

LEAKPROOF

Strengthening Indiana's
Advanced Manufacturing and
Logistics Workforce Pipeline



A WORKFORCE
WHITE PAPER



SEPTEMBER 2022

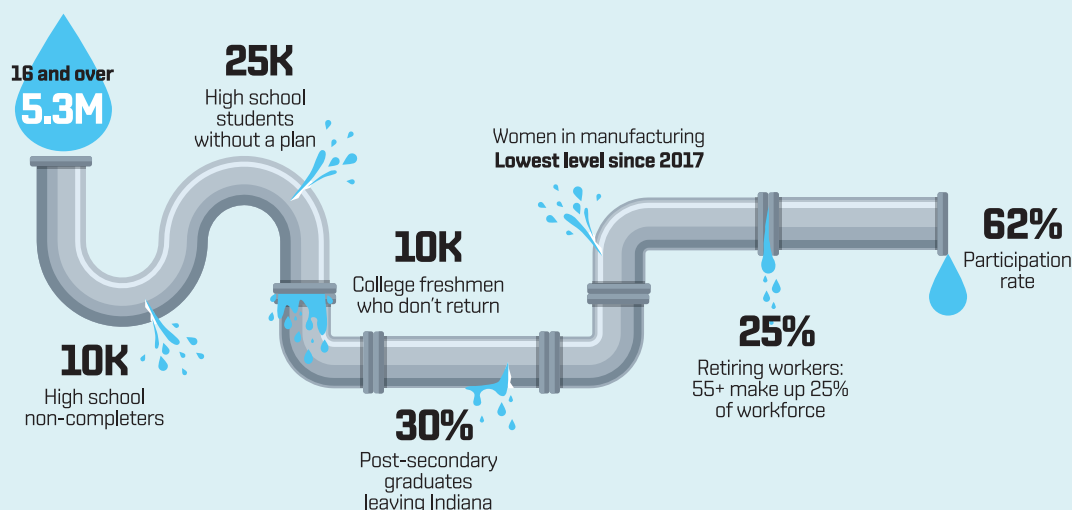




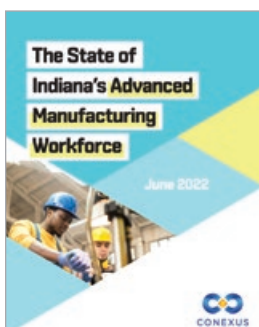
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Indiana's Talent Pipeline



Through its research, Conexus Indiana identified multiple leaks in today's advanced manufacturing and logistics (AML) talent pipeline: an aging workforce with retirement plans in the next 10 years, a loss of women in the workforce, many high school students not completing secondary education, a growing number of high school students graduating without a clear plan and post-secondary graduates leaving Indiana. Combined, these leaks are impacting an already low labor participation rate. Our goal is to raise the labor participation rate from 62% to 65% by 2025, which equates to 159,000 more Hoosiers who could be employed by Indiana's advanced manufacturing and logistics companies.



The State of Indiana's Advanced Manufacturing Workforce report revealed the urgency of our mission to restore our state's workforce pipeline. Scan this QR code to download the report.



OPPORTUNITY

INTRODUCTION

An Unprecedented Opportunity

On June 15, 2022, Conexus Indiana's Advanced Manufacturing Council and Logistics Council came together to address a recurring theme: Indiana's leaky workforce pipeline.



A meeting of the minds that some have called “unprecedented,” the combined summit gave attendees the opportunity to foster and deepen relationships, take a hard look at workforce data and begin to develop a plan of action to solve the workforce problem. This was also one of the largest gatherings of its kind to tackle such an urgent and pervasive issue.

As one attendee put it: “The simple fact that we all got together to discuss the problems we face and engage in meaningful conversations is the biggest hurdle ... and the first step to having an impact.”

Tony Denhart, executive vice president of workforce and talent at the Indiana Economic Development Corporation (IEDC), said the event “restored his faith in Indiana” because “it validated that all the workforce partners are ready to tackle the challenge.”

“We had all the players there,” Denhart said of the meeting. “The majority of the workforce partners in the state had a seat at the table.” Denhart mentioned state agencies, including the Department of Education; the Department of Workforce Development; the Department of Corrections; Indiana’s Commissioner for Higher Education, Chris Lowery, and other educational partners; more than 60 industry leaders; and the Indiana Chamber of Commerce, among others.

During the gathering, Denhart served on an expert panel and led one of six breakout sessions where attendees spent time whiteboarding solutions for Indiana’s talent deficit. During the meeting and in follow-up conversations, he shared his focus on the need to work holistically and “move efficiently, effectively and fast”—whether that’s to keep recent graduates in Indiana, develop a strategic marketing plan to raise awareness of career opportunities or help more citizens earn a high school credential so they can enter the workforce.

You’ll read more about those ideas and others, as well as our plan to move forward quickly while establishing a long-term vision, in this white paper. How will we solve Indiana’s workforce issue? “This is going to be one of the hardest jobs we’ve ever done,” Denhart said. “But the opportunity — and the passion behind it — is off the charts.”

“The opportunity to solve the workforce issue — and the passion behind it — is off the charts.”

TONY DENHART

Indiana Economic
Development Corporation



WELCOME

Building a Movement

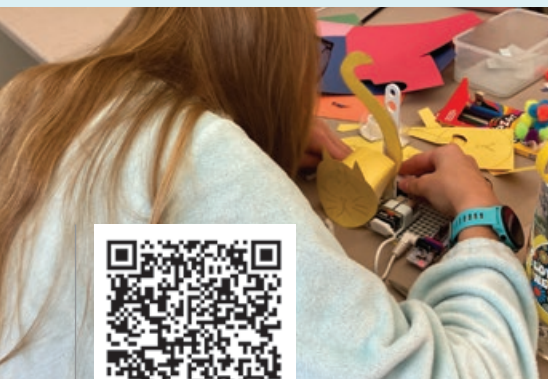
How we can make a lasting impact on the human side of the supply chain

The data shared from “The State of Indiana’s Advanced Manufacturing Workforce” report reinforced the issues with workforce availability and skills gaps that many of us have been dealing with for years. Getting together at the Q2 Conexus Indiana Advanced Manufacturing & Logistics Council Meeting on June 15 was an important first step toward finding solutions.

We may never return to the days of a “normal” economy and an abundant supply of skilled workers, especially in the world of advanced manufacturing and logistics. Now’s the time to take a close look at the leaking workforce pipeline — from kindergarten all the way through to adulthood — and figure out what we need to do. Here are a few things to think about as we work together on solutions.

Lessons from Lafayette

See how a group of manufacturing leaders, including Andrew Ball, got together with schools, officials and the Greater Lafayette Chamber of Commerce to build a movement and ramp up the local advanced manufacturing and logistics workforce. The community’s investment in Kara Webb, workforce development director at the Lafayette Chamber, led to Lafayette’s Manufacturing Day, which evolved into a host of other programs. Read a case study about the program.



Recognize this is about us. School systems aren’t hurt by the lack of a skilled manufacturing workforce. Nor are universities. Who’s being hurt most? Those of us in industry. That’s why we need to apply our skills managing complex supply chains to managing the human supply chain.

Work together. Individual companies cannot fix this. The problem is big enough that we need a targeted approach, consensus on that approach and commitment over the long term to resolve the workforce issue. We can’t fix it in a vacuum; we need others in the room — the Indiana Department of Education, elected officials and community organizations, to name a few. There’s no better group than Conexus Indiana to bring together the key stakeholders and help us make real change happen.

Learn from each other. Those of us in industry are adept at benchmarking and learning from the successes and failures of others. If you’re running a facility and solving workforce problems in your community, you know what you’re doing and how well it works. But don’t stop there. Talk about how you’re doing it. Disseminate information to others so they can learn from you. The best solutions are likely to come from the bottom up, and we’ll all benefit if we share them.

Speak with one voice. Conexus Indiana can help us hone our mission, messages and ideas and speak with one voice. Sometimes we get too close to our work, which can lead to a false sense of security. Or we allow singular agendas to derail the collaborative process. Let’s not do that! We have a strong consensus and the right stakeholders at the table. Let’s move forward as one to give our voice and message impact.

It’s time to widen our reach so we can support and educate as many people as possible.

Let’s get moving.

Andrew Ball
Chair, Conexus Indiana Advanced Manufacturing Council



"We need to show Hoosiers that advanced manufacturing and logistics offer opportunities for them to provide not only for the state and their employers, but for their own families."

It's Time to Lean In

With a strong grass-roots effort and a coherent plan, we can overcome workforce challenges

If you had any doubt that workforce development is the most critical issue of our time in the logistics and supply chain industry, consider the attendance at our recent meeting on the topic. In all my years working with Conexus Indiana, I've never seen such a large and diverse group come together to discuss a single issue.

Of course, workforce development is a broad topic, and the people and organizations working toward solutions are as different as the companies in our industry. To get results, we'll need to both respect and overcome those differences. It's going to take all of us — from people in education to community groups to employers — to join forces and lean in on this issue. How will we do that? Consider these first steps.

- 1. Define our needs.** Workforce needs differ from place to place. At Langham Logistics, for example, what we need most today are trained, educated, responsible frontline associates who can help service our customers. Corteva Agriscience, one of our customers, needs recent grads to fill roles as engineers, scientists and researchers. As we move forward, we'll benefit from defining workforce needs in terms of specific professions. What roles do we need to fill most urgently? Truck drivers, warehouse associates, engineers, analysts?
- 2. Engage partner companies, starting with large ones.** Major companies like Eli Lilly, Corteva and Cummins typically have robust human resources, learning and development, communications and community relations departments. These large employers carry the weight here in Indiana, and our chances of engaging them in our mission are greater than, say, a Tier 4 supplier with one HR person doing it all. Let's focus first on tapping into their expertise and resources as we work together to solve common problems.
- 3. Share tools with small and midsize companies.** Large corporations know the value of their supplier and vendor partners. They need these smaller companies to perform and recruit good talent, because if they don't, they'll suffer, too. In Indiana, 55% of companies in advanced manufacturing and logistics have only one to 500 employees. Let's give them a plug-and-play strategy they can execute with limited resources.
- 4. Use cool tech to attract more young people.** When I hear about augmented and virtual reality, I'm amazed at their potential to engage younger audiences. Traditional ways of reaching young people matter, too. Let's keep those going as we motivate and inspire students in new ways.

55%
of companies in advanced
manufacturing and
logistics have
1 to 500
employees.

5. Get our action plans together ... and take action. I'm passionate and proud to help lead the charge as we work together to solve Indiana's workforce challenges. We need to show all Hoosiers that advanced manufacturing and logistics provide opportunities for them to scale their work, scale their education and offer not only for the state and their employers, but for their own families. Let's create a digestible plan of action that both our partners and Indiana's logistics and supply chain network understand. Then let's put it to work.

Nick Hoagland
Chair, Conexus Indiana Logistics Council

PANEL DISCUSSION HIGHLIGHTS

Playing the Long Game

Attracting the next generation of workers will take openness, collaboration and time to build trust.

In advance of asking attendees to gather in breakout sessions, Conexus Indiana facilitated a panel discussion focused on developing Indiana's future workforce. Moderated by Lacey Berkshire, an associate at Ice Miller, the panel included Indiana State Representative Robert Behning, chair of education at the Indiana House of Representatives; Tony Denhart, executive vice president of workforce and talent at the Indiana Economic Development Corporation; and Fred Payne, who at the time served as commissioner of the Department of Workforce Development (DWD)*.

Each panelist responded to questions about their efforts to address Indiana's future advanced manufacturing and logistics-related hiring needs and talked about victories, challenges and lessons learned along the way. They also shared suggestions for impactful ways people in the private sector can get involved and help find solutions. Here are a few highlights from the discussion.

See how the landscape has changed.

Payne reminded the audience of Honda Manufacturing of Indiana's arrival on the scene in 2007. "We needed to hire 1,000 people, and for those jobs had 30,000 applications," he said. The workforce landscape has changed, the types of jobs available have changed and so has the mindset of people in what they look for in a job and career. The DWD has tried to evolve with how workers consume education, training and information about the workforce ecosystem, meeting people where they are and prioritizing high-wage jobs and careers with longevity. "Our Next Level Jobs program has worked to catapult training programs over the years," Payne said. "And we've increased the number of people who have received certifications. There's a lot more to education than a four-year degree."

Open your doors.

Payne called for deeper engagement between the education system, industry and community partners. He emphasized the importance of industry leaders making their interest in education known. It could be a game-changer, he said: "Be involved and be vocal."

"We want to make sure dollars are used where they're most effective in the workforce ecosystem," he explained. To do that, agencies like the DWD must be



informed by both education and industry. "It helps to know about current needs and planning for the future, and it will take the involvement of as many organizations as possible to move the needle."

How to do that? "Get out in the community with schools, universities and economic development folks," Denhart said. "Let them know what's going to happen in the next few years, and make sure they know about the strategic industry seeds you're planting today and will be harvesting 30 years from now." He recommended that, when collaborating, everyone be transparent with information and "share as much as you can share."

Payne encouraged manufacturing and logistics leaders to literally open up, inviting more visitors, including students, to their facilities. "The manufacturing world has been closed off in the past," he said. "People may have preconceived notions of manufacturing institutions, but once you get inside, you see the beauty of what manufacturing has to offer."

Connect with kids ... and start early.

Behning and Denhart both spoke of the need to reach more young people, even children as young as six. "If they have no awareness, we'll miss them," Denhart said.

Programs like the Department of Education's new Explore, Engage, and Experience Grant aim to get kids from diverse backgrounds excited about their future, Behning said. It's all about helping Indiana's schools and local partners expand students' access to pathways leading to high-wage, high-demand careers.

Behning also talked about the cost of not connecting with young people, citing a study that tracked a cohort of 9,125 minority students, 22% of whom did not graduate from high school. Later, only 10% of the original cohort completed a certification, credential or a degree of any kind. "There's a huge disconnect," he said. "That's why we need to do more to engage kids earlier."

Early engagement could help create more favorable impressions of manufacturing, which is "an area a lot of parents and kids think of as a sweaty, hot, dirty type of occupation," he said. "I guarantee that if you could get kids to Subaru to see the manufacturing there, they'd be excited." We could bridge the gap by making learning more relevant with programs like Modern Youth Apprenticeship, he added, giving kids — especially kids in lower income neighborhoods — an opportunity to see what the manufacturing world really looks like.

Top 5 Major Manufacturing Sectors for Job Growth in Indiana:

14.2%

Pharmaceutical and Medicine Manufacturing

9.1%

Medical Equipment and Supplies Manufacturing

5.8%

Motor Vehicle Parts Manufacturing

5.3%

Navigational, Measuring, Electromedical and Control Instruments Manufacturing

5.1%

Engine, Turbine and Power Transmission Equipment Manufacturing

"We need a local approach, involving local industry and schools, to make sure what we're teaching suits the needs for specific regions."

ANDREW BALL

Co-CEO of Henriott Group, and
Chair, Conexus Indiana Advanced
Manufacturing Council





Get aligned by talking about impact.

"Alignment has been a struggle," Behning said. In the Governor's Workforce Cabinet, which was formed in 2018 with the mission of addressing current and future education and employment needs for individuals and employers, officials are "getting better" by spending more time talking about the impact of decisions. For example, they consider how a decision made in pre-K or childcare impacts employers and their ability to recruit employees.

Advocate for programs that work.

One success story is Indiana's new Graduation Pathways, which empowers students to individualize their graduation requirements to align to their post-secondary goal of enrollment, employment or enlistment, Behning said. He noted that, although the academic establishment initially opposed changes to graduation requirements, they now embrace it. "We've moved away from requiring kids to pass a test and get a diploma to offering nine different pathways," he explained. "The program gives kids currency when they walk across the stage at graduation, and it's something they can use beyond a high school diploma." The class of 2023 will be the first Graduation Pathways class.

Bring 'em back home to Indiana.

To plug the leaky workforce pipeline, we need to keep workers in Indiana and attract them, too, Denhart said. He mentioned the success of programs like TMap and MakeMyMove, which use technology, online platforms and incentives to recruit smart people to the state. He referred to a recent perception study that surveyed 3,500 college students and revealed that they view Indiana as "boring." That perception needs to change. "People will come back if they see Indiana as a quality place to live," he said.

Tell your story.

"Wherever you are in the state of Indiana, you have a great story that you haven't shared, or that you can amplify," Denhart added. He encouraged attendees to use social media channels such as LinkedIn to spread the word about the good things going on behind the doors of their facilities. "When you have stories to tell about your company, share them," he said. "Now's not the time to be humble. Get out there and tell your story."

Focus on the long game.

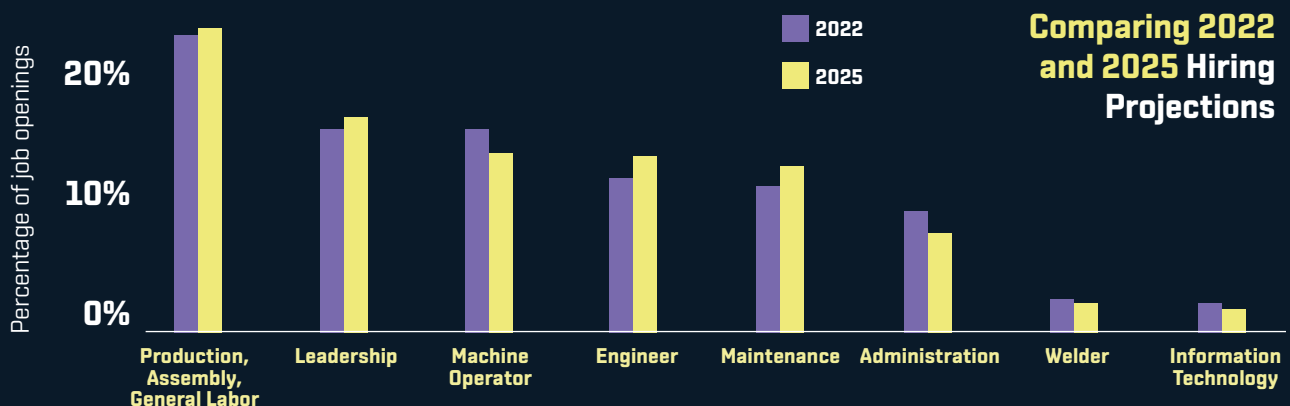
Change takes time, Denhart said. "This is a long play. You can't just show up and expect amazing results. First you need to build relationships and trust. That trust becomes your foundation. Be there consistently. Be transparent and constructive. And be available."

**In July 2022, Payne took a new role as president and CEO of the United Way of Central Indiana. David J. Adams is DWD's new commissioner.*

"It's vital for people engaged in this segment to tie up loose ends for policymakers who are making decisions that will impact their businesses. Policymakers need to hear from real people — not just hired lobbyists. They need the gravitas of real day-to-day experience."

MICHAEL O'CONNOR

Senior Director of State Government Affairs, Eli Lilly and Company



BREAKOUT SESSION HIGHLIGHTS

Change in Motion

Conversations spark ideas for new ways to engage our future workforce

After the panel discussion, executives and public sector attendees dispersed into breakout rooms to discuss opportunities to better align career and technical education and graduation pathways. Focusing on collectively identified opportunity areas, the groups suggested key metrics that could help steer solutions toward measurable outcomes. Overall, three key opportunity areas emerged:

- Help high school students better understand the benefits of careers in AML
- Increase opportunities for work- or project-based learning
- Expand industry engagement in career and technical education (CTE)

Reporting out for their respective breakout groups, Conexis executive committee members shared these ideas to support those opportunities:

Make manufacturing cool. “We need to make the connection that it’s cool and sexy to work in our companies, because we’re making stuff,” said Nick Hoagland, director of client success at Langham Logistics. Sharing stories on social media about both our companies and the kind of work we do is one way to do that, he said: “We need innovators and influencers to showcase to students that this is the kind of work they may want to invest in. We’re doing what they’re doing. Let’s make that connection.”

Embrace virtual, visual and active learning. We need to create excitement about AML among students as early as first grade, said George Ellis, global leader of logistics and procurement at Corteva Agriscience. Ellis talked about the power of virtual reality and visual and active learning experiences such as exercises involving Legos and concepts like robotics university.

Create “sticky” experiences. The more experiences schools offer, the more they’ll engage students, said Susan Carlock, co-owner and vice president of business development at Mursix Corporation. “When I visited the Hostess manufacturing plant back in elementary school, it was so much fun, it stuck with me,” she said. “Those kinds of experiences stick with kids and their families.”





“Recently I went to Cummins to tour an engine facility. It was nothing like the factories I saw when I delivered propane as a college student. It was like an operating room — quiet, clean, professional and high-tech. I was amazed.”

GARY LANGSTON

President, Indiana Motor Truck Association

Build industry presence at schools. For more students to engage in training programs and our industry, they first need to know what we do. We can't expect teachers to do all the work for us, said Mark DeFabis, president and CEO of Integrated Distribution Services. “We need to have industry instructors participate and even deliver CTE activities.” To succeed, we need a champion within the schools, he said.

Refresh the way schools represent manufacturing skills. To make manufacturing attractive, we need to update the way it's viewed, Ellis said. For example, we need to shift the vision from stick welding to robotics welding. “Today many manufacturers do very little manual welding. It's all machines in many plants.” On a similar note, Roger Parker, senior vice president of operations at AM General, mentioned the value of bringing real-world problems to the classroom.

Showcase career and cultural benefits. We need to explain the benefits of manufacturing careers, including security, salary and growth opportunities and continuing education, Parker said. The value of manufacturing work extends to our communities and our country. “The products we make (at AM General) have a direct impact on our war fighters,” he said. “We need to show the value of things like that.”

Think local. “We talk about manufacturing as if it's all-encompassing, but the reality is that skill sets are vastly different,” said Andrew Ball, co-CEO of Henriott Group. “That's why we need a local approach, involving local industry and schools, to make sure what we're teaching suits the needs for specific regions.” Both Ellis and DeFabis mentioned that thinking locally also means reaching out to parents, guardians and the community through churches or nonprofit youth organizations such as 4-H, FFA, scouts, Boys and Girls Clubs and Junior Achievement.

Seek to understand. Ball shared a comment from George Philhower, superintendent of the Eastern Hancock County school district: “I've been in education since I was five years old. That's all I know. I have no clue about industry or logistics.” In turn, how well do we understand the education system? “Let's try to understand these barriers so we can overcome them,” he said.

Make engagement a company goal. Parker encouraged attendees to make industry awareness a priority within their companies, allocating resources to work on intentional initiatives and measuring those initiatives to make

sure they're successful — just like any other objective in the company.

Share best practices. “In some regions, such as Lafayette, there's high engagement with programs like manufacturing week, which has evolved into manufacturing month. In other places within the state, programs aren't so well aligned or organized,” Ball said. “To fill the gaps, let's share best practices, make sure folks are on the same page and see what's working.” Standardizing best practices and processes for engagement — as we do in manufacturing — could be beneficial, too, Parker said.

Look for the spark. Ball also talked about Sydney Boudreau, a Purdue University engineering student with an internship at The Heritage Group. “We used the word ‘awareness’ referring to CTE, and Sydney said, ‘Awareness is one thing, but you've got to spark interest.’ We're not just trying to make students aware of our programs.”



PARTNERSHIP

ACTION STEPS

A Leakproof Strategy

Our plan to repair and fortify Indiana's workforce pipeline

To move Indiana's workforce participation rate from 62% to 65% by the end of 2025, attendees agreed there's only one way to reach our goal: together.

As a statewide organization focused on bringing together stakeholders to impact change, Conexus Indiana took the ideas from the June 15 event, matched them with the data from "The State of the Advanced Manufacturing Workforce" report and developed a framework to slow the leak and fortify Indiana's workforce pipeline for the long term.

This is that plan. It includes short-term goals and a long-term vision that empowers our stakeholders — including you — to make an impact. We've included initial metrics and action items; detailed work plans will follow. Our Conexus team is committed to holding everyone, including ourselves, accountable to this plan.

Restoring our workforce pipeline is not a job for industry, education or the state alone. It's a community issue, and regional approaches matter most. Each of us needs to take responsibility.

The time to move forward is now.

Our strategies

To address the workforce issue, Conexus Indiana, in concert with our network of collaborators, will employ three key strategies:

1. **Cultivate K-12 connections.**
We'll build a foundational infrastructure that will create strong connections between industry and K-12 education.
2. **Share and amplify benefits and best practices.**
We'll use targeted communication initiatives to (1) build awareness of the benefits of careers in advanced manufacturing and logistics and (2) share best practices for engagement between industry, education and communities.
3. **Align educational opportunities with workforce needs.**
We'll find ways to align career and technical education (CTE) programming with workforce needs in AML industries.

"They can't legislate the stuff we're trying to do. It's going to take relationships. I heard recently that kids need seven touchpoints to be interested in a field. We're sitting somewhere between zero and one for most of our kids. We've got a long way to go."

GEORGE PHILHOWER
Superintendent
Eastern Hancock Schools

Our Near-term Action Plan

WHAT WE'LL DO

METRICS AND TIMELINE

1. Cultivate K-12 connections	Create a comprehensive list of work-based learning coordinators Create and share a comprehensive, statewide list of work-based learning coordinators. Support council partners by facilitating introductions with local work-based learning coordinators at area high schools.	Complete a comprehensive list and plan for publication and ongoing maintenance by December 31, 2022. Complete a contact campaign to understand AML representation by the end of the 2022-23 school year. Connect 100% of council partners to local work-based learning coordinator(s) by the end of the 2022-23 school year.
	Build a work-based learning ambassador program Design a program that assigns "ambassadors" to form one-on-one connections between small and medium AML enterprises and schools, especially those without work-based learning coordinators (in partnership with the state of Indiana).	Complete program design by December 31, 2022. Establish funding by July 31, 2023. Launch pilot by beginning of 2023-24 school year.
2. Share and amplify benefits and best practices	Formalize industry-to-industry partnerships Pilot a program in which Conexus council partners share knowledge and best practices via partnerships with suppliers and other manufacturing organizations that may be less connected. As part of the program, Conexus and council partners will connect industry organizations with local work-based learning coordinators.	Connect 100% of council partners with five organizations by December 31, 2022.
	Magnify Make IN Move Expand the Make IN Move campaign alongside regional partners and ensure results are measurable.	Launch Make IN Move campaigns within at least two targeted regions by the end of 2023.
	Share success stories Gather success stories and case studies to illustrate best practices regarding work-based learning or K-12 engagement from council partners and others. Create a central repository for gathering and sharing stories.	Develop a prompt for council partners to submit stories by September 30, 2022. Develop a website/page by Q2 2023 for success stories.
3. Align educational opportunities with workforce needs	Cultivate Catapult Expand the Catapult program to include audiences outside of K-12 education such as the Indiana Department of Corrections, The ARC of Indiana and refugee supportive services partners.	A total of 12 locations by December 31, 2022, and four new locations by December 31, 2023.
	Increase industry presence in CTE advisory committees Increase AML representation on CTE advisory committees in local communities. A CTE advisory committee is a broad-based group with representatives from education, industry and the community that helps plan and implement CTE programs. CTE advisory committees don't have authority over policy, but they serve as partners in the education process. Members volunteer to represent the community, its businesses and families.	Analyze AML representation in CTE advisory committees by region and set proportionate, measurable goals by December 31, 2022. Place council representatives by the end of the 2022-23 school year.

Conexus Indiana, with the support of our councils and partners, will take immediate action with these specific, measurable tactics and goals, all of which align with the input that we received during the event and are highlighted in the Panel Discussion Highlights section on pages 6–8.

HOW WE'LL MAKE AN IMPACT

1. Cultivate K–12 connections

By providing contacts at schools

The curated list of work-based learning coordinators will help both educators and industry know who to contact. The Conexus team will make it easy for council partners to access the list and build connections with schools in their communities.

By creating an assembly of relationship-builders

The “ambassador” program will create a roster of AML representatives to put a face on our industry, especially at schools. Engaged ambassadors will help both Conexus and the state improve Graduation Pathways implementation, align CTE programming to industry needs and spark industry engagement.

2. Share and amplify benefits and best practices

By lending a hand to small and medium-sized businesses

Challenging more experienced companies to share their knowledge with suppliers and other manufacturing organizations will encourage industry engagement beyond the Conexus network.

For example, a Conexus council partner with an established work-based learning program at a local high school could help engage its suppliers in the same program.

By expanding a strong program

Make IN Move is a statewide awareness program focused on educating Generation Z Hoosiers about the opportunities in Indiana’s advanced manufacturing and logistics industries. The campaign has reached thousands of Hoosiers in less than a year through social media and direct communications. A pilot grass-roots effort in Lafayette proved, too, that the campaign can make an impact on a regional basis. With buy-in from regional partners via funding match, Make IN Move will amplify impact.

By sharing ideas and best practices with each other

A collection of success stories and best practices will enable targeted communication, aid in program implementation and provide evidence of impactful solutions to leverage for additional support.

3. Align educational opportunities with workforce needs

By casting a more inclusive net

Fill gaps in the workforce pipeline outside of K–12 education by replicating a proven, successful program and sharing it with at-risk workers facing their own barriers to workforce entry.

By sharing AML perspective where it matters

Participating in CTE advisory committees will provide a meaningful way for representatives from industry to get involved with local schools and help determine which programs will make graduates employable with their companies.

By combining community expertise with educational know-how, advisory committees can assure that CTE programs lead to viable options for both high school graduates and industry.

For example, if your local high school had a welding program, but your region really needed workers to operate cobots, you could share that with a CTE advisory committee and recommend replacing a welding unit with a cobot program.



Our Longer-term Strategy

Our work to increase Indiana's workforce participation rate is never done and must be fluid and responsive to an increasingly evolving industry sector and Hoosier workforce. Data will serve as our foundation for new programs and strategies that will guide our work for years to come.

To engage younger students, we'll develop a marketing and communications strategy that specifically engages young people in kindergarten through the eighth grade as well as influencers in the K-8 segment. This is clearly a long-term goal as these students won't be workforce ready for another 5–10 years.

We'll begin the process by conducting regional focus groups — an approach similar to our work in 2019 with VOX Global, a Washington D.C.-headquartered public relations firm with offices in Indianapolis. In that study, VOX conducted online focus groups with Indiana students in grades 5 through 12. Results showed that most students weren't interested in AML fields, but also revealed that they had a positive view of our industries after they learned more about them.

New focus groups will provide fresh data and a sharper understanding of our target audience, which we'll use to craft an intentional marketing strategy. By focusing on students preparing for high school, we can do more to help them understand our industries and their appeal.

We plan to:

- Prioritize audiences that have the strongest influence on kids' career decisions, including parents, teachers and school counselors.
- Raise awareness among students that desire "adjacent" careers — such as engineering, mechanics, robotics and welding — all take place in AML.
- Beat back the stereotype that AML means "factory" in the minds of students by showing them what the industry is really like.
- Support career counselors and make it easier for students to enroll in CTE pathways.

"I graduated from high school last year. We were aware of CTE programs but they didn't spark people's interest. Awareness doesn't help if the class doesn't sound cool. What got me into an engineering mindset was taking field trips with an environmental science class. Kids have no clue until they see it."

SYDNEY BOUDREAU

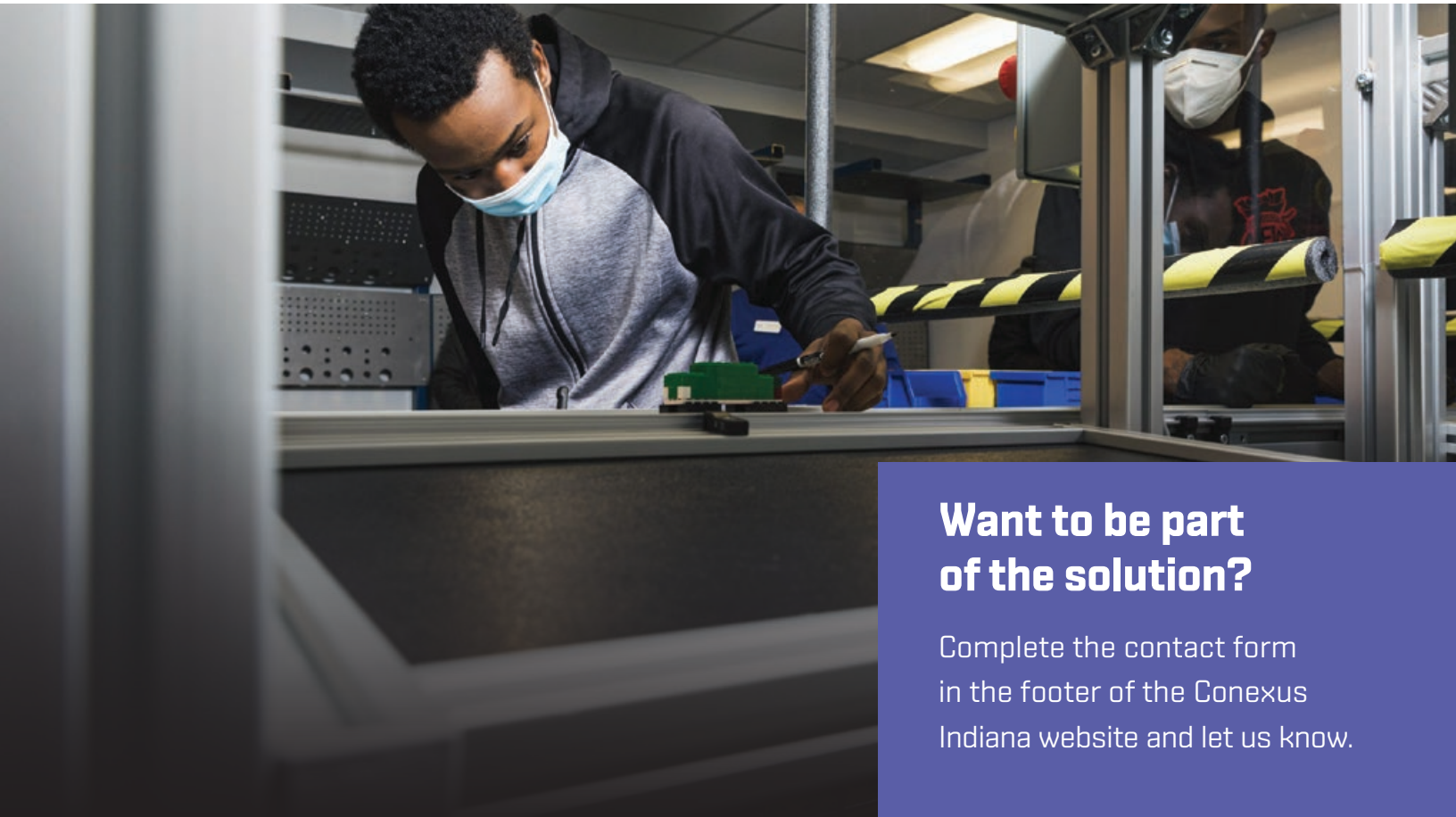
Sophomore Engineering
Student, Purdue University

Fewer than **6 in 100**
students are enrolled in an
advanced manufacturing and
logistics Career and Technical
Education (CTE) course in Indiana.
Let's change that.



We'll measure success by tracking CTE enrollments, graduation rates and the number of students leaving high school without a plan. It's our hope to have a positive influence on all those metrics.	Timeline:			
	December 31, 2022	Q3 2023	Q4 2023	2026
	Launch research by December 31, 2022	Develop communications plan by Q3 2023	Launch campaign by Q4 2023 for 2023/24 school year	Conduct follow-up research by 2026 to measure effectiveness

To give industry a better view of the education environment, we'll create regional profiles that map the education ecosystem. Each regional profile will include the number of students, graduation rates, available pathways, CTE concentrators, regional focus group findings and graduates' status as enrolled, employed or enlisted. This data can be used by community and industry leaders to purposefully engage with their schools.	Timeline:			
	December 31, 2022	Q2 2023	December 31, 2023	Q1 2025
	Conduct research by December 31, 2022	Create profiles by Q2 2023	Complete industry/education connections by December 31, 2023	Conduct follow-up research by Q1 2025 to measure effectiveness



Want to be part of the solution?

Complete the contact form in the footer of the Conexus Indiana website and let us know.

RESOURCES

Ready to Develop Your Future Workforce?

Consider this abbreviated list of workforce development organizations and reach out to programs that interest you.

Ascend Indiana

ascendindiana.com

Established in 2016, Ascend Indiana serves as the talent and workforce development initiative of the Central Indiana Corporate Partnership (CICP). Ascend's job-matching platform, the Ascend Network, connects job seekers to good and promising career opportunities. Ascend Services provides consulting services to meet high-demand workforce needs. Ascend Insights conducts research to enable systems-level change that positively impacts people throughout the state. To connect and share opportunities, employers can complete the contact form on the employer page: **ascendindiana.com/employers**.

Career and Technical Education in Indiana **in.gov/gwc/cte**

Career and Technical Education (CTE) in Indiana prepares youth and adults for a wide range of high-wage, high-skill, in-demand careers. Housed under the Governor's Workforce Cabinet, CTE in Indiana has a mission to ensure an education system of high quality and equity for the academic achievement and career preparation of all Indiana students. Students in Indiana's secondary CTE programs gain the knowledge, skills and abilities needed for success in postsecondary education and economically viable career opportunities. Next Level Programs of Study help improve the consistency, quality and intentionality of CTE instruction across Indiana. Find info and resources and sign up for biweekly updates on the CTE website.

Catapult Indiana

conexusindiana.com/cultivating-talent/catapult-indiana

In this 160-hour program, participants learn about and prepare for new careers through classroom work and hands-on simulations. The program is available to unemployed and underemployed adults as well as high school students. Catapult Indiana is available in eight communities around Indiana and has placed on average 90% of its graduates in advanced manufacturing jobs. Conexus partners with companies in each market and gives them opportunities to interview and hire graduates. We plan to grow the Catapult program to include more adult and high school groups, expanding to 12 total locations by the end of 2022. Employers can get involved by reaching out to Robert McQuern, director of adult education, at **rmcquern@conexusindiana.com**.

"We're all marketers now. We have to be. Groups like Conexus could be the key to solving the workforce problem in a collective way, and Purdue, IN-MaC and Greater Lafayette Commerce are doing interesting things to change the image and young people's understanding of manufacturing."

VIRGINIA VASQUEZ VOUGHT

Director, Wabash Valley Region
Office of Engagement, Purdue
University

Over 3/4

of Indiana employers **cannot find qualified candidates** for open positions.



Indiana's advanced manufacturing sector has between

36,000 and 57,000

unfilled positions.

Which equates to

\$3B—\$4B

in net **sales losses and foregone taxes.**

Indiana has the **highest concentration** of manufacturing jobs in the country and employs **1 in 5** Hoosiers.

But **over 25%** of the workforce is **55+** and only **2 of every 100** students concentrate in related CTE pathways.





“We need to think broadly about what attracts students to different professions. We talk a lot about how a student might have a wonderful life, but it might not be the one they expected in some of these fields. For example, if an accounting student doesn’t want to work for an accounting firm, maybe they’d really enjoy working for a manufacturer.”

BECCA POLCZ RICE

Vice President for Governmental
Relations and Industry
Engagement, Ball State University

Education Readiness Grants

conexusindiana.com/cultivating-talent/education-readiness-grants

Education Readiness Grants help Indiana secondary schools prepare students for careers in the increasingly high-tech advanced manufacturing industry. Awarded grants enable school corporations and/or individual school sites to purchase Industry 4.0 technologies that are defining the future of advanced manufacturing. By aligning curricula and experiential learning through the adoption of smart technologies, students will be ready to meet the needs of Indiana’s advanced manufacturing and logistics employers. Connect with local schools to offer experiential learning and guidance on technologies, and support Conexus Indiana as we seek funding the further the program. To contribute funding, call 317-638-2107 or contact Kyle Marshall, senior director of K-16 education, at kmarshall@conexusindiana.com.

The Federation for Advanced Manufacturing Education (FAME)

indianafame.com

The Indiana Manufacturers Association’s Indiana FAME (INFAME) initiative is one of FAME’s 32 chapters in 12 states across the country. It’s a five-semester earn-and-learn model that allows students to graduate debt-free with an associate degree and certification as an advanced manufacturing technician (AMT). INFAME launched its AMT program in 2019 and has quickly grown to four chapters across the state. To learn more, contact Andrew Berger, senior vice president of governmental affairs for the Indiana Manufacturers Association, at aberger@indianamfg.com.

Graduation Pathways Indiana

in.gov/doe/students/graduation-pathways

This State of Indiana program allows students to individualize their graduation requirements to align with their postsecondary goals of enrollment, employment or enlistment leading to service. Beginning with the class of 2023, to graduate from high school students must pursue employability skills and postsecondary-ready competencies in addition to academic requirements. Options include work-based learning and career and technical education. Learn more on the website or call 1-800-457-8283.

Governor’s Workforce Cabinet

<https://www.in.gov/gwc>

This group was formed in 2018 to address current and future education and employment needs for individuals and employers, strengthening Indiana’s economy by integrating and aligning state and federal resources and ensuring a talent-driven education and workforce system. The membership of the GWC includes the business community, K-12 representatives, postsecondary institutions, Indiana lawmakers and leaders from Indiana state agencies. The Office of Career Technical Education (CTE) is housed under the Governor’s Workforce Cabinet. Subscribe to email updates on the website.

Indiana Manufacturing Competitiveness Center (In-MaC)

purdue.edu/in-mac

Hosted by Purdue University and delivered in partnership with Ivy Tech Community College and Vincennes University, IN-MaC supports Indiana’s competitive edge in the global advanced manufacturing marketplace. Areas of concentration include workforce development, education, technology adoption and transfer, and research for future competitiveness. IN-MaC’s talent programs for K-12 and higher education students and the incumbent workforce include work-based learning opportunities and exposure to technologies and innovations that drive industry growth. Programs include design and innovation studios, a manufacturing internship program, a micro-grant program and a pathway system for education and industry. For more information, contact Sascha Harrell, IN-MaC director of education and workforce, at 765-494-2278 or Lisa Deck, program manager of education and workforce, at adeck@purdue.edu or 812-593-4288.

Make & Move Up

conexusindiana.com/advancing-industry/make-move-up
goodwillbusiness.org

This partnership between Conexus Indiana and Goodwill Commercial Services provides high-quality contract manufacturing and logistics services for Central Indiana companies and connects underserved Hoosiers with paid job training. The goal of the partnership is to meet manufacturers' needs for quality workers and provide residents with good jobs in Indiana's largest industry sector. If you have any questions regarding the Make & Move Up program or would like more information, contact Brad Rhorer, chief talent programs officer, at brhorer@conexusindiana.com.

Make IN Move

makeinmove.com

Conexus Indiana launched Make IN Move to educate, inspire and motivate the next generation of Indiana's workforce to consider and pursue careers in advanced manufacturing and logistics. The program, through its website and other communications, aims to challenge common misperceptions about advanced manufacturing and logistics by featuring testimonials from early-career talent and data that highlight the immense opportunity in the industries. In addition to promoting career opportunities that are immediately available with Indiana's advanced manufacturing and logistics employers, Make IN Move shares options for career development. Conexus Indiana plans to expand this program regionally. To get involved in bringing this program to your region, contact Kyle Marshall, senior director of K-16 education, at kmarshall@conexusindiana.com.

MakeMyMove

makemymove.com

Make My Move is an Indianapolis-based company that connects communities with workers that work remotely from home. For a fee, Make My Move prepares incentive packages to attract workers to cities and towns within the state. Workers connect with and research opportunities, relocate and invest in the communities where they move. Get started by logging in and completing the community submission or contact form.

Manufacturing Day (MFG Day)

creatorswanted.org/mfgday

Launched annually on the first Friday in October with events that continue throughout the month, MFG Day, an initiative of The Manufacturing Institute, helps show communities the reality of modern manufacturing careers. MFG Day encourages thousands of companies and educational institutions around the nation to open their doors to students, parents, teachers and community leaders. It also empowers manufacturers to come together to address their collective challenges so they can help their communities and future generations thrive. The website offers resources, including a host toolkit, at creatorswanted.org/resources.

Modern Youth Apprenticeship (MAP)

<https://indymodernapprenticeship.com/>

MAP is a two- to three-year apprenticeship program designed to prepare Central Indiana high school students for the workforce with paid, hands-on experience that complements their traditional coursework. Apprentices start in their junior year and pursue jobs in growing fields such as business, advanced manufacturing and information technology (IT). Afterward they can continue on to a college degree or jump right into the workforce. To learn more about apprenticeships in advanced manufacturing and logistics, contact Conexus Christy Linn, manager, talent programs, at Clinn@conexusindiana.com.



OUR GOAL: To move
Indiana's workforce
participation rate from
62% to 65%
by the end of 2025.

Movers & Makers: Emerging Leaders

www.conexusindiana.com/cultivating-talent/movers-makers-emerging-leaders/

This interactive program from Conexus Indiana inspires post-secondary students to pursue education that leads to advanced manufacturing and logistics careers in Indiana. Participants meet with a distinguished group of leading AML professionals to explore opportunities at companies throughout Indiana. Industry leaders benefit by connecting with student leaders of promise on the cusp of their careers. Emerging leader events are currently being held in-person and virtually and are coordinated in partnership with post-secondary institutions around Indiana. Watch for upcoming events on the Conexus website and contact Christy Linn, manager, talent programs, at clinn@conexusindiana.com.

Next Level Jobs Indiana

NextLevelJobs.org

Next Level Jobs provides tuition-free training for Hoosiers and reimbursements for Indiana employers for training employees in high-demand fields. The Workforce Ready Grant pays students' tuition and mandatory fees for eligible high-value certificate programs. The Employer Training Grant reimburses employers who train, hire and retain new or incumbent workers to fill in-demand positions within recognized job fields. It can help them fill in-demand positions within six priority sectors, including advanced manufacturing and logistics. The grant reimburses employers up to \$5,000 per employee who is trained, hired and retained for six months, up to \$50,000 per employer. For more information, visit **NextLevelJobs.org/Employer/How-It-Works** and connect with a representative in your region.

School Based Enterprises (SBE)

School-based enterprises (SBE) give students opportunities to operate small-scale manufacturing firms from within school walls. Students involved in SBEs design, make and commercialize products for local companies and other markets. Through this experience they gain practical skills that easily transfer to the workplace. They learn the manufacturing process and life skills at the same time. SBEs give companies access to young talent who could be part of their future workforce. If you're interested in learning about SBEs in your area, or about how your firm can engage with an SBE now, contact Nikki Jagow, manager of talent programs, at njagow@conexusindiana.com.

How to support School Based Enterprises



Rising 30

conexusindiana.com/cultivating-talent/rising-30/

Rising 30 honors AML's emerging leaders — those bringing exceptional leadership and innovative thinking to bear on the industry's toughest challenges. Each year, 30 honorees under the age of 30 are selected and celebrated, drawing attention to those with the collaboration, energy and creativity to change the way the world does business. To learn more or to nominate someone for the next Rising 30 Class, complete the form on the Conexus website.

Skillful Indiana

skillful.com/indiana

Skillful Indiana is a statewide initiative that helps companies identify high-demand jobs and the skills needed to fill them. It also helps employers find and keep the talent they need to grow by helping them to recruit and hire with a focus on skills. It brings together the Markle Foundation, Microsoft Philanthropies, LinkedIn, Walmart, Lumina Foundation, Purdue University and Purdue Extension, the Governor's Workforce Cabinet and local workforce development boards. It helps job seekers, particularly those without a four-year college degree, identify and develop skills required for in-demand jobs. Employers benefit from Purdue's free online or on-site Skillful Talent Series, which offers step-by-step guidance on identifying the skills needed for specific roles and recognizing those skills in candidates, particularly workers without traditional academic credentials who may otherwise be overlooked. For more information, call 765-494-7273 or email pcrd-web@purdue.edu.

TMap

www.tmap.com

This group uses technology and targeted marketing to identify and recruit talented people to the state of Indiana and works with organizations that share its goal. Connect via the website's contact or hire form.

GLOSSARY OF ACRONYMS

Cut through the Jargon

Here's a guide to acronyms commonly used in the advanced manufacturing workforce space.

Acronym	What it stands for	What it means
AML	Advanced manufacturing and logistics	Advanced manufacturing uses innovative technologies to create existing products and the creation of new products. It can include production activities that depend on information, automation, computation, software, sensing and networking. Logistics refers to the overall process of managing how resources are acquired, stored and transported to their final destination. Conexus Indiana helps grow Indiana's AML industries by connecting manufacturers, logistics companies, academic partners and the public sector to drive digital innovation and develop new talent. conexusindiana.com
ARC	The Arc	This community-based organization serves people with intellectual and developmental disabilities. The Indiana chapter is known as The ARC of Indiana. arcind.org
CAP	Career advancement partnership	A program at Vincennes University in Jasper, Indiana, where students learn technical skills sought by leading manufacturing partners. To earn a two-year degree in Electronics Technology, students attend classes and gain paid work experience. vinu.edu/web/jasper-campus/cap
CTE	Career and technical education	This federal initiative includes programs at the state level. The mission of CTE in Indiana is to ensure high quality and equity in academics and career preparation for all Indiana students. CTE concentrator : a secondary student who has completed at least two CTE courses in a single career pathway throughout high school. CTE advisory committee : a broad-based group with representatives from education, industry and the community that actively helps plan and implement CTE programs. careertech.org/indiana
DWD	Department of Workforce Development	This agency helps companies create new jobs and improve employee skills. It offers training and educational grants, partners with Indiana's 35 WorkOne Centers and 50 WorkOne Express Centers, administers the unemployment insurance system, provides labor market information, assists employers with preparing workers for layoffs and closures and operates a statewide job placement service. in.gov/dwd
GRC	Governance, risk and compliance	The integrated collection of capabilities that enable an organization to reliably achieve objectives, address uncertainty and act with integrity. oceg.org/about/what-is-grc
GWC	Governor's Workforce Cabinet	This group includes leaders from the business community and K-12 and postsecondary institutions as well as Indiana lawmakers and leaders from Indiana state agencies. It aims to address current and future education and employment needs of individuals and employers and strengthen Indiana's economy by integrating and aligning state and federal resources. in.gov/dwd

Acronym	What it stands for	What it means
HEA	Horizon Education Alliance	This nonprofit organization was formed in 2012 by Elkhart County business and education leaders. It supports human and career development and success through collaboration with education, business, government and community stakeholders. heaindiana.org
IDOC	Indiana Department of Corrections	This state department employs inmates through its Prison Enterprises Network (PEN) program and work release program. Coordinators in IDOC's HIRE program meet regularly with employers to address their needs. in.gov/idoc
IEDC	Indiana Economic Development Corporation	The State of Indiana's lead economic development agency focuses on growing and retaining businesses in Indiana and attracting new business to the state. Tony Denhart, IEDC's executive vice president of talent and workforce, helps connect Hoosier businesses and talent resources including universities, government agencies and resources, as well as community and education stakeholders. iedc.in.gov
IN-MaC	Indiana Manufacturing Competitiveness Center at Purdue University	Hosted by Purdue University and delivered in partnership with Ivy Tech Community College and Vincennes University, IN-MaC supports Indiana's competitive edge in the global advanced manufacturing marketplace with a variety of programs. purdue.edu/in-mac
MAP	Modern Youth Apprenticeship program	This two- to three-year apprenticeship program designed to prepare Central Indiana high school students for the workforce with paid, hands-on experience that complements their traditional coursework. indymodernapprenticeship.com
MFG Day	Manufacturing Day	This initiative of The Manufacturing Institute helps show communities the reality of modern manufacturing careers. MFG Day encourages companies and educational institutions around the nation to open their doors to students, parents, teachers and community leaders. themanufacturinginstitute.org/students/manufacturing-day
NLPS	Next level programs of study	An initiative from the Governor's Workforce Cabinet's Office of Career and Technical Education designed to improve the consistency, quality and intentionality of career and technical instruction across Indiana. in.gov/gwc/cte/career-pathways-programs-of-study
PAYA	Partnership to Advance Youth Apprenticeship	Led by New America, a think tank focused on public policy issues, the Partnership to Advance Youth Apprenticeship (PAYA) is a multi-year, collaborative initiative that supports the success of efforts in states and cities to expand access to high-quality apprenticeship opportunities for high school age youth. The PAYA website includes resources for developing youth apprenticeship programs. newamerica.org/education-policy/partnership-advance-youth-apprenticeship
SBE	School based enterprise	An entrepreneurial operation in a school setting that provides goods and services to meet the needs of the market. deca.org/high-school-programs/school-based-enterprises
SME	Small and medium-sized enterprises	A business that maintains revenues, assets or a number of employees below a certain threshold.

JOINT COUNCIL MEETING ATTENDEES

Making Progress Together

Thank you to everyone who attended our joint council meeting on June 15. Attendees represented 59 companies, 10 education organizations, nine public sector organizations and four foundations. Even if you didn't attend, we hope you'll join us in the effort to raise Indiana's labor participation rate from 62% to 65% by 2025. Start by reaching out and connecting with people in your community and beyond — including the people on this list. Ready to move forward together? Let's roll up our sleeves and get to work!

COUNCIL MEMBERS

Ritsuko Abrams, Manager, Administration,
Heartland Automotive
Andrew Ball, CEO, Henriott Group
Bill Beaumier, Indiana Feeder Division Manager,
Ohio Valley District, UPS
Mark Bobo, Executive Vice President, Global
Compliance, SamTec New Albany
Chris Brunner, Sr. Staff Engineer, Hitachi Astemo
Geary Buchanan, President & CEO, Buchanan
Hauling & Rigging, Inc
Susan Carlock, Co-owner & Vice President of
Business Development, Mursix
Benjamin Carnahan, Indiana Transportation
Business Unit Leader, AECOM
Mitch Clausen, Sr Director Operations (Pet Health)
& Supply Chain, Elanco Animal Health
Adam Coulter, Project Manager, Novo Logistics
Chuck DeButy, Manufacturing Division Manager,
Honda Manufacturing of Indiana
Mark DeFabis, President & CEO, Integrated
Distribution Services
Julius Edwards, Vice President of Business, Logistics
& Supply Chain, Ivy Tech Community College
George Ellis, Global Leader, Logistics & Procurement,
Corteva Agriscience
Lorenzo Ferro, Country Manager, Sirmax North
America, Inc.
David Frix, Director of Operations & Business
Development, IBC Materials & Technologies
Mark Frohlich, Associate Professor of Operations
Management, IUPUI Kelley School of Business -
Indianapolis
Tom Gates, Vice President of Production Control,
Subaru of Indiana Automotive, Inc.
Boyang Han, CEO, Metro Plastics Technologies, Inc.
Nicholas Hoagland, Director of Client Success,
Langham Logistics
Gary Langston, President, Indiana Motor
Truck Association
Bailey Medley, Human Resources Manager,
Caterpillar
Chris Miller, President & Founder, Rev Up
Manufacturing
Diane Newton, Assistant Vice President, HNTB
Mike Ohler, Former Vice President of Manufacturing,
Major Tool & Machine, Inc
Roger Parker, Sr. Vice President of Operations,
AM General (Manufacturing)
Justin Patterson, Business Development Manager,
Milestone Contractors, LP.
Jody Peacock, Director of Corporate Affairs, Ports
of Indiana
Charles (Buddy) Penquite, Sr. Manager, Supplier
Management, Subaru of Indiana Automotive, Inc.
Julia Saltsgaver, Executive Director, Quality
Connection
Carey Schmucker, Vice President, Aegis Sales &
Engineering Inc.
Doug Shatto, President & CEO, Lochmueller
Group - Evansville HQ

Rob Sibley, COO, THG Automaton (Part of The
Hendey Group)
Micah Vincent, Vice President of Strategy,
The Heritage Group
Andrew Waggoner, Business Development Director,
Ferguson Construction Co.
Brittany Whitenack, CEO, Antique Candle Co.

GUESTS

Chris Abriani, Plant Manager, SMC Corporation
Tony Armstrong, President & CEO, Indiana University
Research & Technology Corporation
Robert Behning, District 91, Indiana House of
Representatives
Lacey Berkshire, Associate, Ice Miller
Scott Bess, School Lead for Purdue Polytechnic
High Schools, Purdue Polytechnic Institute -
West Lafayette Campus
Stephanie Bothun, Vice President & Cofounder,
Ascend Indiana
Sydney Boudreau, Intern, The Heritage Group
Taylor Brown, Director, Talent, The Heritage Group
Matt Butler, Sr. Policy Advisor for Education &
Workforce State of Indiana, Office of the Governor
Jason Callahan, Assistant Secretary of Student
Pathways & Opportunities, Indiana Department
of Education
Alyssa Chase, Writer, Editor, Creative Strategist,
Alyssa Chase Communications
Alex Cravens, Manufacturing Supervisor,
Singota Solutions
Josh Curry, Director of Talent, Purdue Research
Foundation
Holly Custard, Sr. Director, Strategic Partnerships,
Strada Education Network
Eric Davis, CEO, Skypack LLC
Gina Davis, Consultant, 16Tech
Rachel Delgado, Human Resources, Ferguson
Construction Co.
Anthony (Tony) Denhart, Executive Vice President
of Workforce Development, Indiana Economic
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Jake Docking, Director of Policy & Research,
Independent Colleges OF Indiana Inc
Kraig Doub, Mgr. Global Supply Chain Logistics &
Customs Administration, Allison Transmission
Jackie Dowd, Vice President for Evaluation &
Special Initiatives, Lilly Endowment, Inc.
Jeff Eads, Director of Industry Engagement,
Ball State University
Whitney Ertel, Chief Business Officer & Chief
Communications Officer, Indiana Department
of Workforce Development
Michael Felix, Vice President of Commercial Banking,
Fifth Third Bank
Chuck Forrester, Operations Manager, Metro Plastics
Technologies, Inc.
April Gaines, Talent Acquisition COE Manager,
Allison Transmission
Tim George, EVP for Innovation & Collaboration,
Central Indiana Corporate Partnership
Jared Goulding, Employer Relations Manager,
Rose-Hulman Institute of Technology

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Fairbanks Foundation
Hannah Heuser, Director Purchasing, IDI Composites
International
Travis Hudson, Sr. Supply Chain Manager,
Singota Solutions
Todd Hurst, Executive Director, Indiana Chamber
of Commerce
Sherm Johnson, Executive Director of Offender
Employment Development, Indiana Department
of Correction (Central Office Agency)
Jordan Kinsler, Sr. Talent Acquisition Manager,
Telamon Corporation
Valya Kuskova, Managing Director, Notre Dame
AnalytiXIN site at Indianapolis, University of
Notre Dame
Chris Lowery, Commissioner, Indiana Commission
for Higher Education
Gillian Lyngh, HR Generalist, Endress + Hauser
Laura Macknick, Executive Director, Don Wood
Foundation
Ashley McCloud, HR, Oscar Winski Company, Inc.
Ryan McDonald, Director of Business Development,
Rose-Hulman Institute of Technology
PJ McGrew, Vice President of External Engagement,
INvested
Mari Jo Moody, Vice President of Human Resources,
Batesville Inc.
Michael O'Connor, Sr. Director, State Government
Affairs, Eli Lilly & Company
Massimo Pavin, CEO, Sirmax North America, Inc.
Marco Pavin, Product Manager, Sirmax North
America, Inc.
Fred Payne, Commissioner, Indiana Department
of Workforce Development
George Philhower, Superintendent, Eastern
Hancock Schools
Anna Rauh, Events Associate, TechPoint
Becca Rice, Vice President of Government Relations,
Ball State University
Robert Riddle, Associate Vice President, Hitachi
Astemo
Mark Seger, COO, IMH Products, Inc
Lexie Seward, Early-In-Career Talent Specialist,
The Heritage Group
Randy Spieth, Director of Communications, Indiana
Department of Workforce Development
Megan Thompson, HR Manager, Antique Candle Co.
Paige Troyer, Human Resources Manager, Precision
Medical Technologies
Virginia Vought Vasquez, Director, Wabash Valley
Region Office of Engagement, Purdue University
Scott Walker, President & CEO, Greater Lafayette
Commerce
Chris Weldon, Market Development Project
Manager, Indiana Soybean Alliance
Carrie Wheeler, HR Generalist, Singota Solutions

We're here to help.

Got questions? Not sure where to start?

Reach out to the Conexus Indiana team.

conexusindiana.com/about/team

