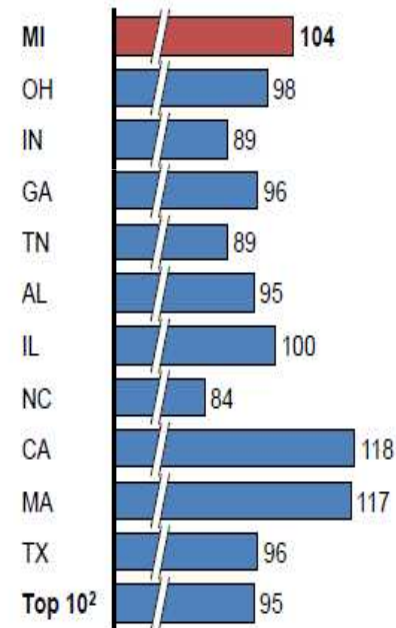
The Case for Change: Michigan Is *Not* Competitive

Michigan Total Business Costs > Most States:

Companies pay on average 3-4% more in total business costs in Michigan than the U.S. average which grows to as much as 20% against states we most often compete against for manufacturing or knowledge jobs. That is the difference between making a profit or not to many businesses.

Michigan has a cost disadvantage compared with traditional industry states...

Cost of doing business index¹, 2006, US average = 100



... and senior executives and site consultants view Michigan's business climate near bottom of all states

CEO state rankings for jobs and business growth 2009



Site consultant and executive state rankings for "perceived" business climate favorability 2009



"Michigan and California literally need to do a 180 if they are ever to become competitive again ... they are absolute regulatory and tax disasters" – CEO

The Case for Change: Michigan Is *Not* Competitive

Michigan Taxes on Business > Individuals:

Business taxes, such as corporate, property and unemployment insurance, are generally *higher* in Michigan than in other states. Taxes on individuals, such as sales and personal income, are generally *lower* than in other states.

Michigan's corporate and unemployment tax climates are in bottom five states in the country

Components of business tax climate
2009 state rankings, 1= best rank

Business Taxes

	Corporate tax	Property tax ¹	Unemp. ins. tax	Sales tax	Personal income tax
MI	48	25	46	11	15
OH	33	46	15	36	47
IN	23	7	13	19	11
GA	8	36	20	16	30
TN	12	38	32	48	8
AL	21	13	14	33	17
IL	28	41	43	39	10
NC	26	37	6	38	37
CA	45	15	16	43	49
MA	47	44	49	9	16
TX	42	30	9	28	7

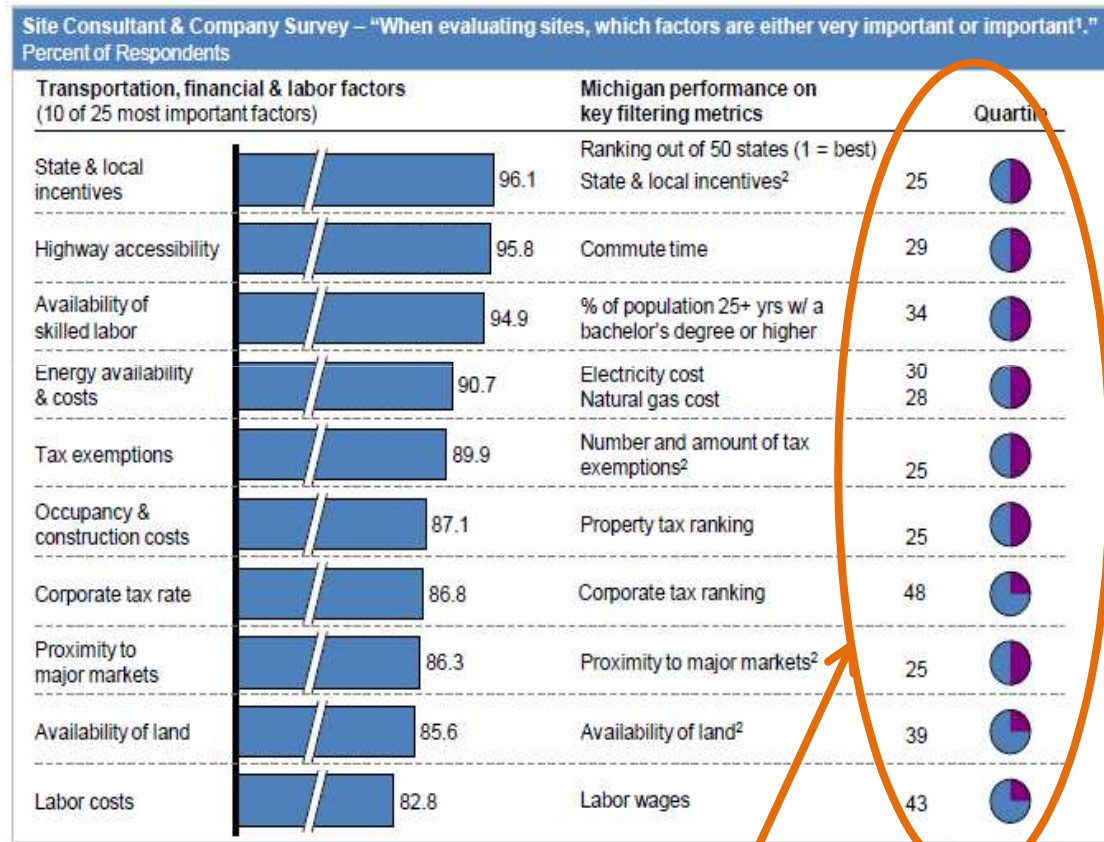
States Michigan often competes with for jobs

SOURCE: 2010 BLM Benchmarking Report

The Case for Change: Michigan Is *Not* Competitive

Higher Costs Not Offset By Enough Advantages:

Companies compare the “total cost of doing business” against a region’s assets when evaluating site location decisions. In Michigan, we rank average to below average on nearly every site location factor which fails to offset our higher cost structure.



Average to Below Average

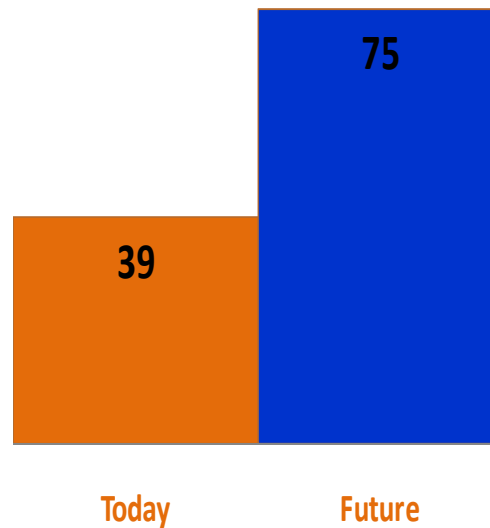
SOURCE: 2010 BLM Benchmarking Report

The Case for Change: Michigan Is *Not* Competitive

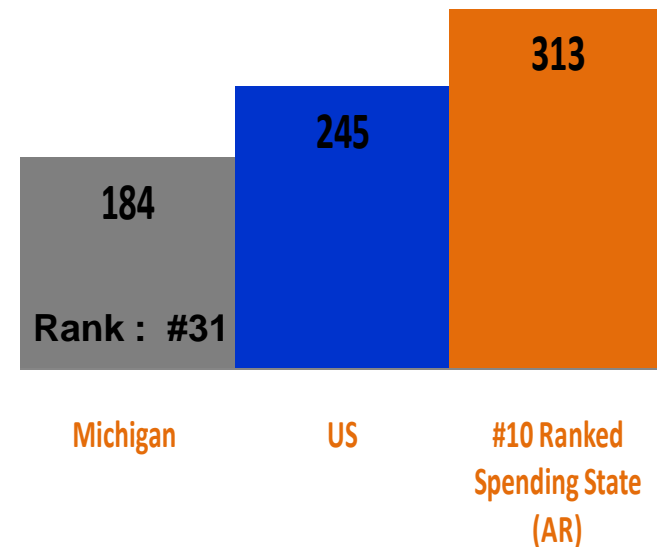
Support for Higher Education ≠ Future Demand:

Future job requirements will demand that 75% of the workforce have at least some level of community college education, yet Michigan ranks below average in funding support for higher education.

% Michigan Workforce Needing Post-HS Education^{1,2}



Higher Education: \$ State Support Per Capita³

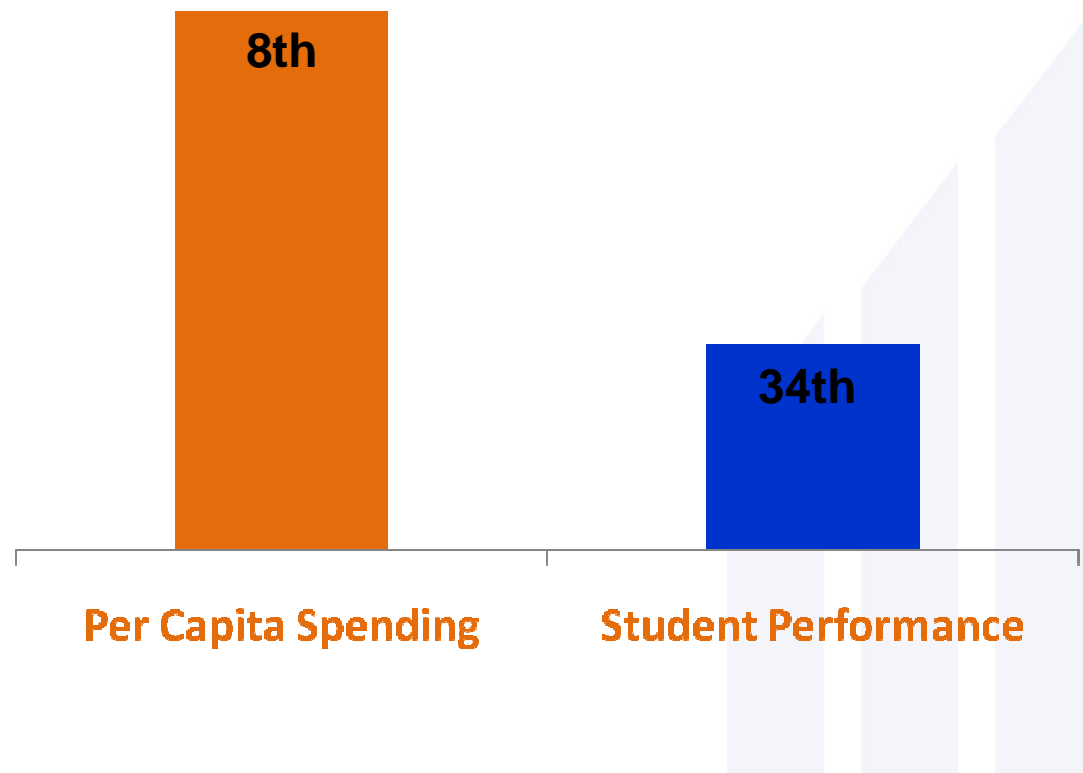


The Case for Change: **Michigan Is *Not* Competitive**

Michigan K-12 Spending ≠ Results:

Michigan is a Top Ten state in spending on K-12 education, but student test scores fall far below the national average.

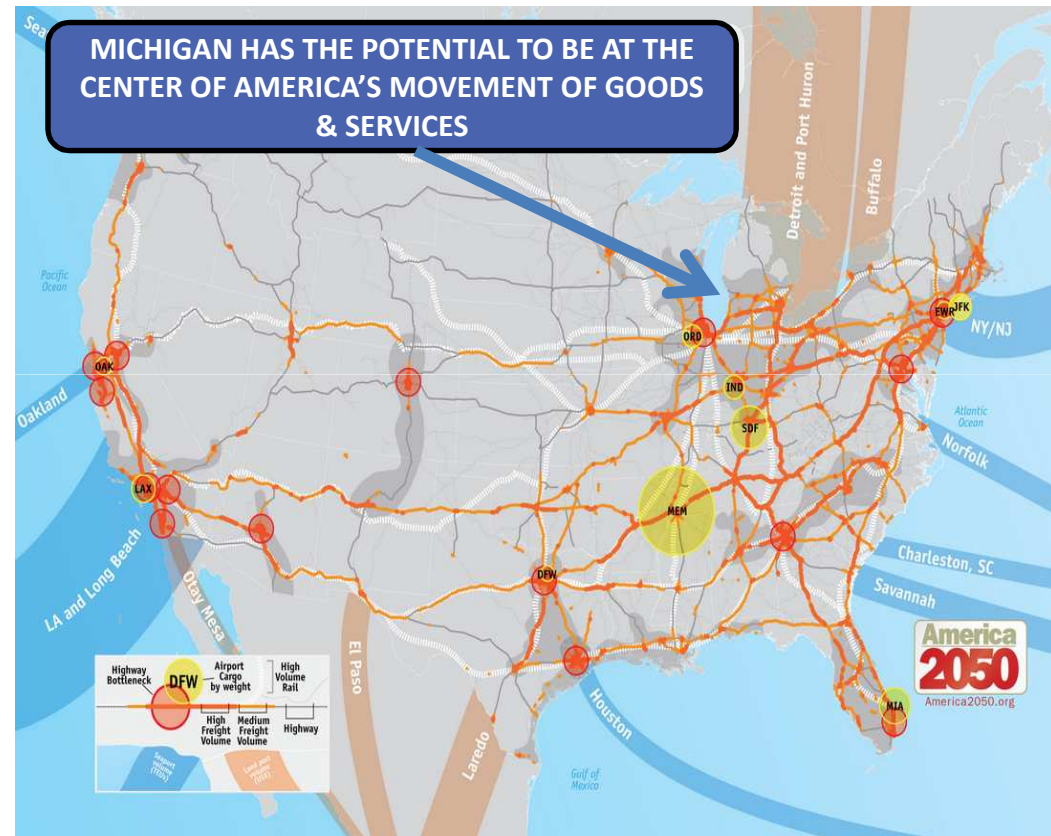
Michigan K-12 State Rank



The Case for Change: **Michigan Is *Not* Competitive**

Michigan Is Not Leveraging Transportation Assets:

Michigan has the potential in 2050 to be the largest North American land-cargo port, a major U.S. rail center, a significant air-cargo hub and a minor sea port. With strategic infrastructure investments, Michigan could ensure it takes advantage of these potential assets.

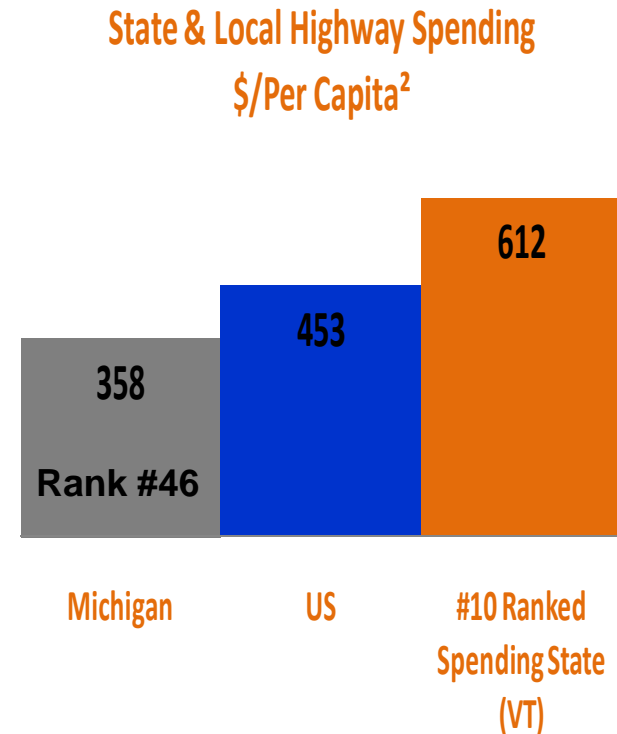
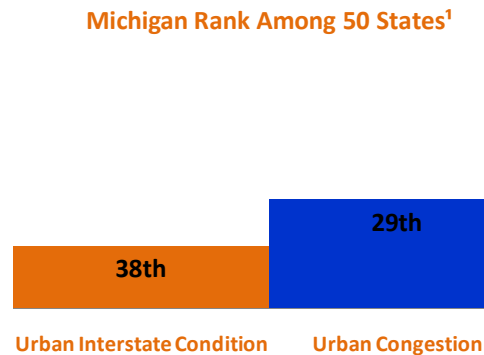


SOURCE: America 2050

The Case for Change: Michigan Is *Not* Competitive

Michigan's Transportation System Reflects Low Funding Levels:

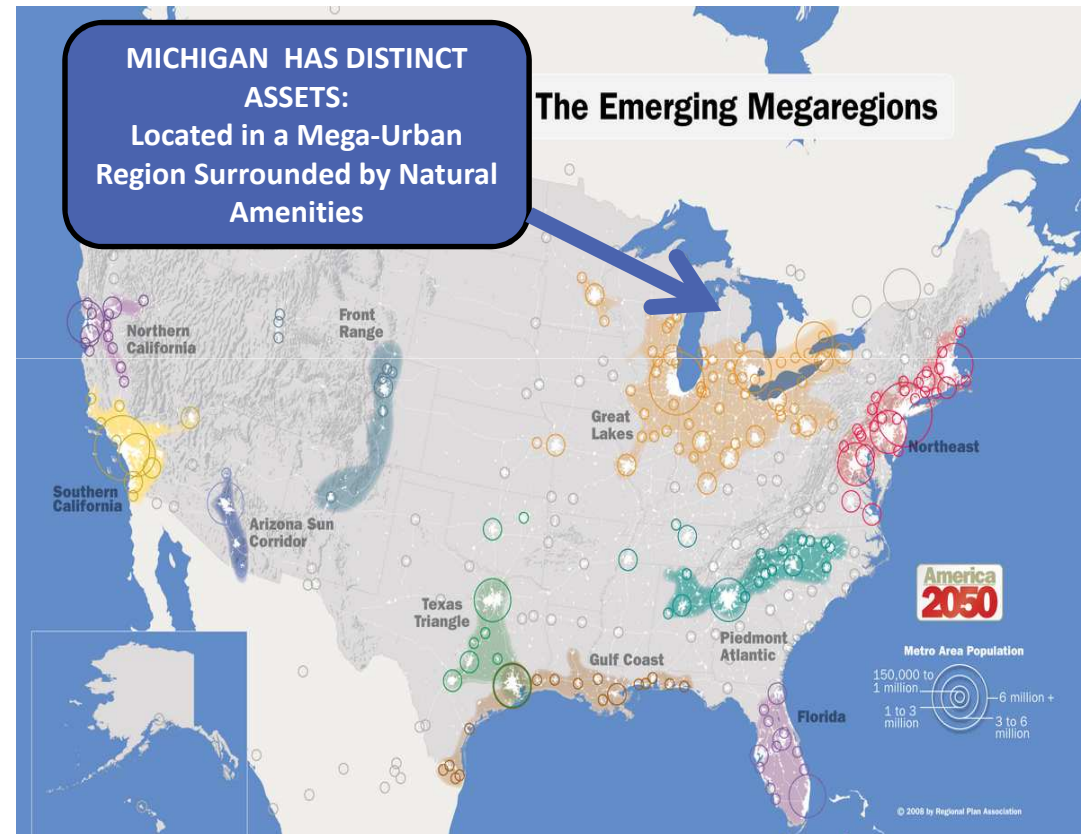
Michigan's poor highway conditions are related to low levels of per capita funding support, especially when considering our harsh weather conditions.



The Case for Change: **Michigan Is *Not* Competitive**

Michigan Is Not Leveraging Geographic Assets:

Locations that have unique assets have advantages over other locations in a global marketplace. Michigan is projected to be in one of North America's 11 "mega-urban regions" in 2050 and is surrounded by a prime recreational and life-style asset – fresh water.



SOURCE: *America 2050*

The Case for Change: Michigan Is *Not* Competitive

Michigan Ranks Low On Livability Relative to Top Ten States:

Michigan cities are generally not seen as desirable places to work, live or grow a business. These perceptions are caused by a mix of facts and image.

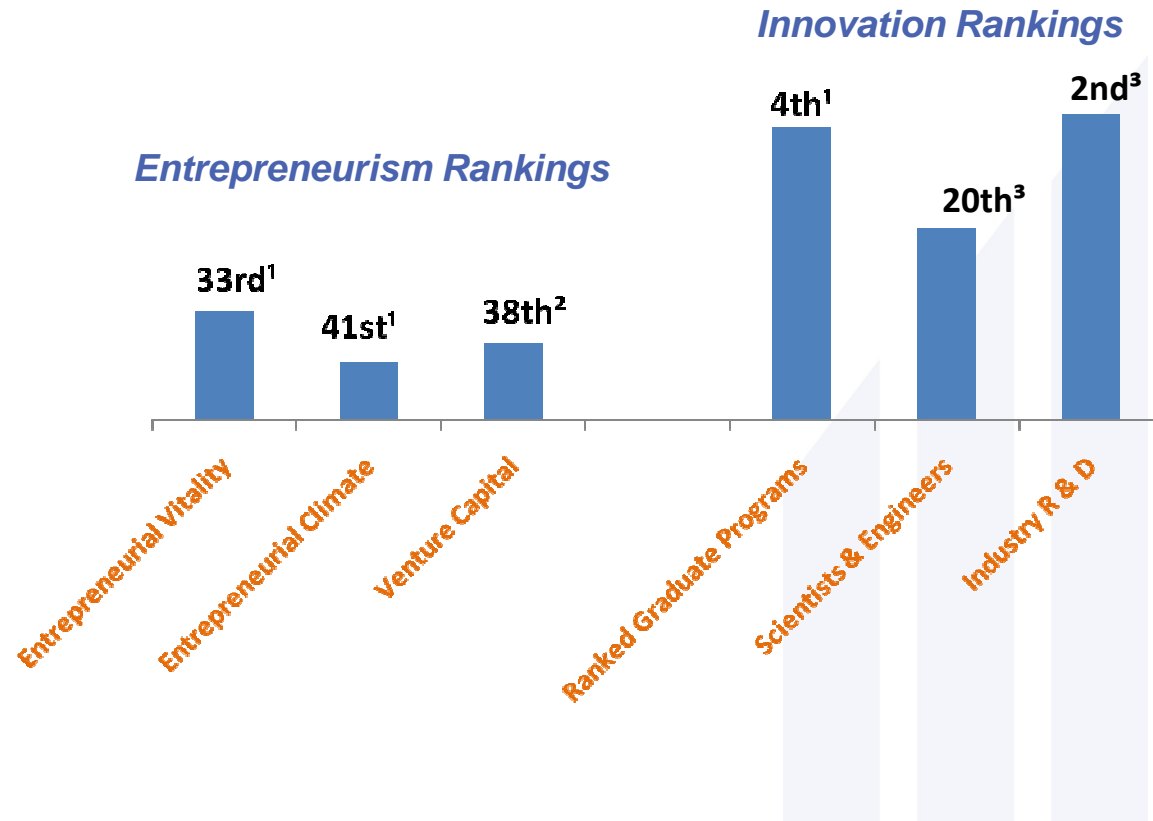
	MICHIGAN: Highest Rank Cities	TOP TEN STATES: Highest Rank Cities	SOURCE
Best Cities for Young Professionals	38 Detroit	3 Atlanta, GA	Forbes
Best for Career	65 Ann Arbor	2 Fort Collins, CO	Forbes
Best to Live for Families	60 Brighton	3 Fort Collins, CO	Pew
Best Cities for Careers & Quality of Life	None in Top 50	2 Albuquerque, NM	Kiplinger
Most Desirable Cities	2nd WORST Detroit	7 Denver, CO	Business Week

The Case for Change: Michigan Is *Not* Competitive

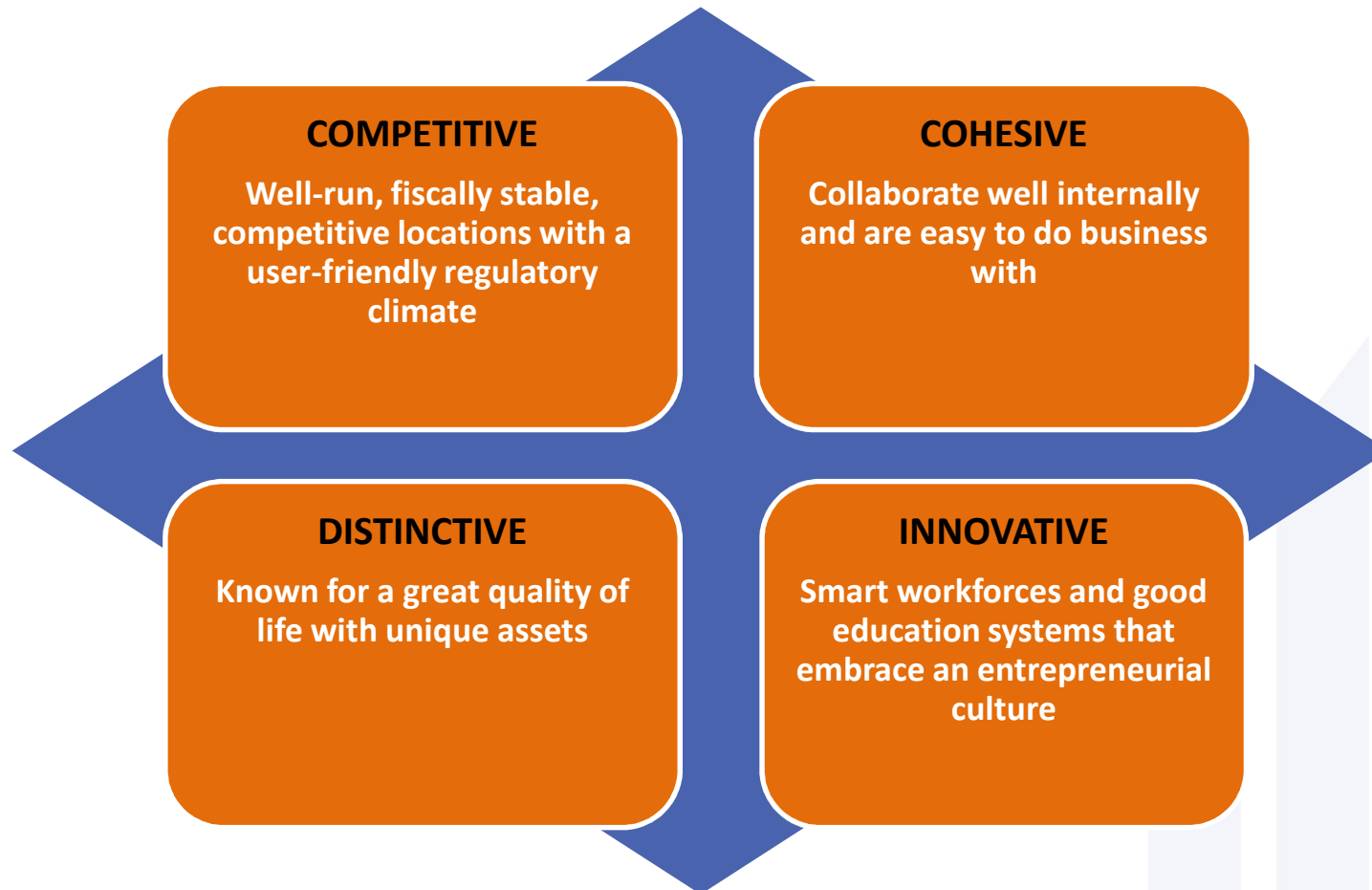
Michigan Is Not Leveraging Innovation Assets:

Michigan has the capability to accelerate growth through increasing entrepreneurship by further leveraging its innovation capabilities.

National Ranking



Michigan Turnaround Plan: Characteristics of Top Ten States



SOURCE: CNBC , CEO Magazine & Forbes ranking criteria

Michigan Turnaround Plan: Goals

Long-Term

- Michigan will become a **Top Ten** state for job & economic growth

Short-Term

- Michigan will become an **above average** state for job & economic growth

Michigan Turnaround Plan: Projected Outcomes Needed by 2020 to be Top Ten

	Michigan Per Capita Income	Michigan Private Sector Employment
Where We Are Today (2009)	\$34,025	3,230,000
“Top Ten” 2020 Target*	\$55,668	4,033,000
Increase Needed to Reach “Top Ten” By 2020 *	+ \$21,643 annual income	+ 824,000 jobs

The Five-Step Michigan Turnaround Plan



Step 1: Managing Our Finances

WHERE WE ARE

- ✓ 20 states adopt biennial budgets¹
 - States with biennial budgets experienced lower budget deficits in 2009³
- ✓ Michigan earns a “B+” on government performance: Fiscal, workforce, information and infrastructure management - *Scoring lowest on fiscal management*²
- ✓ Michigan does not develop multi-year financial plans, receive sufficient real-time input on business conditions for revenue forecasting, complete multi-year budgets or have a strategic plan to prioritize investments

A PATH FORWARD: For State Government

- ✓ **Improve fiscal management**
 - Form a **public-private council** of economists to complete quarterly revenue and spending estimates
 - Conduct a **quarterly survey** of Michigan businesses to identify real-time trends
 - Adopt **multi-year financial & budget plans** to impose greater fiscal discipline, identify the long-term consequences of budget decisions and cause proactive financial planning
 - Review **procurement** system efficiency
- ✓ **Create greater transparency**
 - Create a citizen-friendly **state balance sheet & annual report**
- ✓ **Adopt priorities**
 - Adopt a **strategic plan** with clear goals, expected outcomes & metrics
 - Adopt **zero-based or similar budgeting** systems to increase results
 - Adopt **no new programs** unless eliminating others or revenues grow

Step 2a:

Right-Sizing & Budget Reforms: State Workforce

WHERE WE ARE

- ✓ Budget right-sizing is needed in the short-term because most structural reforms have long-term payoffs
- ✓ Like most organizations, labor & benefits are the state's largest cost-driver; Average total compensation for state employees was almost \$18,000 more than the private sector average in Michigan in 2008
[Source: BEA Regional Economic Information System]
- ✓ Michigan state employees total compensation is 13.8% above the U.S. median state and 23% above Ohio & Indiana [Source: US Census]
- ✓ State employees pay 5-10% of their health care premium costs, compared to the national average for state workers of 17.9% in 2009
[Source: National Council of State Legislators]
- ✓ Private sector employees on average pay 22% of their health care premium costs [Source: Towers Perrin]

A PATH FORWARD: For State Government

- ✓ **Benchmark and increase state employee health care premium contributions** to the average of U.S. state employees of 17.9%. (Potential savings: \$45M in FY 2011)*
- ✓ **Benchmark and freeze pay for state workers from FY 2012-14** so that the average compensation of state workers is at the U.S. median for state workers by FY14. (Potential cumulative savings between FY 2011 & FY 2014: \$580 million)*
- ✓ **Reduce the state workforce to reflect a relatively smaller state** (Potential savings: 5-10% reduction = \$236 - \$473M as of FY 2007-08)*

* Estimates: Anderson Economic Group

Step 2b:

Right-Sizing & Budget Reforms: School Workforce

WHERE WE ARE

- ✓ Like most organizations, labor & benefits are the public education system's largest cost-driver. Average annual salary costs for public school teachers was \$3,370 more (6% higher) than the average of U.S. public school teachers in 2009.
[Source: National Education Association, Estimates of School Statistics]
- ✓ Teachers on average contribute 4% to their health care premiums compared to 17.9% by the average U.S. state employee and 22% by all employees in Michigan. In more than 300 school districts, teachers do not contribute anything to their health care premium costs. [Source: NCSL, Mackinac Center]
- ✓ Michigan has 801 school districts – 4th highest in the U.S. [Source: NCES]

A PATH FORWARD: For State Government

- ✓ **Benchmark and increase public school employee health care premium contributions** to the average of U.S. state employees or all Michigan employees. (Potential annual savings: \$200-450M)*
- ✓ **Provide incentives for local district cost-sharing** so that increases in foundation allowance payments go to districts that share services and funding is reduced for those that don't.
- ✓ **Fully transition teachers to a defined contribution retirement system**

* Estimates: Anderson Economic Group & Mackinac Center

Step 2c:

Right-Sizing & Budget Reforms: Other Spending

WHERE WE ARE

- ✓ Michigan is a smaller, poorer state today than it was in past and cannot support the same level of state spending it once did
- ✓ Michigan has 1,800 units of local government – 7th highest in the U.S. [Source: U.S. Census]
- ✓ Michigan has many programs and services that exceed or duplicate federal standards (e.g.: MiOSHA, wetlands regulations, Medicaid services)
- ✓ Michigan's incarceration rate is 51% higher and our prisoners stay 48% longer than the Great Lakes average. Michigan spends 30% more to house prisoners than Ohio & 80% more than Texas. [Source: CRC, cited by Public Sector Consultants & Pew Center on the States]

A PATH FORWARD: For State Government

- ✓ **Encourage & enable local government service sharing** (Minimum estimated savings: \$250M) [source: Center for Michigan]
- ✓ **Enact corrections management and sentencing reforms** (Estimated savings: \$400M) [AEG Estimate]
- ✓ **Reduce optional services** that exceed federal standards
- ✓ **Eliminate state programs that duplicate or overlap federal**
- ✓ **Modify or eliminate binding arbitration for municipal police & fire workers**

Step 3a:

Getting Michigan Competitive: Short-term

WHERE WE ARE

- ✓ Michigan businesses pay on average 3-4% more of their profits in taxes than the U.S. average and as much as 10-20% more than many peer states*
- ✓ Michigan ranks between 27th and 35th worst in overall business tax burden*
- ✓ Michigan needs to jump start the economy – reducing business taxes is one of the few actions that can be taken quickly that will improve Michigan's competitiveness

A PATH FORWARD: For State Government

- ✓ **Reform the Michigan Business Tax to make Michigan more competitive**
 - **Reform goals:** Move toward becoming a “Top Ten” state for most competitive business tax climate; provide a more predictable & stable tax environment; match the tax structure with the service-based economy; and do not exacerbate the structural budget deficit
 - **Reform proposal:** Expanded the state sales tax to services; exempt B2B transactions, food, education, health care & housing; reduce the rate from 6 to 5.5%; and reduce the MBT by 50% through eliminating the surcharge and reducing the gross receipt factor from .8 to .45%

Step 3b:

Getting Michigan Competitive: Long-term

WHERE WE ARE

- ✓ Michigan's competitive position further deteriorates when analyzing total business costs, including wages, benefits, utility, regulatory compliance and other costs
- ✓ Michigan ranks average to below average on other indicators comparing our business climate to other states we compete with for knowledge and manufacturing jobs

A PATH FORWARD: For State Government

- ✓ **Eliminate the personal property tax**
- ✓ **Require fiscal notes** to identify compliance costs for new regulations
- ✓ **Create a regulatory report card** that tracks responsiveness
- ✓ **Prohibit state regulations that exceed federal standards**, such as state-based ergonomic standards
- ✓ **Require regulations to demonstrate cost/benefit analysis** and basis in sound science
- ✓ **Annually benchmark Michigan's competitiveness** to instill continuous improvement

Steps 1, 2 & 3: **Actions Beyond State Government**

A PATH FORWARD: For Local Government & Education

- ✓ **Adopt best management practices**
 - Utilize the Pew Center for the States, Government Finance Officers Association & others for fiscal, budget, workforce, information & infrastructure best management practices
- ✓ **Align employee compensation & benefits to peers**
- ✓ **Share services across jurisdictions**
- ✓ **Adopt competitive tax & regulatory standards**

A PATH FORWARD: For Community & Business Leaders

- ✓ **Support adoption of best management practices** by providing subject matter experts & consulting support
- ✓ **Share best practices** on employee compensation & benefits practices
- ✓ **Support service sharing** by providing organizational & process improvement technical assistance
- ✓ **Provide insight and data** to assist adoption of competitive tax & regulatory standards
- ✓ **Support government restructuring efforts**

Step 4a: Investing In Future Growth: Education

A PATH FORWARD: For Higher Education

- ✓ **Make Michigan a “Top Ten” state for higher education funding** (universities & community colleges)
- ✓ **Rationalize the management of 28 community colleges & 15 university campuses** to realize greater administrative efficiency so increased funding can be put to maximum use

A PATH FORWARD: For K-12 Education

- ✓ **Provide incentives for local district cost-sharing** so that funding for classroom performance is maximized by increasing foundation allowance payments to districts that share services and reducing funding for those that don't
- ✓ **Retain demanding graduation standards.**
- ✓ **Allow an unlimited number of charter schools** to stimulate competition, especially in under-performing districts

Step 4b: Investing In Future Growth: Infrastructure

A PATH FORWARD: For Improving Transportation

- ✓ **Adopt new funding formulas** to ensure Michigan has adequate revenues to support a “Top Ten” transportation infrastructure
 - Improve to “Top Ten” road conditions
 - Expand freeway connectivity to adjoining states
 - Expand passenger air service throughout Michigan
 - Support mass transit in densely populated corridors
- ✓ **Advocate for incentives and provide support for the Detroit Aerotropolis** and other airport-related development

A PATH FORWARD: For Improving Infrastructure

- ✓ **Support regional infrastructure management solutions** (e.g.: water, sewage, mass transit, road maintenance, etc. systems)

Step 4c: Investing In Future Growth: Place

A PATH FORWARD: For Leveraging the Great Lakes

- ✓ **Develop a comprehensive Great Lakes strategy that:**
 - Partners with other States to attract & retain talent and students based on our Great Lakes lifestyle
 - Supports responsible utilization of the Great Lakes as an economic asset
 - Partners with other States to market the Great Lakes as a tourism destination

A PATH FORWARD: For Revitalizing Our Cities

- ✓ **Develop an urban agenda to revitalize central cities**
 - Benchmark best practices, evaluate effectiveness of Michigan programs & devise new strategies to incentivize private investment



Step 5: **Accelerating Job Growth**

A PATH FORWARD: For Growing Entrepreneurship

- ✓ **Support job growth in all sectors**
- ✓ **Grow the entrepreneurial infrastructure**
 - Support business acceleration facilities & services
 - Increase & expand entrepreneurial education programs & services
 - Invest in Michigan venture capital
 - Expand established business-entrepreneur collaboration
- ✓ **Develop strategies to grow broad business sectors that leverage key Michigan assets** (e.g.: energy, engineering, design)

A PATH FORWARD: For Leveraging Innovation:

- ✓ **Strengthen university-business collaboration**
 - Attract more federal R&D
 - Expand entrepreneurial education
 - Increase university-business R&D
 - Support growth of spin-out companies
 - Catalyze clusters of innovation

Implementing the Turnaround Plan

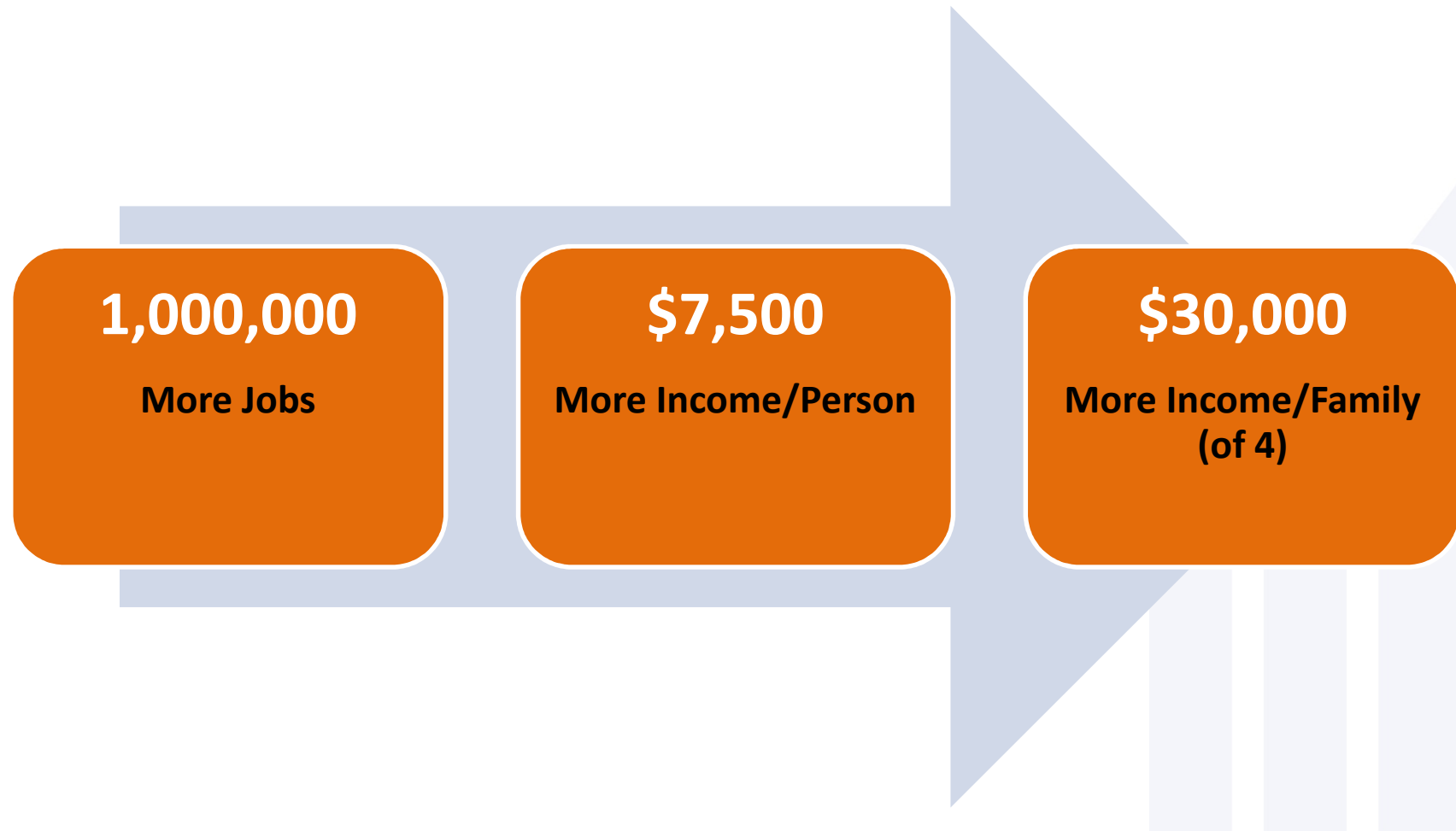
The Need To Work Cohesively

- **As a poor state that is getting smaller, we must work together toward common goals and align our limited resources towards accomplishing them**

- **Today, Michigan is not a cohesive state**
 - 1858 local jurisdictions: 7th highest number in US¹
 - Creates multiple layers of approvals and intra-state rivalry
 - 4 of 15 major U.S. work stoppages in 2009²
 - Creates a sense of workforce tension
 - 2nd most racially segregated city in U.S.³
 - Reflects divisions among the populace
 - Perceived ease of doing business: Highest ranking is 23rd₄
 - Reflects business leader perceptions of receptivity to investment

Top Ten: Where We Could Be

If Michigan had grown like a Top Ten state since 2000, we would have...



SOURCE: AEG Analysis of BEA & BLS Data

A Commitment & A Promise: From Business Leaders for Michigan

- We commit to serving as a catalyst, advocate and champion of transforming Michigan
 - Michigan is our home and a healthy, vibrant Michigan helps grow jobs for Michigan residents
 - We will do our part to implement this plan
- We promise to sustain our focus, grow public awareness and take concrete actions to transform our state
 - A failure to act is unacceptable and continues Michigan's trajectory towards getting poorer and smaller
 - We will invest our time, energy and resources to transform our state

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